



County of San Mateo

*Adopted Budget
FY 2005 - 2006
FY 2006 - 2007*



County of San Mateo

*Adopted Budget
FY 2005-2006
FY 2006-2007*

*Board of Supervisors
Mark Church, 1st District
Jerry Hill, 2nd District
Richard Gordon, 3rd District
Rose Jacobs Gibson, 4th District
Adrienne Tissier, 5th District*

*Recommended By:
John L. Maltbie, County Manager*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

ADOPTED BUDGET FISCAL YEAR 2005-06
ADOPTED BUDGET FISCAL YEAR 2006-07

Recommended by John L. Maltbie, County Manager

Paul Scannell, Assistant County Manager
Reyna Farrales, Deputy County Manager

Prepared by the County Manager's Office:

Reyna Farrales
Budget Director
Non-Departmental Revenue/Services

Peter Bassett
San Mateo Medical Center

Jimmy Forbis
Capital Projects/Facilities
Construction Funds
Debt Service Fund
Environmental Services Agency
Public Works Agency

Nancy Hetrick
Coroner
County Support of the Courts
Department of Child Support Services
District Attorney/Public Administrator
Private Defender
Probation
Sheriff/Office of Emergency Services

Jim Saco
Assistant Budget Director
Budget System Coordination
Revenues/Budget Forecasting

Dennis O'Rourke
Department of Housing
Health Department
Human Services Agency

Joanne Ward
Assessor-County Clerk-Recorder
Board of Supervisors
Controller
County Counsel
County Manager/Clerk of the Board
Employee and Public Services
First 5
Grand Jury
Information Services
Retirement (SamCERA)
Treasurer-Tax Collector

Budget Production Staff
Nancy Guerrero
Betsy Jack
Mina Lim
Joy Limin
Ashnita Narayan
Marie Peterson

Information Systems
Alan Sakayama
Tony Pham

Intergovernmental/Public Affairs
Mary McMillan
Ross Nakasone

Controller's Office
Peter Nystrom
Alana Pijuan

Budget System/Document Production
Finite Matters Limited:
Ben Slone
Nick Howard



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of San Mateo
California**

For the Fiscal Year Beginning

July 1, 2004

President

Executive Director

**FISCAL YEAR 2005-06 AND 2006-07
ADOPTED BUDGET**

TABLE OF CONTENTS

	<u>PAGE</u>
Shared Vision 2010	A-1
County Profile	A-5

COUNTY SUMMARIES

County Organization Chart	B-1
Fund Structure Chart and Fund Descriptions	B-2
County Pie Charts	B-7
All Funds Summary Requirements by Fund	B-11
All Funds Summary	B-12
General Fund Summaries by Agency	B-13
Capital Projects Summary	B-22
Revenues by Type	B-23
Expenditures by Type	B-28
Changes in Projected Fund Balance and Analysis	B-29
Authorized Position Summary	B-31
Department Priorities and Performance Goals	B-37
Long-Term Financial Policies	B-49
County Budget Process	B-53
Glossary of Budget Terms	B-59

ADMINISTRATION AND FISCAL

Administration and Fiscal Summaries	1-1
Board of Supervisors	1-3
County Manager/Clerk of the Board	1-13
County Management	1-21
Clerk of the Board	1-30
Special Services	1-34
Assessor-County Clerk-Recorder	1-39
Appraisal Services	1-46
Administration and Support	1-50
Elections	1-54
County Clerk-Recorder	1-59
Controller's Office	1-65
Administration	1-71
Internal Audit	1-75
Payroll Services	1-79
Controller Information Systems	1-83
General Accounting	1-87
Property Tax and Special Accounting	1-91
Treasurer-Tax Collector	1-95
Tax Collector	1-103
Treasurer	1-108
County Counsel	1-113

**FISCAL YEAR 2005-06 AND 2006-07
ADOPTED BUDGET
TABLE OF CONTENTS**

<u>ADMINISTRATION AND FISCAL (continued)</u>	<u>PAGE</u>
Employee and Public Services	1-123
Administration and Support.....	1-132
Human Resources	1-138
Public Safety Communications	1-143
Revenue Services	
Collections	1-148
Animal Licensing	1-153
EPS Special Services	1-156
Information Services Department	1-161
Information and Technology Availability.....	1-168
Project Management.....	1-174
Grand Jury.....	1-181
First 5 San Mateo County.....	1-185
Retirement Office (SamCERA)	1-189
 <u>CRIMINAL JUSTICE</u>	
Criminal Justice Summaries	2-1
District Attorney/Public Administrator	2-3
Department Child Support Services.....	2-15
County Support of the Courts	2-25
Private Defender Program	2-27
Sheriff's Office	2-29
Administrative and Support Services	2-38
Professional Standards Bureau	2-43
Technical Services Program	2-49
Forensic Laboratory	2-54
Patrol Bureau.....	2-60
Investigations Bureau	2-65
Office of Emergency Services.....	2-71
Maguire Correctional Facility	2-76
Custody Programs	2-82
Court and Security Services	2-88
Message Switch.....	2-93
Probation Department.....	2-95
Administrative Services.....	2-102
Court Services	2-108
Adult Supervision Services	2-112
Juvenile Supervision Services	2-117
Institutions Services	2-122
Coroner's Office.....	2-127
Coroner Investigations	2-134
Coroner Pathology	2-139

**FISCAL YEAR 2005-06 AND 2006-07
ADOPTED BUDGET
TABLE OF CONTENTS**

<u>ENVIRONMENTAL SERVICES AGENCY</u>	<u>PAGE</u>
Environmental Services Summaries	3-1
Environmental Services Administration	3-11
Agricultural Commissioner/Sealer.....	3-16
Administration and Support.....	3-17
Environmental Protection	3-22
Consumer Protection	3-27
Animal Control Services	3-31
U.C. Cooperative Extension.....	3-36
Structural Fire	3-41
County Service Area #1	3-43
Fire Protection Services.....	3-48
Local Agency Formation Commission (LAFCo)	3-52
County Library	3-55
Planning and Building	3-59
Administration and Support.....	3-60
Long Range Planning Services.....	3-65
Development Review Services	3-70
Parks and Recreation	3-75
Administration and Support.....	3-76
Operations and Maintenance.....	3-81
Fish and Game	3-86
Off-Highway Vehicle License Fee.....	3-88
Parks Acquisition and Development	3-90
Coyote Point Marina	3-93
 <u>DEPARTMENT OF HOUSING</u>	
Department of Housing Summaries.....	4-1
Housing and Community Development.....	4-10
Housing Authority	4-15
 <u>PUBLIC WORKS AGENCY</u>	
Public Works Summaries.....	5-1
Administrative Services.....	5-16
Engineering Services	5-22
Facilities Maintenance and Operations	5-28
Road Construction and Operations.....	5-35
Construction Services	5-47
Vehicle and Equipment Services	5-51
Waste Management and Environmental Services	5-58
Transportation Services	5-63
Utilities, Flood Control and Natural Resources	5-68
Airports	5-76

**FISCAL YEAR 2005-06 AND 2006-07
ADOPTED BUDGET
TABLE OF CONTENTS**

<u>HEALTH DEPARTMENT</u>	<u>PAGE</u>
Health	6-1
Health Summaries (Health Department and San Mateo Medical Center)	6-2
Health Department Summaries	6-3
Health Administration	6-14
Health Policy, Planning, and Promotion	6-21
Emergency Medical Services-General Fund	6-24
Emergency Medical Services-Trust Fund	6-30
Aging and Adult Services	6-32
Conservatorship Program	6-33
Community-Based Programs	6-37
In-Home Supportive Services (IHSS) Authority	6-42
IHSS Public Authority-General Fund	6-47
Environmental Health Services	6-48
Food and Nutrition Services	6-54
Mental Health Services	6-60
Mental Health Administration	6-61
Mental Health Youth Services	6-67
Mental Health Adult Services	6-73
Public Health Services	6-78
Disease Control and Prevention	6-79
Family Health Services	6-85
Correctional Health Services	6-90
San Mateo Medical Center	6-95
San Mateo Medical Center-Operating Budget	6-97
Administrative and Quality Management Services	6-103
Patient Care Services	6-109
Clinical Ancillary and Support Services	6-114
Long-Term Care Services	6-120
Ambulatory and Medical Staff Services	6-125
Medical Center Capital Purchases	6-130
Contributions to Medical Center	6-133
 <u>HUMAN SERVICES AGENCY</u>	
Human Services Summaries	7-1
Program Support	7-13
Community Capacity Building	7-19
Economic Self-Sufficiency	7-24
Family Strength	7-32
 <u>NON-DEPARTMENTAL SERVICES</u>	
Non-Departmental Summaries	8-1
Non-Departmental Services	8-2
Sergeants/Teamsters Retiree Health	8-8
Contingencies	8-10

**FISCAL YEAR 2005-06 AND 2006-07
ADOPTED BUDGET
TABLE OF CONTENTS**

NON-DEPARTMENTAL SERVICES (Continued) **PAGE**

Accumulated Capital Outlay Fund	8-12
Courthouse Construction Fund	8-14
Criminal Justice Construction Fund	8-17
Capital Projects.....	8-20
Debt Service	8-29

COUNTY BUDGET UNIT AND PROGRAM SUMMARIES

Administration and Fiscal.....	9-1
Criminal Justice	9-40
Environmental Services	9-65
Public Works.....	9-88
Health	9-98
Human Services	9-125
Director of Housing	9-130
Non-Departmental	9-133

CONTROLLER'S SCHEDULES

Schedule 1 – Summary of County Budget.....	1
Schedule 2 – Analysis of Fund Balance Unreserved/Undesignated	2
Schedule 3 – Detail of Provisions for Reserves/Designations	3
Schedule 4 – Summary of Estimated Additional Financing Sources.....	4
Schedule 5 – Analysis of Financing Sources by Source by Fund	6
Schedule 6 – Analysis of Current Property Taxes and Assessed Valuation	17
Schedule 7 – Summary of County Financing Reqmts. by Function & Fund.....	18
Schedule 8 – Summary of County Financing Reqmts. by Function & Fund.....	19
Schedule 8A– Schedule of County Specific Financing Uses by Function & Activity	20
Schedule 11 – Operation of Enterprise Fund.....	24
Schedule 13 – Summary of Special District Budgets Under the Board of Supervisors	25
Schedule 16 – Special Districts Under the Board of Supervisors - Detail	26
Schedule 13 – Summary of Independent Special District Budgets	70
Schedule 16 – Independent Special Districts - Detail	71
Schedule 18 – Debt Services Requirements - Detail	107

This page intentionally left blank



SHARED VISION 2010

San Mateo County Mission Statement

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 the community. We are committed to:

- The highest standards of public service
- A common vision of responsiveness
- The highest standards of ethical conduct
- Accessible services for those in need
- Treating people with respect and dignity

The Future of San Mateo County

Shared Commitments and Measurable Goals for the Next Decade

In 2000, the Board of Supervisors initiated a “visioning process” to give residents an opportunity to define a shared vision for the future of San Mateo County, by asking the questions: *What will the County be like in a decade? What do we want it to look like?*

San Mateo County is an attractive, prosperous and diverse place to live and work. It has undergone tremendous change: the emergence of a new economy, the arrival of new and diverse residents and the physical transformation of its cities. The County is no longer predominantly agricultural nor is it simply a set of bedroom communities serving San Francisco. It is a single region with elements of suburban, urban and agricultural communities. Through a shared vision, San Mateo County strives to blend the best of each of these diverse communities into a cohesive and dynamic whole.

Shared Vision 2010 - The Promise of the Peninsula

California's local governments provide the critical services and programs necessary to stimulate and sustain the State's economy. The success of these programs and services requires meaningful and achievable long-term plans. Shared Vision 2010 defines what the San Mateo County community can achieve over the next decade with government and citizens working together. It is a plan that seeks to avoid crisis-driven policies, remove irrelevant boundaries and barriers, and favors comprehensive and coordinated community-wide planning.

The plan itself will not solve all problems. However, it will raise an expectation of greater cooperation and collaboration among jurisdictions. The plan encourages shared responsibility by governments, educators, non-profits, faith-based and business community organizations, as well as individual residents for the future success of the County.

The Board of Supervisors believes that leadership is most respected and effective when it has clear purpose, accompanied by a plan of how to achieve it. The numerous and complex issues challenging the Peninsula, including affordable housing, transportation and sustainable economic growth, will only be solved with increased regional cooperation. *Shared Vision 2010: The Promise of the Peninsula* provides a framework for solving problems.

Now at mid-point, a comprehensive update is being completed. The progress report will demonstrate and measure current success in achieving the 25 goals. It will tell the Board how the county is doing, if we are better off, and whether or not changes or adjustments are needed to achieve the future vision for the county.



An Inclusive Vision: People, Place, Prosperity and Partnerships

A Public Process: Voice, Vote, Vision



Just over five years ago, the Board of Supervisors set out to create a shared community vision for San Mateo County and foster a desire on the part of residents to work together to realize it. The first step in the process was to define an approach that would be as inclusive as the vision they hoped to identify. Through a series of workshops the Board of Supervisors constructed a visioning framework based on the shared values of people, place, prosperity and partnerships.

Using that framework the Board of Supervisors conducted a series of community forums throughout the County, including special forums targeting youth, new economy professionals, and Spanish-speakers. Residents were encouraged to provide online input and invited to submit public comment over a six-month period. Incorporating

online and public input, community forum participants worked collectively to define a shared vision and prioritize goals for the future of the County.

After completing the community process, the Board of Supervisors presented the top vote-getting commitments and goals to small groups across the County. These focused meetings provided an opportunity to discuss the commitments and goals in greater detail and to identify performance indicators to monitor progress over time.

The result of this year-long visioning process was the County's Shared Vision 2010, which includes a comprehensive set of 10 commitments and 25 goals that represent the priorities of the county for the following decade. Those commitments and goals are included below:

PEOPLE



Realize the potential of our diverse population.

1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.
2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County.

Provide equal access to educational opportunity.

3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.
4. Residents have many educational and training opportunities beyond high school.

Ensure basic health and safety for all.

5. Residents have access to healthcare and preventive care.
6. Children grow up healthy in safe and supportive homes and neighborhoods.
7. Maintain and enhance the public safety of all residents and visitors.
8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.

PLACE



Offer a full range of housing choices.

9. Housing exists for people at all income levels and for all generations of families.

Redesign our urban environment to increase vitality, expand variety and reduce congestion.

10. Public transportation choices that are convenient, affordable, accessible and safe.
11. New housing is clustered with jobs and commercial services along transportation corridors.
12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.

Preserve and provide people access for our natural environment.

13. Fixing the boundary between open space and development protects the quality of the natural environment.
14. Important natural resources are preserved and enhanced through environmental stewardship.
15. Residents have nearby access to green space, such as parks and recreational opportunities.

PROSPERITY



Create opportunities for every household to participate in our prosperity.

- 16. Residents hold the majority of jobs created in the county.
- 17. All households experience real gains in income.

Sow the seeds of our future prosperity.

- 18. San Mateo County attracts and maintains leading-edge industries.
- 19. The skill level of new workers rises with improved K-12 education and training options.

PARTNERSHIPS



Responsive, effective and collaborative government.

- 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.
- 21. County employees understand, support and integrate the County vision and goals into their delivery of services.
- 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.

Leaders work together across boundaries to preserve and enhance our quality of life.

- 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.
- 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.
- 25. Residents express their support for regional, collaborative approaches to issues.

This page intentionally left blank



COUNTY OF SAN MATEO PROFILE

County Geography, History, Economics and Government

San Mateo County was established on April 19, 1856. Located between San Francisco and Santa Clara counties on the San Francisco Bay, the County covers 531 square miles and boasts 54-miles of spectacular coastline bluffs and beaches, with 74 percent of its land in agricultural use, watershed, open space, wetlands or parks. Mild climate, abundant natural resources, picturesque landscape of oak-tree dotted rolling green foothills, creeks and majestic stands of old redwoods best describes San Mateo County, making it one of the most attractive communities in California. Historically, as it is equally true today, generations have made a commitment to protect and preserve the County's natural resources.



History

In 1769, while searching for Monterey Bay, a Spanish exploration team led by Captain Gaspar de Portola instead found San Francisco Bay. The Spanish expedition found the peninsula inhabited by several small bands of Costano Indians. As a result of that contact, many Costanos soon contracted disease that eventually contributed to their extinction. During the 23-years of Mexican rule, numerous large land grants were secured from the Mexican Government. San Mateo County became the site of 17 large ranchos. By 1846, American troops had defeated Mexico and just two years later gold was discovered drawing the "forty-niners" in search of fortune. The territory's population grew and by 1850, Congress granted California statehood.



By 1860, the San Francisco peninsula had 3,214 residents. After the Southern Pacific peninsula line was completed the railroad brought something new to the Peninsula, the commuter. Many of the "Bonanza and Railroad Kings" purchased the old Mexican land grants. In fact, of the "Big Four" all but Collin Huntington made their home in San Mateo County. Leland Stanford, Charles Crocker and Mark Hopkins all constructed great mansions on estates.

Up until 1856, San Mateo was part of San Francisco County when the County was created out of a political deal. In an effort to eliminate city government corruption a state legislative proposal was introduced to merge the City and County of San Francisco. That legislation only won approval when an amendment was added to also require splitting San Francisco into a second county. In 1856, the County Charter was approved and a battle for the location of the county seat ensued. After three elections and a state Supreme Court decision, Redwood City became the San Mateo County seat.

Population

Over the past year California's population grew to 36.8 million. San Mateo County's population grew from 718,993 to 723,453 as of January 1, 2005. Of this, approximately 64,414 live in the unincorporated area of the County. San Mateo County is the 14th most populated of California's 58 counties. According to the most recent 2000 U.S. federal census data, San Mateo County is one of the most ethnically diverse communities in the nation: 49.8 percent of County residents are Caucasian, 21.8 percent are Hispanic, 21 percent Asian/Pacific Islander, 3.3 percent African American and 4.1 percent are other.



SAN MATEO CITY/COUNTY POPULATION

City	2001	2002	2003	2004	2005
Atherton	7,175	7,150	7,125	7,240	7,256
Belmont	25,100	25,000	25,100	25,338	25,470
Brisbane	3,600	3,620	3,600	3,670	4,724
Burlingame	28,200	28,100	27,900	28,280	28,280
Colma	1,190	1,190	1,180	1,295	1,567
Daly City	103,600	103,300	103,000	104,232	104,661
East Palo Alto	30,400	31,600	31,350	31,812	32,202
Foster City	28,750	28,600	29,450	29,739	29,876
Half Moon Bay	11,900	12,050	12,150	12,360	12,688
Hillsborough	10,850	10,850	10,850	10,952	10,983
Menlo Park	30,800	30,700	30,450	30,671	30,648
Millbrae	20,700	20,600	20,450	20,657	20,708
Pacifica	38,450	38,300	38,150	38,542	38,678
Portola Valley	4,450	4,460	4,440	4,523	4,538
Redwood City	75,300	75,500	75,100	75,795	75,986
San Bruno	40,100	39,900	40,450	41,653	41,715
San Carlos	27,700	27,600	27,450	27,924	28,190
San Mateo	92,400	93,000	92,600	93,911	94,212
South San Francisco	60,600	60,300	60,100	60,951	61,161
Woodside	5,350	5,325	5,300	5,455	5,496
Unincorporated	62,485	62,900	63,000	64,175	64,414
Total	709,100	710,045	709,195	718,993	723,453

Source: California Department of Finance, Demographic Research Unit *Totals may not equal sum due to rounding.

The California Department of Finance projects that by the year 2010 San Mateo County's population will grow to 747,134 and by 2020 to 786,740. The County's median age is 36.8 and has an aging population with the single largest age cohort of 65 and over at 14.5 percent.

Major Employers

The largest employers in the County and their respective number of employees as of August 2004 are set forth in the following table:

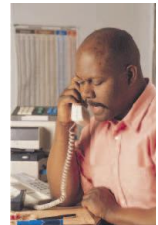
COUNTY OF SAN MATEO LARGEST EMPLOYERS

<u>Employer</u>	<u>Type of Business</u>	<u>Number of San Mateo County Employees</u>
United Airlines	Airline	10,933
Oracle Corporation	Software	7,000
County of San Mateo	Government	5,663
Genentech Inc.	Biotechnology	5,120
Kaiser Permanente	Health Care	3,494
Applied Biosystems	Biotechnology	2,640
Mills-Peninsula Health Services	Hospital	2,470
Safeway Inc.	Supermarkets	2,145
United State Postal Service	Postal Service	1,853
Electronic Arts	Interactive Entertainment	1,750
The Gap Inc.	Retail	1,679
Siebel Systems	Software	1,550
Stanford Linear Accelerator	Research	1,519
San Francisco International Airport	Airport	1,315
SRI International	Research and Development	1,300
Catholic Healthcare West	Health Care	1,213
Franklin Templeton Investments	Investment Management	1,200
SamTrans District	Public Transit	750
PG&E	Utilities	725

Source: *San Francisco Business Times 2005 Book of Lists*

Income and Housing

San Mateo County's 2003 *median* family income was \$84,171—the highest in California and the 11th highest in the nation, while the *mean* family income is \$106,647. While San Mateo County's unemployment rate has fallen from highs around six percent (2003) to approximately 4.5 percent (Q1, 2005), this unemployment rate is higher than the 1999 rates, which hovered around two percent.



COUNTY OF SAN MATEO Per Capita Income (in thousands of dollars)

1998	1999	2000	2001	2002	2003
\$44,223	\$50,368	\$58,905	\$55,698	\$52,369	\$52,841

Source: *Bureau of Economic Analysis – CA!-3*

California, and specifically the Bay Area, consistently has among the highest housing costs in the nation. As of March 2004 the median home price in San Mateo County rose to \$729,000 from \$640,000 just a year ago. The median home cost requires an annual income of \$205,000, which puts home ownership out of reach for 85 percent of County residents. Moreover, the monthly rent for an average 2-bedroom unit is \$1,775 per month. The inability of families in San Mateo County to afford appropriate housing is the single greatest impediment in achieving self-sufficiency and continues to make affordable housing development a top County priority.

**COUNTY OF SAN MATEO
MEDIAN HOME PRICE**

	1985	1990	1995	2000	2004
San Mateo County	\$198,600	\$380,500	\$337,400	\$523,000	\$729,000
California	\$127,000	\$189,000	\$187,900	\$243,390	\$453,590

Source: California Association of Realtors

Commercial Activity

Commercial activity is an important contributor to San Mateo County's economy. The following table shows the County's taxable transactions from year 1999 to 2003:

**COUNTY OF SAN MATEO
TAXABLE TRANSACTIONS BY TYPE OF BUSINESS
FOR CALENDAR YEARS 1999 THROUGH 2003
(in thousands of dollars)**

Type of Business	1999	2000	2001	2002	2003
Apparel Stores	\$310,526	\$349,256	\$327,455	\$313,513	\$312,708
General Merchandise	1,194,918	1,255,683	1,259,242	1,220,051	1,228,323
Specialty Stores	1,295,940	1,538,989	1,267,916	1,062,791	1,090,344
Food Stores	374,116	405,860	415,023	401,241	399,776
Packaged Liquor Stores	61,313	64,959	68,360	69,418	68,878
Eating/Drinking Places	886,679	980,888	982,152	952,970	951,632
Home Furnishing	422,165	486,075	439,347	407,611	437,556
Building Materials	696,198	813,509	873,013	869,275	861,172
Service Stations	640,221	801,639	739,561	655,492	655,484
Cars, Boats, Plane, Parts & Dealers	1,634,322	1,900,086	1,843,498	1,748,003	1,695,663
Total Retail Outlets	7,516,398	8,596,944	8,215,567	7,700,365	7,701,536
Business & Personal Services	556,940	616,464	591,870	540,008	484,754
All Other Outlets	4,056,713	4,830,608	4,052,152	3,374,436	3,172,149
Total /All Outlets	\$12,130,051	\$14,044,016	\$12,859,589	\$11,614,809	\$11,358,439

Source: Taxable Sales in California (Sales & Use Tax), State Board of Equalization

Transportation

San Francisco International Airport



The San Francisco International Airport (SFO) is located in an unincorporated area of the County. According to the Airports Council International—North America, in 2004, SFO was the 12th busiest airport in the nation in terms of passenger volume and 14th busiest in cargo volume. SFO reports that air traffic in 2004 included over 32 million passengers and 562,000 metric tons of cargo and mail representing over 56% and 41% respectively of the Bay Area Airport market share. Fifty-four passenger and commuter airlines fly from the Airport and approximately 25 of them serve international destinations.

Although SFO is owned and operated by the City and County of San Francisco, it plays a very significant part in the economy of the County. Air transportation is the County's single largest industry. Tens of thousands of people are employed at SFO by the airlines, cargo carriers, restaurants, aviation suppliers and other SFO-related business and support services. Impacted by a sluggish economy and the events of September 11, 2001, SFO's passenger and cargo volumes declined. United Airlines, the largest carrier at San Francisco International Airport representing nearly half of all passengers and flights, with 10,000 employees in San Mateo County, was forced to declare bankruptcy.

San Francisco International Airport

Passenger, Cargo Mail Data

Fiscal Years 2000 through 2004

Calendar Year	Passengers Enplanements and Deplanements	Freight and Express Air Cargo Enplaned and Deplaned (Metric Tons)	U.S. and Foreign Mail (Metric Tons)
2000	40,287,832	695,259	176,994
2001	34,643,312	516,184	118,959
2002	31,450,168	506,083	189,874
2003	29,313,271	483,412	90,112
2004	32,835,104	489,759	73,067

Source: *San Francisco Airport Commission*

The Port of Redwood City is also located in the County. The Port has a deep-water channel and handles bulk cargo including lumber and scrap metal. In FY 2002-03, the Port handled a record 1,111,400 metric tons of cargo, 23.5 percent higher than the prior year of 900,000 tons.



The Bay Area Rapid Transit (BART) District connects the County to downtown San Francisco and the East Bay. BART has stations in Daly City, Colma, South San Francisco, San Bruno, Millbrae and the San Francisco International Airport (SFO). According to the May 2005 multimodal ridership report, the BART-SFO extension and five San Mateo County stations have an average weekday ridership of 41,755, a six percent increase from 2004. The system, which links commuter rail, rapid rail and the County's bus system, provides congestion relief on one of the County's main transportation corridors. Riders are able to buy passes that allow them to use conveniently any combination of transit system in the Bay Area.

County of San Mateo Government

Unique to just two counties in California, the San Mateo County Charter requires each of the five members of the Board of Supervisors to be elected at-large by all voters of the County, but requires each supervisor to reside within one of five geographic supervisorial districts. Supervisors are elected to four-year terms and are limited to no more than three terms. The Board of Supervisors makes policy for county government activity, except for those functions reserved for other elected officials. The Board legislates and sets policy and administers county government by ordinances and regulations.

In addition to the five Board seats, there are six elected officials who are chosen by general election every four years. They are Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney/Public Administrator, Sheriff and the Treasurer-Tax Collector. The Clerk of the Superior Court and the Chief Probation Officer are appointed by the Superior Court. All other department heads are appointed by and report directly to the County Manager, who is appointed by the Board of Supervisors.

Board of Supervisors

Mark Church, 1st District

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

Jerry Hill, 2nd District

Belmont, Foster City, San Mateo

Rich Gordon, 3rd District

Pacifica, Montara, Moss Beach, El Granada, Princeton, Half Moon Bay, Redwood Shores (community of Redwood City), Harbor Industrial, San Carlos, Woodside, Portola Valley, Atherton, Devonshire, Palomar Park, Emerald Lake Hills, Sequoia Tract, West Menlo Park, Stanford Lands, Ladera, Los Trancos Woods, La Honda, Skyline, Pescadero, Menlo Oaks

Rose Jacobs Gibson, 4th District

Incorporated: Redwood City, Menlo Park, East Palo Alto.
Unincorporated: North Fair Oaks, Oak Knoll

Adrienne Tissier, 5th District

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



Elected Department Heads

Warren Slocum, Assessor-County Clerk-Recorder
Tom Huening, Controller
Robert Foucrault, Coroner
Jim Fox, District Attorney/Public Administrator
Don Horsley, Sheriff
Lee Buffington, Treasurer-Tax Collector

Visioning Project



In 2000, the San Mateo County Board of Supervisors asked the community to identify the strategic priorities for the future of the county. **"What is the most important goal that San Mateo County should set for the year 2010?"** The question was asked and answered at eight community forums conducted throughout the county. Through citizen participation 10 commitments and 25 goals are reflected in the County's *Shared Vision 2010*. In 2005 a mid-point report will be issued that will update the progress made keeping the 10 commitments and achieving the 25 goals set in *Shared Vision 2010*. The report will provide the Board of Supervisors with an assessment of how the County is doing achieving the goals and provide the opportunity to adjust course. The 10 commitments and 25 goals can be found on the reverse side of each section divider of this recommended budget.

2005 Priority County Projects

Children's System of Care



Over the past year, the Health Department and Human Services Agency (HSA) has strengthened the children's system of care as an interdepartmental Health and HSA team – from the Alcohol and Other Drug Program, Child Protective Services, Mental Health and Public Health -- created Partners for Safe and Healthy Children (PSHC), a systematic, coordinated and integrated approach to providing high-risk and vulnerable young children and their families with evidence-based public health and behavioral health assessment, case management and treatment services that are guided by the core value that all children have a right to grow up and thrive in a safe and health environment.

Housing Department

In January 2005, the Board of Supervisors established a new County Department of Housing to provide more focused and directed attention to increasing the supply of affordable housing countywide and create greater awareness of the activities of the Housing Authority. The new department will provide long-range planning for housing in the county, and redevelopment and economic development in the unincorporated areas.



HEART



After convening a broad-based group of stakeholders to explore new ways to develop affordable housing the Board of Supervisors created the Housing Endowment and Regional Trust (HEART) in partnership with cities, non-profit housing advocates and private funders. The purpose of HEART is to coordinate and leverage both public and private funds to provide a source of capital to assist in building workforce housing. The San Mateo County Board of Supervisors allocated \$3 million to seed HEART as a joint powers authority to better coordinate financial resources of public

and private sector entities interested in addressing the critical, regional need of affordable housing. HEART was awarded \$2 million from the State Housing Bond.

Youth Services Center

Despite the ongoing economic challenge, the Board of Supervisors recently approved \$125 million Youth Services Center project to replace an inadequate 55-year old Hillcrest Juvenile Hall to serve the most at-risk and troubled youth in the County. The new campus will consist of a complex of buildings including a 180-bed Juvenile Hall, probation office, juvenile court, community school, a 30-bed girls camp and a 24-bed group home. In May 2002, the County was awarded a federal juvenile justice grant of \$21million and recently \$635,000 appropriation toward the construction of the health facility included in the project. The balance of the project is funded with the sale of lease revenue bonds.



Midcoast Local Coastal Program Plan



On January 25, 2005 the Board of Supervisors began a series of public hearings to consider a proposal to revise land use policy affecting the unincorporated Midcoast and update the Local Coastal Plan (LCP) with the desired outcomes of averting development permit appeals, updating baseline data and policies and improve the LCP-Coastal Act consistency. This visioning process is designed to result in a prepared statement of principles to guide Midcoast growth. The principles are intended to provide a framework for future action.

This page intentionally left blank

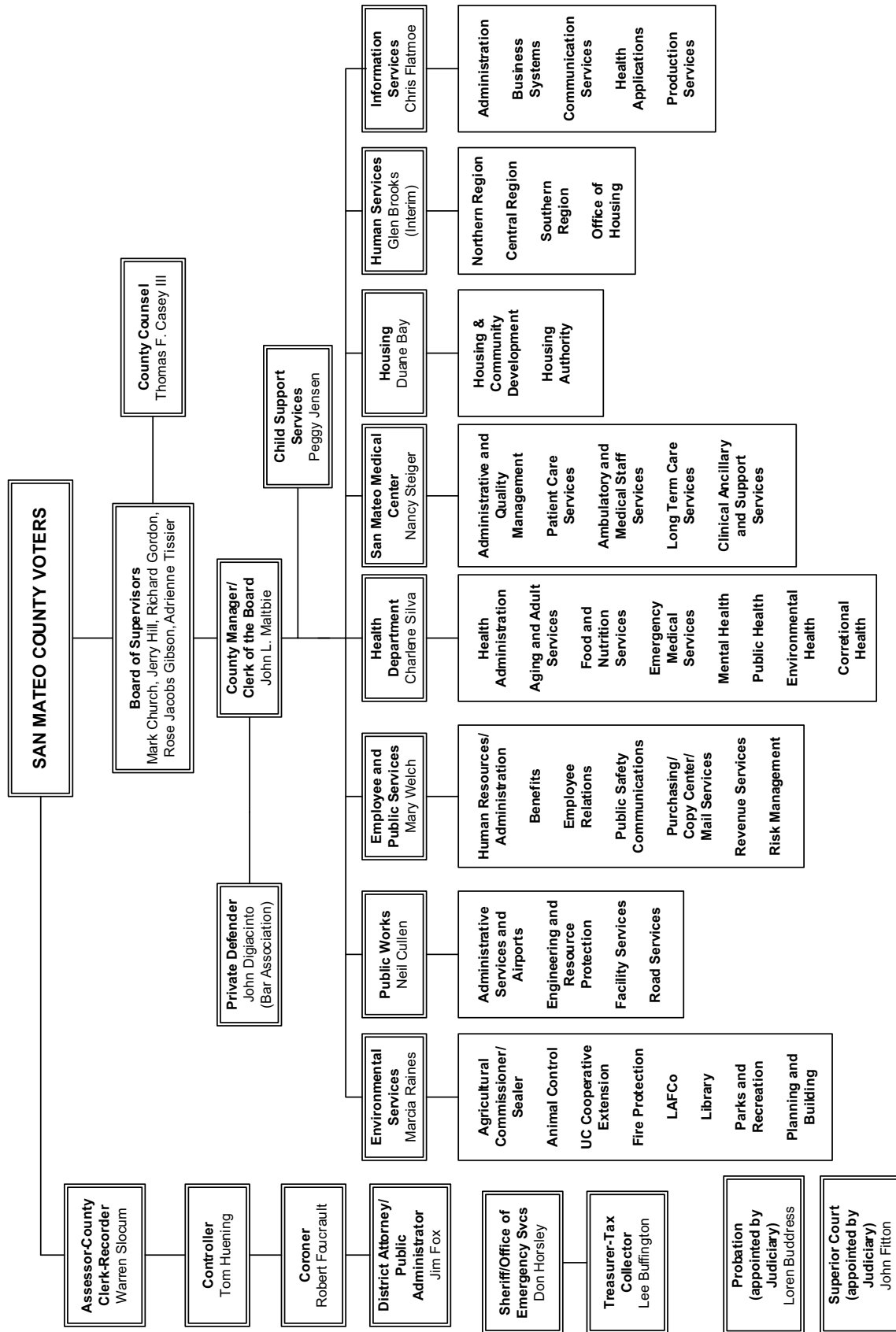


County Summaries

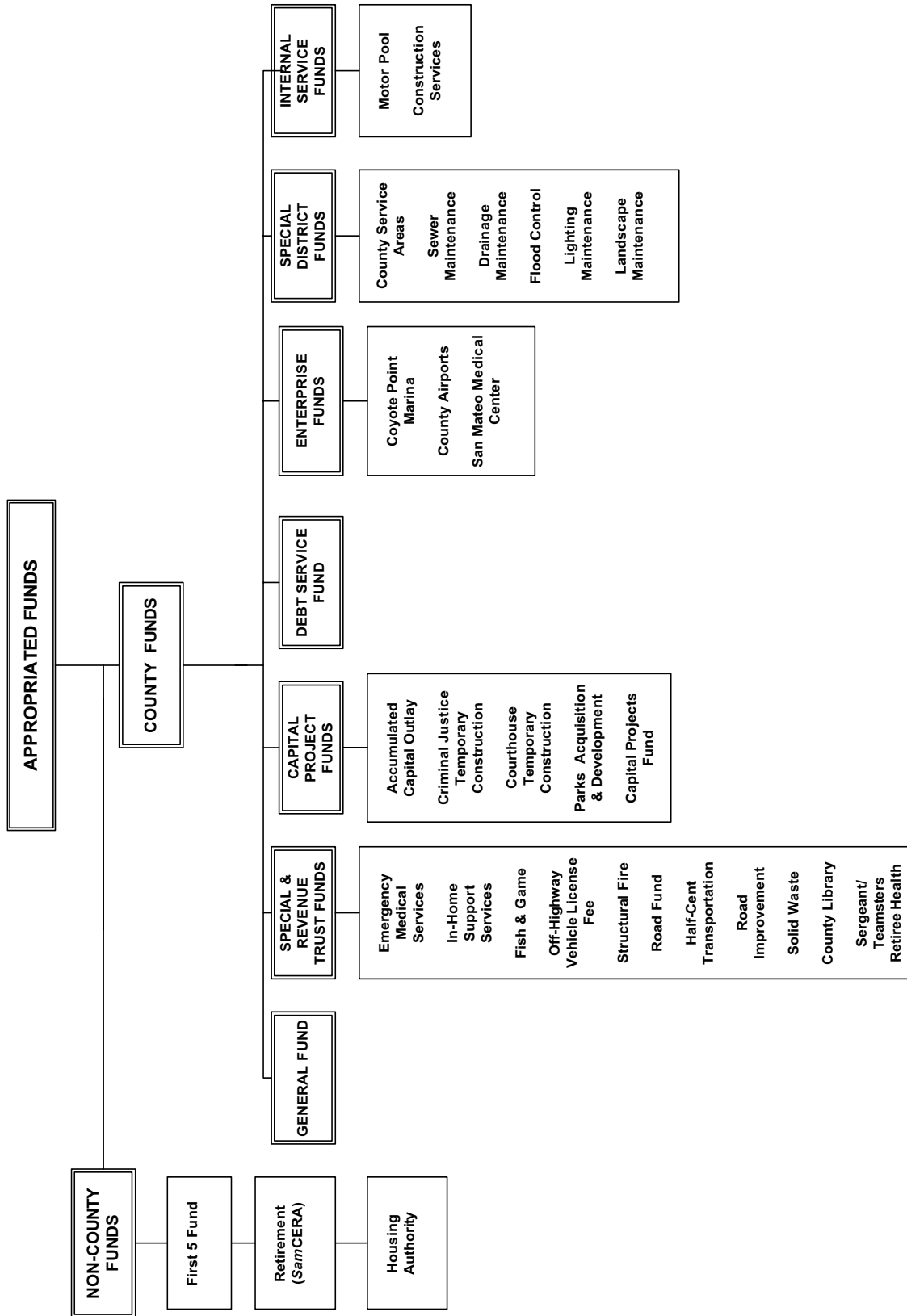
*Adopted Budget
FY 2005-2006
FY 2006-2007*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.



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 & 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 *Public Authority IHSS Fund* assists consumers in finding qualified in-home supportive services (IHSS) personnel, and training of 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 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 the road improvement in the County.

The *Solid Waste Fund* accounts for revenues from management and operation of solid waste facilities owned by the County as well as aids from federal, state and other local agencies. Revenues are primarily from licenses, permits, and franchise fees. Expenditures are specifically for resource conservation programs.

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:

- *Fish and Game*
- *Off-Highway Vehicle License Fees*

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 Park 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 *Criminal Facility 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 *Courthouse 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 Criminal Facility Construction Fund above.

The *Capital Projects Fund* was established to centrally budget other 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. The SMMC's revenues are principally fees for patient services payments from federal and State programs such as Medicare, Medi-Cal, Short Doyle, realignment revenues and subsidies from the General Fund.

The *Housing Authority Fund* accounts for the Housing Authority programs primarily funded by contributions from HUD and tenants.

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:

- *Highlands Landscape Maintenance District Fund*
- *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 *Fleet Maintenance Fund* provides vehicle and equipment acquisition, replacement, maintenance, repair, and fuel services to all County agencies. Full service repair facilities are operated in Belmont and Redwood City.

The *Tower Road Construction Fund* provides quality, cost-effective maintenance, repair and renovation of County facilities to ensure a safe, accessible, efficient and attractive environment for the public and all County employees. This unit also offers remodeling and craft services beyond the scope of building maintenance to County and other government agencies; as well as capital project management, support and maintenance services to the lighting districts on a fee for service basis.

Non-County Funds

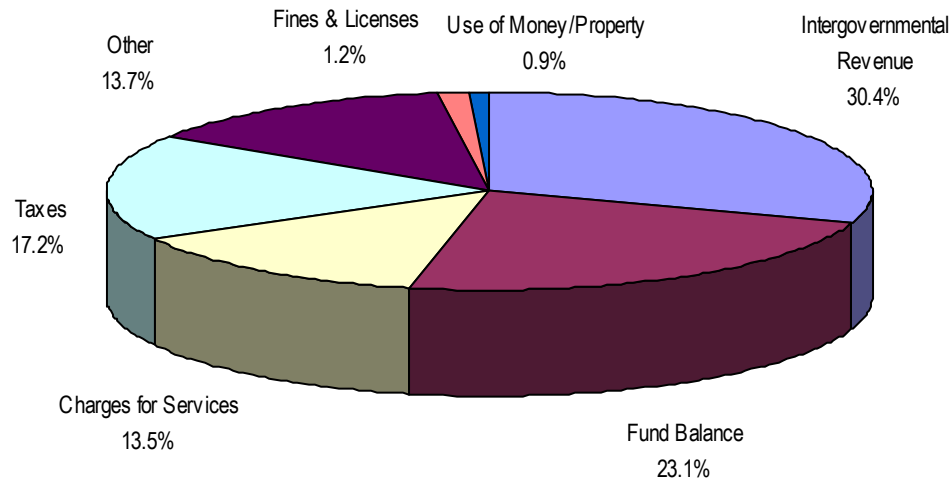
The *San Mateo County Employees' Retirement Association (SamCERA) Pension Fund*, under the control of the Board of Retirement, accumulates contributions from the County, its employees, and other participating employers, as well as earnings from investments. Disbursements are made for administrative expenses as well as retirement, disability, and death benefits based on a defined benefit formula. This Fund includes all assets of the San Mateo County Employees' Retirement Association. All assets of SamCERA are held in this fund.

The *First 5 San Mateo County (First 5) Fund* was established in March 1999 under the authority of the California Children and Families First Act of 1998 and is used to administer receipts and disbursements of California Children and Families First 5 allocations and appropriations, including administrative and overhead costs of the Commission and staff.

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

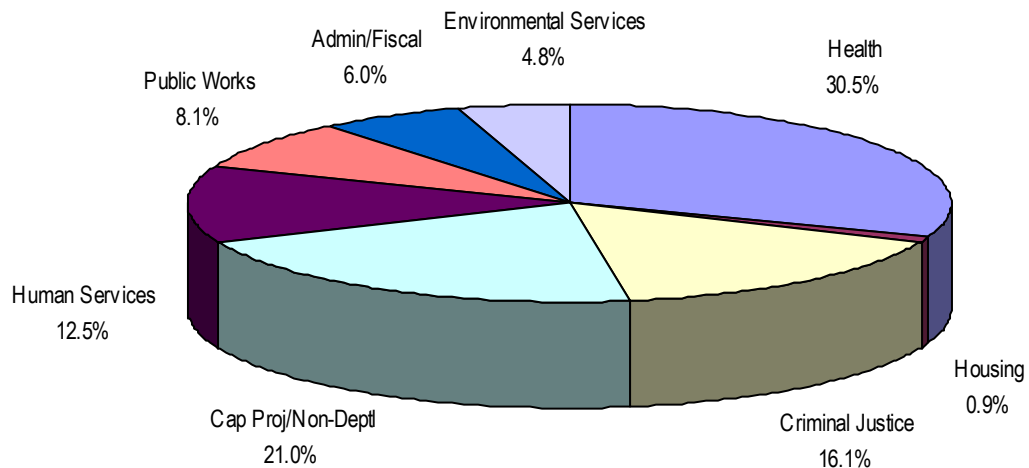
This page intentionally left blank

**All County Funds
FY 2005-06 Adopted Sources**



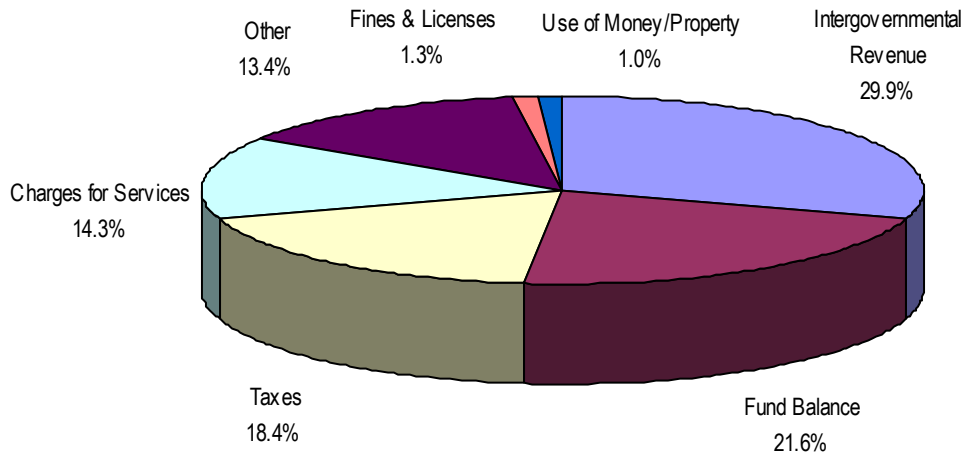
Sources of Funds	Adopted FY 2005-06	Percent of Total
Taxes	262,717,054	17.21%
Licenses, Permits and Franchises	11,003,454	0.72%
Fines, Forfeitures and Penalties	8,047,461	0.53%
Use of Money and Property	14,411,803	0.94%
Intergovernmental Revenues	463,606,898	30.36%
Charges for Services	205,623,454	13.47%
Interfund Revenue	78,480,332	5.14%
Miscellaneous Revenue	41,591,758	2.72%
Other Financing Sources	89,399,059	5.85%
Fund Balance	352,073,670	23.06%
TOTAL SOURCES	1,526,954,943	100.00%

**All County Funds
FY 2005-06 Adopted Requirements**



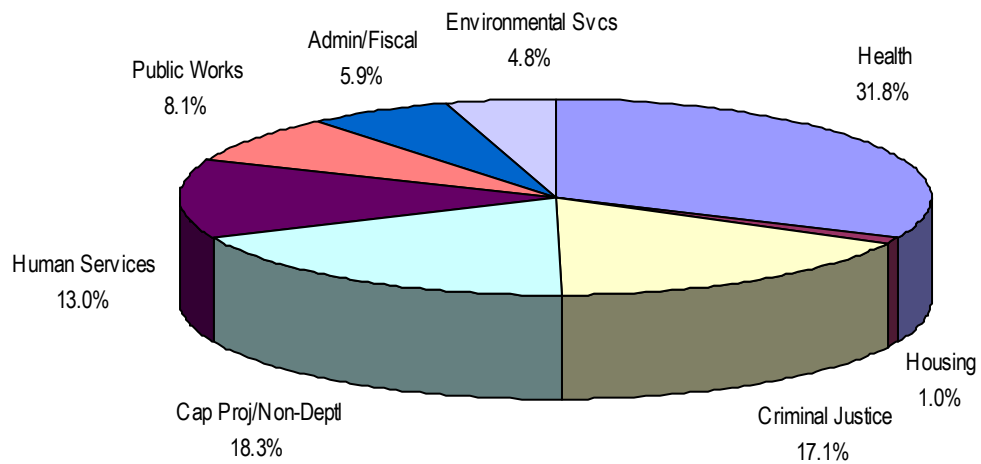
Use of Funds	Adopted FY 2005-06	Percent of Total
Administration and Fiscal	91,935,870	6.02%
Criminal Justice	246,450,738	16.14%
Environmental Services	72,732,074	4.76%
Housing	13,850,149	0.91%
Public Works	124,210,733	8.13%
Health	465,614,986	30.49%
Human Services	191,260,333	12.53%
Capital Projects/Non-Deptl.	320,900,060	21.02%
TOTAL SOURCES	1,526,954,943	100.00%

**All County Funds
FY 2006-07 Adopted Sources**



Source of Funds	Adopted FY 2006-07	Percent of Total
Taxes	264,462,319	18.41%
Licenses, Permits and Franchises	11,026,795	0.77%
Fines, Forfeitures and Penalties	8,031,118	0.56%
Use of Money and Property	14,613,815	1.02%
Intergovernmental Revenues	429,752,261	29.92%
Charges for Services	205,509,302	14.31%
Interfund Revenue	77,920,189	5.42%
Miscellaneous Revenue	35,538,061	2.47%
Other Financing Sources	78,782,519	5.48%
Fund Balance	310,823,421	21.64%
TOTAL SOURCES	1,436,459,800	100.00%

All County Funds FY 2006-07 Adopted Requirements



Use of Funds	Adopted FY 2006-07	Percent of Total
Administration and Fiscal	85,031,791	5.92%
Criminal Justice	245,995,843	17.13%
Environmental Services	69,025,227	4.81%
Housing	13,850,149	0.96%
Public Works	116,795,542	8.13%
Health	456,327,045	31.77%
Human Services	187,019,246	13.02%
Capital Projects/Non-Deptl.	262,414,957	18.27%
TOTAL SOURCES	1,436,459,800	100.00%

County of San Mateo
Total Requirements - All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
TOTAL REQUIREMENTS						
Administration and Fiscal	73,792,586	77,567,917	80,204,470	91,935,870	11,731,400	85,031,791
Criminal Justice Agency	218,598,551	231,648,002	234,664,866	246,450,738	11,785,872	245,995,843
Environmental Services Agency	26,410,761	27,388,455	28,564,383	31,814,837	3,250,454	31,204,561
Public Works Agency	16,587,184	17,913,057	18,708,886	18,211,943	(496,943)	18,060,614
Health	213,376,166	226,819,899	219,223,059	238,407,506	19,184,447	237,509,255
Human Services Agency	156,230,797	160,482,564	169,663,234	191,260,333	21,597,099	187,019,246
Department of Housing	13,234,078	9,767,924	15,712,817	13,850,149	(1,862,668)	13,850,149
Non-Departmental Services	100,677,211	122,505,329	159,057,849	236,629,030	77,571,181	194,981,132
Subtotal General Fund	818,907,335	874,093,145	925,799,564	1,068,560,406	142,760,842	1,013,652,591
Medical Center Enterprise Fund	172,991,083	188,413,418	187,734,884	209,202,267	21,467,383	200,792,422
Coyote Point Marina Operating Fund	3,225,752	2,468,825	2,266,676	2,397,990	131,314	2,204,932
County Airports Fund	3,598,210	5,029,177	6,167,838	7,722,831	1,554,993	3,962,571
Special Revenue and Trust Funds	96,487,297	90,970,929	85,109,961	89,290,280	4,180,319	84,978,102
Capital Projects Funds	23,758,368	20,816,579	29,865,528	45,462,211	15,596,683	28,896,883
Debt Service Fund	52,140,449	45,763,800	44,251,277	45,961,871	1,710,594	45,050,515
Special Districts Funds	46,579,346	48,830,073	42,827,051	41,870,464	(956,587)	41,312,685
Internal Service Funds	15,244,270	15,909,336	15,846,967	16,486,623	639,656	15,609,099
Total Non-General Fund	414,024,776	418,202,137	414,070,182	458,394,537	44,324,355	422,807,209
Total Requirements - All Funds	1,232,932,111	1,292,295,284	1,339,869,746	1,526,954,943	187,085,197	1,436,459,800
Total Sources - All Funds	1,337,471,782	1,406,907,350	1,339,869,746	1,526,954,943	187,085,197	1,436,459,800
AUTHORIZED POSITIONS						
Salary Resolution	5,330.0	5,285.0	5,276.0	5,500.0	224.0	5,500.0
Funded FTE	5,099.1	5,048.8	5,039.5	5,217.8	178.3	5,217.8

County of San Mateo

All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	212,337,942	289,918,590	186,689,931	262,717,054	76,027,123	264,462,319
Licenses, Permits and Franchises	8,832,353	11,668,374	9,989,402	11,003,454	1,014,052	11,026,795
Fines, Forfeitures and Penalties	8,431,922	8,400,216	7,770,109	8,047,461	277,352	8,031,118
Use of Money and Property	14,931,705	17,044,343	15,086,677	14,411,803	(674,874)	14,613,815
Intergovernmental Revenues	421,574,431	409,258,490	455,040,434	463,606,898	8,566,464	429,752,261
Charges for Services	171,534,439	193,830,823	188,918,504	205,623,454	16,704,950	205,509,302
Interfund Revenue	73,012,421	71,035,730	74,909,227	78,480,332	3,571,105	77,920,189
Miscellaneous Revenue	40,709,949	37,211,274	31,515,748	41,591,758	10,076,010	35,538,061
Other Financing Sources	90,672,691	78,283,157	82,335,760	89,399,059	7,063,299	78,782,519
Total Revenue	1,042,037,853	1,116,650,995	1,052,255,792	1,174,881,273	122,625,481	1,125,636,379
Fund Balance	295,433,929	290,256,355	287,613,954	352,073,670	64,459,716	310,823,421
TOTAL SOURCES	1,337,471,782	1,406,907,350	1,339,869,746	1,526,954,943	187,085,197	1,436,459,800
REQUIREMENTS						
Salaries and Benefits	475,397,885	516,608,915	527,052,354	564,625,714	37,573,360	594,027,886
Services and Supplies	291,877,985	295,634,769	334,536,532	355,990,137	21,453,605	335,924,701
Other Charges	254,307,606	242,047,693	256,014,205	277,664,605	21,650,400	259,971,410
Fixed Assets	26,547,313	24,401,541	43,730,070	69,310,668	25,580,598	27,294,120
Other Financing Uses	90,718,793	73,679,979	85,167,650	115,554,148	30,386,498	80,615,140
Gross Appropriations	1,138,849,583	1,152,372,897	1,246,500,811	1,383,145,272	136,644,461	1,297,833,256
Intrafund Transfers	(99,705,576)	(101,402,277)	(113,941,040)	(126,450,883)	(12,509,843)	(118,138,968)
Net Appropriations	1,039,144,007	1,050,970,620	1,132,559,771	1,256,694,389	124,134,618	1,179,694,288
Contingencies/Dept Reserves	193,788,104	241,324,664	207,309,975	270,260,554	62,950,579	256,765,572
TOTAL REQUIREMENTS	1,232,932,111	1,292,295,284	1,339,869,746	1,526,954,943	187,085,197	1,436,459,800
AUTHORIZED POSITIONS						
Salary Resolution	5,330.0	5,285.0	5,276.0	5,500.0	224.0	5,500.0
Funded FTE	5,099.1	5,048.8	5,039.5	5,217.8	178.3	5,217.8

County of San Mateo General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	188,002,427	264,547,187	163,346,403	238,747,060	75,400,657	240,133,647
Licenses, Permits and Franchises	4,871,087	5,897,507	5,126,498	5,540,550	414,052	5,563,891
Fines, Forfeitures and Penalties	7,331,752	7,285,552	6,735,109	6,897,389	162,280	6,881,046
Use of Money and Property	10,255,229	12,420,931	11,347,253	10,865,209	(482,044)	11,094,502
Intergovernmental Revenues	366,277,257	348,163,423	390,122,388	388,339,325	(1,783,063)	366,164,230
Charges for Services	75,849,003	82,213,840	79,137,156	83,043,267	3,906,111	83,455,901
Interfund Revenue	52,650,351	54,555,133	57,536,520	60,514,415	2,977,895	60,444,843
Miscellaneous Revenue	28,574,859	26,600,895	25,403,479	25,244,871	(158,608)	24,764,311
Other Financing Sources	2,093,359	430,986	455,000	494,318	39,318	478,818
Total Revenue	735,905,324	802,115,455	739,209,806	819,686,404	80,476,598	798,981,189
Fund Balance	187,541,681	186,589,758	186,589,758	248,874,002	62,284,244	214,671,402
TOTAL SOURCES	923,447,005	988,705,213	925,799,564	1,068,560,406	142,760,842	1,013,652,591
REQUIREMENTS						
Salaries and Benefits	361,677,295	389,340,457	398,749,698	425,434,956	26,685,258	451,827,281
Services and Supplies	199,217,149	201,941,152	237,326,276	251,656,046	14,329,770	235,147,302
Other Charges	190,879,659	185,947,358	196,486,998	215,438,737	18,951,739	199,053,362
Fixed Assets	2,509,629	3,134,664	3,067,499	14,949,323	11,881,824	1,501,036
Other Financing Uses	71,470,252	56,204,243	59,070,129	91,159,616	32,089,487	62,740,503
Gross Appropriations	825,753,984	836,567,875	894,700,600	998,638,678	103,938,078	950,269,484
Intrafund Transfers	(98,103,587)	(100,325,861)	(110,393,597)	(122,886,903)	(12,493,306)	(114,545,988)
Net Appropriations	727,650,398	736,242,014	784,307,003	875,751,775	91,444,772	835,723,496
Contingencies/Dept Reserves	91,256,937	137,851,131	141,492,561	192,808,631	51,316,070	177,929,095
TOTAL REQUIREMENTS	818,907,335	874,093,145	925,799,564	1,068,560,406	142,760,842	1,013,652,591
AUTHORIZED POSITIONS						
Salary Resolution	3,818.0	3,786.0	3,777.0	3,910.0	133.0	3,910.0
Funded FTE	3,725.3	3,688.8	3,679.6	3,802.5	122.9	3,802.5

Administration and Fiscal General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	494,669	528,014	591,495	639,131	47,636	643,805
Use of Money and Property	443,274	435,061	455,249	601,432	146,183	601,432
Intergovernmental Revenues	5,064,540	4,878,556	4,823,509	9,291,524	4,468,015	4,721,582
Charges for Services	22,320,875	25,450,950	21,272,941	21,986,838	713,897	22,189,728
Interfund Revenue	16,054,602	16,845,753	18,500,252	19,888,770	1,388,518	18,902,488
Miscellaneous Revenue	459,655	577,368	255,500	221,500	(34,000)	221,500
Other Financing Sources	1,428	2,897	100,000	77,323	(22,677)	61,823
Total Revenue	44,839,043	48,718,601	45,998,946	52,706,518	6,707,572	47,342,358
Fund Balance	12,754,922	12,717,783	12,717,783	13,751,029	1,033,246	12,874,371
TOTAL SOURCES	57,593,965	61,436,384	58,716,729	66,457,547	7,740,818	60,216,729
REQUIREMENTS						
Salaries and Benefits	57,514,322	59,232,101	62,062,813	64,452,961	2,390,148	65,543,283
Services and Supplies	29,059,295	27,558,466	33,420,879	36,753,060	3,332,181	30,977,227
Other Charges	17,585,193	18,984,774	19,204,292	20,278,926	1,074,634	19,992,665
Fixed Assets	344,243	1,738,413	1,560,393	8,970,860	7,410,467	455,200
Other Financing Uses	286,577	287,079	324,000	324,000		324,000
Gross Appropriations	104,789,630	107,800,833	116,572,377	130,779,807	14,207,430	117,292,375
Intrafund Transfers	(37,922,926)	(38,552,687)	(43,446,864)	(48,399,508)	(4,952,644)	(40,202,921)
Net Appropriations	66,866,705	69,248,146	73,125,513	82,380,299	9,254,786	77,089,454
Contingencies/Dept Reserves	6,925,881	8,319,771	7,078,957	9,555,571	2,476,614	7,942,337
TOTAL REQUIREMENTS	73,792,586	77,567,917	80,204,470	91,935,870	11,731,400	85,031,791
NET COUNTY COST	16,198,620	16,131,533	21,487,741	25,478,323	3,990,582	24,815,062
AUTHORIZED POSITIONS						
Salary Resolution	587.0	575.0	575.0	572.0	(3.0)	572.0
Funded FTE	572.8	560.7	560.7	553.8	(6.9)	553.8

Criminal Justice Agency General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	23,491	22,152	22,250	22,000	(250)	22,000
Fines, Forfeitures and Penalties	6,938,080	6,865,396	6,257,610	6,341,110	83,500	6,308,410
Use of Money and Property	181,993	116,724	121,510	121,500	(10)	121,500
Intergovernmental Revenues	92,286,300	92,318,061	95,956,073	94,610,730	(1,345,343)	94,610,730
Charges for Services	14,563,070	15,384,568	14,590,401	13,051,298	(1,539,103)	13,072,111
Interfund Revenue	9,593,067	10,444,526	10,634,985	11,628,020	993,035	12,327,066
Miscellaneous Revenue	892,402	924,720	866,476	826,840	(39,636)	677,950
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
Total Revenue	124,708,403	126,306,147	128,679,305	126,831,498	(1,847,807)	127,369,767
Fund Balance	10,604,404	12,605,028	12,605,028	10,772,747	(1,832,281)	10,559,419
TOTAL SOURCES	135,312,807	138,911,175	141,284,333	137,604,245	(3,680,088)	137,929,186
REQUIREMENTS						
Salaries and Benefits	141,556,458	154,032,295	149,305,497	158,891,922	9,586,425	161,310,502
Services and Supplies	31,254,827	29,914,995	40,037,335	41,785,502	1,748,167	39,146,884
Other Charges	44,760,866	45,838,595	46,519,877	47,062,885	543,008	47,089,035
Fixed Assets	290,344	815,982	950,121	1,227,463	277,342	970,836
Other Financing Uses	441,531	906,778	905,032	903,851	(1,181)	903,851
Gross Appropriations	218,304,026	231,508,645	237,717,862	249,871,623	12,153,761	249,421,108
Intrafund Transfers	(4,156,874)	(4,897,013)	(7,999,589)	(7,959,736)	39,853	(7,964,116)
Net Appropriations	214,147,152	226,611,633	229,718,273	241,911,887	12,193,614	241,456,992
Contingencies/Dept Reserves	4,451,399	5,036,369	4,946,593	4,538,851	(407,742)	4,538,851
TOTAL REQUIREMENTS	218,598,551	231,648,002	234,664,866	246,450,738	11,785,872	245,995,843
NET COUNTY COST	83,285,744	92,736,826	93,380,533	108,846,493	15,465,960	108,066,657
AUTHORIZED POSITIONS						
Salary Resolution	1,293.0	1,267.0	1,266.0	1,308.0	42.0	1,308.0
Funded FTE	1,272.6	1,242.3	1,241.3	1,283.9	42.6	1,283.9

Environmental Services Agency General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	2,792,344	3,789,940	3,171,503	3,436,699	265,196	3,436,699
Fines, Forfeitures and Penalties	75,355	73,927	36,000	56,000	20,000	56,000
Use of Money and Property	106,627	89,509	81,750	87,350	5,600	87,350
Intergovernmental Revenues	6,036,141	5,324,352	5,624,786	6,032,037	407,251	5,988,890
Charges for Services	3,225,283	4,328,209	3,822,701	4,144,712	322,011	4,156,712
Interfund Revenue	6,056,850	6,635,841	6,337,186	5,843,551	(493,635)	5,844,024
Miscellaneous Revenue	435,961	654,868	423,622	472,898	49,276	267,747
Total Revenue	18,728,560	20,896,646	19,497,548	20,073,247	575,699	19,837,422
Fund Balance	2,225,840	1,544,354	1,544,354	3,409,832	1,865,478	3,071,936
TOTAL SOURCES	20,954,400	22,441,000	21,041,902	23,483,079	2,441,177	22,909,358
REQUIREMENTS						
Salaries and Benefits	12,403,161	12,492,637	12,996,521	14,100,334	1,103,813	14,446,204
Services and Supplies	14,670,058	13,687,953	15,987,242	17,014,811	1,027,569	15,951,414
Other Charges	2,089,345	2,012,725	2,004,659	2,244,599	239,940	2,202,277
Fixed Assets	323,878	137,868	84,985		(84,985)	
Other Financing Uses				195,000	195,000	
Gross Appropriations	29,486,441	28,331,182	31,073,407	33,554,744	2,481,337	32,599,895
Intrafund Transfers	(3,477,505)	(3,162,203)	(3,324,240)	(3,718,392)	(394,152)	(3,373,819)
Net Appropriations	26,008,936	25,168,980	27,749,167	29,836,352	2,087,185	29,226,076
Contingencies/Dept Reserves	401,825	2,219,475	815,216	1,978,485	1,163,269	1,978,485
TOTAL REQUIREMENTS	26,410,761	27,388,455	28,564,383	31,814,837	3,250,454	31,204,561
NET COUNTY COST	5,456,362	4,947,455	7,522,481	8,331,758	809,277	8,295,203
AUTHORIZED POSITIONS						
Salary Resolution	138.0	134.0	134.0	136.0	2.0	136.0
Funded FTE	134.9	130.9	130.7	132.6	1.9	132.6

Department of Housing General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	8,866,825	6,916,836	13,132,722	10,818,281	(2,314,441)	10,818,281
Miscellaneous Revenue	4,536,118	2,956,424	2,699,307	2,947,262	247,955	2,947,262
Total Revenue	13,402,943	9,873,260	15,832,029	13,765,543	(2,066,486)	13,765,543
Fund Balance				84,606	84,606	84,606
TOTAL SOURCES	13,402,943	9,873,260	15,832,029	13,850,149	(1,981,880)	13,850,149
REQUIREMENTS						
Salaries and Benefits	1,621,225	1,677,817	1,816,595	1,847,024	30,429	1,887,512
Services and Supplies	1,073,778	623,101	1,469,008	1,384,184	(84,824)	1,384,184
Other Charges	9,932,789	7,557,629	12,695,634	11,317,267	(1,378,367)	11,276,779
Fixed Assets	725,710					
Other Financing Uses		20,162				
Gross Appropriations	13,353,502	9,878,709	15,981,237	14,548,475	(1,432,762)	14,548,475
Intrafund Transfers	(119,424)	(110,785)	(268,420)	(782,932)	(514,512)	(782,932)
Net Appropriations	13,234,078	9,767,924	15,712,817	13,765,543	(1,947,274)	13,765,543
Contingencies/Dept Reserves				84,606	84,606	84,606
TOTAL REQUIREMENTS	13,234,078	9,767,924	15,712,817	13,850,149	(1,862,668)	13,850,149
NET COUNTY COST	(168,865)	(105,337)	(119,212)		119,212	
AUTHORIZED POSITIONS						
Salary Resolution	16.0	18.0	18.0	16.0	(2.0)	16.0
Funded FTE	16.0	16.8	16.8	16.0	(0.8)	16.0

Public Works Agency General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	314,321	333,334	311,000	311,000		311,000
Use of Money and Property	367,519	407,339	413,361	422,099	8,738	426,392
Intergovernmental Revenues	2,736			300,000	300,000	
Charges for Services	28,985	22,858	48,580	48,580		48,580
Interfund Revenue	14,294,601	14,505,938	15,121,851	15,349,099	227,248	15,493,477
Miscellaneous Revenue	3,181,249	236,853	151,156	115,156	(36,000)	115,156
Other Financing Sources	35,000	51,993	35,000	35,000		35,000
Total Revenue	18,224,412	15,558,315	16,080,948	16,580,934	499,986	16,429,605
Fund Balance	92,799	2,183,042	2,183,042	1,147,963	(1,035,079)	1,147,963
TOTAL SOURCES	18,317,211	17,741,357	18,263,990	17,728,897	(535,093)	17,577,568
REQUIREMENTS						
Salaries and Benefits	14,654,063	15,397,276	15,813,681	15,750,451	(63,230)	16,217,594
Services and Supplies	11,704,949	11,165,287	11,780,328	11,972,739	192,411	11,829,011
Other Charges	3,415,890	3,191,059	3,583,947	3,863,290	279,343	3,845,290
Fixed Assets	27,349	130,255	98,000	84,000	(14,000)	50,000
Other Financing Uses	3,439,890	3,890,421	3,980,290	3,797,248	(183,042)	3,904,078
Gross Appropriations	33,242,141	33,774,298	35,256,246	35,467,728	211,482	35,845,973
Intrafund Transfers	(16,656,548)	(16,823,145)	(17,509,264)	(18,041,411)	(532,147)	(18,570,985)
Net Appropriations	16,585,593	16,951,153	17,746,982	17,426,317	(320,665)	17,274,988
Contingencies/Dept Reserves	1,591	961,904	961,904	785,626	(176,278)	785,626
TOTAL REQUIREMENTS	16,587,184	17,913,057	18,708,886	18,211,943	(496,943)	18,060,614
NET COUNTY COST	(1,730,027)	171,700	444,896	483,046	38,150	483,046
AUTHORIZED POSITIONS						
Salary Resolution	173.0	167.0	167.0	168.0	1.0	168.0
Funded FTE	171.9	165.7	165.7	166.7	1.1	166.7

Health General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	891,337	866,595	700,250	781,720	81,470	800,387
Fines, Forfeitures and Penalties	318,317	346,228	441,499	500,279	58,780	516,636
Use of Money and Property	502,103	343,585	640,000	575,000	(65,000)	575,000
Intergovernmental Revenues	86,137,333	100,637,967	90,111,099	95,083,037	4,971,938	95,085,413
Charges for Services	34,376,568	35,670,398	37,758,786	41,747,651	3,988,865	41,924,582
Interfund Revenue	1,078,343	1,083,410	1,547,112	1,414,322	(132,790)	1,414,322
Miscellaneous Revenue	15,131,902	16,859,417	16,857,068	17,409,090	552,022	17,405,390
Other Financing Sources	146,349	146,096	90,000	151,995	61,995	151,995
Total Revenue	138,582,252	155,953,696	148,145,814	157,663,094	9,517,280	157,873,725
Fund Balance	7,774,057	8,959,764	8,959,764	11,687,594	2,727,830	9,906,139
TOTAL SOURCES	146,356,309	164,913,460	157,105,578	169,350,688	12,245,110	167,779,864
REQUIREMENTS						
Salaries and Benefits	75,135,381	80,807,594	83,287,931	90,433,854	7,145,923	92,171,931
Services and Supplies	70,199,431	78,740,839	73,619,029	81,606,343	7,987,314	80,694,711
Other Charges	27,521,158	33,579,183	29,719,352	31,251,857	1,532,505	30,506,095
Fixed Assets	60,607	159,928	150,000	661,000	511,000	25,000
Other Financing Uses	51,207,495	43,332,857	43,332,922	45,696,211	2,363,289	45,606,904
Gross Appropriations	224,124,073	236,620,401	230,109,234	249,649,265	19,540,031	249,004,641
Intrafund Transfers	(17,621,381)	(16,626,820)	(17,712,493)	(20,189,005)	(2,476,512)	(20,262,236)
Net Appropriations	206,502,692	219,993,581	212,396,741	229,460,260	17,063,519	228,742,405
Contingencies/Dept Reserves	6,873,474	6,826,318	6,826,318	8,947,246	2,120,928	8,766,850
TOTAL REQUIREMENTS	213,376,166	226,819,899	219,223,059	238,407,506	19,184,447	237,509,255
NET COUNTY COST	67,019,857	61,906,439	62,117,481	69,056,818	6,939,337	69,729,391
AUTHORIZED POSITIONS						
Salary Resolution	875.0	887.0	880.0	913.0	33.0	913.0
Funded FTE	832.3	840.1	833.1	866.2	33.1	866.2

Human Services Agency General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	27,017		27,017	27,828	811	27,828
Intergovernmental Revenues	128,295,238	132,839,674	137,415,108	156,021,446	18,606,338	153,529,334
Charges for Services	1,310,527	1,356,590	1,643,747	2,064,188	420,441	2,064,188
Interfund Revenue	41,054	43,210	50,000	50,000		50,000
Miscellaneous Revenue	3,452,673	3,726,600	4,150,350	3,252,125	(898,225)	3,129,306
Total Revenue	133,126,509	137,966,074	143,286,222	161,415,587	18,129,365	158,800,656
Fund Balance	5,765,281	6,166,477	6,166,477	7,435,341	1,268,864	4,439,028
TOTAL SOURCES	138,891,790	144,132,551	149,452,699	168,850,928	19,398,229	163,239,684
REQUIREMENTS						
Salaries and Benefits	58,768,476	65,688,907	67,430,660	75,922,410	8,491,750	77,714,255
Services and Supplies	35,007,422	35,557,747	39,471,929	48,167,558	8,695,629	44,245,843
Other Charges	74,468,204	74,491,380	77,670,883	85,222,831	7,551,948	83,196,761
Fixed Assets	712,104	152,218	224,000	504,000	280,000	
Other Financing Uses	311,859	293,196	341,947	313,473	(28,474)	313,473
Gross Appropriations	169,268,066	176,183,449	185,139,419	210,130,272	24,990,853	205,470,332
Intrafund Transfers	(17,634,895)	(19,787,618)	(19,562,918)	(23,200,245)	(3,637,327)	(22,781,392)
Net Appropriations	151,633,171	156,395,831	165,576,501	186,930,027	21,353,526	182,688,940
Contingencies/Dept Reserves	4,597,626	4,086,733	4,086,733	4,330,306	243,573	4,330,306
TOTAL REQUIREMENTS	156,230,797	160,482,564	169,663,234	191,260,333	21,597,099	187,019,246
NET COUNTY COST	17,339,007	16,350,014	20,210,535	22,409,405	2,198,870	23,779,562
AUTHORIZED POSITIONS						
Salary Resolution	736.0	738.0	737.0	797.0	60.0	797.0
Funded FTE	724.7	732.3	731.3	783.3	52.0	783.3

Non-Departmental Services General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	188,002,427	264,547,187	163,346,403	238,747,060	75,400,657	240,133,647
Licenses, Permits and Franchises	354,924	357,472	330,000	350,000	20,000	350,000
Use of Money and Property	8,626,696	11,028,714	9,608,366	9,030,000	(578,366)	9,255,000
Intergovernmental Revenues	39,588,143	5,247,977	43,059,091	16,182,270	(26,876,821)	1,410,000
Charges for Services	23,695	267				
Interfund Revenue	5,531,834	4,996,454	5,345,134	6,340,653	995,519	6,413,466
Miscellaneous Revenue	484,900	664,645				
Other Financing Sources	1,680,581					
Total Revenue	244,293,202	286,842,716	221,688,994	270,649,983	48,960,989	257,562,113
Fund Balance	148,324,378	142,413,310	142,413,310	200,584,890	58,171,580	172,587,940
TOTAL SOURCES	392,617,580	429,256,026	364,102,304	471,234,873	107,132,569	430,150,053
REQUIREMENTS						
Salaries and Benefits	24,209	11,830	6,036,000	4,036,000	(2,000,000)	22,536,000
Services and Supplies	6,247,389	4,692,764	21,540,526	12,971,849	(8,568,677)	10,918,028
Other Charges	11,106,213	292,012	5,088,354	14,197,082	9,108,728	944,460
Fixed Assets	25,394			3,502,000	3,502,000	
Other Financing Uses	15,782,900	7,473,751	10,185,938	39,929,833	29,743,895	11,688,197
Gross Appropriations	33,186,105	12,470,358	42,850,818	74,636,764	31,785,946	46,086,685
Intrafund Transfers	(514,035)	(365,590)	(569,809)	(595,674)	(25,865)	(607,587)
Net Appropriations	32,672,070	12,104,768	42,281,009	74,041,090	31,760,081	45,479,098
Contingencies/Dept Reserves	68,005,141	110,400,561	116,776,840	162,587,940	45,811,100	149,502,034
TOTAL REQUIREMENTS	100,677,211	122,505,329	159,057,849	236,629,030	77,571,181	194,981,132
NET COUNTY COST	(291,940,369)	(306,750,698)	(205,044,456)	(234,605,844)	(29,561,388)	(235,168,921)

Capital Projects Summary

All Funds

Capital Improvement Projects Budget for FY 2005-06 and FY 2006-07	FY 2005-06	FY 2006-07
Road Construction and Maintenance Projects (Pages 5-42 to 5-46)		
Slurry/chip seal various roads (Road Fund)	382,000	1,473,000
Major Construction Projects (Road Fund)	4,891,796	2,543,000
Major Construction and Resurfacing Projects (Roadway Improvement Fund)	1,750,000	1,100,000
Utilities Projects (Pages 5-68 to 5-75)		
Sewer Maintenance/Sanitation Projects	3,226,129	1,327,400
Flood Control Projects	2,000,000	2,000,000
Airport Improvement Projects (Pages 5-76 to 5-80)	3,859,626	0
Medical Center Capital Purchases (Pages 6-130 to 6-132)	1,000,000	0
Capital Projects - Facilities (Pages 8-20 to 8-28)		
Criminal Justice Projects	4,772,361	2,386,181
Health Projects	12,729,726	6,364,863
Parks and Marina Projects	5,588,957	2,794,479
Fire Protection Projects	3,300,000	1,650,000
Other County Projects	3,023,272	1,511,636
Total Capital Improvement Projects - All Funds	46,523,867	23,150,558

The County of San Mateo is currently in the process of developing a consolidated Capital Improvement Projects budget that would combine Road Construction and Maintenance, Utilities, Airport Improvement and other County Facilities projects. Currently, these are located in different sections of the budget document. Road Construction, Utilities and Airport Improvement projects can be found in the Public Works section. County facilities projects can be found in the Non-Departmental section of the budget. In addition, there are major Countywide construction facility projects that are funded through Debt Service. Those projects, which are managed by the County Manager's Office, can also be found in the Non-Departmental section. The projects contained in the table above are primarily for the upgrade and maintenance of existing roads and facilities. These projects are not the result of new program initiatives or program expansion and therefore will not result in the need for additional staff or operating costs, other than what is needed for continued maintenance.

There are two major Capital Improvement Projects currently underway that will have new ongoing operating costs associated with them: (1) the Youth Services Center and (2) the Keller Women and Children's Center. The Youth Services Center (YSC) is a \$150 million facility that will be funded by a federal Juvenile Justice grant of \$21 million and the sale of lease revenue bonds. The project is slated for completion by June 2006. Debt Service payments for the YSC, which are expected to begin in FY 2007-08, will approximate \$5.2 million annually. The YSC replaces a dilapidated Juvenile Hall that has outlived its useful life. The County Manager's Office is in the process of working with the Probation Department, Mental Health Services, Human Services, the Sheriff's Office and the Court to attain the ongoing operating costs of the YSC that would be over and above the cost of operating the current facility. It is anticipated that these costs will be included in the FY 2006-07 budget presented to the Board of Supervisors in May 2006. The Keller Women and Children's Center is a new birthing center at the San Mateo Medical Center. This project will involve the build-out of existing space within the San Mateo Medical Center and is slated for completion in July 2006. Funding for construction totalling \$7.2 million is included in the capital projects budget and ongoing operating costs for the Center will be presented to the Board of Supervisors in May 2006. The construction costs will be funded by a combination of private donations from the Keller family and the Hospital foundation and federal funding from the Health Resources and Services Administration (HRSA). As an operating unit of the Medical Center Enterprise Fund, ongoing operating costs of the Center will be funded by revenues generated by the Center with no impact on the General Fund.

County of San Mateo All Funds

FY 2005-06 Revenues by Type

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	% Change 2005-06
SOURCES						
Property Taxes - General Fund	133,679,791	139,719,400	140,167,338	150,382,342	10,215,004	7.3%
Property Taxes - Non-General Fund	21,055,269	21,348,306	21,299,183	21,418,794	119,611	0.6%
Property Taxes - Supplemental	6,288,089	9,829,724	4,149,611	5,793,646	1,644,035	39.6%
Property Transfer Tax	7,002,464	8,110,609	4,168,734	6,417,249	2,248,515	53.9%
Return of Property Tax (Excess ERAF)	25,829,425	49,651,834		14,350,000	14,350,000	9999.9%
Property Tax Shift (ERAF III)		(6,704,877)		(6,704,877)	(6,704,877)	(9999.9%)
Property Tax In-Lieu of VLF		50,074,338		53,078,798	53,078,798	9999.9%
Property Tax In-Lieu of Sales Tax		3,199,682		3,500,000	3,500,000	9999.9%
Sales and Use Taxes	15,351,426	11,986,471	14,290,265	11,358,668	(2,931,597)	(20.5%)
Half-Cent Transportation Taxes	1,444,593	1,533,526	1,381,720	1,492,258	110,538	8.0%
Transient Occupancy Tax	631,931	700,240	695,124	729,880	34,756	5.0%
Other Taxes	1,054,956	469,336	537,956	900,296	362,340	67.4%
Taxes	212,337,944	289,918,589	186,689,931	262,717,054	76,027,123	40.7%
Building Permits	1,582,375	2,274,780	1,903,503	2,100,697	197,194	10.4%
Development and Zoning Permits	1,652,372	1,887,291	1,575,100	1,663,572	88,472	5.6%
Franchise Fees	4,615,012	6,446,073	5,503,904	6,123,904	620,000	11.3%
Other Licenses and Permits	982,595	1,060,229	1,006,895	1,115,281	108,386	10.8%
Licenses, Permits and Franchises	8,832,354	11,668,373	9,989,402	11,003,454	1,014,052	10.2%
Court Fines and Forfeitures	7,632,526	7,565,966	7,322,390	7,497,042	174,652	2.4%
Other Penalties and Forfeitures	799,395	834,250	447,719	550,419	102,700	22.9%
Fines, Forfeitures and Penalties	8,431,921	8,400,216	7,770,109	8,047,461	277,352	3.6%
Interest Earnings	10,237,747	11,147,459	11,412,189	9,971,251	(1,440,938)	(12.6%)
Other Investment Income	1,881,004	3,049,804	1,000,000	1,530,000	530,000	53.0%
Rents and Concessions	2,812,955	2,847,079	2,674,488	2,910,552	236,064	8.8%
Use of Money and Property	14,931,706	17,044,342	15,086,677	14,411,803	(674,874)	(4.5%)
Motor Vehicle in Lieu	38,210,198	3,802,525	48,163,694	205,388	(47,958,306)	(99.6%)
Realignment	59,786,683	65,457,281	65,050,335	71,940,193	6,889,858	10.6%
Public Safety Sales Tax (Prop. 172)	64,430,963	62,460,949	65,320,980	62,701,109	(2,619,871)	(4.0%)
Social Services Programs	130,449,119	130,721,257	140,464,516	152,429,652	11,965,136	8.5%
Mental Health Services	14,349,565	17,447,780	17,558,541	18,505,952	947,411	5.4%
Public Health Services	13,809,750	17,734,094	15,029,112	15,349,460	320,348	2.1%

County of San Mateo All Funds

FY 2005-06 Revenues by Type

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	% Change 2005-06
San Mateo Medical Center	24,771,182	29,337,165	30,663,494	33,123,133	2,459,639	8.0%
Other Federal and State Aid	75,766,971	82,297,439	72,789,762	109,352,011	36,562,249	50.2%
Intergovernmental Revenues	421,574,431	409,258,490	455,040,434	463,606,898	8,566,464	1.9%
SOURCES						
General Government Services	18,148,433	21,051,381	17,833,963	18,433,691	599,728	3.4%
Public Safety Services	17,108,278	18,756,733	17,576,095	16,316,668	(1,259,427)	(7.2%)
Planning and Building Services	1,594,296	2,708,822	2,065,054	2,425,907	360,853	17.5%
Parks Services	2,245,460	2,191,974	2,375,900	2,397,575	21,675	0.9%
Library Services	624,076	727,885	702,000	725,070	23,070	3.3%
Mental Health Services	23,785,328	23,421,079	24,571,729	27,595,278	3,023,549	12.3%
Public Health Services	2,652,689	3,875,220	3,864,917	4,583,785	718,868	18.6%
San Mateo Medical Center	84,392,743	99,590,679	98,423,793	109,529,711	11,105,918	11.3%
Other Health Services	7,935,036	8,364,638	9,312,640	9,559,088	246,448	2.6%
Sanitation Services	4,948,719	5,333,744	5,174,000	5,676,406	502,406	9.7%
Other Charges for Services	8,099,382	7,808,668	7,018,413	8,380,275	1,361,862	19.4%
Charges for Services	171,534,440	193,830,823	188,918,504	205,623,454	16,704,950	8.8%
Interfund Revenue	73,012,421	71,035,730	74,909,227	78,480,332	3,571,105	4.8%
Interfund Revenue	73,012,421	71,035,730	74,909,227	78,480,332	3,571,105	4.8%
Tobacco Settlement	7,454,854	6,913,485	7,331,989	7,331,989		0.0%
Foundation Grants	4,717,152	6,305,384	8,272,291	13,965,128	5,692,837	68.8%
Housing Loan & Project Cost Reimb	4,536,118	2,956,424	2,699,307	2,947,262	247,955	9.2%
Other Miscellaneous Revenue	24,001,825	21,035,981	13,212,161	17,347,379	4,135,218	31.3%
Miscellaneous Revenue	40,709,949	37,211,274	31,515,748	41,591,758	10,076,010	32.0%
Operating Transfers - Capital Projects	8,124,229	6,449,514	12,813,865	21,691,058	8,877,193	69.3%
Operating Transfers - Debt Service	23,589,500	21,958,476	20,985,094	21,048,683	63,589	0.3%
Other Financing Sources	58,958,962	49,875,167	48,536,801	46,659,318	(1,877,483)	(3.9%)
Other Financing Sources	90,672,691	78,283,157	82,335,760	89,399,059	7,063,299	8.6%
Total Revenue	1,042,037,853	1,116,650,995	1,052,255,792	1,174,881,273	122,625,481	11.7%

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. Average growth in the last five years is 7.9%, while projections for the next five years reflect \$8.3 million or 5.7% average annual growth, assuming no additional shifts to Educational Relief Augmentation Fund (ERAF). In consultation with the Assessor's Office, secured property tax growth of 8.5% is included in FY 2005-06 given the continued strength of the real estate market in the San Francisco Bay Area.

About 90% of unsecured property tax is generated from businesses at San Francisco International Airport. Average growth in the last five years was 1.2%, with growth from the construction of the new international terminal offset by reduced business activity after September 11, 2001. Projections for subsequent years are moderate, with average growth of 3%. Unsecured property tax revenue, primarily from airlines and businesses at San Francisco Airport, has been kept flat in FY 2005-06 based on projections from the Assessor's Office. This amount has been reduced by an estimate for outstanding airline litigation.

Budgeted revenues from supplemental and property transfer taxes have been adjusted based on actual receipts in FY 2004-05 and continued growth in prices and appraised property values. Although document recording fees are down, indicating fewer property transactions, the values of transactions are still high, resulting in increased receipts in both property transfer tax and supplemental secured property tax revenues. It is anticipated that next year's receipts will be at the same level as the current year.

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 will be returned to the County. In consultation with the Controller's Office, it is estimated that \$14.4 million will be returned to the County in FY 2005-06. These funds will be set aside in Reserves and used for one-time purposes as directed by the Board during mid-year budget review.

Property Tax Shift to Educational Revenue Augmentation Fund (ERAF)

As part of the State's budget solution in FY 2004-05, the Governor agreed to support local government efforts to pass Proposition 1A to ensure long-term local revenue protection in return for \$1.3 billion in local property tax for education for two fiscal years. The County's portion of the second and last year of property tax loss to ERAF III is \$6.7 million, which will be covered by Reserves.

Property Tax In-Lieu of Vehicle License Fees

The Taxes revenue class has increased significantly due to revenue from non-Realignment vehicle license fees (VLF), which has historically been budgeted in Intergovernmental Revenue, being permanently "swapped" with property tax as enacted in the State budget in FY 2004-05. The amount of property tax to be distributed in FY 2004-05 was based on estimates provided by the State Controller. Similar to the Triple Flip, a "true-up" will occur in September to reflect actual FY 2004-05 amounts by jurisdiction. Beginning in FY 2005-06, this revenue source will be increased by growth in property tax; a six percent growth factor has been used until the first "true-up" adjustments occur in September.

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

The State collects and rebates to the County a one percent tax on retail transactions within unincorporated areas of the County. 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 has been established for this purpose. The State provided all taxing agencies with a triple flip schedule of property tax amounts to be distributed using actual sales tax receipts from FY 2003-04. Equivalent amounts of property tax were distributed in December and April in the current fiscal year. A "true-up" will be made in September based on actual FY 2004-05 sales tax receipts. Any adjustments will be made as part of the December distribution.

Approximately 60% of the County's sales tax revenue comes from point-of-sale transactions or sales occurring in businesses located in the unincorporated areas of the county; the remainder comes from a portion of sales tax generated in the cities. About 45% 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. Any decline in sales tax will have a negative impact on Public Safety Sales Tax revenue.

FY 2004-05 sales tax receipts were down 1.08% compared to the prior year, which is right in line with the average decline over the last five years. Sales tax has been kept flat in FY 2005-06, reflecting the continued loss of jet fuel sales tax to the City of Oakland, offset by increases in sales within the unincorporated area, including businesses at San Francisco Airport where passenger activity has increased over 10 percent in the last year. Because FY 2003-04 actual sales tax, which still included jet fuel sales for three of the four quarters, was used by the State to calculate Triple Flip distributions of property tax to the County, it is expected that the "true-up" adjustments in September will be negative and will reduce the County's FY 2005-06 receipt of property tax in-lieu of sales tax.

Licenses, Permits and Franchises

There is an increase of \$285,666 due to anticipated increases in building, development and zoning permit activity. Franchise fees are increased by \$620,000 as a result of a \$2 per ton rate increase in the County/Browning Ferris Industries agreement.

Interest Earnings and Other Investment Income

Earnings include the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Gross earnings in FY 2003-04 were down 30.7% from the previous year due to a one-time transfer of accrued interest to the Court Escrow Fund. Beginning in FY 2004-05, interest earned by the Court Escrow Fund accrues in that fund. Overall, interest earnings revenues in FY 2004-05 were 8.9% higher than the previous year for all funds and 18.3% higher for the General fund. Though the Treasurer anticipates an increase in the return on investment rate in FY 2005-06, the amount budgeted in FY 2005-06 remains at the amount originally estimated in FY 2004-05. Other investment income includes net earnings of approximately \$1.53 million from the prepayment of retirement contributions.

Vehicle License Fees (Non-Realignment VLF)

The Vehicle License Fee ("VLF") is an annual fee on the ownership of a registered vehicle in California. Automobiles, motorcycles, pick-up trucks, commercial trucks and trailers, rental cars and taxicabs are all subject to the VLF. Beginning in FY 2004-05, non-Realignment vehicle license fee revenue was permanently "swapped" with property tax as enacted in the State budget. This explains the major reduction in the Motor Vehicle in Lieu account and the significant increase in Property Tax. Remaining VLF receipts are distributed to health and social services programs in counties based on caseload growth and other Realignment factors (see below).

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 ½ 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. San Mateo County is experiencing increases in certain caseloads and is anticipating growth in these revenue sources of \$6,889,858 in FY 2005-06.

Public Safety Half-Cent Sales Tax (Proposition 172)

The County began receiving revenue from this tax in FY 1993-94 after the ballot initiative passed. This revenue has been the primary funding source of negotiated labor increases in Criminal Justice departments such as the Sheriff, Probation, District Attorney and Coroner. Approximately 27% of Criminal Justice and 41% of Public Safety Communications expenditures are funded by this sales tax, which is distributed to the County 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. This factor is applied against monthly sales tax receipts for distribution to counties.

Receipts from this revenue source for FY 2004-05 were down \$1,970,014 from the previous year due to a drop in the County's factor (from 2.64% to 2.475%) as a result of the sluggish growth in the local economy compared to other counties in the state in calendar year 2003. A 1.4% rate of growth was used to develop the FY 2004-05 budget, which resulted in a budget shortfall of \$2,860,031. The budget for FY 2005-06 has been kept at the same level as FY 2004-05 receipts in anticipation of another reduction in the County's factor due to the loss of jet fuel sales tax to the City of Oakland beginning in April 2004. Receipts are expected to grow in subsequent years given projected growth in both county and statewide taxable sales.

Social Services Programs

This includes Federal and State revenues received by the Human Services Agency to fund employment services, protective services and financial assistance programs for eligible residents. Public assistance programs supported by this revenue source include: CalWORKs, MediCal, Food Stamps, General Assistance, Child Welfare Services, Foster Care, and the Workforce Investment Act (WIA). The goal of these public assistance programs is to assist in meeting the basic needs of eligible individuals, and to support their efforts to become productive and self-sufficient members of the community.

There is a net increase of \$11,965,136 in this funding source due to increased reimbursements related to a \$4.7 million increase in projected Stage I and Stage II Child Care expenditures; a \$1.5 million increase in projected CalWORKs cash assistance payments; a \$4.6 million increase in eligibility determination costs, and a \$1,022,518 net increase in child welfare services funding including increases in Child Welfare Services Redesign, Promoting Safe and Stable Families, Adoptions and Independent Living Programs, offset in part by reductions in other funding such as Targeted Case Management, Licensing, TANF Incentive Funds and Title XIX. Other increases include \$822,506 in State Medi-Cal funding, \$1,102,637 in CalWORKs employment services funding and Workforce Investment Act grants, and a \$509,647 net increase in Alcohol, Tobacco and Other Drug funding resulting from adjustments for unexpended prior-year Proposition 36 funding, a new Center for Substance Abuse and Treatment (CSAT) Homeless grant, and increased Substance Abuse Prevention and Treatment Block Grant funding, offset in part by expiring Tobacco, Juvenile Drug Court and Safe and Drug Free Schools grants. As a result of federal budget reductions, a net decrease of \$2.3 million has been made in the Department of Housing primarily due to a reduction in the Section 8 housing voucher allocation from Federal Housing and Urban Development (HUD).

Mental Health Services

A net increase of \$947,411 in Non-Realignment intergovernmental revenues reflects additional Mental Health Services Act (Proposition 63) Community Program Planning funds and projected increases in the State's Mental Health Managed Care and Managed Care Pharmacy allocation. Charges for Services are projected to increase \$3,023,549 mainly due to higher Medi-Cal Federal Financial Participation (FFP) revenues.

Public Health

Intergovernmental Revenues in Public Health includes several State categorically-funded programs such as Women, Infants, and Children (WIC), California Children's Services (CCS), Child Health and Disability Prevention (CHDP), Maternal Child Health, and Black Infant Health. The increase of \$320,348 is due to caseload growth in these programs, and additional State grant funding for AIDS programs and immunizations. Charges for Services are projected to increase \$718,868 primarily due to increased revenue of \$273,952 from the HPSM Risk Sharing Pool and \$400,000 from patient fees generated by the Edison Clinic.

San Mateo Medical Center

Intergovernmental Revenue increases by \$2,459,639 primarily due to expected increases of \$800,000 in SB 855 Disproportionate Hospital Share (DSH) revenues, \$1,000,000 in SB 1255 funding under agreement with the California Medical Care Commission (CMAC) for DSH supplemental payments, \$732,462 in Long Term Care (LTC) supplemental payments from the State in support of the Medical Center's skilled nursing facilities, based on projections from updated prior-year actuals, and \$44,522 in additional Medi-Cal administrative claiming in conjunction with the Indigent Healthcare Pilot Project

Charges for Services increases by \$11,105,918 due to higher patient volume assumptions for long-term care (increase of 23% at Burlingame Long Term Care and 1% at San Mateo Long Term Care), inpatient (increase of 1% in medical/surgical at the Hospital), and clinic programs (increase of 2% in outpatient visits). Gross patient revenue from WELL Program (indigent patients) co-payments and annual fees have been budgeted in a separate account beginning in FY 2005-06.

Tobacco Settlement

On August 5, 1998 the State of California and participating California Counties and Cities entered into a Memorandum of Understanding (MOU) which allocates a portion of tobacco settlement proceeds to the participating counties and cities. On December 9, 1998 the Master Settlement Agreement (MSA) between participating States and various tobacco companies received court approval. The Board has allocated most of these funds to the operations of the San Mateo Medical Center. Under the settlement, California is expected to receive approximately \$25 billion through 2025. Tobacco sales, however, have declined since the settlement. FY 2004-05 receipts were \$6,976,004, which was \$418,504 below budget. The budget for this account in FY 2005-06 has been kept at the budgeted FY 2004-05 level of \$7,331,989.

Operating Transfers/Other Financing Uses

Other Financing Uses includes contributions/transfers from the General Fund to the Medical Center Enterprise Fund and transfers from operating funds to the Debt Service Fund and Capital Projects Fund for scheduled debt service payments and reimbursement for capital improvement projects.

Contributions from the General Fund to the Medical Center for indigent health care services and unreimbursed operating costs increased by \$1,050,000 to help balance the Medical Center budget in FY 2005-06. A \$3 million General Fund contribution to the Medical Center for capital projects and major equipment replacement, which was budgeted in FY 2004-05, has been removed in FY 2005-06 pending prioritization of capital and technology needs and status of current projects and fundraising efforts.

There were increases of \$8,877,193 in transfers to the Capital Projects Fund from operating departments for new projects (\$18.4 million), including \$6.8 million for the Keller Women and Children's Center at the Medical Center, partially offset by the elimination of completed projects (\$9.5 million). Transfers to the Debt Service Fund were increased by \$63,589 to reflect the updated debt service payments schedule.

County of San Mateo
All Funds
FY 2005-06 Expenditures by Type

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	% Change 2005-06
<u>Operating Expenditures</u>						
Regular Salaries	312,513,910	328,034,580	351,412,371	375,058,485	23,646,114	6.7%
Extra Help	20,754,503	20,934,939	12,302,409	14,107,692	1,805,283	14.7%
Overtime	14,265,590	17,124,066	10,881,592	10,780,259	(101,333)	(0.9%)
Retirement	61,401,952	77,978,802	77,413,466	77,922,474	509,008	0.7%
Health Benefits	34,463,371	39,628,046	38,211,998	46,278,185	8,066,187	21.1%
Statutory Compensation	30,553,132	31,820,918	32,644,451	35,125,552	2,481,101	7.6%
Other Benefits	1,445,426	1,087,565	4,186,067	5,353,067	1,167,000	27.9%
Salaries and Benefits	475,397,885	516,608,915	527,052,354	564,625,714	37,573,360	7.1%
Office Expense	16,554,635	14,235,345	17,379,417	18,779,497	1,400,080	8.1%
Drugs/Medical Supplies	39,582,373	39,464,125	38,882,930	43,717,551	4,834,621	12.4%
Non-Capital Equipment	4,541,254	4,866,471	4,006,690	8,962,998	4,956,308	123.7%
Facility/Equipment Maintenance	20,159,924	20,624,199	22,189,565	22,931,314	741,749	3.3%
Utilities Expense	10,018,403	12,384,437	13,221,868	12,298,058	(923,810)	(7.0%)
Contracts for Services	111,874,011	110,259,852	119,763,035	136,755,636	16,992,601	14.2%
Interagency Agreements	26,837,976	28,571,606	31,793,696	32,763,084	969,388	3.0%
Public Assistance Programs	71,363,833	71,349,424	76,355,910	82,460,113	6,104,203	8.0%
State Trial Court Contributions	17,599,047	18,394,787	18,508,207	16,508,207	(2,000,000)	(10.8%)
Medical Center Contributions	61,292,751	58,164,150	51,822,833	54,047,737	2,224,904	4.3%
Other Contributions	13,501,877	9,688,892	16,927,401	16,144,724	(782,677)	(4.6%)
Internal Services/Overhead	132,068,678	127,397,847	135,872,043	149,486,253	13,614,210	10.0%
Debt/Capital Financing	30,173,380	26,295,523	36,402,092	35,381,862	(1,020,230)	(2.8%)
Other Financing Uses/Transfers	9,716,996	4,232,456	5,613,558	34,795,382	29,181,824	519.8%
Other Operating Expense	71,619,247	65,433,328	86,979,142	84,176,474	(2,802,668)	(3.2%)
Operating Sub-Total	1,112,302,269	1,127,971,355	1,202,770,741	1,313,834,604	111,063,863	9.2%
Intrafund Transfers	(99,705,576)	(101,402,277)	(113,941,040)	(126,450,883)	(12,509,843)	11.0%
Operating Total	1,012,596,693	1,026,569,078	1,088,829,701	1,187,383,721	98,554,020	9.1%
<u>Non-Operating Expenditures</u>						
Capital Improvements	22,122,397	18,844,987	34,765,800	47,113,892	12,348,092	35.5%
Capital Purchases	4,424,917	5,556,555	8,964,270	22,196,776	13,232,506	147.6%
Expenditure Total	1,039,144,007	1,050,970,620	1,132,559,771	1,256,694,389	124,134,618	11.0%
Reserves/Conting.- General Fund	91,256,937	137,851,131	141,492,561	192,808,631	51,316,070	36.3%
Reserves/Conting.- Non-General Fund	102,531,167	103,473,533	65,817,414	77,451,923	11,634,509	17.7%
TOTAL REQUIREMENTS	1,232,932,111	1,292,295,284	1,339,869,746	1,526,954,943	187,085,197	14.0%

County of San Mateo All Funds

FY 2005-06 Changes in Projected Fund Balance

Agency/Budget Unit	Beginning Balance	Revenues	Expenditures	Ending Balance	Percent Change
General Fund					
General Fund	248,874,002	819,686,404	875,751,775	192,808,631	(22.5%)
Special Revenue and Trust Funds					
Emergency Medical Services Fund	1,238,619	1,509,101	1,496,944	1,250,776	1.0%
IHSS Public Authority fund	3,060,215	12,197,278	12,406,169	2,851,324	(6.8%)
Fish and Game Propagation Fund	82,489	8,000	25,000	65,489	(20.6%)
Off-highway Vehicle License Fund	297,843	27,500	66,650	258,693	(13.1%)
Structural Fire Protection Fund	306,453	5,145,005	5,451,458	0	(100.0%)
Road Fund	1,646,294	15,974,815	16,221,109	1,400,000	(15.0%)
Half-Cent Transportation Fund	2,241,314	2,172,258	3,169,581	1,243,991	(44.5%)
Road Improvement Fund	3,786,193	707,000	1,750,000	2,743,193	(27.5%)
Solid Waste Fund	10,491,157	6,018,321	11,028,104	5,481,374	(47.8%)
County Library Fund	6,889,524	15,377,549	17,237,432	5,029,641	(27.0%)
Sergeants/Teamsters Retiree Health Fund	110,152	3,200	97,260	16,092	(85.4%)
Enterprise Funds					
Coyote Point Marina Operating Fund	1,217,823	1,180,167	1,808,316	589,674	(51.6%)
County Airports Fund	2,184,571	5,538,260	5,707,300	2,015,531	(7.7%)
Medical Center Enterprise Fund	0	209,202,267	209,202,267	0	0.0%
Special District Funds					
County Service Area #1 Fund	1,295,481	1,822,999	2,783,028	335,452	(74.1%)
Public Works Special District Funds	26,831,525	11,920,459	19,345,403	19,406,581	(27.7%)
Debt Service and Capital Project Funds					
Debt Service Fund	24,913,188	21,048,683	22,192,243	23,769,628	(4.6%)
Accumulated Capital Outlay Fund	4,378	0	4,378	0	(100.0%)
Criminal Justice Temporary Construction Fund	1,997,976	1,240,000	1,959,826	1,278,150	(36.0%)
Courthouse Temporary Construction Fund	2,894,186	1,260,000	1,659,229	2,494,957	(13.8%)
Parks Acquisition and Development Fund	2,698,832	4,567,572	7,170,908	95,496	(96.5%)
Capital Projects Fund	1,409,519	29,389,748	29,414,316	1,384,951	(1.7%)
Internal Service Funds					
Motor Pool Internal Service Fund	7,480,460	4,518,708	6,318,174	5,680,994	(24.1%)
Construction Services Fund	121,476	4,365,979	4,427,519	59,936	(50.7%)
Total All Funds	352,073,670	1,174,881,273	1,256,694,389	270,260,554	(23.2%)

Definition of Fund Balance: The difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

Explanation of estimated Fund Balance changes during the budget year, plus or minus 10% and \$100,000:

General Fund

- General Fund - Beginning Fund Balance is equivalent to 30.4% of total revenues. The County is in the second year of a three-year plan to use Fund Balance to balance the budget in order to continue vital health, human services and public safety programs that would otherwise be reduced or eliminated as a result of the sluggish economy coupled with increasing costs. Growth in property tax and other general purpose revenue, along with continued management of costs by setting conservative budget targets for departments, are expected to continue for the next two years so that use of Fund Balance will be limited to one-time costs such as capital improvements, equipment replacement and technology upgrades. The three-year plan also calls for maintenance of Non-Departmental reserves and contingencies at a minimum 6% of General Fund net appropriations.

Special Revenue and Trust Funds

- Structural Fire Protection Fund - Reduction in Fund Balance is due to appropriations budgeted for fire protection services, including personnel costs associated with the California Department of Forestry (CDF) contract.
- Road Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Half-Cent Transportation Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Road Improvement Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Solid Waste Fund - Reduction in Fund Balance due to ongoing commitments in excess of revenue stream.
- County Library Fund - Reduction in Fund Balance is due to one-time appropriations budgeted for library materials, including the new Belmont Library.

Enterprise Funds

- Coyote Point Marina Operating Fund - Reduction in Fund Balance is due to appropriations budgeted for the Marina dredging project.

Special District Funds

- County Service Area #1 Fund - Reduction in Fund Balance is due to appropriations budgeted for fire protection and police services, including increased personnel costs.
- Public Works Special District Funds - Reduction in Fund Balance is due to the appropriation of planned capital expenditures for utility districts (sewer, drainage, lighting, and flood control).

Debt Service and Capital Project Funds

- Criminal Justice Temporary Construction Fund - Reduction in Fund Balance is primarily due to the re-appropriation of \$740,000 for the Hall of Justice Seismic Retrofit Project to complete the final phase.
- Courthouse Temporary Construction Fund - Reduction in Fund Balance is primarily due to the re-appropriation of \$880,876 for the Hall of Justice Seismic Retrofit Project.
- Parks Acquisition and Development Fund - Reduction in Fund Balance is due to appropriations budgeted for the restoration and development of several park facilities and park projects.

Internal Service Funds

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

County of San Mateo

All Funds

FY 2005-06 and 2006-07 Authorized Position Summary

Agency/Budget Unit	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund						
Administration and Fiscal						
Board of Supervisors	15	15	15	15		15
County Manager/Clerk of the Board	23	24	24	24		24
Assessor-County Clerk-Recorder	123	123	123	122	(1)	122
Controller's Office	41	41	41	41		41
Treasurer-Tax Collector	28	28	28	29	1	29
County Counsel	38	38	38	38		38
Employee and Public Services	175	171	171	171		171
Information Services Department	144	135	135	132	(3)	132
Criminal Justice						
District Attorney/Public Administrator	123	125	125	126	1	126
Department of Child Support Services	121	112	112	107	(5)	107
Sheriff's Office	595	586	585	614	29	614
Probation Department	439	429	429	446	17	446
Coroner's Office	15	15	15	15		15
Environmental Services Agency						
Environmental Services Administration	3	3	3	3		3
Agricultural Commissioner/Sealer	33	28	28	28		28
U.C. Cooperative Extension	2	2	2	2		2
Local Agency Formation Commission	1	1	1	1		1
Planning and Building	44	45	45	47	2	47
Parks and Recreation	55	55	55	55		55
Department of Housing						
Department of Housing	16	18	18	16	(2)	16
Public Works Agency						
Administrative Services	29	28	28	28		28
Engineering Services	40	36	36	32	(4)	32
Facilities Maintenance and Operations	95	94	94	97	3	97
Vehicle and Equipment Services	3	3	3	3		3
Utilities	6	6	6	8	2	8
Health Department						
Health Administration	20	24	21	21		21
Health Policy, Planning and Promotion				17	17	17
Emergency Medical Services-GF	5	4	5	4	(1)	4
Aging and Adult Services	117	118	118	119	1	119
Environmental Health Services	76	75	75	75		75
Food and Nutrition Services	35	35	35	37	2	37
Mental Health Services	295	303	297	317	20	317
Public Health Services	272	272	273	266	(7)	266
Correctional Health Services	55	56	56	57	1	57
Human Services Agency						
Human Services Agency	736	738	737	797	60	797
Total General Fund	3,818	3,786	3,777	3,910	133	3,910

County of San Mateo All Funds

FY 2005-06 and 2006-07 Authorized Position Summary

Agency/Budget Unit	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Non-General Fund						
Special Revenue and Trust Funds						
Road Fund	84	79	79	79		79
Half-Cent Transportation Fund	5	5	5	5		5
Solid Waste Fund	10	10	10	10		10
County Library Fund	123	124	124	127	3	127
Enterprise Funds						
Coyote Point Marina Operating Fund	5	5	5	5		5
County Airports Fund	8	8	8	8		8
Medical Center Enterprise Fund	1,232	1,222	1,222	1,308	86	1,308
Special Districts Funds						
Sewer District Maintenance Fund	7	7	7	7		7
Internal Service Funds						
Motor Pool Internal Service fund	12	12	12	12		12
Construction Services Fund	26	27	27	29	2	29
Total Non-General Fund	1,512	1,499	1,499	1,590	91	1,590
Total All County Funds	5,330	5,285	5,276	5,500	224	5,500

Non-County Funds (Information Only)

First 5 San Mateo County	8	10	10	11	1	11
Retirement (SamCERA)	11	13	13	13		13

Explanation of Position Changes:

Administration and Fiscal

County Manager/Clerk of the Board: Deletes one vacant Management Analyst and adds one Principal Management Analyst, for no net change in total positions.

Assessor-County Clerk-Recorder: Deletes one vacant Office Specialist and one vacant Office Assistant II and adds one Auditor-Appraiser II, for a net reduction of one position.

Treasurer-Tax Collector: Converts one Fiscal Office Specialist from extra help to permanent status.

Employee and Public Services: Deletes one filled Communications Program Manager, one vacant Communications Dispatcher, one vacant Revenue Collections Supervisor and one vacant Revenue Collector; and adds one Management Analyst II, one Lead Revenue Collector, one Fiscal Office Assistant, and one Supervising Communications Dispatcher, for no net change in total positions.

Information Services Department: Deletes one vacant Management Analyst, one vacant Project Manager, one filled Fiscal Office Assistant, and one vacant Information Technology Technician; and adds one Project Accountant, for a net reduction of three positions.

(Net change is a reduction of three positions at the Agency level, including one extra help conversion to permanent status.)

Criminal Justice

District Attorney's Office: Adds one Deputy District Attorney.

Department of Child Support Services: Deletes one filled Child Support Attorney-U, two filled Child Support Technicians, one filled Child Support Investigator, and two vacant Office Assistant I/II's; and adds one Child Support Customer Service Specialist, for a net reduction of five positions.

Sheriff's Office: Deletes one vacant Senior Accountant and one vacant Fiscal Office Specialist; and adds one Lieutenant, one Forensic Laboratory Manager, one Forensic Specialist, one Crime Analyst, three Crime Analysts-U, two Criminalists, 13 Deputy Sheriff's, two Correctional Officers, three Management Analysts, one Accountant I, and converts three extra help positions to permanent status (Office Specialist, Community Program Specialist, and Utility Worker), for a net addition of 29 positions.

Probation Department: Deletes one vacant Probation Services Manager I; adds one Administrative Services Manager I, one Management Analyst III, one Deputy Probation Officer and two Group Supervisors, and converts 13 extra help positions to permanent status (one Institutions Services Manager, four Group Supervisor III positions, three Group Supervisor II positions, and five Group Supervisor I/II positions), for a net addition of 17 positions.

(Net change is the addition of 42 positions at the Agency level, including 16 extra help conversions to permanent status.)

Environmental Services

Planning and Building: Adds one Associate Civil Engineer and one Senior Planner.

County Library: Adds two Library Assistants and one part-time Accountant.

(Net change is the addition of five positions at the Agency level.)

Department of Housing

Department of Housing: Deletes one filled Director of Housing and Community Services and one vacant Executive Secretary, for a reduction of two positions.

Public Works

Engineering Services: Transfers one Associate Engineer to Road Construction and Operations, one Associate Civil Engineer to Environmental Services Agency Planning Department, and one Public Works Technician to Flood Control and Utilities; and deletes one vacant Senior Engineer, for a reduction of four positions.

Facilities and Maintenance Operations: Deletes one vacant Stationary Engineer and one vacant Senior Utility Worker; converts three Boiler Watch Engineer positions from extra help to permanent status; and adds two Utility Worker IIs, for a net addition of three positions.

Construction Services: Adds one Electrician and one Crafts Supervisor.

Flood Control and Utilities: Adds one Public Works Technician II and one Administrative Assistant II.

Road Fund: Adds one Associate Engineer to Road Construction and Operations (transferred in from Engineering Services) and deletes one vacant Senior Utility Worker in Vehicle and Equipment Services, for no net change in total positions.

(Net change is the addition of three positions at the Agency level, including three extra help conversions to permanent status.)

Health Department

Health Administration: Transfers four positions to Health Policy, Planning, and Promotion (one Management Analyst III, one Administrative Assistant I, one Health Services Manager I, and one Medical Program Director), one Librarian II to the San Mateo Medical Center, one Community Program Specialist III to Family Health Services, and one Administrative Services Manager I to Mental Health Services; adds one Administrative Services Manager I, one Executive Director-Unclassified, one Project Manager-Unclassified, one Administrative Assistant-E, and one Office Specialist; converts one Patient Services Assistant II from extra help to permanent status and one Community Program Specialist III-Unclassified to classified status; and adds one Community Program Specialist III as part of position add/delete previously approved by the Board of Supervisors as a mid-year Salary Ordinance Amendment, for no net change in total positions.

Health Policy, Planning, and Promotion: Adds one Management Analyst II and one grant funded Public Health Nurse; adds four positions transferred in from Health Administration (one Management Analyst III, one Administrative Assistant I, one Health Services Manager I, and one Medical Program Director); and adds 11 positions transferred in from Public Health (three Public Health Educators, one Office Specialist, one Community Worker II-Unclassified, three Community Program Specialist IIs, one Community Program Specialist III, one Program Services Manager I, and one Senior Public Health Educator-Y Rated), for an addition of 17 positions.

Emergency Medical Services: Deletes one filled Community Program Specialist III as part of position add/delete previously approved by the Board of Supervisors as a mid-year Salary Ordinance Amendment.

Aging and Adult Services: Deletes one filled Health Services Manager II and adds one Health Services Manager I as part of position add/delete previously approved by the Board of Supervisors as a mid-year Salary Ordinance Amendment; and adds one Social Worker III, for a net addition of one position.

Environmental Health Services: Deletes one filled Administrative Services Manager I and adds one Health Services Manager II as part of position add/delete previously approved by the Board of Supervisors as a mid-year Salary Ordinance Amendment, for no net change in total positions.

Food and Nutrition Services: Converts two Food Services Worker Is from extra help to permanent status.

Mental Health Services: Deletes one vacant Community Worker II-Unclassified; adds 15 positions (one Medical Records Coder II, one Patient Services Assistant II, four Mental Health Program Specialist, one Marriage and Family Therapist I, one Community Program Specialist II, four Psychiatric Social Worker IIs, one Mental Health Counselor II, one Supervising Mental Health Clinician, and one System Support Specialist); adds one Administrative Services Manager I transferred in from Health Administration; and converts five positions from Extra Help to permanent status (one Medical Office Assistant II, one Fiscal Office Specialist, one Marriage and Family Therapist II, and two Occupational Therapist IIs), for a net addition of 20 positions.

Public Health Services: Deletes one vacant Health Services Manager I; transfers 10 positions to Health Policy, Planning, and Promotion (two Public Health Educators, one Office Specialist, one Community Worker II-Unclassified, three Community Program Specialist IIs, one Community Program Specialist III, one Program Services Manager I, and one Senior Public Health Educator-Y Rated); adds one Community Program Specialist II, one Medical Office Assistant I-Unclassified, and one Medical Office Assistant II-Unclassified; and converts one Fiscal Office Assistant II from Extra Help to permanent status, for a net reduction of seven positions.

Correctional Health Services: Converts one Program Counselor II from extra help to permanent status.

(Net Change is an addition of 33 positions at the Department level, including ten conversions of extra help to permanent status.)

San Mateo Medical Center

Administrative and Quality Management Services: Transfers one Health Services Manager I to Ambulatory and Medical Staff Services; adds two Office Assistant I/IIs, one Librarian II, one Medical Office Specialist, one Social Work Supervisor, one Community Worker I/II, one Administrative Assistant I-Confidential, one Management Analyst III, one Fiscal office Specialist-Confidential, and one Patient Services Specialist; and converts two positions from extra help to permanent status (one Medical Office Assistant II and one Medical Office Specialist), for a net addition of 11 positions.

Patient Care Services: Adds one Administrative Assistant I, one Clinical Services Manager II-Nursing, 12 Staff Nurses, one Adult Psychiatrist, one Clinical Nurse, and one Respiratory Therapist II, for an addition of 17 positions.

Clinical Ancillary and Support Services: Adds one Medical Technologist II, one Patient Services Supervisor-E, two Radiologic Technologist I/IIs, one Imaging Specialist, one Patient Services Assistant II, two Pharmacists, one Physical Therapist II, one Occupational Therapist II, and one Creative Arts Therapist; converts one Electrograph Technician I/II from extra help to permanent status; and transfers one Psychologist-Unclassified in from Ambulatory and Medical Staff Services, for an addition of 13 positions.

Long Term Care Services: Adds 30 Medical Services Assistant IIs, two Staff Nurses, and five Licensed Vocational Nurses, for an addition of 37 positions.

Ambulatory and Medical Staff Services: Transfers one Psychologist-Unclassified to Clinical Ancillary and Support Services; deletes two part-time Staff Nurses and one part-time Staff Physician; adds one Medical Services Assistant II, three Patient Services Assistant IIs, one Lead Patient Services Assistant, one Staff Physician, one Patient Services Specialist, one Licensed Vocational Nurse, one Office Assistant I/II, and one Staff Nurse; converts one Patient Services Assistant II from Extra Help to permanent status; and transfers one Health Services Manager I in from Administrative and Quality Management Services, for a net addition of eight positions.

(Net Change is an addition of 86 positions at the Department level, including four conversions of extra help to permanent status.)

Human Services

Human Services: Deletes 11 positions (one vacant Community Program Specialist III, one Case Management/Assessment Specialist (Assessor), one Social Worker, one Administrative Secretary II, one vacant Office Assistant II, one vacant Community Worker II-Unclassified, one Office Assistant II-Unclassified, three Community Worker IIs-Unclassified, and one Social Worker III); and adds 71 positions (27 Benefits Analyst Is, one Human Services Supervisor, three Office Assistant IIs, two Administrative Assistants, one Information Technology Analyst, four Human Services Analyst IIs, one Accountant II, two Record Clerk IIs, one Case Management/Assessment Specialist (Assessor), one Human Services Analyst, two Social Workers, four Community Workers, one Psychiatric Social Worker, one Social Work Supervisor, one Human Services Supervisor-E, seven Social Worker IIIs, one Senior Accountant, two Public Services Specialists, two Employment Services Specialist IIs-Unclassified, four Community Worker II, one Office Specialist, one Office Assistant II-Unclassified, and one Management Analyst III), for a net addition of 60 positions.

This page intentionally left blank

ADMINISTRATION AND FISCAL

Summary of Priorities and Performance Goals

Assessor-County Clerk-Recorder

Develop and Implement New Technologies and eGovernment Solutions

- Acquire and implement a new voting system to comply with the Help America Vote Act (HAVA) of 2002 by the June 2006 Gubernatorial Primary Election
- Integrate the Geographic Information System (GIS) with recorder system

Improve and Expand Community Partnerships

- Expand the Student Poll Worker program to improve service to voters and engage the youth of this county in democracy
- Continue the Peninsula Democracy Corp to ensure polling places are fully staffed to better serve voters
- Continue to work in partnership with city building officials to implement electronic transfer of building permit data
- Continue to work in partnership with San Mateo County Financial Officers Group members to improve financial data exchanges
- Collaborate with the Assessment Appeals Board to reduce the appeal resolution timeline

Controller's Office

Enhance Technology and Training

- Offer interactive web-based services to County customers, such as Appropriation Transfer Requests forms, W-4 payroll deduction forms, e-mail notification for online approvals or purchase requests, etc. via the Controller's intranet site
- Develop Contracts Management processes and training and automate other accounting cycle processes
- Provide the electronic invoice receipt and payment feature for departments (opportunity to eliminate manual accounts payable entry and check-writing for departments)
- Increase training opportunities for IFAS users
- Complete the Property Tax Upgrade Project

Maintain Customer Satisfaction and High Quality Services

- Continue to survey customers and respond to concerns and service requests
- Maintain a flexible, supportive work environment to keep morale high and turnover low

County Manager/Clerk of the Board

Maintain 0% of Budgets Exceeding Appropriations at Year-end

- Continue regular communication with Medical Center on budget and financial issues including repayment of prior year loans
- Develop financially viable business model for provision of indigent health care
- Continue regular budget monitoring and communication with departments showing unfavorable budget trends
- Continue State and Federal budget analysis and multi-year forecasting for early identification of major budget issues
- Continue efforts to support legislation such as Medi-Cal Redesign that protects or enhances the County's revenues
- Develop a Fee Policy to ensure ongoing fee updates to recover cost increases
- Continue to offer budget preparation and budget monitoring training

Achieve 75% of Quality and Outcomes Measures Meeting Performance Targets in All County Programs

- Conduct Countywide organizational study and provide recommendations relating to organizational structure and succession planning efforts for leadership positions in the County
- Conduct second round of program peer reviews
- Explore outcome-based and service quality incentives
- Improve performance methodology and process documentation
- Increase use of performance benchmarking
- Continue working with departments to develop and improve target setting methodologies
- Continue to offer OBM Basics and performance measurement training for managers

Achieve an Overall Customer Satisfaction Rating of at Least 90% From Training Participants

- Incorporate department input and participation in developing learning objectives
- Survey departments regarding training needs

- Modify current curriculum based on survey results
- Implement recruitment and training plan to bring in trainers and presenters from operating departments
- Coordinate the class schedule with the timing of program and budget deliverables
- Target appropriate participants and market classes through training brochures and multi media announcements

Process at Least 96% of Agendas Accurately

- Develop an Agenda Flow process that will improve the Agenda packet procedure
- Continue to reduce the number of days to complete Board meeting minutes

Publish at Least 94% of Agenda Items Online

- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online
- Continue to develop strategies to inform the public of the availability of the agenda and supporting documents available online

Initiate 100% of Boards and Commissions Recruitments Within Established Time Frames

- Continue implementation and update of recruitment and appointment procedures
- Develop database/program that will offer capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Maintain 90% of Capital Projects Within Budget and on Schedule

- Coordinate activities related to the construction of the Youth Services Center

Maintain Annual Leased Space Costs at \$26.04 or Lower

- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

Treasurer-Tax Collector

Streamline the Collection/Deposit Process

- Print and mail bills before September 10, each year
- Continue communicating to depositing departments refined policies and procedures regarding submitting deposit permits in a timely manner
- Replace the CASHnet cashiering system
- Redesign the tax bill to allow more space for the increasing number of special assessments from outside agencies
- Explore the option of converting checks into an electronic transaction file or Automatic Clearing House (ACH) transmission
- Replace remittance processors
- Explore automated roll correction/Board changes with the Assessor and Controller
- Decrease the number of tax bills issued to 360,000

Improve Customer Service

- Create an online San Mateo County Cares survey to augment the hardcopy survey located in the Tax Collector and Treasurer's lobby areas
- Yield a 90% or better customer service rating from survey respondents
- Continue to train staff to educate them on legislation impacting the workplace
- Improve and enhance comprehensive financial reports and spreadsheets for pool participants via e-mail
- Replace PC's office-wide
- Research ability to provide TOT (Transient Occupancy Tax) information and forms on the Treasurer-Tax Collector's website

Enhance Revenue

- Explore benefits of becoming a pilot program for Union Bank of California in implementing Check 21 legislation to reduce float
- Outperform the State (LAIF) vs. the County Pool by .25 basis points
- Pursue approval to increase licensing fees to a level in line with surrounding cities and counties
- Maintain cost to produce tax bill below \$15.00
- Collect \$1.2 billion for all tax rolls

County Counsel

Achieve an Overall Customer Satisfaction Rating with Legal Services of at Least 90%

- Emphasize continuing education to develop a higher level of expertise and meet client needs by participating in both outside and in-house continuing legal education courses
- Provide training on legal issues to clients
- Keep clients better informed of matters by advising clients periodically of the progress on matters
- Develop closer working relationships with clients by ensuring greater availability for face-to-face meetings

Win or Resolve at Least 95% of General Litigation Cases with Approval of Client

- Seek removal of clients from litigation as early as feasible
- Provide periodic updates to clients regarding progress of litigation
- Assess risks of a favorable or unfavorable result as early in the litigation process as possible to provide guidance on the advisability of settlement or alternative dispute resolution (arbitration, mediation or early neutral evaluation)
- Vigorously represent the client in alternative dispute resolution
- Use dispositive motions, where appropriate, to resolve cases prior to trial
- Vigorously represent the client in the event of trial

Employee and Public Services

Improve Customer Satisfaction and Overall Performance for All Programs

- Work collaboratively with the Controller's Office to implement an automated time-keeping system
- Explore enhanced capabilities of the data resource center for department users
- Evaluate options for implementing an employee self-service system of the personnel/payroll system in conjunction with the Controller's Office
- Provide needed data and reports for the 2006/2007 labor negotiations
- Continue to conduct basic and advanced training on the personnel/payroll systems to facilitate ease of use and reduce errors
- Continue to enhance the Employee and Public Services website in order to provide access to information and online services
- Implement an automated liability claims management system for Risk Management
- Implement new activities in the 2005/2006/2007 EPS Plan
- Implement new recruitment strategies to reduce the number of nursing vacancies
- Develop a plan for the 2006/2007 contract negotiations with eleven employee organizations
- Explore the feasibility of offering a Health Spending Account (HSA), which includes a high deductible health plan
- Explore targeted use of incentives to moderate health care costs
- Identify alternate housing program assistance options as a recruitment/retention strategy for the County
- Work with San Mateo Medical Center in developing a security program for patient property
- Develop a medical provider network for workers' compensation
- Offer training courses that are customized to departments, cities, nonprofit agencies and special districts
- Evaluate the interest in a new Masters of Public Administration (MPA) Program
- Study the feasibility of upgrading the automated telephone system to support state-of-the-art operations including mapping, Global Positioning System (GPS) and wireless 9-1-1 callers
- Secure funding to replace the Computer Aided Dispatch/Message Switch hardware
- Conduct a feasibility and cost study for a regional emergency back-up facility for Law Enforcement communications
- Implement a Public Safety Communications Disaster Preparedness and Contingency Plan
- Install a central digital paging system which increases the accuracy and reliability of the County paging system
- Implement a nationally recognized "Dispatch Center of Excellence" in Emergency Medical Dispatch service delivery
- Produce a Dispatch Operations Report for distribution to customer agencies
- Develop a "9-1-1 for Kids" program targeted at pre-school and grade-schoolers
- Develop instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical services
- Revise and update the Customer Guides for Purchasing, Copy and Mail
- Assess interest in establishing a procurement users group for designated department purchasing representatives
- Develop and publish the 2006-2009 Equal Employment Opportunity (EEO) Plan

Reduce Liabilities, Protect Resources and Enhance Revenue

- Conduct mandated training on sexual harassment for approximately 725 managers and supervisors
- Redesign the training program on the Americans with Disabilities Act (ADA)
- Upgrade the software used for the Employment Development Department (EDD) process
- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system
- Automate and manage Probation collections
- Develop and implement an automatic posting process for Revenue Services Accounts
- Implement an online payment process for Animal Licensing
- Explore the expansion of the pool of County mediators
- Explore the feasibility of using an area-wide purchase prices database to identify the best price for commodities
- Award a contract for disposal of computer monitors, saving the County \$17 per monitor in disposal fees
- Develop a vendor agreement for Countywide document shredding for reduced pricing and increased document security and privacy

Information Services DepartmentMaintain High Availability of Network and Servers

- Continue to develop support staff to handle network and server support calls through the highest level of difficulty
- Expand the technology assessment program to include Application Review, which will provide departments with a comprehensive overview of their IT environments in advance of the budget cycle
- Replace aging network equipment in accordance with the extended service life for network appliances

Maintain or Improve Upon Programs to Keep 'Cost of Ownership' of PCs Low

- Enhance the Help Desk environment with increased education and "knowledge base" software to resolve more problems on the first contact
- Implement technologies that promote remote desktop administration in an effort to reduce the maintenance cost of PCs

Ensure that Projects Follow Established Project Management Standards

- Continue to refine aspects of the Project Management program processes and procedures
- Continue to train staff in the Project Management program

Ensure IT Projects are Completed on Time and Within Budget

- Set realistic project timelines and budget
- Ensure that clear change control and scope management procedures are established and practiced

Achieve High Customer Satisfaction with the Delivery of IT Projects

- Achieve a 90% rate of project completion on time and within budget
- Achieve a 90% rate of completed projects 'Meeting Project Goals'
- Continue to communicate with departments on project status, including steps necessary to keep projects on track

CRIMINAL JUSTICE

Summary of Priorities and Performance Goals

District Attorney/Public Administrator

Provide Victim Center Services to at Least 98% of Victims in All Cases and 58% of Victims in Felony Cases

- Maintain the level of outreach to victims by contacting 5,225 victims of crime in all cases and 1,300 victims in felony cases
- Reduce Gang Proliferation

Prosecute 100% of gang-related cases referred to the District Attorney's Office that meet the standard for filing

- Continue to work cooperatively with law enforcement to identify and prosecute gangs, including acquisition and identification of information on gang members

Aggressively Prosecute Elder Abuse

- Prosecute 100% elder abuse-related cases referred to the District Attorney's Office that meet the standard for filing
- Continue to participate in outreach efforts to educate the community on elder abuse
- Continue to provide training and investigative assistance to law enforcement to identify situations when senior citizens are at risk of either physical or financial abuse and provide training to financial institutions to identify and report situations of financial elder abuse

Aggressively Prosecute Public Corruption

- Spot-check Statements of Economic Interest for officials who file in San Mateo County
- Begin investigation to allegations of theft of public monies within 3 days of notification

Aggressively Prosecute Identity Theft

- Provide investigative assistance to law enforcement, financial institutions and organizations
- Participate in outreach efforts to educate the community on identity theft

Close 90% of Public Administrator Estates Within 12 Months

- Increase hours for Extra Help Estate Property Officer to full time
- Review auction process for selling property timely to ensure expeditious distribution of inheritance to heirs

Department of Child Support Services

Increase the Percent of Child Support Owed that is Paid to 60%

- Continue to increase staff efficiency and effectiveness through on-going systems analysis, business practice review and training workshops for all staff
- Remain current on casework by promptly filling all core fiscal and casework positions when they become vacant and continuing to refine the expedited training program
- Continue targeted programs such as the Foster Care Reunification project, the Incarcerated Parent Project, the Paternity Disestablishment program and the Compromise of Arrears Program to establish collectable orders and modify arrears when appropriate

Provide Responsive Customer Service

- Continue to have wait times of less than one minute and one-stop call resolution rates of over 85% in the Child Support Call Center
- Continue to see all clients that drop-in to visit the office within 20 minutes of arrival
- Continue to provide ombudsman, complaint resolution and state hearing services
- Continue to offer clients the opportunity to resolve visitation, custody and parenting issues through the PCRC Family Mediation Program
- Continue to evaluate customer service surveys, recognize staff that are commended and follow-up on any client complaints

Sheriff's Office

Detention and Custody Services

- Manage the Maguire and Women's correctional facilities with record-high inmate population levels
- Establish a Close Supervision Pod and evaluate the results and impacts on the overall operation of the facility
- Establish an Inmate Management Specialist team dedicated to managing difficult inmates
- Work with the Courts to establish a successful Work Furlough program for a population of 25-38 inmates
- Study facility renovation options for the Maple Street facility to include WCC, SWP, EMP and the Work Furlough Program

Countywide and Homeland Safety and Security

- Update the San Mateo County Tsunami Preparedness Plan
- Maintain effective security for San Mateo Medical Center, Health Services, Burlingame Long-term Care Center, and implement a security program for the new Labor and Delivery wing at SMMC
- Apply for and manage six current and one new Countywide homeland security-related grants through the Office of Emergency Services
- Complete a regional Mitigation plan to meet the mandates of the Disaster Mitigation Act of 2000
- Update the County Emergency Operations Plan to include new requirements of the National Incident Management System (NIMS)
- Develop and distribute a school emergency plan
- Establish and develop the Bay Area-wide Regional Terrorist Threat Assessment Center (RTTAC)
- Work with CalTrain officials to improve security on peninsula commuter trains

Community Law Enforcement and Crime Prevention Activities

- Open the Moonridge Substation to provide a Patrol presence in this labor housing development, where gang recruitment is heavy
- Target specific street gang activity
- Continue to pursue grants and provide healthy alternatives to gang involvement for young persons
- Explore and pursue opportunities for regionalized service delivery
- Offer Parent Education classes in both English and Spanish

Technology, Infrastructure, and Support Projects

- Complete implementation of remaining components of the Records Management System, including the Laboratory Information Management System (LIMS) and mobile data terminal installations in patrol vehicles by June, 2006
- Establish Regional Law Enforcement Training Academy by December, 2006
- Complete the CJIS mainframe transition strategic plan by March, 2006
- Improve radio system reception in the North Fair Oaks, coastside and skyline areas through additional repeaters, Complete the HOJ transmitter upgrade by December, 2005
- Develop a full service DNA laboratory function by June, 2007
- Actively recruit female and minority applicants through community outreach and through semi-annual recruitments for the new Deputy Trainee classification
- Maintain mandated officer training requirements at State standards through continued use of on-site, in-house, and on-duty training programs and activities

Probation DepartmentTransition to new Youth Services Center

- Conduct hiring process for permanent hall positions (in lieu of extra help) and new girls camp positions
- Complete background investigations on new staff
- Complete policy and procedure manual and develop training curriculum for new institution
- Complete training schedule for all current and new staff in institution and camp
- Establish improved programming schedule for the new hall and girl's camp (part of transition process)

Implement evidence-based practices

- Implement validated assessment tool, the Level of Service Inventory (LSI), in the Adult Division
- Develop new parallel IT program in Adult Division that can track OBM measures
- Provide Motivational Interviewing training to Adult and Institutions Divisions

Continue educating the community about probation services

- Continue gang presentations in schools and the community
- Continue to make presentations to city and community organizations
- Participate in community events
- Expand distribution of newsletter and post on probation website

Develop and deliver quality training to all levels of the organization

- Provide intensive training for new managers
- Plan targeted training curriculums that comply with STC requirements of the Board of Corrections
- Develop opportunities for succession planning

Coroner's OfficeMaintain Customer Survey Rating for Investigative Services of at least 98% Good or Better

- Inform customers of resources and information available to them
- Maintain good working relationships with public safety agencies, funeral homes, hospitals and families of decedents who have died in San Mateo County
- Continue to work on "John/Jane Doe" cases to find their identities and return them to their families

Close 82% of All Cases Reported to the Coroner's Office within 30 Days

- Continue to evaluate and streamline case processing
- Implement the new Coroner's Case Management System to improve efficiency

Complete Readiness for Major Disaster

- Organize and maintain all disaster equipment and supplies for easy access in the event of a disaster
- Continue to seek grant funding for equipment and training
- Provide additional training for Pathology technicians
- Work with local fire departments for shared resources
- Remain actively involved in disaster training drills
- Develop a response plan in case of an airport disaster

Release 94% of Cases within One Day

- Examine the physical constraints at the morgue and identify alternatives for improvement
- Review exceptions to the 24 hours turnaround times

Limit Autopsies to 15% of Reported Deaths

- Conduct clinical inspections where appropriate
- Collect and review all possible medical records

ENVIRONMENTAL SERVICES AGENCY

Summary of Priorities and Performance Goals

Improve Customer Satisfaction and Overall Performance in All Programs

- Continue to focus on consolidating budget and performance measures standards through regular staff meetings to ensure staff are clear about budget deadlines and procedures
- Continue to maintain effective lines of communication between Agency Director and Division Heads through regular one-on-one meetings
- Ensure that divisions are aware of and able to send employees to customer service training
- Explore methods of increasing survey responses, examine prior survey distribution methods, and explore additional incentive programs such as Parks and Recreation's day pass incentive
- Continue to update and add information to all divisions' websites
- Provide courteous and knowledgeable reception services in all Divisions
- Reduce Development Review Center customer wait times in the Planning and Building Division and improve the express service process
- Enhance existing written materials such as Parks and Recreation brochures

Focus on Developing Long-Range Solutions

- Continue to work with the Parks For the Future Committee to ensure a long-term funding mechanism for Parks and Recreation
- Work with JPA member cities and the Peninsula Humane Society to develop a plan for long-range Animal Control Service throughout the County
- Work with California Division of Forestry Staff to develop a plan to continue providing adequate service given budget constraints due to state wage and benefit increases

DEPARTMENT of HOUSING

Summary of Priorities and Performance Goals

Housing and Community Development

- Fund 559 affordable housing units and develop a range of housing options
- Fund non-housing projects based on community development priorities

Housing Authority

- Maximize Section 8 program utilization by issuing 3,732 vouchers
- Maintain high quality customer service to achieve overall customer satisfaction of 90% or better

PUBLIC WORKS

Summary of Priorities and Performance Goals

Maintain Customer Satisfaction and Overall Performance in All Programs

- Develop processes and systems to address the high volume of industrial related injuries
- Develop and implement the first phase of a Countywide traffic management program to include revised and new processes for the installation of speed control devices, stop signs and other traffic related measures
- Assess current practices for permitting, monitoring and inspecting encroachments and develop programs to improve efficiency and reduce cost
- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases
- Assume "in-house" responsibility for additional maintenance activities including traffic signals and fire alarm and electronic system maintenance

Continue to Conserve Natural Resources and Maintain and Improve the County's Infrastructure

- Complete the development and implementation of watershed protection standards
- Identify operational and low to no cost energy savings measures for several County buildings and undergo a cooperative effort with Pacific Gas and Electric (PG&E) to identify additional ways to save energy
- Continue to explore new methods and materials to extend pavement life
- Evaluate and implement methods to reduce costs associated with green waste
- Develop a Coastside Vegetation Management Agreement with County Planning
- Continue efforts to reduce erosion, sedimentation and the need for weed abatement measures where appropriate
- Continue to use the Pavement Management System to prioritize the repair of substandard roads and reduce the frequency and cost of unscheduled maintenance
- Continue to upgrade compact class vehicles to hybrids
- Collaborate with other departments to address their unique waste streams and building projects and/or suggest policy or procedural changes that will help reach our AB939 goals
- Evaluate options for improving commute alternatives in the East/West transportation corridors
- Develop and permit a long term maintenance plan for San Bruno Creek Flood Control Zone and improved channels in Colma Creek
- Develop educational materials on standards for contractors, citizens, engineers and inspectors and conduct training.
- Continue the Sewer Construction Improvement Plan
- Complete construction of channel and bridge improvements in the Colma Creek Flood Control Zone
- Install safety improvements including automatic weather reporting systems, precision approach path indicators and lighting improvements at both airports

HUMAN SERVICES AGENCY

Summary of Priorities and Performance Goals

Program Support

- Support delivery of high quality customer service to achieve overall customer satisfaction of 90% or better

Community Capacity Building

- Provide assistance to 96% of clients in need of food and 68% of clients in need of housing

Economic Self-Sufficiency

- Assist 65% of PeninsulaWorks participants to obtain jobs and 75% of CalWORKs participants to leave cash aid with employment
- Provide employment services to 20,000 PeninsulaWorks participants

Family Strength

- Ensure that children served do not experience a recurrence of maltreatment
- Maintain percentage of clients reducing or abstaining from alcohol or drug use at 60% at 6-months post-intake and 45% at 12-months post-intake
- Provide child care assistance to 3,100 children

HEALTH DEPARTMENT

Summary of Priorities and Performance Goals

Implement Program Improvements

- Enhance the children's system of care through program improvements such as Partners for Safe and Healthy Children
- Develop and implement a three-year plan, as part of the Mental Health Services Act (Proposition 63), for new and expanded systems of care for seriously mentally ill/emotionally disturbed children, transition age youth, and adults/older adults
- Improve communicable disease service capacity in Public Health
- Advance the focus and capacity to provide Department-wide policy, planning, and health promotion services

Reduce Health Disparities

- Continue to engage community members in Healthy Communities San Mateo County: A Community Health Improvement Initiative to Eliminate Health Disparities
- Develop comprehensive strategic plans to reduce the incidence of childhood obesity and alcohol and other drug use
- Assess existing service gaps related to linguistic access to health care in San Mateo County

Implement New Initiatives

- Launch an Older Adults Initiative to better prepare the County for its aging population, providing projections and models for the composition of the County's aging population and highlighting service needs, such as housing and skilled nursing placements
- Implement San Mateo Mental Health Assessment and Response Technician (SMART) initiative—a multidisciplinary approach to respond to "behavioral" emergencies in the field at the request of law enforcement or mental health personnel

Ensure Service Coordination with the San Mateo Medical Center and the Human Services Agency

- Continue working with SMMC on high priority programs including the Ron Robinson Senior Care Center, long-term care, mental health services, communicable disease capacity, and AIDS services
- Partner with HSA on child welfare redesign and behavioral health system improvements

Maximize Revenues and Flexibility of Available Funding

- Increase enrollment in Medi-Cal, Healthy Families, and Healthy Kids for eligible Public Health, Mental Health, and Aging and Adult clients
- Evaluate and develop options for maximizing Medi-Cal billing and claiming in Public Health and Mental Health
- Expand strategies for claiming Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues

Improve Technology and Reporting

- Implement recommendations and action steps from the Department's Information Technology Strategic Plan in order to improve the ability to use and expand technology resources more efficiently and to integrate data systems across all Health Divisions and between other County Departments
- Begin phased roll-out of a new mental health information system that improves clinical services capacity and complies with HIPAA and other State and Federal requirements
- Continue roll-out of the new case management information system in Aging and Adult Services and begin implementation of its new uniform assessment tool

SAN MATEO MEDICAL CENTER

Summary of Priorities and Performance Goals

Address Workforce Challenges

- Improve recruitment and retention of hard-to-fill positions
- Increase management effectiveness

Re-engineer Processes and Workflows

- Streamline the registration system
- Increase surgical volume
- Increase clinic capacity
- Re-engineer Emergency Department flow
- Improve key revenue cycle components such as charge entry, billing, and collections
- Develop a Memorandum of Understanding with the County for WELL (Wellness, Education, Linkage, Low Cost) Program indigent healthcare services

Increase Revenue Streams

- Grow clinical Medi-Cal/Medicare patient volume share
- Grow private/commercial inpatient and ancillary patient volume
- Increase usage of SMMC services by County employees
- Develop a physician strategy for private pay patients
- Increase outpatient Medicare share through the Senior Care Center
- Open the Keller Women and Children's Center

Improve Advocacy

- Work with Community Health Advocates (CHA), the California Association of Public Hospitals (CAPH), County advocates, and elected officials to increase advocacy
- Continue working with the Health Plan of San Mateo (HPSM) to maximize Medi-Cal reimbursements to the Medical Center

Optimize Daily Operations

- Improve space utilization and planning
- Leverage information technology to provide improved operational and financial data such as provider order entry and decision support systems

This page intentionally left blank

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, 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. 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
 - d. short-term coverage of costs to avoid employee lay-offs provided there is a long-term financial plan

If reserves are used during the fiscal year, the first priority for excess Fund Balance is to replenish this amount so that the minimum requirement is met.

For those departments that do not currently maintain reserves, the two-percent minimum will be created to the extent that fund balance is generated by the fiscal year ending June 30, 2001.

Any exceptions to the use of Net Appropriations as the base for minimum reserve calculation will be made on the basis of materiality of adjustment and impact on direct ongoing operations.

3. Guidelines for Fund Balance in Excess of Minimum Reserve Amount

Fund Balance generated in excess of the two (2) percent minimum departmental reserves can only be allocated to the following:

- a. Purchase of fixed assets
 - b. Sinking fund for future replacement of assets
 - c. Deferred maintenance
 - d. One-time departmental projects
 - e. Reserve for audit disallowances
 - f. Local match for grants
 - g. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures
 - h. 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.
4. Deferred or Incomplete Projects
- Unexpended one-time funds from deferred or incomplete projects can be carried over to the next fiscal year at 100% of the amount not spent. These will be exempt from the 75/25 fund balance policy.

5. Service Departments and Non-General Fund Departments

- a. Service departments do not need to set aside reserves. Fund balances generated by service departments shall be evaluated by the Service Charges Committee at 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.
- b. Internal Service Funds can maintain reserves for future replacement costs, such as for vehicles or equipment.
- c. 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. 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 3 percent level.
2. Reserve for Capital Improvements – in order to preserve the County's capital assets, a minimum reserve of \$1 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 en-year plan will be updated annually during the budget process.
3. Reserve for Countywide Automation Projects – a minimum reserve of \$1 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.
4. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements can only be allocated or maintained as reserves for the following one-time or short-term purposes:
 - a. Debt retirement
 - b. Litigation
 - c. Local match for grants involving multiple departments
 - d. Seed money for new programs involving multiple departments provided there is a plan that includes identification of future ongoing funding sources and outcome measures; proposals should be submitted to the County Manager's Office in a Decision Package format for review and recommendation to the Board as part of the regular agenda review or budget process
 - e. 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 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's Investment Policy govern the County's investment pool activity. Those statutes and policy authorize the County Treasurer to invest in securities issued by the U.S. Government Treasury and its Agencies, certain corporate bonds and notes, bankers' acceptances, certificates of deposit, commercial paper, repurchase agreements, and the State of California Local Agency Investment Fund (LAIF) and securities lending transactions.

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

The County's investment policy has the following objectives: safety, liquidity, yield and public trust. On January 7, 2004, the Board made its annual review and approved the County Investment Policy. The County pool attempts to match maturities with capital expenditures and other planned outlays. It is designed as an income fund to maximize the return on investible funds over various market cycles, consistent with limiting risk and prudent investment principles. Yield is considered only after safety and credit quality have been met. The purpose of the fund is to provide investors with a reasonably predictable level of income.

The Treasurer prepares a monthly report for the County pool participants, the Board of Supervisors and members of the Oversight Committee stating the type of investment, name of the issuer, maturity date, par and dollar amount of the investment. The report also lists average maturity and market value. In addition, the Treasurer prepares a cash flow report which sets forth projections for revenue inflows and interest earnings as compared to the projections for the operating and capital outflows of depositors. The projection will be for at least the succeeding twelve months. An annual audit of the portfolios, procedures, reports and operations related to the County pool will be conducted in compliance with California law.

The maximum allowable maturity of instruments in the County pool at the time of investment is 15 years and the maximum dollar weighted average maturity of the fund is five years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 20% of the principal balance per month, exclusive of apportionment, payrolls and day-to-day operations, unless specifically authorized by the Treasurer. Gains and losses in the County pool are proportionately allocated to each depositor quarterly, each being given credit for accrued interest earnings and capital gains based on their average daily pool balance. The minimum balance for an outside agency to maintain an account in the County pool is \$100,000.

The Treasurer honors all requests to withdraw funds for normal cash flow purposes. Any requests to withdraw funds for purposes other than cash flow are subject to the limit of 20% of the principal balance per month described above and to the consent of the Treasurer. Such requests are subject to the Treasurer's consideration of the stability and predictability of the County pool or the adverse affect on the interests of the other depositors in the County pool.

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

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

The County Investment Policy permits certain securities lending transactions up to a maximum of 20% of the County pool. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. Currently, voluntary participants account for 32.8% of the County pool's asset value; however, a contract with the Bay Area Air Quality Management District ("BAAQMD"), which accounts for 3.1% of the total portfolio, mitigates the risk of immediate withdrawal by the BAAQMD. This contract is currently pending renewal. The other voluntary investors, including the San Mateo County Transportation Authority, have monthly limitations on withdrawals of 20% of its asset value, as do all participants as described above.

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 obligations such as the Bonds. 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 in the best interests of the County and its citizens.

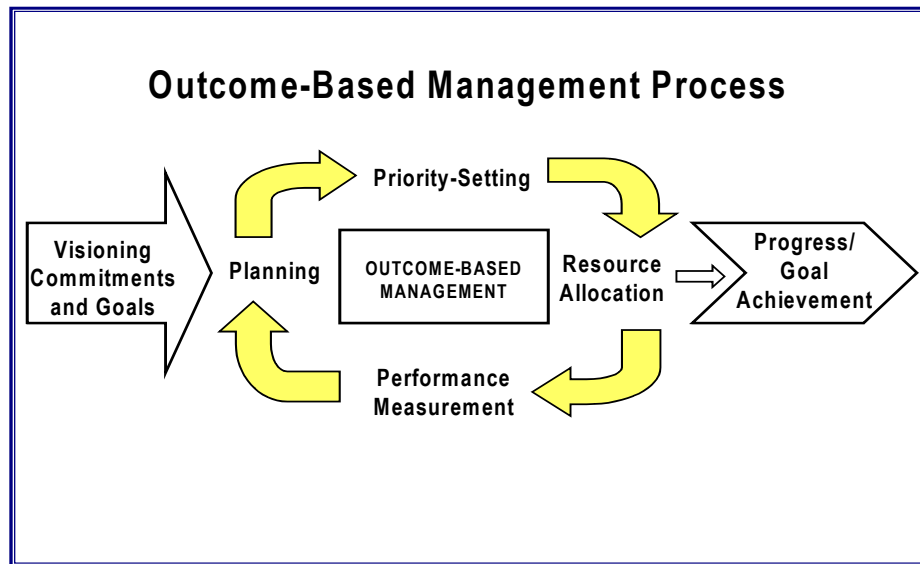
DEVELOPMENT OF FEE POLICY

The County is currently in the process of developing a Fee Policy. A working group of Fiscal Officers from various departments will develop a policy using models already in effect in other jurisdictions, such as the City of San Luis Obispo, and identifying County services where full cost recovery is possible in order to generate additional revenue for future budgets. It is anticipated that a policy will be in place for development of the FY 2006-08 budget.

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 commitments and goals identified by the community during the County Shared Vision 2010 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 progress and the achievement of these long-term goals.

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.



Mid-Year Financial Status

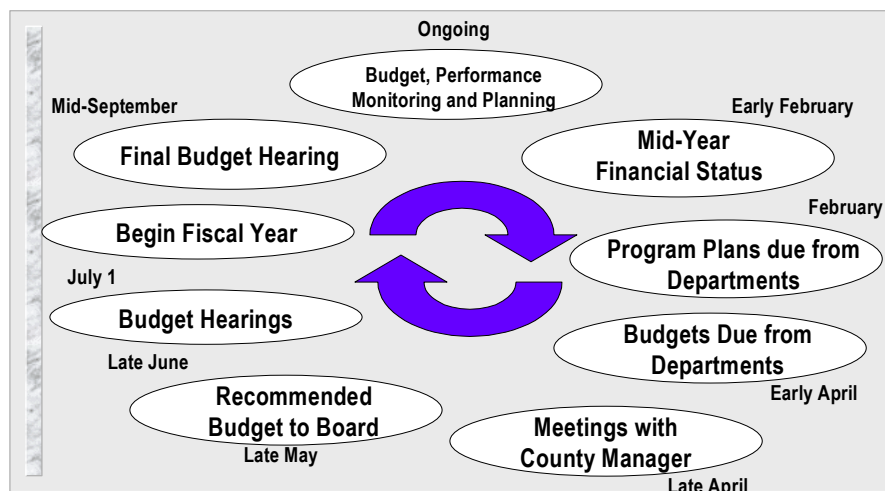
The fiscal year begins July 1 and ends June 30. A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in late January/early February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect 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.

Annual Budget Process/Kick-Off

Though the County's annual budget presents information covering two years, the County nonetheless develops annual budgets, beginning with the mid-year financial status report to the Board of Supervisors in late January/early February followed by budget instructions, departmental budget submissions, reviews by the County Manager's Office, meetings with departments, and presentation of the annual Recommended Budget for Board consideration.

The budget cycle begins with the development of budget instructions, including policy guidelines for formulating budgets, budget targets, and the budget calendar for the upcoming cycle. During this time frame, new Fiscal Officers attend Budget Development Overview courses offered through the County's Fiscal Officer's Training Academy (FOTA). In addition, a budget kick-off with all Fiscal Officers occurs the third Wednesday in January and budget system refresher courses are offered to all Fiscal Officers the first week of February.

County Budget Process



Program Plans and Preliminary Budget Meetings

County departments submit their Program Plans to the County Manager's Office in February. The plans contain the following information for each program:

- Program Outcome Statement (statement of purpose)
- Headline Performance Measures
- Services and Accomplishments
- Story Behind Baseline Performance
- Program Priorities
- Performance Measures with Baseline and Target Data

The plans are reviewed by County Manager Analysts to ensure that program outcomes, priorities and performance targets are contributing to the achievement of the Visioning Goals, and that selected performance measures can successfully communicate the progress being made toward these community goals. Departments meet with the County Manager in late February/early March to review program plans and obtain further direction on budget priorities and actions identified to improve performance. After this preliminary meeting, departments finalize their budget changes and submit their complete budget packages in early April to the County Manager's Office.

Agency/Department/Program Budgets and Final Budget Meetings

Budgets are reviewed by County Manager Analysts to ensure they are accurate, meet Net County Cost targets and reflect the priorities agreed upon during the preliminary budget meeting with the department. A final budget meeting with the County Manager is scheduled in late April to resolve any outstanding issues or discuss additional budget items that have been identified since the initial meeting in February.

Recommended Budget and Budget Hearings

The Recommended Budget document is prepared and submitted by the County Manager to the Board of Supervisors in late May. 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 budget monitoring for the new fiscal year can begin.

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 Governmental 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, 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 prepares a balanced budget for each fiscal year on or before August 30. 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 governmental funds. Revenues received from other governmental funds for reimbursement of services are generally budgeted in Interfund Revenues, such as facilities maintenance. Transfers to and from other governmental funds to provide reimbursement of costs are generally budgeted in Other Financing Uses or Other Financing Sources.

The budgets for the governmental funds 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 on the full accrual basis for proprietary funds (i.e., Enterprise Funds, Internal Service Funds) and fiduciary funds (Special District Funds).

Budget Calendar / Key Dates

At the start of the budget cycle, an extensive calendar is prepared detailing all of the key dates from December through October. 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 2005-06 and 2006-07 budget development cycle.

Key Budget Meetings/Deliverables	2005 Dates
Year-End Estimates due from departments	January 10
Fiscal Officers Meeting: Budget Kick-Off (Board Chambers)	January 19
Mid-Year Budget Status (Board Report)	February 8
Mid-Year Performance Data due from departments	February 11
Net County Cost Targets to departments	February 15
Program Plans due from departments	February 18
Preliminary Department Budget Meetings with County Manager	March 7-11
Mid-Year Performance Status (Board Report)	March 29
Program Budgets/Overviews due from departments	April 8
Final Department Budget Meetings with County Manager	April 25-29
Recommended Budget to Board (also on County website)	May 27
Recommended Budget Hearings	June 27-29
Year-End Analysis/Final Fund Balances due from departments	August 5
Year-End Performance Data due from departments	August 12
Final Budget Hearings/September Revisions and Year-End Performance Status (Board Report)	September 27
Adopted Budget available	October 31

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.

BUDGETS	Budget Unit	
	Number	Budget Unit Level
ADMINISTRATION AND FISCAL		
Board of Supervisors-District 1	1110B	Division
Board of Supervisors-District 2	1120B	Division
Board of Supervisors-District 3	1130B	Division
Board of Supervisors-District 4	1140B	Division
Board of Supervisors-District 5	1150B	Division
County Manager/Clerk of the Board	1200B	Department
Assessor-County Clerk-Recorder	1300D	Department
Controller's Office	1400B	Department
Treasurer-Tax Collector	1500B	Department
County Counsel	1600B	Department
Employee and Public Services	1700D	Department
Information Services	1800B	Department
Grand Jury	1920B	Department
CRIMINAL JUSTICE		
District Attorney/Public Administrator	2510B	Department
Department of Child Support Services	2600B	Department
County Support of the Courts	2700B	Department
Private Defender Program	2800B	Department
Sheriff's Office	3000B	Department
Message Switch	1940B	Department
Probation	3200B	Department
Coroner's Office	3300B	Department
ENVIRONMENTAL SERVICES		
Administration	3500B	Division
Agricultural Commissioner/Sealer	3520B	Division
Animal Control Services	3530B	Division
U.C. Cooperative Extension	3540B	Division
Structural Fire Special Revenue Fund	3550B	Division
County Service Area # 1	3560B	Division
Fire Protection-General Fund	3580B	Division
LAFCo	3570B	Division
County Library	3700B	Division
Planning and Building	3800B	Division
Parks and Recreation	3900B	Division
Fish and Game Propagation	3950B	Division
Off-Highway Vehicle License	3960B	Division
Parks Acquisition and Development	3970B	Division
Coyote Point Marina	3980B	Division

BUDGETS	Budget Unit Number	Budget Unit Level
PUBLIC WORKS		
Administrative Services	4510B/P	Division
Engineering Services	4600B/P	Division
Facilities Services	4730B/P	Division
Road Construction and Operations	4520B/P	Division
Construction Services	4740B/P	Division
Vehicle and Equipment Services	4760B/P	Division
Waste Management	4820B/P	Division
Transportation Services	4830B/P	Division
Utilities/Special Districts	4840B/P	Division
Airports	4850B/P	Division
HEALTH DEPARTMENT		
Health Administration	5500B	Division
Health Policy, Planning, and Promotion	5550B	Division
Emergency Medical Services	5600B	Division
Emergency Medical Services Fund	5630B	Division
Aging and Adult Services	5700B	Division
IHSS Public Authority	5800B	Division
IHSS General Fund Contribution	6900B	Division
Environmental Health	5900B	Division
Food and Nutrition Services	6000B	Division
Mental Health Services	6100B	Division
Public Health Services	6200B	Division
Correctional Health Services	6300B	Division
Medical Center Operating Budget	6600D	Department
Medical Center Capital Purchases	6750D	Department
Contributions to Medical Center	5850D	Department
HUMAN SERVICES AGENCY		
Human Services Agency	7000D	Agency
DEPARTMENT OF HOUSING		
Department of Housing	7900D	Agency
NON-DEPARTMENTAL		
Non-Departmental Services-Gen Fund	8000B	Department
Sergeants/Teamsters Retiree Health Fund	8050B	Fund
Appropriation for Contingencies	8100B	Department
Accumulated Capital Outlay Fund	8200B	Fund
Courthouse Construction Fund	8300B	Fund
Criminal Justice Facilities Fund	8400B	Fund
Capital Projects Fund	8500B	Fund
Debt Service Fund	8900B	Fund

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.

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.

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.

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.

Budget Unit Summary - Format used in budget book to show major categories of revenues and appropriations for a budget unit.

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 4/5th 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.

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.

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 “colored 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 the County, the fiscal year runs July 1 through the following June 30. During the fiscal year, revenues are realized, obligations are incurred, encumbrances are made and appropriations are expended.

Fixed Assets - Long-lived tangible assets (over the value of \$5,000) obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

Full-Time Equivalent (FTE) - This represents the budgeted number of full-time equivalent staffing. A full-time equivalent position is equal to 2,080 hours a year (40 hours/week x 52 weeks). For example: Two full-time positions (40 hours per week), two part-time positions (20 hours per week) and one (.80) part-time position (32 hours per week), equals 3.8 FTE. However, this would represent five authorized positions in the salary resolution.

FTE Equivalent

2 - Full-time positions (40 hours a week) =	2.0
2 - Part-time position (20 hours a week) =	1.0
1 - Part-time position (32 hours a week) =	.8 (32/40 = .8)
TOTAL:	3.8

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - The difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

Funding Adjustments – The section of the Program Plan and Budget that follows the Resource Allocation Summary table and describes key changes to Total Sources and Total Requirements, and the impact of those changes on a programs financial and operational performance from one budget year to the next. Types of changes include adjustments to Salaries and Benefits for negotiated increases and position changes, changes to operating levels, one-time expenditure outlays for goods or contractual services, and increased revenues from new or increased fees.

GASB 34 – An accounting standard issued by the Government Accounting Standards Board. It sets standards for the financial statements issued by all state and local government entities in the U.S. The standard sets accounting rules for these financial statements and for the accounting data financial statements contain. GASB 34 requires that the cost of fixed assets, i.e. plant, property and equipment, be recognized through depreciation over the life of the assets.

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. The creation of the San Mateo County GIS was a joint effort by Public Works, Assessor/Clerk/Recorder/Elections, Environmental Services and Information Services.

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.

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 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.

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.

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.

Performance Measures Summary Table – The section of the Program Plan and Budget that reflects all performance measures for the program with two years of historical data, current year estimates and performance targets for the next two fiscal years.

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 consists of the program name/identity, what it does, who it serves and why it exists (purpose and outcome).

Program Priorities – The section of the Program Plan and Budget that identifies specific priorities and actions to be taken by program staff in order to make progress and improvement in the two upcoming years for which the budget is prepared.

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.

Resource Allocation Summary – Total Sources, Total Requirements, Net County Cost and Authorized Positions/FTE summary that is provided in each program budget.

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 Employee and Public Services. 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 2010 – 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 2010 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.

Story Behind Baseline Performance – The section of the Program Plan and Budget that describes (1) the current services provided by the program, (2) strengths, opportunities and specific accomplishments leading to improved performance in the prior and current year and (3) limitations and challenges facing the program over the next two years that could affect its performance. A program's priorities are determined by reflecting on baseline performance and taking action toward progress and improvement in the two upcoming years for which the budget is prepared.

TANF – Temporary Assistance for Needy Families

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

This page intentionally left blank



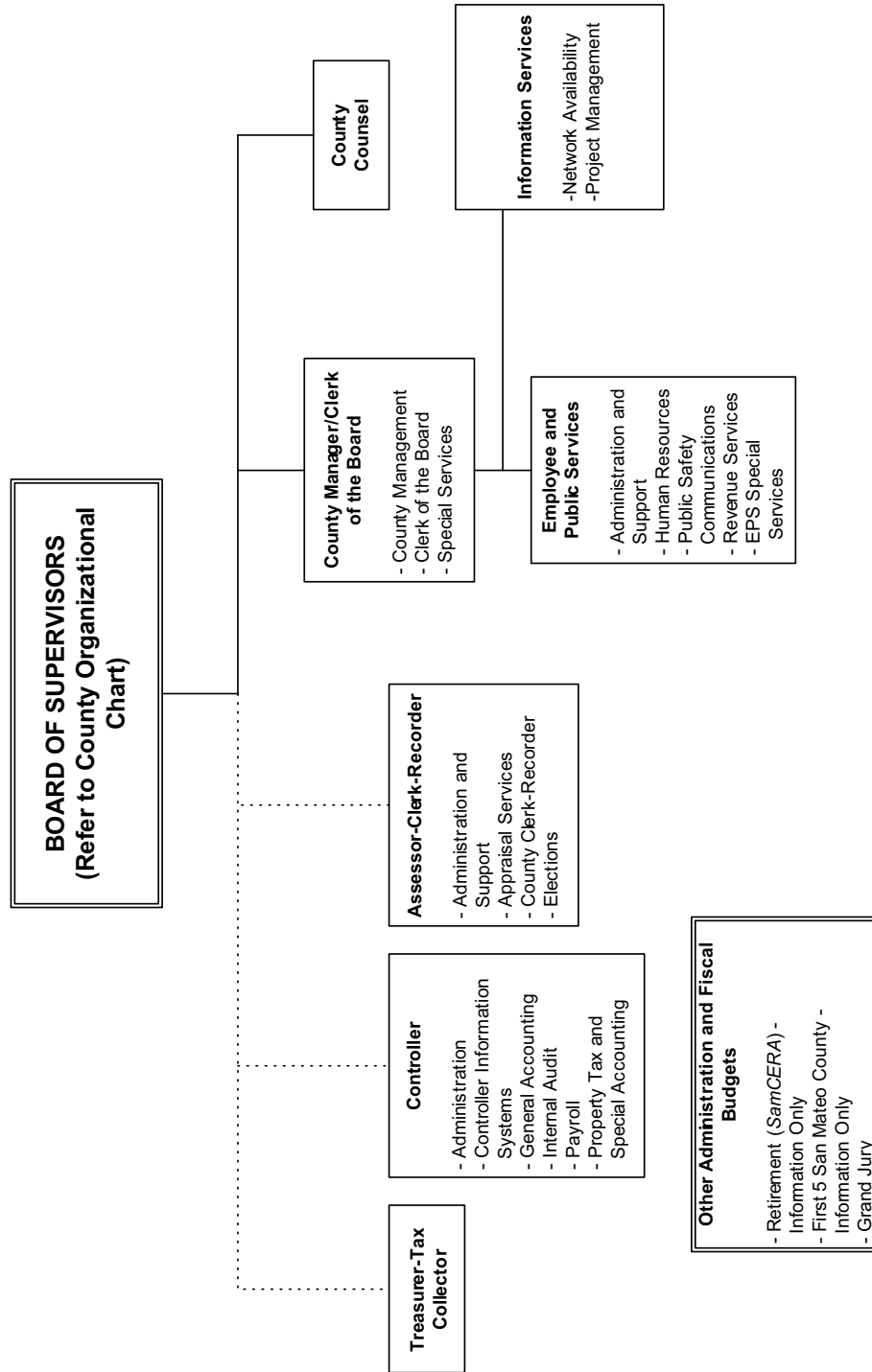
Administration & Fiscal

*Adopted Budget
FY 2005-2006
FY 2006-2007*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

ADMINISTRATION AND FISCAL



Administration and Fiscal FY 2005-06 and 2006-07 All Funds Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
Board of Supervisors	1,852,592	1,984,520	1,971,598	2,027,765	56,167	2,068,601
County Manager/Clerk of the Board	6,004,390	7,204,385	7,862,165	8,726,223	864,058	8,237,578
Assessor-County Clerk-Recorder	20,826,404	19,997,472	19,364,697	26,204,468	6,839,771	19,116,031
Controller's Office	5,302,328	6,226,289	5,763,068	6,086,601	323,533	6,189,969
Treasurer - Tax Collector	4,786,998	5,234,011	6,799,321	7,534,268	734,947	6,570,705
County Counsel	4,363,605	5,005,328	5,803,545	6,116,819	313,274	5,985,070
Employee and Public Services	15,960,213	15,800,651	16,850,142	17,746,858	896,716	17,905,956
Information Services Department	14,271,126	15,683,905	15,315,838	17,000,195	1,684,357	18,461,340
Grand Jury	424,930	431,356	474,096	492,673	18,577	496,541
Total General Fund	73,792,586	77,567,917	80,204,470	91,935,870	11,731,400	85,031,791
Total Requirements	73,792,586	77,567,917	80,204,470	91,935,870	11,731,400	85,031,791
Total Sources	57,593,965	61,436,384	58,716,729	66,457,547	7,740,818	60,216,729
Net County Cost	16,198,620	16,131,533	21,487,741	25,478,323	3,990,582	24,815,062

AUTHORIZED POSITIONS

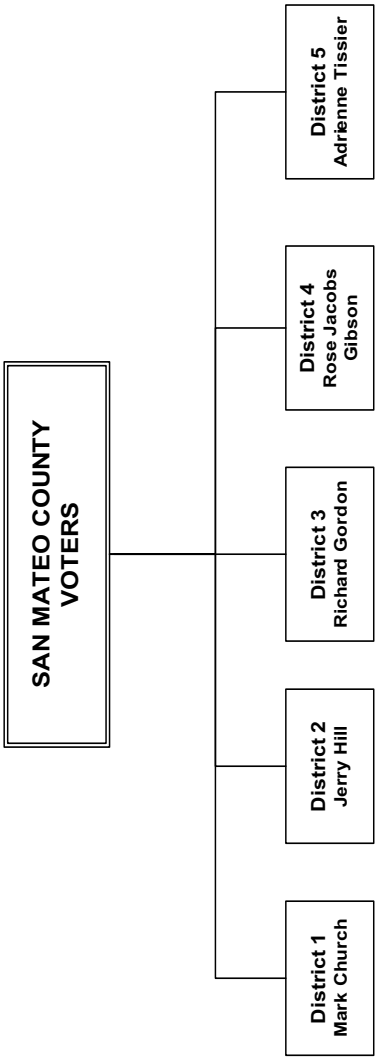
Salary Resolution	587.0	575.0	575.0	572.0	(3.0)	572.0
Funded FTE	572.8	560.7	560.7	553.8	(6.9)	553.8

FOR INFORMATION ONLY:

First 5 San Mateo County	43,718,631	46,912,294	46,044,166	48,459,828	2,415,662	42,478,176
Retirement Office (SamCERA)	1,948,799	2,213,758	2,763,310	2,488,200	(275,110)	2,525,661

Board of Supervisors (1100D)

BOARD OF SUPERVISORS



Board of Supervisors (1100D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	397	502				
Total Revenue	397	502				
Fund Balance	89,675	75,058	75,058	60,785	(14,273)	60,785
TOTAL SOURCES	90,072	75,560	75,058	60,785	(14,273)	60,785
REQUIREMENTS						
Salaries and Benefits	1,531,013	1,589,017	1,622,097	1,660,423	38,326	1,701,259
Services and Supplies	133,719	214,075	151,579	153,686	2,107	153,686
Other Charges	150,653	142,769	159,263	152,871	(6,392)	152,871
Net Appropriations	1,815,385	1,945,861	1,932,939	1,966,980	34,041	2,007,816
Contingencies/Dept Reserves	37,207	38,659	38,659	60,785	22,126	60,785
TOTAL REQUIREMENTS	1,852,592	1,984,520	1,971,598	2,027,765	56,167	2,068,601
NET COUNTY COST	1,762,520	1,908,960	1,896,540	1,966,980	70,440	2,007,816
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

County

Administration and Fiscal

► **Board of Supervisors**

County Manager/Clerk of the Board

Assessor-County Clerk-Recorder

Controller's Office

Treasurer-Tax Collector

County Counsel

Employee and Public Services

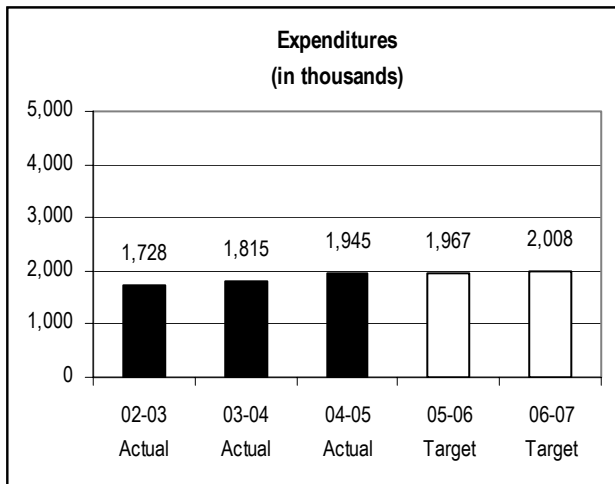
Information Services Department

Grand Jury

First 5 San Mateo County

Retirement (*SamCERA*)**Budget Unit Description**

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 Board's five members are elected to four-year terms and supported by a staff of ten. Board members are elected countywide to serve the district in which they reside. The Board of Supervisors exercises legislative and quasi-judicial authority, and works with County departments, other local government agencies and citizens to achieve the goals identified in its *Shared Vision 2010* report. This commitment includes holding community forums, monitoring goals and reporting progress to the citizens of the County.

**Net County Cost**

The portion of this budget unit's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,966,980 or 98.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made for inclusion of merit increases and negotiated labor increases. Adjustments to Fund Balance include elimination of prior year one-time contribution to the General Fund, partially offset by a minor increase in Reserves.

Revenue/Sources	(35,668)
Appropriations	34,041
Intrafund Transfers	0
Reserves	731
Net County Cost	70,440
Positions	0

2. Adjustments to Fund Balance

Fund Balance has been set aside in Reserves.

Revenue/Sources	21,395
Appropriations	0
Intrafund Transfers	0
Reserves	21,395
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	(14,273)
Appropriations	34,041
Intrafund Transfers	0
Reserves	22,126
Net County Cost	70,440
Positions	0

2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of negotiated labor increases, merit increases and higher benefit costs.

Revenue/Sources	0
Appropriations	40,836
Intrafund Transfers	0
Reserves	0
Net County Cost	40,836
Positions	0

BOS District 1 (1110B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue		63				
Total Revenue		63				
Fund Balance	31,212	21,116	21,116	7,992	(13,124)	7,992
TOTAL SOURCES	31,212	21,179	21,116	7,992	(13,124)	7,992
REQUIREMENTS						
Salaries and Benefits	301,525	322,939	324,733	331,303	6,570	335,982
Services and Supplies	26,139	42,343	31,592	32,540	948	32,540
Other Charges	28,727	28,203	33,142	30,953	(2,189)	30,953
Net Appropriations	356,391	393,486	389,467	394,796	5,329	399,475
Contingencies/Dept Reserves	7,473	7,789	7,789	7,992	203	7,992
TOTAL REQUIREMENTS	363,864	401,275	397,256	402,788	5,532	407,467
NET COUNTY COST	332,652	380,096	376,140	394,796	18,656	399,475
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 2 (1120B)
General Fund
FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fund Balance	7,586	7,846	7,846	7,736	(110)	7,736
TOTAL SOURCES	7,586	7,846	7,846	7,736	(110)	7,736
REQUIREMENTS						
Salaries and Benefits	314,309	331,269	321,561	329,973	8,412	337,141
Services and Supplies	21,964	31,337	29,173	27,488	(1,685)	27,488
Other Charges	29,466	28,102	30,059	29,335	(724)	29,335
Net Appropriations	365,739	390,708	380,793	386,796	6,003	393,964
Contingencies/Dept Reserves	7,311	7,616	7,616	7,736	120	7,736
TOTAL REQUIREMENTS	373,050	398,324	388,409	394,532	6,123	401,700
NET COUNTY COST	365,464	390,478	380,563	386,796	6,233	393,964
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 3 (1130B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fund Balance	24,464	20,819	20,819	7,736	(13,083)	7,736
TOTAL SOURCES	24,464	20,819	20,819	7,736	(13,083)	7,736
REQUIREMENTS						
Salaries and Benefits	290,575	316,092	317,123	324,552	7,429	329,566
Services and Supplies	26,220	56,984	30,859	31,807	948	31,807
Other Charges	31,801	28,230	32,811	30,437	(2,374)	30,437
Net Appropriations	348,596	401,305	380,793	386,796	6,003	391,810
Contingencies/Dept Reserves	7,311	7,616	7,616	7,736	120	7,736
TOTAL REQUIREMENTS	355,907	408,921	388,409	394,532	6,123	399,546
NET COUNTY COST	331,443	388,102	367,590	386,796	19,206	391,810
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 4 (1140B)
General Fund
FY 2005-06 and 2006-07 Budget Unit Summary

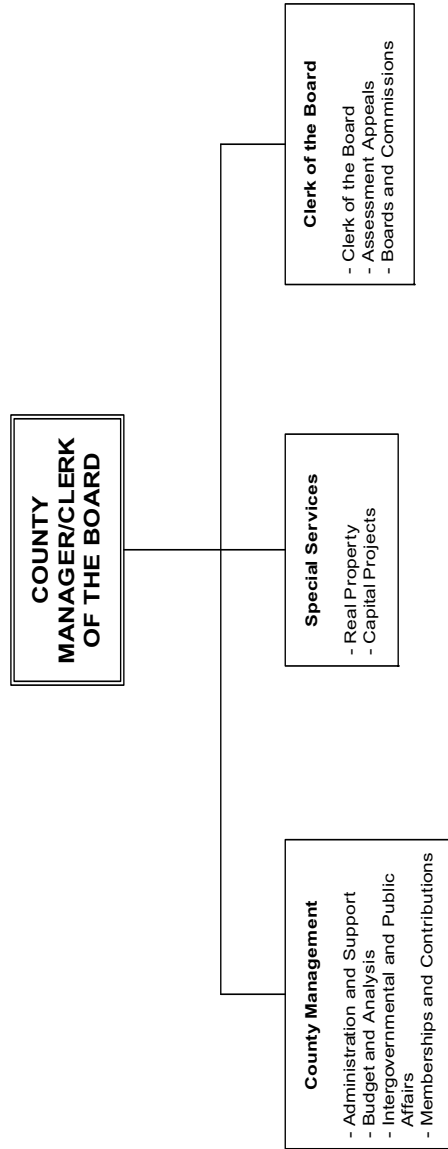
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fund Balance	6,097	12,632	12,632	29,035	16,403	29,035
TOTAL SOURCES	6,097	12,632	12,632	29,035	16,403	29,035
REQUIREMENTS						
Salaries and Benefits	302,533	286,949	319,288	325,335	6,047	335,190
Services and Supplies	30,938	36,414	29,965	30,913	948	30,913
Other Charges	30,636	28,871	31,540	30,548	(992)	30,548
Net Appropriations	364,107	352,234	380,793	386,796	6,003	396,651
Contingencies/Dept Reserves	7,401	7,616	7,616	29,035	21,419	29,035
TOTAL REQUIREMENTS	371,508	359,850	388,409	415,831	27,422	425,686
NET COUNTY COST	365,411	347,218	375,777	386,796	11,019	396,651
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 5 (1150B)
General Fund
FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	397	439				
Total Revenue	397	439				
Fund Balance	20,316	12,645	12,645	8,286	(4,359)	8,286
TOTAL SOURCES	20,713	13,084	12,645	8,286	(4,359)	8,286
REQUIREMENTS						
Salaries and Benefits	322,071	331,768	339,392	349,260	9,868	363,380
Services and Supplies	28,458	46,997	29,990	30,938	948	30,938
Other Charges	30,024	29,362	31,711	31,598	(113)	31,598
Net Appropriations	380,553	408,127	401,093	411,796	10,703	425,916
Contingencies/Dept Reserves	7,711	8,022	8,022	8,286	264	8,286
TOTAL REQUIREMENTS	388,264	416,149	409,115	420,082	10,967	434,202
NET COUNTY COST	367,551	403,065	396,470	411,796	15,326	425,916
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

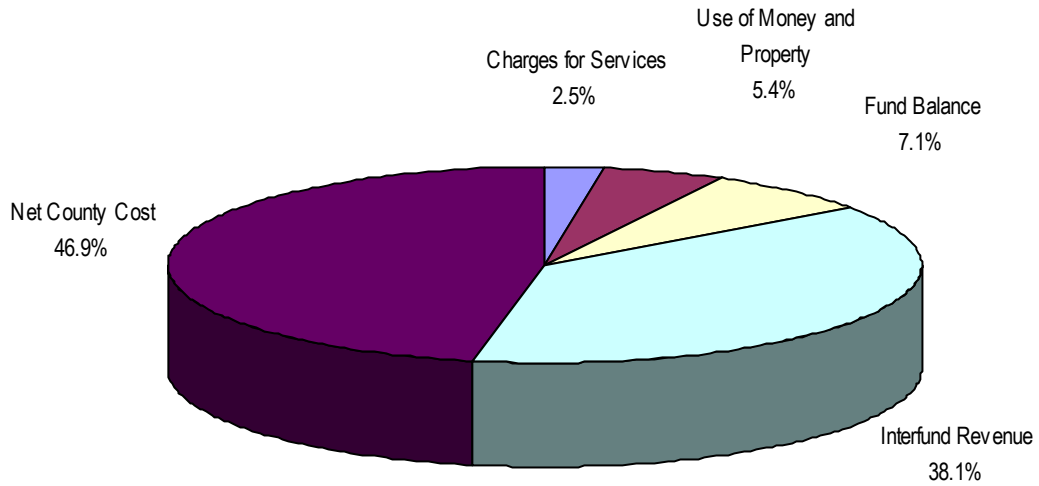
This page intentionally left blank

COUNTY MANAGER/CLERK OF THE BOARD

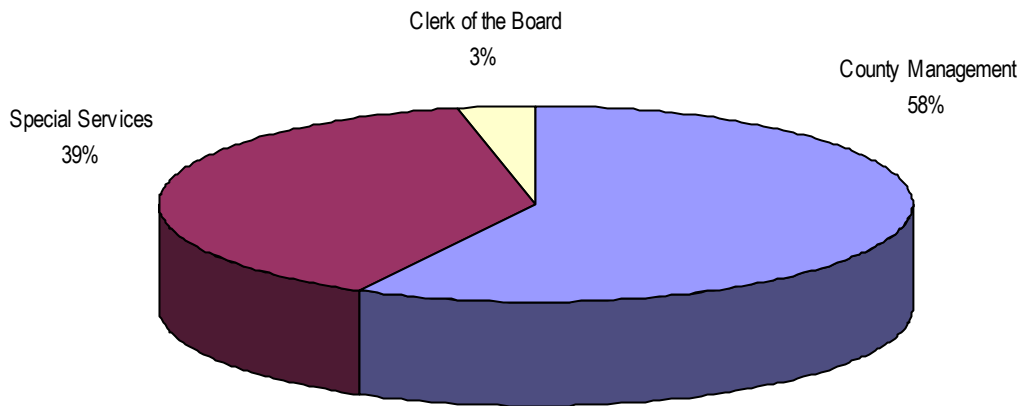


County Manager/Clerk of the Board (1200B)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

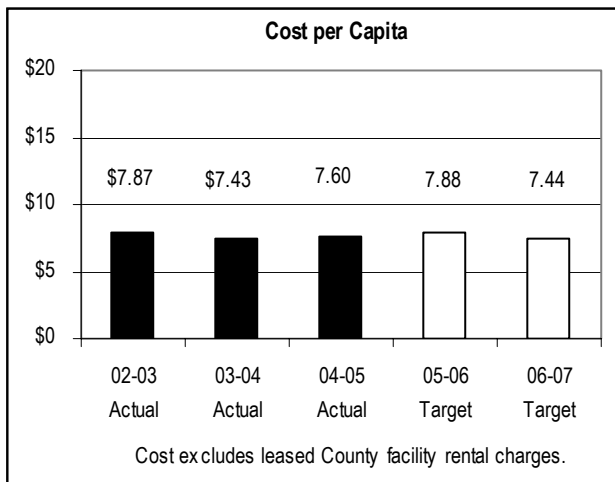
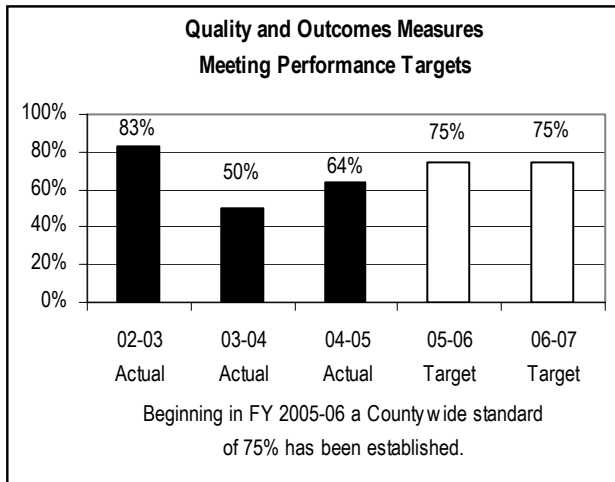
County

Administration and Fiscal
Board of Supervisors

▷County Manager/Clerk of the Board

Assessor-County Clerk-Recorder
Controller's Office
Treasurer-Tax Collector
County Counsel
Employee and Public Services
Information Services Department
Grand Jury
First 5 San Mateo County
Retirement (*SamCERA*)

Department Measures



Department Mission Statement

The County Manager/Clerk of the Board implements the policies and goals established by the Board of Supervisors for the residents of San Mateo County by planning, directing and coordinating the work of County departments; preparing and monitoring the County budget; administering the legislative program and coordinating Countywide public affairs and events; preparing agenda items and providing support to the Board for its public meetings; and managing major capital projects and County real property requirements.

Contributions to Shared Vision 2010 Goals

The County Manager/Clerk of the Board contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Realize the Potential of Our Diverse Population

Goal 1: As the primary resource for citizens interested in serving on Boards and Commissions, the Clerk of the Board provides information to residents regarding Boards and Commissions and processes their applications.

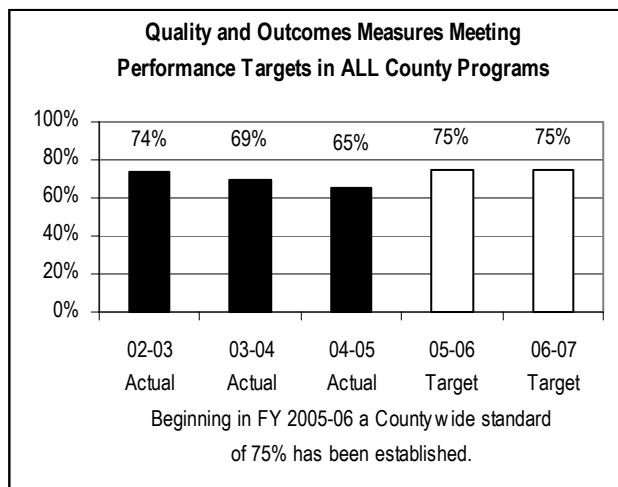
Goal 2: In collaboration with the Board of Supervisors and County departments, the Intergovernmental and Public Affairs Unit provides residents with the opportunity to learn about the local government process by semiannually offering a 12-week Citizens Academy. PenTV provides educational programming including the airing of Board of Supervisors meetings.

Commitment: Responsive, Effective and Collaborative Government

Goal 20: County Management considers future impact rather than temporary relief or immediate gain in policy recommendations.

Goal 21: The Budget and Analysis Unit has implemented Outcome-Based Management (OBM) to integrate the County's Shared Vision 2010 Goals into the planning and resource allocation processes of County departments. It ensures that program plans and budgets are in alignment with County goals, and monitors the performance of programs and services to track progress toward goal achievement.

Goal 22: County Management collaborates with other local governments to develop solutions that provide better service to the public through joint powers and shared agreements such as Animal Control, Library and Emergency Services. The Real Property Unit currently provides services to other local governments.



Story Behind Baseline Performance

The County Manager/Clerk of the Board includes the following programs:

- County Management
- Clerk of the Board
- Special Services

Accomplishments that have contributed to improved performance and progress this past year include:

Provided Resources and Training

- Developed and implemented a new Revenue Estimate form which is used to monitor revenues during the budget development process
- Increased the number and type of training opportunities to support Countywide succession planning and assist with staff transitions
- Developed and conducted the first training session on Managing with Data and provided training on use of performance measures database and reports
- Continued to provide OBM Basics and Performance Measurement training for managers

Represented the County's Interests in State/Federal Deliberations

- Completed work on Realignment equity, Educational Revenue Augmentation Fund and Trial Court Funding
- Secured additional Disproportionate Share Hospital (DSH) funding for SMMC
- Secured \$835,000 in federal funding for the Keller Women and Children's Center

Enhanced Public Education and Communication

- Participated in the mock budget hearing process for the Citizen's Academy
- Provided acquisition of right-of-way services for various cities and public agencies

Improved Performance and Budget Monitoring Capabilities

- Jointly designed and implemented pilot program assessments/ data reviews with departments
- Increased the use of performance benchmarking

Streamlined Internal Processes

- Began a review of Assessment Appeals processes to improve efficiency
- Processed 1,200 Assessment Appeals filings
- Reduced the number of days to complete Board meeting minutes from 68 to 47
- Updated internal administrative policies to improve timeliness and accuracy of Board meeting deliverables

Managed New Facility Construction and Renegotiated Leased Property Agreements

- Continued construction of the 295,285 square foot Youth Services Center in San Mateo
- Negotiated a long-term ground lease to facilitate the development of 43 affordable apartments in South San Francisco
- Negotiated a long-term agreement with the City of Redwood City to facilitate the reconstruction of the historical landmark County Courthouse building and the construction of an adjacent public plaza, Courthouse Square
- Negotiated the acquisition of a 26-acre addition to San Bruno Mountain Park
- Represented the San Mateo County Office of Education in negotiations for the acquisition of a Regional Occupational Program facility

Coordinated the Creation and Implementation of the New Department of Housing

- Conducted research related to housing department structures throughout the state
- Developed a list of options for San Mateo County
- Worked with the Human Services Agency, Employee and Public Services, and County Counsel to develop an implementation plan for the new department

Supported Efforts to Review Provisions of Indigent Health Care Services

- Participated in a workgroup to prepare a status report on indigent healthcare
- Developed recommendations

Major challenges over the next two years will be:

- To develop a financially viable business model for the provision of indigent healthcare and charity care in the County
- To ensure that the County's costs for providing medical care will be fully funded under Medi-Cal Redesign and the various revenue strategies being implemented by Medical Center management
- To develop criteria and implement outcome-based and service quality incentives for high-performing County programs and services

- To plan for upcoming negotiations for major labor MOUs expiring in November 2006
- To manage complex Assessment Appeals filings
- To identify long-term space requirements
- To secure flexible long-term leases at or below market rate
- To control costs in view of accelerated construction inflation due to steel and fuel prices

Department Priorities

The County Manager/Clerk of the Board will meet performance targets by doing the following:

Maintain 0% of Budgets Exceeding Appropriations at Year-end

- Continue regular communication with Medical Center on budget and financial issues including repayment of prior year loans
- Develop financially viable business model for provision of indigent health care
- Continue regular budget monitoring and communication with departments showing unfavorable budget trends
- Continue State and Federal budget analysis and multi-year forecasting for early identification of major budget issues
- Continue efforts to support legislation such as Medi-Cal Redesign that protects or enhances the County's revenues
- Develop a Fee Policy to ensure ongoing fee updates to recover cost increases
- Continue to offer budget preparation and budget monitoring training

Achieve 75% of Quality and Outcomes Measures Meeting

Performance Targets in All County Programs

- Conduct Countywide organizational study and provide recommendations relating to organizational structure and succession planning efforts for leadership positions in the County
- Conduct second round of program peer reviews
- Explore outcome-based and service quality incentives
- Improve performance methodology and process documentation
- Increase use of performance benchmarking
- Continue working with departments to develop and improve target setting methodologies
- Continue to offer OBM Basics and performance measurement training for managers

Achieve an Overall Customer Satisfaction Rating of at Least 90% From Training Participants

- Incorporate department input and participation in developing learning objectives
- Survey departments regarding training needs
- Modify current curriculum based on survey results
- Implement recruitment and training plan to bring in trainers and presenters from operating departments
- Coordinate the class schedule with the timing of program and budget deliverables

- Target appropriate participants and market classes through training brochures and multi media announcements

Process at Least 95% of Agendas Accurately

- Develop an Agenda Flow process that will improve the Agenda packet procedure
- Continue to reduce the number of days to complete Board meeting minutes

Publish at Least 94% of Agenda Items Online

- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online
- Continue to develop strategies to inform the public of the availability of the agenda and supporting documents available online

Initiate 100% of Boards and Commissions Recruitments Within Established Time Frames

- Continue implementation and update of recruitment and appointment procedures
- Develop database/program that will offer capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Maintain 90% of Capital Projects Within Budget and on Schedule

- Coordinate activities related to the construction of the Youth Services Center

Maintain Annual Leased Space Costs at \$26.04 or Lower

- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

County Manager/Clerk of the Board (1200B)
General Fund
FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	338,075	293,901	340,249	470,372	130,123	470,372
Intergovernmental Revenues	98,390					
Charges for Services	203,514	140,714	213,945	218,053	4,108	220,021
Interfund Revenue	1,745,824	2,892,321	3,069,442	3,325,766	256,324	3,230,538
Miscellaneous Revenue	12,430	105,789	17,350		(17,350)	
Total Revenue	2,398,233	3,432,725	3,640,986	4,014,191	373,205	3,920,931
Fund Balance	302,811	470,409	470,409	618,832	148,423	272,589
TOTAL SOURCES	2,701,044	3,903,134	4,111,395	4,633,023	521,628	4,193,520
REQUIREMENTS						
Salaries and Benefits	3,010,771	3,048,798	3,020,666	3,317,745	297,079	3,381,407
Services and Supplies	545,690	513,971	889,938	1,007,887	117,949	1,036,154
Other Charges	11,155,679	12,687,848	12,566,589	13,512,521	945,932	13,272,760
Fixed Assets		5,398		10,000	10,000	
Gross Appropriations	14,712,140	16,256,015	16,477,193	17,848,153	1,370,960	17,690,321
Intrafund Transfers	(8,811,983)	(9,155,863)	(8,719,261)	(9,351,345)	(632,084)	(9,595,868)
Net Appropriations	5,900,157	7,100,152	7,757,932	8,496,808	738,876	8,094,453
Contingencies/Dept Reserves	104,233	104,233	104,233	229,415	125,182	143,125
TOTAL REQUIREMENTS	6,004,390	7,204,385	7,862,165	8,726,223	864,058	8,237,578
NET COUNTY COST	3,303,346	3,301,251	3,750,770	4,093,200	342,430	4,044,058
AUTHORIZED POSITIONS						
Salary Resolution	23.0	24.0	24.0	24.0		24.0
Funded FTE	23.0	23.5	23.5	23.0	(0.5)	23.0

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by \$521,628 or 12.7% from FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Use of Money and Property

There is an increase of \$130,123 in this funding source due to adjustments made to Housing Authority leased facility rental charges.

Charges for Services

There is an increase of \$4,108 in this funding source primarily due to reimbursement from PenTV JPA members for the increased salary and benefits costs of the Media Coordinator position responsible for PenTV activities.

Interfund Revenue

There is an increase of \$256,324 in this funding source. An amount of \$100,000 is anticipated from the Criminal Justice Construction Fund for one-time contribution to the San Mateo Community College District for a Regional Law Enforcement Training Academy. Special Services will generate an additional \$129,038, which will primarily offset leased facility rental costs. An additional \$25,000 from the Half Cent Fund will offset Peninsula Policy Partnership (P3) contribution. An amount of \$2,286 has been included for increased reimbursements in the County Management Program.

Miscellaneous Revenue

There is a decrease of \$17,350 in this funding source due to elimination of one-time funding from North Fair Oaks Merchants Association for a Day Laborer Center.

Fund Balance

There is a net increase of \$148,423 in this funding source due to the carry forward of Memberships and Contributions projects/events as well as other miscellaneous increases.

TOTAL REQUIREMENTS

Total Requirements increased by \$864,058 or 11.0% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$297,079 in this expenditure category primarily due to merit and negotiated labor increases as well as the mid-year addition of one Agenda Coordinator position and upgrade of one Management Analyst to a Principal Management Analyst. Other salary and benefit accounts, including County Annuity, were adjusted to reflect anticipated costs.

Services and Supplies

There is a net increase of \$117,949 in this expenditure category. Appropriations are included for a Countywide organizational study; increased overhead charges for work performed in connection with capital projects activities, including budgeting, accounting, processing payments, financial reporting and supervision; and minor increases to various general office supply accounts. A membership contribution amount previously budgeted in Other Charges has been moved to appropriate Services and Supplies account. Other adjustments include a reduction in Contract expenses in the Special Services Program.

Other Charges

There is a net increase of \$945,932 in this expenditure category due to: a net increase in Memberships and Contributions in the amount of \$124,687 and decreases in internal service charges from other departments in the amount of \$10,247. There is an increase of \$823,795 for leased facility rental charges; the majority of this increase is for existing leases for five of the most costly facilities. New leases include the Day Worker Center site, Office of Emergency Services and Children's Services. Miscellaneous increases total \$7,697.

Fixed Assets

There is an increase of \$10,000 in this expenditure category due to the replacement of a server shared by the County Manager's Office and Board of Supervisors.

Intrafund Transfers

There is a net increase of \$632,084 in expenditure reimbursements. Leased facility rental charges reimbursements/pass-throughs have increased by \$610,981; reimbursement from the Human Services Agency for legislative services provided by the Intergovernmental and Public Affairs Unit has been increased by \$5,597; and an amount of \$12,415 is included to reflect reimbursement from the Special Services Program for support provided for capital projects activities. Other adjustments include increased reimbursement of \$3,091 from Assessor's Office for Assessment Appeals activities.

Contingencies/Departmental Reserves

There is a net increase of \$125,182 primarily due to cost savings and projects and purchases not completed in the prior year. The balance in Reserves represents 2.7% of Net Appropriations, which exceeds the 2% County Reserves Policy Requirements by \$44,754.

NET COUNTY COST

There is net increase of \$342,430 or 9.1% in this Department's General Fund allocation primarily due to negotiated labor increases.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$439,503 or 9.5% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Charges for Services

There is a net increase of \$1,968 due to reimbursement from PenTV JPA members for the increased salary and benefits costs of the Media Coordinator position responsible for PenTV activities.

Interfund Revenue

There is a net decrease of \$95,228 in this funding source primarily due to elimination of one-time funding for a Regional Law Enforcement Training Academy and offsets to cover increased salaries and benefits in the Special Services Program.

Fund Balance

There is a net decrease of \$346,243 in this funding source due to elimination of one time projects/events.

TOTAL REQUIREMENTS

Total Requirements decreased by \$488,645 or 5.6% from the FY 2004-05 to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$63,662 in this expenditure category due to negotiated labor increases, as well as merit increases and higher benefit costs.

Services and Supplies

There is an increase of \$28,267 in this expenditure category primarily due to general office expenses, partially offset by elimination of organizational study appropriations.

Other Charges

There is net decrease of \$239,761 in this expenditure category primarily due to reductions in Library JPA contribution and elimination of one-time appropriations for Regional Law Enforcement Academy, partially offset by increased costs in leased facility rental charges.

Fixed Assets

There is a net decrease of \$10,000 in this expenditure category due to the removal of one-time costs associated with the prior year purchase of one server.

Intrafund Transfers

There is a net decrease of \$244,523 in expenditure reimbursements due to reimbursements from customers utilizing real property, capital projects and assessment appeals services.

Contingencies/Departmental Reserves

The balance in Reserves represents two percent of Net Appropriations, which meets the County Reserves Policy requirement. Memberships and Contributions are not included in this calculation.

NET COUNTY COST

There is net decrease of \$49,142 or 1.2% in this Department's General Fund allocation primarily due to the elimination of one-time purchases and projects.

County Management (1210P)

Program Locator

County

Administration and Fiscal

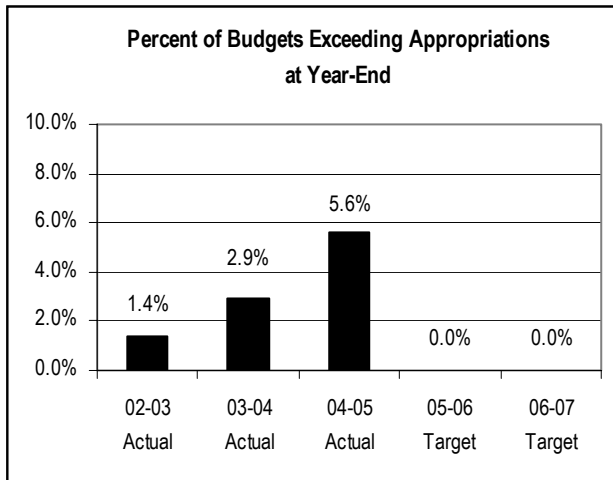
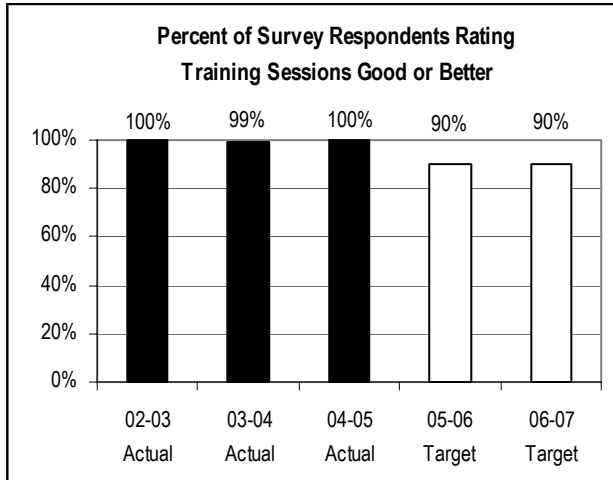
County Manager/Clerk of the Board

▷ **County Management**

Clerk of the Board

Special Services

Headline Measures



Program Outcome Statement

County Management provides leadership and direction to County departments, prepares the County budget, conducts operational and financial analyses and oversees the Federal/State legislative and public affairs programs to achieve County goals and implement policies set by the Board of Supervisors.

Services and Accomplishments

County Management primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing services through the following units: Administration and Support; Budget and Analysis; and Intergovernmental and Public Affairs. Major responsibilities include overseeing the preparation and administration of the County budget, coordinating the activities of other departments, and providing legislative advocacy and information to the media on behalf of the County. This program also oversees the work of all other programs in the County Manager/Clerk of the Board's Office.

The following are major accomplishments in the current fiscal year:

- Created cross-departmental workgroup to identify issues and preliminary recommendations regarding indigent health care
- Coordinated the creation and implementation of the new Department of Housing
- Increased the number and type of training opportunities to support Countywide succession planning and assist with staff transitions
- Completed the Shared Vision 2010 Progress Report
- Completed the pilot phase of Program Reviews for 16 programs and developed preliminary recommendations
- Represented the County's interests in Medi-Cal Redesign, Juvenile Justice Accountability and other areas
- Secured SB 1255 Disproportionate Share Hospital (DSH) supplemental funding for the Medical Center
- Secured federal funding for the Youth Services Center and Medical Center capital projects
- Obtained full reimbursement of Peterson trial costs from Stanislaus County
- Continued to provide training for program and financial managers

Story Behind Baseline Performance

The success of an organization can be measured in terms of its performance toward a vision, mission and goals. County Management contributes to the goals of the Shared Vision commitment of a Responsive, Effective and Collaborative Government by coordinating cross-departmental and Countywide efforts to implement the Board's policies to ensure progress toward County goals, monitoring operational performance, and managing the County budget.

Cross-departmental efforts in the current year include facilitation of the separation of the Housing Authority and Housing and Community Development from the Human Services Agency to create the new Department of Housing which will focus efforts on addressing affordable housing issues in the county; management of the construction of the new Youth Services Center (YSC) which will provide prevention and intervention services that will focus on rehabilitation and accountability, enhancing the family unit and restoring victims and the community from the effects of neglect, abuse and delinquency; report preparation for a Board-led workgroup to determine reasons for and alternatives to manage jail overcrowding; legislative advocacy efforts to support Medi-Cal Redesign that would financially assist the County in meeting its mandate to provide indigent healthcare; coordination and preparation of analyses related to State budget proposals; coordination of Citizens Academy to increase civic engagement and attract candidates to fill vacancies in Boards and Commissions; and preparation of a report on status of multiple efforts related to the provision of indigent healthcare, leading to the creation of a workgroup that will be developing proposals for Board action in the next fiscal year. The County was also represented on statewide juvenile justice accountability work groups.

County Management reviews the progress of departments in meeting current year performance targets. County programs are estimated to end FY 2004-05 with 80% of Quality and Outcomes measures meeting performance targets. This represents an 11-percentage point improvement over last year. Almost two-thirds of the 17 County agencies/departments are expected to meet targets for their Quality and Outcomes measures, and 71% are performing better than last year. Performance improvement is expected in the future, given the County's improved financial condition and the direction to maintain direct service levels without reductions over the next two fiscal years. Budget and Analysis staff also coordinated the pilot phase of Countywide program reviews, which began in the current year for 16 programs using peer review groups. Preliminary recommendations have been made, including the development of outcome-based and service quality incentives, improved linkages to Shared Vision commitments and goals, and improved performance reporting.

Training has been a priority due to anticipated turnover in departmental staff over the next two years. During the current year, training sessions have been conducted in leadership and program management through the County's Management Development/Mentoring Program. Sessions on the basic concepts of Outcome-Based Management and performance measurement, work planning, managing with data, legislative and state budget process and media relations, County budget development and position control through the Fiscal Officers Training Academy, have also been conducted. The emphasis on training is expected to continue in order to support succession planning and staffing transition needs of operating departments. Training evaluations reflect 100% of training participants rating these sessions as good or excellent. The training satisfaction measure has been improved to report specifically on

whether participants think the classes will improve the quality of their work.

County Management also contributes to the Shared Vision goals by effectively managing the County's budget. All departments, including the San Mateo Medical Center (SMMC), are anticipated to stay within budget appropriations in the current fiscal year. County Management staff and SMMC management continue to communicate regularly to ensure that steps are being taken to manage costs and collect revenue during the year. SMMC budget overruns exceeded \$7 million last year, requiring additional transfers/loans from the General Fund. As of April 30 in the current fiscal year, there have been no additional transfers needed. A repayment plan is also being developed for over \$30 million in loans made to the Medical Center to cover last year's budget overrun, outstanding balances in its operating line of credit and prior year transfers. Intergovernmental and Public Affairs staff pursue the protection of County revenues, flexibility in use of funding, full funding of State mandates, and additional funding for infrastructure and operational needs. Priorities identified in the legislative program include Medi-Cal redesign, jet fuel, TANF reauthorization, county-specific cost of doing business in state funding allocations, and federal earmarks for capital needs at the new Youth Services Center and the Medical Center.

Major challenges over the next two years will be:

- To develop a financially viable business model for the provision of indigent healthcare and charity care in the county
- To ensure that the County's costs for providing medical care will be fully funded under Medi-Cal Redesign and the various revenue strategies being implemented by Medical Center management
- To explore and implement outcome-based and service quality incentives for County programs and services
- To increase succession planning efforts for leadership positions in the County organization

Program Priorities

County Management will meet performance targets by doing the following:

Maintain 0% of Budgets Exceeding Appropriations at Year- End

- Continue regular communication with Medical Center on budget and financial issues including repayment of prior year loans
- Develop financially viable business model for provision of indigent health care
- Continue regular budget monitoring and communication with departments showing unfavorable budget trends
- Continue State and Federal budget analysis and multi-year forecasting for early identification of major budget issues
- Continue efforts to support legislation such as Medi-Cal Redesign that protects or enhances the County's revenues
- Develop Fee Policy to ensure ongoing fee updates to recover cost increases

- Continue to offer budget preparation and budget monitoring training

Achieve 75% of Quality and Outcomes Measures Meeting

Performance Targets in All County Programs

- Conduct Countywide organizational study and provide recommendations relating to organizational structure and succession planning efforts for leadership positions in the County
- Conduct second round of program peer reviews
- Explore outcome-based and service quality incentives
- Improve performance methodology and process documentation
- Increase use of performance benchmarking
- Continue working with departments to develop and improve target setting methodologies
- Continue to offer OBM Basics and performance measurement training for managers

Achieve an Overall Customer Satisfaction Rating of at Least 90%

From Training Participants

- Incorporate department input and participation in developing learning objectives
- Survey departments regarding training needs
- Modify current curriculum based on survey results
- Implement recruitment and training plan to bring in trainers and presenters from operating departments
- Coordinate the class schedule with the timing of program and budget deliverables
- Target appropriate participants and market classes through training brochures and multi media announcements

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of budgets monitored	71	68	71	69	69
Number of performance measures monitored:					
- Quality and Outcomes	---	594	600	593	593
- Workload and other	---	570	503	458	458
Number of legislation related actions taken					
- County sponsored	5	3	3	3	3
- Board Actions (Support/Oppose/Amend)	45	17	19	45	45
How Well We Do It (Quality)					
Percent of budgets exceeding appropriations at fiscal year-end	1.4%	2.9%	5.6%	0%	0%
Percent of survey respondents rating training sessions good or better ⁽¹⁾	100%	99%	100%	90%	90%
Percent of survey respondents who indicated that the class provided information that will improve the quality of their work	---	---	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Amount and percent of General Fund Contingencies and Non-Departmental Reserves used during the fiscal year ⁽²⁾	\$7.4M / 7%	\$12.1M / 15%	\$6.4M / 6.9%	\$0 / 0%	\$0 / 0%
Number and percent <u>Quality and Outcomes</u> measures meeting performance targets ⁽³⁾	--- / 74%	410 / 69%	391 / 65%	445 / 75%	445 / 75%
Percent of legislation related actions taken resolved favorably					
- County sponsored	---	57%	75%	90%	90%
- Board actions (Support/Oppose/Amend)	38%	86%	90%	90%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽²⁾ Non-Departmental Reserves covered the following projects/items in FY 2003-04: Mirada Surf final payment; interim funding for the Youth Services Center; Automated Time Keeping and Attendance Project loan; County Support of the Courts funding for special investigations costs and Trial Court MOE; San Mateo Medical Center loan; Child Support System penalty; terminal pay and increased benefits for Sheriff's Office employees; and reimbursement to schools for reduced sales of carbonated and sugar based beverages.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 75% has been established. Data development and benchmark measures have been excluded.

County Management (1210P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	16.0	16.0	16.0	16.0		16.0
Funded FTE	16.0	16.0	16.0	15.0	(1.0)	15.0
 Total Requirements	4,160,920	4,009,849	4,463,147	5,052,244	589,097	4,556,479
Total Sources	816,851	629,426	845,075	1,195,156	350,081	750,881
Net County Cost	3,344,070	3,380,422	3,618,072	3,857,088	239,016	3,805,598
 NCC Breakdown						
A-87 Cost Plan			461,089	697,012	235,923	697,012
Mandated Services			1,768,755	1,741,282	(27,473)	1,902,235
Non-Mandated Services			1,388,228	1,418,794	30,566	1,206,351

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,857,088 or 76.3%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as the following Non-Mandated Services: County memberships and contributions.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; and elimination of one-time projects and/or contributions for Medical Errors Summit, mediation services, school vending machine program, Science Saturday Series. Other Memberships and Contributions adjustments include a reduction in Library JPA contribution (due to prior year renegotiation of agreement), partially offset by increases to Local Agency Formation Commission and Peninsula Policy Partnership (P3) contributions. Other appropriations include the replacement of an existing server. Fund Balance has been reduced to reflect elimination of one-time projects/events; balance in Reserves represents Day Laborer Site carryforward. Additional reimbursement from the Half Cent Fund will offset increased P3 contribution. Reimbursement from several departments including District Attorney, Sheriff and Probation is included to offset Criminal Justice Council membership dues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,831)	(56,250)	(18,012)	0	(70,431)	0

2. Position Changes

The Program's goals of having 75% of Quality and Outcomes measures meeting performance targets in all County programs and achieving a customer satisfaction rating of at least 90% will be facilitated by converting one Management Analyst III to Principal Management Analyst. Duties will include Countywide coordination of performance measurement training, coordination of program reviews and research and

implementation of improvements to the County's Outcome-Based Management system. Appropriations also are included for the FY 2005-06 anticipated upgrade of fiscal staff that provides support to all department programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	22,757	0	0	22,757	0

3. **Regional Law Enforcement Training Academy Project**

A one-time contribution for a Regional Law Enforcement Academy, which will be located in Redwood City (Canada College), has been included. Revenue will be received from the Criminal Justice Construction Fund to offset these costs. Other contributions for this project have include the state, cities, San Mateo Community College District and private donations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
100,000	100,000	0	0	0	0

4. **Organizational Review**

A Countywide organizational study will be conducted to evaluate existing structure and recommend improvements. Savings generated from reduced contribution to the Library JPA will offset these one-time costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	100,000	0	0	100,000	0

5. **Criminal Justice Council**

The cost of the Criminal Justice Council has been eliminated along with contributions from Non-Departmental Services, the Sheriff's Office, the District Attorney's Office, and Probation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(25,500)	(42,500)	0	0	(17,000)	0

6. **Contribution to the Half Moon Bay Chamber of Commerce**

Appropriation has been added to increase the contribution to the Half Moon Bay Chamber of Commerce.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,250	0	0	1,250	0

7. **Contribution to the Math, Science and Technology Series**

A one-time contribution to the Math, Science and Technology series has been added. Fund Balance from FY 2004-05 has been rolled forward for contributions not spent in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	45,000	0	0	15,000	0

8. Contribution to Sojourn to the Past

A contribution to Sojourn to the Past has been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,000	0	0	20,000	0

9. Contribution to Art Providers

An adjustment has been made to shift appropriation for payments to art providers from the Memberships and Contributions budget to the Environmental Services Agency budget for direct payment to art providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(44,000)	0	0	(44,000)	0
0	44,000	0	0	44,000	0

10. Contribution to HEART

A contribution has been added for the Housing Endowment and Regional trust Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,029	0	0	1,029	0

11. Contribution to CORA

A one-time contribution has been added to offset the loss of state funding for the Community Overcoming Relationship Abuse (CORA).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	86,411	0	0	86,411	0

12. Contribution to the Day Worker Center

A contribution has been added to increase the Day Worker Center contract.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	80,000	0	0	80,000	0

13. Adjustments to Fund Balance

Fund Balance has been used to offset operational cost increases and the balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
249,412	124,953	0	124,459	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
350,081	482,650	(18,012)	124,459	239,016	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

14. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; elimination of one-time projects/events has been reflected as well as final reduction to the Library JPA.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(228,032)	(163,394)	(3,324)	0	61,314	0

15. Elimination of One-Time Projects and Contributions

One-time projects, purchases and contributions have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(216,243)	(242,757)	0	(86,290)	(112,804)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(444,275)	(406,151)	(3,324)	(86,290)	(51,490)	0

County Memberships and Contributions

This budget includes funding for County memberships and contributions to the following organizations:

ORGANIZATION	Revised FY 2004-05	Adopted FY 2005-06	Change	Adopted FY 2006-07
Memberships:				
Association of Bay Area Governments (ABAG)	58,929	58,929		58,929
California Administrative Officers Association (CAOA)	3,982	3,982		3,982
California State Association of Counties (CSAC)	87,266	89,997	2,731	89,997
City/County Association of Governments (C/CAG)	19,650	19,650		19,650
Criminal Justice Council (CJC)	45,000		(45,000)	
National Association of Counties (NACO)	13,508	13,508		13,508
Urban County Caucus (UCC)	25,000	25,000		25,000
Memberships Total	253,335	211,066	(42,269)	211,066
Contributions:				
Contribution to Art Providers	44,000	44,000		44,000
Community Overcoming Relationship Abuse (CORA)	0	86,411	86,411	
Day Laborer Center - North Fair Oaks ⁽¹⁾	37,350	110,000	72,650	80,000
Fair Association	40,000	0	(40,000)	0
Fatherhood Collaborative	25,000	25,000		25,000
Half Moon Bay/Coastside Chamber	2,500	3,750	1,250	5,000
Housing Endowment and Regional Trust (HEART)	20,000	21,029	1,029	21,029
Homework Centers - Cities ⁽¹⁾	129,488	107,000	(22,488)	107,000
Homework Centers - County Office of Ed	300,000	300,000		300,000
Homework Centers - CPA 2000	46,279		(46,279)	
Joint Venture Silicon Valley Network	20,000	20,000		20,000
Local Agency Formation Commission (LAFCo)	50,234	63,340	13,106	64,318
Local Agency Formation Commission (LAFCo)	0	50,492	50,492	
Library JPA	341,234	240,565	(100,669)	139,948
Marin Day Schools/Our Place-Scholarships for County	115,000	115,000		115,000
Medical Errors Summit	20,000		(20,000)	
Parks Foundation	132,000	132,000		132,000
Peninsula Conflict Resolution Center (PCRC)	10,425	7,133	(3,292)	7,133
Peninsula Policy Partnership (P3)	75,000	100,000	25,000	100,000
PenTV JPA	38,588	38,588		38,588
PenTV JPA FY 2004-05 Adjustment	0	38,588	38,588	
Regional Law Enforcement Training Academy Project		100,000	100,000	
School Vending Machine Program ⁽²⁾	10,000		(10,000)	
Science Saturday Series ⁽²⁾	30,000	45,000	15,000	
Sojourn to the Past	0	20,000	20,000	0
Sustainable San Mateo County	2,500	2,500		2,500
Contributions Total	1,489,598	1,670,396	180,798	1,201,516
Memberships and Contributions Total	1,742,933	1,881,462	138,529	1,412,582

⁽¹⁾ Prior year carry-forward (one-time)

Clerk of the Board (1215P)

Program Locator

County

Administration and Fiscal

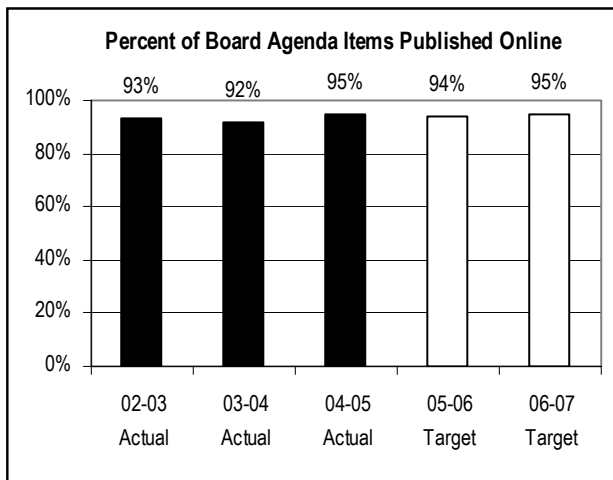
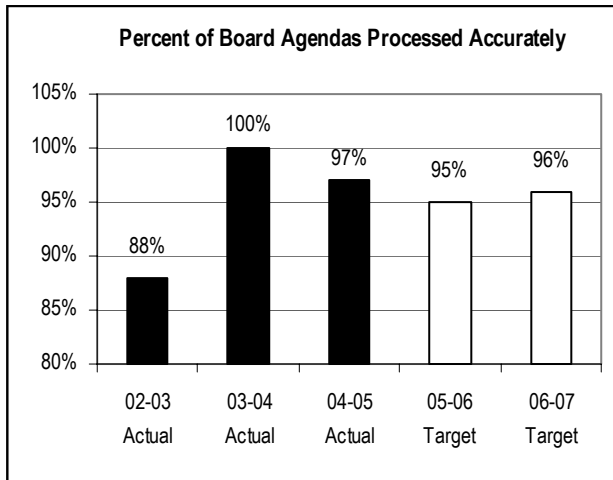
County Manager/Clerk of the Board

County Management

►Clerk of the Board

Special Services

Headline Measures



Program Outcome Statement

The Clerk of the Board prepares the Board of Supervisors' agendas, sets and publishes public hearings, maintains a legislative and historical record, responds to research requests, administers the system for appointments to Boards and Commissions and processes all assessment appeals to ensure timely and accurate support services are provided to the public and Board of Supervisors.

Services and Accomplishments

The Clerk of the Board contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing services in three units: the Clerk of the Board; Assessment Appeals; and Boards and Commissions. The Boards and Commissions Unit includes appropriations for three community councils: North Fair Oaks, Mid-Coast and Pescadero. COB Program staff work with departments to prepare agenda items/materials, process Board agenda items, transcribe Board meeting proceedings, prepare hearing notices, post agendas and supporting items online, maintain Board meeting files, provide public access to files and perform recruitments for County Boards and Commissions. Program staff also prepare Assessment Appeals Board agendas, process applications, prepare hearing notices and maintain public record.

Major accomplishments in the current year include:

- Began a review of Assessment Appeals processes to improve efficiency
- Processed 1,200 Assessment Appeals filings
- Reduced the number of days to complete Board meeting minutes from 68 to 47
- Maintained the number of Board agendas completed accurately
- Updated internal administrative policies to improve timeliness and accuracy of Board meeting deliverables

Story Behind Baseline Performance

The COB has successfully prepared and published 100% of Board agendas accurately during the current year, maintaining a high level of performance of 100% from the prior year. As of June 2005, there have been 28 Board agendas and 966 items processed. Of these items, 94% have been posted online. The COB continues to work with departments to ensure that Board packets are submitted on time and in electronic format.

The COB distributes surveys to two customer bases: Board members and customers requesting research requests. Current year survey results indicate that 100% of customers surveyed after receiving research services rate the services provided as good or better. The Board survey responses should be received prior to year-end. In FY 2003-04, 100% of Board members surveyed rated overall satisfaction with the services provided by the COB as good or better. The COB continues to work on improving timeliness. Throughout the

current year, the COB has consistently posted all Board agendas online at least four days prior to scheduled Board meeting and distributed Board packets to Board members six days prior to scheduled Board meeting.

In conjunction with the Assessor's Office, the COB will complete a review of the Assessment Appeals filings process prior to year-end. The goal is to improve the efficiency of the Assessment Appeals process.

Major challenges over the next two years will be:

- To manage complex Assessment Appeals filings

Program Priorities

The Clerk of the Board Program will meet performance targets by doing the following:

Process at Least 95% of Agendas Accurately

- Develop an Agenda Flow process that will improve the Agenda packet procedure
- Continue to reduce the number of days to complete Board meeting minutes

Publish at Least 95% of Agenda Items Online

- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- Review the feasibility of transferring historical data to the Department's Electronic Document Management System (FileNet) in order to publish these documents online
- Continue to develop strategies to inform the public of the availability of the agenda and supporting documents available online

Initiate 100% of Boards and Commissions Recruitments Within Established Time frames

- Continue implementation and update of recruitment and appointment procedures
- Develop database/program that will offer capability of historical tracking of membership information including names, positions and terms and allow the Board of Supervisors and County staff to access database information
- Develop strategies to inform the public of the availability of the Boards and Commissions recruitment information and application online

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of Board agendas prepared	31	27	29	30	30
Number of Board agenda items processed	1,128	998	921	1,100	1,100
Number of research requests	26	101	130	96	96
Number of Boards and Commissions recruitments	20	17	17	20	20
Number of new Assessment Appeals filings	1,616	1,908	1,065	1,600	1,600
How Well We Do It (Quality)					
Percent of Board agendas completed accurately	88%	100%	97%	95%	96%
Average number of days between Board meeting and approval of minutes	144	68	46	31	31
Percent of Assessment Appeals agendas completed within established time lines	---	100%	100%	90%	90%
Percent of Boards and Commissions recruitments initiated within established time lines after notification of vacancy	---	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of customers satisfied with record research requests processed ⁽¹⁾	---	100%	---	90%	90%
Percent of Board members satisfied with the level of services provided by the Clerk of Board's Unit	100%	100%	100%	100%	100%
Percent of Board agenda items published online	93%	92%	95%	94%	95%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Clerk of the Board (1215P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	2.0	3.0	3.0	3.0		3.0
Funded FTE	2.0	2.5	2.5	3.0	0.5	3.0
 Total Requirements	141,218	248,187	175,698	279,112	103,414	281,460
Total Sources	27,084	66,766	43,000	43,000		43,000
Net County Cost	114,134	181,420	132,698	236,112	103,414	238,460
 NCC Breakdown						
Mandated Services			132,698	236,112	103,414	238,460

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$236,112 or 84.6%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and adjustments to internal service charges including Automation, Telephone and Copy Center that have been partially offset with decreases in other operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	106,505	(3,091)	0	103,414	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases. Increases in Intrafund Transfers are due to reimbursements from the Assessor's Office for Assessment Appeals related activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,626	(1,278)	0	2,348	0

Special Services (1220P)

Program Locator

County

Administration and Fiscal

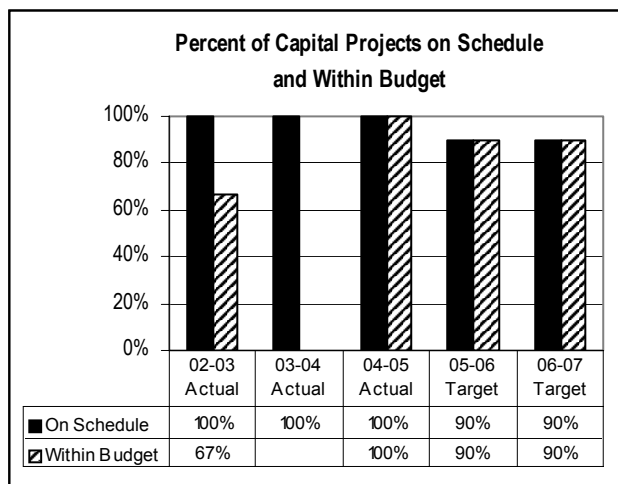
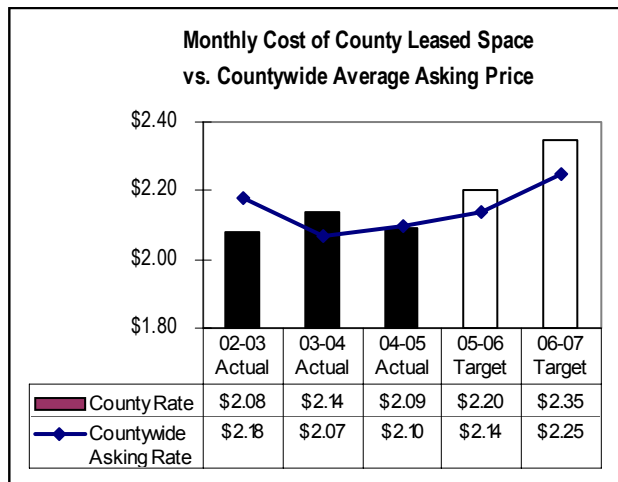
County Manager/Clerk of the Board

County Management

Clerk of the Board

►Special Services

Headline Measures



Program Outcome Statement

The Special Services Program serves County departments and other agencies efficiently and effectively by managing leased space, providing right of way acquisition services and administering capital projects.

Services and Accomplishments

The Special Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by managing major capital projects and working closely with County departments to define leased facility needs, identifying appropriate alternatives, negotiating leases on competitive terms and administering those agreements throughout the term of lease.

The following are major accomplishments in the current year:

- Continued construction of the 295,285 square foot Youth Services Center in San Mateo
- Negotiated a long-term ground lease to facilitate the development of 43 affordable apartments in South San Francisco
- Negotiated a long-term agreement with the City of Redwood City to facilitate the reconstruction of the historical landmark County Courthouse building and the construction of an adjacent public plaza, Courthouse Square
- Negotiated the acquisition of a 26-acre addition to San Bruno Mountain Park
- Represented the San Mateo County Office of Education in negotiations for the acquisition of a Regional Occupational Program facility
- Provided acquisition of right-of-way services for various cities and public agencies

Story Behind Baseline Performance

During FY 2004-05, asking rates for office space countywide have stabilized and are beginning to show signs of recovery. Due to long-term lease commitments, the County's average annual leased rental rate of \$25.20 is slightly higher than the countywide asking rate of \$24.96. As leases expire, staff continue to negotiate long-term leases to ensure the County takes advantage of the current market for its leased facilities. These agreements include: leases for California Children's Services in San Mateo and the Office of Emergency Services in San Carlos. Overall satisfaction with services provided by Program staff was a 100% in FY 2002-03. Current year surveys will be distributed prior to year-end.

Capital Projects provides project management of the Youth Services Center Project, which will include a Juvenile Hall, Girl's Camp, Receiving Home and Group Homes. Total project costs have been increased to \$155 million, primarily due to increased prices for materials, fuel and lack of competitive construction trade bidders. A

utility rebate of \$2.1 million will offset a portion of the increased costs. Project completion date is scheduled for July 2006, several months earlier than previously anticipated.

Major challenges over the next two years will be:

- To identify long-term space requirements
- To secure flexible long-term leases at or below market rate
- To control costs in view of accelerated construction inflation due to steel and fuel prices

Program Priorities

The Special Services Program will meet performance targets by doing the following:

Maintain 90% of Capital Projects Within Budget and on Schedule

- Coordinate activities related to the construction of the Youth Services Center

Maintain Annual Leased Space Costs at \$26.04 or Lower

- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of leases managed					
- County Tenant	65	65	66	67	67
- County Landlord	115	110	111	110	112
Area of County tenant leased space managed (sq. ft.)	400,906	455,944	484,352	478,771	485,000
Number of Capital Projects administered ⁽¹⁾	3	1	1	1	1
How Well We Do It (Quality)					
Monthly cost of:					
- County leased space	\$2.08	\$2.14	\$2.09	\$2.20	\$2.35
- Countywide average market rate (sq.ft.)	\$2.18	\$2.07	\$2.10	\$2.14	\$2.25
Percent of capital projects on schedule	100%	100%	100%	90%	90%
Percent of capital projects within budget ⁽²⁾	67%	---	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of customers satisfied with services ⁽³⁾					
- Real Property	100%	---	---	90%	90%
- Capital Projects	100%	---	---	90%	90%

⁽¹⁾ The Health Center and Crime Lab were completed in FY 2002-03. The Youth Services Center will be completed in FY 2005-06.

⁽²⁾ In FY 2002-03, prior to bond financing for the Youth Services Center Project, the General Fund advanced \$4 million from Reserves for services rendered by Turner Construction. The General Fund Reserves has since been reimbursed. However, the project is currently over budget due to increased cost of materials. Efforts are underway to bring costs back down to the original budget.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Special Services (1220P)

Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
 Total Requirements	1,702,252	2,946,350	3,223,320	3,394,867	171,547	3,399,639
Total Sources	1,857,110	3,206,942	3,223,320	3,394,867	171,547	3,399,639
Net County Cost	(154,858)	(260,592)				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by Capital Projects and revenue from charges to users utilizing leased facilities.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; decreased contract costs and corresponding Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(87,614)	(37,505)	(50,832)	723	0	0

2. Adjustments to Leased Facilities Rental Charges

The Real Property Division continues to secure leases at a monthly rate of \$2.20 per square foot or lower. The budget includes three new leases and associated costs and increased charges for five of the largest leases, averaging two percent. The amount paid to landlords will be offset by reimbursements received from County departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
259,161	819,310	(560,149)	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
171,547	781,805	(610,981)	723	0	0

FY 2006-07 Program Funding Adjustments

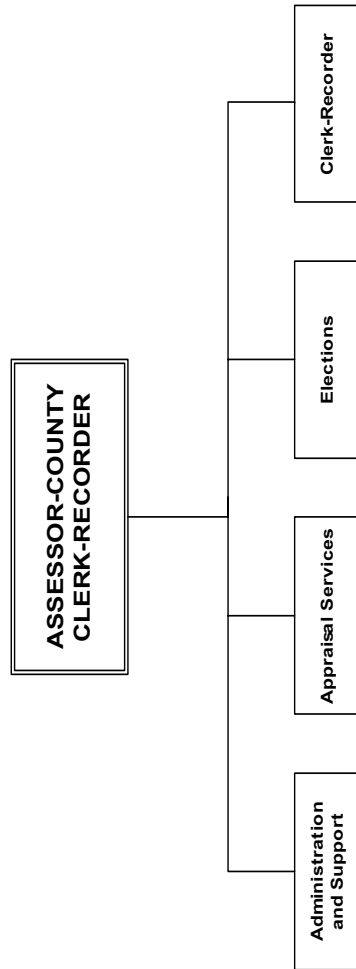
The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

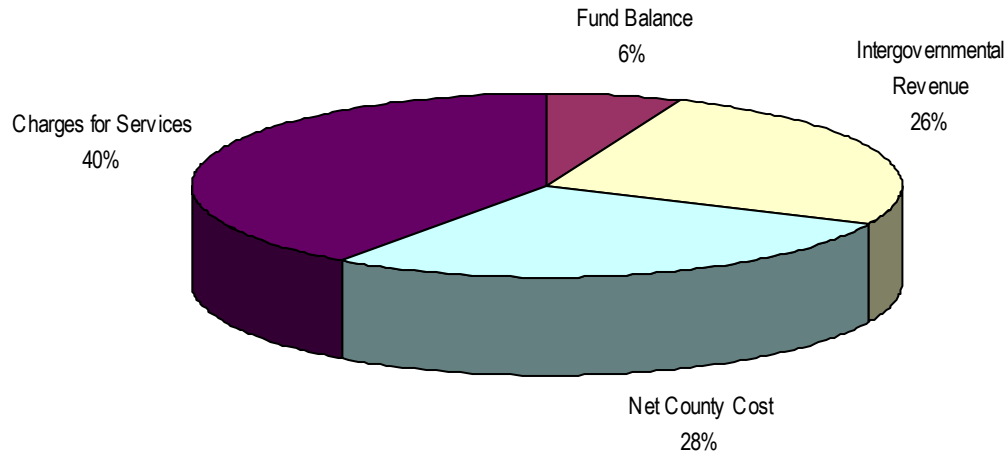
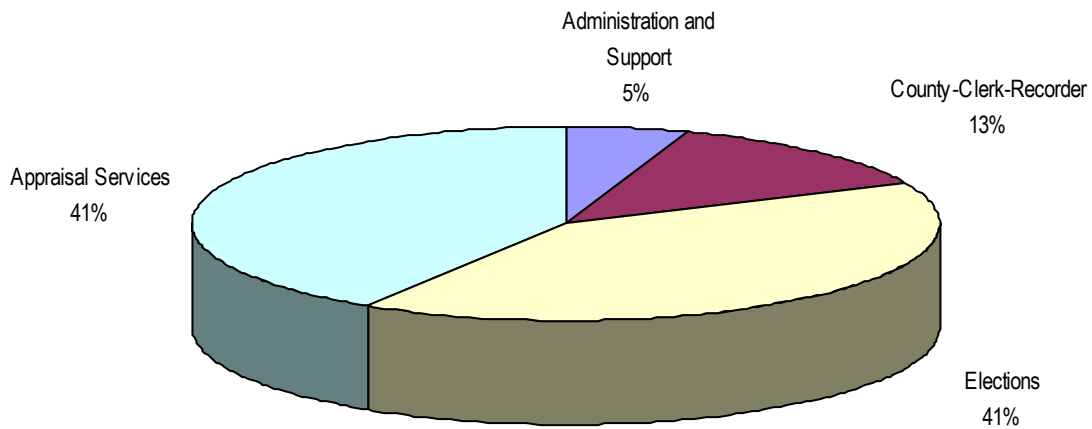
3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,772	244,693	(239,921)	0	0	0

ASSESSOR- COUNTY CLERK-RECORDER



Assessor-County Clerk-Recorder (1300D)**FY 2005-06 Adopted Sources****FY 2005-06 Adopted Requirements**

Department Locator

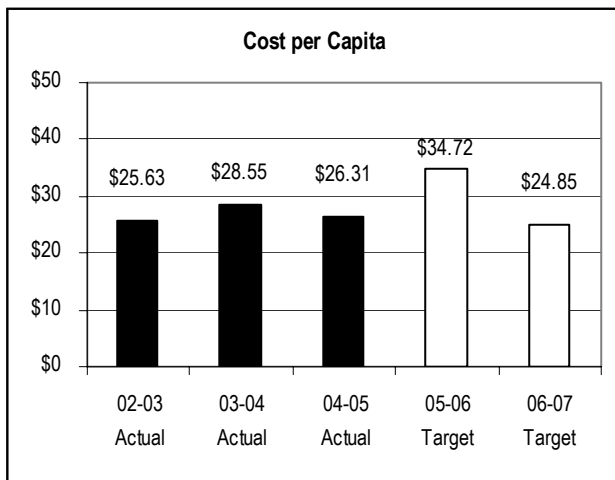
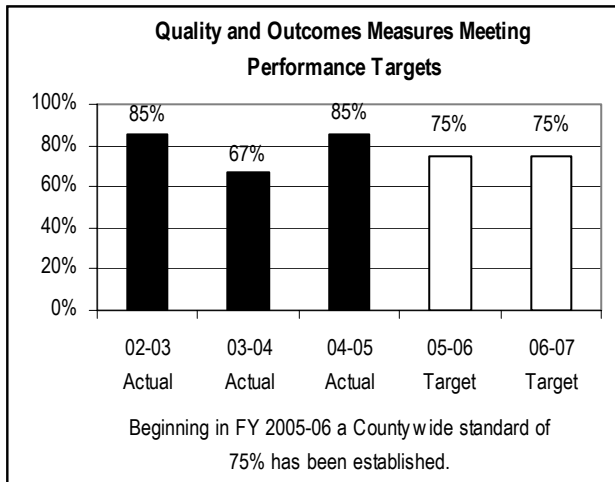
County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board

► Assessor-County Clerk-Recorder

Controller's Office
Treasurer-Tax Collector
County Counsel
Employee and Public Services
Information Services Department
Grand Jury
First 5 San Mateo County
Retirement (*SamCERA*)

Department Measures



Department Mission Statement

The mission of the Assessor-County Clerk-Recorder (ACR) is to register County citizens to vote and efficiently conduct honest elections; ensure equitable treatment of County property owners by accurate and fair valuation of land, improvements and businesses; and create an accurate public record of recorded transactions relating to people and property within San Mateo County.

Contributions to Shared Vision 2010 Goals

The Assessor-County Clerk-Recorder (ACR) contributes to the following goals of the Shared Vision 2010 commitments:

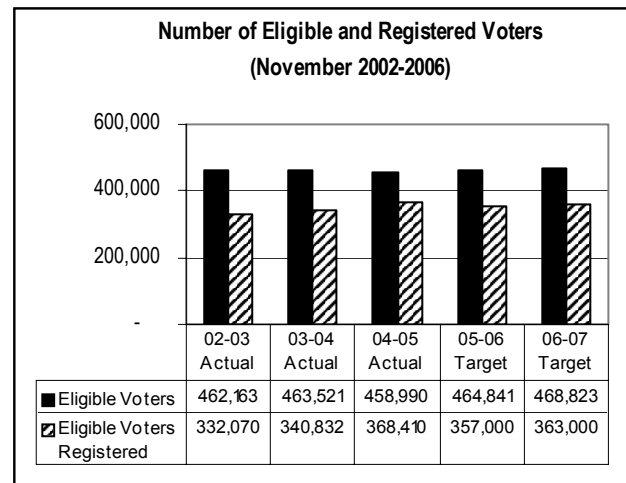
Commitment: Realize the Potential of Our Diverse Population

Goal 1: ACR assesses and implements new voter ballots and voting systems to assist minority language and disabled voters

Goal 2: ACR registers eligible voters and conducts honest and accurate elections on behalf of the citizens of San Mateo County.

Commitment: Responsive, Effective and Collaborative Government

Goal 22: ACR develops plans to engage community groups to register voters and provide voter education; collaborates with title companies, vendors and government agencies to promote the electronic recording of documents; and contributes to the County Geographic Information System; and partners with San Mateo County Financial Officers and Building Officials to promote the exchange and sharing of critical data.



Story Behind Baseline Performance

Assessor-County Clerk-Recorder includes the following programs:

- Appraisal Services
- Administration and Support
- Elections
- County Clerk-Recorder

Accomplishments that have contributed to improved performance and progress this past year include:

Improved Voter Registration and Election Administration

- Conducted November presidential election and prepared all ballots in three languages
- Implemented the Student Poll Worker program to engage young voters and provide full staffing of Election Day poll workers
- Conducted a Poll Worker Academy for 200 poll workers in diversity training and sensitivity training

Improved County Clerk and Recording Services

- Received a 92% customer satisfaction survey rating
- Expanded eGovernment initiatives by providing marriage license and fictitious business name statement applications online

Improved Property Assessment Services

- Produced a 20% improvement in the time lag between Residential Sale and Notice
- Received a 100% approval rating by San Mateo County Finance Officers Group (SAMFOG) for production of improved assessment roll projections

Major challenges anticipated in the next two years will be:

- To maintain high customer satisfaction while implementing additional eGovernment technologies
- To produce more accurate financial projections in a rapidly changing local economy
- To implement the Federal Help America Vote Act
- To continue to deliver services and meet goals in light of reduced funding levels

Department Priorities

The Assessor-County Clerk-Recorder will meet performance targets by doing the following:

Develop and Implement New Technologies and eGovernment Solutions

- Acquire and implement a new voting system to comply with the Help America Vote Act (HAVA) of 2002 by the June 2006 Gubernatorial Primary Election
- Integrate the Geographic Information System (GIS) with recorder system

Improve and Expand Community Partnerships

- Expand the Student Poll Worker program to improve service to voters and engage the youth of this county in democracy

- Continue the Peninsula Democracy Corp to ensure polling places are fully staffed to better serve voters
- Continue to work in partnership with city Building Officials to implement electronic transfer of building permit data
- Continue to work in partnership with SAMFOG members to improve financial data exchanges
- Collaborate with the Assessment Appeals Board to reduce the appeal resolution time line

Assessor-County Clerk-Recorder (1300D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,246,514	2,234,755	2,220,001	6,789,943	4,569,942	2,220,001
Charges for Services	10,586,738	11,653,481	10,153,020	10,541,969	388,949	10,684,454
Miscellaneous Revenue	54,485	43,024	15,500	15,500		15,500
Total Revenue	12,887,738	13,931,260	12,388,521	17,347,412	4,958,891	12,919,955
Fund Balance	3,837,329	2,442,279	2,442,279	1,594,449	(847,830)	110,234
TOTAL SOURCES	16,725,067	16,373,539	14,830,800	18,941,861	4,111,061	13,030,189
REQUIREMENTS						
Salaries and Benefits	12,528,074	12,391,376	13,171,976	13,544,944	372,968	13,630,345
Services and Supplies	5,739,902	4,591,496	3,295,979	4,119,788	823,809	3,302,788
Other Charges	1,976,208	1,972,259	1,977,569	2,072,664	95,095	2,072,664
Fixed Assets	40,366	123,168		6,356,838	6,356,838	
Gross Appropriations	20,284,550	19,078,299	18,445,524	26,094,234	7,648,710	19,005,797
Intrafund Transfers	(570,978)					
Net Appropriations	19,713,572	19,078,299	18,445,524	26,094,234	7,648,710	19,005,797
Contingencies/Dept Reserves	1,112,832	919,173	919,173	110,234	(808,939)	110,234
TOTAL REQUIREMENTS	20,826,404	19,997,472	19,364,697	26,204,468	6,839,771	19,116,031
NET COUNTY COST	4,101,337	3,623,933	4,533,897	7,262,607	2,728,710	6,085,842
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	122.0	(1.0)	122.0
Funded FTE	123.0	122.8	122.8	121.9	(0.9)	121.9

FY 2005-06 Budget Overview**SOURCES**

Total Sources increased by \$4,111,684 or 27.7% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$4,569,942 in this funding source due to anticipated funding from the State to purchase of new voting equipment.

Charges for Services

There is a net increase of \$388,949 in this funding source. Increases include \$321,264 in Supplemental Tax and Property Tax Administration fees and \$125,407 tax assessment/document fee revenue based on prior year actual and proposed fee increases this fiscal year, increase of \$351,000 election revenue due to added countywide election, and increase use of trust fund receipts (Micrographic Conversion), \$334,096 to cover the cost of permanent positions, Extra Help, contracts, security, ISD charges, facility rent charges and Records Center for Clerk-Recorder Division and increased miscellaneous reimbursements of \$4,200. A decrease of \$747,018 in Document Recording Fees is due to a decline in real estate transactions.

Fund Balance

There is a decrease of \$847,830 in this funding source. Fund balance has been adjusted to reflect the FY2005-06 estimated appropriation savings and decrease in revenue from recording charges.

REQUIREMENTS

Total Requirements increased by \$6,839,771 or 35.3% from the FY 2004-05 Revised to the FY2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$372,968 in this expenditure category. Adjustments include labor negotiated salary increases and benefit adjustments totaling \$504,332, increase in Election's Extra Help and overtime in the amount of \$257,613 due to conducting two major elections this year versus one major election during prior year, cut-back in Clerk-Recorder's Extra Help due to decline in real estate market; and a decrease of \$253,261 in AB 589 funding for Extra Help.

Services and Supplies

There is a net increase of \$823,809 in this expenditure category. Increases are due to the following: increase of \$923,025 in election appropriations due to conducting two major elections this year versus one major election during prior year; increase in AB 589 funding for system enhancement contracts totaling \$124,857; completion of funding for warehouse relocation project in Tower Road totaling \$200,600; and other minor adjustments.

Other Charges

There is a net increase of \$95,095 in this expenditure category to reflect inflationary and negotiated cost increases related to Automation, Facilities and Telephone services.

Fixed Assets

There is an increase of \$6,356,838 in this expenditure category. This represents the acquisition of new voting equipment that meets Federal requirements.

Reserves

There is a decrease of \$808,939 in this funding requirement due to the use of departmental Reserves to cover portion of new voting equipment cost.

NET COUNTY COST

There is an increase of \$2,728,710 or 60% in this Department's General Fund allocation to offset negotiated labor increases, partial funding for new voting equipment (one-time), SB90 credit for absentee cost reimbursement (ongoing), and revenue adjustment needed to offset the decline in document recording fee (ongoing).

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$5,911,672 or 31.2% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$4,569,942 due to elimination of State funding receipts for the purchase of new voting equipment during the prior year.

Charges for Services

There is an increase of \$142,485 in this funding source due to following: use of additional Micrographic Conversion Trust Fund receipts to cover operational expenses in the amount of \$255,866 and decrease of \$113,381 in election services revenue due to reduction in schools, cities and special districts elections.

Fund Balance

There is a decrease of \$1,484,215 in this funding source. Fund balance has been used during prior year for the acquisition of voting equipment and other expenditures.

TOTAL REQUIREMENTS

Total Requirements decreased by \$7,088,437 or 27.1% from the from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$85,401 in this expenditure category. Salaries and Benefits have been adjusted to include negotiated salary and benefits adjustments and reduction in Extra Help in Elections due to one less major election.

Services and Supplies

There is a net decrease of \$817,000 in this expenditure category due to one less major election and reduction in AB 589 funding for automation contract

Fixed Assets

There is a decrease of \$6,356,838 in this expenditure category due to the elimination prior year voting equipment appropriations.

NET COUNTY COST

There is a decrease of \$1,176,765 or 16.2% in this Department's General Fund allocation. The Net County Cost has been adjusted to reflect the reduction in cost of conducting one less major election, reversal of prior year funding for purchase of voting equipment, increased cost for November 2006 General Election and cost of negotiated labor increases and higher benefit costs.

Appraisal Services (1310P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder

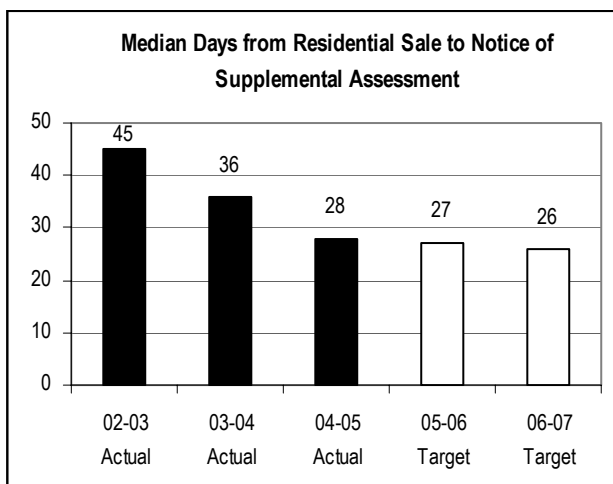
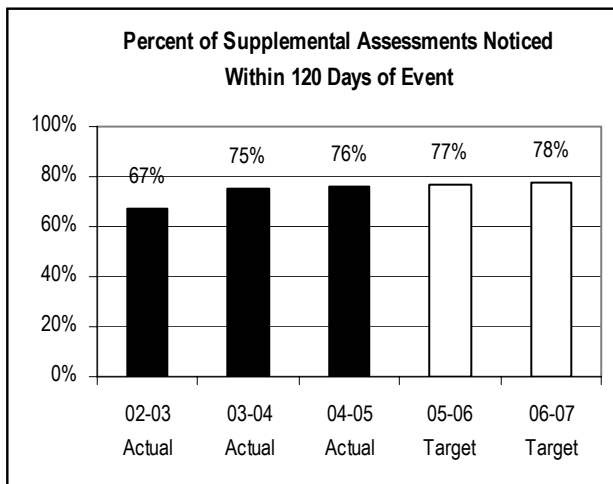
► **Appraisal Services**

Administration and Support

Elections

County Clerk-Recorder

Headline Measures



Program Outcome Statement

The Appraisal Services Program produces equitable, timely and accurate tax roll assessments of real and personal property, and provides related services to the public that generate property tax revenues which fund the delivery of essential community services.

Services and Accomplishments

The Appraisal Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by setting values, assessing property and producing San Mateo County's local assessment roll, used for computing property taxes.

The Appraisal Services Program is comprised of three work groups, all of whom play an integral and contributory part to the development and production of secured and unsecured property tax assessments. The CIO and Real Property groups contribute to the production of the "secured" assessment roll; the Business Property group is responsible for the production of the "unsecured" assessment roll. Annual property tax revenue in excess of \$1 billion, are distributed to more than 150 local governmental agencies (cities, special districts, schools and the County) assuring a stable funding stream and the continuation of vital services.

The following are major accomplishments in the current year:

- Produced the FY 2005-06 assessment roll which included 236,000 properties, valued at over \$112 billion and resulted in a \$7.7 billion, or 7.44% increase over the FY 2004-05 assessment roll
- CIO group processed 40,000 – 50,000 recorded documents to determine if they accurately reflect property ownership and whether or not property tax law requires that the property be reappraised
- Real Property appraisal group completed 30,000 assessments and appraisals of land and buildings when a change in ownership or new construction occurred; property has declined in value; or an assessment appeal has been filed
- Business Property group processed 9,000 business property statements, and in compliance with the Revenue and Taxation Code, audited approximately 375 business accounts
- Continued to meet with the Controller and Tax Collector on a regular basis to refine the tax process
- Continued to provide the City and County Finance Officers with assessment roll information and estimates

Story Behind Baseline Performance

The median days from residential sale to notice of supplemental has decreased from 76 days in FY 2001-02 to 30 days in FY 2004-05. Supplemental assessment preparation has experienced substantial improvement over the past two years. By working with outside agencies and property owners to obtain information, streamlining

internal work processing, improving technology and ensuring that staff has training opportunities, the Appraisal Services Program continues to improve the supplemental assessment teeming. The timeliness of this notification benefits both the taxpayer and the local taxing agencies. Additionally, the implementation of Automated Valuation Models continued to contribute to the improvement of the supplemental assessment notice for residential sales. The goal is to reduce the notification/enrollment teeming by 13% for FY 2005-06 and further reduce that teeming by four percent in FY 2006-07. High customer satisfaction ratings reflect Program staff's dedication to processing a timely and accurate assessment roll.

Major challenges over the next two years will be:

- To reduce the time from event date to enrollment date in the current weak commercial real estate economy
- To manage workload with limited resources

Program Priorities

The Appraisal Services Program will meet performance targets by doing the following:

Achieve 76% of Supplemental Assessments Noticed Within 120 Days of Event

- Mail supplemental notices within targeted time frames
- Decrease the average processing time for all CIO transactions
- Expand appraisal tools and databases, i.e., create a commercial database
- Prepare for staffing changes as a result of anticipated retirements

Achieve Three Percentage Point Difference Between March Estimate and Total Actual Roll Change

- Work with the Clerk of the Board to decrease the processing time for all assessment appeal filings
- Improve Automated Valuation Models for greater roll accuracy
- Work with Information Technology group to implement a document imaging strategy
- Improve audit completion percentages prior to the close of the assessment roll

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve assessment change process between Assessor, Tax Collector and Controller Offices
- Continue providing updates to City and County Finance Officers

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of real property assessments processed	217,559	217,852	218,137	218,400	218,400
Number of supplemental assessments processed	22,475	25,578	22,128	21,000	21,000
Number of mandatory audits completed	340	375	299	300	285
How Well We Do It (Quality)					
Percent of real property activities processed by close of roll	100%	100%	99%	99%	99%
Percent of supplemental assessments noticed within 120 days of event	67%	75%	76%	77%	78%
Median days from residential sale to notice of supplemental assessment	45	36	28	27	26
Percent of mandatory audits completed by the close of the roll	71%	86%	87%	90%	95%
Is Anyone Better Off? (Outcome)					
Percentage point difference between March estimate and total actual roll value	1%	0.6%	0.44%	2.5%	2.0%
Percent of taxing agencies rating services as good or better ⁽¹⁾	90%	100%	100%	90%	90%
Percent of audits with waivers beyond the four year statute	61%	48%	6%	10%	5%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Appraisal Services (1310P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	79.0	77.0	77.0	76.0	(1.0)	76.0
Funded FTE	79.0	77.0	77.0	76.0	(1.0)	76.0
 Total Requirements	9,574,254	9,635,077	10,614,162	10,760,637	146,475	10,736,454
Total Sources	6,650,110	6,921,641	6,468,349	6,407,815	(60,534)	6,207,815
Net County Cost	2,924,144	2,713,436	4,145,813	4,352,822	207,009	4,528,639
 NCC Breakdown						
Mandated Services			4,145,813	4,352,822	207,009	4,528,639

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,352,822 or 40.5%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; increased contract costs for assessment appeals activity; decreased reimbursements to various departments receiving AB 589 Property Tax Administration Program funding, including Controller and Tax Collector. Revenue has been adjusted to reflect the increase in Supplemental and Property Tax Administration fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(60,534)	146,475	0	0	207,009	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Funding adjustments have been made to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs; and elimination of prior year Fund Balance from AB 589 funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(200,000)	(24,183)	0	0	175,817	0

Administration and Support (1320P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder

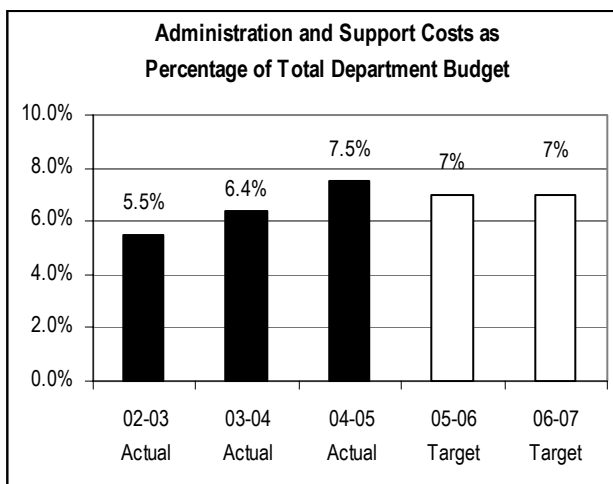
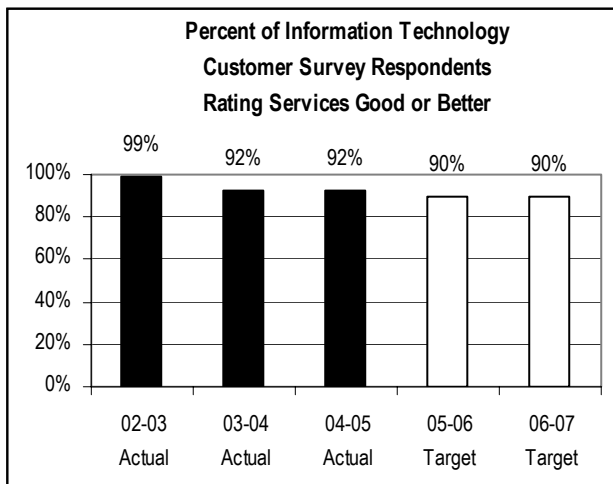
Appraisal Services

► **Administration and Support**

Elections

County Clerk-Recorder

Headline Measures



Program Outcome Statement

Administration and Support Services serves the Assessor-County Clerk-Recorder employees, the community and other County departments by setting policies, drafting an annual business plan, monitoring accomplishments and overseeing all technology and financial operations in a collaborative manner to achieve the Department's goals and objectives.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by establishing the priorities, setting the tone and promoting a standard of excellence throughout the Department. Five equally critical categories of resources and values fuel the mission—people, programs, finance, facilities and technology. The Program supports all Assessor-County Clerk-Recorder employees in the accomplishment of Departmental mission critical activities, including implementing staff training programs in the following areas: Excel, Easy Access, appeals process, new legislation/laws, information technology; developing cash handling procedures; providing monthly financial reporting to managers; providing community outreach initiatives for all divisions; and strengthening public information efforts to advise the public of new services, laws, regulations and forums.

The following are major accomplishments in the current year:

- Initiated e-Government initiatives in every division making various public services more accessible, secure and transparent. Customers can now apply for marriage licenses online and citizens can register to vote and/or request a permanent absentee ballot status online.
- Offered online programs and voting materials in English, Spanish and Chinese to better serve the diverse community
- Continued to preserve official records of land, property, voting results and vital statistics
- Added new security measures to protect the technology, e-mail, records, facility and people from intentional and unintentional harm. Back-up procedures, security cameras, searchable, digitized and long-life film imaging steps and procedural reviews are just some of the examples of these measures.
- Introduced new cash handling procedures and began issuing monthly financial reports to the management team to assist the management team in analyzing and weighing the fiscal implications of Departmental initiatives

Story Behind Baseline Performance

Efforts to strengthen the knowledge base of staff have helped the Department navigate these tight budget times. Staff development training classes, cross-training efforts and the automation of processes have helped to conserve resources without compromising

initiatives or services. The Administration and Support Program costs represent about 7% of the Department's budget.

As the Department works to automate and streamline processes in each division to make it more customer-friendly and current with today's technology, it is important to continually audit the integrity of the systems and data. New mandates in the areas of protecting an individual's right to privacy, property assessment, voting procedures, and the maintenance of public record for property transactions further complicate and necessitate this requirement. Efforts to expand online services in every division are underway making it easy to do business with the Department.

Additionally, in order to measure how the Program is doing in the area of technology customer service, satisfaction surveys are sent to the employee users of technology who use the help desk to get assistance with their technology problems. The Program's goal is to produce continuous improvement in the satisfaction rate of internal customers. FY 2003-04 customer ratings reflected a 92% satisfaction with IT services.

Major challenge over the next two years will be:

- To assure the public that the Department's systems are reliable, data is sound and that every measure has been taken to secure it for current and historical use while making substantial system improvements and process efficiencies

Program Priorities

The Administration and Support Services will meet performance targets by doing the following:

Achieve an Overall IT Customer Satisfaction Rating of at Least 90%

- Continue to improve applications and data delivery systems
- Continue to implement staff training improvements
- Implement new voter equipment system
- Implement document strategies including imaging project and FileNet
- Provide useful information and forms online

Maintain Administration and Support Costs at 7% or Below

- Audit new cash handling procedures of South Tech application to reduce fiscal staff review
- Continue to provide division managers monthly financial reports
- Conduct a Departmentwide review of fees to determine if actual costs to provide services are fully recovered
- Develop an efficient manner for tracking Elections staff timecard reporting thereby reducing fiscal staff review
- Determine if a surcharge for research requests is feasible

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of payables processed	6,094	8,992	4,865	7,000	5,000
Number of information technology service requests (data development)	---	---	263	260	250
How Well We Do It (Quality)					
Percent of payables paid on time	74.6%	96%	88%	96%	96%
Percent of network availability	99.9%	100%	100%	100%	100%
Average hours from information service request to resolution (data development)	---	---	8	6	4
Percent of information technology customer survey respondents rating services good or better ⁽¹⁾	99%	92%	92%	90%	90%
Is Anyone Better Off? (Outcome)					
Administration and Support costs as percentage of total departmental budget	5.5%	6.4%	7.5%	7%	7%
Amount of property transfer tax collected for taxing agencies	\$8,939,455	\$11,987,170	\$13,942,118	\$10,000,000	\$10,000,000

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administration and Support (1320P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	11.0	11.0	10.9	(0.2)	10.9
Total Requirements	1,289,221	1,377,263	1,332,626	1,390,125	57,499	1,417,044
Total Sources	360,965	380,065	374,304	402,333	28,029	407,166
Net County Cost	928,256	997,198	958,322	987,792	29,470	1,009,878
NCC Breakdown						
Mandated Services			958,322	987,792	29,470	1,009,878

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$987,792 or 71.1%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits. Revenue increases reflect reimbursement from Recorder's Modernization Trust Fund and AB 589 Property Tax Administration Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
28,029	57,499	0	0	29,470	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Funding adjustments have been made to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,833	26,919	0	0	22,086	0

Elections (1330P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder

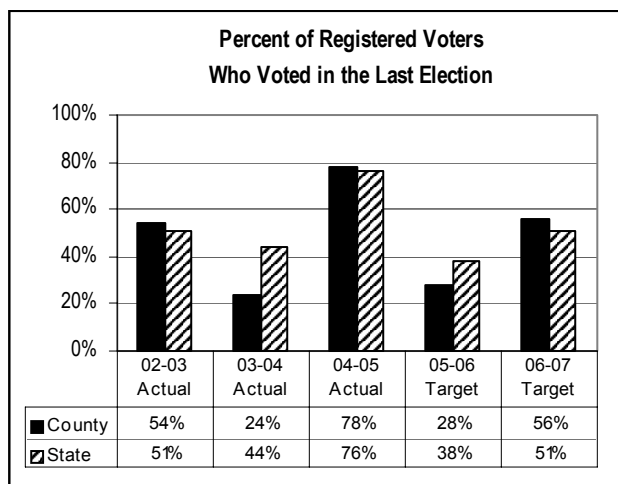
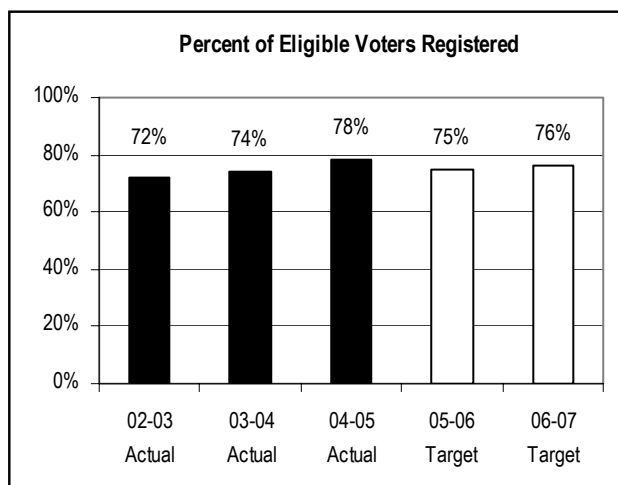
Appraisal Services

Administration and Support

► Elections

County Clerk-Recorder

Headline Measures



Program Outcome Statement

The Elections Office promotes civic involvement in the election process by registering eligible voters and conducting honest and accurate elections on behalf of the citizens of San Mateo County.

Services and Accomplishments

The Elections Office primarily contributes to the goals of the Shared Vision 2010 commitment to Realize the Potential of Our Diverse Population by registering voters and conducting elections. The Office provides community education to increase voter registration and turnout, maintains a voter registration file, trains poll workers to staff voting precincts, verifies and processes candidacy petitions, prepares, distributes and processes absentee ballots, equips voting precincts and tabulates election results.

The following are major accomplishments in the current year:

- Conducted a record breaking Presidential General election held on November 2, 2004. The county had the highest total number of registered voters at 368,410, or 80.27% of eligible voters compared to 75% for the state. The number of voters, 288,533 (78.32% of registered voters), casting ballots was also a record (76.04% for California). Another record was the number of ballots cast by absentee ballot, 124,498 (42% of ballots cast). More significantly, there were 48,053 first time voters casting ballots. Of the 2,029 Election Officers who serve the citizens, 365 possessed bi-lingual skills. Within 30 days of the election and through Election Day, 18,346 telephone inquiries were received and 30 days before and 30 after Election Day, a total of 395,350 pages were viewed on Elections website.
- Implemented the first pilot Student Poll Worker program during the November Presidential Election in San Mateo County. A total of 39 students served as full pledge election officers.
- Conducted a Poll Worker Academy for the first time in the state by the elections division. It was well received and attended by 200 poll workers, in which diversity training, voting rights presentations, and discussions with national voter advocates and civil rights representatives were part of an agenda that was taped and broadcast on local television.
- Developed and conducted a "Tupperware" model outreach program targeted primarily in the North Fair Oaks and East Palo Alto areas for voter education and voter registration. The effort resulted in an increase of 296 newly registered voters of which 239 voted in the November elections

Story Behind Baseline Performance

The Presidential General Election has always drawn higher registration (80%) and a correspondingly higher turnout (78%) than any other elections. However, due to the events of the 2000 election and a heightened awareness by the public, generated by consistent coverage of election matters, resulted in a record turnout in the County, the State, and the nation. Another factor contributing to the

higher turnout could be attributed to the extraordinary number of voters in San Mateo County that have signed up to vote permanently by absentee ballot. Of the 137,417 voters who requested a ballot by mail, 124,498 (90% of requests) ballots were returned and counted. The Elections Division has encouraged voters to take advantage of this convenience since a change of law removed qualifying medical reasons for permanent absentee status. Prior to the change in law, the county had less than 4,000 permanent absentee voters; the total now stands at 119,239.

By providing a forum such as the Poll Workers Academy and engaging high school students in the Student Poll Workers Program, the Elections Division has begun to prepare poll workers for current and future requirements in voter's rights, sensitivity to diversity and changes in voting equipment required by state and federal laws.

The Office continues to work with the League of Women Voters, community organizations, County agencies, community colleges and high schools to support voter registration efforts.

Major challenges facing the Program include:

- To meet mandates Help America Vote Act mandates, which requires identifying and purchasing new voting equipment to facilitate independent voting for people with disabilities
- To ensure full allocation of state and federal funding for updated voting equipment
- To reassess the impact of shorter registration deadlines, higher volume of absentee ballots, and the addition of voting equipment relating to current office and warehouse space
- To assure voter confidence in the security and integrity in the voting equipment and voting processes in the age of digital touch-screen voting

Program Priorities

The Elections Office will meet performance targets by doing the following:

Register at Least 75% of Eligible Voters

- Develop and implement a comprehensive voter registration and education plan involving all segments of the voting age population and communities in San Mateo County
- Enhance voter confidence in the security of the voting process by education, direct engagement with participation and input, including installing security cameras
- Continue to improve access to and convenience of the registration process by education, creating neighborhood democracy centers, and to explore electronic voter registration by way of new legislation
- Partner with League of Women Voters, community organizations, County agencies, community colleges and high schools and other resources with unique outreach programs
- Perform regularly scheduled voter file maintenance activities

Maintain Percent of Registered Voters who Voted in Last Election at 28%

- Continue to improve access to and convenience of the voting process by increasing the percentage of voters voting by mail such as targeted mailings, press releases, via Elections website, and through neighborhoods/schools programs
- Enhance voter confidence in the security of voting process by education, direct engagement with participation and input through community organization events, school programs and Public Service Announcements
- Build upon the success of the Poll Worker Academy, to improve the voting experience for workers as well as voters by conducting open houses, creating a "blog" within Elections website to allow for input and exchanges of ideas
- Implement a post election voter survey to capture voter feedback on the voting process

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of new voters enrolled	21,091	29,783	33,714	20,000	22,000
Number of poll workers	2,108	1,637	2,125	2,000	2,000
Number of voting locations	500	486	510	483	450
How Well We Do It (Quality)					
Percent of eligible voters registered to vote	72%	74%	78%	75%	76%
Percent of registered voters to vote by mail	19%	16%	32%	35%	36%
Recruitment cost per poll worker	\$61	\$46	\$46	\$40	\$40
Is Anyone Better Off? (Outcome)					
Number and Percent of registered voters who voted in last election - SMC ⁽¹⁾	179,279 / 54%	81,073 / 24%	288,533 / 78%	95,000 / 28%	192,776 / 56%
Percent of registered voters in last elections - Statewide Average ⁽¹⁾	51%	44%	76%	38%	51%
Number/Percent of registered voters who voted by mail in last election ⁽¹⁾	56,878 / 17%	41,369 / 12%	124,498 / 34%	49,000 / 15%	110,000 / 57%

⁽¹⁾ Refers to November election

Elections (1330P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	11.0	11.0	11.0		11.0
Total Requirements	6,227,081	5,169,477	3,978,397	10,708,928	6,730,531	3,663,871
Total Sources	3,107,851	3,280,779	1,998,447	7,021,387	5,022,940	1,146,564
Net County Cost	3,119,230	1,888,699	1,979,950	3,687,541	1,707,591	2,517,307
NCC Breakdown						
State Grants Match				760,419	760,419	
Mandated Services			1,979,950	2,927,122	947,172	2,517,307

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,687,541 or 34.8%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; reduction in contract expenses; and increased telephone charges and facility rental charges. Fund Balance has also been decreased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(22,336)	95,138	0	0	117,474	0

2. Adjustments to Reflect Two Major Elections

The Elections primary goals continue to be to increase voter registration and voter turnout. There will be two major elections: November election and June Primary (Gubernatorial) election. The General Fund will cover the majority of costs associated with the additional election, however some reimbursement is anticipated from cities, schools and special districts utilizing election services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
351,000	1,180,698	0	0	829,698	0

3. New Voting Equipment

The purchase of a new voting equipment will assist the Elections Office in continuing its goals of conducting increasing voter registration and turnout. Elections will purchase new voting equipment that meet Federal requirements. Funding will be coming from the State, existing departmental reserve and general fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,569,942	6,249,534	0	(919,173)	760,419	0

4. Adjustment to Fund Balance

Fund Balance has been used to offset the cost of equipment purchases and the remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
124,334	14,100	0	110,234	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,022,940	7,539,470	0	(808,939)	1,707,591	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs; elimination of prior year funding for voting equipment; and budgeting for only one major election this year versus two major elections during the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,860,723)	(7,030,957)	0	0	(1,170,234)	0

6. Elimination of One-Time Purchases

One-time equipment purchases have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(14,100)	(14,100)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,874,823)	(7,045,057)	0	0	(1,170,234)	0

County Clerk-Recorder (1340P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder

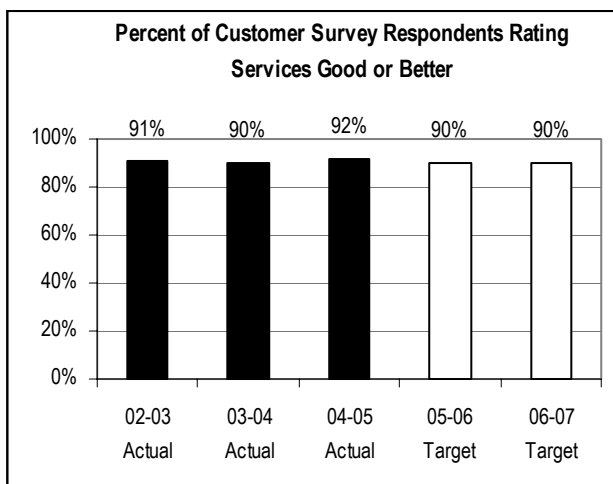
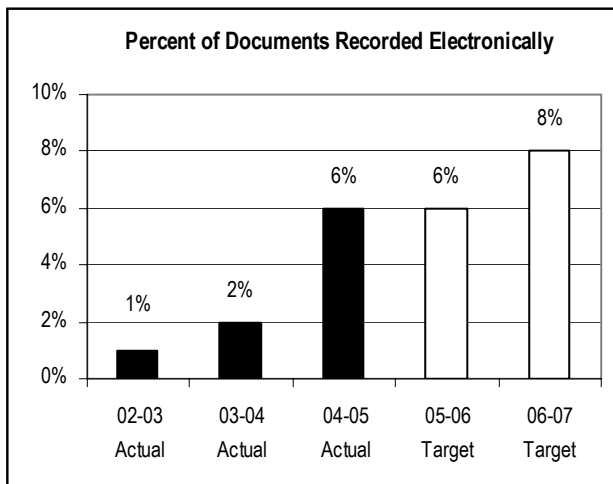
Appraisal Services

Administration and Support

Elections

▷ County Clerk-Recorder

Headline Measures



Program Outcome Statement

The County Clerk-Recorder creates, maintains, preserves and provides access to public records, such as birth, death and marriage certificates, processes marriage licenses and fictitious business names, records documents of private property ownership and provides customer service to the general public, government agencies and the private sector, in order to preserve and provide access to official and historical records.

Services and Accomplishments

The County Clerk-Recorder's Office primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing direct services to the public including indexing and maintaining property transactions, fictitious name statements and vital records. On a daily basis, the Office receives 300 telephone calls, 100 customer walk-ins and almost 1,000 document recordings. Customers seeking property information are provided a friendly environment with 20 workstations and easy access to searchable databases that yield the information in just a few seconds, as well as historical microfilm and books.

The following are major accomplishments in the current year:

- Expanded eGovernment initiatives by completing the implementation of an internet site to search the recorded document index, as well as counting to expand the functionality of the website (e.g. virtual tour for the public to view)
- Continue to develop new computer programs to automate additional functions in the County Clerk's unit
- Continue excellent customer service options by working closer with the public and private industry

Story Behind Baseline Performance

To better serve the County's diverse population, staff provide customer service in English, Spanish and Chinese. These efforts and several other endeavors have had a direct bearing on customer service delivery. In FY 2003-04, the CARES customer surveys indicated that 90% of customers rated overall satisfaction with County Clerk-Recorder services as good or better, a significant gain over the 71% rating received in FY 2000-01.

The County Clerk-Recorder's eRecording pilot project serves as a model for the State. The pilot has enabled the recording of various high volume documents from both government and private entities. This year the Office started exploring options of receiving electronic files from other government entities. These electronic recording efforts save enormous time, reduce errors and create a more timely public record. Currently six-percent of documents are electronically transferred. While eRecording initiatives hold the most promise for increasing the efficient delivery of service to customers, these initiatives face barriers. At this time, the Department is working with the Attorney General's office (with industry stakeholders) to develop

regulations to implement the legislation. Gains will be made in the area of eRecording on certain documents, but the real savings and service delivery gains await the acceptance of full property transfer measures.

Major challenges over the next two years will be:

- To continue to deliver excellent customer service while implementing eGovernment initiatives
- To balance the rights of privacy with the right to access public information
- To manage workload with limited resources

Program Priorities

The County Clerk-Recorder will meet performance targets by doing the following:

Expand Documents Electronically Recorded to 6%

- Continue online eGovernment applications
- Integrate Geographic Information System (GIS) with Recorder to capture change in ownership
- Develop and implement online electronic information applications
- Expand eRecording pilot

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve communication with other departments, outside agencies and title companies
- Provide trilingual instructions for customers at each computer

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of documents examined, recorded and indexed	333,757	313,500	236,203	260,000	260,000
Number of customers assisted per day (on-site and callers)	700	600	400	400	400
How Well We Do It (Quality)					
Percent of documents electronically recorded	1%	2%	6%	6%	8%
Percent of customer survey respondents rating services good or better ⁽¹⁾	91%	90%	92%	90%	90%
Percent of transactions processed correctly	---	---	99%	99%	99%
Is Anyone Better Off? (Outcome)					
Percent change in error rate of receipting and transfer tax from prior year	16%	-10%	3%	7%	7%
Amount of recording fees generated	\$3,779,571	\$3,292,271	\$2,311,589	\$2,300,000	\$2,300,000

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

County Clerk-Recorder (1340P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	22.0	24.0	24.0	24.0		24.0
Funded FTE	22.0	23.8	23.8	24.0	0.2	24.0
Total Requirements	3,735,847	3,815,655	3,439,512	3,344,778	(94,734)	3,298,662
Total Sources	6,606,141	5,791,055	5,989,700	5,110,326	(879,374)	5,268,644
Net County Cost	(2,870,294)	(1,975,399)	(2,550,188)	(1,765,548)	784,640	(1,969,982)
NCC Breakdown						
Mandated Services			(2,550,188)	(1,765,548)	784,640	(1,969,982)

Program Net County Cost

This program has a negative Net County Cost (NCC) of \$1,765,548. Revenues received from Document Recording Fees exceed direct operational costs and are used to offset overhead budgeted in other programs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; decreased Extra Help; and reduction in prior year relocation expenses. Revenue adjustments include increases in Micrographic Recorder's Modernization and Micrographic trust funds, partially offset by reduction in Fund Balance due to lower than anticipated Document Recording Fees during the prior fiscal year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(234,399)	(196,777)	0	0	37,622	0

2. Adjustments to Document Recording Fees

Reductions in Document Recording fees are primarily due to reduced property transactions. While property values continue to rise, the number of sales has declined as well as the number of refinances.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(747,018)	0	0	0	747,018	0

3. Banking Charges

An increase in banking charges has been fully offset with an increase in fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,839	8,839	0	0	0	0

4. Adjustment to Fund Balance

Appropriation has been added for equipment purchases and costs have been fully offset with Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
93,204	93,204	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(879,374)	(94,734)	0	0	784,640	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs; and increased use of trust fund receipts to cover operational expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
251,522	47,088	0	0	(204,434)	0

6. Elimination of One-Time Purchases

One-time equipment purchases have been eliminated.

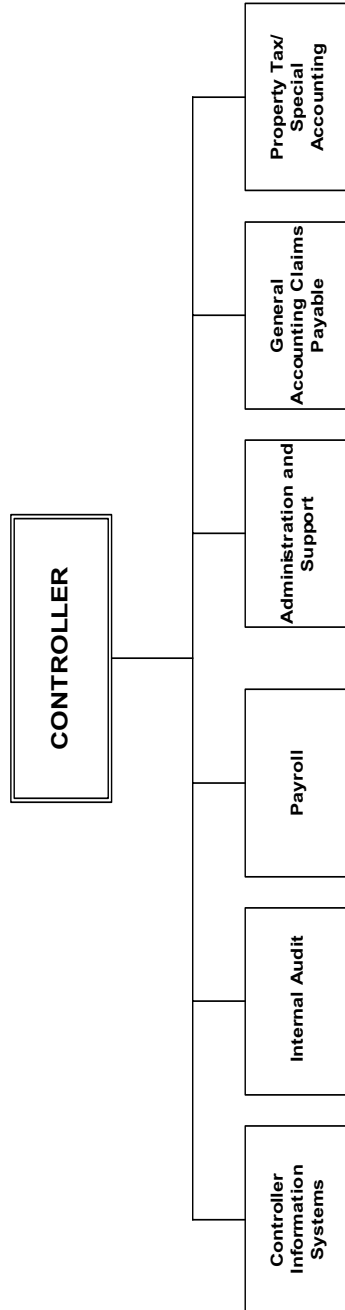
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(93,204)	(93,204)	0	0	0	0

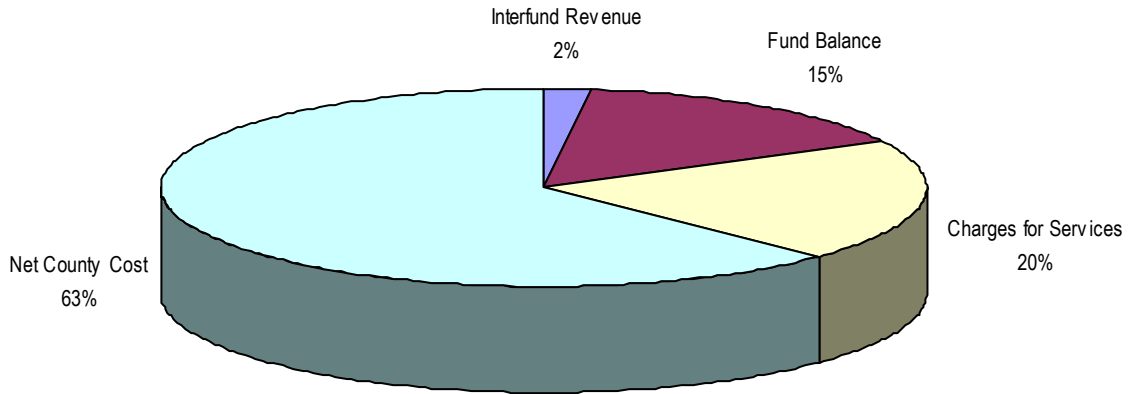
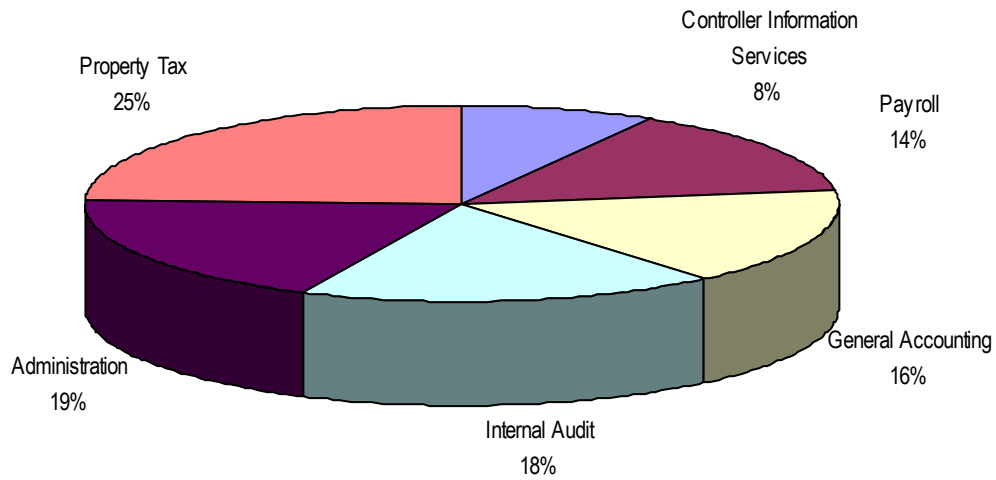
TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
158,318	(46,116)	0	0	(204,434)	0

This page intentionally left blank

CONTROLLER'S OFFICE



Controller's Office (1400B)**FY 2005-06 Adopted Sources****Adopted FY 2005-06 Requirements**

Department Locator

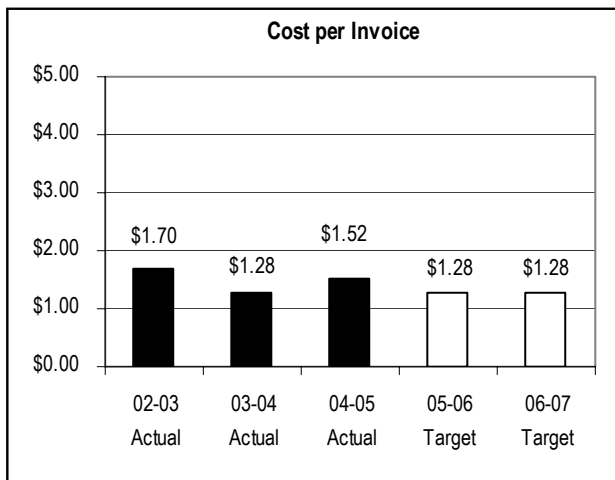
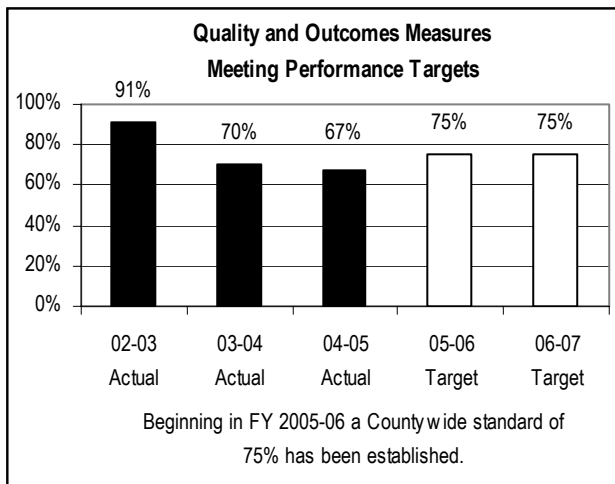
County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board
Assessor-County Clerk-Recorder

► Controller's Office

Treasurer-Tax Collector
County Counsel
Employee and Public Services
Information Services Department
Grand Jury
First 5 San Mateo County
Retirement (*SamCERA*)

Department Measures



Department Mission Statement

The Controller's Office contributes to the stability and efficiency of the County by working 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.

Contributions to Shared Vision 2010 Goals

The Controller's Office contributes to the following goals of the Shared Vision 2010 commitments:

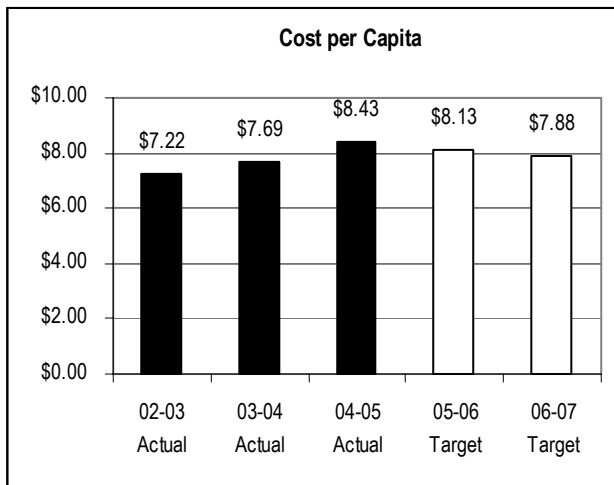
Commitment: Realize the Potential of Our Diverse Population

Goal 2: The Controller's Office staff gives generously to County sponsored initiatives that strengthen the community – like the HeartWalk, the 2nd Harvest Food Bank, and RecycleWorks and provides accounting services to special districts including Local Agency Formation Commission (LAFCO) and County initiatives like the Fatherhood Collaborative.

Commitment: Responsive, Effective and Collaborative Government

Goal 20: The Controller's Office supports the County's overall vision by providing responsive overhead services to leverage County resources for programs and direct services. By working with the Assessor and Treasurer-Tax Collector and local cities, school districts and special districts, the Controller's Office helps to maintain the fiscal stability of the County's 135 public agencies that provide residents with high quality community services. The department also conducts operational, management and financial audits to help County management identify cost effective and/or efficient business strategies as well as new revenue to assure the ongoing viability of programs, the conservation of tax dollars, and the fiscal stability of County operations.

Goal 21: The Controller's Office maintains positive working relationships with its partners by providing timely and accurate financial information, mandated compliance audits, vendor payments, County and special district payroll processing, and records to the public, vendors, employees, and special clients like the County auditors, the District Attorney's Office, the Courts, bonding companies and State and Federal agencies.



Story Behind Baseline Performance

Controller's Office includes the following programs:

- Administration
- Internal Audit
- Payroll Services
- Controller Information System
- General Accounting
- Property Tax and Special Accounting

Accomplishments that have contributed to improved performance and progress this past year include:

Maximized County Revenues and Strengthened Fiscal Operations

- Conserved resources and preserved services provided by local agencies in the County by conducting operational audits that generated and/or saved a total of \$69.5 million dollars
- Purchased, installed, tested and implemented the new IFAS 7i configuration for the County's financial system and trained system users

Improved the Quality and Accessibility of the County's Financial Information for the Public

- Posted the Property Tax Rate Book on the Controller's Internet website which allows the public access to financial information while decreasing printing costs
- Published the award-winning Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR) and posted on the County's website to provide easy public access to financial information about the County

Undertook Major Technology Improvement Projects

- Led the Countywide implementation project with the County Manager's Office, Employee & Public Services and Information Services for an Automated Time Keeping and Reporting system
- Continued Phase II of the Roll Extension Project which will enable the Office to electronically distribute apportionment reports and payments and post information on the Internet, saving time and money

- Upgraded the Personnel Information Payroll System (PIPS) in cooperation with Employee & Public Services and Information Services Department

Major challenges anticipated in the next two years include:

- To balance current workload and ensuring that the service needs of customers are met in a professional and timely manner
- To complete the Automated Time Keeping and Scheduling project on schedule and within budget
- To maintain quality services and morale while transitioning to new systems and processes with fewer resources and limited staff

Department Priorities

The Controller's Office will meet performance targets by doing the following:

Enhance Technology and Training

- Offer interactive web-based services to County customers, such as Appropriation Transfer Requests forms, W-4 payroll deduction forms, e-mail notification for online approvals or purchase requests, etc. via the Controller's intranet site
- Develop Contracts Management processes and training and automate other accounting cycle processes
- Provide the electronic invoice receipt and payment feature for departments (opportunity to eliminate manual accounts payable entry and check-writing for departments)
- Increase training opportunities for IFAS users
- Complete the Property Tax Upgrade Project

Maintain Customer Satisfaction and High Quality Services

- Continue to survey customers and respond to concerns and service requests
- Maintain a flexible, supportive work environment to keep morale high and turnover low

Controller's Office (1400B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	1,179,371	1,266,261	1,206,177	1,230,933	24,756	1,230,933
Interfund Revenue	68,890	124,389	113,649	113,649		113,649
Miscellaneous Revenue	6,081	22,462				
Total Revenue	1,254,341	1,413,112	1,319,826	1,344,582	24,756	1,344,582
Fund Balance	1,177,878	814,223	814,223	928,389	114,166	928,389
TOTAL SOURCES	2,432,219	2,227,335	2,134,049	2,272,971	138,922	2,272,971
REQUIREMENTS						
Salaries and Benefits	4,010,818	4,116,701	4,126,897	4,255,419	128,522	4,358,787
Services and Supplies	424,034	378,661	971,227	1,224,089	252,862	1,224,089
Other Charges	956,771	928,995	950,657	892,137	(58,520)	892,137
Fixed Assets		877,754				
Gross Appropriations	5,391,622	6,302,112	6,048,781	6,371,645	322,864	6,475,013
Intrafund Transfers	(200,559)	(150,000)	(359,890)	(364,587)	(4,697)	(364,587)
Net Appropriations	5,191,063	6,152,112	5,688,891	6,007,058	318,167	6,110,426
Contingencies/Dept Reserves	111,265	74,177	74,177	79,543	5,366	79,543
TOTAL REQUIREMENTS	5,302,328	6,226,289	5,763,068	6,086,601	323,533	6,189,969
NET COUNTY COST	2,870,108	3,998,954	3,629,019	3,813,630	184,611	3,916,998
AUTHORIZED POSITIONS						
Salary Resolution	41.0	41.0	41.0	41.0		41.0
Funded FTE	40.5	40.3	40.3	40.1	(0.2)	40.1

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$138,922 or 6.5% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Charges for Services

There is a net increase of \$24,756 in this funding source due to adjustments to the Property Tax Supplemental Tax Administration Fee.

Fund Balance

There is an increase of \$114,166 in this funding source due to the reappropriation of AB 589 Property Tax Administration Grant funds.

TOTAL REQUIREMENTS

Total Requirements increased by \$323,533 or 5.6% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$128,522 in this expenditure category due to merit increases, annualization of mid-year position changes and negotiated salary and benefit changes.

Services and Supplies

There is a decrease of \$252,862 in this expenditure category due to SB 90 contract and utilization of monies from AB 589 Property Tax Administration Grant Program for the upgrade of the Property Tax Upgrade Project.

Other Charges

There is a decrease of \$58,520 in this expenditure category due to due to the reduction of Automation service charges.

Intrafund Transfers

There is an increase of \$4,697 in this expenditure category due to the utilization of the Property Tax Administration Grant Program (AB 589) money.

Contingencies/Departmental Reserves

There is a increase of \$5,366 in Reserves. The balance in Reserves represents 1% of Net Appropriations, which is under the 2% County Reserves Policy requirement by \$43,598.

NET COUNTY COST

There is an increase of \$184,611 or 5.1% in this Department General Fund allocation. Net County Cost was increased to cover increased negotiated labor costs and an offset to reflect increased reimbursements provided to the Tax Collector's Office for increased property system maintenance costs.

FY 2006-07 Budget Overview**TOTAL SOURCES**

No change.

TOTAL REQUIREMENTS

Total Requirements increased by \$103,368 or 1.7% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$103,368 in this expenditure category due to merit increases and negotiated salary and benefit changes.

NET COUNTY COST

There is an increase of \$103,368 or 2.7% in this Department General Fund allocation to offset negotiated labor costs.

Administration (1411P)

Program Locator

County

Administration and Fiscal

Controller's Office

▷ Administration

Internal Audit

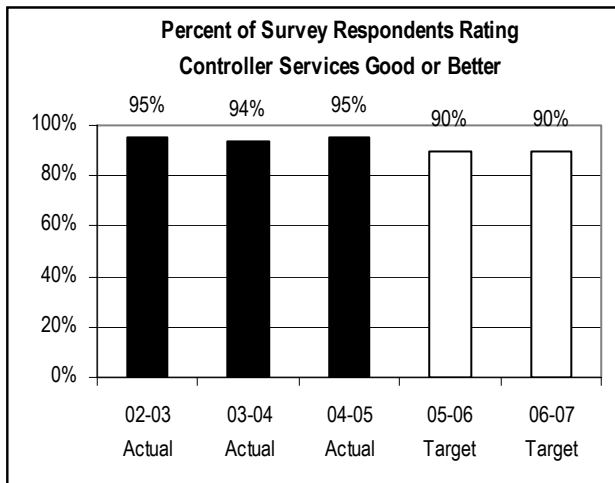
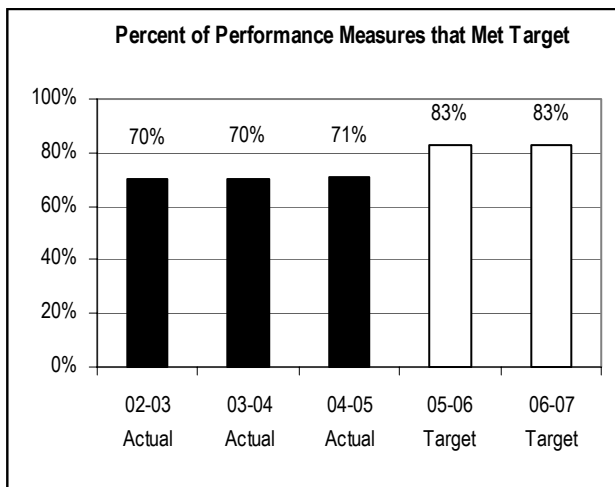
Payroll Services

Controller Information Systems

General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Administration Program sets priorities, provides support and leadership to all Controller programs and fiscal personnel in the County, produces and oversees the department budget, provides public information and communicates with stakeholders to keep everyone apprised of changes, issues and concerns.

Services and Accomplishments

The Administration Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing financial services to departments, agencies, special districts, cities and the school districts and citizens. The Administration sets the tone and directs the work of all Controller programs. The Controller's fundamental commitment is to continuously improve service, reduce taxpayer costs, upgrade the technological infrastructure and enhance the quality, presentation and accessibility of financial information.

The following are major accomplishments in the current year:

- Purchased, installed, tested and implemented the new IFAS 7i configuration for the County's financial system, as well as prepared and trained system users. This web-based platform is the building block for the County to conduct eCommerce
- Conserved resources and preserved services provided by local agencies in the County by conducting operational audits that generated and/or saved a total of \$69.5 million dollars
- Published the State Disability/Paid Family Leave online information program
- Implemented Phase II the Property Tax Upgrade Project to automate the property tax apportionment process
- Published the award-winning Comprehensive Annual Financial Report (CAFR) and the Popular Annual Financial Report (PAFR) to provide easy public access to financial information about the County to taxpayers, city and special district finance staff and County management
- Led the Countywide implementation project with the County Manager's Office, Employee and Public Services and Information Services Department for an Automated Time Keeping and Reporting system
- Earned positive customer service ratings overall, despite reductions in personnel and increases in the staff workload for those responsible for the management and implementation of complex projects and mandated Controller services
- Upgraded the Personnel Information Payroll System (PIPS) in cooperation with Employee & Public Services and Information Services Department

Story Behind Baseline Performance

Administration Program staff direct the work of the Controller's Office programs, including major projects currently underway. These projects have been undertaken in order to improve services, reduce

taxpayer costs, upgrade the technological infrastructure and enhance the quality and presentation of financial information and reporting models. The Program has continuously received high customer satisfaction ratings. An overall customer satisfaction rating of 93% is anticipated in the current year.

Major projects underway that should have a direct impact on customer satisfaction ratings and ensure the Controller's Office meets established performance measures targets include:

- Completion of Phase II of the automation of the Property Tax Apportionment processes will enable the Controller's Office to electronically distribute apportionment reports and payments
- Completion of Phase II of the Automated Time Keeping and Scheduling (ATKS) process which once fully implemented will save the County an estimated \$550,000 in annual payroll and processing costs
- Delivery of eBusiness solutions for vendors, cities, special districts and school districts will provide the necessary system security to conduct financial transactions online
- Completion of the Countywide upgrade of IFAS 7i will enable future implementation of eCommerce (electronic payment of invoices and other eServices) and automated workflow ("intelligent" transaction routing for significant transaction processing efficiencies)
- Completion of the Controller's website will allow the public and employees access to financial information

Major challenges over the next two years will be:

- To balance and maintain quality service with limited resources
- To assure data integrity and reliability and manage systemic change with limited resources

Program Priorities

The Administration Program will meet performance targets by doing the following:

Meet 83% of Performance Measures Targets

- Finalize Phase II of the Property Tax Project
- Manage Phase II of the Countywide Automated Time Keeping and Reporting Payroll Project
- Continue to maintain, upgrade and increase the functionality of the County's financial accounting system
- Develop eCommerce capability for vendors, cities, special districts and school districts
- Continue ongoing improvement of transaction cycle processes to increase productivity while maintaining adequate internal accounting controls
- Provide operational audits to help County departments identify process savings, new revenue and to stretch resources
- Collaborate and initiate programs, services and policies to maximize County revenues, resources and improved business processes
- Work collaboratively with SamCERA, San Mateo County Finance Officers Group (SAMFOG), the Treasurer-Tax Collector,

Assessor and County Manager to maximize financial benefits to the County

- Provide project management services on Countywide projects to realize efficiencies

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve communications and public access to financial information by publishing the CAFR, PAFR and Property Tax Rate Book to provide quality, public information regarding San Mateo County finances
- Survey customers annually to continue to identify needs, concerns and meet customer requests for service improvements
- Complete and update the Controller's website to make government more accessible to citizens and support operations

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of performance measures (all programs) monitored	53	47	46	46	46
How Well We Do It (Quality)					
Percent of measures monitored/reviewed within one week after quarterly reporting period	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number of measures where targets were met	37	31	33	38	38
Percent of performance measures met	70%	70%	71%	83%	83%
Percent of customer survey respondents rating Controller Services good or better ⁽¹⁾	95%	94%	95%	90%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administration (1411P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
Total Requirements	1,188,294	1,047,708	1,090,447	1,133,572	43,125	1,146,344
Total Sources	751,373	249,680	248,180	227,109	(21,071)	227,109
Net County Cost	436,921	798,028	842,267	906,463	64,196	919,235
NCC Breakdown						
A-87 Cost Plan			141,137	139,841	(1,296)	139,841
Mandated Services			701,130	766,622	65,492	779,394

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$906,463 or 83.1%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments. Fund balance was reduced due to prior year usage to meet Net County Cost target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(63,525)	37,759	0	(37,088)	64,196	0

2. Adjustment to Fund Balance

Fund Balance has been increased and set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
42,454	0	0	42,454	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(21,071)	37,759	0	5,366	64,196	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,772	0	0	12,772	0

Internal Audit (1421P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

► Internal Audit

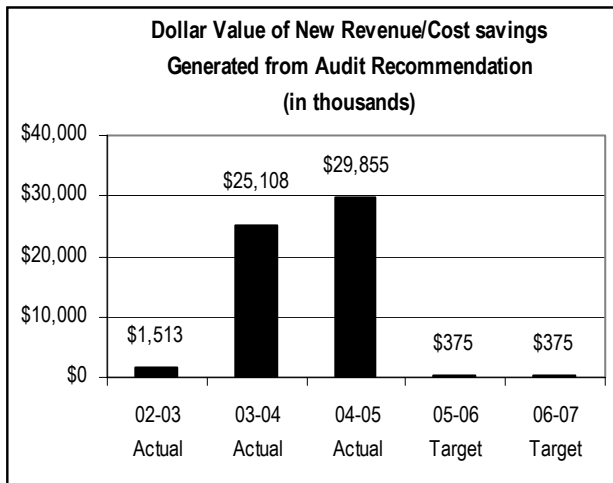
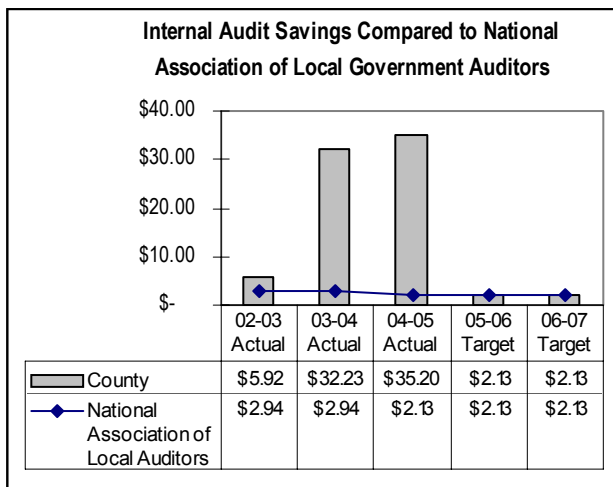
Payroll Services

Controller Information Systems

General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Internal Audit Program conducts independent audits, evaluations and analyses to assist County management to improve efficiency and effectiveness of programs and functions, to safeguard County assets and meet reporting requirements.

Services and Accomplishments

The Internal Audit Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by conducting audits to meet reporting requirements, to reduce risk, and to identify savings, new revenue and/or more efficient ways to do business.

The following are major accomplishments in the current year:

- Generated and/or saved \$69.5 million through revenue enhancements and cost savings from operational audits such as the Education Revenue Augmentation Fund (ERAF) audit, which generated unexpected revenue for the County in the amount of \$47.5 million
- Played a major role in the Controller's effort to implement an automated employee time reporting system and upgrade the property tax system
- Assisted the Sheriff's Office in ensuring product control standards were met when acquiring new software that would allow billing of forensic services to local cities

Story Behind Baseline Performance

Introduced just four years ago, operational audits have helped departments improve services and processes and increase revenues and cost savings. This year the Internal Audit Program helped the County to generate revenue enhancements and cost savings of over \$69.5 million. The Education Revenue Augmentation Fund (ERAF) audit alone generated \$47.5 million in unexpected revenue for the County and over \$22 million for local taxing agencies. Using a Civil Grand Jury suggested measure (National Association of Local Government Auditors); the County saved \$35.25 for every dollar spent on Internal Audit. The savings rate is more than sixteen times the National Association of Local Government Auditor's benchmark of \$2.13.

Mandated audits, which include audits of financial statements and compliance audits of County programs receiving State and Federal grants, provide assurance to the State, grantors and other stakeholders that funding terms and conditions are met. The Program audited grants totaling \$18 million. Some of the major financial statement audits include the First 5 San Mateo with \$35 million in assets, the San Mateo County Expo Center and the County's Narcotics Task Force. These audits help the Program to attract professionals interested in earning their CPA as they can complete the hours necessary for certification. The Program also handles State reporting requirements for certain public safety

programs, and coordinates and processes the remittance of fines, fees and forfeitures to the State.

Major challenges over the next two years will be:

- To train staff since training needs to comply with professional standards and performing various types of audits is expensive
- To retain qualified auditors by keeping salaries competitive in order to build a team that can meet the multitude of mandatory audit requirements, audit diverse County processes and provide effective leadership on major reengineering projects

Program Priorities

The Internal Audit Program will meet performance targets by doing the following:

Achieve Greater Rate Savings than the National Benchmark of \$2.13

- Increase use of data analysis tools when conducting audits
- Maximize use of electronic work papers to increase efficiency
- Maintain and improve quality control processes
- Train audit staff by developing a training schedule for annual Continuing Professional Education (CPE) requirements, project management techniques, computer assisted audit techniques, performance measure evaluation and operational audit methodology refinement

Achieve New Revenue and Cost Savings of \$375,000

- Promote effective and efficient operational strategies Countywide by working with County management to reduce risks, maximize opportunities and improve/streamline County processes resulting in revenue enhancements and cost reductions
- Provide data analysis that helps with effective decision-making to reduce costs
- Provide consulting services and leadership, as necessary, on major reengineering projects

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of audits conducted:					
- Mandated	23	19	18	18	18
- Discretionary	3	5	3	3	3
- Special projects	12	10	14	6	6
How Well We Do It (Quality)					
Dollar savings per Audit employee ⁽¹⁾	\$275,548	\$2,894,689	\$3,339,393	\$36,500	\$36,500
Percent of County budget covered by internal controls review (risk reduction) ⁽²⁾	10%	13%	36%	10%	10%
Is Anyone Better Off? (Outcome)					
Number of internal audit changes recommended (internal control audits)	38	22	41	20	20
Number of recommended changes that are implemented by departments	25	27	10	17	17
Dollar value of new, one-time revenue enhancements/cost savings (efficiency/effectiveness audits) ⁽¹⁾	\$1,513,378	\$25,107,631	\$29,854,541	---	---
Dollar value of new, ongoing revenue enhancements/cost savings (efficiency/effectiveness audits) ⁽³⁾	\$996,000	\$330,000	\$200,000	\$375,000	\$375,000
Percent increase in new revenue collection/cost savings expressed as a percentage of Internal Audit Program budget ^{(1) (3)}	281%	2,858%	3,520%	40%	40%
Dollars saved for every dollar spent on internal and operational audits ^{(1) (4)}					
- County	\$5.92	\$32.23	\$35.20	\$2.13	\$2.13
- National Association of Local Government Auditor's Benchmark	\$2.94	\$2.94	\$2.13	\$2.13	\$2.13

⁽¹⁾ The differences between FY 2002-03 and FY 2003-04 are due to the unexpected revenue generated by the Education Revenue Augmentation Fund (ERAF) audit. Unexpected ERAF revenue was also received for FY 2004-05

⁽²⁾ Each year the Program will strive to review internal controls over processes that cover 10% of the County budget. Wherever possible priority will be given to processes with significant opportunities for improvement or high risk of errors or irregularities.

⁽³⁾ The new revenue enhancements/cost savings targets for FY 2005-06 and FY 2006-07 are estimated at 40% of Internal Audit Program budget and will be adjusted as audits are undertaken and result in recommendations relating to revenue enhancement/ cost savings that could be implemented in those fiscal years.

⁽⁴⁾ The targets for FY 2005-06 and FY 2006-07 are based on current data from the Benchmarking and Best Practices Survey of the National Association of Local Government Auditors. Adjustments will be made, as updated data becomes available.

Internal Audit (1421P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	10.0	9.9	9.9	9.8	(0.1)	9.8
 Total Requirements	1,033,449	1,092,490	1,053,813	1,094,314	40,501	1,127,318
Total Sources	96,928	86,427	98,300	98,300		98,300
Net County Cost	936,520	1,006,063	955,513	996,014	40,501	1,029,018
 NCC Breakdown						
A-87 Cost Plan			194,933	279,681	84,748	312,685
Mandated Services			760,580	716,333	(44,247)	716,333

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$996,014 or 91.0%. Of this amount, 100% includes Mandated Services with not specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments. Change in Intrafund Transfer due to negotiated salary and benefit adjustments for the staffing costs associated with the consulting services provided to the Property Tax Administration Grant Program (AB589).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	45,198	(4,697)	0	40,501	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	33,004	0	0	33,004	0

Payroll Services (1431P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

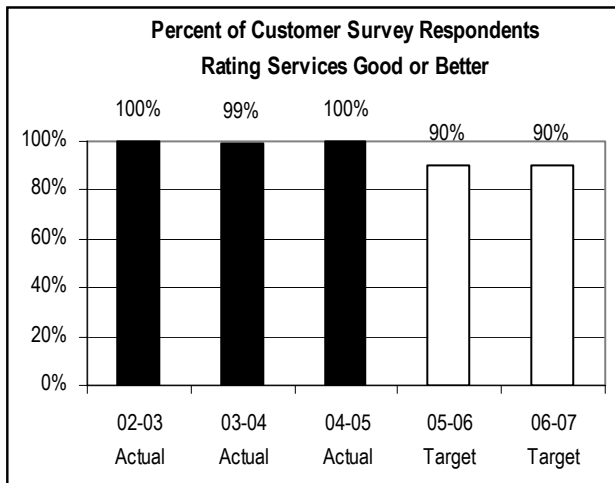
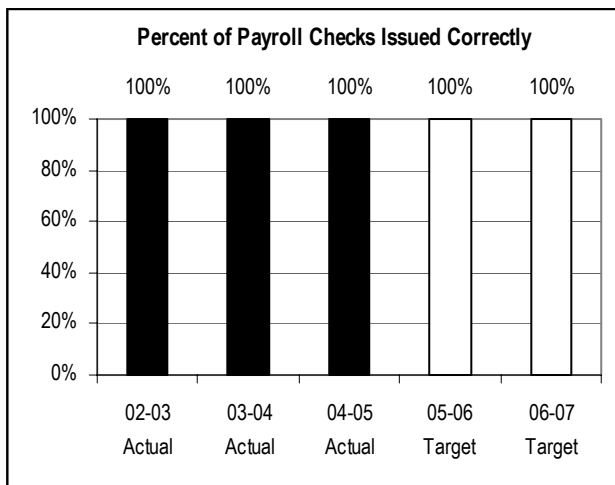
► Payroll Services

Controller Information Systems

General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Payroll Services Program provides timely and accurate preparation, distribution and reporting of payroll to County departments and special districts to ensure that employees are paid correctly and Federal and State reporting requirements are met.

Services and Accomplishments

The Payroll Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by processing payroll transactions for all County departments.

The following are major accomplishments in the current year:

- Earned the highest customer satisfaction ratings in the Controller's Office
- Implemented, in cooperation with Employee and Public Services and Information Services Department, the upgrade of the Integral Personnel Information Payroll System (PIPS) to a web-based module. The implementation converted the use of social security numbers to system generated employee identification numbers.
- Began the implementation process of an Automated Time Keeping and Scheduling system
- Increased Direct Deposit to 94%, exceeding the national average of 65%
- Completed a State Disability Insurance and Paid Family Leave online information tutorial, which allows employees the ability to go online and receive information and reference materials concerning these two State sponsored programs

Story Behind Baseline Performance

The Payroll Service Program has consistently earned the highest customer satisfaction ratings in the Controller's Office. The overall satisfaction ratings for services offered by the Payroll Service Program have always been within the 95% to 100% range since the surveys began in FY 1999-2000.

The Payroll Program in cooperation with the County Manager's Office, Employee and Public Services and Information Services Department has begun the implementation process for an Automated Time Keeping and Scheduling (ATKS) system. The ATKS project will reduce payroll errors, reduce time spent correcting timecards, improve access to timecard and work schedule information and will save the County an estimated \$550,000 in annual payroll and processing costs. In addition, a feasibility study to develop a debit card program for employees who currently receive payroll checks has begun. Payroll debit cards will provide more convenience and security than a live payroll check.

Major challenge over the next two years will be:

- To balance current workload, maintain excellent service delivery and coordinate the implementations of payroll product

enhancements to satisfy the needs of the County's diverse workplace environments

Program Priorities

The Payroll Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Conduct customer surveys to collect statistical data to determine the level of satisfaction rating and identify those services that need to be modified or improved
- Implement changes in processing or training that have a negative effect on the satisfaction rating

Maintain 100% of Payroll Checks Issued Correctly

- Actively participate in the Implementation Phase II of the ATKS process which will increase the accuracy and timeliness of payroll time and data input by eliminating manual time cards; increase data collection accuracy; and reduce time coding errors, retroactive time reporting corrections and the number of manual payroll checks issued

Achieve 100% Direct Deposit Participation

- Increase participation by implementing a Direct Deposit Advantage Program to demonstrate to employees not on direct deposit the benefits associated with this program
- Explore Debit Card Program to accommodate employees unable to obtain check or savings accounts

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of departmental payroll transactions processed each pay period	1,686	1,537	1,609	1,034	1,034
Number of department payroll transactions requiring correction per pay period	590	538	563	362	362
Number of timecard transaction lines processed each pay period	18,031	18,542	19,001	18,248	18,248
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better ⁽¹⁾	100%	99%	100%	90%	90%
Percent of timecard transactions processed electronically ⁽²⁾⁽³⁾	18%	25%	25%	75%	98%
Is Anyone Better Off? (Outcome)					
Number of payroll checks issued correctly	153,263	156,595	159,116	152,390	152,390
Percent of payroll checks issued correctly	100%	100%	100%	100%	100%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽²⁾ Current percentage based on electronic interfaces received from Information Services Department and the Department of Public Works for their stand-alone time-entry software.

⁽³⁾ Target percentage based on the approval for a Countywide remote time-entry process and the implementation schedule time line.

Payroll Services (1431P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	6.0	6.0	6.0	6.0		6.0
Funded FTE	6.0	6.0	6.0	6.0		6.0
Total Requirements	970,666	998,996	931,247	876,608	(54,639)	887,412
Total Sources	107					
Net County Cost	970,559	998,996	931,247	876,608	(54,639)	887,412
NCC Breakdown						
A-87 Cost Plan			290,307	167,809	(122,498)	167,809
Mandated Services			640,940	708,799	67,859	719,603

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$876,608 or 100%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments. The reduction in appropriations is primarily due to a decrease in ISD service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(54,639)	0	0	(54,639)	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,804	0	0	10,804	0

Controller Information Systems (1432P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

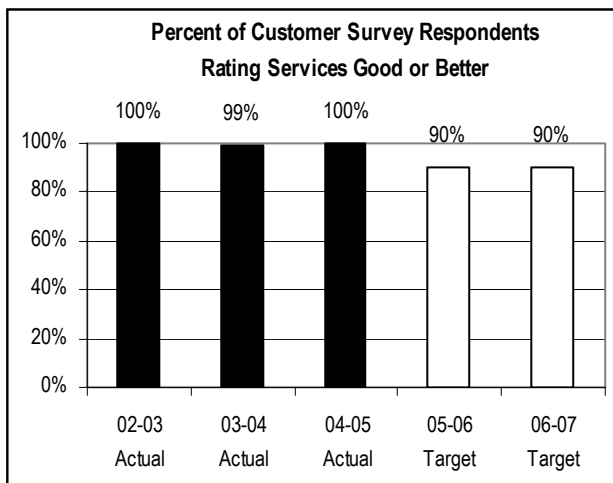
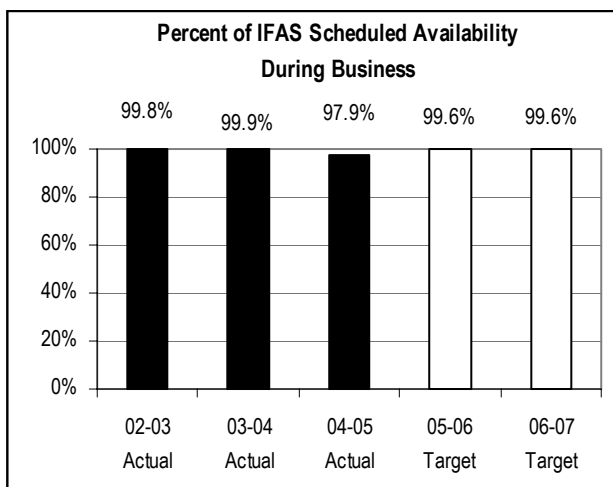
Payroll Services

▷ **Controller Information Systems**

General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Controller Information Systems (CIS) Program assures that accurate and timely information is available to all users of the County's Integrated Financial and Administrative Solution (IFAS) software by providing customer support through training, upgrades to applications, process improvements, Help Desk assistance and managerial support to resolve complex technical problems and enhance management information tools.

Services and Accomplishments

The Controller Information System Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by managing the County's financial accounting software (IFAS) including providing ongoing maintenance, training, technical support, as well as the installation and testing of new product releases and upgrades. The Program provides project management for the preparation of the County's Comprehensive Annual Financial Report (CAFR) and continues to be an integral part of most major projects undertaken in the Controller's Office. Other services include creating custom reports for users, creating annual 1099 and W2 documents, working with departments to implement electronic interfaces, managing the IFAS vendor database, fixing daily system errors and out-of-balance situations, and staffing a Help Desk to provide expert accounting and system consulting services to the over 425 person user community.

The following are major accomplishments in the current year:

- Purchased, installed, tested and implemented the new 7i configuration for the County's financial system, as well as trained system users. This web-based platform is the building block for the County to conduct eCommerce
- Continued to receive high customer satisfaction ratings despite the Program's limited staff
- Produced the CAFR and Popular Annual Financial Report (PAFR) with support from the Controller's General Accounting Program

Story Behind Baseline Performance

Customer satisfaction continues to remain high with 100% of customers surveyed rating services provided as good or better. The Controller Information Service Program will continue to contribute to department customer satisfaction by providing ongoing training and help desk support for all IFAS end users.

The Controller Information Service Program will also continue to strive to improve IFAS system reliability. With the upgrade to IFAS 7i, the Program will be able to streamline current processes. The browser-based IFAS 7i will allow for the implementation of eCommerce, which will provide electronic payment of invoices and other eServices and automated workflow, which will allow for "intelligent" transaction routing for significant transaction processing efficiencies.

Major challenges over the next two years will be:

- To provide ongoing training and help desk support on the new 7i software and process improvements for IFAS users
- To manage complex projects with limited staffing
- To implement new projects around internal County deadlines and external product releases with limited financial resources

Program Priorities

The Controller Information Services Program will meet performance targets by doing the following:

Maintain 99.6% Availability of the IFAS System

- Schedule maintenance upgrades at convenient times to maximize business day availability for fiscal personnel
- Continue the Help Desk support for the IFAS user community

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide updated training materials for IFAS products and new processes
- Present on-site training to users on new products and processes

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2005-06 Target
What/How Much We Do					
Number of IFAS users trained ⁽¹⁾	0	0	374	100	100
Number of Help Desk calls	7,318	3,918	3,683	5,000	5,000
How Well We Do It (Quality)					
Percent of trainees successfully completing end of class exercise ⁽¹⁾	---	---	---	95%	95%
Percent of trainees rating training as good or better ⁽¹⁾	---	---	89%	85%	85%
Percent of Help Desk customer survey respondents rating services provided good or better ⁽²⁾	100%	100%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of business hours IFAS is available ⁽³⁾	2,994	3,009	2,984	2,988	2,988
Percent IFAS scheduled availability during business hours ⁽³⁾	99.8%	99.9%	97.9%	99.6%	99.6%

⁽¹⁾ Trainings include IFAS 7i, Overview, Accounts Payable (A/P), Purchasing (PO) and General Ledger (GL Reporting).

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction

⁽³⁾ Business hours are 7:00 am – 7:00 pm Monday through Friday, except holidays.

Controller Information Systems (1432P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0
 Total Requirements	481,908	1,384,104	485,408	509,371	23,963	517,982
Total Sources	9,150	300	9,500	10,138	638	10,138
Net County Cost	472,758	1,383,804	475,908	499,233	23,325	507,844
 NCC Breakdown						
A-87 Cost Plan			178,587	111,872	(66,715)	111,872
Mandated Services			297,321	387,361	90,040	395,972

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$499,233 or 98.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
638	23,963	0	0	23,325	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	8,611	0	0	8,611	0

General Accounting (1441P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

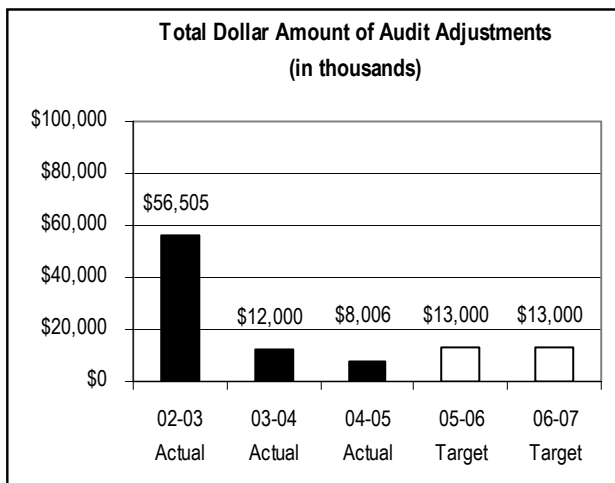
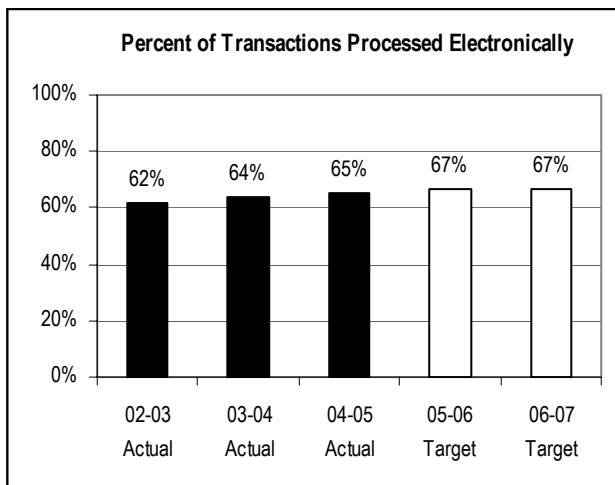
Payroll Services

Controller Information Systems

► General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The General Accounting Program helps manage the fiscal processes of customer operations, reviews and reports financial information to County departments, other agencies, vendors and the public and prepares the Basic Financial Statements and Comprehensive Annual Financial Report (CAFR) to ensure the information needs of the County are met in an accurate and timely manner.

Services and Accomplishments

The General Accounting Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by establishing accounting policies and procedures of the County and helping manage the fiscal processes of customer operations, reviews and reports financial information to the public. The Program performs processes related to the County's accounting system that are key attributes for internal financial controls. These processes include, but are not limited to, review and posting of all journal entries, contract encumbrance changes, accounts payable for invoices in excess of \$500 and management and processing of County accounting processes and transactions (e.g., preparation of the County's audited CAFR and Popular Annual Financial Report (PAFR), associated work with the County's external auditors, preparation of A-87 plan and coordination and management of the annual SB-90 claims for reimbursement from the State for unfunded mandates). Additionally, this program provides expert accounting advice to all County departments and other entities that utilize the County's accounting system.

The following are major accomplishments in the current year:

- Produced the CAFR and PAFR
- In conjunction with County departments, streamlined the year-end processes
- Continued to efficiently process month end closings with limited staff resources
- Received 100% good or better customer satisfaction ratings

Story Behind Baseline Performance

The General Accounting Program continues to perform at a high level. Month end closings have been performed efficiently even with a reduced staff (from 25 in FY 1998-99 to eight positions in the current fiscal year). Re-engineering of the accounts payable process allowed for reductions in permanent positions through attrition without negatively impacting the County's ability to pay its obligations accurately and on time.

The electronic processing of transactions continues to be a high priority for the Program. The General Accounting Program is continually striving to increase the number of electronic transactions (payments, journal entries, deposits) that can be processed electronically. With the implementation of the new IFAS 7i software,

it is anticipated that 67% of transactions will be processed electronically. IFAS 7i will allow for electronic payment of invoices through eCommerce and offer other eServices.

The total dollar amount of audit adjustment is significantly lower than prior years. The one-time adjustments relating to the Employee Benefits Internal Service Fund, Debt Service Fund, Personal Injury and Property Damage Internal Service Fund and mortgages receivable have been adjusted.

The Program continues to recognize efficiencies by outsourcing some processes. These changes have resulted in standardized and replicable procedures (e.g., the A-87 cost allocation report, used for claiming general administrative County costs from external funding entities, now ties to the County's general ledger system) and Countywide cost savings (e.g., the increased accuracy of this report has allowed for more costs to be claimed by claiming agencies).

Major challenges over the next two years will be:

- To continue to produce an award winning and timely CAFR and PAFR while ensuring that the service needs of customers are met in a professional and timely manner
- To evaluate additional processes with the goal of reducing County costs and giving departments the responsibility they desire for their financial transactions while ensuring that basic internal accounting controls are maintained at an appropriate level

Program Priorities

The General Accounting Program will meet performance targets by doing the following:

Maintain 67% of Transactions Processed Electronically

- Work with Controller's Information System to ensure advance eGovernment functionality with the upgraded IFAS 7i
- Assist in developing Automated Clearing House vendor payment procedures using upgraded IFAS 7i for eCommerce

Achieve \$13,000,000 or Less in Total Dollar Amount of Audit

Adjustments

- Produce the CAFR and PAFR so that the information is timely and useful to users
- Provide accurate, timely and helpful financial reports
- Minimize audit adjustments by improving internal work processes
- Develop enhancements to the encumbrance process
- Develop new processes required by IFAS System upgrades
- Reengineer processes for reporting capital assets to reduce Countywide resources required

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of transactions processed	1,845,538	1,860,020	1,889,605	1,788,000	1,788,000
Number of transactions submitted to the Controller's Office electronically	1,142,413	1,185,008	1,219,803	1,202,440	1,202,440
How Well We Do It (Quality)					
Percent of transactions processed electronically (payments, journal entries, deposits)	62%	64%	65%	67%	67%
Total dollar amount of audit adjustments	\$56,505,000	\$12,000,000	\$8,005,557	\$13,000,000	\$13,000,000
Is Anyone Better Off? (Outcome)					
Number of audit adjustments	10	5	4	5	5
Rate of audit adjustments as a percentage of total Countywide expenditures	7%	3%	6%	1%	1%
CAFR issued with unqualified opinion and GFOA award of excellence	100%	100%	100%	100%	100%

**General Accounting (1441P)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.5	7.4	7.4	7.5	0.1	7.5
Total Requirements	798,245	764,020	867,255	981,148	113,893	1,001,447
Total Sources	39,751	69,103	53,459	53,459		53,459
Net County Cost	758,494	694,917	813,796	927,689	113,893	947,988
NCC Breakdown						
A-87 Cost Plan			356,796	223,745	(133,051)	223,745
Mandated Services			457,000	703,944	246,944	724,243

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$927,689 or 94.6%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated salary and benefit adjustments; and SB 90 contract.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	113,893	0	0	113,893	0

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,299	0	0	20,299	0

Property Tax/Special Accounting (1461P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

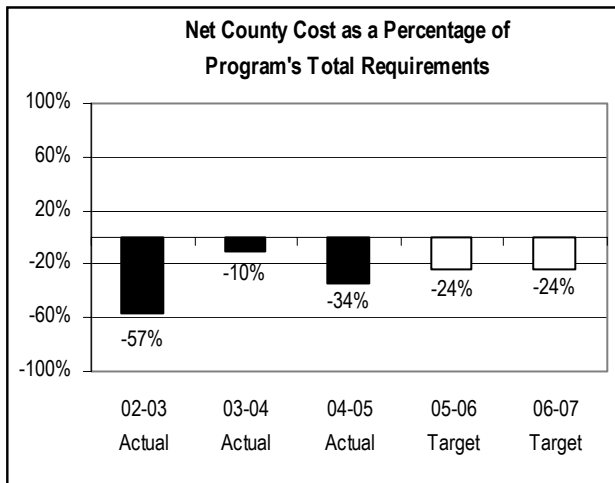
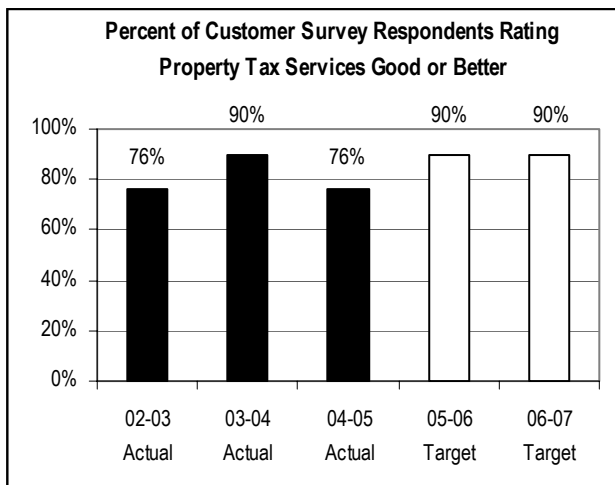
Payroll Services

Controller Information Systems

General Accounting

▷ Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Property Tax and Special Accounting Services Program apportions and distributes property tax revenue, prepares tax refunds, maintains documentation for property tax apportionment, reconciles all of the County's bank accounts and provides accounting/budget monitoring for special districts to ensure the County, cities, school and special districts, and the public receive accurate tax allocations and refunds.

Services and Accomplishments

The Property Tax and Special Accounting Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by apportioning and distributing property tax revenue to the State, County, cities, school districts and special districts on time. It also provides accounting/budget monitoring for special districts.

The following is a major accomplishment in the current year:

- In cooperation with the County Counsel's Office, the Property Tax Program determined that the Educational Revenue Augmentation Fund owed the County, cities, special districts and redevelopment agencies \$69.5 million in "excess" property tax shift as defined by the law. The Controller issued a refund of \$47.5 million to the County and \$22 million to the cities, special districts and redevelopment agencies.

Story Behind Baseline Performance

The Property Tax and Special Accounting Program apportions property tax revenue to the State, County, cities, school districts and special districts on time and with 100% accuracy. All tax rolls (Secured, Unsecured and Supplemental) were extended and delivered to the Tax Collector, allowing property tax bills to be sent out in a timely manner. Concurrent with Phase II of the roll extension process, staff will work with the Assessor's Office to automate the property tax roll change process. Annually approximately 11,000 paper requests for roll changes are received and processed by the Controller's staff. Automation of this process will result in labor savings in both offices and improve the accuracy and timeliness of tax bills. This project should be completed in FY 2005-06.

In an effort to improve services, the Property Tax and Special Accounting Program will continue to work on Phase II of the Roll Extension Project, the automation of the property tax apportionment process. This project will enable the Controller's Office to electronically distribute apportionment reports and payments and meet a long-standing request from cities and special districts. Tax apportionment information will be posted on the Internet, saving all parties time and money.

The Program is working to automate the yearly exemption filing process completed by cities. The automation process will save the cities from having to manually perform this task each year.

Program management continues to be actively involved in SAMFOG (the San Mateo County Finance Officers Group) to help them better understand the property tax processes, the ERAF refund, the State's funding proposals, large property tax refunds that occurred last year and the fiscal implications that these events have had or will have on their respective agencies. This contributes to the fiscal stability of the County and encourages cooperative local government efforts.

Major challenges over the next two years will be:

- To manage baseline performance while planning, testing, implementing and evaluating automation processes
- To utilize existing resources to enhance property tax processes

Program Priorities

The Property Tax and Special Accounting Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Work with the Offices of the Assessor and the Tax Collector to ensure cost effectiveness of property tax processes and improve services to customers
- Complete automation of the tax apportionment process (Phase II)
- Make tax apportionment information available in electronic formats
- Automate the roll maintenance process, eliminating the manual processing of some 11,000 changes a year and improving accuracy of property tax bills
- Continue to be responsive to requests for information by taxpayers
- Run parallel tests of the newly developed systems, parts of which reside in the Tax Collector's AS/400 Property Tax systems and Assessor's System to assure data and process integrity and reliability

Maintain a Zero Net County Cost Program

- Protect and enhance property tax revenue for the cities, special districts and the County
- Work with SAMFOG to identify and analyze the financial impact of significant property tax events
- Monitor, implement, and advocate property tax legislative changes on behalf of the County, cities and special districts
- Continue to be responsive to requests for information by County, cities and special district management

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of tax roll changes and refunds processed	21,986	15,244	6,657	11,000	11,000
Number of tax apportionments made	210	210	210	210	210
Number of Special District transactions processed electronically (data development)	---	---	---	100	100
How Well We Do It (Quality)					
Percent of customer survey respondents rating Property Tax services good or better ⁽¹⁾	76%	90%	76%	90%	90%
Percent of Property Tax transactions processed electronically (data development)	---	---	---	100%	100%
Percent of Special District transactions processed electronically (data development)	---	---	---	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of refunds issued correctly	100%	100%	100%	100%	100%
Net County Cost as a percentage of Program's Total Requirements	-57%	-10%	-34%	-24%	-24%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Property Tax/Special Accounting (1461P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	7.8	(0.2)	7.8
 Total Requirements	829,766	938,972	1,334,898	1,491,588	156,690	1,509,466
Total Sources	1,534,910	1,821,826	1,724,610	1,883,965	159,355	1,883,965
Net County Cost	(705,144)	(882,854)	(389,712)	(392,377)	(2,665)	(374,499)
 NCC Breakdown						
A-87 Cost Plan			16,411	223,745	207,334	223,745
Mandated Services			(406,123)	(616,122)	(209,999)	(598,244)

Program Net County Cost

This program has a negative Net County Cost (NCC) of \$392,377. Revenues received from Tax/Assessment fees exceed direct operation costs and are used to offset overhead budgeted in other programs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments. Fund Balance reflects reappropriation of AB 589 Property Tax Administration Grant funds.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
159,355	156,690	0	0	(2,665)	0

FY 2006-07 Program Funding Adjustments

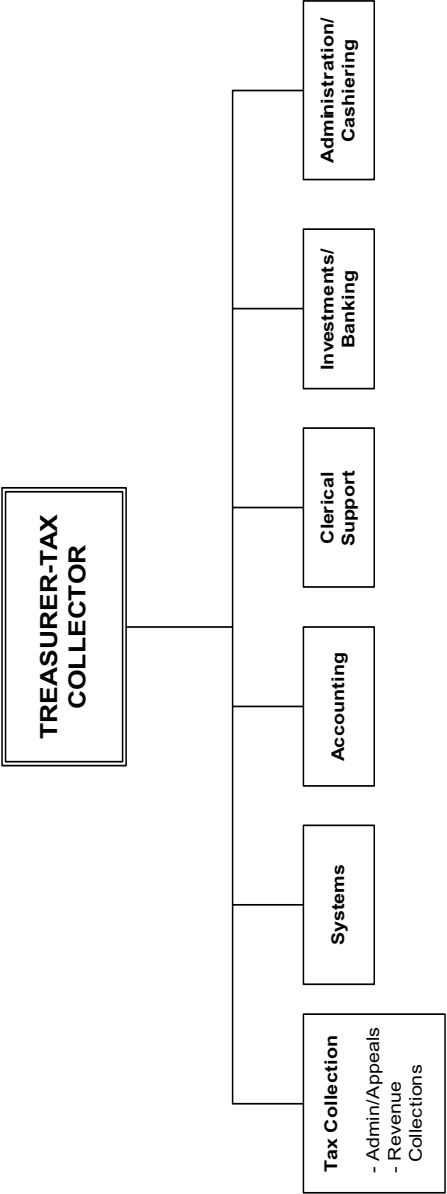
The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and negotiated salary and benefit adjustments.

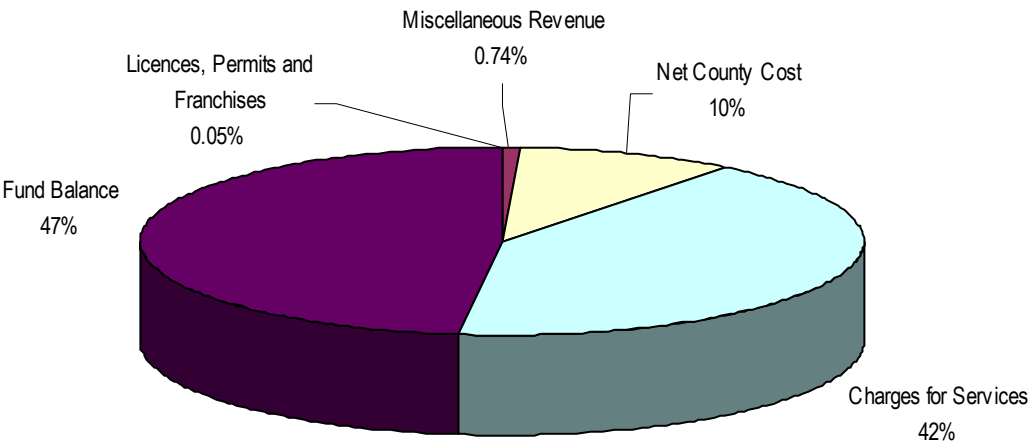
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	17,878	0	0	17,878	0

TREASURER-TAX COLLECTOR

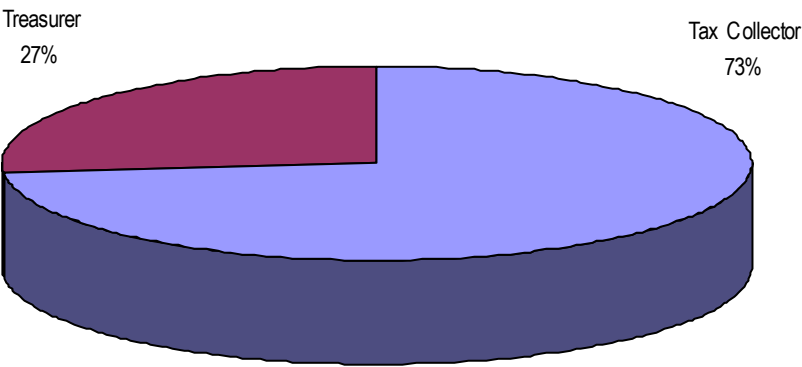


Treasurer - Tax Collector (1500B)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

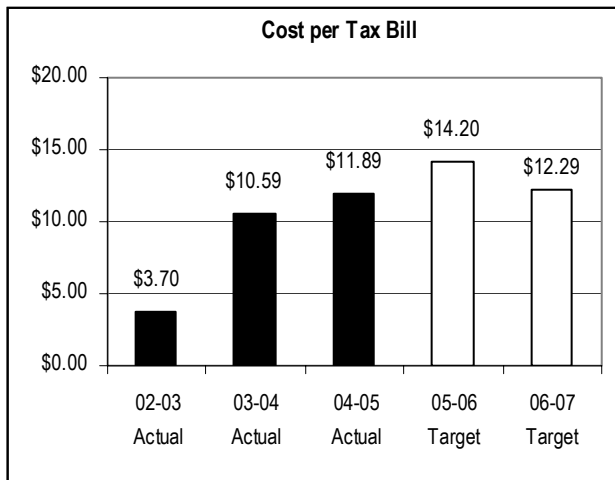
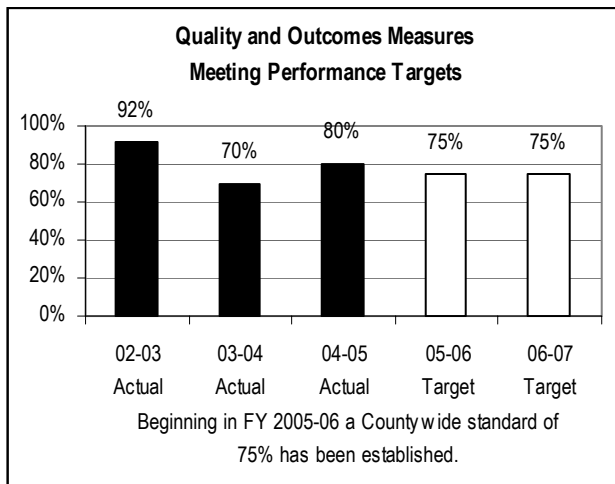
County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board
Assessor-County Clerk-Recorder
Controller's Office

► Treasurer-Tax Collector

County Counsel
Employee and Public Services
Information Services Department
Grand Jury
First 5 San Mateo County
Retirement (*SamCERA*)

Department Measures



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 and professional administration of the County treasury.

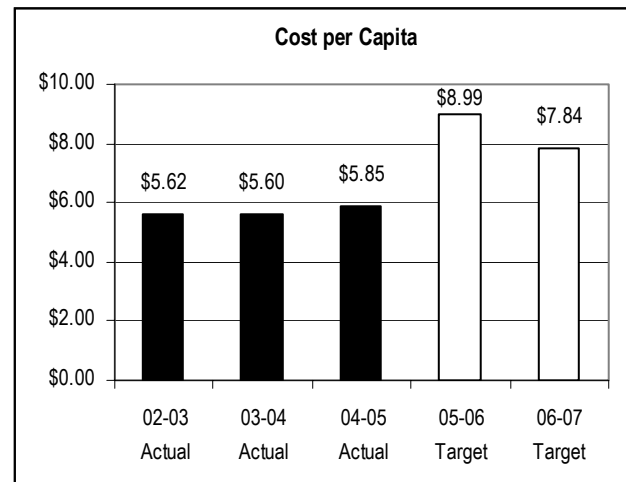
Contributions to Shared Vision 2010 Goals

The Treasurer-Tax Collector contributes to the following goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government:

Goal 20: The Treasurer-Tax Collector's office ensures government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain by continuing to develop eGovernment strategy.

Goal 21: The Treasurer-Tax Collector's Office, through the efficient collection of property taxes, provides funding to County departments and tax agencies to incorporate the County vision and goals into their services.

Goal 22: The Treasurer-Tax Collector's Office collaborated with several County departments on issues affecting the entire County: Information Services on eGovernment solutions; Controller on a tax apportionment project; Assessor on improvement of the overall tax system; San Mateo Medical Center and Revenue Services on a payment processing solution.



Story Behind Baseline Performance

The Treasurer-Tax Collector includes the following programs:

- Tax Collector
- Treasurer

Accomplishments that have contributed toward meeting performance targets and progress this past year include:

Improved System Capabilities

- Developed web-based check and stub images as well as allowed automatic postings of payments to patient accounts for the San Mateo Medical Center (SMMC)
- Provided parcel map images on the Internet and intranet to correspond to the tax bill parcel number
- Developed a web-based application page for the Controller to display tax rate information for government agencies and public inquiries
- Collaborated with the County Manager, Information Services Department (ISD) and the Controller to establish eCommerce standards for receiving and processing ePayments
- Increased revenue from securities lending and achieved one of the highest rated pool's in the state based upon earnings and total return
- Developed a process to allow SMMC state checks to be deposited electronically and ensured mailed payments were received directly in the Treasurer's Office, which contributed to \$10 million in revenue
- Converted the Treasurer, Tax Collector, Controller and Housing from accessing banking reports via dial-up modem to direct web reporting, resulting in lower banking fees

Improved Communication and Services

- Developed a browser-based intranet application website in-house that incorporates all tax rolls
- Met with other revenue collecting departments to offer services similar to those provided to the SMMC and Revenue Services
- Combined efforts by the Assessor, Controller and Tax Collector resulted in the development of a new secured tax roll extension and apportionment system residing on the Tax Collector's AS/400, resulting in the early extension of the tax roll
- Developed policies, procedures and guidelines and revised all applicable forms that pertain to Transient Occupancy Tax (TOT)
- Achieved dollar growth in County pool of \$67,503,217 or 2.97% due to investments
- Accepted paying agent responsibilities for 12 new General Obligation Bond issues and four TRAN's increasing dollar proceeds in the pool

Improved Ability to Process Payments

- Processed 27,221 deposits, 96% within one day of receipt
- Maintained 100% overall customer satisfaction rating of good or better

Major challenges over the next two years will be:

- To replace the existing CASHnet cashiering system

- To replace the rapidly aging IVR (interactive voice response)
- To decrease reliance on independent companies for system maintenance as there is currently no County resource available
- To continue consistent accuracy of cash flow analysis in light of economic/market conditions
- To manage legislative changes relating to the tax collection process i.e.: Check 21 unknown implementation costs
- To continue to outperform LAIF (Local Agency Investment Fund) and other similar funds
- To handle the Increasing demand for services with limited resources

Department Priorities

The Treasurer-Tax Collector will meet performance targets by doing the following:

Streamline the Collection/Deposit Process

- Print and mail bills before September 10th, each year
- Continue communicating to depositing departments refined policies and procedures regarding submitting deposit permits in a timely manner
- Replace the CASHnet cashiering system
- Redesign the tax bill to allow more space for the increasing number of special assessments from outside agencies
- Explore the option of converting checks into an electronic transaction file or Automatic Clearing House (ACH) transmission
- Replace remittance processors
- Explore automated roll correction/Board changes with the Assessor and Controller
- Decrease the number of tax bills issued to 360,000

Improve Customer Service

- Create an online San Mateo County Cares survey to augment the hardcopy survey located in the Tax Collector and Treasurer's lobby areas
- Yield a 90% or better customer service rating from survey respondents
- Continue to train staff to educate them on legislation impacting the workplace
- Improve and enhance comprehensive financial reports and spreadsheets for pool participants via e-mail
- Replace PC's office-wide
- Research ability to provide TOT (Transient Occupancy Tax) information and forms on the Treasurer-Tax Collector's website

Enhance Revenue

- Explore benefits of becoming a pilot program for Union Bank of California in implementing Check 21 legislation to reduce float
- Outperform the State (LAIF) vs. the County Pool by .25 basis points
- Pursue approval to increase licensing fees to a level in line with surrounding cities and counties
- Maintain cost to produce tax bill below \$15.00
- Collect \$1.2 billion for all tax rolls

-
- Increase the number of deposits processed from 25,550 to 26,000
 - Increase the percent of growth in the County Pool from 2.635% to 3%
 - Surpass LAIF benchmark yield rate of 2.50% by .37%

Treasurer - Tax Collector (1500B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	7,540	9,540	3,650	3,650		3,650
Intergovernmental Revenues	150,000	150,000				
Charges for Services	4,039,955	4,340,006	3,012,242	3,133,597	121,355	3,192,034
Miscellaneous Revenue	121,333	123,325	56,000	56,000		56,000
Total Revenue	4,318,828	4,622,871	3,071,892	3,193,247	121,355	3,251,684
Fund Balance	2,151,288	2,957,470	2,957,470	3,614,639	657,169	2,592,639
TOTAL SOURCES	6,470,116	7,580,341	6,029,362	6,807,886	778,524	5,844,323
REQUIREMENTS						
Salaries and Benefits	2,448,675	2,686,723	2,731,332	2,926,064	194,732	2,959,501
Services and Supplies	991,070	620,047	2,571,843	2,639,211	67,368	2,508,211
Other Charges	575,643	569,279	623,103	700,078	76,975	660,078
Fixed Assets		334,919		826,000	826,000	
Gross Appropriations	4,015,388	4,210,968	5,926,278	7,091,353	1,165,075	6,127,790
Intrafund Transfers	(130,000)	(130,000)	(280,000)	(274,577)	5,423	(274,577)
Net Appropriations	3,885,388	4,080,968	5,646,278	6,816,776	1,170,498	5,853,213
Contingencies/Dept Reserves	901,610	1,153,043	1,153,043	717,492	(435,551)	717,492
TOTAL REQUIREMENTS	4,786,998	5,234,011	6,799,321	7,534,268	734,947	6,570,705
NET COUNTY COST	(1,683,117)	(2,346,330)	769,959	726,382	(43,577)	726,382
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	28.0	29.0	1.0	29.0
Funded FTE	28.0	28.0	28.0	29.0	1.0	29.0

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by \$778,524 or 12.9% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Charges for Services

There is an increase of \$121,355 in this funding source due to additional Commissions receipts and increased special tax collection fees which will offset negotiated labor costs.

Fund Balance

There is an increase of \$657,169 in this funding source due to prior year savings.

TOTAL REQUIREMENTS

Total Requirements increased by \$734,947 or 10.8% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$194,732 in this expenditure category due to negotiated salary increases, retiree benefits and management/administrative leave cash out costs as well as the addition of one Fiscal Office Specialist, partially offset by reduction in Extra Help.

Services and Supplies

There is a net increase of \$67,368 in this expenditure category due to increases in various general office accounts and costs associated with the replacement of PC's.

Other Charges

There is a net increase of \$76,975 in this expenditure category due to increased services required by the Information Services Department (ISD) to install new PC's.

Fixed Assets

There is a net increase of \$826,000 in this expenditure category due to the purchase of a new cashiering system, software and a new i-series AS/400 server to support the new cashiering system. Reserves will be used to fund this project.

Intrafund Transfers

There is a decrease of \$5,423 in this expenditure category due to reduction of \$50,000 in AB 589 (Property Tax Administration Program) funding provided by the Assessor, slightly offset by increased reimbursement of \$44,577 from the Controller's Office to cover ongoing property tax system maintenance costs and one-time programming costs.

Contingencies/Departmental Reserves

There is a decrease of \$435,551 in Reserves. The balance in Reserves represents 10.5% of Net Appropriations, which exceeds the two percent County Reserves Policy requirement by \$581,156.

NET COUNTY COST

There is a decrease of \$43,577 or 5.7% in this Department's General Fund allocation to reflect increased contribution from Controller's Office for property tax system maintenance costs.

FY 2006-07 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$963,563 or 14.2% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Charges for Services

There is an increase of \$58,437 in this funding source due to an increase in Commissions and Special Tax Collection Fees to offset negotiated labor costs.

Fund Balance

There is a decrease of \$1,022,000 in this funding source due to prior year usage of Reserves to offset new cashiering system.

TOTAL REQUIREMENTS

Total Requirements decreased by \$963,563 or 12.8% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$33,437 in this expenditure category due to merit and negotiated labor increases.

Services and Supplies

There is a decrease of \$131,000 in this expenditure category due to elimination of prior year one time costs.

Other Charges

There is a decrease of \$40,000 in this expenditure category due to elimination of costs associated with prior year installation of PCs.

Fixed Assets

There is a decrease of \$826,000 in this expenditure category due to elimination of appropriations related to the prior year's purchase of a new cashiering system.

NET COUNTY COST

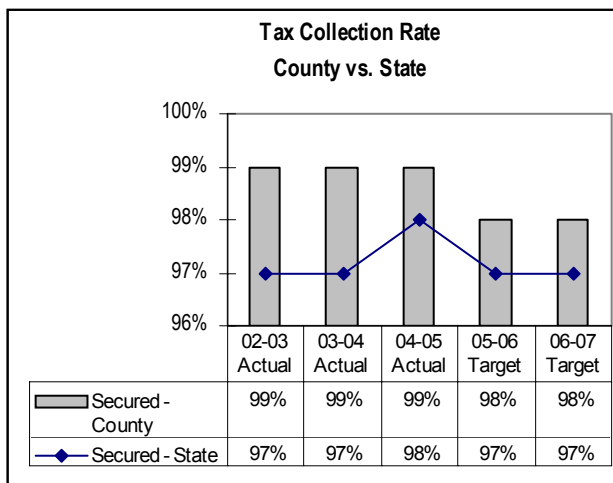
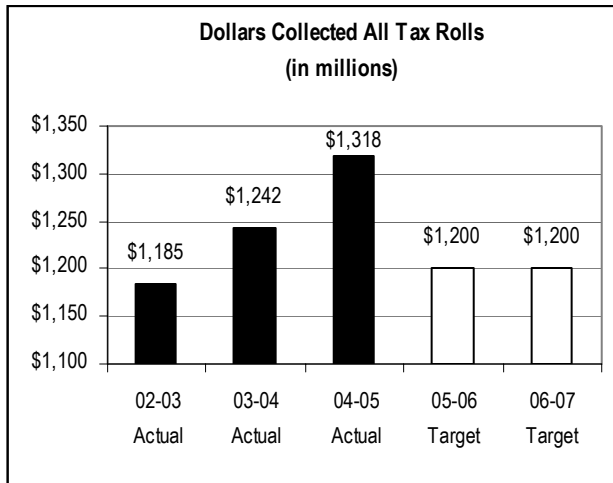
No change.

Tax Collector (1510P)

Program Locator

County
Administration and Fiscal
Treasurer-Tax Collector
▷ Tax Collector
Treasurer

Headline Measures



Program Outcome Statement

The Tax Collector provides funding for taxing agencies through the efficient collection of property taxes.

Services and Accomplishments

The Tax Collector's Office contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the following services: property tax billing and collection; public auctions for tax-defaulted property; subdivision map/parcel map certifications; agreement sales for public entities; segregation processes; penalty appeals; liaison for Proposition 58, 60 and 90 applicants; tax certification for eminent domain processes; tax estimates for supplemental bills; balancing and apportionment reports to the Controller; mobile home estimates and clearances; payment history research for the IRS, tax service companies, attorneys and the Franchise tax board; processes all County deposits; payment stub scan lines for County departments; County eCommerce liaison; and assists County departments with process improvements.

The Tax Collector has increased the County's organization effectiveness by implementing a number of new programs and activities. The following are major accomplishments in the current year:

- Developed web-based check and stub images as well as allowed automatic posting of payments to patient accounts for the San Mateo Medical Center
- Provided parcel map images on the Internet and intranet to correspond to the tax bill parcel number
- Completed the new tax roll extension process on the Tax Collector's AS/400 allowing tax bills to be printed, mailed and payments posted earlier than any other year
- Improved the tax collection process to allow concurrent payments, with and without penalties, for each delinquency date, i.e. December 10, April 10 and June 30 for secured annual taxes
- Collaborated with the County Manager, Information Services Department (ISD) and the Controller to establish eCommerce standards for receiving and processing ePayments
- Developed a web-based application page for the Controller to display tax rate information for government agencies and public inquiries

Story Behind Baseline Performance

The Tax Collector's Office processes over 360,000 tax bills annually. In FY 2003-04, ninety-nine percent of the first and second installment tax payments were deposited within five days of receipt. The total dollars collected was \$1,242.0 billion. The cost to process a tax bill was \$10.59. Responses to CARES surveys indicated that 100% of the customers rated overall satisfaction as good or better.

Performance measures have shown progress due to the following projects:

- Combined efforts by the Controller, Assessor and Tax Collector (meetings conducted weekly) resulted in the development of a new Secured Tax Roll extension and apportionment system residing on the Tax Collector's IBM AS/400. This system replaces the older mainframe bound application. As a result, the tax roll was extended on September 1, 2004, the earliest date ever. The first quarter reflected a collection amount of \$7,180,856 compared to the substantially lower \$91,683 collected by the end of the first quarter of 2003-04. A change in performance measures will occur in FY 2005-06. The new measure, Number of secured property tax bills are sent past August 15th goal date, will track progress in a reduction in days over time so that bills are sent and payments are received sooner. Currently, the Tax Collector and Assessor are working on the possibility of having taxpayers use the Tax Collector's web site to make any necessary address changes.
- As a result of the success of Phase II of the Image-Archive project, the Tax Collector developed the scan line and in-house payment stub for the San Mateo Medical Center. Processing of the patient checks and stubs on the Tax Collector remittance processing machines produces a transaction file of payments that are posted to the Medical Center system and provides their accounting staff with web-based secured access to patient check and stub images. This project helped the Medical Center realize \$10 million more dollars received through the efficient processing, banking and posting of their accounts. Meetings are being conducted with other revenue collecting departments to offer similar services.
- Developed a browser-based intranet application website in-house that incorporates all tax rolls. Payment options for these four rolls include credit cards and eCheck. In FY 2003-04, this website received 314,649 hits. The website was expanded to incorporate the needs of title companies, on a subscription basis, during the escrow process. This has helped cut down on the number of phone calls and inaccurate payments received from these companies.

Major challenges over the next two years:

- To manage dependency on the Assessor and Controller to provide accurate data for billing and collection purposes
- To replace the rapidly aging IVR (interactive voice response) system in the near future
- To minimize reliance on independent companies for system maintenance
- To manage increased demand for services with limited resources
- To make improvements in efficiency while there are constraints by State law that governs the entire tax collection process

Program Priorities

The Tax Collector will meet performance targets by doing the following:

Ensure Tax Bills are Mailed before September 10th each year

- Explore the option of converting checks into an electronic transaction file or Automatic Clearing House (ACH) transmission
- Explore automated board changes with the Assessor and Controller
- Redesign the tax bill to allow more space for the increased number of special assessments from outside agencies
- Replacement of rapidly aging remittance processors
- Replacement of worn PC's and printers

Decrease the Number of Tax Bills to 360,000

- Continue to refine the filter mechanism on the Secured tax roll name and address update process to ensure only change in ownership or mailing address generates a duplicate bill
- Continue to develop and refine the Secured tax roll extension process on the Tax Collector's AS/400 server by developing a web-based input program for the special districts to use when making the yearly updates for the tax roll

Continue to Outperform the State in the Collection of Secured and Unsecured Taxes

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of bills issued	384,923	348,870	354,276	360,000	360,000
How Well We Do It (Quality)					
Number of days secured property tax bills are sent past August 15th goal date	---	---	25 days	15 days	15 days
Cost per bill ⁽¹⁾	\$3.70	\$10.59	\$11.89	\$14.20	\$12.29
Is Anyone Better Off? (Outcome)					
Dollars collected (all tax rolls)	\$1.185B	\$1.2B	\$1.3B	\$1.2B	\$1.2B
Collection rate:					
- Secured (County)	99%	99%	99%	98%	98%
- Unsecured (County)	98%	97%	98%	99%	99%
- Secured (Statewide Avg.)	97%	97%	98%	97%	97%
- Unsecured (Statewide Avg.)	95%	95%	95%	96%	96%

⁽¹⁾ The cost per bill has been modified to more accurately portray actual costs. Previously, a formula of dividing the annual number of bills by salaries and benefits was used. This formula has been adjusted to include additional associated costs such as paper, printing, envelopes, postage, contract programmer maintenance and AS/400 costs through the Information Services Department (ISD).

Tax Collector (1510P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	18.0	18.0	18.0	18.0		18.0
Funded FTE	18.0	18.0	18.0	18.0		18.0
Total Requirements	2,929,095	3,170,086	4,602,950	5,518,215	915,265	4,628,994
Total Sources	2,648,734	4,436,269	3,832,991	4,331,589	498,598	3,442,368
Net County Cost	280,362	(1,266,183)	769,959	1,186,626	416,667	1,186,626
NCC Breakdown						
Mandated Services			769,959	1,186,626	416,667	1,186,626

Program Net County Cost

The portion of this program's FY 2004-05 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,186,626. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; decreased AB 589 (Property Tax Administration Program) reimbursements received from the Assessor's Office; increase costs associated with replacement of worn PC's department-wide, general cost increases for services reductions in employee training expenses and decreased other Professional contract services. Internal service charges have been increased to cover costs associated with the Information Technology Department (ISD) installing new PC's departmentwide.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
78,014	52,646	49,000	0	23,632	0

2. Reimbursement for Property Tax System Maintenance

The Controller's Office will cover a portion of property tax system maintenance costs. The Net County Cost has been decreased to reflect this change. A corresponding increase is reflected in the Controller's budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	(43,577)	0	(43,577)	0

3. Replacement of Cashiering System

This replacement of the Cashiering System will support the Program's goal of mailing tax bills by September 10 each year and assist in achieving a collection rate that exceeds the statewide average. Appropriations have been included for the replacement of the CASHnet cashiering system, including software and server costs. Reserves from the Tax Collector and Treasurer will be used to offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	695,000	0	(258,388)	436,612	0

4. Adjustment to Fund Balance

Fund Balance has been added and fully offsets additional operating costs. The remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
420,584	235,000	0	185,584	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
498,598	982,646	5,423	(72,804)	416,667	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit and negotiated labor increases; reduction in Fund Balance due to prior year use of Reserves for new cashing system. Fixed Assets have also been reduced to reflect the elimination of one-time costs. Increases in Charges for Services will offset negotiated labor costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(654,221)	(654,221)	0	0	0	0

6. Elimination of One-Time Costs

One-time operating costs offset with Fund Balance in FY 2005-06 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(235,000)	(235,000)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

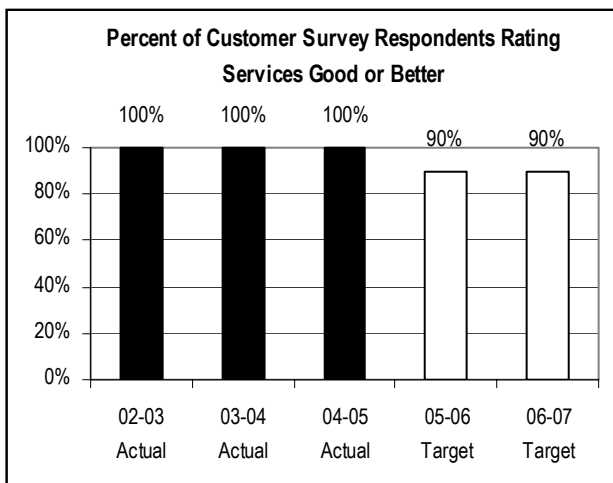
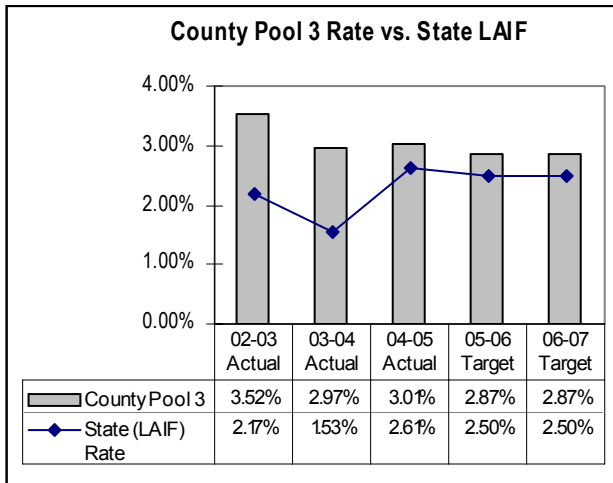
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(889,221)	(889,221)	0	0	0	0

Treasurer (1520P)

Program Locator

County
 Administration and Fiscal
 Treasurer-Tax Collector
 Tax Collector
 ►Treasurer

Headline Measures



Program Outcome Statement

The Treasurer manages the financial assets of the County and maintains the value of the investment pool through professional and efficient administration of the County treasury for County departments, Special Districts, Schools, Cities and tax payers.

Services and Accomplishments

The Treasurer's Office contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the following services: County Pool investments; cashiering; banking; payment processing for the San Mateo Medical Center; Paying Agent responsibilities for general obligation bonds and TRANS; Transient Occupancy Tax; licensing for massage, bingo, electrical devices, pawn brokers and peddlers; and issuing dance permits.

The Treasurer has increased the County's organization effectiveness by implementing a number of new programs and activities. The following are major accomplishments in the current year:

- Increased revenue from securities lending and achieved one of the highest rated pool's in the state based upon earnings and total return
- Accepted Paying Agent responsibilities for 12 new General Obligation bonds and four TRANS increasing dollar proceeds in the pool
- Developed policies, procedures and guidelines and revised all applicable forms that pertain to the Transient Occupancy Tax program
- Converted the Treasurer, Tax Collector, Controller and Housing from accessing reports via dial-up modem to direct web reporting resulting in lower banking fees
- Developed a process to allow Medical Center state checks to be deposited electronically
- Developed a process to ensure mailed payments for the medical center are received directly in the Treasurer's Office, which contributed to the Medical Center's realization of \$10 million in revenue

Story Behind Baseline Performance

The Treasurer's Office, in managing the Pool Fund, has continued to provide well above average earnings in comparison to similar funds with like securities. With the recent increases in short term interest rates, the Treasurer's Office has increased its earnings projections for FY 2005-06 to 3.00%. The County's cash flow forecasting remains strong. Pool balances have been maintained due to additional revenue from processing Medical Center payments, conversion from checks to electronic transfers and accepting Paying Agent responsibility for several General Obligation Bonds. Communications with pool participants continues to improve via

customer surveys and reporting options being provided electronically.

The Treasurer's Office currently manages 1042 funds. Pool fund rates have out-performed the State's Local Agency Investment Fund (LAIF) since FY 2001-02. It is anticipated this trend will continue through FY 2004-05. Cost controls on banking and custodial services have been maintained. Digital imaging of deposits has created improved access to data and long-term storage capabilities. In FY 2003-04, the Treasurer's Office processed 27,221 deposits, 96% within one day of receipt.

Responses to CARES surveys numbered 34 in FY 2003-04 with 100% of the customers rating overall satisfaction as good or better.

Major challenges over the next two years will be:

- To continue to outperform LAIF and all similar funds
- To continue consistent cash flow analysis in light of economic conditions/ market fluctuations
- To market the County Pool Fund i.e.: acquiring new participants/ maintaining current pool participation
- To handle increased requests for banking services vs. increasing banking costs
- To handle increased workload from performing payment processing functions for other County departments
- To manage within budget restrictions
- To manage costs associated with purchasing and implementing new and improved services
- To decrease untimely deposit permits and untimely advisement on incoming funds from depositing departments

Program Priorities

The Treasurer's Office will meet performance targets by doing the following:

Outperform the State (LAIF) vs. the County Pool 3 by .25 basis points

- Continue investment staff training and education

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to distribute customer service surveys to taxpayers and pool participants and make surveys available on the Internet
- Continue to improve and enhance comprehensive financial reports and spreadsheets via e-mail
- Replace PC's that are in excess of four years old
- Implement customer suggestions for improvement, if any, when administratively and financially feasible
- Research ability to provide Transient Occupancy Tax (TOT) information and documents on the web

Process 98% of Deposits Within One Day

- Continue to relay refined policies and procedures to depositing departments regarding submitting deposit permits and advising the Treasurer's Office of incoming funds in a timely manner
- Replace the aged and worn CASHnet cashiering system with a system that offers new and enhanced features, seamlessly

interfaces with IFAS and reduces room for error by incorporating cash management features that are currently handled separately and/or manually

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of funds managed	961	1,057	1,056	1,042	1,042
Number of deposits processed	25,326	27,221	28,596	26,000	26,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better ⁽¹⁾	100%	100%	100%	90%	90%
Percent of deposits processed within one day	96%	96%	97%	98%	99%
Is Anyone Better Off? (Outcome)					
Dollar ⁽²⁾ / Percent ⁽³⁾ growth in County Pool due to investments ⁽⁴⁾	\$75,875,147 / 3.65%	\$67,503,217 / 2.84%	\$67,021,549 / 3.13%	\$57,500,000 / 3.00%	\$57,500,000 / 3.00%
County Pool 3 yield rate vs. Local Agency Investment Fund (LAIF): ⁽⁵⁾					
- Pool 3	3.52%	2.97%	3.01%	2.87%	2.87%
- LAIF	2.17%	1.53%	2.61%	2.50%	2.50%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽²⁾ Gross investment/security earnings

⁽³⁾ Gross earnings rate

⁽⁴⁾ Assuming the Pool remains at \$2 billion or higher

⁽⁵⁾ Percentages under Pool 3 yield rate vs. LAIF are net rates (after fees and charges)

Treasurer (1520P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	10.0	10.0	10.0	11.0	1.0	11.0
Funded FTE	10.0	10.0	10.0	11.0	1.0	11.0
 Total Requirements	1,857,903	2,063,926	2,196,371	2,016,053	(180,318)	1,941,711
Total Sources	3,821,382	3,144,073	2,196,371	2,476,297	279,926	2,401,955
Net County Cost	(1,963,479)	(1,080,147)		(460,244)	(460,244)	(460,244)
 NCC Breakdown						
A-87 Cost Plan			39,804	(416,570)	(456,374)	(416,570)
Mandated Services			(39,804)	(43,674)	(3,870)	(43,674)

Program Net County Cost

This program has a negative Net County Cost (NCC) of \$460,244. Revenues received from Treasury Commissions exceed direct operation costs and are used to offset overhead budgeted in other programs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases; appropriations relating to upgrading and extending Bloomberg sources for investment information and replacing old/worn PC's department-wide; and increased internal service charges associated with installation of new PC's and an increase to rent and general liability insurance. Reserves will be decreased to primarily cover purchase and installation of new PC's departmentwide.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,522	90,610	0	(111,720)	(23,632)	0

2. Addition of Fiscal Office Assistant Position

To assist the Treasurer's Office in processing 98% of deposits within one day and achieving a customer satisfaction rating above 90%, one Fiscal Office Assistant has been added. The position will assist in the processing of hospital payments. Reductions in Extra Help and Commissions receipts will offset the cost of the position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
40,819	68,819	0	0	28,000	1
0	(28,000)	0	0	(28,000)	0

3. Replacement of Cashiering System

The replacement of the Cashiering System will assist the Program in meeting the goal of processing 98% of deposits within one day. Reduction in Reserves has been made to offset appropriations budgeted in the Tax Collector's Program for replacement of the CASHnet cashiering system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	(436,612)	(436,612)	0

4. Adjustment to Fund Balance

Fund Balance has been added and fully offsets additional operating costs. The remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
236,585	51,000	0	185,585	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
279,926	182,429	0	(362,747)	(460,244)	1

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; and reductions in Fund Balance and Reserves due to costs associated with prior year's purchase of a new cashiering system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(23,342)	(23,342)	0	0	0	0

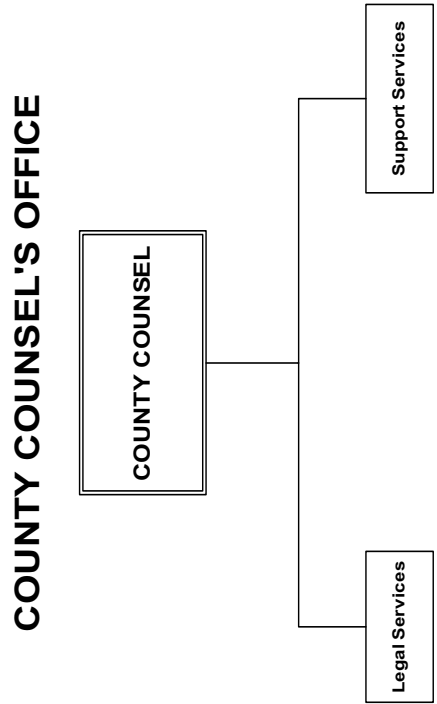
6. Elimination of One-Time Costs

One-time operating costs offset with Fund Balance in FY 2005-06 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(51,000)	(51,000)	0	0	0	0

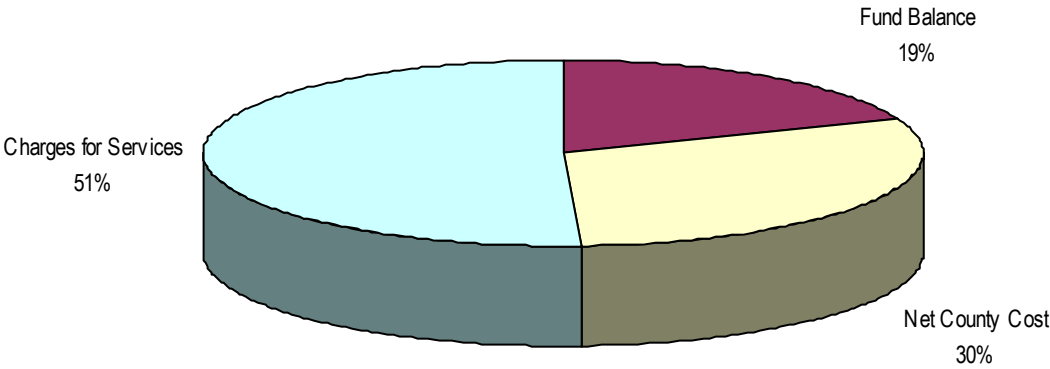
TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(74,342)	(74,342)	0	0	0	0

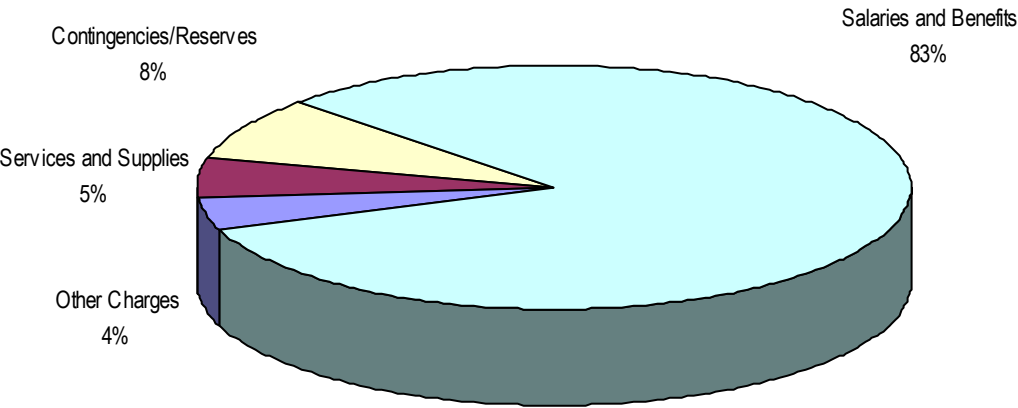


County Counsel (1600B)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements

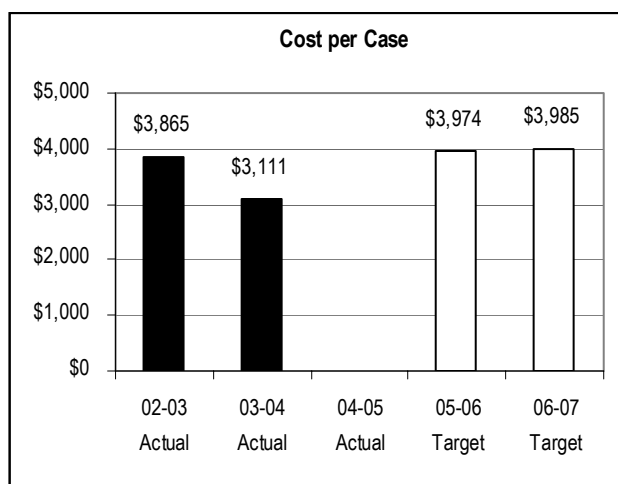
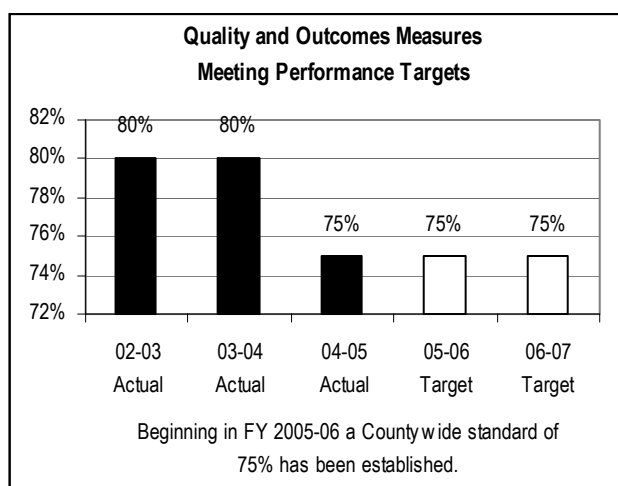


Department Locator

County

Administration and Fiscal
 Board of Supervisors
 County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 ► **County Counsel**
 Employee and Public Services
 Information Services Department
 Grand Jury
 First 5 San Mateo County
 Retirement (*SamCERA*)

Department Measures



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 high quality 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.

Contributions to Shared Vision 2010 Goals

The County Counsel's Office contributes to the following goals the Shared Vision 2010 commitments:

Commitment: Realize the Potential of Our Diverse Population

Goal 1: Representing the County's equal employment goals and the Equal Benefits ordinance helps ensure that the County's diverse population works well together to build strong communities and effective government.

Goal 2: Representing the Elections Division of the Assessor-County Clerk-Recorder's office and, in particular, the work related to compliance with federal election law and the provision of tri-lingual voting material fosters civil engagement in the voting process.

Commitment: Provide Equal Access to Educational Opportunity

Goal 3 and 4: Providing legal services to the schools, the Community College District and First 5 Commission helps ensure that children have access to childcare/early learning opportunities, educational and improved K-12 education.

Commitment: Ensure Basic Health and Safety For All

Goal 5: Spearheading compliance with the new federal provisions regarding privacy of health information, Health Insurance Portability and Accountability Act (HIPAA), ensures residents have access to healthcare free of any concern.

Goal 6: Representing the Human Services Agency, especially, the Children's Protective Service, ensures that children grow up in safe and supportive homes.

Goal 7: Representing the San Mateo Sheriff's Office and the Narcotics Task Force, including the legal training provided, helps ensure that the public safety of all residents and visitors is maintained.

Goal 8: Representing the Public Guardian and conservatorship program helps vulnerable people achieve a better quality of life.

Commitment: Offer Full Range of Housing Choices

Goal 9 and 11: Representing the Housing Authority and the Planning Division of Environmental Services supports housing for people at all income levels.

Commitment: Preserve and Provide People Access to Our Natural Environment

Goals 14 and 15: Representing the Department of Parks and Recreation, and particularly work with respect to the proposed countywide park funding mechanism and the San Bruno Mountain Habitat Conservation Plan, helps the County preserve and enhance important natural resources and provide residents access to parks and recreational activities.

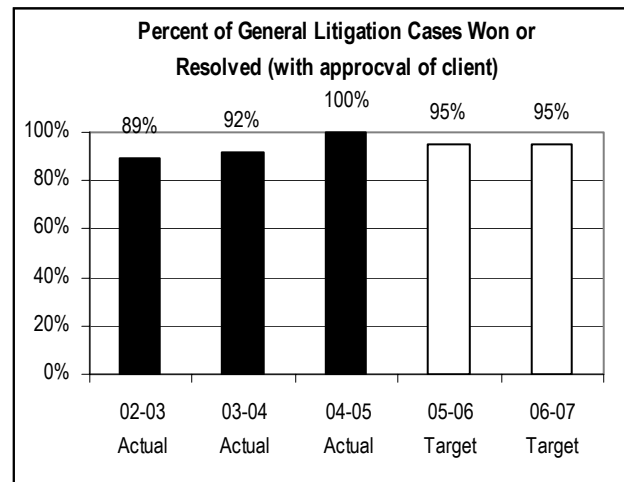
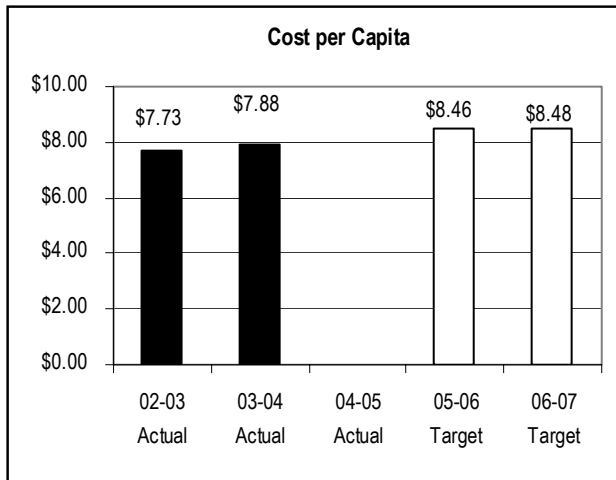
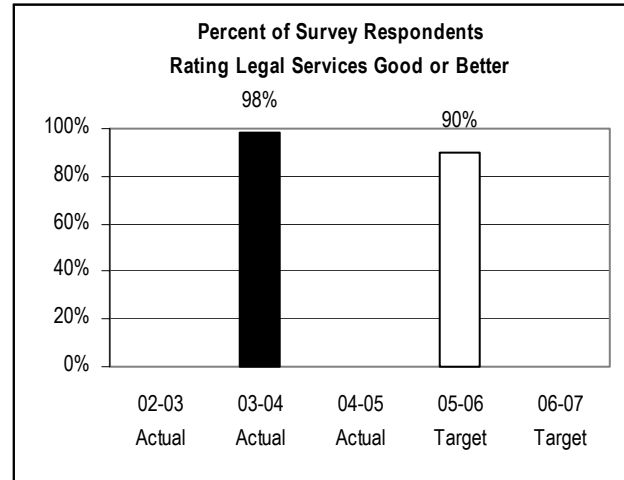
Commitment: Responsive, Effective and Collaborative Government

Goal 20 and 22: Providing sound well reasoned and correct legal advice to County departments and other clients allows government decisions to be based on future impact, rather than immediate gain.

Commitment: Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

Goal 23: Representing a variety of public entities in addition to the County, including schools, special districts and the First 5 Commission as well as cooperation with city attorney offices, fosters broader regional solutions for issues and promotes effective communication and collaboration for strategic approaches to issues affecting the entire County.

Headline Measures



Services and Accomplishments

The County Counsel's Office primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the highest level of professional legal services to the Board of Supervisors, County departments and other agencies and districts.

Legal advice needs to be accurate and thorough. All attorneys in the Office must be knowledgeable in their areas of substantive expertise, well informed about County regulations and policies, provide advice which is practical and effective, provide creative solutions to difficult problems, maintain a high standard of ethics and integrity and work with their clients in a spirit of cooperation. All attorneys must communicate clearly and concisely, keep clients sufficiently informed about the progress of their matters, must return communications promptly, keep clients informed about changes in the law and must complete their assignments within a reasonable amount of time.

The following are major accomplishments in the current year:

- Provided representation in both Braun cases, Half Moon Bay Coastside Foundation vs. LAFCo and Oscar Braun vs. County of San Mateo
- Drafted ordinance and procedures for protection of whistleblowers
- Completed various projects in the representation of Children Services, including development of a training program for social workers and completion of a Memorandum of Understanding with law enforcement agencies
- Represented the County of San Mateo before the Assessment Appeals Board in the Genentech appeal
- Assumed representation to Ravenswood School District in the federal court special education case, providing an enormous savings in attorney's fees for the District

Story Behind Baseline Performance

The County Counsel's Office conducted its comprehensive customer satisfaction survey in the Fall of 2003. In all, seventy-one (71) responses were obtained. On average, 94% of survey respondents rated the expertise of County Counsel staff as good or better, and 95% of survey respondents rated the communication and responsiveness of staff as good or better. Overall, 98% of survey respondents rated legal services provided by staff as good or better. A marked improvement from the previous survey was seen in the area of communication and responsiveness. While some improvement was seen in the promptness of returning calls, room for improvement still exists. The Office intends to conduct the survey at two-year intervals. The next survey will be conducted in the Fall of 2005.

The types of litigation cases handled by the County Counsel's Office fall into three major categories: Probate proceedings, Children Services, and General Liability. In FY 2003-04, the Office handled 1,568 litigation matters of which 1,226 were Probate, 221 Children Services and 121 were general liability. These figures represent a

slight decline from FY 2002-03. The County Counsel's Office will continue to work to decrease the time to resolve these matters.

Major challenges over the next two years include:

- To update of the Local Coastal Program
- To implement County Child Protective Services System changes
- To resolve a number of lawsuits arising out of flooding along Colma Creek
- To maintain high customer satisfaction

Program Priorities

The County Counsel's Office will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating with Legal Services of at Least 90%

- Emphasize continuing education to develop a higher level of expertise and meet client needs by participating in both outside and in-house continuing legal education courses
- Provide training on legal issues to clients
- Keep clients better informed of matters by advising clients periodically of the progress on matters
- Develop closer working relationships with clients by ensuring greater availability for face-to-face meetings

Win or Resolve at Least 95% of General Litigation Cases with Approval of Client

- Seek removal of clients from litigation as early as feasible
- Provide periodic updates to clients regarding progress of litigation
- Assess risks of a favorable or unfavorable result as early in the litigation process as possible to provide guidance on the advisability of settlement or alternative dispute resolution (arbitration, mediation or early neutral evaluation)
- Vigorously represent the client in alternative dispute resolution
- Use dispositive motions, where appropriate, to resolve cases prior to trial
- Vigorously represent the client in the event of trial

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of customer agencies served					
- County departments	20	20	20	20	20
- School districts	23	23	23	23	23
- Other agencies (JPAs, Special Districts)	20	20	20	20	20
Number of cases					
- Probate proceedings	1,232	1,226	1,200	1,200	1,200
- Children Services litigation	224	221	225	225	225
- General liability	115	121	120	120	120
How Well We Do It (Quality)					
Percent of general litigation cases won or resolved with approval of client	89%	92%	100%	95%	95%
Attorneys per capita	1:32,593	1:32,734	1:33,051	1:29,528	1:29,528
Cost per capita as compared with surrounding counties	\$7.87 / \$9.54	\$7.92 / \$9.54	\$9.05 / \$11.08	\$8.46 / \$10.62	\$8.48 / \$10.62
Department cost as a percentage of the County budget	0.4%	0.4%	0.4%	0.4%	0.4%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating legal services good or better ⁽¹⁾	---	98%	---	90%	---

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

County Counsel (1600B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	2,726,171	3,532,173	3,066,558	3,110,050	43,492	3,110,050
Miscellaneous Revenue	8,277	1,650	1,000	1,000		1,000
Total Revenue	2,734,448	3,533,823	3,067,558	3,111,050	43,492	3,111,050
Fund Balance	668,123	895,095	895,095	1,149,485	254,390	865,885
TOTAL SOURCES	3,402,571	4,428,918	3,962,653	4,260,535	297,882	3,976,935
REQUIREMENTS						
Salaries and Benefits	5,113,772	5,603,482	5,808,388	5,936,072	127,684	5,904,323
Services and Supplies	272,458	291,088	476,590	378,752	(97,838)	278,752
Other Charges	293,394	282,034	296,206	298,149	1,943	298,149
Gross Appropriations	5,679,625	6,176,604	6,581,184	6,612,973	31,789	6,481,224
Intrafund Transfers	(1,389,816)	(1,317,866)	(924,229)	(1,104,753)	(180,524)	(1,104,753)
Net Appropriations	4,289,809	4,858,738	5,656,955	5,508,220	(148,735)	5,376,471
Contingencies/Dept Reserves	73,796	146,590	146,590	608,599	462,009	608,599
TOTAL REQUIREMENTS	4,363,605	5,005,328	5,803,545	6,116,819	313,274	5,985,070
NET COUNTY COST	961,034	576,410	1,840,892	1,856,284	15,392	2,008,135
AUTHORIZED POSITIONS						
Salary Resolution	38.0	38.0	38.0	38.0		38.0
Funded FTE	36.1	37.5	37.5	35.0	(2.6)	35.0

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$297,882 or 7.5% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Charges for Services

There is a net increase of \$43,492 in this funding source due to the increased legal fees for probate conservatorship and decedent estates.

Fund Balance

There is an increase of \$254,390 due to cost savings in the prior year.

TOTAL REQUIREMENTS

Total Requirements increased by \$313,274 or 5.4% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$127,684 in this expenditure category primarily due to negotiated labor increases.

Services and Supplies

There is a net decrease of \$97,838 in this expenditure category primarily due to reductions in operating costs including training, software and hardware lease-purchases.

Other Charges

There is a net increase \$1,943 in this expenditure category due to increased facility rental charges.

Intrafund Transfers

There is a net increase of \$180,524 in this expenditure category due to increased reimbursement for legal services provided on behalf of Children's Protective Services. Other adjustments include reductions in reimbursement for services provided on behalf of planning fees.

Contingencies/Reserves

There is an increase in Reserves of \$462,009. The balance in Reserves represents 11% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$498,435.

NET COUNTY COST

There is an increase of \$15,392 or 0.8% in this Department's General Fund allocation to offset negotiated labor increases.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$283,600 or 6.7% from the FY 2005-06 Revised to the FY 2006-07 Adopted Budget due to the following changes:

Fund Balance

Fund Balance in the amount of \$283,600 used for one-time projects and purchases has been eliminated.

TOTAL REQUIREMENTS

Total Requirements decreased by \$131,749 or 2.2% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is a decrease of \$31,749 in this expenditure category due to the elimination of one-time costs.

Services and Supplies

There is a net decrease of \$100,000 in this expenditure category due to the elimination of one-time costs.

NET COUNTY COST

There is an increase of \$151,851 or 8.2% in this Department's General Fund allocation due to negotiated labor increases.

County Counsel (1600B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	38.0	38.0	38.0	38.0		38.0
Funded FTE	36.1	37.5	37.5	35.0	(2.6)	35.0
 Total Requirements	4,363,605	5,005,328	5,803,545	6,116,819	313,274	5,985,070
Total Sources	3,402,571	4,428,918	3,962,653	4,260,535	297,882	3,976,935
Net County Cost	961,034	576,410	1,840,892	1,856,284	15,392	2,008,135
 NCC Breakdown						
A-87 Cost Plan			205,703	250,757	45,054	250,757
Mandated Services			1,635,189	1,605,527	(29,662)	1,757,378

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,856,284 or 34.6%. Of this amount, 100% includes Mandated Services with no maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases and adjustments to retiree health costs. Expenses for litigation services have been reduced and contract expenses have been eliminated; reductions in internal service charges and reimbursements have been increased (Intrafund Transfers) for additional services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(563,268)	(251,811)	(180,524)	0	130,933	0

2. Adjustments to Public Guardian Legal Fees

Securing appropriate levels of funding will assist the County Counsel's goal of winning or resolving 95% of litigation cases. Adjustments in revenues have been made as a result increased legal fees for probate conservatorship estates pursuant to Local Rules of Court effective July 1, 2004.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
115,541	0	0	0	(115,541)	0

3. Adjustments to Fund Balance

Fund Balance has been added due to cost savings in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
745,609	283,600	0	462,009	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
297,882	31,789	(180,524)	462,009	15,392	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	151,851	0	0	151,851	0

5. Elimination of One-Time Costs

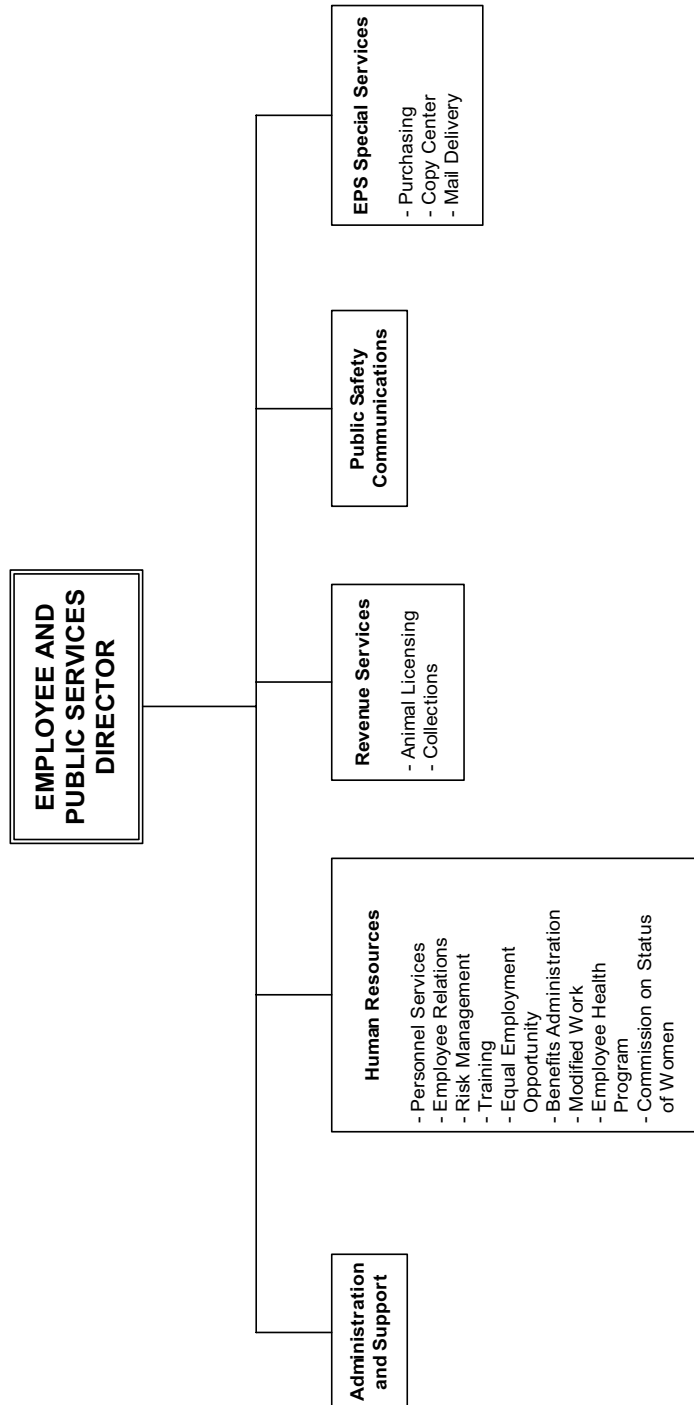
Budget adjustments have been made to meet performance targets: inclusion of merit and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(283,600)	(283,600)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

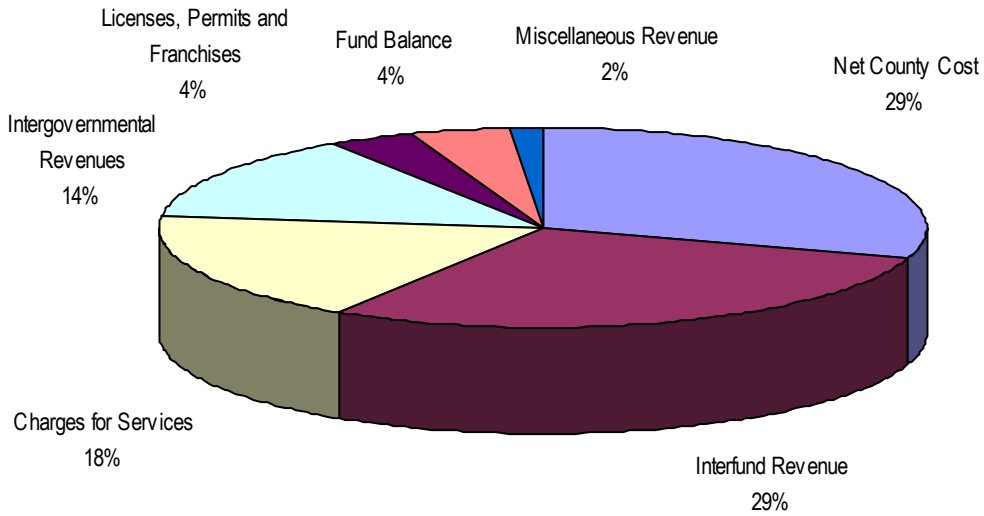
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(283,600)	(131,749)	0	0	151,851	0

EMPLOYEE AND PUBLIC SERVICES

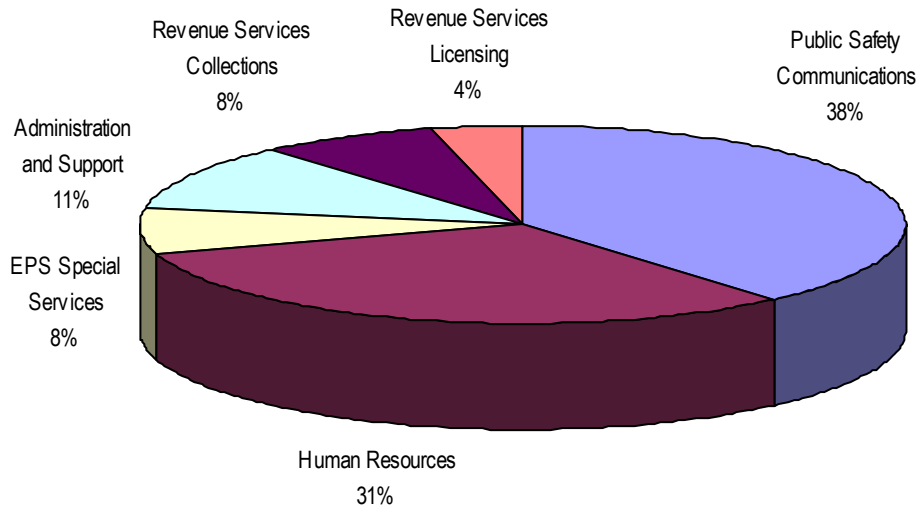


Employee and Public Services (1700D)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

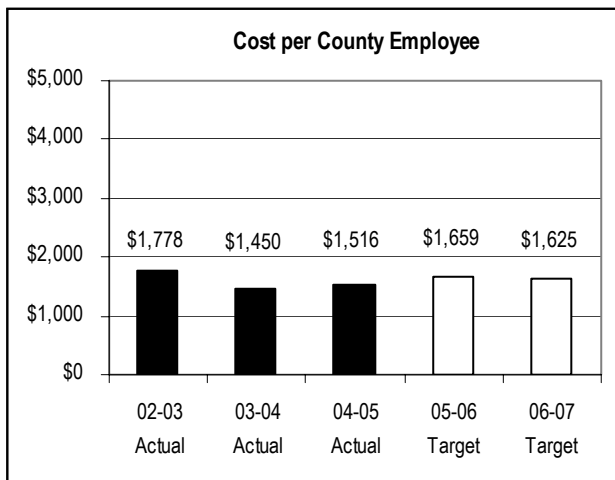
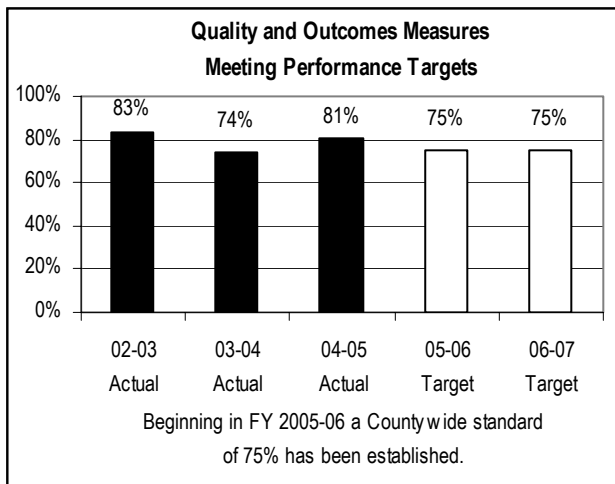
County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board
Assessor-County Clerk-Recorder
Controller's Office
Treasurer-Tax Collector
County Counsel

► Employee and Public Services

Information Services Department
Grand Jury
First 5 San Mateo County
Retirement (*SamCERA*)

Department Measures



Department Mission Statement

In partnership with others, Employee and Public Services anticipates and responds to the diverse needs of employees and their families, departments and the public by providing quality resources and services to make the County and community a better place to live and work.

Contributions to Shared Vision 2010 Goals

The Employee and Public Services (EPS) Department contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Provide the Potential for Our Diverse Population

Goal 1: EPS Human Resources assures the provision of equal employment opportunity and supports department employee recruitment efforts that reflect the population served by the County.

Commitment: Provide Equal Access to Educational Opportunity

Goal 3: EPS Human Resources administers the County's contract for the operation of the County's Child Care Center (Our Place) and offers regular educational seminars to all employee parents to address safety, health and other current parent issues.

Goal 4: EPS Administration and Human Resources provides employees of the County, other public agencies and non-profit organizations with a wide array of skill-based and educational training, such as on-site associate, bachelor and master's degree courses, tuition reimbursement, online and classroom training in needed skills.

Commitment: Ensure Basic Health and Safety For All

Goal 5: EPS Human Resources administers the County's health care plans for employees, retirees and their dependents. A wide array of screening and risk reduction programs are offered through the Health and Fitness Program and the County's long-term partnership with Stanford University at little or no cost to the County or participants.

Goal 7: The 9-1-1 Public Safety Communications Center dispatches for fire agencies, law agencies, the County's contracted ambulance provider and various other public agencies. A healthy and safe County working environment is protected through insurance and a wide array of occupational health and safety programs.

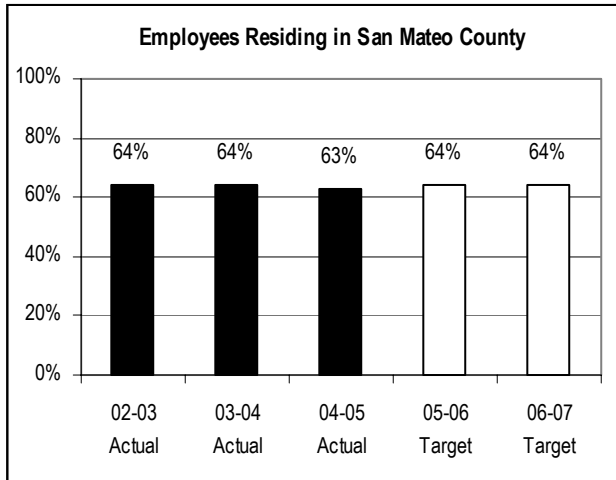
Commitment: Preserve and Provide People Access to Our Natural Environment

Goal 14: Environmental Purchasing Policy is designed to increase the use of environmentally preferable products and services, including recycled content products, non-toxic materials, energy and water efficient products. The County has an extensive recycling program as well as a surplus property program.

Commitment: Responsive, Effective and Collaborative Government

Goal 16: EPS Human Resources supports employee recruitment efforts that are focused primarily in San Mateo County and the Bay Area. In 2004, 64% of County employees resided in the County.

Goal 22: Key strategic partnerships have enhanced services. The consolidated fire/Emergency Medical Services dispatch service has improved response times. The partnership with nonprofit agencies has enabled those agencies to save money by participating in the County's purchasing, training and recruitment advertising programs. The cities and special districts participate in the County's Training Programs.



Story Behind Baseline Performance

Employee and Public Services includes the following programs:

- Administration and Support
- Human Resources
- Public Safety Communications
- Revenue Services - Animal Licensing
- Revenue Services - Collections
- EPS Special Services (Copy Center, Mail Services, Purchasing)

Accomplishments that have contributed to improved performance and progress this past year include:

Improved Employee Recruitment, Retention and Development

- Conducted five department/division director executive-level recruitments
- Expanded the online requisition/certification system for use by all departments in hiring and promoting personnel, thereby simplifying and improving the tracking and management of records
- Developed and conducted an advanced training for managers on managing complex employment issues
- Assisted 56 individuals in their efforts to resolve workplace conflicts through the Workplace Mediation Program since the program's inception in June 2002. Agreements have been reached in 90% of mediations
- Implemented the upgrade of the personnel/payroll system in conjunction with the Controller's Office and Information Services, resulting in increased security and privacy of employee information

- Partnered with community colleges to present information on the County hiring process
- Redesigned and automated the Tuition Reimbursement Program
- Implemented a third Management Development/Mentoring Program to assist employees in their development and prepare them to assume higher-level positions in the County. Thirty more managers are participating in this 12-month program, which covers such topics as leadership, expectations, program/change management and meeting facilitation
- Expanded Child Care Center Scholarship Program from average annual \$48,000 to \$65,000 using coordinated communication and outreach efforts
- Conducted briefings for managers on meet and confer obligations and processes
- Conducted Countywide and department-specific trainings on Coaching, Counseling and Confronting Employees
- Assisted departments in developing and negotiating closures on Christmas and New Year's Eve to achieve enhanced employee morale and budget efficiencies
- Offered Homebuyer Seminars to 60 County employees of which an estimated 15 will purchase their new home
- Implemented Social Security requirements for extra help and non-Social Security covered safety personnel
- Enhanced Deferred Compensation online information, including online investment advice calculators and provision of quarterly fund fees summaries
- Implemented incentive programs for employees to improve their health and lower healthcare costs
- Assisted the San Mateo Medical Center with the development of a Risk Management Plan
- Conducted human resources components of the Values in Practices training for Human Services managers and supervisors
- Developed a proposal for state-mandated sexual harassment training for supervisors and managers
- Redesigned the Training and Development Course Catalog and Website, increasing the number of classes offered by 38 and adding two new categories: Human Resources and Administration/Finance

Improved Ability to Provide High Quality Law Enforcement, Fire and Medical Dispatch Services

- Expanded dispatch services to include all County fire stations in the unincorporated County
- Developed a systematic Quality Assurance Program to provide feedback to staff in the areas of Law Enforcement, Mutual Aid communications, Emergency Medical Dispatch and Emergency Fire Dispatch
- Assumed full communications and dispatch responsibilities for the South San Francisco Fire Department, completing countywide fire service communications consolidation
- Secured a grant to study the feasibility of a regional law enforcement emergency back-up communications facility

- Applied for certification as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch in order to ensure quality patient care and efficient resource utilization
- Assisted the Sheriff's Office in the integration of Mobile Data Terminals in patrol cars
- Implemented an enhanced alarm monitoring system for private citizens on a fee-for-service basis
- Received a Governor's Award for Excellence for a P.O.S.T. Certified Weapons of Mass Destruction course for dispatchers
- Studied the feasibility of implementing an emergency 9-1-1 fee
- Filled all Communication Dispatcher positions

Improved Cost Effectiveness

- Developed a proposal for an incentive-based workers' compensation charge-back system
- Implemented a new payment system that allows debtors to pay outstanding invoices online, which included a major website redesign
- Completed the requirements to automate Probation collections and assume responsibilities for billing and receiving
- Referred six cases to the District Attorney for prosecution of workers' compensation fraud since January 2004
- Implemented a procedure to use the Franchise Tax Board for third party collections
- Piloted a Saturday collection process to evaluate the possibility of increasing revenue
- Combined traffic and Court collections to improve coordination of collection efforts
- Expanded the use of Employment Development Department information for collection of accounts
- Explored an outreach program with three cities
- Researched software to support on-line payment processing for Animal Licensing
- Saved the County almost \$8 million dollars through use of the division services (\$7,009,942 in Purchasing, \$146,762 in Copy Services and \$754,817 in Mail Services)
- Worked cooperatively with IFAS 7i Implementation Team for the project development and implementation of the purchasing module
- Tested the feasibility of the Reverse Auction Process, which provides real time competition between vendors for products
- Negotiated a new copy machine contract which reduced the overall cost of departmental copy machine leases by 47%
- Coordinated moves for five County departments
- Issued a Request for Proposal for disposal of computer monitors, which saves the County \$17 per monitor in disposal fees
- Developed a vendor agreement for departments to purchase recycled printer cartridges
- Developed a vendor agreement for Countywide cell phone vendors, resulting in a 20% price reduction
- Initiated an employee discount program with Dell Computers
- Redesigned the sale of surplus property to reduce inventory and conserve space and resources

- Renegotiated the vendor agreements with Moore Business Forms, saving \$100,000 annually
- Installed two high volume copy machines in the Copy Center for more efficient and enhanced services at a reduced cost
- Conducted safety and security training to ensure proper precautions during the Peterson trial
- Researched and installed an updated inserter machine to increase speed and reduce maintenance costs
- Developed specifications for a digital mailing system to meet post office mandates
- Negotiated two-year contract extensions with SEIU for IHSS Independent Providers that resulted in no increased County cost for the two-year period

Major challenges over the next two years will be:

- To manage complex employee relations issues and formal and informal Equal Employment Opportunity (EEO) complaints
- To maintain high level of customer satisfaction
- To expand the use of technology
- To build on current partnerships as new programs and initiatives are implemented
- To maintain collections
- To continue to improve dispatching call processing times

Department Priorities

Employee and Public Services will meet performance targets by doing the following:

Improve Customer Satisfaction and Overall Performance for All Programs

- Work collaboratively with the Controller's Office to implement an automated time-keeping system
- Explore enhanced capabilities of the data resource center for department users
- Evaluate options for implementing an employee self-service system of the personnel/payroll system in conjunction with the Controller's Office
- Provide needed data and reports for the 2006/2007 labor negotiations
- Continue to conduct basic and advanced training on the personnel/payroll systems to facilitate ease of use and reduce errors
- Continue to enhance the Employee and Public Services website in order to provide access to information and online services
- Implement an automated liability claims management system for Risk Management
- Implement new activities in the 2005/2006/2007 EPS Plan
- Implement new recruitment strategies to reduce the number of nursing vacancies
- Develop a plan for the 2006/2007 contract negotiations with eleven employee organizations
- Explore the feasibility of offering a Health Spending Account (HSA), which includes a high deductible health plan

- Explore targeted use of incentives to moderate health care costs
- Identify alternate housing program assistance options as a recruitment/retention strategy for the County
- Work with San Mateo Medical Center in developing a security program for patient property
- Develop a medical provider network for workers' compensation
- Offer training courses that are customized to departments, cities, nonprofit agencies and special districts
- Evaluate the interest in a new Masters of Public Administration (MPA) Program
- Study the feasibility of upgrading the automated telephone system to support state-of-the-art operations including mapping, Global Positioning System (GPS) and wireless 9-1-1 callers
- Secure funding to replace the Computer Aided Dispatch/Message Switch hardware
- Conduct a feasibility and cost study for a regional emergency back-up facility for Law Enforcement communications
- Implement a Public Safety Communications Disaster Preparedness and Contingency Plan
- Install a central digital paging system which increases the accuracy and reliability of the County paging system
- Implement a nationally recognized "Dispatch Center of Excellence" in Emergency Medical Dispatch service delivery
- Produce a Dispatch Operations Report for distribution to customer agencies
- Develop a "9-1-1 for Kids" program targeted at pre-school and grade-schoolers
- Develop instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical services
- Develop a customer checklist for moves
- Revise and update the Customer Guides for Purchasing, Copy and Mail
- Assess interest in establishing a procurement users group for designated department purchasing representatives
- Evaluate mail sorting and distribution procedures and make appropriate modifications to improve accuracy
- Develop and publish the 2006-2009 Equal Employment Opportunity (EEO) Plan
- Implement an online payment process for Animal Licensing
- Explore the expansion of the pool of County mediators
- Explore the feasibility of using an area-wide purchase prices database to identify the best price for commodities
- Award a contract for disposal of computer monitors, saving the County \$17 per monitor in disposal fees
- Develop a vendor agreement for Countywide document shredding for reduced pricing and increased document security and privacy

Reduce Liabilities, Protect Resources and Enhance Revenue

- Conduct mandated training on sexual harassment for approximately 725 managers and supervisors
- Redesign the training program on the Americans with Disabilities Act (ADA)
- Upgrade the software used for the Employment Development Department (EDD) process
- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system
- Automate and manage Probation collections
- Develop and implement an automatic posting process for Revenue Services Accounts
- Explore electronic transfer of rabies information from veterinarians to the County

Employee and Public Services (1700D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	487,130	518,474	587,845	635,481	47,636	640,155
Use of Money and Property	38,167	54,264	38,000	43,000	5,000	43,000
Intergovernmental Revenues	2,569,636	2,493,801	2,603,508	2,501,581	(101,927)	2,501,581
Charges for Services	3,065,804	3,107,416	3,074,226	3,205,463	131,237	3,205,463
Interfund Revenue	4,263,065	3,980,711	4,939,710	5,088,020	148,310	5,141,806
Miscellaneous Revenue	209,112	257,453	165,650	149,000	(16,650)	149,000
Other Financing Sources		2,897	100,000	77,323	(22,677)	61,823
Total Revenue	10,632,913	10,415,016	11,508,939	11,699,868	190,929	11,742,828
Fund Balance	822,294	716,571	716,571	698,367	(18,204)	565,435
TOTAL SOURCES	11,455,207	11,131,587	12,225,510	12,398,235	172,725	12,308,263
REQUIREMENTS						
Salaries and Benefits	14,710,214	15,009,880	15,647,210	16,587,105	939,895	16,987,989
Services and Supplies	2,798,414	2,499,356	3,262,776	3,207,193	(55,583)	3,064,743
Other Charges	1,391,199	1,387,488	1,470,960	1,541,008	70,048	1,541,008
Fixed Assets		8,370		38,500	38,500	
Gross Appropriations	18,899,827	18,905,094	20,380,946	21,373,806	992,860	21,593,740
Intrafund Transfers	(3,424,832)	(3,619,632)	(4,045,994)	(4,143,075)	(97,081)	(4,203,911)
Net Appropriations	15,474,995	15,285,461	16,334,952	17,230,731	895,779	17,389,829
Contingencies/Dept Reserves	485,218	515,190	515,190	516,127	937	516,127
TOTAL REQUIREMENTS	15,960,213	15,800,651	16,850,142	17,746,858	896,716	17,905,956
NET COUNTY COST	4,505,006	4,669,065	4,624,632	5,348,623	723,991	5,597,693
AUTHORIZED POSITIONS						
Salary Resolution	175.0	171.0	171.0	171.0		171.0
Funded FTE	164.2	159.5	159.5	158.8	(0.6)	158.8

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$172,725 or 1.4% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$47,636 in this funding source due to Animal Licensing fees collected by Revenue Services resulting from continued outreach efforts.

Use of Money and Property

There is an increase of \$5,000 in this funding source to reflect interest earnings.

Intergovernmental Revenues

There is a decrease of \$101,927 in this funding source due to reduction in Public Safety Sales Tax revenue (Prop. 172). A corresponding adjustment has been made to the Net County Cost.

Charges for Services

There is a net increase of \$131,237 in this funding source primarily due to reimbursements generated from contractual agreements with users of dispatch services.

Interfund Revenue

There is a net increase of \$148,310 in this funding source. Reimbursements from Human Resources Trust Funds have been increased by \$90,082 to cover salary and benefit increases for Risk Management, Benefits, Modified Work and the Employee Assistance Program and increased reimbursements from the San Mateo Medical Center for revenue collections activities.

Miscellaneous Revenue

There is a decrease of \$16,650 in this funding source due to the decline in pass-through pager revenue from Public Safety Communications contract agencies. A corresponding reduction is reflected in ISD service charges.

Other Financing Sources

There is a decrease of \$22,677 in this funding source due to reduced reimbursement from the General Liability Trust Fund. Time charged in generating this revenue has been decreasing and this adjustment reflects anticipated revenue levels.

Fund Balance

There is a decrease of \$18,204 in this funding source. A reduction in Fund Balance is primarily due to the elimination of one-time appropriations.

TOTAL REQUIREMENTS

Total Requirements increased by \$896,716 or 5.3% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$939,895 in this expenditure category. Merit increases and negotiated labor increases have been included as well as decreases related to several position changes including deletion of one filled Communications Program Services Manager (Law Manager), one filled Revenue Services Supervisor, one filled Revenue Collector and one vacant Dispatcher and addition of one Supervising Communications Dispatcher, one Lead Revenue Collector and one Fiscal Office Assistant. One Management Analyst was added in Human Resources to assist with recruitment activity. These internal reorganizations make more effective use of current supervising staff and maintain service levels. A portion of the salary savings has been appropriated in Public Safety Communication's Overtime account based on anticipated usage. Other reductions have been made to Revenue Services Collections' Overtime and Extra Help accounts.

Services and Supplies

There is a net decrease of \$55,583 in this expenditure category. Decreases reflect the elimination of one-time appropriations (generated from Fund Balance) for Tuition Reimbursement program and contract services in the Animal Licensing and Revenue Services Collections programs. Increases include software expenses and appropriations in the Animal Licensing Program for management support provided by the Administration Program.

Other Charges

There is a net increase of \$70,048 in this expenditure category due to service level reductions in Automation and Telephone, including pass-through pager costs. Increases were primarily due to costs associated with banking charges, facility rental charge, general liability and bond insurance.

Fixed Assets

There is an increase of \$38,500 in this expenditure category due to purchase of server and scanning equipment for application processing.

Intrafund Transfers

There is a net increase of \$97,081 in expenditure transfers. The increase in Intrafund Transfers (reimbursement from other General Fund departments) is primarily due to costs in Revenue Services Collections. Other adjustments include internal reimbursements for services provided, including fiscal, technology and administrative support.

Contingencies/Departmental Reserves

There is an increase of \$937 in Reserves. The balance in Reserves represents 3% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$171,513.

NET COUNTY COST

There is an increase of \$723,991 in this Department's General Fund allocation. Net County Cost was increased by \$541,546 to offset a portion of negotiated labor increases; increased by \$61,000 to cover costs associated with the Tuition Reimbursement Program; increased by \$101,927 to offset reduced Proposition 172 receipts; and increased by \$19,518 to offset the cost of mandatory sexual harassment training.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$89,972 or 0.7% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$4,674 in this funding source due to additional licensing revenue.

Interfund Revenue

There is an increase of \$53,786 in this funding source due to reimbursement from various Human Resources Trust Funds to offset negotiated labor increases in the Benefits, Risk Management and Modified Work programs.

Other Financing Sources

There is a decrease of \$15,500 in this funding source due to reduced reimbursement from the General Liability Trust Fund. Time charged in generating this revenue has been decreasing and this adjustment reflects anticipated revenue levels.

Fund Balance

There is a decrease of \$132,932 in this funding source due to elimination of one-time Animal Licensing appropriations.

TOTAL REQUIREMENTS

Total Requirements increased by \$159,098 or 0.9% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$400,884 in this expenditure category due to annualization of negotiated labor increases.

Services and Supplies

There is a decrease of \$142,450 in this expenditure category due to elimination of one-time Animal Licensing appropriations.

Fixed Assets

There is a decrease of \$38,500 in this expenditure category due to elimination of one-time equipment purchases including server and scanner.

Intrafund Transfers

There is an increase of \$60,836 in this expenditure category due to increased reimbursements from Revenue Services and Copy Center customers.

NET COUNTY COST

There is an increase of \$249,070 or 4.7% in this Department General Fund allocation due to annualization of negotiated labor costs.

Administration and Support (1710P)

Program Locator

County

Administration and Fiscal

Employee and Public Services

► **Administration and Support**

Human Resources

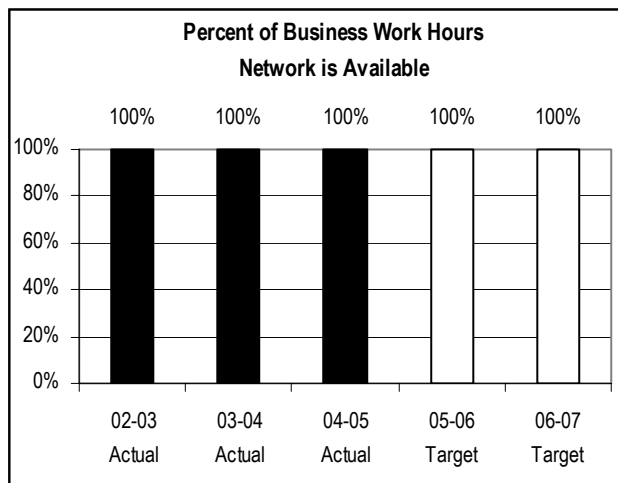
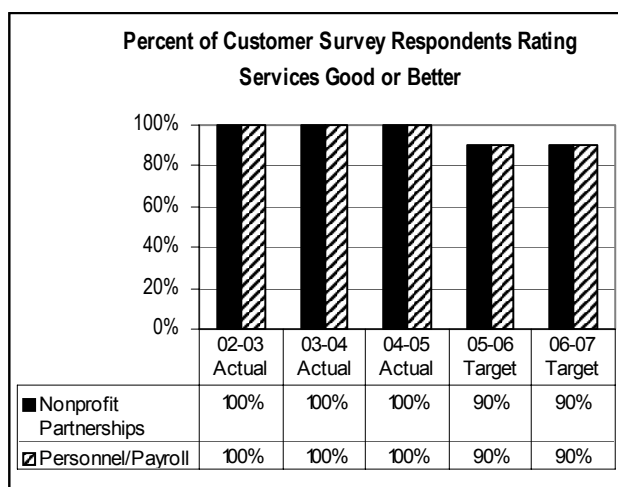
Public Safety Communications

Revenue Services - Collections

Revenue Services - Animal Licensing

EPS Special Services

Headline Measures



Program Outcome Statement

The Employee and Public Services Administration leads, directs and coordinates Departmental activities including: developing policies and programs; responding to information requests from other departments and agencies; contracts, finance and human resource administration; tracking legislation; supporting the EPS website and network as well as building community partnerships in order to support the Department's mission.

Services and Accomplishments

Employee and Public Services (EPS) Administration primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing management and oversight for the Department as well as departmentwide technology support, fiscal management, budgeting, contract management, personnel/payroll system management and support to nonprofits.

EPS Administration has increased the County's organizational effectiveness by implementing a number of new programs and activities. The following are major accomplishments in the current year:

- Expanded the online requisition/certification system for use by all departments in hiring and promoting personnel, simplifying the tracking and management of records
- Coordinated the 2004 Heart Walk which included 528 employees and resulted in contributions of \$96,288
- Implemented the upgrade of the personnel/payroll system in conjunction with the Controller's Office and Information Services, resulting in increased security and privacy of employee information
- Implemented an online payment system for Revenue Services
- Redesigned and automated the Tuition Reimbursement Program
- Published the 2005, 2006 and 2007 EPS Operational Plan
- Redesigned the EPS Homepage and 30% of the divisions' homepages
- Conducted special training sessions for 30 Personnel/Payroll Specialists on designing reports
- Coordinated and provided staff support for the Domestic Violence Walk sponsored by the Board of Supervisors and the Commission on the Status of Women

Story Behind Baseline Performance

EPS Administration continues to receive high customer satisfaction ratings. In FY 2004-05, 100% of non-profit agencies and personnel/payroll customers rated the services provided by EPS Administration as good or excellent. Program staff conducted education and training on a quarterly basis for over 40 personnel/payroll specialists on payroll transactions, time card processing, leaves of absence, benefits enrollment and compiling payroll data for analysis. This

regular training reduces errors and increases productivity. The percent of personnel/payroll transactions requiring retroactive adjustments is currently at 3% and should remain at this level in FY 2005-06. Program staff also collaborated with the County Manager's Office to provide a Position Control training session through the County's Fiscal Officers Training Academy (FOTA). Nonprofits are kept informed on all purchasing, training and recruitment programs. In FY 2004-05 over 28,000 contacts were made with community partners, with 39% participating in County programs.

Network availability has continuously reached 100%. Over the last few years, EPS Administration has continued to provide information and other materials on its website, including benefits forms, listing of vacancies, ability to apply online, customer survey forms, non-profit partnerships, risk management policies, job classification table and employee relations handbook. Efforts to expand online services will continue in FY 2005-06.

Major challenges in the next two years will be:

- To expand the use of technology
- To build on current partnerships as new programs and initiatives identified in the 2005-07 EPS Plan are implemented

Program Priorities

EPS Administration will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Work collaboratively with the Controller's Office to implement an automated time-keeping system
- Explore enhanced capabilities of the data resource center for department users
- Evaluate options for implementing an employee self-service system of the personnel/payroll system in conjunction with the Controller's Office
- Provide needed data and reports for the 2006/2007 labor negotiations
- Continue to conduct basic and advanced training on the personnel/payroll systems to facilitate ease of use and reduce errors
- Continue to enhance the Employee and Public Services website in order to provide access to information and online services
- Implement an automated liability claims management system for Risk Management

Accomplish 90% of New Activities Within Established Time Frame

- Implement new activities in the 2005/2006/2007 EPS Plan

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of new activities in the Employee and Public Services Plan	27	27	25	24	26
Number of contacts with County nonprofit agencies ⁽¹⁾	7,839	17,339	28,768	20,000	20,000
Number of hours network is available during business hours	2,388	2,412	2,400	2,388	2,388
How Well We Do It (Quality)					
Percent of new activities accomplished within established timeframes ⁽²⁾	100%	44%	100%	90%	90%
Percent of personnel/payroll transactions requiring retroactive adjustments	2%	3%	0%	3%	3%
Percent of business work hours the network is available	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number/Percent of County nonprofit agencies participating in purchasing, training and recruitment programs	94 / 29%	100 / 31%	125 / 39%	100 / 31%	100 / 31%
Percent of customer survey respondents rating services good or better ⁽³⁾					
- Nonprofit partnerships	100%	100%	100%	90%	90%
- Personnel/Payroll customers	100%	100%	100%	90%	90%

⁽¹⁾ The department significantly expanded training programs and offerings in FY 2004-05 and as part of the publicity effort increased one-time contacts about programs and nonprofit agencies.

⁽²⁾ Initial completion dates for new activities in FY 2003-04 were adjusted due to greater complexity of the tasks than originally estimated.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administration and Support (1710P)

Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	9.0	9.0	9.0	9.0		9.0
Funded FTE	8.4	8.4	8.4	8.3	(0.1)	8.3
 Total Requirements	1,772,207	1,892,728	1,857,037	1,890,554	33,517	1,878,120
Total Sources	1,096,302	916,984	1,083,398	1,078,478	(4,920)	1,042,158
Net County Cost	675,905	975,744	773,639	812,076	38,437	835,962
 NCC Breakdown						
A-87 Cost Plan			327,251	177,397	(149,854)	177,397
Non-Mandated Services			446,388	634,679	188,291	658,565

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$812,076 or 43.0%. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and includes the following services: managing 11 divisions including human resource administration, finance management, developing policies and procedures, tracking legislation, supporting the EPS website and network, responding to information requests from other departments and agencies and contract administration.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; increased retiree health costs due to several retirements; increased appropriations for replacement of computers, server and scanning equipment used for application processing; and net decrease in service charges due to reduced shared payroll costs. Reimbursement from Animal Licensing for management support has been included. Revenues transferred from General Liability trust fund have been reduced and Fund Balance has been reduced to meet prior year budget target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(88,328)	75,847	(25,736)	(61,651)	76,788	0

2. Cost Reductions

Operating costs have been reduced in this unit to help offset the cost of adding a Management Analyst position to the Human Resources unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(38,351)	0	0	(38,351)	0

3. Adjustments to Fund Balance

Fund Balance is used to offset increases in operating costs and the remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
83,408	20,820	0	62,588	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,920)	58,316	(25,736)	937	38,437	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; Fixed Assets have been decreased due to elimination of one-time equipment purchases and Other Financing Sources have been decreased by corresponding amount.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(15,500)	8,386	0	0	23,886	0

5. Elimination of One-Time Costs

Fund Balance and one-time costs in FY 2005-06 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(20,820)	(20,820)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(36,320)	(12,434)	0	0	23,886	0

Human Resources (1720P)

Program Locator

County

Administration and Fiscal

Employee and Public Services

Administration and Support

► **Human Resources**

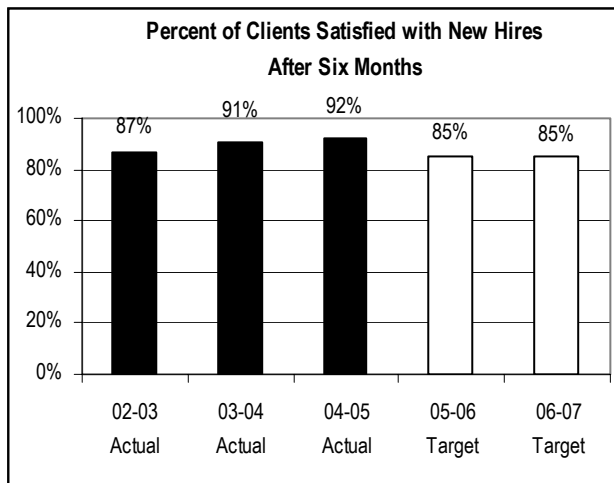
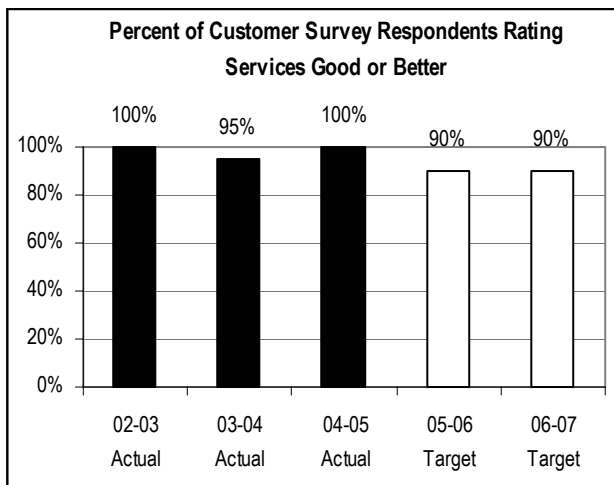
Public Safety Communications

Revenue Services - Collections

Revenue Services - Animal Licensing

EPS Special Services

Headline Measures



Program Outcome Statement

The Human Resources Division recruits, develops and retains a quality workforce and fosters a healthy, safe and productive work environment for employees, their families, departments and the public in order to increase organizational effectiveness and meet the diverse needs of customers.

Services and Accomplishments

The Human Resources Division primarily contributes to the goals of the Shared Vision 2010 commitment to Realize the Potential of Our Diverse Population by providing the following services: recruitment and selection, classification and compensation studies, labor and employee relations, equal employment opportunity, benefits and health and fitness, risk management, training and development and supports the Civil Service Commission, the Commission on the Status of Women and the Domestic Violence Council.

The Human Resources Division has increased the County's organization effectiveness by implementing a number of new programs and activities. The following are major accomplishments in the current year:

- Implemented a third Management Development/Mentoring Program to assist employees in their development and prepare them to assume higher-level positions in the County. Thirty more managers are participating in this 12-month program, which covers such topics as leadership, expectations, program/change management and meeting facilitation.
- Conducted five department/division director executive-level recruitments
- Assisted 56 individuals to resolve workplace conflicts through the Workplace Mediation Program since the program's inception in June 2002. Agreements have been reached in 90% of mediations
- Developed and conducted an advanced training for managers on managing complex employment issues
- Conducted briefings for managers on meet and confer obligations and processes
- Successfully negotiated two-year contract extension with SEIU for IHSS Independent Providers that resulted in no increased County cost
- Conducted Countywide and department-specific trainings on Coaching, Counseling and Confronting Employees
- Assisted departments in developing and negotiating closures on Christmas and New Year's Eve to achieve enhanced employee morale and budget efficiencies
- Offered Homebuyer Seminars to 60 County employees of which an estimated 15 will purchase their new home
- Provided three fiduciary training programs to the County Deferred Compensation Committee
- Implemented Social Security requirements for Extra Help and non-Social Security covered safety personnel

- Enhanced Deferred Compensation online information, including online investment advice calculators and provision of quarterly fund fees summaries
- Implemented incentive programs for employees to improve their health and lower healthcare costs
- Implemented Diabetes Management Initiative providing training, newsletters and individual counseling to at risk employees, retirees and dependents
- Expanded Child Care Center Scholarship Program from average annual \$48,000 to \$65,000 using coordinated communication and outreach efforts
- Referred 6 cases to the District Attorney for prosecution of workers' compensation fraud since January 2004
- Assisted the San Mateo Medical Center with the development of a Risk Management Plan
- Secured outside funding for Customer Service Training for San Mateo Medical Center
- Developed a proposal for an incentive-based workers' compensation charge-back system
- Conducted human resources components of the Values in Practices training for Human Services managers and supervisors
- Developed a proposal for state-mandated sexual harassment training for supervisors and managers
- Redesigned the Training and Development Course Catalog and Website, increasing the number of classes offered by 38 and adding two new categories: Human Resources and Administration/Finance
- Collaborated with the County Manager's Office to market their Fiscal Officer Training Academy and related courses
- Redesigned and automated the Tuition Reimbursement Program
- Partnered with community colleges to present information on the County hiring process
- Conducted eight presentations on older women's health issues at senior centers throughout the County

Story Behind Baseline Performance

In FY 2003-04, 91% of client survey respondents indicated that they were satisfied with new hires after six months. That year the County hired 1,289 employees: 498 new hires, 240 promotions and 551 extra help. This represents an increase of 213 permanent and extra help employees compared to FY 2002-03. The number of recruitments should be approximately the same in FY 2005-06.

Customer satisfaction ratings continue to be high. In FY 2004-05, 100% of customer survey respondents rated the services provided by the Human Resources Division as good or excellent.

The Human Resources Division works to resolve employment complaints at the lowest and least damaging level. About 90% of employment complaints are resolved prior to formal process.

Major challenges over the next two years will be:

- To manage complex employee relations issues and formal and informal Equal Employment Opportunity (EEO) complaints
- To meet the needs and demands of employees, applicants and the public through expanded use of technology
- To maintain the high level of customer satisfaction

Program Priorities

The Human Resources Division will meet performance targets by doing the following:

Resolve 85% of Employment Complaints Prior to Formal Process

- Conduct mandated training on sexual harassment for approximately 725 managers and supervisors
- Develop and publish the 2006-2009 Equal Employment Opportunity (EEO) Plan
- Redesign the training program on the Americans with Disabilities Act (ADA)
- Explore the expansion of the pool of County mediators

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Implement new recruitment strategies to reduce the number of nursing vacancies
- Develop a plan for the 2006/2007 contract negotiations with 11 employee organizations
- Explore the feasibility of offering a Health Spending Account (HSA), which includes high deductible health plan
- Explore targeted use of incentives to moderate health care costs
- Identify alternate housing program assistance options as a recruitment/retention strategy for the County
- Work with San Mateo Medical Center in developing a security program for patient property
- Develop a medical provider network for workers' compensation
- Offer training courses that are customized to departments, cities, nonprofit agencies and special districts
- Evaluate interest in a new Masters of Public Administration (MPA) Program

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of hires and promotions					
- New Hires	360	498	412	400	400
- Promotions	216	240	273	250	250
- Extra help	500	551	589	600	600
Number of employment complaints					
- Equal Employment Opportunity (EEO)	84	87	82	100	100
- Employee Relations (ER)	42	96	82	85	85
Number of employees in training	2,584	2,039	3,038	3,060	2,550
Number of Workers' Compensation claims					
- Total claims	624	646	537	650	650
- Claims resulting in lost time	111	134	106	125	125
Number of employees in health promotion/ risk assessment classes ⁽¹⁾	3,315	2,065	1,867	1,500	1,500
How Well We Do It (Quality)					
Percent of customer survey respondents rating overall satisfaction with services good or excellent ⁽²⁾	100%	95%	100%	90%	90%
Percent of employees leaving County employment	6%	7%	15%	8%	8%
Percent of complaints resolved prior to formal process					
- EEO ⁽³⁾	88%	82%	95%	80%	80%
- ER	95%	94%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of clients satisfied with new hires after six months	87%	91%	92%	85%	85%
Percent of employees reporting continued use of behavior after one month after participating in health promotion/risk reduction classes	90%	92%	91%	90%	90%

⁽¹⁾ The decrease in the number of employees attending classes has been the result of the elimination of the Industrial Hygienist position and reduction of Health and Fitness funds in FY 2003-04.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽³⁾ Fewer cases are being resolved informally because complainants are less willing to settle for a reasonable resolution of problems unless they receive additional compensation.

Human Resources (1720P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	56.0	53.0	53.0	54.0	1.0	54.0
Funded FTE	48.2	44.6	44.6	45.5	0.9	45.5
 Total Requirements	4,886,874	4,728,585	5,341,745	5,605,228	263,483	5,690,759
Total Sources	2,367,592	2,617,019	3,199,132	3,198,418	(714)	3,252,204
Net County Cost	2,519,282	2,111,566	2,142,613	2,406,810	264,197	2,438,555
 NCC Breakdown						
A-87 Cost Plan			884,790	884,790		884,790
Mandated Services			1,257,823	1,522,020	264,197	1,553,765

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,406,810 or 42.9%. Of this amount 100% is discretionary. Discretionary services include Mandated Services with no maintenance-of-effort (MOE) as well as the following Non-Mandated Services: Benefits administrative program expenses, training programs and the administration for the Commission on the Status of Women.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; and reduction in one-time Fund Balance is reflected in the Tuition Reimbursement account. Reimbursement from Human Resources Trust Funds have been included to offset negotiated labor increases for various programs including Risk Management, Modified Work, Employee Assistance and Benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(714)	136,045	8,569	0	145,328	0

2. Tuition Reimbursement Program

Providing employees with tuition reimbursement contributes to the Program's goal of achieving 90% customer satisfaction. The tuition reimbursement budget has increased for two reasons: increased participation in the program by County employees and increased fees from colleges and universities. A Net County Cost adjustment has been made to offset these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	61,000	0	0	61,000	0

3. Position Adjustment

One new Management Analyst II position is added to assist with increased recruitment activity. Costs will be fully offset through reimbursement

from the Health Department and reductions in operating expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	96,782	(58,431)	0	38,351	1

4. **Mandatory Sexual Harassment Training**

Appropriation has been added for mandatory sexual harassment training.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,518	0	0	19,518	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(714)	313,345	(49,862)	0	264,197	1

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; and Trust Fund receipts have been increased to offset negotiated labor costs for various Human Resources programs including Benefits, Risk Management and Modified Work.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
53,786	105,049	0	0	51,263	0

6. **Elimination of One-Time Training Cost**

The cost of mandatory sexual harassment training has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(19,518)	0	0	(19,518)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
53,786	85,531	0	0	31,745	0

Public Safety Communications (1730P)

Program Locator

County

Administration and Fiscal

Employee and Public Services

Administration and Support

Human Resources

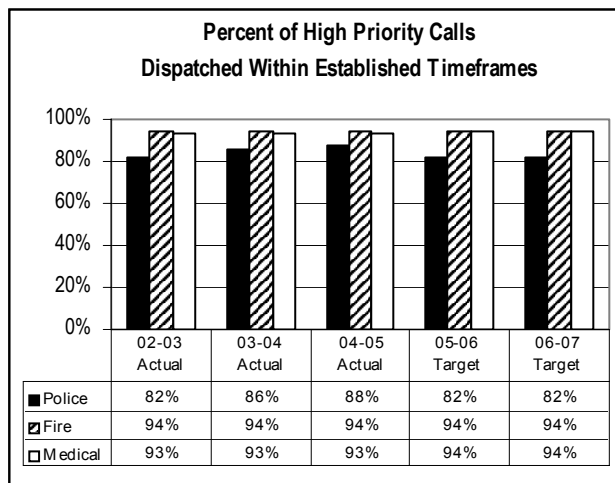
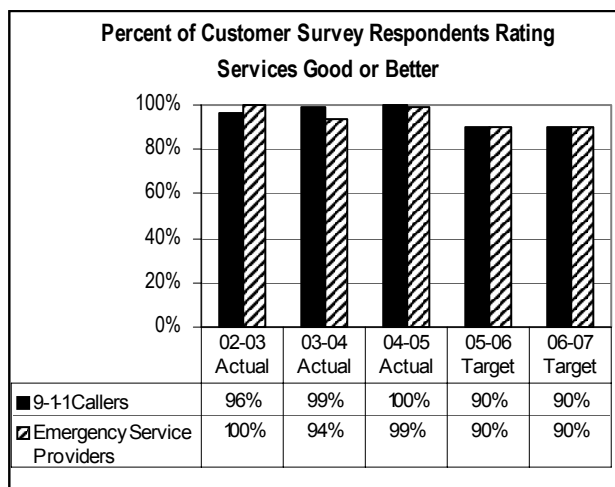
► **Public Safety Communications**

Revenue Services - Collections

Revenue Services - Animal Licensing

EPS Special Services

Headline Measures



Program Outcome Statement

Public Safety Communications provides high quality law enforcement, fire and medical dispatch and communications services to the public and public safety agencies in order to protect the health and safety of the people of San Mateo County.

Services and Accomplishments

The Public Safety Communication (PSC) primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Health and Safety For All by providing dispatching services for 9-1-1 or emergency lines for fire, police or emergency medical assistance and supports emergency service-providers who respond to the public's calls for help.

The following are major accomplishments in the current year:

- Developed a systematic Quality Assurance Program to provide feedback to staff in the areas of Law Enforcement, Mutual Aid communications, Emergency Medical Dispatch and Emergency Fire Dispatch
- Assumed full communications and dispatch responsibilities for the South San Francisco Fire Department, completing countywide fire service communications consolidation
- Secured a grant to study the feasibility of a regional law enforcement emergency back-up communications facility
- Applied for certification as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch in order to ensure quality patient care and efficient resource utilization
- Assisted the Sheriff's Office in the integration of Mobile Data Terminals in patrol cars
- Implemented an enhanced alarm monitoring system for private citizens on a fee-for-service basis
- Expanded dispatch services to include all County fire stations in the unincorporated County
- Received a Governor's Award for Excellence for a P.O.S.T. Certified Weapons of Mass Destruction course for dispatchers
- Studied the feasibility of implementing an emergency 9-1-1 fee
- Filled all Communication Dispatcher positions

Story Behind Baseline Performance

In FY 2004-05, PSC handled over 650,000 calls, of which 76,000 were high priority calls. Program staff dispatched 88% of high priority police calls, 94% of high priority fire calls and 93% of high priority medical calls within established time frames. The call processing time for police calls is higher than medical and fire due to the complexities in processing these types of calls, including the need to obtain additional information.

Customers consistently rate the services provided by PSC as good or excellent. In FY 2004-05, 100% of 9-1-1 callers and emergency services providers surveyed rated services provided by PSC as good or excellent. PSC will continue to strive to achieve high

customer survey ratings and implement customer feedback. Public education on usage of 9-1-1 will continue in the upcoming fiscal year.

Major challenges over the next two years will be:

- To continue to improve call processing times
- To improve information to the public

Program Priorities

The Public Safety Communications Program will meet performance targets by doing the following:

Process 82% High Priority Police Calls and 94% of High Priority Medical and Fire Calls Within Established Time-Lines

- Study the feasibility of upgrading the automated telephone system to support state-of-the-art operations including mapping, Global Positioning System (GPS) and wireless 9-1-1 callers
- Secure funding to replace the Computer Aided Dispatch/Message Switch hardware
- Conduct a feasibility and cost study for a regional emergency back-up facility for Law Enforcement communications
- Implement a Public Safety Communications Disaster Preparedness and Contingency Plan for Public Safety Communications
- Install a digital paging central system which increases the accuracy and reliability of the County paging system

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Implement a nationally recognized "Dispatch Center of Excellence" in Emergency Medical Dispatch service delivery
- Produce a Dispatch Operations Report for distribution to customer agencies

Reduce Number of Information Calls by 6%

- Develop a "9-1-1 for Kids" program targeted at pre-school and grade-schoolers
- Develop instructional pamphlets to educate elderly and bilingual residents on what to expect when they call 9-1-1 for police, fire and medical services

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Total number of calls received ⁽¹⁾	687,629	634,044	650,683	648,250	648,250
Total number of all calls processed annually by category of:					
- High priority	65,193	63,578	69,529	65,500	65,500
- Other dispatched	207,160	200,348	181,261	206,350	206,350
- Informational	415,276	370,118	399,893	376,400	376,400
How Well We Do It (Quality)					
Percent of customer survey respondents rating overall services good or excellent: ⁽²⁾					
- By 911 callers	96%	99%	100%	90%	90%
- By emergency service providers	100%	94%	99%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of high priority calls dispatched within established time frames:					
- Police	82%	86%	88%	82%	82%
- Fire	94%	94%	94%	94%	94%
- Medical	93%	93%	93%	94%	94%

⁽¹⁾ Although call processing times have exceeded the target for Police calls in FY 2003-04 and FY 2004-05, the calls remain the most difficult to dispatch rapidly. The call processing time for police calls is higher than medical and fire due to the complexities in processing these types of calls, including the need to obtain additional information. The target will be monitored to determine if upward adjustments should be made in future years.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Public Safety Communications (1730P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	58.0	57.0	57.0	56.0	(1.0)	56.0
Funded FTE	56.0	55.0	55.0	53.6	(1.4)	53.6
 Total Requirements	6,342,858	6,604,591	6,465,682	6,875,586	409,904	7,042,289
Total Sources	5,682,642	5,712,051	5,737,504	5,751,058	13,554	5,751,058
Net County Cost	660,216	892,541	728,178	1,124,528	396,350	1,291,231
 NCC Breakdown						
A-87 Cost Plan			42,810	36,226	(6,584)	36,226
Mandated Services			477,432	856,874	379,442	1,023,577
Non-Mandated Services			207,936	231,428	23,492	231,428

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,124,528 or 16.4%. Of this amount, 100% is discretionary. This discretionary amount includes Mandated services with no specified maintenance of effort (MOE) as well as the following Non-Mandated Services: subsidy for EPA (unrecovered costs of providing service). The County's budget for all Public Safety services exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; increased overtime time costs; decreased contract costs due to fewer background checks/investigations; and increased reimbursements (Intrafund Transfers) from General Fund departments utilizing dispatching services. Revenue adjustments include a reduction in Proposition 172 receipts (offset by a Net County Cost adjustment), reduced pager pass-through reimbursements and increased receipts from contractual agreements with users of dispatching services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
13,554	437,402	(27,498)	0	396,250	0

2. Staffing Reorganization

PSC goal to process 82% of high priority police calls and 94% of high priority medical and fire calls within established time frames will be met by implementing an internal reorganization, which includes the deletion of one Communications Program Services Manager (Law Manager)

and conversion of one vacant Communications Dispatcher to a Supervising Communications Dispatcher. This restructuring will decrease costs and maintain services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(98,275)	0	0	(98,275)	(1)
0	98,275	0	0	98,275	0

3. Automation Costs

Appropriation has been added for a new server. Costs are fully offset through transfers to user departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	13,000	(13,000)	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
13,554	450,402	(40,498)	0	396,350	(1)

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	166,703	0	0	166,703	0

Revenue Services Collections Unit (1741P)

Program Locator

County

Administration and Fiscal

Employee and Public Services

Administration and Support

Human Resources

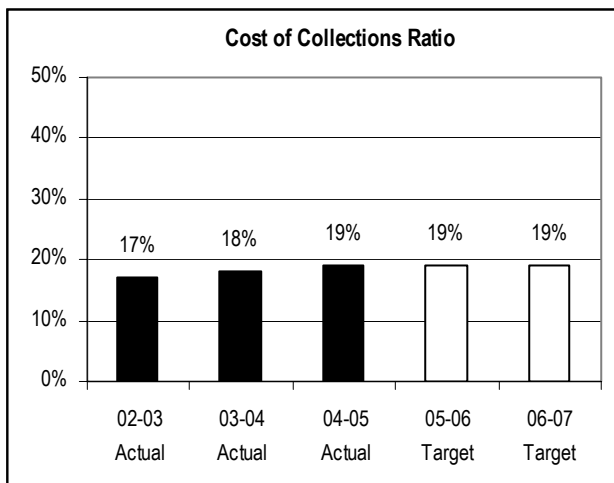
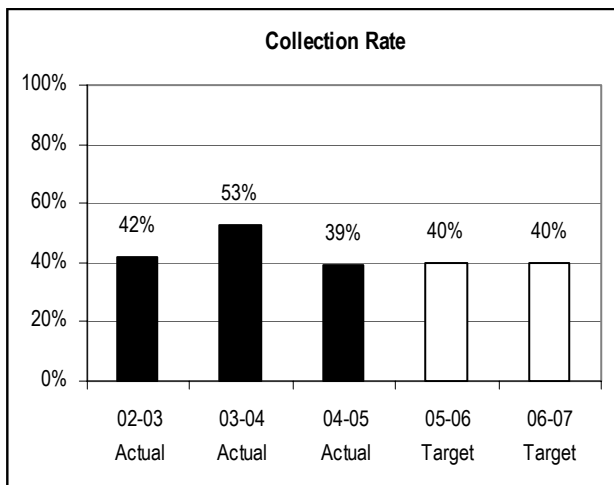
Public Safety Communications

► **Revenue Services - Collections**

Revenue Services - Animal Licensing

EPS Special Services

Headline Measures



Program Outcome Statement

The Collections Unit provides billing and revenue debt collection services to County departments in a cost-effective manner to maximize revenue recovery.

Services and Accomplishments

The Collections Unit primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing revenue collection services for many County departments, including San Mateo Medical Center, Courts and Private Defender. Services provided include establishing accounts, billing and collection, contacting debtors, processing payments and posting revenues.

The following are major accomplishments in the current year:

- Implemented a new payment system that allows debtors to pay outstanding invoices online, which included a major website redesign
- Completed the requirements to automate Probation collections to assume responsibilities for billing and receiving
- Implemented a procedure to use the Franchise Tax Board for third party collections
- Piloted a Saturday collection process to evaluate the possibility of increasing revenue
- Combined traffic and Court collections to improve coordination of collection efforts
- Expanded the use of Employment Development Department information for collection of accounts

Story Behind Baseline Performance

The Collections Unit continues to meet or exceed both its revenue and expenditure goals. Over the past ten years, annual revenue has increased from \$6,000,000 to an annual average of \$18,000,000. The Collections Unit has achieved a revenue to expenditure ratio of less than 20%. The collections rate dropped to 39% in FY 2004-05, lower than the 53% in FY 2003-04 because the Medical Center is working accounts longer prior to sending them to Revenue Services. The goal to contact all debtors five days after receiving account has been met. Staff continue to provide timely and cost effective services while maintaining a strong collections rate.

Major challenges in the next two years will be:

- To maintain collections
- To explore and implement new technologies and collection tools within limited resources

Program Priorities

The Collections Unit will meet performance targets by doing the following:

Achieve 40% Collection Rate

- Upgrade the software used for the Employment Development Department (EDD) process

Maintain Cost of Collections Ratio at 19%

- Pilot a direct payment deposit program with the Treasurer's Office in conjunction with the online payment system
- Automatic Probation collections, including responsibility for billing and receiving
- Develop and implement an automatic posting process for Revenue Services Accounts

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Dollar amount of accounts received	\$42.9M	\$34M	\$41.2M	\$45M	\$45M
Number of accounts received ⁽¹⁾	62,125	60,771	95,274	65,300	65,500
How Well We Do It (Quality)					
Percent of debtors contacted within five days of receipt	100%	100%	100%	100%	100%
Percent of accounts collected	51%	47%	31%	50%	50%
Is Anyone Better Off? (Outcome)					
Dollars collected ⁽²⁾	\$18.1M	\$18.4M	\$16.3M	\$18.0M	\$18.0M
Total cost of collections	\$3.1M	\$3.4M	\$3.1M	\$3.4M	\$3.4M
Collections rate	42%	53%	39%	40%	40%
Cost of collections ratio	17%	18%	19%	19%	19%

⁽¹⁾ As the Medical Center continues to improve its billing and receiving systems they have forwarded many older accounts for collection and account volume is anticipated to return to normal referral levels in FY 2005-06.

⁽²⁾ Delays in receiving accounts from the Medical Center have resulted in less time in FY 2004-05 to complete collection efforts and an overall drop in dollars collected. This should increase in future fiscal years.

Revenue Services Collections Unit (1741P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	33.0	33.0	33.0	33.0		33.0
Funded FTE	33.0	33.0	33.0	33.0		33.0
Total Requirements	1,391,917	932,335	1,237,448	1,339,983	102,535	1,291,018
Total Sources	1,466,887	1,093,316	1,348,000	1,450,535	102,535	1,401,570
Net County Cost	(74,970)	(160,981)	(110,552)	(110,552)		(110,552)
NCC Breakdown						
A-87 Cost Plan			(41,177)	79,603	120,780	79,603
Non-Mandated Services			(69,375)	(190,155)	(120,780)	(190,155)

Program Net County Cost

This program has a negative Net County Cost of \$110,552. Revenues received from charges to users exceed direct operational costs and are used to offset overhead budgeted in other programs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; reduction in Extra Help and Overtime; decreased contract expenses; increased internal services charges; and decreased reimbursements from departments utilizing collections services is reflected due to anticipated appropriations savings. Minor increase in interest earnings has been made to reflect prior year actuals.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
53,570	(20,943)	103,541	0	29,028	0

2. Staffing Reorganization

The Program's goal of collecting 40% of accounts will be enhanced by conducting an internal reorganization. One Revenue Services Supervisor has been downgraded to a Lead Revenue Collector and one Revenue Collector has been downgraded to a Fiscal Office Assistant. This restructuring makes more effective use of current supervising staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(29,028)	0	0	(29,028)	0

3. Banking Charges

Appropriation has been added for the cost of banking charges for credit card terminal swipes and online payments made by customers. Charges have been passed on to departments from the Treasurer's Office.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	74,000	(74,000)	0	0	0

4. Automation Costs

Fund Balance is used to fully offset additional automation costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
48,965	48,965	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
102,535	72,994	29,941	0	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases. Revenues received from customers will offset these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	72,003	(72,003)	0	0	0

6. Elimination of One-Time Costs

One-time automation costs and Fund Balance have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(48,965)	(48,965)		0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(48,965)	23,038	(72,003)	0	0	0

Revenue Services Animal Licensing Unit (1742P)

Program Locator

County

Administration and Fiscal

Employee and Public Services

Administration and Support

Human Resources

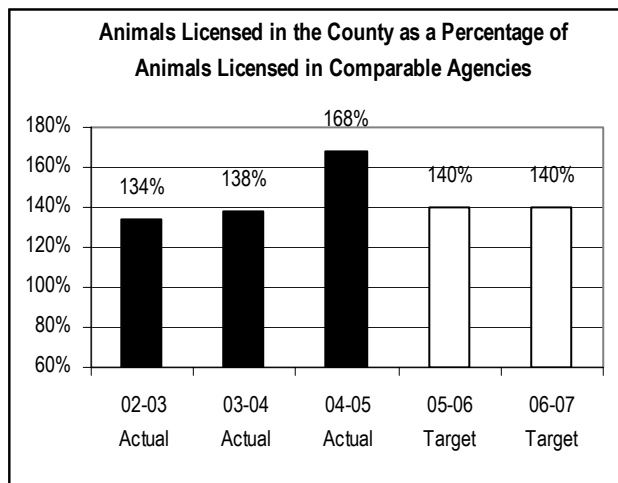
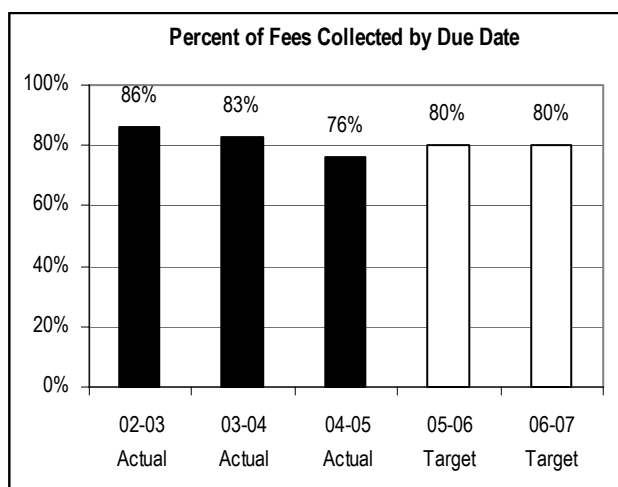
Public Safety Communications

Revenue Services - Collections

▷ **Revenue Services - Animal Licensing**

EPS Special Services

Headline Measures



Program Outcome Statement

The Animal Licensing Unit works to protect the health and welfare of the public through education and licensing of cats and dogs.

Services and Accomplishments

The Animal Licensing Unit primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Health and Safety For All by providing billing and collection services for fees associated with the issuance of dog and cat licenses to pet owners in the county. It also provides public access to information about the licensing of pets.

The following are major accomplishments in the current year:

- Explored an outreach program with three cities
- Researched software to support online payment processing for Animal Licensing

Story Behind Baseline Performance

Pet owners in San Mateo County have the option of purchasing either one-year or three-year licenses by mail or at one of many locations. Animal Licensing offers a variety of flexible payment options (cash, check, credit card). Most pet owners renew their licenses on a timely basis. In FY 2004-05, 76% of pet owners paid licensing fees by due date.

Continued outreach to County veterinarians and pet owners to increase the number of licensed pets has been effective. As of December 2004, the number of dogs licensed in San Mateo County is 55,452. The Unit licenses 68% more animals than comparable agencies.

Major challenges over the next two years will be:

- To increase the licensing of animals through public education and awareness
- To increase the use of technology for outreach, education and services

Program Priorities

The Animal Licensing Unit will meet performance targets by doing the following:

License an Additional 300 Dogs

- Explore electronic transfer of rabies information from veterinarians to the County

Collect 80% of Fees by Due Date

- Implement an online payment process for Animal Licensing

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of bills issued	53,399	54,843	57,032	55,200	55,300
How Well We Do It (Quality)					
Percent of fees collected by the due date	86%	83%	76%	80%	80%
Is Anyone Better Off? (Outcome)					
Number of dogs licensed	52,226	54,158	55,486	55,300	55,600
Animals licensed in the County as percentage of animals licensed in comparable agencies ⁽¹⁾	134%	138%	168%	140%	140%

(1) The comparable agencies include: Santa Cruz County, Napa County, Marin County, Sonoma County, Solano County, San Francisco City and County, Contra Costa County, Unincorporated Alameda County, Hayward, Albany, Livermore, Berkeley, Dublin, Castro Valley, Fremont, Alameda, Pleasanton, San Jose, Milpitas, and the West Valley Six (Campbell, Cupertino, Los Gatos, Monte Sereno, Santa Clara, Saratoga).

Revenue Services Animal Licensing Unit (1742P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0
Total Requirements	439,060	507,075	641,045	701,628	60,583	643,155
Total Sources	553,056	570,223	641,045	701,628	60,583	643,155
Net County Cost	(113,996)	(63,148)				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenue from Animal Licensing Fees.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; and added reimbursement for management provided to this program by the Administration Division. Reduction in Fund Balance and corresponding appropriations reflect a decrease in reimbursements to the Environmental Services Agency (Animal Control Unit). Licensing revenues are anticipated to increase due to various outreach programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
28,097	28,097	0	0	0	0

2. Adjustments to Fund Balance

Fund Balance has been used to fully offset additional operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,486	32,486	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,583	60,583	0	0	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; and reductions in Fund Balance and Services and Supplies due to prior year transfer of additional appropriations to Environmental Services Agency Animal Control Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(25,987)	(25,987)	0	0	0	0

4. Elimination of One-Time Costs

Fund Balance and one-time purchases have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(32,486)	(32,486)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(58,473)	(58,473)	0	0	0	0

EPS Special Services (1750P)

Program Locator

County

Administration and Fiscal

Employee and Public Services

Administration and Support

Human Resources

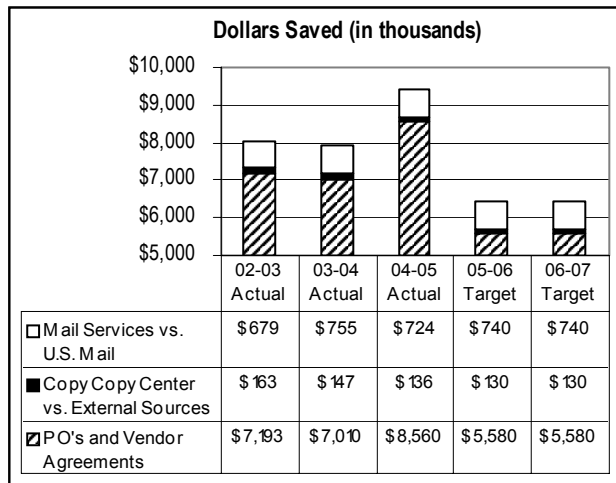
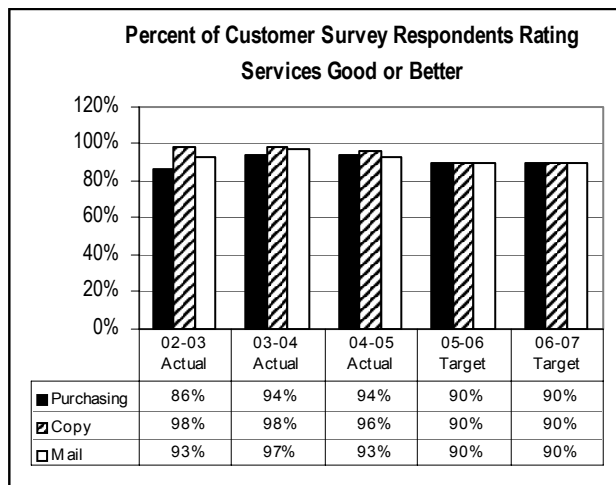
Public Safety Communications

Revenue Services - Collections

Revenue Services - Animal Licensing

►EPS Special Services

Headline Measures



Program Outcome Statement

The EPS Special Services Program procures quality goods and services, distributes internal and U.S. Mail and provides copying services for County departments in a cost-effective, accurate and timely manner.

Services and Accomplishments

The EPS Special Services Program, which includes Purchasing, Mail Services and Copy Center, primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by procuring quality goods at the best value for its customers, processing and distributing all internal and external mail for County departments and producing copies for most County departments.

The following are major accomplishments in the current year:

- Saved the County almost \$8 million dollars through use of the division services (\$7,009,942 in Purchasing, \$146,762 in Copy Services and \$754,817 in Mail Services)
- Worked cooperatively with IFAS 7i Implementation Team for the project development and implementation of the purchasing module
- Tested the feasibility of the Reverse Auction Process, which provides real time competition between vendors for products
- Negotiated a new copy machine contract which reduced the overall cost of departmental copy machine leases by 47%
- Coordinated moves for five County departments
- Issued a Request for Proposal for disposal of computer monitors, which will save the County \$17 per monitor in disposal fees
- Developed a vendor agreement for departments to purchase recycled printer cartridges
- Developed a vendor agreement for Countywide cell phone vendors, resulting in a 20% price reduction
- Initiated an employee discount program with Dell Computers
- Redesigned the sale of surplus property to reduce inventory and conserve space and resources
- Renegotiated the vendor agreements with Moore Business Forms, saving \$100,000 annually
- Installed two high volume copy machines in the Copy Center for more efficient and enhanced services at a reduced cost
- Conducted safety and security training to ensure proper precautions during the Peterson trial
- Researched and installed an updated inserter machine to increase speed and reduce maintenance costs
- Developed specifications for a digital mailing system to meet post office mandates

Story Behind Baseline Performance

The EPS Special Services Program handles over \$28 million in purchasing requests, processes over 5.5 million pieces of mail and makes over six million copies annually. County departments saved \$7 million in purchases in FY 2003-04 through the competitive bid process. Program staff also delivered 5.8 million pieces of internal Pony mail and U.S. Mail, saving the County \$754,817 in FY 2003-04. The same level of copy price discounts was maintained despite increased cost of paper, labor, and general overhead, saving the County \$146,762.

In FY 2003-04, 98% of customer survey respondents rated copying services as good or better; 97% rated services provided by mail services as good or better; and 94% of survey respondents rated services provided purchasing as good or better.

Major challenges over the next two years will be:

- To maintain high customer satisfaction
- To continue to save County money

Program Priorities

The EPS Special Services Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Develop a process for full utilization of the new high-speed copiers, including support for desktop publishing
- Develop a customer checklist for moves
- Revise and update the Customer Guides for Purchasing, Copy and Mail
- Assess interest in establishing a procurement users group for designated department purchasing representatives
- Evaluate mail sorting and distribution procedures and make appropriate modifications to improve accuracy

Save Approximately \$6.5 Million Dollars

- Market the use of the color copy machine for department newsletters and other recurring publications to reduce department costs
- Explore the feasibility of using an area-wide purchase prices database to identify the best price for commodities
- Award a contract for disposal of computer monitors, saving the County \$17 per monitor in disposal fees
- Develop a vendor agreement for Countywide document shredding for reduced pricing and increased document security and privacy

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Total dollar value of Purchasing requests ⁽¹⁾	\$39,000,106	\$37,687,863	\$46,019,824	\$30,000,000	\$30,000,000
Total number of copy impressions completed annually ⁽²⁾	8,126,898	7,338,112	6,808,790	6,500,000	6,500,000
Total pieces U.S. and Pony mail processed ⁽³⁾	6,049,549	5,830,658	5,430,791	5,700,000	5,700,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better: ⁽⁴⁾					
- Purchasing	86%	94%	94%	90%	90%
- Copy	98%	98%	96%	90%	90%
- Mail	93%	97%	93%	90%	90%
Is Anyone Better Off? (Outcome)					
Total dollars/percent saved through the use of purchase orders and vendor agreements	\$7,192,903 / 18.6%	\$7,009,942 / 18.5%	\$8,559,691 / 18.6%	\$5,580,000 / 18.6%	\$5,580,000 / 18.6%
Total dollars/percent saved using the Copy Center versus external sources	\$162,547 / 36%	\$146,762 / 36%	\$136,176 / 36%	\$130,000 / 36%	\$130,000 / 36%
Total dollars/percent saved using Mail Services versus U.S. Mail	\$678,912 / 27%	\$754,817 / 35%	\$723,985 / 36%	\$740,000 / 36%	\$740,000 / 36%

⁽¹⁾ The dollar value and savings for Purchasing services have both decreased because of reduced spending by departments.

⁽²⁾ Number of impressions and savings have been impacted by reduced spending by departments.

⁽³⁾ The reduction in mail volume is the result of increased use of electronic communications.

⁽⁴⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

EPS Special Services (1750P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	14.5	14.5	14.5	14.5		14.5
 Total Requirements	1,127,297	1,135,337	1,307,185	1,333,879	26,694	1,360,615
Total Sources	288,728	221,994	216,431	218,118	1,687	218,118
Net County Cost	838,569	913,343	1,090,754	1,115,761	25,007	1,142,497
 NCC Breakdown						
A-87 Cost Plan			295,538	205,259	(90,279)	205,259
Mandated Services			93,612	135,592	41,980	135,592
Non-Mandated Services			701,604	774,910	73,306	801,646

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,115,761 or 83.6%. Of this amount, 100% is discretionary. Discretionary services include Mandated Services currently provided with no maintenance-of-effort (MOE), as well as the following Non-Mandated services: Cost of procuring goods and services for County departments and outside agencies with no reimbursement for costs; distribution and processing of internal and U.S. Mail for County departments and copy services to County departments.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; increased internal service charges due to facility rental charges; and increased Intrafund Transfers from Human Services Agency for costs associated with shared Warehouse space.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,687	37,220	(10,526)	0	25,007	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

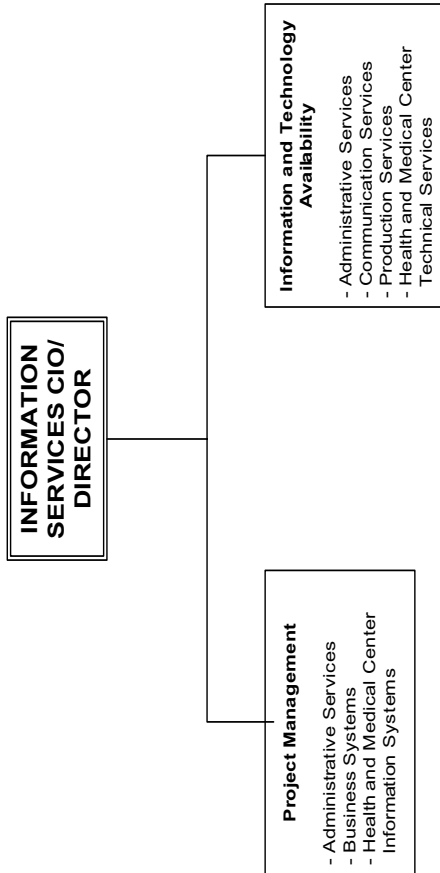
2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; partially offset by increased reimbursements from Copy Center customers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	28,569	(1,833)	0	26,736	0

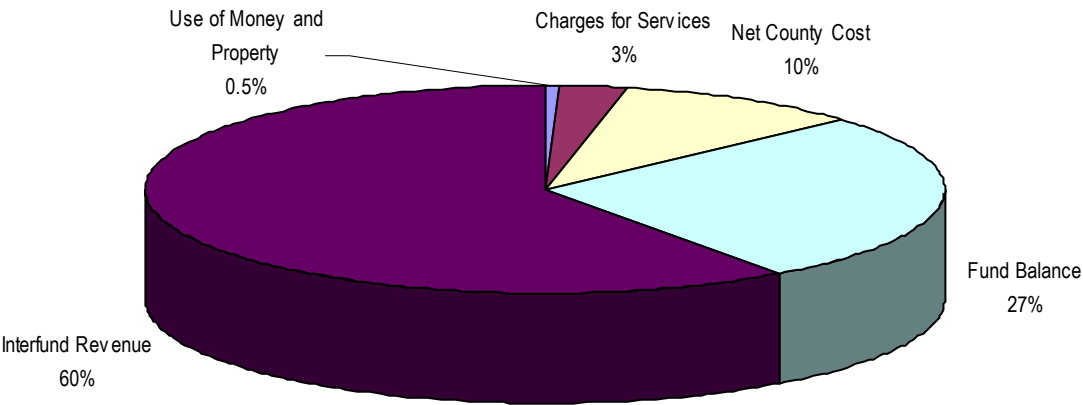
This page intentionally left blank

INFORMATION SERVICES

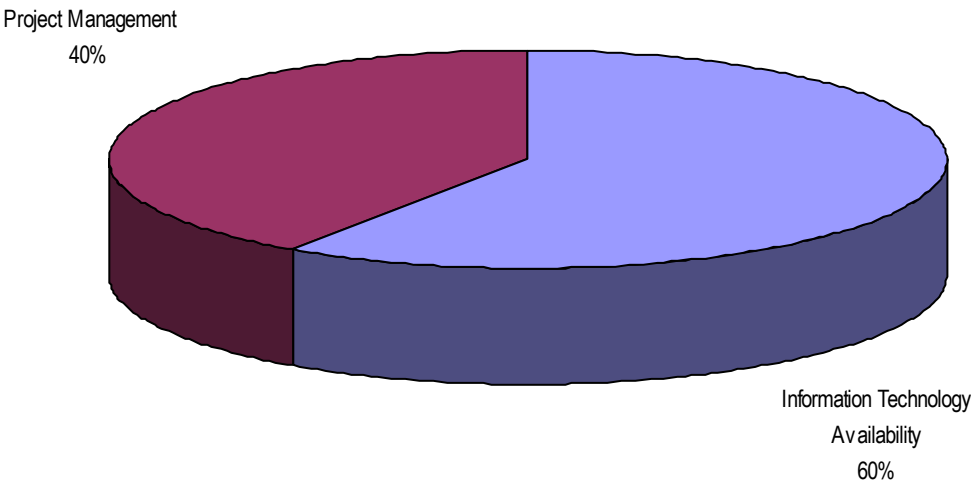


Information Services Department (1800B)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

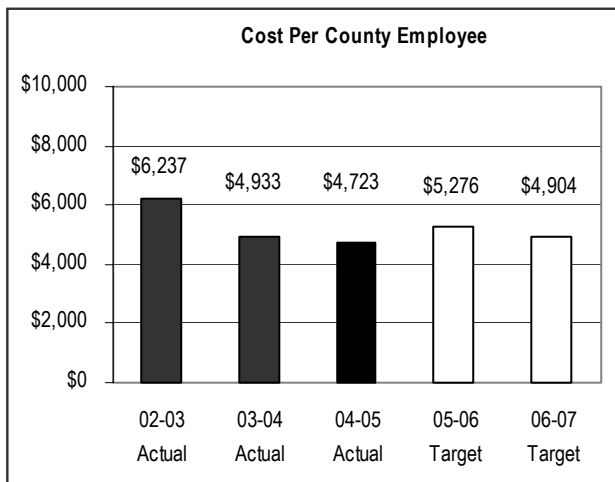
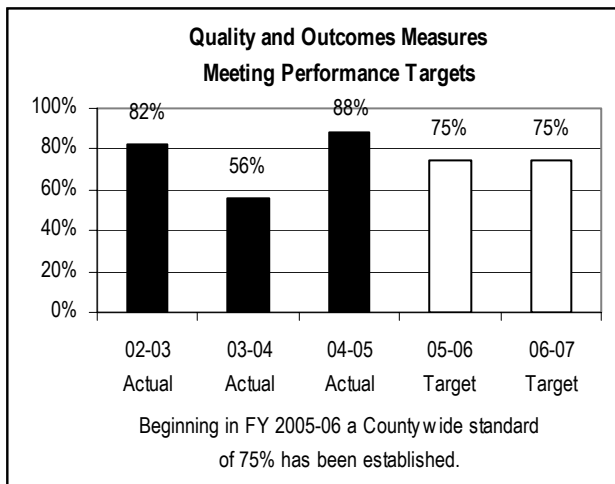
County

Administration and Fiscal
 Board of Supervisors
 County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 County Counsel
 Employee and Public Services

► Information Services Department

Grand Jury
 First 5 San Mateo County
 Retirement (*SamCERA*)

Department Measures



Department Mission Statement

The Information Services Department assists County departments achieve their missions through the use of information technology by establishing a cost-effective direction for information technology management, including network design, applications development, database administration and information reporting, data center operations, operating system support and collaborative services.

Contributions to Shared Vision 2010 Goals

The Information Services Department (ISD) contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Ensure Basic Health and Safety For All

Goal 7: ISD contributes to the goal of public safety by ensuring that the County's law enforcement and emergency medical radio systems provide effective coverage and are available; and that Criminal Justice information is accurate and available only to appropriate staff and agencies.

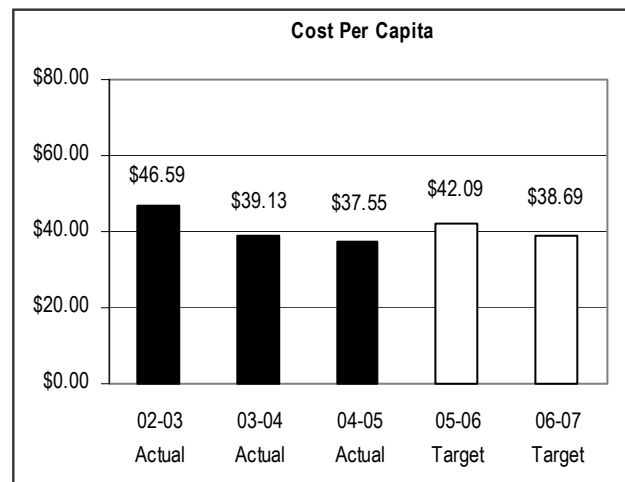
Commitment: Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

Goal 10: ISD assists departments in making land use decisions by providing and maintaining a Geographical Information System (GIS).

Commitment: Responsive, Effective and Collaborative Government

Goal 20: ISD chairs the Countywide IT Standards Committee that establishes Countywide IT standards after careful consideration of long-range vision of IT in the County.

Goal 22: Key elements in effective cross-departmental communication are the voice and data networks designed, built and maintained by ISD.



Story Behind Baseline Performance

Information Services includes the following programs:

- Technology and Information Availability
- Project Management

Accomplishments that have contributed to improved performance and progress this past year include:

Reduced the Cost of PC Acquisition and Cost of Standard Maintenance

- Standardized on the PC's that the County purchases, leading to similar environments thereby reducing support costs and unplanned downtime
- Initiated the "Technology Refresh" program, to better manage the life cycle of PC's

Maintained Network and Server Availability

- Continued to develop staff to handle support calls at all levels of difficulty
- Enhanced the microwave radio network to provide additional flexibility, scalability and bandwidth

Promoted Network and Data Security

- Installed infrastructure designed to keep all County PC's updated with the latest versions of operating and anti-virus software
- Implemented new technology to automatically encrypt e-mails containing sensitive data

Enhanced the Project Management Program

- Reviewed, produced and adopted standards for project materials, project management processes and reporting methodologies using an easy-to-use automated system
- Improved the effectiveness of communications with customers on project plans, status and steps needed to keep projects on track
- Increased the number of projects supported by the project management program by 200%

Major challenges over the next two years will be:

- To extend the service life of network equipment while still maintaining high availability
- To begin to merge telephone and data networks to generate future cost savings while maintaining high availability
- To manage the Project Management workload, while continuing to support existing IT applications and infrastructure
- To manage and set customer expectations
- To maintain lowered ISD labor rates, in order to be better aligned with privatized IT services

Department Priorities

The Information Services Department will meet performance targets by doing the following:

Maintain High Availability of Network and Servers

- Continue to develop support staff to handle network and server support calls through the highest level of difficulty
- Expand the technology assessment program to include Application Review, which will provide departments with a comprehensive overview of their IT environments in advance of the budget cycle
- Replace aging network equipment in accordance with the extended service life for network appliances

Maintain or Improve Upon Programs to Keep 'Cost of Ownership' of PC's Low

- Enhance the Help Desk environment with increased education and "knowledge base" software to resolve more problems on the first contact
- Implement technologies that promote remote desktop administration in an effort to reduce the maintenance cost of PC's

Ensure that Projects Follow Established Project Management Standards

- Continue to refine aspects of the Project Management program processes and procedures
- Continue to train staff in the Project Management program

Ensure IT Projects are completed on Time and Within Budget

- Set realistic project time lines and budget
- Ensure that clear change control and scope management procedures are established and practiced

Achieve High Customer Satisfaction with the Delivery of IT Projects

- Achieve a 90% rate of project completion on time and within budget
- Achieve a 90% rate of completed projects 'Meeting Project Goals'
- Continue to communicate with departments on project status, including steps necessary to keep projects on track

Information Services Department (1800B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	67,032	86,897	77,000	88,060	11,060	88,060
Charges for Services	519,323	1,410,898	546,773	546,773		546,773
Interfund Revenue	9,951,822	9,848,332	10,377,451	11,311,335	933,884	10,366,495
Miscellaneous Revenue	47,540	23,163				
Other Financing Sources	1,428					
Total Revenue	10,587,145	11,369,291	11,001,224	11,946,168	944,944	11,001,328
Fund Balance	3,683,981	4,314,614	4,314,614	5,054,027	739,413	7,460,012
TOTAL SOURCES	14,271,126	15,683,905	15,315,838	17,000,195	1,684,357	18,461,340
REQUIREMENTS						
Salaries and Benefits	14,110,204	14,727,358	15,865,866	16,153,150	287,284	16,546,300
Services and Supplies	17,784,165	18,077,853	21,405,432	23,612,020	2,206,588	18,995,835
Other Charges	1,081,340	1,013,431	1,149,745	1,099,298	(50,447)	1,092,798
Fixed Assets	303,877	388,803	1,560,393	1,739,522	179,129	455,200
Other Financing Uses	286,577	287,079	324,000	324,000		324,000
Gross Appropriations	33,566,164	34,494,524	40,305,436	42,927,990	2,622,554	37,414,133
Intrafund Transfers	(23,394,758)	(24,179,326)	(29,117,490)	(33,161,171)	(4,043,681)	(24,659,225)
Net Appropriations	10,171,406	10,315,199	11,187,946	9,766,819	(1,421,127)	12,754,908
Contingencies/Dept Reserves	4,099,720	5,368,706	4,127,892	7,233,376	3,105,484	5,706,432
TOTAL REQUIREMENTS	14,271,126	15,683,905	15,315,838	17,000,195	1,684,357	18,461,340
AUTHORIZED POSITIONS						
Salary Resolution	144.0	135.0	135.0	132.0	(3.0)	132.0
Funded FTE	143.1	134.1	134.1	131.1	(3.0)	131.1

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$1,684,357 or 11.0% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Use of Money and Property

There is an increase of \$11,060 in this funding source due to increased rents negotiated by Real Property for radio sites.

Interfund Revenue

There is an increase of \$933,884 in this funding source.

Fund Balance

There is an increase of \$739,413 in this funding source due to FY 2004-05 projects rolled into FY 2005-06.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,684,357 or 11.0% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$287,284 in this expenditure category. Negotiated labor increases, merit increases and various benefit adjustments have been partially offset by the elimination of three positions (Management Analyst, Project Manager and Fiscal Office Assistant).

Services and Supplies

There is a net increase of \$2,206,588 in this expenditure category due to an increase in ongoing pass-through contract and purchases; vendor cost increases; the transfer of PGE expenses from Other Charges to Services and Supplies; support for the mainframe elimination project; and a one-time purchase for network upgrades. Increases have been partially offset with the elimination of one-time costs; a reduction in cross-program support; and a reduction in expenses consistent with the Rate Relief Plan

Other Charges

There is a net decrease of \$50,447 in this expenditure category due to the transfer of PG&E expenses to Service and Supplies and the elimination of County Radio Project Management charges. Decreases partially offset a net increase in service charges.

Fixed Assets

There is a net increase of \$179,129 in this expenditure category due to one-time purchases.

Intrafund Transfers

There is an increase of \$4,043,689 in this expenditure category due to a current level reductions resulting from decreased costs and completed projects; a reduction due to FY 2005-06 rate relief efforts; offset by increases to fund server replacements and radio test equipment and an increase to fund mainframe elimination efforts.

Contingencies/Departmental Reserves

There is a net increase of \$3,105,484 in this expenditure category.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$1,461,145 or 8.6% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Fund Balance

There is an increase of \$2,405,985 in this funding source due to reserve contributions during FY 2005-06 for equipment reserves and for the mainframe elimination effort; partially offset by use of Reserves.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,461,145 or 8.6% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$393,150 in this expenditure category due to negotiated labor increases, merit increases and various benefit adjustments.

Services and Supplies

There is a decrease of \$4,616,185 in this expenditure category due to elimination of one-time mainframe elimination project expenses, elimination of one-time network upgrades and additional ongoing operational savings resulting from the mainframe elimination project.

Other Charges

There is a decrease of \$6,500 in this expenditure category due to elimination of one-time expenses.

Fixed Assets

There is a decrease of \$1,284,322 in this expenditure category due to elimination of one-time equipment replacements and upgrades; partially offset by planned replacements for network core appliances that have reached the end of service life.

Intrafund Transfers

There is a decrease of \$8,501,946 in this expenditure category due to elimination of one-time funding for the mainframe elimination project; applications migrating from the mainframe; reductions in reserves contributions; operational mainframe savings; and the elimination of one-time funding for equipment upgrades; partially offset increases due to negotiated labor increases.

Contingencies/Departmental Reserves

There is a net decrease of \$1,526,944 in this expenditure category due to use of \$1,712,268 to fund the rate stabilization phase of the mainframe elimination project and \$241,700 to fund necessary network upgrades; partially offset by FY 2006-07 reserve contributions of \$268,000 and FY 2005-06 mainframe cost savings of \$159,024.

Information and Technology Availability (1830P)

Program Locator

County

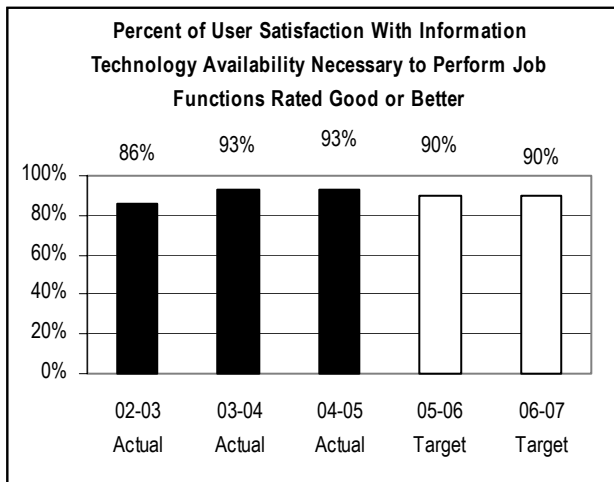
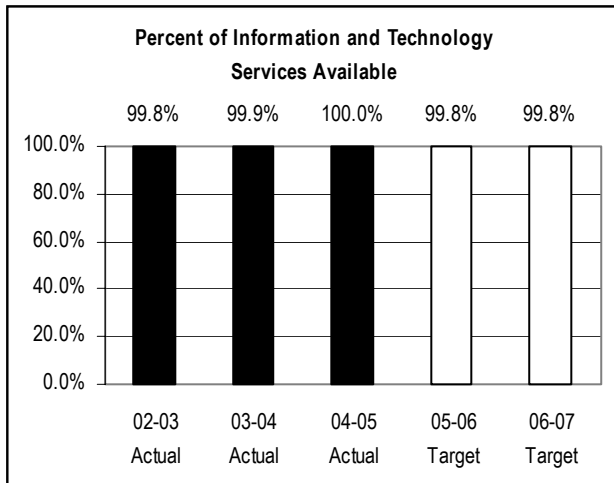
Administration and Fiscal

Information Services Department

► **Information and Technology Availability**

Project Management

Headline Measures



Program Outcome Statement

The Information and Technology Availability Program provides Information Technology (IT) support services including help desk and change coordination services, e-mail and collaborative services support, data \ voice and radio networking support, application server and data center services, desktop, and file server support ensuring high availability of IT services to all County Departments and County residents.

Services and Accomplishments

The Information and Technology Availability Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the County with a secure, high availability, high capability network computing environment. This environment includes equipment and services provided by departments as well as those provided by the Information Services Department. Currently, the Program monitors and maintains over 13,000 devices including network appliances and department file servers. A centralized Help Desk model is used to provide timely responses to customer service requests and infrastructure problems and to document the history of resolving problems and issues.

The following are the major accomplishments in the current year:

- Installed infrastructure designed to keep all County PC's updated with the latest versions of operating and anti-virus software
- Initiated the "Technology Refresh" program, to better manage the life-cycle of PC's
- Implemented new technology to automatically encrypt e-mails containing sensitive data
- Enhanced the microwave radio network to provide additional flexibility, scalability and bandwidth

Story Behind Baseline Performance

The program demonstrated positive results in two areas including a reduction in the cost for PC ownership and the maintaining of high availability of the County's network computing environment. This was accomplished by two strategically important actions. The first action was to standardize on the PCs that the County purchases, which lead to a similar environment. Standardization is a key factor in reducing both support costs and unplanned downtime. While the estimate for Technician to PC ratio for the current fiscal year is 1:300 this ratio is not the basis for out-year targets. This ratio is the result of a staffing shortage and should not be considered an effective target. The 1:300 ratio is only achievable if availability targets are reduced. A 1:250 technician to PC ratio meets or exceeds most industry averages.

The second action was to increase the service life of existing networking equipment. This is achieved by repurposing older equipment to increase the inventory of replacement parts, thus

saving the County from unnecessarily buying equipment with expensive built in components. A by-product of this sparing plan is the ability for all County departments to extend the useful life of their existing network equipment an additional 12 months without risk of reduced availability.

Major challenges over the next two years will be:

- To extend the service life of network equipment while maintaining high availability
- To merge telephone and data networks to generate cost savings while maintaining high availability

Program Priorities

The Information and Technology Availability Program will meet performance targets by doing the following:

Maintain the 99.8% Availability of Servers and the Network

- Continue to develop support staff to handle network and server support calls through the highest level of difficulty
- Expand the technology assessment program to include Application Review (providing departments a complete, comprehensive overview of their IT environments in advance of the budget cycle)
- Replace aging network equipment in accordance with the extended service life for network appliances

Maintain or Improve Upon the 1:250 Technician to PC Ratio

- Enhance the Help Desk environment with increased education and knowledge base software to resolve more problems on the first contact; thus reducing the need for field calls to be made
- Implement technologies that promote remote desktop administration in an effort to reduce the maintenance cost of PC's

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of County IT end-point devices:					
- Voice	6,139	7,399	5,830	7,000	7,000
- Radio	---	---	1,700	1,700	1,700
- Computers/Printers	5,070	5,590	5,361	4,800	4,800
Security Measure					
- Number of incoming e-mail viruses blocked	---	140,275	58,328	250,000	250,000
- Number of Spam messages blocked	---	1,337,371	547,108	1,000,000	1,000,000
Help Desk Call Volume	17,282	20,230	9,363	17,000	17,000
How Well We Do It (Quality)					
Percent of Help Desk Calls responded to within Service Level commitments					
- Emergency Calls	100%	100%	100%	100%	100%
- Critical Calls	100%	100%	100%	100%	100%
- High Calls	99%	99%	100%	100%	100%
- Routine Calls	99%	99%	100%	100%	100%
Technology to PC maintenance ratio (ISD supported PC's only)	---	1: 227	1: 300	1: 250	1: 250
Percent of IT Devices and Applications meeting availability goals					
- Network Devices	98%	98%	100%	95%	95%
- File Servers	100%	99%	100%	98%	98%
Is Anyone Better Off? (Outcome)					
Number of unplanned, unscheduled major outages	5	6	0	3	3
Percent of Information and Technology services available ⁽¹⁾	99.8%	99.9%	100%	99.8%	99.8%
Percent of user satisfaction with Information Technology availability necessary to perform job functions rated as good or better ⁽²⁾	86%	93%	93%	90%	90%

⁽¹⁾ The IT environment is available to all County Departments allowing all staff to conduct their business.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Information and Technology Availability (1830P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	88.0	77.0	77.0	74.0	(3.0)	74.0
Funded FTE	87.3	76.3	76.3	73.1	(3.2)	73.1
 Total Requirements	16,316,006	19,017,225	9,974,172	10,117,454	143,282	13,125,112
Total Sources	5,782,224	6,582,087	9,974,172	10,117,454	143,282	13,125,112
Net County Cost	10,533,782	12,435,138				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; negotiated labor increases; the move of two positions to the Project Management program; decreases due to project completions; deletion of one-time equipment purchases; increase in vendor costs for software and hardware maintenance; increase in customer requests for vendor services; decrease of Reserves requested FY 2004-05 for mainframe elimination offset by increases in Reserves for equipment replacement; decreased County Service Charges; and decreased reimbursements due to decreased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(524,376)	(1,209,201)	610,947	73,878	0	(2)

2. Equipment Upgrades and Replacements

The Program's goal of maintaining 99.8% availability of servers and the network will be enhanced through the replacement of infrastructure servers; network upgrades; replacement of network equipment that has reached the end of service life; added capacity and security for the remote access environment; and radio test equipment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	271,800	(76,000)	(195,800)	0	0

3. Rate Relief Plan

Achieving a customer satisfaction rating of at least 90% continues to be a Department goal. The Rate Relief Plan is the result of ISD's effort to align labor rates with those of privatized IT services to become an IT provider of choice for all County departments. The plan began in FY 2004-05 and these reductions in expense and administrative labor will complete the plan to reduce the cost of ISD labor. For FY 2005-06, service contracts were renegotiated and the savings passed on to customers as reduced rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(265,569)	265,569	0	0	0

4. Mainframe Elimination

Mainframe Elimination is a multi-year project designed to decrease dependency on expensive mainframe computing environments. This funding will support the transition of infrastructure services and the PIPS application off of the County mainframe as well as provide rate stability for the remaining applications through FY 2007-08. This effort supports the priority of maintaining 99.8% availability of servers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,857,634	(4,931,229)	3,073,595	0	0

5. Position Elimination

One Information Technology Technician position has been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(95,891)	95,891	0	0	(1)

6. Network Leasing Strategy

Funds have been included for implementation of a network leasing strategy. By utilizing a leasing strategy for network equipment, the County has the ability to spread the costs of network equipment acquisition over the equipment's five-year life. Departments who choose this option will contribute annually for lease of network equipment. Any funds not used by the department during the fiscal year will be carried forward to the following year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	254,192	(186,580)	(67,612)	0	0

7. Countywide Projects

Funding has been included for countywide Cardkey project begun in FY 2004-05 but not yet completed. Funding is also included for a countywide project to add capacity to the County Data Center UPS system. This will allow the County to continue to centralize servers in the County Data Center and ensure that there will be adequate electrical backup in case of PG&E power failures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	195,000	(195,000)	0	0	0

8. Adjustment to Fund Balance

An increase in fund Balance is due to savings generated from projects not completed during FY 2004-05. These projects have been reappropriated in FY 2005-06: Mainframe elimination (infrastructure), Fastlane Radio Project, and implementation of Data Center POD. Customer funds not spent will be rolled over into customer designated reserves: Admin Microwave funding and IFAS Shared.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
667,658	519,397	0	148,261	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
143,282	1,527,362	(4,416,402)	3,032,322	0	(3)

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

9. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; decreases due to project completions for the mainframe elimination project; deletion of one-time equipment purchases; rolling over of reserves funded during FY 05-06 into Fund Balance; increase of reserves due to annual contributions and anticipated FY 2005-06 mainframe cost savings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,527,055	(1,982,009)	5,082,040	427,024	0	0

10. Network Equipment Replacements

Funding is included for the replacement of core network appliances that have reached the end of service life. This is required to support the program priority of maintaining availability of servers and the network.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	241,700	0	(241,700)	0	0

11. Mainframe Elimination

Mainframe Elimination is a multi-year project designed to decrease dependency on expensive mainframe computing environments. This funding will provide rate stabilization for applications remaining on the mainframe during FY 2006-07. Ongoing savings are realized from the transition of applications from the mainframe. This effort supports the priority of maintaining 99.8% availability of servers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(84,492)	1,796,760	(1,712,268)	0	0

12. Elimination of One-Time Projects and Purchases

One-time projects and purchases completed in FY 2005-06 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(519,397)	(968,589)	449,192	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,007,658	(2,793,390)	7,327,992	(1,526,944)	0	0

Project Management (1840P)

Program Locator

County

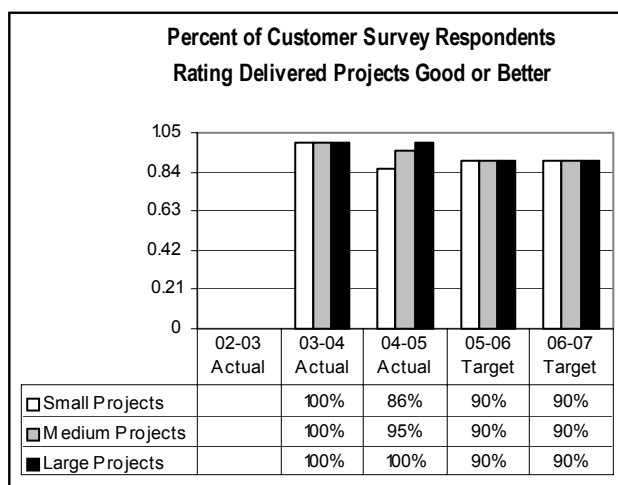
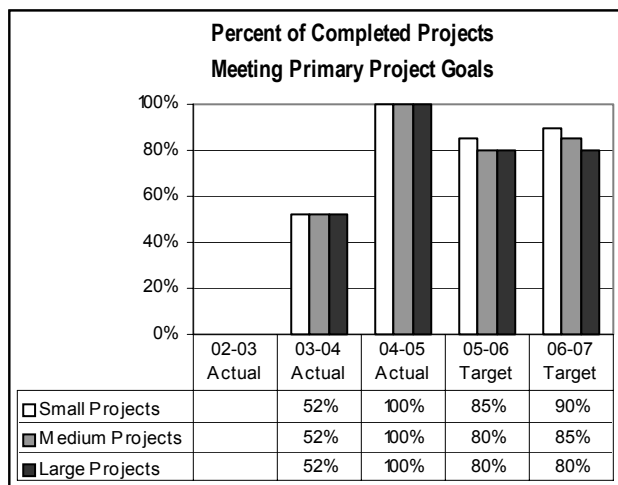
Administration and Fiscal

Information Services Department

Information and Technology Availability

►Project Management

Headline Measures



Program Outcome Statement

The Project Management Program assists all County departments in achieving their desired program outcomes by providing quality Information Technology (IT) project planning, prioritization, coordination, facilitation and implementation services.

Services and Accomplishments

The Project Management Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing support for a broad range of IT services, including application analysis and development, communications systems design and implementation, desktop and file server installation as well as maintenance and the management of environments that deliver IT services. The Program's purpose is to plan, coordinate, monitor, and deliver these services effectively and efficiently for the County. Under this Program, methodologies of Business Process Re-engineering (BPR) are used to optimize the benefits of IT -- by using automation to fundamentally reshape workflows associated with service delivery. The success of this Program requires strong technical knowledge and skills, knowledge of County departments and their businesses, professional relationships with outside service providers, a close working relationship with departmental technical staff as well as a current and reliable technical environment.

The following are major accomplishments in the current year:

- Increased the number of Projects supported by this program by 200%
- Surpassed customer satisfaction rating targets
- Completed several large projects including: Network Infrastructure Upgrade sponsored by the Courts/AOC; rewiring for building occupied by the Human Services Agency; CDS Upgrades for CalWIN readiness for the Human Services Agency; Novius Laboratory System implementation for San Mateo Medical Center; TCE (Transmission Control Errors) improvements for the San Mateo Medical Center
- Reviewed, produced and adopted standards for project materials, project management processes and reporting methodologies using an easy-to-use automated system

Story Behind Baseline Performance

Fiscal Year 2004-05 is the second year that both ISD staff and County departments have been using this Program. While there have been improvements to the systems supporting this program, the measures themselves have not changed. ISD anticipates reviewing these measures based on the recommendations of made by internal OBM Program peer review.

This program is showing benefits including increased consistency and quality of project materials as well as increased customer satisfaction. Based upon customer survey responses received over the first six months of this year, the targets for both headline

measures -- Customer Satisfaction and Projects Meeting Primary Project Goals, have been surpassed. ISD has exceeded the target for 'Percent of Projects Meeting Primary Project Goals', by as much as 15 percentage points. ISD achieved this by incorporating regular meetings to review project goals into existing process methodology. The target for 'Percent of Customer Survey Respondents Rating Delivered Project as Good or Better' was exceeded by almost 43 percentage points. This was achieved by maintaining an emphasis on 'Service Excellence'. Service Excellence is an internal initiative that requires ISD staff to provide services 'above and beyond' the agreed-upon service levels.

A key element of this program is to identify, promote and provide Countywide leadership for projects that are cross-departmental. An example is the Finding Kids project. This project involved many large County departments. The result of this project is a system that allows County staff to quickly determine whether a child is/was served by one or more programs in the County, by searching disparate databases. Another example of a successful cross-departmental project is the AWS Enhancement project. What this project does is it positions the Courts to issue paperless warrants and as a result can reduce the amount of paper flow between the criminal justice agencies of the County and city police departments.

Major challenges over the next two years will be:

- To manage Project Management workload, while continuing to support existing IT applications and infrastructure
- To set and manage customer expectations

Program Priorities

The Information Technology Project Management Program will meet performance targets by doing the following:

At Least 90% of IT Projects will Follow Established Project Management Procedures

- Continue to refine aspects of the Project Management program processes and procedures
- Continue to train staff in the Project Management program

At Least 90% of IT Projects will be Completed on Time and Within Budget

- Set realistic project time lines and budget
- Ensure that clear change control and scope management procedures are established and practiced
- Continue to communicate with departments on project status, including steps necessary to keep projects on track

Achieve at Least 90% Rate of Completed Projects 'Meeting Project Goals'

- Continue to work with departments to identify, clarify and document project goals
- Identify for customers when project scope deviates from project goals

Achieve at Least 90% Good or Better Customer Satisfaction Rating for Completed Projects

- Enhance ongoing project related communication with customers, by defining check-in points, throughout the project life-cycle, to validate project goals, scope, budget and time lines
- Continue to educate customers on the importance and benefits of following Project Management process

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of IT Projects completed (projects/ activities)	---	23	82	40	45
Number of IT Projects in progress	---	---	126	60	75
How Well We Do It (Quality)					
Percent of IT Projects that follow established Project Management procedures (S, M & L) ^{(1), (3)}	---	65%	95% / 94% / 100%	95% / 95% / 95%	95% / 95% / 95%
Percent of IT Projects that are completed on time (S, M & L) ^{(1), (3)}	---	57%	79% / 84% / 80%	80% / 75% / 70%	85% / 80% / 80%
Percent of IT Projects that are completed within budget (S, M & L) ^{(1), (3)}	---	65%	90% / 79% / 90%	85% / 80% / 75%	90% / 85% / 80%
Is Anyone Better Off? (Outcome)					
Number of Projects that are cross-departmental	---	6	16	10	10
Percent of completed projects meeting project goals (S, M & L) ^{(1), (2), (3)}	---	52%	100% / 100% / 100%	85% / 80% / 80%	90% / 85% / 80%
Percent of customer survey respondents rating satisfaction with delivered projects as good or better (S, M & L) ^{(3), (4)}	---	100%	86% / 95% / 100%	90% / 90% / 90%	90% / 90% / 90%

⁽¹⁾ S, M & L indicates the size of the project: small, medium and large. This differentiation is needed because as the size of the project increases so can the risk. However for FY 2003-04 only summary data is available.

⁽²⁾ Project goals are described in the project proposal document that the customer approves before a project moves forward.

⁽³⁾ The targets for 'Large' projects have intentionally been kept lower than current year estimates. This is due to the fact that the number of large projects is small, and the results of each project have the potential for significant impact on summary indicators.

⁽⁴⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Project Management (1840P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	56.0	58.0	58.0	58.0		58.0
Funded FTE	55.9	57.8	57.8	58.0	0.2	58.0
 Total Requirements	(2,044,880)	(3,333,320)	5,341,666	6,882,741	1,541,075	5,336,228
Total Sources	8,488,902	9,101,818	5,341,666	6,882,741	1,541,075	5,336,228
Net County Cost	(10,533,782)	(12,435,138)				

Program Net County Cost

This Program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; negotiated labor increases; the move of two positions from the Technology Availability program; decreases due to project completions; deletion of one-time equipment purchases; increase in vendor costs for software and hardware maintenance; increase in customer requests for vendor services; increase in Reserves for equipment replacement; increased County Service Charges; and reduced reimbursement due to decreased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(78,600)	(1,421,628)	1,269,866	73,162	0	2

2. Rate Relief Plan

The Program's goal of achieving a customer satisfaction rating for completed projects of at least 90% will be realized by fully implementing the Rate Relief Plan (RRP). The RRP is the result of ISD's effort to align labor rates with those of privatized IT services to become an IT provider of choice for all County departments. The plan began in FY 2004-05 and these reductions in expense and administrative labor will complete the plan to reduce the cost of ISD labor. Reductions in positions include one Management Analyst, one Fiscal Office Assistant and one Project Manager.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(505,041)	505,041	0	0	(3)

3. SMMC ITSP Funding

Increase in funding to provide consulting and project management support for implementation of the San Mateo Medical Center's IT Strategic Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
944,480	944,480	0	0	0	0

4. Countywide Projects

Funding has been included for countywide projects begun in FY 2004-05 but not yet completed: e-Gov. software upgrades; VOIP pilot; Fastlane implementation; and Linux R & D. Also included is funding for a new countywide project of establishing a common FileNet environment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	588,989	(588,989)	0	0	0

5. Adjustment to Fund Balance

An increase in Fund Balance is due to projects begun but not yet completed during FY 2004-05. Projects include initiatives to standardize ISD systems, implementation of e-Gov. software, and projects for CJIS Strategic Planning, DCSS and PIPS migration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
674,835	674,835	0	0	0	0

6. Position Addition

A Project Accountant position has been added and will be assigned to help manage IT projects for the Health Department and the San Mateo Medical Center. A position has been deleted in the Information and Technology Availability Unit to help offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
96,503	0	(96,503)	0	0	1

7. Youth Services Center

The Youth Services Center is due to open at the end of FY 2005-06 and one-time funding to purchase network equipment has been added. Costs will be fully reimbursed by user departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	716,693	(716,693)	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,541,075	1,095,192	372,721	73,162	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

8. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; rolling reserves funded during FY 2005-06 into Fund Balance and decreased reimbursement due to decreased reserve contributions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
73,162	204,891	(131,729)	0	0	0

9. Elimination of One-Time Projects

One-time projects and purchases and funding in FY 2005-06 has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,473,351)	(2,515,576)	1,042,225	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,546,513)	(2,720,467)	1,173,954	0	0	0

This page intentionally left blank

Grand Jury (1920B)

Budget Unit Locator

County

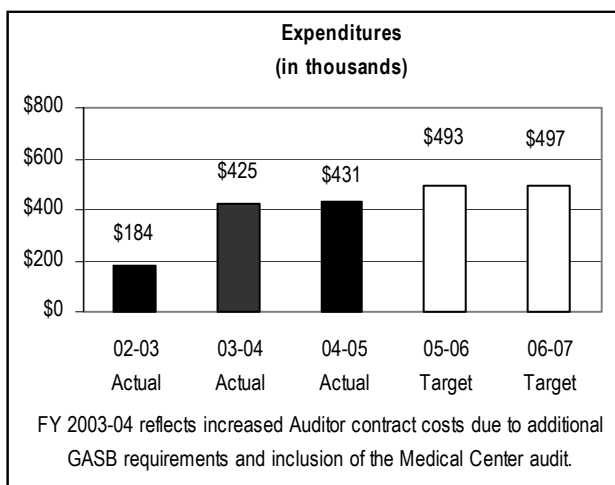
Administration and Fiscal
 Board of Supervisors
 County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 County Counsel
 Employee and Public Services
 Information Services Department

►Grand Jury

First 5 San Mateo County
 Retirement (*SamCera*)

Budget Unit Description

The San Mateo County Civil Grand Jury is a statutory body impaneled annually for the purpose of general investigating activities relating to local government. The Grand Jury may investigate any department of San Mateo County government, any city in the county, any of the special districts in the county or in certain cases, non-profit organizations or agencies in the county. The Grand Jurors are selected by the Superior Court and are under the guidance of a Superior Court Judge. However, the Grand Jury functions as an independent body and the direction of its investigations are determined by the Grand Jury itself. Specific areas of concern are documented and appropriate recommendations are made. This report is submitted to the Board of Supervisors. A formal response is required within 60 days by elected officials and 90 days by all others. A separate Criminal Grand Jury is drawn by order of the Presiding Judge, as necessary, for the purpose of returning criminal indictments.



Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$410,617 or 85.7%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: increased salary and benefits as a result of negotiated labor costs; increased Auditor contract costs by five percent; reduced one-time Fund Balance and contracts account; and included reimbursement from the San Mateo Medical Center to offset auditing costs, resulting in Net County Cost savings.

Revenue/Sources	36,339
Appropriations	4,924
Intrafund Transfers	0
Reserves	0
Net County Cost	(31,415)
Positions	0

2. Adjustments to Fund Balance

Increases in operating costs have been fully offset with Fund Balance.

Revenue/Sources	13,363
Appropriations	13,363
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	49,992
Appropriations	18,577
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(31,415)
Positions	0

TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	(13,653)
Appropriations	3,868
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	17,521
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: increased staffing costs as a result of negotiated labor costs; and included an adjustment for Auditor contract costs.

Revenue/Sources	0
Appropriations	17,521
Intrafund Transfers	0
Reserves	0
Net County Cost	17,521
Positions	0

4. Elimination of One-Time Purchases

One-time costs and funding has been eliminated.

Revenue/Sources	(13,653)
Appropriations	(13,653)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Grand Jury (1920B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Interfund Revenue	25,000			50,000	50,000	50,000
Total Revenue	25,000			50,000	50,000	50,000
Fund Balance	21,543	32,064	32,064	32,056	(8)	18,403
TOTAL SOURCES	46,543	32,064	32,064	82,056	49,992	68,403
REQUIREMENTS						
Salaries and Benefits	50,781	58,765	68,381	72,039	3,658	73,372
Services and Supplies	369,843	371,919	395,515	410,434	14,919	412,969
Other Charges	4,306	671	10,200	10,200		10,200
TOTAL REQUIREMENTS	424,930	431,356	474,096	492,673	18,577	496,541
NET COUNTY COST	378,387	399,292	442,032	410,617	(31,415)	428,138

This page intentionally left blank

First 5 San Mateo County (1950B)

Budget Unit Locator

County

- Administration and Fiscal
 - Board of Supervisors
 - County Manager/Clerk of the Board
 - Assessor-County Clerk-Recorder
 - Controller's Office
 - Treasurer-Tax Collector
 - County Counsel
 - Employee and Public Services
 - Information Services Department
 - Grand Jury

►First 5 San Mateo County

- Retirement (*SamCERA*)

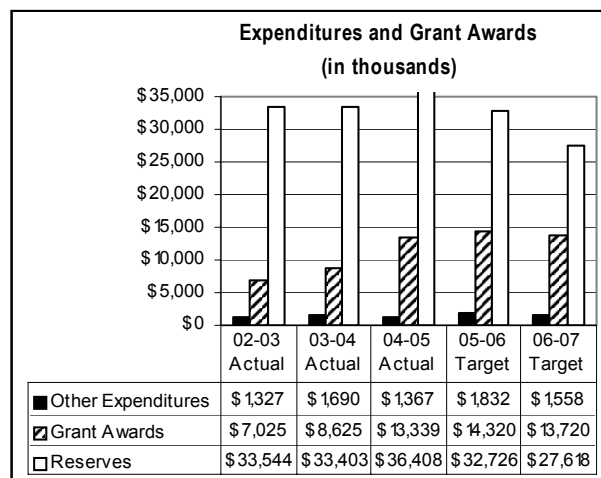
Budget Unit Description

First 5 San Mateo County (F5SMC) was created in 1998 with the passage of Proposition 10, the California Children and Families First Act. The Act levied tobacco tax to support a comprehensive, collaborative and integrated system of information and services that promote early childhood development for children ages 0 to 5. The Act also created a state commission and individual county commissions to oversee expenditures and funding priorities. The First 5 San Mateo County Commission is an independent body comprised of nine members, including a member of the Board of Supervisors, the Director of the Human Services Agency, the County Superintendent of Schools, the Chief of Pediatrics of the San Mateo Medical Center, the County Manager or his/her designee, and four public members appointed by the Board of Supervisors from the fields of early childhood education health care and family support.

First 5 San Mateo County is committed to maximize the impact of its funding strategies and recognizes that funds are expected to decrease in future years. In FY 2001-02, Commissioners adopted an innovative 10-year strategic and financial plan to guide future investments. The Plan is updated annually and provides a framework to promote sustainability of projects by investing in broad initiatives that support systemic change. F5SMC's multi-layered approach to funding allows for planning new and innovative programs, launching large-scale strategic initiatives, and providing ongoing support to existing grantees.

First 5 San Mateo County has moved closer to the full execution of its six strategic initiatives by implementing Preschool for All (PFA). This initiative supports F5SMC's goal to create an integrated system of care for children ages 0-5, and will radically expand the amount and quality of early education experiences available to young children. Preschool for All will provide free, voluntary, universal preschool programs to children 3 to 4 years old in two communities in the County with the goal of serving children countywide. F5SMC has made a 10-year financial commitment to PFA, starting with nearly \$8 million over the first three years. Additionally, F5SMC has

launched the Prenatal-to-Three's home visiting component (Phase I of the Early Brain Development Initiative), the Children's Health Initiative (CHI), and SmartKids (Child Care Facilities Expansion Fund). Home visits, health screenings, and long-term case management services have been provided by public and mental health professionals to at-risk families with young children through the Prenatal-to-Three program's home visiting component. CHI is available for all children residing in San Mateo County to have access to quality health care through comprehensive health insurance. Between July 2003 and June 2004, CHI has enrolled more than 2,000 children into one of three health insurance programs for low-income families. SmartKids aims to increase the supply of high quality care for young children. Since inception, child care capacity has been increased by 250 spaces. First 5 San Mateo County continues to encourage and facilitate collaborations among programs and agencies and provides leadership in completing comprehensive community design processes, such as PFA and Early Brain Development Initiatives. F5SMC carefully plans and responsibly approaches the issues of systems change, policy change, and service delivery improvement, at the same time recognizing that this work is the result of collaborative efforts and the high level of involvement from community partners.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue received from First 5 California (formerly The California Children and Families First Commission) Proposition 10 tobacco tax funds.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments to include: Budget adjustments to Revenue include: an increase in Preschool for All funding to support universal preschool programs for children 3 to 4 years old in two communities in the County; funding for the fourth year of implementation of the School Readiness Initiative; and elimination of funding from Packard Foundation for a special project that ended in FY2004-2005. Inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases are reflected, which are offset by reductions in general office supply accounts and decreased use of outside consultant services.

Revenue/Sources	1,977,340
Appropriations	1,445,688
Intrafund Transfers	0
Reserves	531,652
Net County Cost	0
Positions	0

2. Reductions in Tobacco Tax Receipts and Interest

Tobacco funds are anticipated to decrease statewide. As a result of the decline in revenue, Reserves have been adjusted accordingly. Interest earnings are projected to decrease due to changes in the average daily balance maintained in the Commission's trust fund account together with fluctuating interest rates.

Revenue/Sources	(550,000)
Appropriations	0
Intrafund Transfers	0
Reserves	(550,000)
Net County Cost	0
Positions	0

3. Funding for Preschool Programs and Children's Health Initiative

Funding for the Preschool for All (PFA) Demonstration Project is included and one position has been added. First 5 will continue to phase in voluntary access for up to 70% of the 4 year olds in two school districts in San Mateo County. Funding will cover a grant with the San Mateo County Office of Education., other contracts, personnel services and general office expenses. Grant revenues

and appropriations have also been included in the budget for the Children's Health Initiative.

Revenue/Sources	(417,650)
Appropriations	(352,999)
Intrafund Transfers	(64,651)
Reserves	0
Net County Cost	0
Positions	1

4. Adjustments to Fund Balance

Fund Balance due to purchases and projects not completed in FY 2004-05 has been set aside in Reserves.

Revenue/Sources	1,405,972
Appropriations	0
Intrafund Transfers	0
Reserves	1,405,972
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	2,415,662
Appropriations	1,092,689
Intrafund Transfers	(64,651)
Reserves	1,387,624
Net County Cost	0
Positions	1

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments to revenue include a continuing decline in tobacco tax revenue and interest earnings, as anticipated. Supplemental funding for the School Readiness Initiative is pending and awaiting an update from First 5 California as to whether an on-going commitment to provide matching funds will be made. Salary and benefits increases are due to: merit increases; negotiated labor increases and higher benefit costs. A slight increase is reflected in

operating costs. A decrease for consultant services is in direct response to the Commission's 5-Year Evaluation Plan, which outlines the use of outside services every other year. Additionally, a reduction in Reserves is due primarily to prior year usage for grant awards and strategic initiatives.

Revenue/Sources	(5,981,652)
Appropriations	(873,302)
Intrafund Transfers	0
Reserves	(5,108,350)
Net County Cost	0
Positions	0

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

FY 2005-06 and 2006-07 Budget Unit Summary

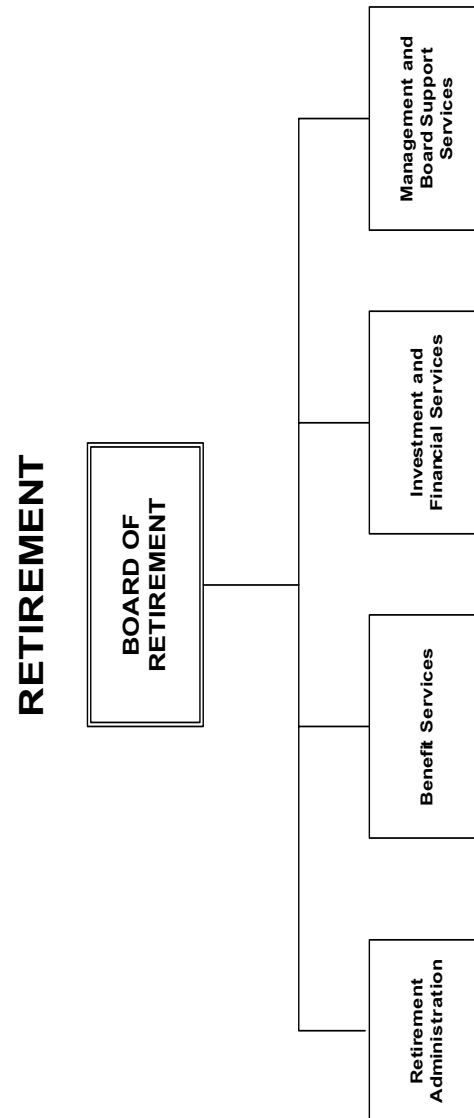
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	943,801	1,004,508	850,000	800,000	(50,000)	750,000
Intergovernmental Revenues	9,745,516	11,343,876	10,769,701	10,002,051	(767,650)	9,502,051
Miscellaneous Revenue	506,204	139,445		1,250,000	1,250,000	(500,000)
Total Revenue	11,195,521	12,487,829	11,619,701	12,052,051	432,350	9,752,051
Fund Balance	32,523,111	34,424,465	34,424,465	36,407,777	1,983,312	32,726,125
TOTAL SOURCES	43,718,632	46,912,294	46,044,166	48,459,828	2,415,662	42,478,176

REQUIREMENTS

Salaries and Benefits	692,743	874,903	885,459	1,026,543	141,084	1,065,051
Services and Supplies	1,623,184	2,050,200	2,272,356	3,514,061	1,241,705	2,093,941
Other Charges	7,999,235	7,579,414	11,547,850	11,257,750	(290,100)	11,766,060
Gross Appropriations	10,315,161	10,504,518	14,705,665	15,798,354	1,092,689	14,925,052
Intrafund Transfers				(64,651)	(64,651)	(64,651)
Net Appropriations	10,315,161	10,504,518	14,705,665	15,733,703	1,028,038	14,860,401
Non-General Fund Reserves	33,403,470	31,338,501	31,338,501	32,726,125	1,387,624	27,617,775
TOTAL REQUIREMENTS	43,718,631	41,843,019	46,044,166	48,459,828	2,415,662	42,478,176

AUTHORIZED POSITIONS

Salary Resolution	8.0	10.0	10.0	11.0	1.0	11.0
Funded FTE	8.0	9.2	9.2	10.5	1.3	10.5



Retirement Office (2000B)

Budget Unit Locator

County

Administration and Fiscal

Board of Supervisors

County Manager/Clerk of the Board

Assessor-County Clerk-Recorder

Controller's Office

Treasurer-Tax Collector

County Counsel

Employee and Public Services

Information Services Department

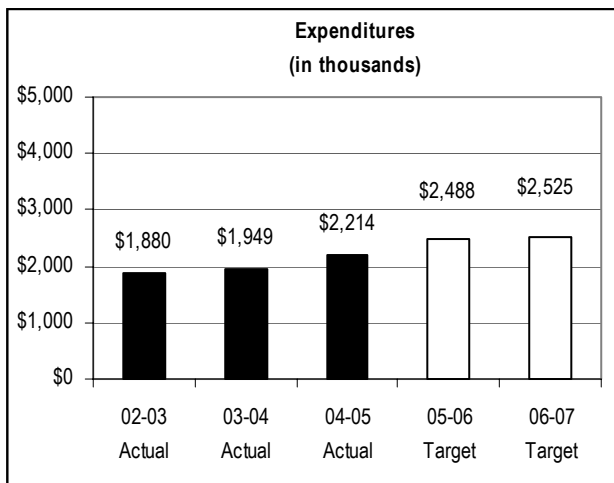
Grand Jury

First 5 San Mateo County

▷ Retirement (SamCERA)

Budget Unit Description

The Board of Retirement strives to provide caring, fair, accurate, timely and knowledgeable professional service to clients and the public; to prudently manage the assets and actuarial liabilities of the Retirement System so as to minimize the cost to the County while assuring the ability to pay all earned benefits; and to constantly improve the effectiveness of services and the efficiency of its operations. SamCERA was established on July 1, 1944, by the Board of Supervisors to provide defined benefit retirement programs for San Mateo County employees, retirees and their beneficiaries. SamCERA is governed by a nine-member Board of Retirement, which is empowered by the State Constitution to serve as fiduciary for SamCERA's members and as Administrator of the County's Retirement System.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Operational expenses are fully offset by transfers from the Retirement Fund.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases; scheduled negotiated labor increases; reductions to retirement contributions; adjustments in contract expenses; and adjustments to County inter-departmental charges.

Revenue/Sources	85,505
Appropriations	85,505
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

2. Completion of Ventura Decision Implementation

The court ordered Ventura Decision project to recalculate inclusion of certain terminal pay codes and retroactive benefits for specified retired members has been completed. The conclusion of the project results in a reduction of appropriation and corresponding fund transfer.

Revenue/Sources	(364,360)
Appropriations	(364,360)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. Staffing Reorganization

Appropriations have been included for the addition of one Retirement Benefits Manager, reclassification of two positions and pay adjustment for existing position. A reduction of one vacant

Retirement Analyst also is anticipated. These position changes will be submitted to the Board of Supervisors in June 2005.

Revenue/Sources	67,495
Appropriations	67,495
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

4. Adjustments to Align Budget with Board of Retirement

Adjustments have been made to align the budget with the budget adopted by the Board of Retirement.

Revenue/Sources	(63,750)
Appropriations	(63,750)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	(275,110)
Appropriations	(275,110)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Salaries and Benefits have been increased to include merit increases and higher benefit costs.

Revenue/Sources	37,461
Appropriations	37,461
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Retirement Office (2000B)
Retirement Trust Fund (Information Only)

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	1,948,799	2,213,758				
Other Financing Sources			2,763,310	2,488,200	(275,110)	2,525,661
TOTAL SOURCES	1,948,799	2,213,758	2,763,310	2,488,200	(275,110)	2,525,661
REQUIREMENTS						
Salaries and Benefits	1,108,896	1,389,482	1,632,412	1,522,968	(109,444)	1,560,429
Services and Supplies	729,557	771,093	940,398	815,732	(124,666)	815,732
Other Charges	82,334	53,183	175,500	134,500	(41,000)	134,500
Fixed Assets	28,012		15,000	15,000		15,000
TOTAL REQUIREMENTS	1,948,799	2,213,758	2,763,310	2,488,200	(275,110)	2,525,661
AUTHORIZED POSITIONS						
Salary Resolution	11.0	13.0	13.0	13.0		13.0
Funded FTE	11.0	13.0	13.0	13.0	0.0	13.0



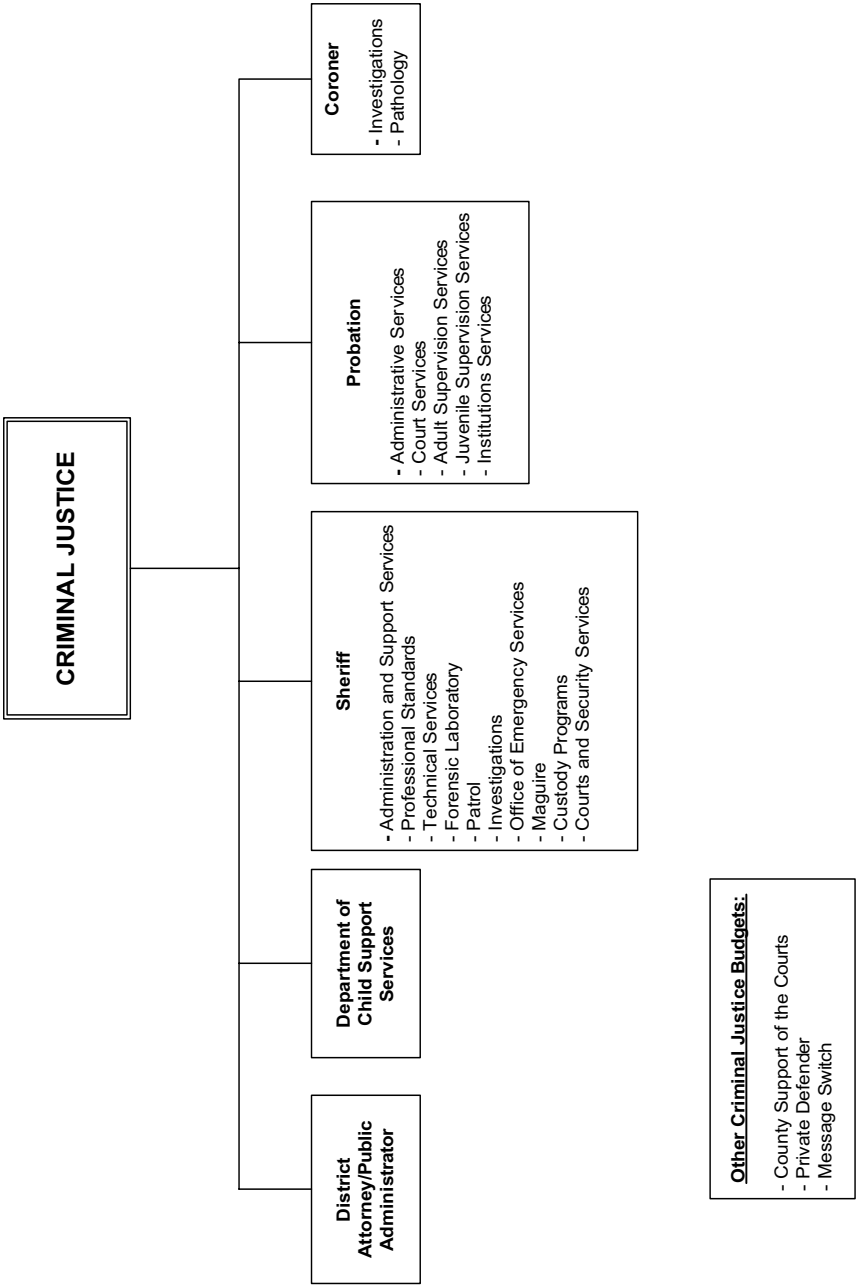
Criminal Justice

*Adopted Budget
FY 2005-2006
FY 2006-2007*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

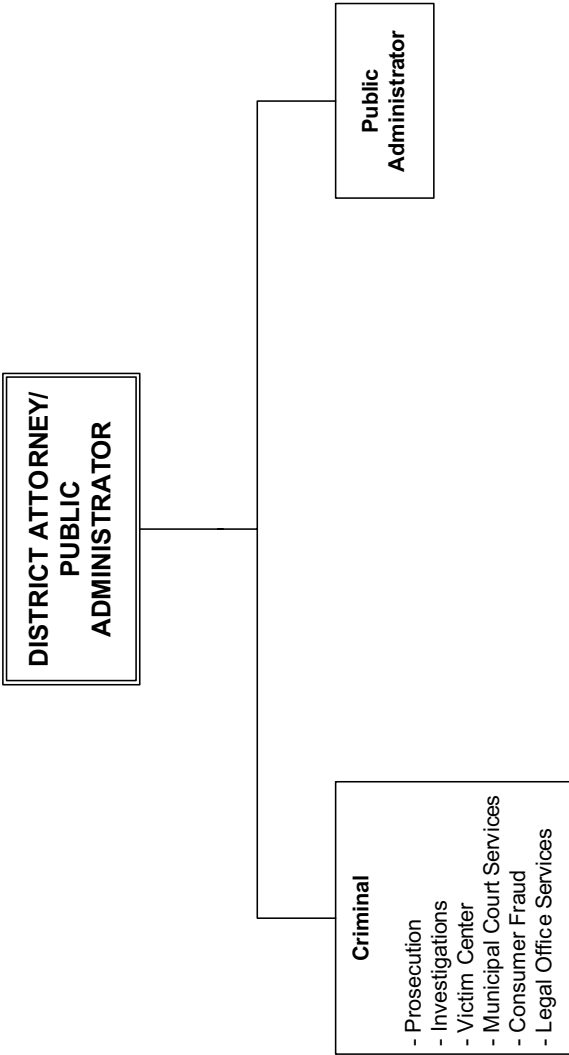
CRIMINAL JUSTICE

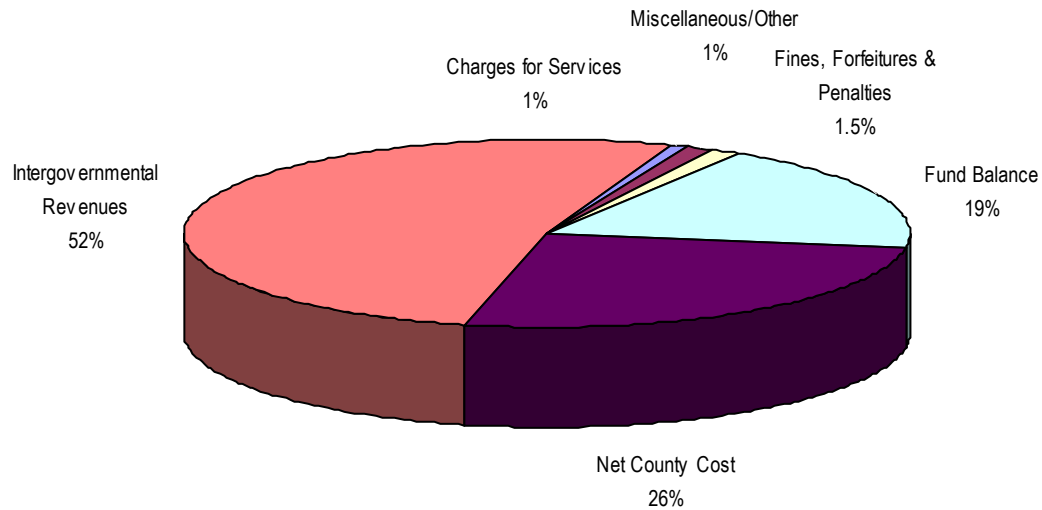
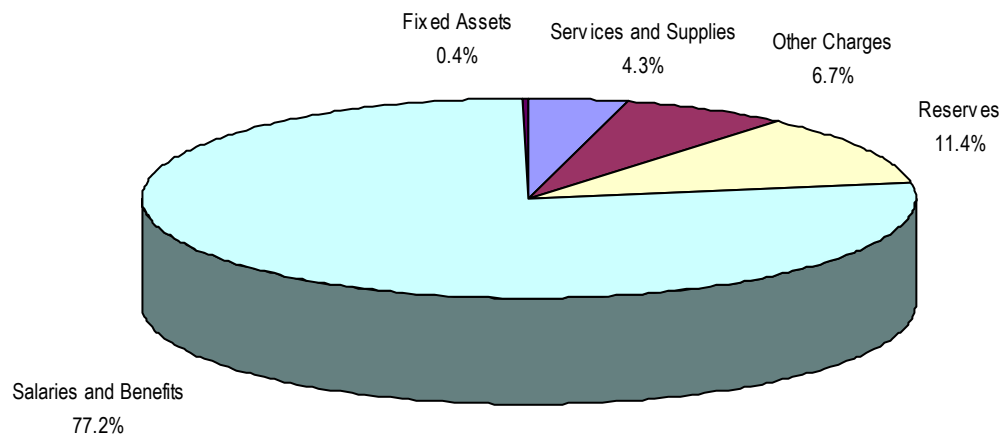


Criminal Justice Agency FY 2005-06 and 2006-07 All Funds Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
District Attorney/Public Administrator	19,950,334	21,092,586	22,198,970	22,864,589	665,619	23,090,509
Department of Child Support Services	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
County Support of the Courts	21,931,814	22,253,474	22,727,186	21,255,294	(1,471,892)	21,255,294
Private Defender Program	11,562,253	12,257,336	12,158,860	12,894,301	735,441	12,894,301
Sheriff's Office	99,637,144	109,176,654	111,921,661	116,816,072	4,894,411	119,376,099
Message Switch	942,775	965,087	957,363	1,058,491	101,128	1,079,350
Probation Department	49,629,331	52,244,846	50,968,027	57,548,798	6,580,771	54,240,285
Coroner's Office	2,421,741	2,506,111	2,410,102	2,543,642	133,540	2,590,454
Total General Fund	218,598,551	231,648,002	234,664,866	246,450,738	11,785,872	245,995,843
Total Requirements	218,598,551	231,648,002	234,664,866	246,450,738	11,785,872	245,995,843
Total Sources	13,531,280	138,911,175	141,284,333	137,604,245	(3,680,088)	137,929,186
Net County Cost	83,285,744	92,736,826	93,380,533	108,846,493	15,465,960	108,066,657
AUTHORIZED POSITIONS						
Salary Resolution	1,293.0	1,267.0	1,266.0	1,308.0	42.0	1,308.0
Funded FTE	1,272.6	1,242.3	1,241.3	1,283.9	42.6	1,283.9

**DISTRICT ATTORNEY/
PUBLIC ADMINISTRATOR**



District Attorney/Public Administrator (2510B)**FY 2005-06 Adopted Sources****FY 2005-06 Adopted Requirements**

Department Locator

County

Criminal Justice

▷ District Attorney's Office

Department of Child Support Services

County Support of the Courts

Private Defender Program

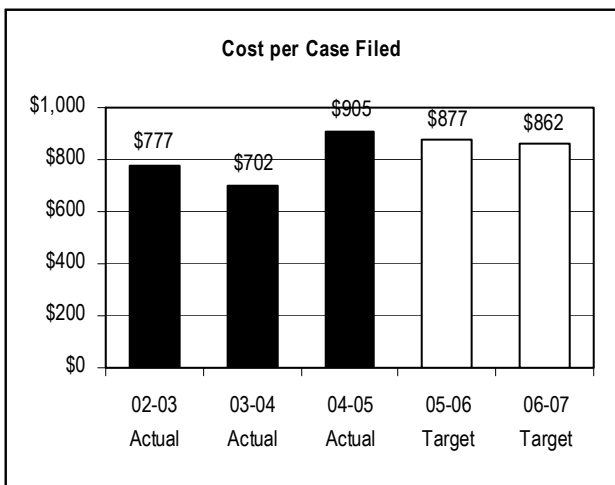
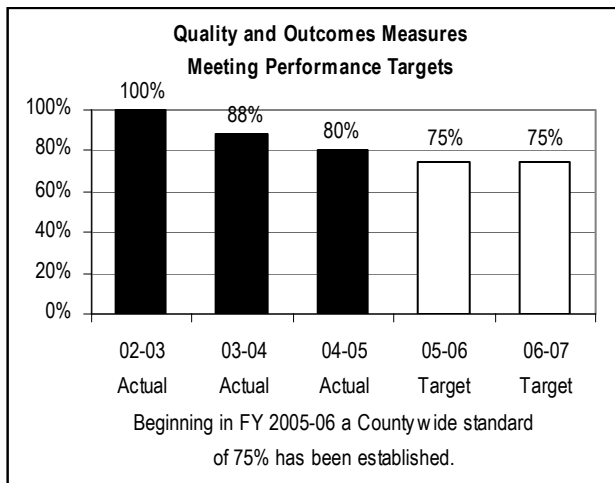
Sheriff's Office

Message Switch

Probation Department

Coroner's Office

Department Measures



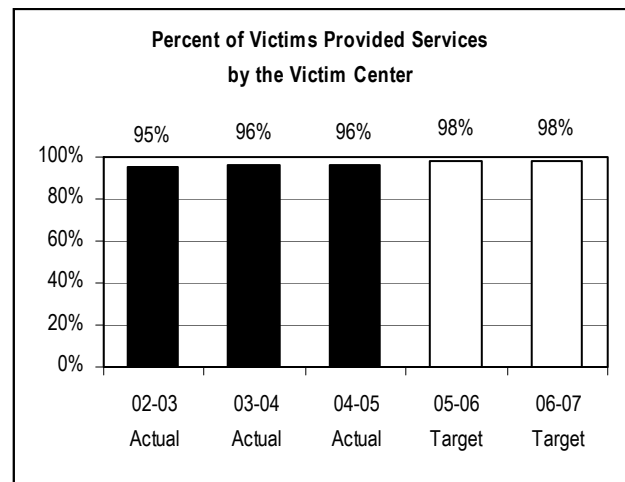
Department Mission Statement

San Mateo County District Attorney/Public Administrator's Office serves the people of the State of California by prosecuting adult and juvenile offenders, enforcing consumer and environmental laws, administering decedent estates, providing legal and investigative support to other law enforcement agencies and disseminating public information about law enforcement while ensuring public safety and accountability for criminal conduct.

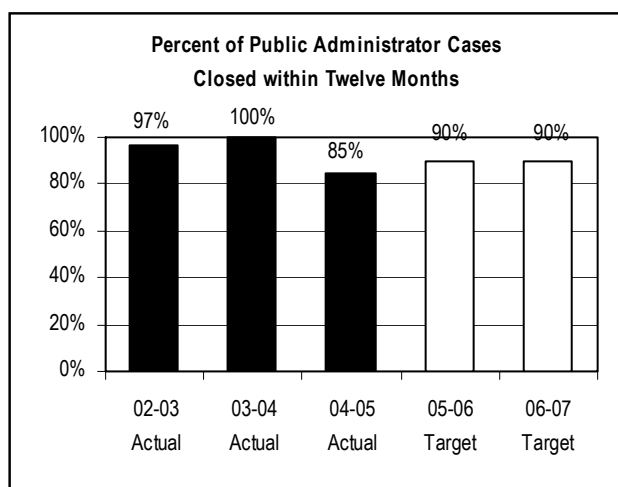
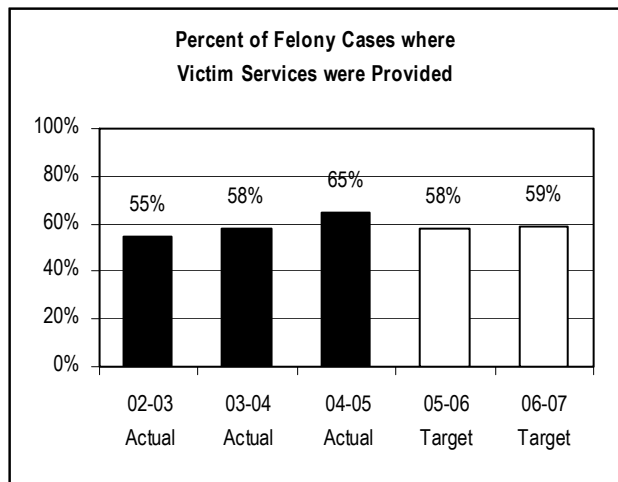
Contributions to Shared Vision 2010 Goals

The District Attorney's Office contributes to the following goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for all:

- **Goal 7:** The District Attorney's Office seeks justice and accountability for all who violate the law and provides assistance to those victimized by criminals.



Headline Measures



Services and Accomplishments

The District Attorney's Office contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by prosecuting felony and misdemeanor crimes committed in San Mateo County as well as County Ordinance violations and juvenile cases. The Office advises and conducts investigations for the Criminal Grand Jury and conducts investigations of welfare fraud, theft, embezzlement and other cases pending trial. The Office initiates legal actions to prohibit unfair business practices and handles water pollution, hazardous waste and similar cases. The Victim's Center provides financial, emotional, social and other assistance to victims of reported crimes. Finally, the Office serves as the Public Administrator in the probate of estates.

The following were major accomplishments in the prior year:

- Provided increased personal service to victims through the Victim Center
- Provided special training for three Deputy District Attorneys who have successfully prosecuted gang cases
- Successfully prosecuted, through trial, significant elder abuse crimes
- Increased warehouse fees to fund an Estate Property Officer dedicated to inventory control

Story Behind Baseline Performance

Over the past two years, victim services have been greatly enhanced. Of the victims contacted, 98% received services. The majority of felony cases, which are drug-related, do not have victims. However, the trend for services provided to felony victims is on the rise with 635 (48%) in FY 2001-02 compared to 1,165 (65%) in FY 2004-05. Prior to the transfer of the Victim Center from the Probation Department, contact was limited to victims of crimes in cases that were filed with the court. New databases and procedures now enable the Office to identify victims more comprehensively and earlier in the process.

In the last four years, gang violence has increased significantly, particularly in the northern and southern areas of the county. Caseloads have increased from three to four gang-related cases per month to approximately ten cases per month and the trend indicates the seriousness of the crimes is intensifying. There has been an increase in gang-related homicides this year. The District Attorney's Office prosecutes gang cases to deter gang violence in the County. The number of elder abuse-related crimes also continues to increase and specialized prosecution efforts to prevent the financial and abusive treatment of elder citizens in San Mateo County continues. Investigations of financial abuse of elders are resource intensive and not all police agencies have the same capability of conducting complex investigations, which places a burden on the District Attorney's limited investigative resources. The District Attorney's Office has seen what appears to be a potentially substantial increase in identity theft. Law

enforcement officials advise there are more and more incidents and as law enforcement trains and becomes more efficient, a concomitant increase in cases submitted for prosecution is anticipated.

The Public Administrator program investigates and administers the estates of persons who die with no will or without an appropriate person willing or able to act as administrator. This program now has a stable and experienced staff, which has enabled it to administer estates in a more efficient manner. The number of large estates continues to decrease resulting in lower overall distribution to heirs. The larger estates continue to have wills/trusts and executors who are able to administer them. Smaller estates are not as complex and tend to close faster.

Major challenges over the next two years will be:

- To address prosecution needs of gang cases
- To prosecute elder abuse related crimes as the elder population of San Mateo County continues to rise
- To develop an appropriate response to potential increases in identity theft prosecutions
- To increase the number of estate cases through outreach
- To maintain estate closure rates of within 12 months

Department Priorities

The District Attorney's Office will meet performance targets by doing the following:

Provide Victim Center Services to at Least 98% of Victims in All Cases and 58% of Victims in Felony Cases

- Maintain the level of outreach to victims by contacting 5,225 victims of crime in all cases and 1,300 victims in felony cases

Reduce Gang Proliferation

- Prosecute 100% of gang-related cases referred to the District Attorney's Office that meet the standard for filing
- Continue to work cooperatively with law enforcement to identify and prosecute gangs, including acquisition and identification of information on gang members

Aggressively Prosecute Elder Abuse

- Prosecute 100% elder abuse-related cases referred to the District Attorney's Office that meet the standard for filing
- Continue to participate in outreach efforts to educate the community on elder abuse
- Continue to provide training and investigative assistance to law enforcement to identify situations where senior citizens are at risk of either physical or financial abuse and provide training to financial institutions to identify and report situations of financial elder abuse

Aggressively Prosecute Public Corruption

- Spot-check Statements of Economic Interest for officials who file in San Mateo County
- Begin investigation to allegations of theft of public monies within three days of notification

Aggressively Prosecute Identity Theft

- Provide investigative assistance to law enforcement, financial institutions and organizations
- Participate in outreach efforts to educate the community on identity theft

Close 90% of Public Administrator Estates Within 12 Months

- Increase hours for Extra Help Estate Property Officer to full time
- Review auction process for selling property timely to ensure expeditious distribution of inheritance to heirs

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 200607 Target
What/How Much We Do					
Total cases reviewed	23,392	26,031	22,215	23,500	24,000
Total filings	20,007	22,325	18,994	19,975	20,400
Number of felony cases with victims	1,202	1,232	1,423	1,319	1,343
Number of victims contacted, including unsolved cases	2,585	4,754	5,018	5,225	5,312
Number of Public Administrator cases opened	61	68	64	62	65
Number of Public Administrator cases closed	86	66	61	65	65
How Well We Do It (Quality)					
Average number of cases reviewed by attorney	487	542	436	554	564
Percent of victims for whom services were provided	95%	96%	97%	98%	98%
Percent of Public Administrator cases closed within 12 months	67%	100%	85%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of total filings with conviction (excludes dismissals)	91%	92%	92%	TBD	TBD
Percent of felony cases where victim services were provided	55%	58%	65%	58%	59%
Average amount distributed to heirs through Estate Probate	\$69,550	\$39,816	\$75,397	\$88,507	\$88,507

District Attorney/Public Administrator (2510B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	610,863	601,459	342,720	342,720		342,720
Use of Money and Property	145,993	80,724	85,500	85,500		85,500
Intergovernmental Revenues	11,767,717	11,566,522	12,268,281	11,906,297	(361,984)	11,906,297
Charges for Services	345,283	228,957	198,000	188,000	(10,000)	188,000
Miscellaneous Revenue	59,356	128,480	20,000	168,890	148,890	20,000
Total Revenue	12,929,212	12,606,141	12,914,501	12,691,407	(223,094)	12,542,517
Fund Balance	4,244,005	4,708,110	4,708,110	4,257,271	(450,839)	4,257,271
TOTAL SOURCES	17,173,217	17,314,251	17,622,611	16,948,678	(673,933)	16,799,788
REQUIREMENTS						
Salaries and Benefits	14,567,916	15,736,984	16,698,169	17,651,359	953,190	18,116,169
Services and Supplies	657,533	724,979	866,936	983,544	116,608	875,102
Other Charges	1,618,834	1,582,915	1,586,158	1,542,818	(43,340)	1,502,370
Fixed Assets				90,000	90,000	
Net Appropriations	16,844,283	18,044,879	19,151,263	20,267,721	1,116,458	20,493,641
Contingencies/Dept Reserves	3,106,051	3,047,707	3,047,707	2,596,868	(450,839)	2,596,868
TOTAL REQUIREMENTS	19,950,334	21,092,586	22,198,970	22,864,589	665,619	23,090,509
NET COUNTY COST	2,777,118	3,778,335	4,576,359	5,915,911	1,339,552	6,290,721
AUTHORIZED POSITIONS						
Salary Resolution	123.0	125.0	125.0	126.0	1.0	126.0
Funded FTE	120.2	121.1	121.1	121.6	0.5	121.6

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$673,933 or 4% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$361,984 in this funding source due to increases in Realignment funds of \$11,771 and state and federal grants of \$103,488 that are offset by reductions in Public Safety Sales Tax (Prop. 172) revenue in the amount of \$405,231 and state grants in the amount of \$72,012.

Charges for Services

There is a decrease of \$10,000 in this funding source to better reflect prior year and current trends.

Miscellaneous Revenue

There is an increase of \$148,890 in this funding source from the Asset Forfeiture Trust Fund to offset one-time costs associated with move to the new Youth Services Center anticipated for late Spring 2006.

Fund Balance

There is an decrease of \$450,839 in this funding source due to less savings generated through vacant positions and previously anticipated.

TOTAL REQUIREMENTS

Total Requirements increased by \$665,619 or 3% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$953,190 in this expenditure category due to the addition of one Deputy District Attorney position assigned to the veritcal prosecution of gang cases as well as annual merit increases and negotiated labor and benefit costs.

Services and Supplies

There is an increase of \$116,608 in this expenditure category primarily due to increases in witness fees and photocopy leases and one-time costs associated with the new Youth Services Center.

Other Charges

There is a decrease of \$43,340 in this expenditure category primarily due to reductions in Information Services Department (ISD) charges and general liability insurance charges, which are partially offset by one-time expenditures related to the new Youth Services Center.

Fixed Assets

There is an increase of \$90,000 in this expenditure category to upgrade three servers as part of the Hall of Justice server upgrade project.

Contingencies/Departmental Reserves

There is a net increase of \$107,674 in this expenditure category due to implemented cost-saving measures and a reduction for purchase of services. The balance in Reserves represents 15.8% of Net Appropriations, which exceeds the County's 2% Reserves policy by \$2,756,214.

NET COUNTY COST

There is a net increase of \$1,179,098 or 26% in this Department's General Fund allocation. This increase is a result of negotiated labor increases, merit and flexibly staffed position increases, and a reduction to Public Safety Sales Tax (Prop. 172) revenue.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$148,890 or .9% from the FY 2005-06 to the FY 2006-07 Budget due to the following changes:

Miscellaneous Revenue

There is an decrease of \$148,890 in this revenue source due to the removal of a one-time transfer from the Asset Forfeiture Trust Fund to offset costs associated with the new Youth Services Center.

TOTAL REQUIREMENTS

Total Requirements increased by \$225,920 or 1% from the FY 2005-06 to the FY 2006-07 Budget due to the following changes:

Salaries and Benefits

There is an decrease of \$464,810 in this expenditure category due to merit increases as well as negotiated labor and benefit costs.

Services and Supplies

There is a decrease of \$108,442 in this expenditure category due to the removal of one-time expenditures related to the new Youth Services Center in the prior year.

Fixed Assets

There is a decrease of \$90,000 in this expenditure category due to the removal of a one-time cost to upgrade three servers as part of the Hall of Justice server upgrade project in FY 2005-06.

NET COUNTY COST

There is an increase of \$374,810 or 6.3% in this Department's General Fund allocation due to merit increases as well as negotiated labor and benefit cost.

District Attorney/Public Administrator (2510B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	123.0	125.0	125.0	126.0	1.0	126.0
Funded FTE	120.2	121.1	121.1	121.6	0.5	121.6
Total Requirements	19,950,334	21,092,586	22,198,970	22,864,589	665,619	23,090,509
Total Sources	17,173,217	17,314,251	17,622,611	16,948,678	(673,933)	16,799,788
Net County Cost	2,777,118	3,778,335	4,576,359	5,915,911	1,339,552	6,290,721
NCC Breakdown						
Federal Grants Match			100,000	110,000	10,000	110,000
State Grants Match			19,007	19,007		19,007
Realignment MOE			146,793	158,564	11,771	158,564
Mandated Services			4,310,559	5,628,340	1,317,781	6,003,150

Department Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,915,911 or 29%. Of this amount \$5,467,684 or 95% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Department Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; reductions in operating expenses that are offset by an increase in

witness fees and photocopy leases; net reductions to county service charges; and an increase to Fund Balance and Reserves based on year-end estimates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(288,546)	627,114	0	107,674	1,089,098	0

2. **Gang-Related Crime Prosecution**

One position of Deputy District Attorney is added in support of the Gang Intelligence and Investigative Task Force. Gang activity in the County has increased in both the number and seriousness of offenses, requiring thoughtful and thorough prosecution by an expert in gang prosecution. This position will be trained in prosecution techniques developed in other counties facing similar gang problems and will be devoted to prosecution of gang-related crime. This change to the department budget contributes to the District Attorney's priority to reduce gang proliferation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	160,454	0	0	160,454	1

3. **Youth Services Center One-time Start-up Costs**

Funding has been included for the one-time purchase of office furnishings, moving expenses, and automation hardware in anticipation of the opening of the Youth Service Center in June 2005. These expenditures are fully funded by revenue in the Asset Forfeiture Trust Fund and result in no additional Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
148,890	148,890	0	0	0	0

4. **Final Fund Balance**

Year-end Fund Balance projections were considerably higher than realized based on less salary savings from vacant positions. The department maintains a high level of Reserves and offset the reduction to Fund Balance by a corresponding reduction to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(558,513)	0	0	(558,513)	0	0

5. **Hall of Justice Switch Upgrade Project**

Funds have been included for server switches that need to be replaced on the 3rd and 4th floor in the District Attorney's Offices in the Hall of Justice.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	90,000	0	0	90,000	0

6. **Special Emphasis Victim's Unit**

One Community Worker II position is added and one Legal Office Specialist position is deleted to better serve and provide outreach support to victims of crime through the Special Emphasis Victim's Unit. This position change supports the District Attorney's priority to provide victim services to at least 98% of victims of crime in all DA cases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	63,891	0	0	0	1
0	(63,891)	0	0	0	(1)

TOTAL FY 2005-06 DEPARTMENT FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(673,933)	1,116,548	0	(450,839)	1,339,552	1

FY 2006-07 Department Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor and benefits costs. One-time funds for server switches that needed to be replaced on the 3rd and 4th floor in the District Attorney's Offices in the Hall of Justice have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	374,810	0	0	374,810	0

8. Remove One-time Start-up Costs Associated with the Youth Services Center

Funding for one-time start up costs, including office furnishings, moving expenses, and automation hardware, has been removed. A corresponding reduction to revenue has been included.

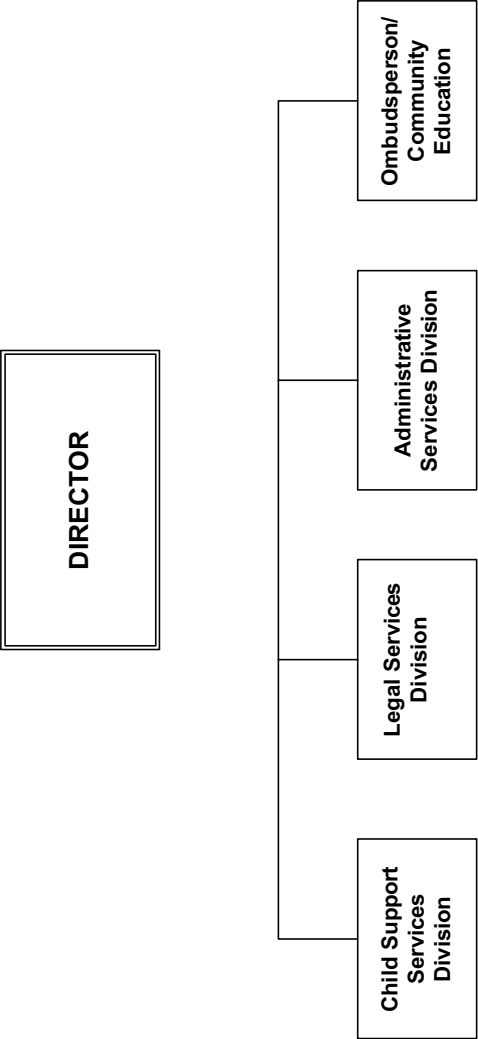
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(148,890)	(148,890)	0	0	0	0

TOTAL FY 2006-07 DEPARTMENT FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(148,890)	225,920	0	0	374,810	0

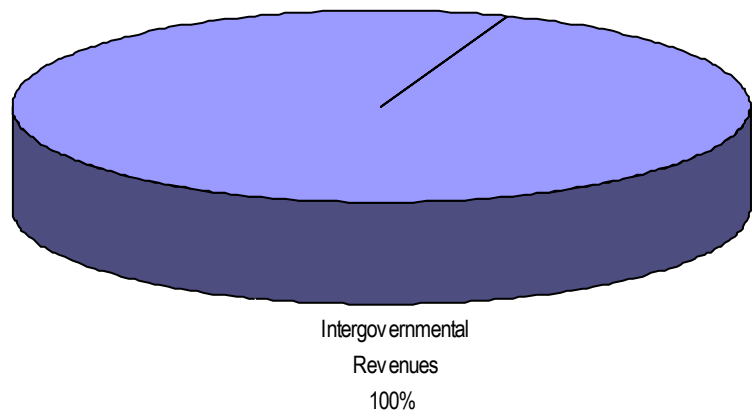
This page intentionally left blank

DEPARTMENT OF CHILD SUPPORT SERVICES

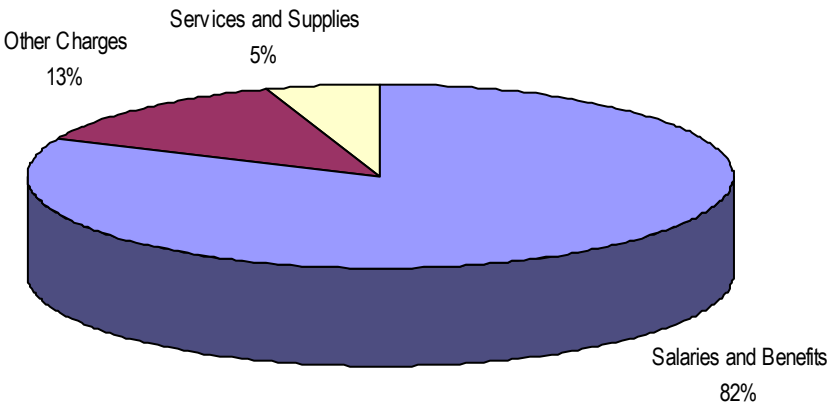


Department of Child Support Services (2600B)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

County

Criminal Justice

District Attorney's Office

▷ Department of Child Support Services

County Support of the Courts

Private Defender Program

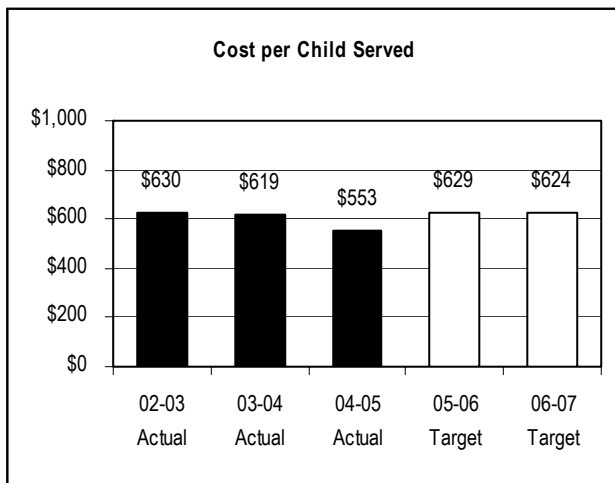
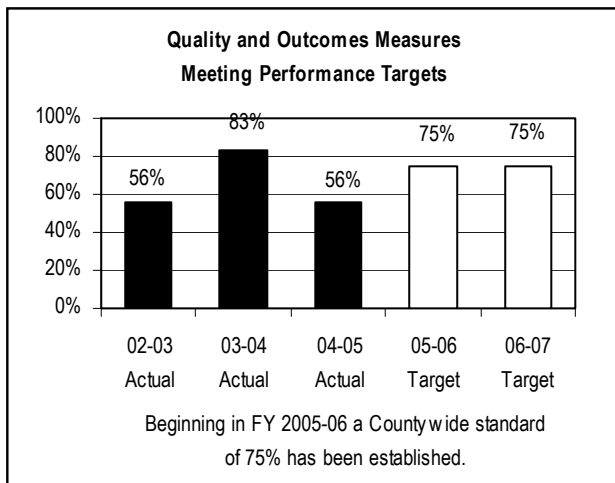
Sheriff's Office

Message Switch

Probation Department

Coroner's Office

Department Measures



Department Mission Statement

The Department of Child Support Services helps parents meet the financial, medical and emotional needs of their children by establishing and enforcing child support orders. These services promote self-sufficiency and enhance the well being of children.

Contributions to Shared Vision 2010 Goals

The Department of Child Support Services contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Provide Equal Access to Educational Opportunity

Goal 3: The Department creates financial access to childcare opportunities by collecting up to 50% of child care costs from non-custodial parents for their minor children.

Commitment: Ensure Basic Health and Safety for All

Goal 5: The Department establishes and enforces court orders for health insurance for minor children, thus reducing barriers and increasing access to healthcare for children.

Goal 6: The Department establishes, enforces and collects child support to ensure that children grow up in a financially supportive home.

Goal 8: The Department serves an at-risk population of children from divorced or single parent homes and children that currently or have previously received public assistance. The Department helps provide these children the financial resources needed to obtain a better quality of life.

Commitment: Create Opportunities for Every Household to Participate in our Prosperity

Goal 17: The Department collects about \$30 million a year in child support, the majority of which is distributed directly to county households.

Commitment: Responsive, Effective and Collaborative Government

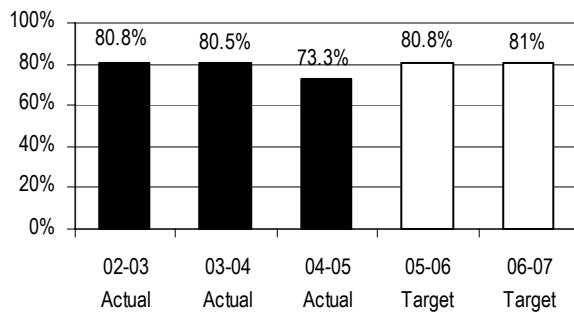
Goal 21: Department staff understand and incorporate County goals into their daily work of providing child support services to county residents.

Goal 22: The Department works collaboratively with other County agencies and community partners to better serve its customers and educate the public about parental financial responsibilities.

Commitment: Leaders Work Together Across Boundaries to Preserve and Enhance our Quality of Life

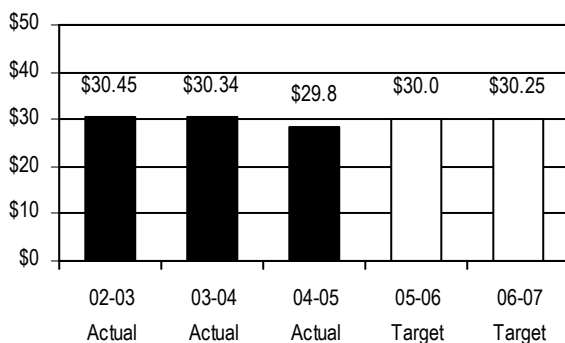
Goal 24: A child support obligation is a legal, moral, and financial responsibility. The Department helps residents understand, accept and meet that responsibility which contributes to the quality of life for the county as a whole.

**Percent of Former and Never Before Assisted Cases
Receiving a Current Child Support Payment**

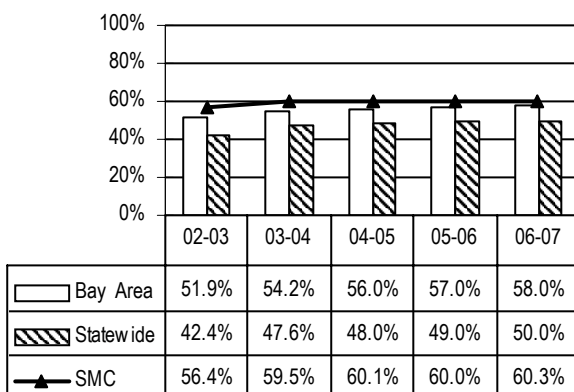


Headline Measures

**Amount of Child Support Collected
(in millions)**



Percent of Child Support Owed that is Paid



Services and Accomplishments

The Department of Child Support Services (DCSS) primarily contributes to the goals of the Share Vision 2010 commitment to Ensure Basic Health and Safety for All by establishing and enforcing orders for child support so that children grow up in a financially supportive home and establishing and enforcing court orders for health insurance to reduce barriers and increase access to healthcare. This service is free to all residents of San Mateo County.

The following were major accomplishments in the prior year:

- Collected nearly \$30 million in child support
- Ranked among the top performing counties in the collection of current support and the percent of cases with payment on arrears
- Successfully transitioned to a new computer system at the direction of the California Department of Child Support Services, with staff returning to pre-conversion levels of productivity within six months
- Implemented Electronic Fund Transfer for employers and credit payment options for obligors on the web
- Continued to offer clients mediation of access and visitation issues through the Family Mediation Program
- Maintained a 50 second average wait time in the Call Center while answering 75,000 calls, a 3% increase over the prior year, with 25% fewer staff
- Expanded services for incarcerated parents through programs with the Service League of San Mateo County, the Maguire Jail, the California Department of Parole and the California Department of Corrections

Story Behind Baseline Performance

In FY 2004-05, the Department of Child Support Services maintained high levels of performance despite a sluggish local economy by streamlining business processes and focusing projects on specific segments of the caseload.

Child support collections are closely tied to the health of the county economy. Total child support collections peaked in FY 2001-02 at \$31 million, but dropped slightly to \$30.34 million last year. For FY 2004-05, collections are projected to be down another 3% to 5%. The anticipated FY 2004-05 decline is due to a 4% reduction in direct payments and wage attachments, a 50% decrease in unemployment benefit intercepts and a 25% decline in federal and state tax intercepts. These decreases indicate that fewer people are receiving unemployment benefits, but not all of them have found work. When fewer people are working, tax payments are lower, which is consistent with collection data for FY 2004-05. One positive collection trend is the increased use of automated payment options. About 10% of the total FY 2004-05 collections were paid by credit cards and via electronic fund transfers (EFT), which are more efficient and cost-effective than processing checks.

Despite the projected reduction in collections, the Department has maintained high numbers on federal performance measures by undertaking special projects. The case opening process was re-

engineered to expedite the establishment of orders, which is the first step in collecting support. That project has resulted in a 3% to 5% increase in the percent of cases with an order. In another project, the Department is working to establish more collectable orders. Obligor with orders they feel they can afford are more likely to pay their monthly support. This project has reduced the total amount of monthly support owed while increasing the percent that is collected. Collection of current support should be up slightly over last year, despite reduced collections, and the collections per case are expected to again be over \$3,000. The Department has also worked on arrears management projects. For incarcerated parents that do not have outside resources, monthly child support obligations will now automatically be suspended if they are in jail or prison for more than 90 days. The obligation is reinstated the month of their release. This new process, which has been approved by the courts, will prevent the accumulation of arrears while obligors are incarcerated and do not have the ability to pay child support.

In FY 2004-05, DCSS was in the eye of the storm. The immediate challenge of converting to a new automated system had passed and staff had time to learn how to use the system more efficiently and effectively. However, major challenges lie ahead.

Major challenges over the next two years will be:

- To convert to the new CalWIN system, which will be installed in the Human Services Agency in October 2005 and has extensive interfaces with the child support system. DCSS depends on accurate and timely welfare case status information to distribute the right amount of child support to families and accurately retain the funds due back to the government.
- To transition to the State Child Support Distribution Unit. Currently, all child support payments are processed locally. In FY 2005-06, the \$2 billion in annual child support payments in California will be processed centrally. San Mateo is scheduled to move to the State processing system in March of 2006.

Department Priorities

The Department of Child Support Services will meet performance targets by doing the following:

Increase the Percent of Child Support Owed that is Paid to 60%

- Continue to increase staff efficiency and effectiveness through ongoing systems analysis, business practice review and training workshops for all staff
- Remain current on casework by promptly filling all core fiscal and casework positions when they become vacant and continuing to refine the expedited training program
- Continue targeted programs such as the Foster Care Reunification project, the Incarcerated Parent Project, the Paternity Disestablishment program and the Compromise of Arrears Program to establish collectable orders and modify arrears when appropriate

Provide Responsive Customer Service

- Continue to have wait times of less than one minute and one-stop call resolution rates of over 85% in the Child Support Call Center
- Continue to see all clients that drop-in to visit the office within 20 minutes of arrival
- Continue to provide ombudsman, complaint resolution and state hearing services
- Continue to offer clients the opportunity to resolve visitation, custody and parenting issues through the Peninsula Conflict Resolution Center (PCRC) Family Mediation Program
- Continue to evaluate customer service surveys, recognize staff that are commended and follow up on any client complaints

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of child support cases	14,768	15,325	14,396	14,750	14,750
Total number of medical support cases	8,630	8,625	12,702	8,850	8,950
Total number of children served in all case categories (current, arrears, and medical)	20,823	21,608	20,154	20,798	20,798
How Well We Do It (Quality)					
Total amount of child support collected (in millions)	\$30.45	\$30.34	\$28.3	\$30	\$30.25
Percent of cases with orders for child support	83.9%	82.4%	88%	86%	87%
Is Anyone Better Off? (Outcome)					
Percent of dollars of current child support owed that is paid					
- San Mateo County	56.4%	59.5%	60.1%	60%	60.3%
- Bay Area Average	51.9%	54.2%	56%	57%	58%
- State Average	42.4%	47.6%	48%	49%	50%
Percent of cases that receive a payment toward arrears	69.7%	69.7%	61.4%	65%	65.3%
Percent of cases with a medical insurance order where medical insurance is being provided by the obligor	69%	59.7%	55%	57%	59%
Percent of former and never assisted cases receiving a current child support payment	80.8%	80.5%	73.3%	75%	80%

Department of Child Support Services (2600B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
Total Revenue	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
TOTAL SOURCES	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
REQUIREMENTS						
Salaries and Benefits	8,913,445	9,103,795	9,279,891	9,356,347	76,456	9,356,347
Services and Supplies	2,173,598	616,846	596,941	606,253	9,312	606,253
Other Charges	1,400,064	1,431,267	1,445,865	1,506,951	61,086	1,506,951
Fixed Assets	36,051					
Net Appropriations	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
TOTAL REQUIREMENTS	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
NET COUNTY COST	0		0	0		0

AUTHORIZED POSITIONS

Salary Resolution	121.0	112.0	112.0	107.0	(5.0)	107.0
Funded FTE	120.4	111.2	111.2	105.2	(6.0)	105.2

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by \$146,854 or less than 1% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$146,854 in this funding source due to a corresponding increase in the California Department of Child Support Services allocation. This increase is primarily due to State reimbursement of personnel and travel costs associated with an Administrative Services Manager I assigned full-time to the statewide child support distribution unit project.

TOTAL REQUIREMENTS

Total Requirements increased by \$146,854 or less than 1% from the FY 2004-05 Revised to the FY 2005-06 Adopted budget due to the following changes:

Salaries and Benefits

There is a net increase of \$76,456 in this expenditure category. Merit increases and negotiated labor increases have been included as well as any mid-year position changes. A total of five positions have been deleted, including: one filled Child Support Attorney IV, one filled Child Support Investigator, one filled Child Support Technician, one filled Public Services Specialist, and one vacant Office Assistant position. Additionally, a Child Support Technician is being deleted and a Child Support Customer Service Specialist is being added to meet increased workload and service level demands.

Services and Supplies

There is a net increase of \$9,312 in this expenditure category due to various incremental adjustments in numerous general expenditure categories and the addition of increased travel costs, which will be fully reimbursed by the state, associated with the new assignment for the Administrative Services Manager I.

Other Charges

There is a net increase of \$61,086 in this expenditure category due to an anticipated increase in need for technological project services, including maintenance and support of the Department's Internet and Intranet sites and specific hardware project support from the County's Information Services Department.

NET COUNTY COST

This Department's budget is not funded by the General Fund and has no Net County Cost.

FY 2006-07 Budget Overview**TOTAL SOURCES**

No change. It is anticipated that the California Department of Child Support Services will hold the Department's FY 2006-07 allocation flat. However, despite a flat allocation, the Department's cost of doing business in FY 2006-07 will increase due to negotiated labor increases and other personnel cost increases.

TOTAL REQUIREMENTS

No change.

Salaries and Benefits

There is no net change in this expenditure category due to a reduction of \$245,444 to offset negotiated labor increases and other personnel cost increases in FY 2006-07.

NET COUNTY COST

This Department's budget is not funded by the General Fund and has no Net County Cost.

Department of Child Support Services (2600B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	121.0	112.0	112.0	107.0	(5.0)	107.0
Funded FTE	120.4	111.2	111.2	105.2	(6.0)	105.2
Total Requirements	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
Total Sources	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551

Department Net County Cost

This Department is fully funded by the State and receives no General Fund allocation.

FY 2005-06 Department Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; annualization of mid-year position changes and merit increases; incremental adjustments to various operating costs; deletion of one time expenditures; reductions in contract expenses; and increase to revenue allocation from the State.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,867	632,232	0	0	629,365	0

2. Elimination of Five Positions

The Department will eliminate the following positions to meet the cost of negotiated labor increases and align the Department's budget with its State funding allocation: one filled Child Support Attorney, one filled Child Support Technician, one filled Child Support Investigator, one filled Public Services Specialist, and one vacant Office Assistant. These position changes help the Department shift workload and staffing to meet the changing demands of the automated child support system converted to in November 2003.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(485,378)	0	0	(485,378)	(5)

3. State Reimbursement for Staff

The California Department of Child Support Services has requested the Department's Administrative Service Manager I to work on the development of a statewide child support distribution unit. This will ensure San Mateo County's distribution needs are incorporated into the new system design. Annualized personnel costs, including anticipated travel costs associated with this assignment, will be reimbursed by the State.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
143,987	0	0	0	(143,987)	0

4. Child Support Call Center Staffing

Responsive customer service is a priority. The Department will delete one Child Support Technician and add a Child Support Customer Service Specialist to meet increased workload and demands in the Child Support Call Center while maintaining the unit's efficient service level. Position costs are the same, therefore, the deleted position fully offsets the cost of the added position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	70,079	0	0	0	1
0	(70,079)	0	0	0	(1)

5. Staff to Meet Customer Service Needs

The add-back of one filled Public Services Specialist position contributes to the department priority to provide responsive customer service, better addresses increased staffing needs in the Reception Unit, and prevents the elimination of a filled position. To offset the addition of this position, one vacant Office Assistant II is being deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	62,863	0	0	0	1
0	(62,863)	0	0	0	(1)

TOTAL FY 2005-06 DEPARTMENT FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
146,854	146,854	0	0	0	(5)

FY 2006-07 Department Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets including: negotiated labor increases, as well as merit increases and higher benefit costs. All other expenditure categories remain flat. Intergovernmental Revenues have not changed in anticipation of a flat allocation from the California Department of Child Support Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	245,444	0	0	245,444	0

7. Position Elimination

Without additional funding from the State, the Department will have to eliminate positions to meet increased personnel costs. The number and type of positions will be identified during the FY 2006-07 budget process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(245,444)	0	0	(245,444)	0

TOTAL FY 2006-07 DEPARTMENT FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	0

County Support of the Courts (2700B)

Budget Unit Locator

County

Criminal Justice

District Attorney's Office

Department of Child Support Services

▷ **County Support of the Courts**

Private Defender Program

Sheriff's Office

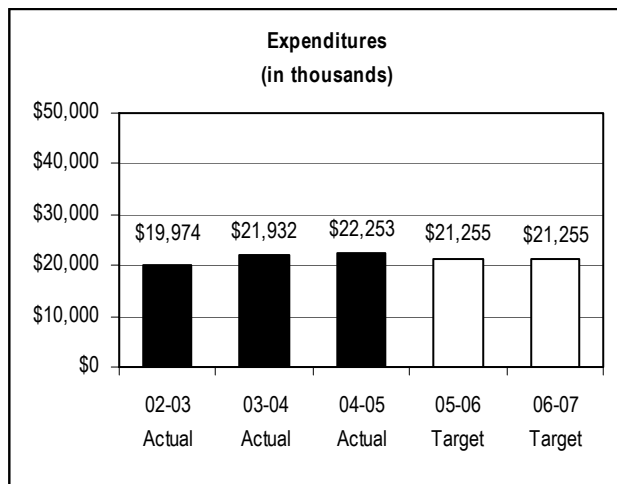
Message Switch

Probation Department

Coroner's Office

Budget Unit Description

In accordance with the provisions of the Trial Court Funding Act of 1997, all court-related County General Fund revenue and expenditures are accounted for in this budget unit. Revenues include pre-existing court-generated General Fund revenues and Fine and Forfeiture revenues that comprise the new Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations and Fine and Forfeiture State remittances, as well as court-related costs not within the definition of "court operations." A Memorandum of Agreement (MOA) between the Courts and the County specifies revenue distribution and provision of services to be performed by the County for the Courts.



Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,649,727 or 56%. Of this amount, 0% is discretionary.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: District Attorney special investigation expenses have been decreased based on the number of current and anticipated murder cases before the Court. These savings have been partially offset by increases in judicial benefits costs and charges for revenue collections services. The State penalty for undesignated fees has been included.

Revenue/Sources	0
Appropriations	(75,000)
Intrafund Transfers	0
Reserves	0
Net County Cost	(75,000)
Positions	0

2. Civil Assessment Revenue Transfer and MOE Reduction

With the passage of Assembly Bill 139 and as a part of the Governor's final budget, counties are now required to remit gross civil assessment collections to the State and in return counties receive a corresponding reduction to their fine and forfeitures maintenance of effort (MOE).

Revenue/Sources	(1,475,000)
Appropriations	(1,475,000)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. Department of Motor Vehicle (DMV) Collections

Beginning in June 2005, Revenue Services receives credit for the collection of court traffic fines remitted to the Department of Motor Vehicles. This adjustment is made to cover the additional collection fees.

Revenue/Sources	0
Appropriations	78,108
Intrafund Transfers	0
Reserves	0
Net County Cost	78,108
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	(1,475,000)
Appropriations	(1,471,892)
Intrafund Transfers	0
Reserves	0
Net County Cost	3,108
Positions	0

FY 2006-07 Funding Adjustments

No change.

County Support of the Courts (2700B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	5,907,519	5,752,900	5,483,190	5,483,190		5,483,190
Charges for Services	5,327,449	4,734,250	4,499,269	3,024,269	(1,475,000)	3,024,269
Miscellaneous Revenue		44,550	20,000	20,000		20,000
TOTAL SOURCES	11,234,968	10,531,699	10,002,459	8,527,459	(1,475,000)	8,527,459
REQUIREMENTS						
Salaries and Benefits	319,092	324,340	340,000	360,000	20,000	360,000
Services and Supplies	1,163,923	631,103	1,084,180	764,180	(320,000)	764,180
Other Charges	20,448,799	21,298,031	21,303,006	20,131,114	(1,171,892)	20,131,114
TOTAL REQUIREMENTS	21,931,814	22,253,474	22,727,186	21,255,294	(1,471,892)	21,255,294
NET COUNTY COST	10,696,846	11,721,775	12,724,727	12,727,835	3,108	12,727,835

Private Defender Program (2800B)

Budget Unit Locator

County

Criminal Justice

District Attorney's Office

Department of Child Support Services

County Support of the Courts

▷ **Private Defender Program**

Sheriff's Office

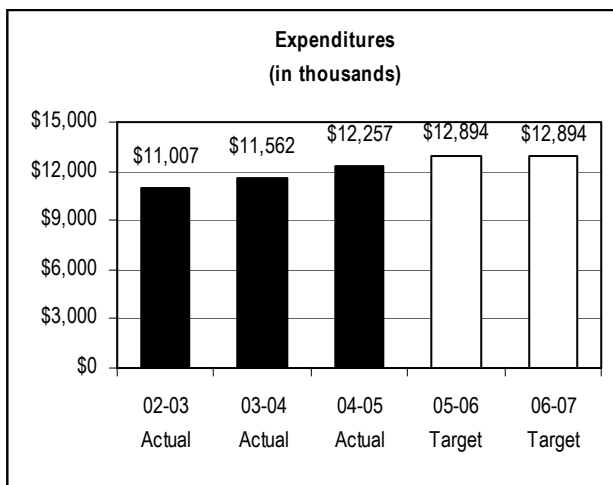
Message Switch

Probation Department

Coroner's Office

Budget Unit Description

The Private Defender Program provides competent legal representation in accordance with Constitutional requirements and State statutes to individuals determined to be indigent by the Court. Services are provided through a contract with the San Mateo County Bar Association, which expires in June 2006.



Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,194,301 or 95%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirement.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: inclusion of negotiated contract increases.

Revenue/Sources	0
Appropriations	735,441
Intrafund Transfers	0
Reserves	0
Net County Cost	735,441
Positions	0

FY 2006-07 Funding Adjustments

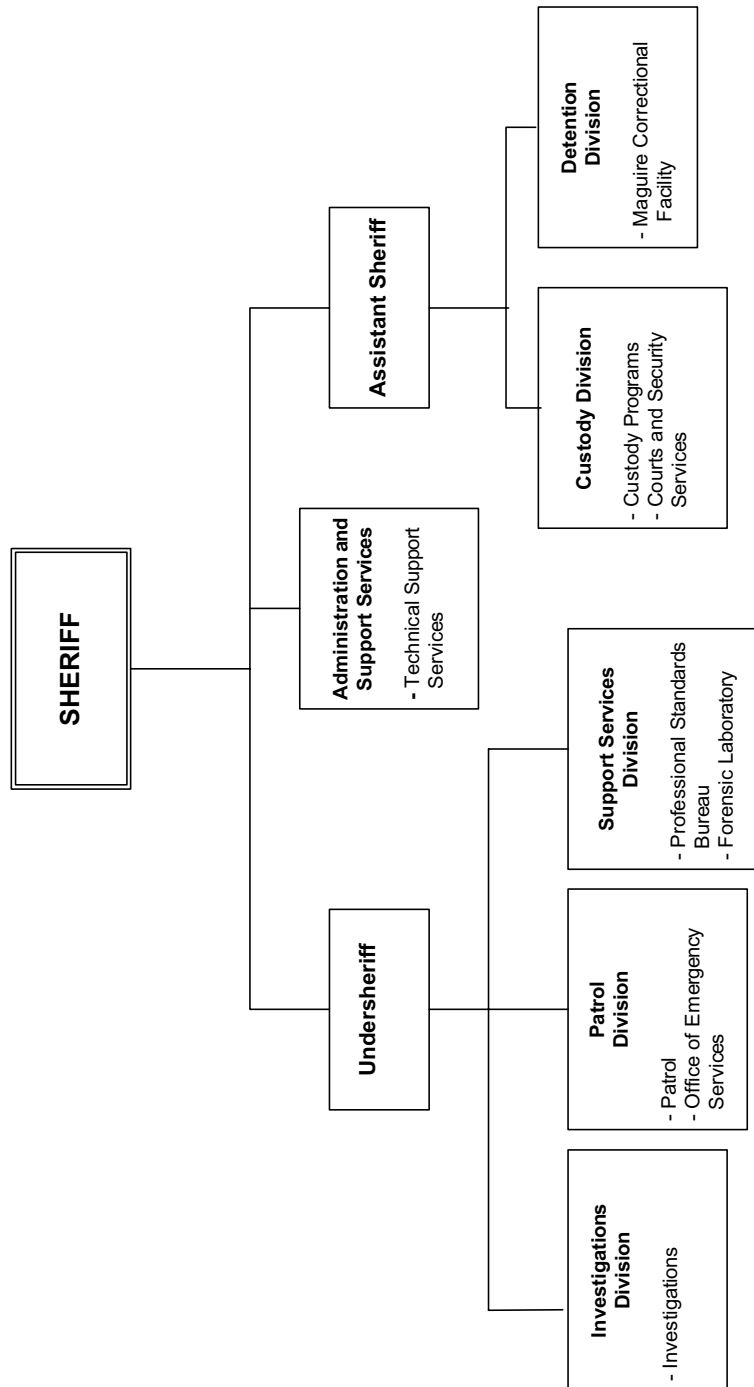
No change.

Private Defender Program (2800B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

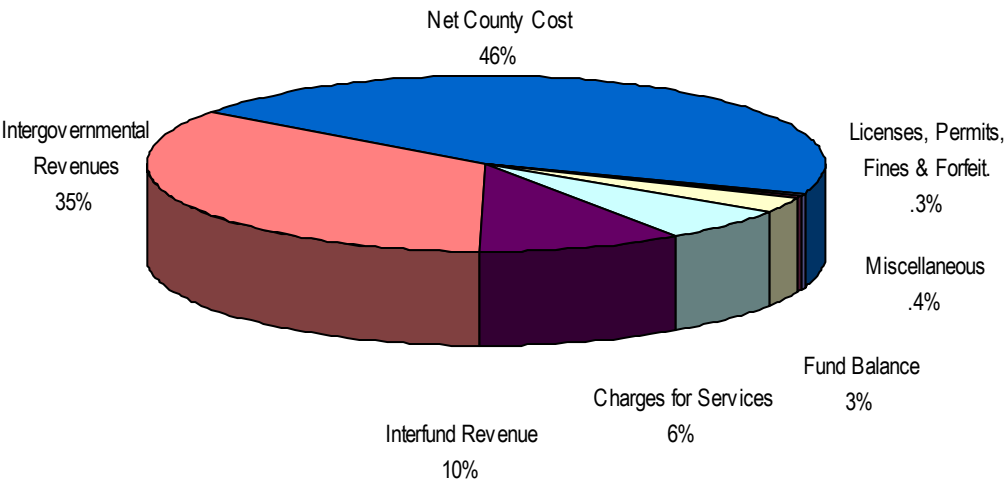
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	456,590	496,841	375,000	375,000		375,000
Interfund Revenue	365,883	335,676	325,000	325,000		325,000
TOTAL SOURCES	822,474	832,517	700,000	700,000		700,000
REQUIREMENTS						
Services and Supplies	11,636,110	12,257,336	12,257,336	12,992,777	735,441	12,992,777
Gross Appropriations	11,636,110	12,257,336	12,257,336	12,992,777	735,441	12,992,777
Intrafund Transfers	(73,857)		(98,476)	(98,476)		(98,476)
TOTAL REQUIREMENTS	11,562,253	12,257,336	12,158,860	12,894,301	735,441	12,894,301
NET COUNTY COST	10,739,779	11,424,819	11,458,860	12,194,301	735,441	12,194,301

SHERIFF'S OFFICE

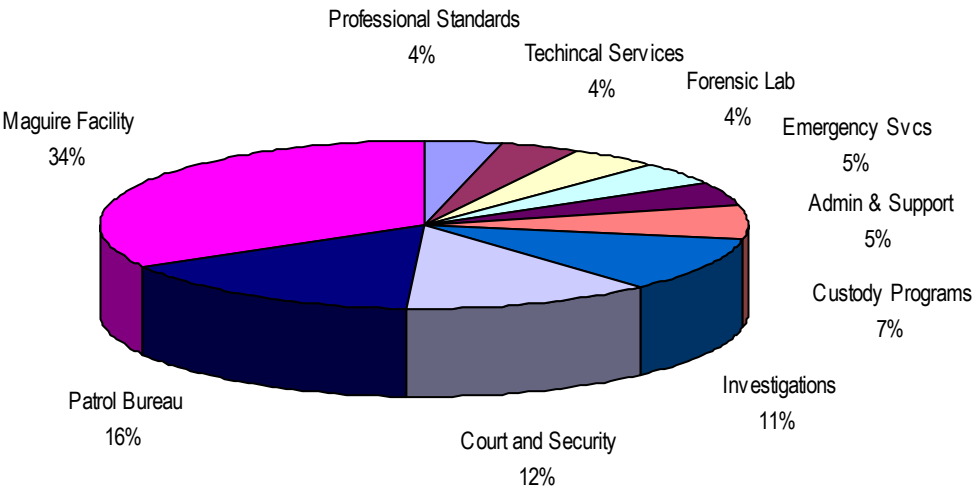


Sheriff's Office (3000B)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

County

Criminal Justice

District Attorney's Office

Department of Child Support Services

County Support of the Courts

Private Defender Program

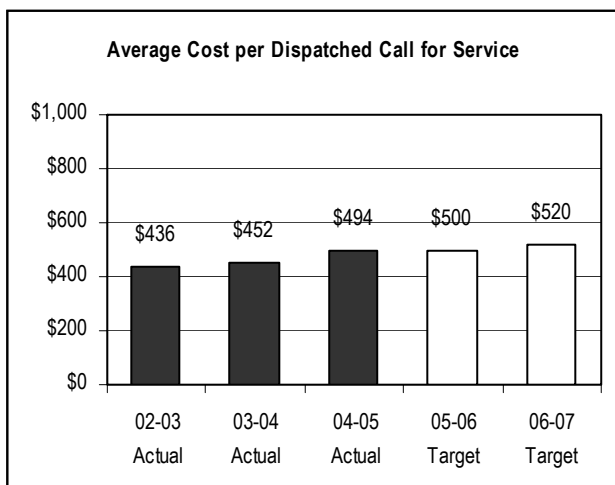
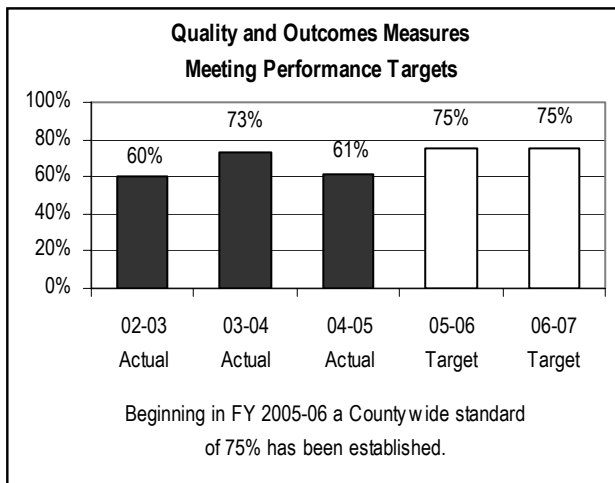
► Sheriff's Office

Message Switch

Probation Department

Coroner's Office

Department Measures



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 Courts, 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.

Contributions to Shared Vision 2010 Goals

The Sheriff's Office contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Realize the Potential of our Diverse Population

Goal 1: The Sheriff's Office works with diverse community groups in the South County, Coastside and Skyline areas; provides effective code enforcement; provides recreational and cultural opportunities for youth as an alternative to gang and drug involvement; and makes every reasonable effort to hire employees who reflect the cultural and ethnic diversity of San Mateo County.

Commitment: Ensure Basic Health and Safety for All

Goal 6: Sheriff's Patrol promotes community and neighborhood safety through provision of basic patrol and community policing services, motorcycle and marine patrol units, street crime prevention units, specialized multi-agency task forces, school-based resource officers, youth programming through the Sheriff's Activities League, family counseling services, and Citizen's Police Academy programs.

Goal 7: The Sheriff's Office maintains and enhances the public safety of all residents and visitors through the operation of secure custody facilities, patrol services, crime investigation, search and rescue, emergency management, and other specialized law enforcement services.

Goal 8: The Sheriff's Office assists vulnerable members of the county community to achieve a safer, higher quality of life through a number of programs, including crisis intervention training for helping peace officers deal effectively with mentally ill persons; service and records maintenance for all domestic violence restraining orders; assisting other jurisdictions in specialized areas of elder abuse, sexual predator, and computer crime investigation; providing a wide variety of youth programming intended to protect young people from the dangers of gang involvement; search and rescue services for elderly citizens who have become disoriented and are lost from their homes; child car seat, bicycle helmet and gun lock distribution programs; and numerous other crime prevention services.

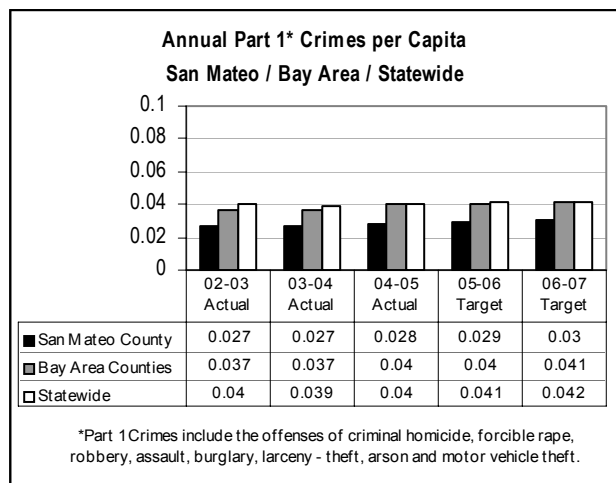
Commitment: Redesign Our Environment to Increase Vitality, Expand Variety, and Reduce Congestion

Goal 10: Sheriff's Patrol and Investigations help keep public transportation systems safe through contracts with SamTrans and

Caltrain to provide law enforcement and investigative services for these transit districts.

Commitment: Sow the Seeds of Our Future Prosperity

Goal 19: Through the Sheriff's Work Program, work crews at both Men's and Women's Honor Camps and youth job skills development with the Explorer Scout program, the Sheriff's Office helps improve the skill levels of inmates and at-risk youth whose previous educational and job training opportunities may have been limited.



Story Behind Baseline Performance

The Sheriff's Office includes the following programs:

- Administrative and Support Services
- Professional Standards Bureau
- Technology Services Program
- Forensic Laboratory
- Patrol Bureau
- Investigations Bureau
- Office of Emergency Services
- Maguire Correctional Facility
- Custody Programs
- Court and Security Services

Accomplishments that contributed to improved performance and progress in the prior year include:

Countywide Security Improvements

- Prepared two additional Homeland Security grants on behalf of the entire county (totaling ten over the past three years)
- Responded to over 65 major emergencies including fires, flooding, gas leaks, and hazardous materials spills
- Updated the multi-hazard plan for the county, adding new National Incident Management (NIMS) requirement
- Developed a multi-disciplinary Weapons of Mass Destruction exercise that over 1,000 Countywide First Responders have or will attend
- Developed and distributed a school emergency plan

- Distributed an all-hazard radio to public schools in the county, for uninterrupted information during emergencies
- Completed an extensive RFP process for the Countywide security contract
- Assisted with training and implementation of Health Information Portability and Accountability Act (HIPAA) security compliance throughout the county

Community Safety and Crime Prevention Improvements

- Achieved ASCLD Accreditation for the Forensic Laboratory
- Continued regional collaboration with the Santa Clara County Forensic Laboratory
- Developed a forensic evidence collection training program for local agencies
- Commenced implementation of Mobile Data Terminals for patrol vehicles
- Expanded Street Crime Suppression Team countywide
- Extended juvenile programs to the coast and increased outreach to Spanish-speaking communities
- Improved juvenile diversion/intervention contacts by utilizing School Resource officers to perform home and school visits with program participants
- Managed Northern California High Intensity Drug Area (HIDTA) Initiative
- Completed an independent operational audit of Countywide Narcotics Task Force (CNTF)

Court and Custody Services Improvements

- Transported over 31,000 inmates with one unsuccessful escape attempt, and had no successful jail escapes
- Continued collaboration with Mental Health to create a Safety Management Program for at-risk inmates
- Completed repair and chalking of exterior windows at Maguire
- Implemented the new County radio system which allows the facilities to interface with each other, transportation, and county law enforcement agencies
- Improved customer service by providing county service surveys and responding to comments and by completing a handbook that provides the history and highlights of the facility
- Completed the Peterson Trial with no major security incident
- Saved approximately 36,500 jail beds at a value of \$4,059,786 through use of alternatives-to-incarceration programs
- Performed work in the community valued at \$2,427,222 through the Sheriff's Work Program and Fire Safe Program

Technology and Infrastructure Improvements

- Upgraded Criminal Justice Information System - Automated Warrant System (CJIS-AWS) data handling, especially the complex input and retrieval of "AKAs" (aliases)
- Completed implementation of a new department-wide Records Management System (RMS)
- Replaced the old document imaging system with a FileNet document imaging system
- Transitioned Criminal Records to the new RMS system protocols and procedures

- Assumed technical IT support for Millbrae Police Department, and successfully upgraded its outmoded client-server network
- Transitioned evidence management services for the Regional High-Technology Crime Task Force (REACT)
- Assigned one IT Technician to the FBI Regional Computer Forensics Laboratory in Menlo Park

Administrative and Support Improvements

- Implemented guidelines, automated documentation, and established a tracking mechanism to monitor internal administration of the employee disability program
- Established countywide guidelines for processing concealed weapons
- Maintained ongoing training efforts with less funding by conducting classes for personnel while on duty
- Completed a proposal to provide contract police and dispatch services to the City of Millbrae, which is now under review by the City
- In conjunction with the San Mateo Community College District, broke ground on a new Regional Law Enforcement Training Academy

Major challenges over the next two years will be:

- To seek funding and Board support for replacement of the aging and outmoded Women's Correctional Center facility
- To address the wave of retirements that began in FY 2004-05, and will result in the significant loss of experienced staff
- To seek ways of mitigating increased jail population levels, including implementation of a modernized Work Furlough program supplemented by electronic Global Positioning System (GPS) monitoring where required by the Court
- To identify and capitalize on new sources of revenue, such as the Southwest Border Initiative; Homeland Security grants; collaborative grants with community partners; and federal funding allocations
- To continue efficiency improvements through strategic implementation of automated support systems
- To continue improving management and service delivery components of the Sheriff's Forensic Laboratory
- To continue to provide a high level of service throughout the department, and be recognized by County citizens and customer agencies as an organization focused on delivering quality services with high standards of integrity
- To maintain non-reimbursed, but mandated, training activities on an on-duty basis
- To manage grant administration requirements from the Department of Homeland Security, while continuing to meet the needs of the Emergency Services Joint Powers Authority (JPA) for responding to natural and man-made disasters and emergency incidents
- To expand contracting services to provide the department with increased financial stability and sworn and support staff with a wider array of job assignments

Department Priorities

The Sheriff's Office will meet performance targets by doing the following:

Countywide and Homeland Safety and Security

- Update the San Mateo County Tsunami Preparedness Plan
- Maintain effective security for San Mateo Medical Center (SMMC), Health Department, Burlingame Long-Term Care, and implement a security program for the new Keller Women and Children's Center at SMMC
- Apply for and manage six current and one new Countywide homeland security-related grants through the Office of Emergency Services
- Complete a regional Mitigation plan to meet the mandates of the Disaster Mitigation Act of 2000
- Update the County Emergency Operations Plan to include new requirements of the National Incident Management System (NIMS)
- Develop and distribute a school emergency plan
- Establish and develop the Bay Area-wide Regional Terrorist Threat Assessment Center (RTTAC)
- Work with CalTrain officials to improve security on Peninsula commuter trains

Detention and Custody Services

- Manage the Maguire and Women's correctional facilities with record-high inmate population levels
- Establish a Close Supervision Pod and evaluate the results and impacts on the overall operation of the facility
- Establish an Inmate Management Specialist team dedicated to managing difficult inmates
- Work with the Courts to establish a successful Work Furlough program for a population of 25-38 inmates
- Study facility renovation options for the Maple Street facility to include Women's Correctional Center (WCC), Sheriff's Work Program (SWP), Electronic Monitoring Program (EMP) and the Work Furlough Program

Community Law Enforcement and Crime Prevention Activities

- Open the Moonridge Substation to provide a Patrol presence in this labor housing development, where gang recruitment is heavy
- Target specific street gang activity
- Continue to pursue grants and provide healthy alternatives to gang involvement for young persons
- Explore and pursue opportunities for regionalized service delivery
- Offer Parent Education classes in both English and Spanish

Technology, Infrastructure, and Support Projects

- Complete implementation of remaining components of the Records Management System, including the Laboratory Information Management System (LIMS) and mobile data terminal installations in patrol vehicles by June 2006

- Establish Regional Law Enforcement Training Academy by December 2006
- Complete the CJIS mainframe transition strategic plan by March 2006
- Improve radio system reception in the North Fair Oaks, coastside and skyline areas through additional repeaters, Complete the HOJ transmitter upgrade by December 2005
- Develop a full service DNA laboratory function by June 2007
- Actively recruit female and minority applicants through community outreach and through semi-annual recruitments for the new Deputy Trainee classification
- Maintain mandated officer training requirements at State standards through continued use of on-site, in-house, and on-duty training programs and activities

Sheriff's Office (3000B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	12,728	11,250	11,250	11,000	(250)	11,000
Fines, Forfeitures and Penalties	318,569	425,818	310,000	387,700	77,700	355,000
Use of Money and Property	36,000	36,000	36,010	36,000	(10)	36,000
Intergovernmental Revenues	37,286,638	37,508,245	41,827,258	40,727,636	(1,099,622)	40,727,636
Charges for Services	6,722,634	7,984,766	7,775,653	7,370,400	(405,253)	7,370,400
Interfund Revenue	9,200,133	10,107,924	10,289,650	11,301,875	1,012,225	12,000,875
Miscellaneous Revenue	484,675	517,800	563,918	382,850	(181,068)	382,850
Total Revenue	54,061,377	56,591,803	60,813,739	60,217,461	(596,278)	60,883,761
Fund Balance	3,782,050	5,106,971	5,106,971	3,536,209	(1,570,762)	3,536,209
TOTAL SOURCES	57,843,427	61,698,774	65,920,710	63,753,670	(2,167,040)	64,419,970
REQUIREMENTS						
Salaries and Benefits	76,622,850	84,793,874	80,868,449	86,744,934	5,876,485	88,638,661
Services and Supplies	7,974,680	7,807,846	14,171,912	12,220,049	(1,951,863)	12,220,049
Other Charges	14,011,934	14,356,636	15,155,049	16,115,177	960,128	16,781,477
Fixed Assets	224,941	790,479	538,121	453,942	(84,179)	453,942
Other Financing Uses	441,531	906,778	905,032	903,851	(1,181)	903,851
Gross Appropriations	99,275,935	108,655,612	111,638,563	116,437,953	4,799,390	118,997,980
Intrafund Transfers	(333,500)	(253,466)	(491,410)	(500,468)	(9,058)	(500,468)
Net Appropriations	98,942,435	108,402,146	111,147,153	115,937,485	4,790,332	118,497,512
Contingencies/Dept Reserves	694,709	774,508	774,508	878,587	104,079	878,587
TOTAL REQUIREMENTS	99,637,144	109,176,654	111,921,661	116,816,072	4,894,411	119,376,099
NET COUNTY COST	41,793,716	47,477,879	46,000,951	53,062,402	7,061,451	54,956,129
AUTHORIZED POSITIONS						
Salary Resolution	595.0	586.0	585.0	614.0	29.0	614.0
Funded FTE	591.2	579.2	578.2	608.3	30.1	608.3

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$2,167,040 or 3.3% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Licenses, Permits, Fines & Forfeitures, Use of Money & Property

There is a net increase of \$77,440 in these revenue categories due to fee adjustments and a moderate increase in fines and forfeitures collected.

Intergovernmental Revenues

There is a net decrease of \$1,099,622 in this funding source primarily due to a projected decrease of \$1,240,745 in Prop 172 Public Safety funds, as well as adjustments in existing Homeland Security grants reflecting grant funds that have been expended and claimed in the amount of \$863,953, and in various other State and Federal reimbursements in the amount of \$121,665. Partially offsetting these reductions are increases in federal TANF funding for the Juvenile Diversion Program in the amount of \$84,107, an adjustment in anticipated funds from the Southwest Border Initiative in the amount of \$95,000; and two grants: a multi-year expansion of the countywide Avoid the 23 DUI grant in the amount of \$440,546, and a one-time COPS Technology grant in the amount of \$493,322 which will be used for improvements at the Crime Lab and related network changes.

Charges for Services

There is a net decrease of \$405,253 in this funding source primarily due to the reduction of 50% of Jail Booking Fee revenues (\$740,000) due to the passage of SB 1102, and a reduction in State reimbursements from care of State inmates in the amount of \$86,500. Partially offsetting these reductions are annual contract increases in a variety of existing contracts including Transit Security, patrol service contracts, Civil processing fees, fingerprinting fees, and Sheriff's Work Program fees in the amount of \$410,657.

Interfund Revenue

There is an increase of \$1,012,225 in this funding source, reflecting adjustments in reimbursements from the Trial Courts for security services, and from various special Task Force funds and JPA's for Sheriff's Office staff support of these programs.

Miscellaneous Revenue

There is a net decrease of \$181,068 in this funding source due to elimination of several one-time equipment purchase reimbursements.

Fund Balance

There is a decrease of \$1,570,762 in this funding source due to the elimination of one-time adjustments, and lower anticipated carry-over funds.

TOTAL REQUIREMENTS

Total Requirements increased by \$4,894,411 or 4.4% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$5,876,485 in this expenditure category. Adjustments of \$3,806,533 have been included for merit increases and negotiated labor increases, including annualized adjustments in County workers compensation and health insurance contributions, a reduction of \$342,343 in the retirement contribution, and the annualization of four positions in the amount of \$270,133 approved at mid-year. Additionally, twenty-nine positions have been added for staffing at the Women's Correctional Center, a Crime Analyst for a Gang Task Force, work furlough, liability reduction, payroll office support, bilingual community crime prevention, main jail facility maintenance, administration and custody alternatives analysis, improved services at the Forensic Lab, and the establishment of a department relief pool (offset by a reduction to the overtime budget). A portion of the cost for these position additions is offset by additional grant or special funds revenue, or by a corresponding reduction in Extra Help expenses.

Services and Supplies

There is a net decrease of \$1,951,863 in this expenditure category, due to reductions in existing Homeland Security grant appropriations (\$826,384) which have been expended during FY 2004-05 and are not re-appropriated, and the elimination of one-time expenses (\$977,592). A new Homeland Security grant is anticipated to be approved shortly, and will be included as a June or September budget change. A net increase of \$56,624 in other ongoing Sheriff's Office operating costs is due to adjustments in contractual and operating expenses.

Other Charges

There is a net increase of \$960,128 in this expenditure category due to adjustments in service charges from County internal support departments, in particular food services increases resulting from higher inmate populations, facility charges, motor vehicle charges, and liability insurance premium increases.

Fixed Assets

There is a net decrease of \$84,179, reflecting elimination of equipment acquired under prior year Homeland Security grants.

Other Financing Sources

There is a decrease of \$1,181 in this expenditure category to reflect a minor adjustment to prior year debt service for the Forensic Laboratory.

Intrafund Transfers

There is a net increase of \$9,058 in transfers to reflect an increase in Health security reimbursement, partially offset by the elimination of a Probation Department reimbursement for prior year grant services.

Contingencies/Reserves

The balance in Reserves represents .76% of Net Appropriations, which is under the County's 2% Reserves policy by \$1,440,163.

NET COUNTY COST

There is an increase of \$7,061,451 or 15.4% in Net County Cost due to the net cost, after application of revenues and other cost-saving reductions, of negotiated labor increases and non-discretionary increases in employee benefit contributions; annualization of approved positions; the addition of four positions for the Women's Correctional Facility, operating costs and a Crime Analyst position for a Gang Task Force, the reduction of Prop 172 public safety sales tax; the reduction of jail booking fees due to SB 1102, and the net cost of nine of the thirteen new positions.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$699,000 or 1.1% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Interfund Revenues

There is an increase of \$699,000 in this funding source due to anticipated adjustments in various contractual services and special fund fees and charges.

TOTAL REQUIREMENTS

Total Requirements increased by \$2,560,027 or 2.2% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$1,893,727 in this expenditure category due to merit and negotiated labor increases.

Other Charges

There is a net increase of \$666,300 in this expenditure category due to anticipated adjustments in internal service charges, based on negotiated labor costs and inflation-related adjustments.

NET COUNTY COST

There is an increase of \$1,893,727 or 3.6% in this Department's General Fund allocation due to negotiated labor increases.

Administrative and Support Services (3011P)

Program Locator

County

Criminal Justice

Sheriff's Office

➤ Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

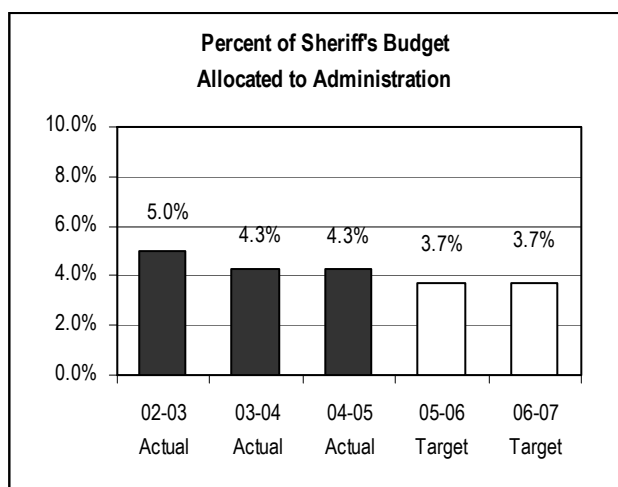
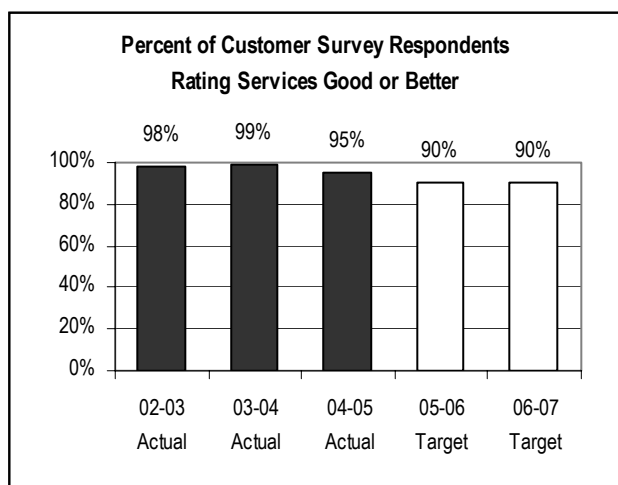
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Administrative and Support Services program provides 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.

Services and Accomplishments

The Administrative and Support Services program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing departmental leadership and administrative support. Administrative support provided by this program includes fiscal, civil and administrative services.

The following were major accomplishments in the prior year:

- Maintained critical corrections and law enforcement support functions with fewer resources
- Achieved ASCLD Laboratory Accreditation
- Improve Forensic Laboratory services including DNA and latent print analysis, customer service, and turnaround times
- Managed security of the People vs. Scott Peterson change-of-venue trial without any major incidents
- In conjunction with the San Mateo Community College District, broke ground on a new Regional Law Enforcement Training Academy
- Completed implementation of a Department Records Management System (RMS), and began work for the installation of mobile data terminals in Sheriff's Patrol vehicles
- Completed an extensive RFP process for Countywide security services
- Received Court approval and commenced a pilot phase of a collaborative Sheriff-Probation Work Furlough/EMP Program
- Completed a proposal to provide contract police and dispatch services to the City of Millbrae, now under review by the City

Story Behind Baseline Performance

The Sheriff's Office continues to maintain a high customer satisfaction rating of 95%, despite several years of budget reductions. The rating indicates the quality of law enforcement services provided by the Sheriff's Office for San Mateo County citizens.

Over the last decade and a half, the Sheriff's Office has maintained low administration-to-operating-units ratio, consistently reflected in an average 4.3% of the department's budget allocated for administrative purposes. This is a key indicator of departmental efficiency.

During the past two-year budget cycle, several significant projects have been either completed or taken to a major project milestone.

These include completion of the new Records Management System (RMS); re-engineering of forensic laboratory operations; implementation the Mobile Data Terminal (MDT) projects for the Sheriff's Patrol Fleet; groundbreaking for the new Regional Law Enforcement Training Academy (in collaboration with the San Mateo County Community College District); successful completion of the Peterson trial, and completion of an extensive RFP process for Countywide security guard services.

Jail overcrowding continues to be a concern for the Department. The Sheriff's Office participated in a 2004 committee chaired by Supervisor Church, which explored jail overcrowding issues and is proposing to continue the evaluation and analysis effort with a new position located in the Maguire Correctional Facility. This position will be responsible for monitoring the size and composition of the jail population and regularly reporting findings. This position will also analyze and recommend alternatives to custody programs and identify new approaches to jail management.

To further address the jail overcrowding problem, the Department has implemented a new pilot work furlough program, in conjunction with the Courts, and is proposing to expand the pilot program in FY 2005-06.

Also in FY 2005-06, the Department will work with the County Manager's Office to study rebuilding or replacing the existing outmoded Women's Correctional Center, and explore best uses of the closed Men's Honor Camp in La Honda.

The Sheriff's Office Executive Team is committed to providing collaborative, contractual relationships with city, special district, State, and Federal agencies. This approach contributes to several of the County's Shared Vision 2010 goals and commitments. The department will continue to pursue opportunities for service expansion through proposals to provide contract services and development of targeted special program units, such as the Motorcycle Patrol Unit and the Marine Patrol and Rescue Unit. Doing so expands the department's contractual capabilities and allows pursuit of special funding opportunities, including special district service reimbursements.

Major challenges over the next two years will be:

- To seek funding and Board support for replacement of the aging and outmoded Women's Correctional Center facility
- To address the wave of retirements that began in FY 2004-05, and will result in the significant loss of experienced staff
- To seek ways of mitigating increased jail population levels, including implementation of a modernized Work Furlough program supplemented by electronic Global Positioning System (GPS) monitoring where required by the Court
- To identify and capitalize on new sources of revenue, such as the Southwest Border Initiative; Homeland Security grants; collaborative grants with community partners; and federal funding allocations
- To continue efficiency improvements through strategic implementation of automated support systems

- To continue improving management and service delivery components of the Sheriff's Forensic Laboratory
- To continue to provide a high level of service throughout the Department, and be recognized by County citizens and customer agencies as an organization focused on delivering quality services with high standards of integrity

Program Priorities

The Administration and Support Services Program will meet performance targets by doing the following:

Meet Administration Performance and Budget Targets

- Maintain a stable ratio of less than 5% of the total departmental budget devoted to administration and support services
- Pursue federal funding for the forensic laboratory, the countywide training academy, and replacement of the Women's Correctional Center, with a three-year goal of \$1.5 Million in additional funds received by the close of FY 2006-07
- Process Civil wage garnishments within 24 hours of receipt

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Develop a customized version of the CARES survey to focus on law enforcement services by December 2005

Implement a Re-engineered Work Furlough Program Utilizing Global Positioning System (GPS) Electronic Monitoring by July 2006

- Expand Work Furlough to a 16-bed program by December 2005, and to a 38-bed program by June 2006

Establish Regional Law Enforcement Training Academy by December 2006

- Raise all remaining funds for full project funding by October 2005
- Work with the San Mateo Community College District to complete construction by Summer 2006
- Work with the District, County police departments and the South-Bay Consortium to equip and furnish the facility; complete the approved curriculum; and be open for business by December 2006

Complete or Initiate Technology Improvements

- Complete the countywide radio project HOJ transmitter upgrade by October 2005
- Complete the installation of Mobile Data Terminals in Sheriff's Patrol vehicles by December 2005
- Complete on-site laboratory implementation of a Forensic Laboratory information system by March 2006
- Develop a strategic plan for replacement of the current Message Switch computer hardware by January 2006
- Complete the CJIS Mainframe Transition Strategic Plan by March 2006
- Upgrade the photo-image system hardware and software by June 2006

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of accounts receivable processed annually	628	743	646	720	725
Number of new Financial Orders received and processed annually:					
- Wage garnishments	1,218	1,591	1,490	1,395	1,420
- Bank levies	532	703	560	530	535
How Well We Do It (Quality)					
Administrative cost per department employee	\$5,374	\$7,269	\$7,486	\$7,711	\$7,942
Percent of department budget allocated to administrative services	5.0%	4.3%	4.3%	4.0%	4.0%
Is Anyone Better Off? (Outcome)					
Percent of CARES Survey respondents rating Sheriff's services as good or better ⁽¹⁾	98%	99%	95%	90%	90%
Number and percent of revenue accounts exceeding or meeting budget targets	28 / 85%	26 / 79%	22 / 77%	23 / 75%	24 / 75%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administrative and Support Services (3011P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	27.0	26.7	26.7	26.9	0.2	26.9
Total Requirements	5,082,861	5,194,250	6,082,494	5,306,129	(776,365)	5,402,227
Total Sources	4,460,852	5,994,597	5,735,749	4,164,162	(1,571,587)	4,194,162
Net County Cost	622,008	(800,347)	346,745	1,141,967	795,222	1,208,065
NCC Breakdown						
Local Grants Match				172,077	172,077	178,014
Realignment MOE			4,530	5,600	1,070	5,770
Trial Court Funding MOE			11,648	11,997	349	12,357
Mandated Services			297,507	874,373	576,866	899,044
Non-Mandated Services			33,060	77,920	44,860	112,880

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,141,967 or 22%, of which \$952,293 or 83.4% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-discretionary services include matching labor contributions towards Inmate Welfare Fund, CAL-ID Fund, and HIDTA administration, Civil Enforcement Services, Trial Court Funding Rule 810 and State Realignment.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; reductions in contract expenses; adjustments to County Service Charges, deletion of one-time costs; decrease in Public Safety Sales Tax revenue (Prop 172); and miscellaneous revenue and reimbursements increases to reflect an adjustment in reimbursement for negotiated labor increases and inflation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(825)	104,276	0	0	105,101	0

2. Budget and Analysis Support

One position of Management Analyst is added and one vacant Senior Accountant position is deleted. The Management Analyst classification better reflects department needs for budgetary, planning, and special projects support.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	96,503	0	0	0	1
0	(96,503)	0	0	0	(1)

3. Fiscal Services Unit Staffing

One position of Fiscal Office Specialist which is becoming vacant through promotion will be converted to an Accountant I position. With the additional duties and programs now managed through the Sheriff's Office, the professional level position skill set better meets the department's current needs. As the new position will be hired at a lower pay step there is no net cost change for this position classification adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	53,124				1
0	(53,124)	0	0	0	(1)

4. Final Fund Balance

The Sheriff's Office realized greater Fund Balance at the end of the fiscal year than anticipated in May. Those funds have been appropriated in Reserves to bring the Department closer to the 2% Reserves requirement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
104,079	0	0	104,079	0	0

5. Reduction to Finance Network Replacement Lease Cost

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated

by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(8,500)	0	0	(8,500)	0

6. Elimination of One-Time 2004-05 Fund Balance

One-time prior year Fund Balance and associated one-time expenses have been eliminated. Some of the funded expenditures are located in other programs, while the full amount of one-time fund balance is budgeted in this budget unit for convenience and reconciliation purposes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,674,841)	(976,220)	0	0	698,621	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,571,587)	(880,444)	0	104,079	1,141,967	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of annualization of negotiated increases for all employee bargaining groups, as well as merit increases and higher benefit costs. Operating costs and internal service charges have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	96,098	0	0	66,098	0

Professional Standards Bureau (3013P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

► **Professional Standards Bureau**

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

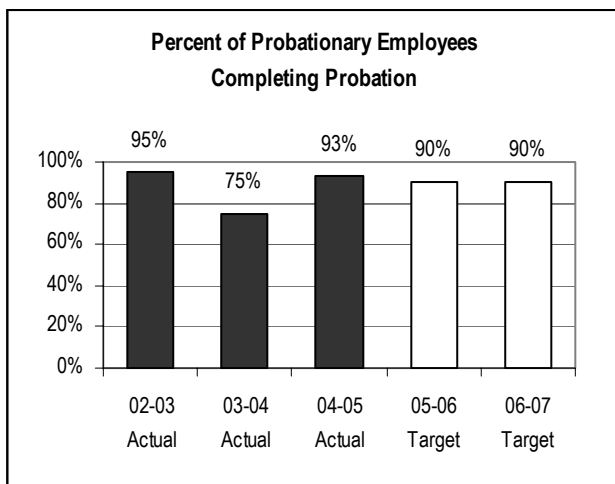
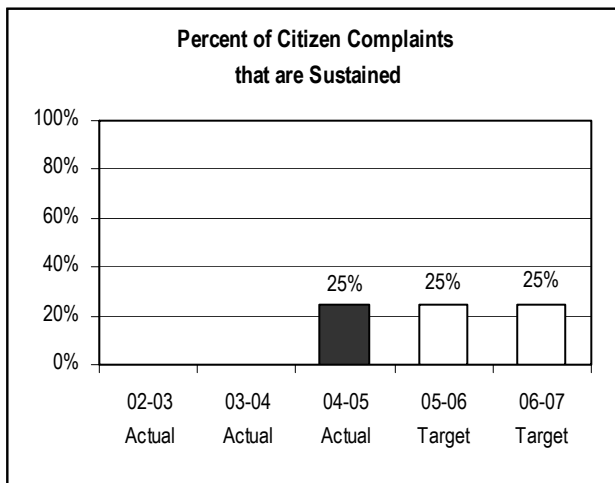
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

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.

Services and Accomplishments

The Professional Standards Bureau (PSB) primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by coordinating candidate recruitment and background investigations; departmental personnel and payroll services; employee relations activities; investigation of complaints; evaluation and certification of citizens requesting special permits; internal administration of the employee disability program; and all phases of departmental employee training. This Bureau works closely with the Department of Employee and Public Services.

The following were major accomplishments in the prior year:

- Implemented guidelines, automated documentation, and established tracking mechanism to monitor internal administration of the employee disability program
- Established countywide guidelines for processing concealed weapons permits
- Continued to maintain training efforts with less funding by conducting classes for personnel while on duty

Story Behind Baseline Performance

Due to budget constraints, fewer recruitments have been conducted in recent years. As a result, fewer hires have been made, affecting the percent of new hires who are female and/or minority officers. Of those hired, a majority of the Deputy positions have been lateral transfers from other police departments. These individuals come to the Sheriff's Office with existing experience and training, which saves the county up to \$80,000 in training costs per Deputy; however, these lateral transfers are frequently Caucasian males due to historic hiring trends in the field of law enforcement. It is anticipated that recruitments will increase in FY 2005-06 due to projected retirements. The department will strive to fill many of those positions with female and minority candidates. One way to accomplish this is through use of the new Deputy Trainee classification. This may assist with diversity but can cost more due to training needs of new cadets.

The Professional Standards Bureau is continuing to implement a new candidate background database to track and monitor the background investigation process. This new database aids in statistics collection and documentation of candidate backgrounds.

The State no longer provides training backfill reimbursement for either the Peace Officer Safety Training (POST) or Standards and

Training in Corrections (STC) training programs. Loss of this funding has affected training capacity and hindered compliance. The Training Unit now attempts to train all personnel while on duty to eliminate overtime costs. Specialized training outside the Department has been drastically reduced. Utilizing Homeland Security funding, the Training Unit is able to conduct ongoing training on Weapons of Mass Destruction.

To aid in quality training, an agreement with the San Mateo County Community College District to construct a new Law Enforcement Regional Training Academy was formalized in FY 2003-04. A project steering committee including Sheriff's Office representatives has been working on the project for the past two years. The project was approved by the State Architects Office in the late Fall 2004, and the groundbreaking was held in May 2005. The new Academy will be an added resource for training and recruiting prospective Deputies and law enforcement professionals. The project is funded jointly by the Sheriff's Office, the Community College District and law enforcement agencies throughout the County.

The Internal Affairs Unit is continuing to implement a database to effectively monitor professional standards of officer conduct and performance. This system will provide early warning to intercede and proactively investigate potential problems to ensure department standards are maintained.

Major challenges over the next two years will be:

- To maintain non-reimbursed, but mandated, training activities on an on-duty basis
- To continue to expeditiously recruit, screen applications, conduct testing and complete background investigations for new hires, with limited staff
- To assist the Department in addressing a temporary staffing shortage and loss of experience due to an anticipated surge in retirements between 2005 and 2007

Program Priorities

The Professional Standards Bureau will meet performance targets by doing the following:

Ensure at Least 90% of Probationary Employees Successfully

Complete Training

- Recruit and screen applications, conduct testing, and complete background investigations prior to hires
- Work with first-line supervisors and managers, monitor progress of probationary employees and assist new employees with skills development

Increase Percent of New Hires Who are Women and/or Minorities to 35%

- Actively recruit female and minority applicants through community outreach
- Perform one or two recruitments annually using the Deputy Trainee classification

Maintain Training to the Standards of the State of California

- Continue Homeland Security First Response training for law enforcement agencies
- Use on-site, in-house, and on-duty training programs and activities

Improve Pre-Employment Background Investigation Process

- Complete implementation of candidate background database to effectively monitor professional standards of officer conduct and performance by December 2005
- Review and edit Background Investigation/Security Clearance Guidelines for all pre-employment employees, contract employees, and volunteers by December 2005

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of Deputies and Correctional Officers (C.O.) hired or promoted	44	29	40	35	30
Percent of initial applicants that are hired (Deputy/C.O.)	8%	7%	5%	9%	9%
Number of training hours conducted:					
- POST and STC Mandated	1,484	1,704	1,498	1,450	1,500
- Non-mandated Specialized	743	692	395	410	450
- Total Training Hours	2,227	2,396	1,893	1,860	1,950
Number of citizen complaints processed (Internal Affairs)	--	--	25	25	25
How Well We Do It (Quality)					
Percent of new hires/promotions (Deputy/C.O.) successfully completing probationary period	95%	75%	93%	90%	90%
Percent of Deputies and Correctional Officers in compliance with Post and STC requirements	99%	97%	98%	98%	98%
Percent of citizen complaints investigated	--	--	95%	95%	95%
Is Anyone Better Off? (Outcome)					
Percent of new hires who are female and/or minority officers	57%	43%	47%	35%	35%
Percent of citizen complaints that are sustained	--	--	25%	25%	25%

Professional Standards Bureau (3013P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	11.0	10.0	10.0	23.0	13.0	23.0
Funded FTE	10.8	9.7	9.7	20.6	10.9	20.6
 Total Requirements	2,398,853	3,205,891	3,173,683	4,462,106	1,288,423	4,516,980
Total Sources	1,380,164	1,333,822	1,592,351	1,559,858	(32,493)	1,581,858
Net County Cost	1,018,690	1,872,069	1,581,332	2,902,248	1,320,916	2,935,122
 NCC Breakdown						
Mandated Services			1,581,332	2,695,847	1,114,515	2,716,097
Non-Mandated Services				206,401	206,401	219,025

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,902,248 or 58%, of which \$2,902,248 or 100% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Peace Officer training, recruitment, background investigation, internal affairs investigation, hiring, and leave, which are currently provided with no specific MOE requirements. Discretionary Services include basic payroll administration, the Liability Reduction Program, and the Crisis Management Unit.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; reductions in contract expenses; adjustments to County Service Charges, deletion of one-time costs; decrease in Public Safety Sales Tax revenue (Prop 172) and miscellaneous revenue and reimbursements increases to reflect an adjustment in reimbursement for negotiated labor increases and inflation. Two positions were added during the middle of the year due to regular departmental transfers. The changes represented to position increase at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,368)	489,148	0	0	499,516	2

2. Relief Pool

A relief pool will be established in the Sheriff's Office, utilizing existing overtime funds. This adjustment contributes to the Sheriff's priority to deliver services in a cost-effective manner. Nine positions will be funded: seven Deputy Sheriffs and two Correctional Officers. The Relief Pool will report through the Support Services Captain, and will provide relief staffing for mandated posts positions (position shifts that must be kept filled) in core functional areas including the Maguire Correctional Facility, Women's Correctional Center, Sheriff's Patrol, Inmate Transportation, and Court Security. The Pool will provide relief staff to cover Deputies and Correctional Officers away from regular duty due to disability injuries, vacation, extended illness, extended training such as Academy, military leave, family leave, or other planned absences lasting for more than 2-3 days length. The establishment of the Relief Staffing Pool will help reduce reliance on overtime, which is the department's sole

relief staffing source presently. All nine positions are included in this budget unit, however offsetting reductions to overtime have been made in nearly all department programs. The cost to the County is neutral at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	645,000	0	0	645,000	9

3. **Liability Reduction Program**

This funding adjustment contributes to the success of personnel-related priorities of maintaining officer training and performance standards to State-mandated levels; improving the pre-employment background investigation process; and helping ensure 90% of probationary employees successfully complete probation. One Management Analyst position will assist staff in Sheriff's Personnel Services, County Counsel's Office, Risk Management and SamCERA in the research and preparation of legal documents, subpoenas, disability leave resolution, review and updating of General Orders and various personnel policies and procedures, and other liability reduction activities. The cost of this position will fully offset by projected reductions in liability payouts and related costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	87,530	0	0	87,530	1

4. **Crisis Management Unit**

The Crisis Management Unit will contribute to reducing the number and percent of sustained citizen complaints against local law enforcement professionals by ensuring officers receive training on how to address work-related stress and gain tools for de-escalating situations with mentally-ill individuals. This program was created in partnership with County Mental Health Services, the Service League, and with assistance from the professional health community and has four components: the Peer Program, the Critical Incident Response Team, the Chaplaincy Program, and the first responder Crisis Intervention Training (CIT) program. The program's CIT training components will be offered to law enforcement officers throughout the County. The appropriation covers various contractual and training costs associated with the program; staffing is provided internally within the Sheriff's Office voluntary peer support program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,875	69,830	0	0	61,955	0

5. **Payroll Office Support**

Conversion of one Extra Help Office Specialist to permanent status supports performance targets by ensuring the adequate provision of critical payroll, personnel, and benefits services to department employees. Presently, one permanent Payroll Supervisor position handles these complex and time-consuming duties which is insufficient for a department operating on a 24/7 basis with nearly 600 employees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	26,915	0	0	26,915	1

6. **Elimination of County Employee Driver Training Program**

Several years ago, Risk Management and the Sheriff's Office, jointly established a County Employee Driver Training Program to use expert Sheriff's Office driving instructors to train non-Sheriff County employees in other departments, which had been experiencing a high volume of avoidable accidents and damages from poor driving techniques. The Sheriff's Office has been informed the program will be eliminated. Contractual services and offsetting revenue have been eliminated. Police driver training will continue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(30,000)	(30,000)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(32,493)	1,288,423	0	0	1,320,916	13

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for all employee bargaining groups, as well as merit increases and higher benefit costs. Operating expenses have been adjusted reflecting negotiated labor increases and inflation. Various revenue sources have been increased based on annual cost adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,000	54,874	0	0	32,874	0

Technical Support Services (3015P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

► **Technical Services Program**

Forensic Laboratory

Patrol Bureau

Investigations Bureau

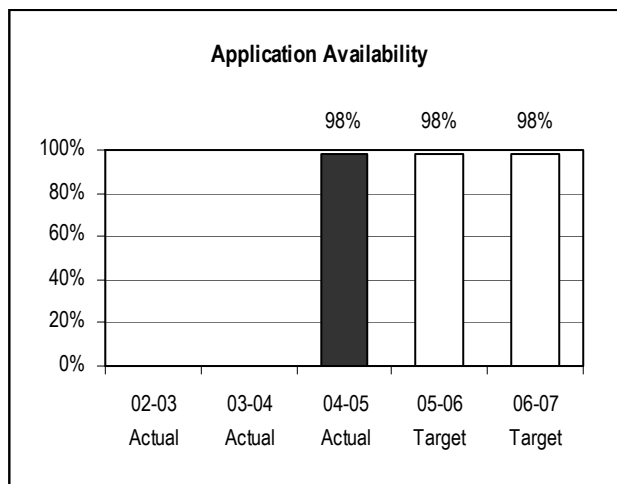
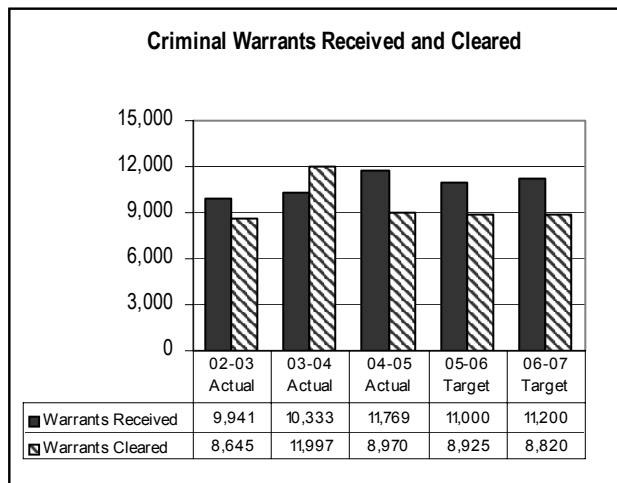
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Technical Support Services Bureau serves the Sheriff's Office and county law enforcement agencies by providing technical support and network management for criminal justice information systems and databases; providing efficient criminal records administration and research; and managing property and evidence to support informed and effective administration of criminal justice services and to help ensure the safety of law enforcement officers in the field.

Services and Accomplishments

The Technical Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering departmental support efforts in three areas: Information Technology project management and support, Criminal Records, and Property and Evidence. The Technical Services Unit manages and supports technology for the Sheriff's Office, Coroner's Office, and the Countywide Message Switch System, which allows staff to carry out daily tasks and achieve departmental priorities. The Criminal Records unit maintains criminal and public records, including criminal arrest warrants and crime reports occurring in the unincorporated and contract jurisdictions, on a 24-hour, 7-day/week basis. The Property and Evidence Unit receives and securely stores incoming evidence; receives recovered or found property and notifies owners; lawfully releases or destroys unclaimed property or evidence after a case is adjudicated; and provides documentation and testimony to support court purposes.

The following were major accomplishments in the prior year:

- Upgraded Criminal Justice Information System - Automated Warrant System (CJIS-AWS) data handling, especially the complex input and retrieval of "AKAs" (aliases)
- Completed implementation of a new Records Management System (RMS) departmentwide
- Replaced the old document imaging system with a FileNet system
- Transitioned Criminal Records to the new Records Management System (RMS) system protocols and procedures
- Maintained a 24/7 records and warrant operation with fewer staff
- Assumed technical IT support for Millbrae Police Department, and successfully upgraded its outmoded client-server network
- Transitioned evidence management services for the REACT Regional High-Technology Crime Task Force
- Assigned one IT Technician to the FBI Regional Computer Forensics Laboratory in Menlo Park

Story Behind Baseline Performance

The Technical Services Unit continues to work on several major technology initiatives. These projects are designed to enhance department service delivery and the management of critical records.

Completed key milestones for these initiatives are included in the Accomplishments section above.

The Property and Evidence Unit has implemented use of propertybureau.com for purposes of disposing unclaimed property and evidence after a case has closed. Use of the online auction house expedites the sale of property and realizes higher returns than past methods of disposal. Previously, property and evidence were kept in storage awaiting a periodic Public Administrator estate sale. Turnaround time for filing paperwork needed to execute the transaction has also improved.

Major challenges over the next two years will be:

- To maintain the percent of criminal warrants cleared by County criminal justice agencies with a reduced staff
- To more fully integrate the FileNet document imaging system into daily operations and into Records Management System (RMS) functionality
- To automate the transmission of Restraining Orders from the Records Management System to the California Department of Justice
- To implement mobile data computers in Patrol vehicles in the Sheriff's Office
- To redo the Sheriff's Office network to comply with the California Department of Justice security requirements
- To upgrade the existing Sheriff's Office photo-image system to new hardware and software
- To migrate the Criminal Justice Information System (CJIS) from the old mainframe to a networked environment, and to design a project plan for the eventual acquisition and implementation of a new Jail Management System

- Develop a strategic plan for replacement of the current Message Switch computer hardware by January 2006
- Complete the CJIS Mainframe Transition Strategic Plan by March 2006
- Complete the reconfiguration of the Sheriff's Office network to meet the California Department of Justice trusted network security requirements by June 2006
- Upgrade the photo-image system hardware and software by June 2006

Program Priorities

The Technical Support Services Program will meet performance targets by doing the following:

Maintain the Percent of Criminal Warrants Cleared by County Criminal Justice Agencies

- Communicate and collaborate with other departments and agencies through the quarterly Automated Warrant System (AWS) Warrant Status report
- Seek additional contract opportunities to provide cost-effective centralized warrant services to police agencies
- Integrate the new document imaging system into daily Records Unit and Investigations operations through ongoing development of interfaces and enhancements

Complete or Initiate Technology Improvements Within Identified Timelines

- Complete the countywide radio project Hall of Justice transmitter upgrade by October 2005
- Complete the installation of Mobile Data Computers in Sheriff's Patrol vehicles by December 2005
- Complete on-site laboratory implementation of the a Forensic Laboratory information system by March 2006

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
The number of users supported:					
- Sheriff's Office	-	-	675	675	675
- Coroner's Office	-	-	15	15	15
- Millbrae Police Department	-	-	30	30	30
Number of Message Switch System user agencies served	35	35	34	34	34
The number of PCs supported:					
- Sheriff's Office	-	-	480	540	560
- Coroner's Office	-	-	15	15	15
- Millbrae Police Department	-	-	25	25	25
Number of job applicants fingerprinted	7,302	6,743	7,437	7,350	7,400
Number of criminal warrants:					
- Total warrants maintained ⁽¹⁾	27,028	26,266	26,019	23,000	22,000
- New warrants received	9,941	10,333	11,769	10,600	10,950
How Well We Do It (Quality)					
Application availability	--	--	98%	98%	98%
High priority Help Desk calls	--	--	595	600	600
Is Anyone Better Off? (Outcome)					
Number and percent of criminal warrants cleared by county criminal justice agencies	8,645 / 32%	11,294 / 43%	8,970 / 64%	8,925 / 35%	8,820 / 35%
Percent of Help Desk calls closed	--	--	96%	95%	95%

⁽¹⁾ Total warrants maintained in the Automated Warrant System (AWS) has decreased due to diligent efforts by all agencies over the past several years, to clear out or close old or inactive warrants which clog the system and skew the number active warrants in the database.

Technical Support Services (3015P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	33.0	28.0	28.0	28.0		28.0
Funded FTE	33.0	28.0	28.0	28.0		28.0
 Total Requirements	4,692,813	4,351,420	4,187,918	4,546,193	358,275	4,647,158
Total Sources	1,415,778	1,152,159	785,450	1,422,972	637,522	1,454,972
Net County Cost	3,277,035	3,199,262	3,402,468	3,123,221	(279,247)	3,192,186
 NCC Breakdown						
Federal Grants Match			158,570	161,562	2,992	164,400
Local Grants Match			238,380	308,985	70,605	315,269
Mandated Services			2,124,716	2,102,453	(22,263)	2,155,757
Non-Mandated Services			880,802	550,221	(330,581)	556,760

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,123,221 or 68%, of which \$2,652,674 or 84.9% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Criminal Records and Property and Evidence management, currently provided with no specific MOE requirements. Non-discretionary services represent the County's matching requirements for the RMS and COPS Technology grants, and specific MOE requirements for the CAL-ID and Message Switch system Joint Powers authority programs. Discretionary services include department-wide technical IT and project support services.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; adjustments in internal service charges and project-related contractual services; decrease in Public Safety Sales Tax revenue (Prop 172); and increased reimbursement for various services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
95,630	114,565	(4,082)	0	14,853	0

2. COPS Technology Grant

The COPS Technology Grant contributes to the program priorities to complete or initiate major technology improvements by specific deadlines and complete 65% of major crime casework within 60 days. Funds will be used for a variety of Crime Laboratory-related technology projects

and will contribute to the Sheriff's Office project to separate from the County network via a secured firewall, pursuant to State DOJ requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
493,322	493,322	0	0	0	0

3. Network Replacement

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	66,960	0	0	66,960	0

4. Records Management System (RMS) and Mobile Data Terminal Project Re-appropriation

In keeping with the program priority to complete major technology improvements within specified timeframes, this re-appropriation brings the long-term RMS and Mobile Data Terminal Project near completion. To date the following significant milestones have been met: implementation of a department RMS system; replacement of the associated document imaging system; and award of the contract for Mobile Data Hardware in patrol cars, which will carry the new RMS and paperless report-writing capability to Patrol Deputies in the field. Remaining project appropriations and related grant and special program revenues are rolled forward, resulting in a reduction of net cost as large portions of the original project appropriation are already expended or contractually obligated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
48,570	(312,490)	0	0	(361,060)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
637,522	358,275	(4,082)	0	(279,247)	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been increased in anticipation of an increase in various reimbursements to offset labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,000	100,965	0	0	68,965	0

Sheriff's Forensic Laboratory (3017P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

► **Forensic Laboratory**

Patrol Bureau

Investigations Bureau

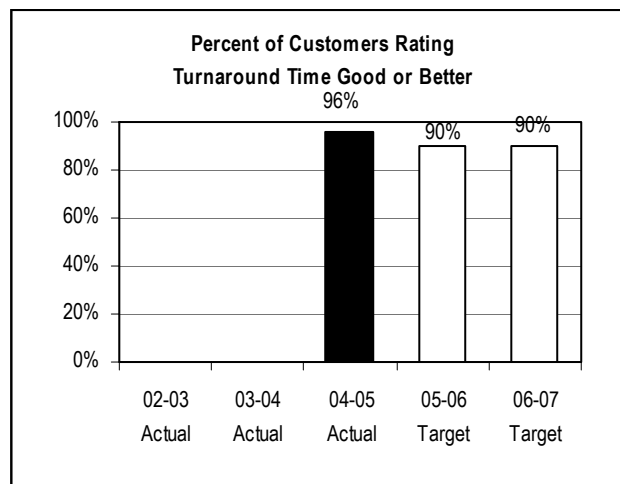
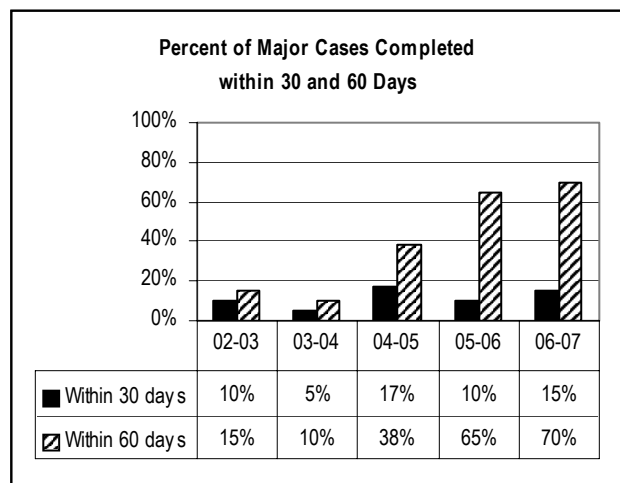
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The San Mateo County 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.

Services and Accomplishments

The Forensic Laboratory contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by ensuring proper evaluation and analysis of evidence collected at a crime scene, which is instrumental to the investigation, solution and prosecution of crimes. Forensic laboratories make critical and cost effective contributions to law enforcement. Timely elimination of suspects improves the quality of justice and saves countless hours of investigative time that would otherwise be spent following false leads.

The following were major accomplishments in the prior year:

- Achieved American Society of Crime Laboratory Directors (ASCLD) Laboratory Accreditation
- Continued collaboration with the Santa Clara County Forensic Laboratory
- Cross-trained staff
- Established a training program for local agencies
- Instituted a seven day follow-up procedure for all major case call outs

Story Behind Baseline Performance

The most significant accomplishment this year has been the inspection of the Forensic Laboratory by the American Society of Crime Laboratory Directors (ASCLD), which is the final step in the accreditation process. Laboratory accreditation ensures laboratory's management, operations, personnel, procedures, equipment, physical plant, security and health and safety procedures are in compliance with standards set by the Forensic Science Community. Federal law requires that all laboratories submitting DNA profiles for inclusion into the National DNA Databank are accredited.

The Laboratory has continued to maintain a strong relationship with the Santa Clara County Laboratory. This regional relationship was critical in the accreditation of the San Mateo County Laboratory, and the timely processing of DNA evidence. Timely analysis is a key measure of success. If evidence cannot be examined within deadlines imposed by the courts, cases are delayed, lengthening the time suspects are incarcerated before trial and placing a strain on crime victims and their families. Delays can also cause release of offenders who may re-offend while awaiting trial.

In an effort to meet the timely demand for service, a cross-training program to ensure that each member of the staff is working to their full capacity was implemented. This is critical when staff are called

away to respond to crime scenes, lengthy trials, or are absent from the Lab for extended periods. Ongoing training has been supported by State grants.

This year marked the first completed year of "Fee for Service" charges to Laboratory customers. The Director meets regularly with user agencies to ensure the Lab is meeting their needs. A 24/7 help line was implemented to assist agencies in the field that have questions about the collection or preservation of evidence. Formal training for user agencies on how to conduct field presumptive tests for narcotics and use of the Drager Breath Alcohol instrument has also been provided.

During the past year a new procedure for all major crime scene cases was implemented. Within seven days of the event all of the involved agencies are brought together to triage the processing of evidence collected at the crime scene. These meetings have been successful in opening lines of communication while allowing for better use of limited resources and reducing the cost of analysis.

Major challenges over the next two years will be:

- To maintain accreditation
- To implement a Laboratory Information Management System
- To continue to improve evidence processing turnaround times
- To increase interaction between Laboratory staff and partners in the criminal justice system
- To develop a full service DNA Analysis function
- To seek additional Lab revenue sources

Program Priorities

The Forensic Laboratory will meet performance targets by doing the following:

Complete Lab Casework for 65% of Major Cases within 60 Days

- Continue cross training staff in criminalistic, forensic, toxicology, and fingerprinting specialties
- Work with county Criminal Justice agencies to reduce and refine the amount of evidence submitted for examination per case
- Develop a full service DNA laboratory function by June 2007
- Ensure a stable resource for forensic firearms and Gunshot Residue (GSR) analysis

Explore Opportunities for Additional Revenue

- Review services, equipment and staffing needs to target revenue sources
- Seek grant opportunities in the area of forensic science

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of major cases received	1,204	1,360	1,378	1,000	1,000
Number of alcohol cases received	1,334	1,245	1,966	1,500	1,300
Number of drug cases received	2,625	2,585	3,552	3,000	2,500
How Well We Do It (Quality)					
Major cases:					
- Average turnaround time (in days)	-	-	72	60	60
- Percent completed in less than 30 days	10%	5%	17%	15%	15%
- Percent completed in less than 60 days	15%	10%	38%	65%	70%
Alcohol cases:					
- Average turnaround time (in days)	-	4	3	4	4
- Percent reported within 24 hrs of receipt	20%	5%	23%	15%	5%
- Percent reported within 72 hrs of receipt	98%	98%	93%	98%	98%
Drug cases:					
- Average turnaround time - days	-	3	3	3	3
- Percent reported within 48 hrs of receipt	60%	40%	62%	65%	65%
- Percent reported within 120 hrs of receipt	95%	85%	96%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of customers rating turnaround time as good or better ⁽¹⁾	--	--	96%	90%	90%
Percent of customers rating forensic laboratory services as good or better ⁽¹⁾	--	--	98%	90%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Sheriff's Forensic Laboratory (3017P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	26.0	26.0	25.0	29.0	4.0	29.0
Funded FTE	25.8	25.8	24.8	28.7	3.9	28.7
 Total Requirements	3,959,880	4,747,544	4,627,407	5,153,379	525,972	5,333,483
Total Sources	3,018,012	3,425,480	3,449,236	3,635,901	186,665	3,680,901
Net County Cost	941,868	1,322,064	1,178,171	1,517,478	339,307	1,652,582
 NCC Breakdown						
Federal Grants Match				226,463	226,463	139,839
Local Grants Match			1,178,171	1,193,141	14,970	1,343,409
Mandated Services				97,874	97,874	169,334

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,517,478 or 30%, of which \$97,874 or 6.4% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Other Mandated Services include Blood Alcohol analysis for law enforcement agencies, currently provided with no specific MOE requirements. While not statutorily mandated, a County-City cost-sharing arrangement established in FY 2003-04 by the Crime Lab Executive Steering Committee commits the County to matching city fees-for-service, but with no specified MOE. Non-discretionary services represent the County's matching requirements for federal JAG grant and State CAL-ID program funding.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of positions added mid-year; negotiated labor increases; and adjustments in County service charges and contractual services. Reductions to revenue have also been included: decrease in Public Safety Sales Tax revenue (Prop 172); and reduction in Crime Lab fees for service due to ongoing refinement of investigative casework and amount of evidence sent to the Lab for analysis by outside agencies. Representing reimbursement for 50% of the cost of one Forensic Specialist has been eliminated. That function is now administered through the Countywide Narcotics Task Force which is included within the Sheriff's Office budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(165,986)	123,118	50,203	0	339,307	0

2. Justice Assistance Grant (JAG) Criminalist Position

One position of Criminalist is added through a federal JAG grant, which will contribute to achieving the program priority and performance goal of 65% of major cases completed within 60 days of receipt of evidence. Grant funds will cover one Criminalist position to oversee latent print and other forensic examinations involving major cases, as well as DNA analysis contract work provided by the Santa Clara County laboratory.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
176,260	176,260	0	0	0	1

3. Annualize CAL-ID Funded Forensic Specialist Position

One position of Forensic Specialist was added and is fully offset by CAL-ID Fund revenues. This position was approved by the CAL-ID JPA Governing Board, and will also contribute to the program priority and performance goal of 65% of major cases completed within 60 days of receipt of evidence.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
97,874	97,874	0	0	0	1

4. Crime Laboratory DNA Criminalist Position

A DNA Backlog Reduction Grant will allow partial funding of a Criminalist I position at the San Mateo County Forensics Laboratory, which will be responsible for DNA analysis. The position cost for the remainder of the fiscal year will be covered by grant funds and a reduction to the contract with Santa Clara County Forensic Lab for DNA work. In future years the position cost will be funded through further reductions in contracted DNA services, and an anticipated increase in billable Lab charges for DNA Analysis services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
40,017	40,017	0	0	0	1

5. Conversion of Contract Forensic Laboratory Director to Permanent Status

One position of Forensic Laboratory Manager is added. This position has been filled on a contractor basis since the reorganization of the Crime Lab in FY 2003-04. Contract dollars are converted to permanent salaries to finance this on-going change, as well as an adjustment in the final CAL-ID Budget as approved by the RAN Board on June 9, 2005.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,910	27,910	0	0	0	1

6. Forensic Laboratory Budget Adjustments

Several minor adjustments are made in the existing Crime Lab budget accounts. A minor adjustment in Crime Lab fees, based on updated prior year trends, will offset the net appropriation increase in Lab accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,590	10,590	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
186,665	475,769	50,203	0	339,307	4

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been increased in anticipation of reimbursements to offset labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
45,000	180,104	0	0	135,104	0

Patrol Bureau (3051P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

► **Patrol Bureau**

Investigations Bureau

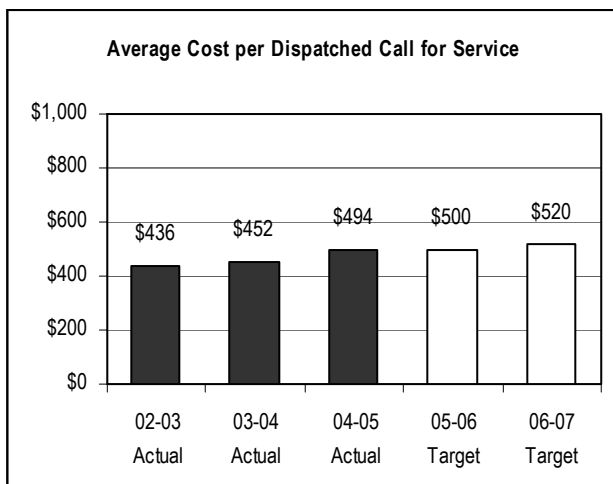
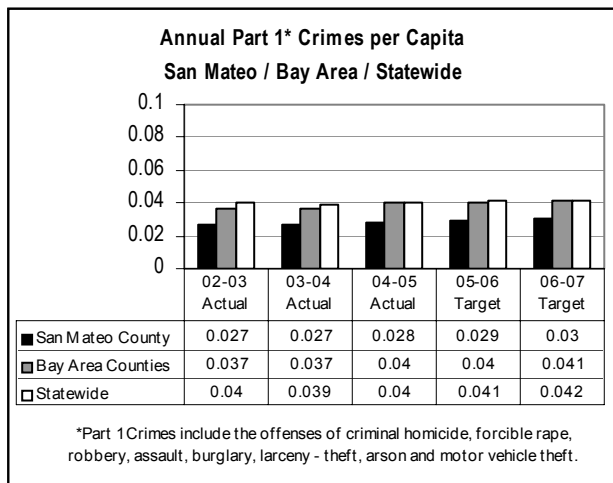
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

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, governmental entities and schools.

Services and Accomplishments

The Patrol Bureau contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing general law enforcement services to the unincorporated areas of the County and contract jurisdictions, including the SamTrans Transportation District. The Patrol Bureau incorporates a strong community policing philosophy into all services and activities. This facilitates a sense of partnership with the communities and customers served.

The following were major accomplishments in the prior year:

- Established a Motorcycle Unit using an Office of Traffic Safety grant
- Continued to develop and improve the Records Management System (RMS) with an emphasis on accessibility in the field
- Commenced implementation of Mobile Data Terminals for patrol vehicles, so that Deputies can directly access State and local law enforcement databases while in the field

Story Behind Baseline Performance

The crime rate in San Mateo County continues to be lower than in neighboring counties and Statewide. The number of Part I crimes in 2003 was 19,158, which is lower, per capita, than the surrounding major Bay Area counties. For 2004, however, early indicators both within and outside the County indicate crime rates are rising. Available 2004 Department of Justice (DOJ) crime statistics for selected surrounding jurisdictions show homicide and violent crime has increased in San Jose, San Francisco, and Daly City. In the City of East Palo Alto, gang-related shootings are a weekly occurrence. Other Peninsula cities have also reported increased gang activity. In FY 2004-05, the Sheriff's Office has responded to several requests for mutual aid from Peninsula cities. The Department remains committed to working with all communities in the county to prevent and detect crime and to apprehend criminals.

Response times for priority (emergency) service calls range from 3:58 minutes in urban areas to 10:53 minutes in rural areas. Coastside response times vary by location and have increased due to reduced staffing. The number of overall responses to calls for service went down moderately in 2004 due to elimination of the Community Police Unit countywide, which engaged in many self-initiated on-scene prevention activities. Total reported Part One crimes including homicide, forcible rape, robbery, assault, burglary, larceny, theft, arson and vehicle theft declined in 2003, but appear to be increasing for 2004, based on preliminary DOJ analysis.

The Sheriff's Office has received two fully equipped motorcycles through an Office of Traffic Safety Grant. Two deputies have been trained and will participate in multi-agency events throughout the county. The newly formed Motorcycle Unit will also be used in the contract towns of Woodside and Portola Valley for traffic enforcement and accident investigation.

Mobile Data Computer Terminals have been ordered for all patrol vehicles and should be installed by Summer, 2005. This will allow deputies to write reports while in the field rather than having to return to the office or substation. The computers will be connected to the Records Management System (RMS) making report writing paperless. The Deputies will get dispatch calls via the computer terminal and will be able to access DMV records and the wanted-person system.

The Sheriff's substations are a resource to the community. The North Fair Oaks substation is now equipped with a community meeting room and the coastside substation hosts Mid-Coast Advisory Council meetings and other community-based functions. A project is underway to add a substation in the Moonridge area for the south coast Sheriff's Patrol. This will aid in allowing deputies to remain within their beat boundaries and may reduce response times in those rural areas. The addition of a Live Scan fingerprint service at the coastside substation has relieved the long waiting list in Redwood City and saves coastside residents a long drive.

Two recently implemented technology upgrades are improving service delivery and officer safety. A new RMS is now in use. This automated system enhances the Patrol Bureau's response to areas of concern by gathering data that can be used for crime analysis and to identify suspects, associates, addresses, vehicle information and history of criminal activity along with providing an accessible retrieval system. The addition of a paperless reporting system will soon allow patrol supervisors to approve reports in the field. The second upgrade is the Radio Replacement Project, which is nearly complete and is expected to eliminate transmission "Dead spots" in some rural areas of the county. A recent study by County radio personnel indicated that six additional repeaters – three on the coast and three on the skyline ridge - will help improve coverage in the more remote Patrol beats.

Day workers continue to congregate in the North Fair Oaks area in front of businesses and parking areas. The Sheriff's Office is working with the Human Services Agency and Supervisor Gibson's Office to help address the problem. The County has developed a pilot program and contracted with a private provider to operate a Day Worker drop-in site located on Middlefield Road where day workers can connect with potential employers. The project is in a pilot phase to determine if a voluntary compliance program will help resolve the problem.

Major challenges over the next two years will be:

- To improve training and enhance utilization of the RMS and new radio system
- To improve radio reception in North Fair Oaks, the coastside, and the skyline areas of Sheriff's Patrol beats

- To work with the Sheriff's Street Crimes Unit and local police departments to address the growing gang-related violence occurring in some areas of the county

Program Priorities

The Patrol Bureau will meet performance targets by doing the following:

Respond to High-Priority Calls for Service within Four Minutes in Urban Areas and Eleven Minutes in Rural Areas

- Implement a new trunk radio system to alleviate transmission "dead spots," offer talk groups and provide for increased officer safety
- Continue to improve reception in the North Fair Oaks, coastside and skyline areas through additional repeaters and a transmitter unit at the Hall of Justice
- Explore and pursue opportunities for regionalized patrol service delivery
- Implement Mobile Data Terminals in the patrol vehicles

Ensure the Average Cost per Dispatched Call for Service Remains at a Consistent and Reasonable Level

- Implement paperless report writing
- Develop RMS access in remote spots
- Utilize technological resources to provide officer refresher and ongoing training
- Explore and pursue opportunities for regionalized service delivery

Reduce Gang-Related Violence

- Open the Moonridge Substation to provide a Patrol presence in this labor housing development, where gang recruitment is heavy
- Partner with the Street Crimes Unit and local police departments to target specific street gang activity
- Continue to pursue grants and provide healthy alternatives to gang involvement for young persons

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of dispatched calls for service	63,547	59,999	57,662	60,000	62,300
Number of citations issued	9,857	11,185	11,453	11,500	11,650
Number of total traffic activities by Patrol Deputies (non-citation)	15,237	16,096	15,298	15,100	15,250
How Well We Do It (Quality)					
Average response time for priority dispatched calls (in minutes):					
- Urbanized service areas	3:26	2.64	3.2	3.6	3.6
- Rural service areas	8:27	9.67	9.6	10.5	10.5
Average cost per dispatched service call	\$436	\$452	\$494	\$480	\$495
Is Anyone Better Off? (Outcome)					
Annual number of Part 1 crimes	19,268	19,158	20,093	19,550	19,775
Annual Part 1 crimes per capita:					
- San Mateo County	.027	.027	.028	.029	.030
- Eight Bay Area counties	.037	.037	.040	.040	.041
- Statewide	.040	.039	.040	.041	.042

**Patrol Bureau (3051P)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	103.0	97.0	97.0	98.0	1.0	98.0
Funded FTE	101.6	97.5	97.5	98.0	0.5	98.0
Total Requirements	16,497,324	18,322,637	17,797,596	18,718,556	920,960	19,197,329
Total Sources	10,886,892	11,366,037	11,334,566	11,542,407	207,841	11,688,407
Net County Cost	5,610,432	6,956,600	6,463,030	7,176,149	713,119	7,508,922
NCC Breakdown						
State Grants Match			136,950	531,781	394,831	440,546
Local Grants Match			177,827	123,373	(54,454)	86,686
Mandated Services			5,422,724	5,927,017	504,293	6,362,706
Non-Mandated Services			725,529	593,978	(131,551)	618,984

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,176,149 or 39%, of which \$6,520,995 or 90.8% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as basic Sheriff's Patrol services and the Bomb Squad which are provided with no MOE requirement. Non-Mandated services includes the School Resources Program, Sheriff's Activities League after-school enrichment programs, Community Policing services, and the Countywide SWAT and Hostage Negotiations Team. Non-discretionary services represent the County's MOE requirement for the Avoid-the-23 DUI Grant, and local grants for school resources and community policing services.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; adjustments in County service charges and contractual services; annual cost-of-living adjustments for contractual service revenues have been included; decrease in Public Safety Sales Tax revenue (Prop 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(166,705)	633,285	0	0	799,990	0

2. Avoid The 23 Grant Renewal

In FY 2004-05 the Sheriff's Office assumed administration of the annual Avoid The 23 holiday DUI prevention and enforcement grant. The State Office of Traffic Safety has earmarked a two-year renewal of the grant, which includes an expansion of funding. The two-year grant is fully appropriated and the remaining balance will be re-appropriated in the following year. Major grant components include reimbursement of cities' police officer overtime costs for holiday evening checkpoints and roving strike teams; media and publicity consulting; Sheriff's Department Deputy overtime reimbursement and other personnel costs; and special events expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
324,546	324,546	0	0	0	0

3. Community Program Support Position

An Extra Help, bilingual Community Program Specialist position, which previously worked out of the North Fair Oaks Substation on the Community Alliance to Reclaim Our Neighborhoods (CARON) program, school resources support activities, and the North Fair Oaks and coastside Sheriff's Activities League (SAL) programs, is added as a permanent position. The position will continue gang-alternative and crime-prevention work in Hispanic communities in the South County and South Coast areas. The cost is partially offset by a new three-year grant for the CARON Project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	67,423	0	0	17,423	1

4. Reductions to Fund Relief Pool

A relief pool will be established in the Sheriff's Office, utilizing existing overtime funds. This funding adjustment represents a portion of the reduction to departmental overtime. The creation of a dedicated relief pool contributes to the Sheriff's priority to deliver services in a cost-effective manner. Nine positions will be funded in the Professional Standards Program: seven Deputy Sheriffs and two Correctional Officers. The Relief Pool will report through the Support Services Captain, and will provide relief staffing for mandated posts positions (position shifts that must be kept filled) in core functional areas including the Maguire Correctional Facility, Women's Correctional Center, Sheriff's Patrol, Inmate Transportation, and Court Security. The Pool will provide relief staff to cover Deputies and Correctional Officers away from regular duty due to disability injuries, vacation, extended illness, extended training such as Academy, military leave, family leave, or other planned

absences lasting for more than 2-3 days length. The establishment of the Relief Staffing Pool will help reduce reliance on overtime, which is the department's sole relief staffing source presently.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(141,000)	0	0	(141,000)	0

5. Motorcycle Patrol Unit

Using Office of Traffic Safety grant funds from Daly City, two street patrol motorcycles have been acquired for the Patrol Bureau and are now in operation doing patrol and traffic enforcement in both unincorporated and contract jurisdictions. Existing Sheriff's Deputies from the Bureau have volunteered to work in the unit. An appropriation covers extra compensation and overtime funds; motorcycle fuel, communications and maintenance expenses; protective clothing; safety equipment; and insurance. The establishment of the new Motorcycle Patrol Unit provides a new resource to help achieve Bureau performance objectives, and assist in the implementation of Shared Vision 2010 goals for traffic-related improvements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	49,206	0	0	49,206	0

6. Reduction to Finance Network Replacement Lease Cost

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(12,500)	0	0	(12,500)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
207,841	920,960	0	0	713,119	1

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been increased in anticipation of an increase in various reimbursements to offset labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
146,000	478,773	0	0	332,773	0

Investigations Bureau (3053P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau



Investigations Bureau

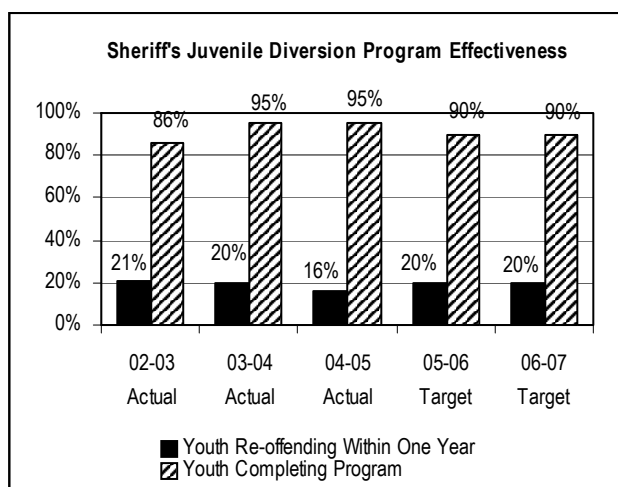
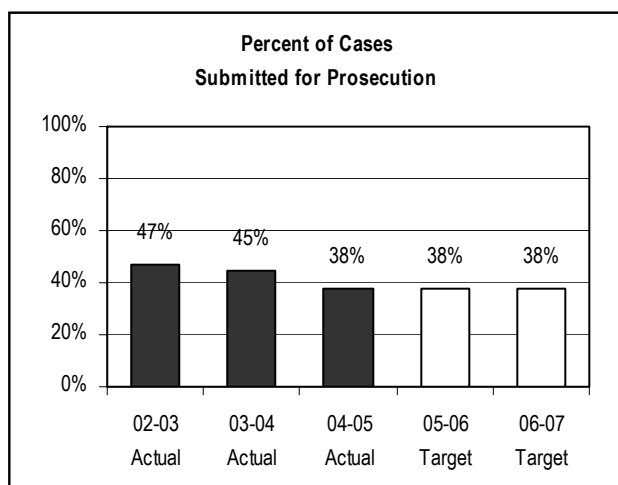
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Sheriff's Office Investigations Division provides thorough and effective investigative and specialized services to the public and to San Mateo County criminal justice agencies to ensure a safer community and provide a foundation for investigation and prosecution while promoting countywide and area-wide collaborative partnerships. The Division also provides intervention for at-risk youth and first-time offenders as an alternative to the juvenile justice system to reduce recidivism and promote stronger families.

Services and Accomplishments

The Sheriff's Investigations Division contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing law enforcement investigative services for the unincorporated areas and contract cities in the county and specialized investigative support to criminal justice agencies through countywide and area-wide collaborative partnerships. The task force units providing specialized investigative support include: Countywide Narcotics Task Force (CNTF), Vehicle Theft Task Force (VTTF), Northern California High Intensity Drug Trafficking Area (HIDTA), San Francisco International Airport Cargo Theft Task Force (CTTF), the Rapid Enforcement Allied Computer Team (REACT), the Sexual Assault Felony Enforcement Task Force (SAFE), the Joint Terrorism Task Force (JTTF), and a countywide Street Crime Suppression Detail.

In addition, the Investigations Division administers the Sheriff's Juvenile Diversion Program designed to prevent juvenile crime and educate parents.

The following were major accomplishments in the prior year:

- Expanded Street Crime Suppression Team to include investigation and enforcement activities countywide
- Extended juvenile programs to the coast and increased outreach to Spanish-speaking communities
- Improved juvenile diversion/intervention contacts by utilizing School Resource officers to perform home and school visits with program participants
- Managed and retained federally-funded Northern California High Intensity Drug Area (HIDTA) Initiative
- Completed an independent operational audit of CNTF
- Increased participation in CNTF and VTTF internship programs

Story Behind Baseline Performance

The rate at which cleared cases are submitted for prosecution is a significant measurement of case follow-up and investigative capabilities. The Sheriff's Office Investigations Bureau has maintained this rate over time, despite an increase in crime and reduced budget and staffing capacity. All counties are required to submit clearance rate statistics to the State of California and at about 40% - 43%, the Investigations Division continues to maintain a

clearance rate well above the State average of 23%. The Bureau estimates that 38% of all cleared cases will be submitted for prosecution for FY 2004-05. This number is a decrease from prior years due to the implementation of a new records management database. Unlike the old system, this database has the ability to break down the clearance rates of cases in greater detail and in accordance with Department of Justice Standards.

The number of arrests made by the multi-jurisdictional task forces has increased slightly over last year's rate due to special enforcement activities. The Narcotics Task Force, which has the highest percentage of arrests of the task forces, performed increased undercover drug purchases, arrests, drug seizures, and forfeitures through its special operations and cooperative investigations with their local, state, and federal partners. The Narcotics Task Force also provided narcotic training and education to over 1,400 law enforcement officers, parents, teachers, and civic organizations.

Juvenile diversion services and parent education continue to be a priority. The Youth Services Unit works with other County agencies to prevent juvenile crime. Many of the behaviors that contribute to incidents of juvenile crime can be treated through school and family-based programs. While not a mandated service, juvenile diversion services are a cost effective way to promote pro-social behavior and redirect youth away from the criminal justice detention system. The Juvenile Diversion Program offers two services: Diversion, which is directed at youth who have committed a minor non-violent crime; and Intervention, which is directed at youth who have not committed a crime, but are exhibiting behavioral problems at school or home. The reported "recidivism" rate at 20% combines Diversion and Intervention cases. However, since recidivism is considered reverting to criminal behavior, statistics for the Diversion Services portion of the program are the most significant. Juvenile Diversion remains highly successful with a recidivism rate consistently below 10%.

Major challenges over the next two years will be:

- To manage increased caseloads due to increases in crime and reduced city-level investigative bureaus
- To increase utilization of regional investigative resources
- To respond to periodic heightened alert status and increased emphasis on terrorism threat detection and prevention
- To maintain cooperative relationships with local, state, and federal agencies
- To identify ongoing grant and initiative funding to assist with staffing and operational expenses associated with the multi-jurisdictional task forces
- To mitigate the loss of seasoned detectives through transfer, promotion and retirement, by effectively training and mentoring deputies newly assigned to the Detective Bureau

Program Priorities

The Investigations Program will meet performance targets by doing the following:

Submit at Least 38% of Investigations Cases and 18% of Task Force Cases to the District Attorney's Office for Prosecution

- Provide superior supervision and specialized training to Bureau support staff
- Stay current with the use and application of technical advances as they relate in the investigative field
- Provide and receive additional training and intelligence with local, state, and federal agencies
- Utilize available departmental personnel and equipment pools to supplement Bureau resources
- Maintain service levels during major personnel changes at CNTF and VTTF

Manage the Juvenile Diversion Program with a Recidivism Rate of Less than 20%

- Offer individual, group and family counseling
- Provide in-school and home follow-up through the School Resource Officer program
- Continue to enforce accountability and consequences for participant behavior
- Reduce juvenile prosecution rates by promoting successful completion of program requirements
- Promote positive activities for participants (i.e., coastside horse program, after-care events, field trips)
- Offer Parent Education classes in both English and Spanish

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of investigations performed annually:					
- Investigative services	6,358	6,000	6,994	6,150	6,200
- Multi-jurisdictional services	724	710	554	726	726
Number of first-time offenders placed in Juvenile Diversion Program:					
- School Crisis Intervention	16	26	33	25	25
- Aftercare Program	55	6	20	15	20
- Parent Education Program	60	208	172	175	175
- Family Counseling	161	194	410	250	275
How Well We Do It (Quality)					
Number of arrests made annually by multi-jurisdictional task forces	306	397	372	412	412
Crime clearance rate:					
- Investigative services	48%	38%	43%	41%	43%
- State average	--	--	23%	24%	25%
Percent of first time offenders successfully completing Juvenile Diversion Programs (Program Goal of 90%)	86%	95%	95%	90%	90%
Is Anyone Better Off? (Outcome)					
Number and percent of cases submitted to the District Attorney's Office (Investigations only)	1,419 / 47%	1,114 / 45%	1,694 / 37%	1,516 / 38%	1,525 / 38%
Number and percent of youth re-offending within 12 months of completing Juvenile Diversion Program	9 / 21%	12 / 20%	12 / 16%	12 / 20%	13 / 20%

Investigations Bureau (3053P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	63.0	57.0	57.0	58.0	1.0	58.0
Funded FTE	63.0	53.7	53.7	57.8	4.2	57.8
Total Requirements	9,333,246	10,503,172	10,271,431	12,400,394	2,128,963	12,661,301
Total Sources	7,673,213	7,552,719	7,850,152	9,198,326	1,348,174	9,277,626
Net County Cost	1,660,032	2,950,453	2,421,279	3,202,068	780,789	3,383,675
NCC Breakdown						
Federal Grants Match			193,419	396,325	202,906	433,794
State Grants Match			99,846	217,982	118,136	234,417
Local Grants Match			9,533	12,412	2,879	15,291
Mandated Services			1,325,389	1,863,246	537,857	1,961,703
Non-Mandated Services			793,092	712,103	(80,989)	738,470

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,202,068 or 24%, of which \$2,575,349 or 80.4% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Mandated services include general and major crime investigation, provided with no specific MOE requirements. Non-Mandated services include the Sheriff's Office subsidy to East Palo Alto investigative services and the net cost of the Countywide Street Crimes Task Force. Non-discretionary services represent the County's matching requirements for various federal, state and local grants, as well as MOE requirements for the countywide joint powers task forces.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; negotiated labor increases; adjustments in County service charges and contractual services; decrease in Public Safety Sales Tax (Prop 172) revenue, and the transfer of Southwest Border Initiative reimbursements to the Maguire Correctional Facility budget. Two units formerly budgeted in Investigations – Countywide and Health Security Programs – were transferred to the Court Services and Transportation Bureau during FY 2004-05, representing a net reduction in total Investigation Bureau appropriations, a decrease in revenues, and the net reduction of three positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(673,633)	(250,952)	0	0	422,681	(3)

2. Gang Task Force

Gang activity in the County has been on the rise. Addressing this problem is a priority of the Board of Supervisors and all criminal justice departments. A Gang Task Force that brings together existing resources in the Sheriff's Office and Probation Department with a dedicated Deputy District Attorney and new Crime Analyst has been established. This specialize unit will centralize the collection and analysis of gang

activity and better position the County to reduce gang activity. This funding adjustment reflects the addition of one Crime Analyst position and regular operating costs associated with the unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	392,460	0	0	392,460	1

3. Regional Terrorist Threat Assessment Center (RTTAC)

An existing grant for the FBI Regional Terrorist Threat Assessment Center is transferred from the Office of Emergency Services budget into the Investigation Bureau. The Investigation Bureau is a more appropriate location for this Homeland Security-related grant, due to the collaborative investigative nature of the RTTAC mission and duties. The appropriation, with equal offsetting grant revenue, will fund one Lieutenant position who serves as RTTAC program director, and three new Crime Analyst positions, which were added in March 2005 and are annualized for the Adopted Budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,905,000	1,905,000	0	0	0	3

4. Reductions to Fund Relief Pool

A relief pool will be established in the Sheriff's Office, utilizing existing overtime funds. This funding adjustment represents a portion of the reduction to departmental overtime. The creation of a dedicated relief pool contributes to the Sheriff's priority to deliver services in a cost-effective manner. Nine positions will be funded in the Professional Standards Program: seven Deputy Sheriffs and two Correctional Officers. The Relief Pool will report through the Support Services Captain, and will provide relief staffing for mandated posts positions (position shifts that must be kept filled) in core functional areas including the Maguire Correctional Facility, Women's Correctional Center, Sheriff's Patrol, Inmate Transportation, and Court Security. The Pool will provide relief staff to cover Deputies and Correctional Officers away from regular duty due to disability injuries, vacation, extended illness, extended training such as Academy, military leave, family leave, or other planned absences lasting for more than 2-3 days length. The establishment of the Relief Staffing Pool will help reduce reliance on overtime, which is the department's sole relief staffing source presently.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(84,000)	0	0	(84,000)	0

5. Juvenile Diversion Program Enhancement

The County TANF Advisory Council has awarded the collaborative Sheriff/Mental Health Juvenile Diversion Program a 2.5-year grant enhancement, that will fund additional counseling services, education, and home visits for participants in the Diversion Program, as well as cover additional space and operating costs. An increase in annual program funding is realized during this two-year budget cycle.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
84,107	84,107	0	0	0	0

6. Extra Help for Investigation Support Services

Growth in caseloads and Court preparation activities has increased support staff workload. This appropriation will fund supplemental temporary Extra Help staff to assist with duties such as transcript preparation, preparing and organizing files and documents for Court; and providing short term relief coverage for regular support staff on leave.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	55,900	0	0	55,900	0

7. Task Force Rental Cost Adjustment

Adjustments have been made to space costs for the Task Forces, offset by an anticipated increase in Sheriff's Office forfeitures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,700	32,700	0	0	0	0

8. Reduction to Finance Network Replacement Lease Cost

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(6,250)	0	0	(6,250)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,348,174	2,128,963	0	0	780,789	1

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

9. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been adjusted in anticipation of an increase in various reimbursements to offset labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
112,000	293,607	0	0	181,607	0

10. Removal of One-time Task Force Space Costs

One-time adjustments for Task Force space needs and associated revenue have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(32,000)	(32,000)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
80,000	261,607	0	0	181,607	0

Office of Emergency Services (3055P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Civil and Records Bureau

Forensic Laboratory

Patrol Bureau

Investigations Bureau

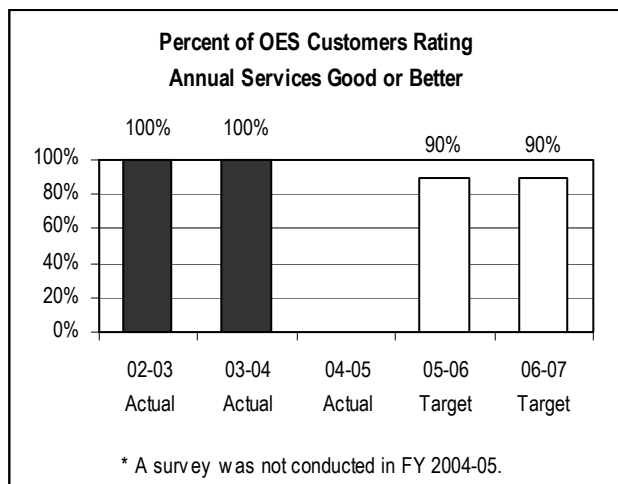
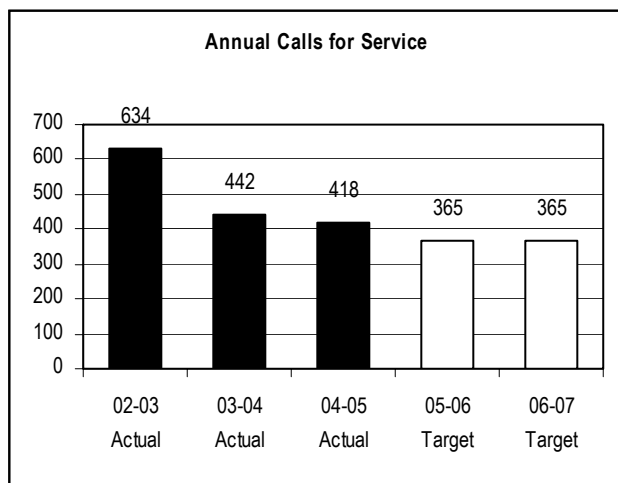
▷ **Office of Emergency Services**

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Sheriff's Office of Emergency Services (OES) provides search and rescue services; law enforcement support; emergency management services; and homeland security training, planning, and funding coordination to support public safety efforts, reduce loss of life, injury and property, and assist federal, state, and local jurisdictions with terrorism prevention, mitigation, and preparedness.

Services and Accomplishments

The Sheriff's Office of Emergency Services (OES) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All through its law enforcement-directed Search and Rescue Unit and a professional Emergency Management group. Each unit has a separate and distinct mission, however they work together in accordance with the state-mandated Emergency Management System (SEMS). These units prepare all Homeland Security grants for the county and operational areas.

The following were major accomplishments in the prior year:

- Prepared two new Homeland Security grants on behalf of the entire county
- Responded to over 65 major emergencies including fires, flooding, gas leaks, and hazardous materials spills
- Updated the multi-hazard plan for the county with the new National Incident Management (NIMS) requirement
- Continued to work on meeting mandated planning requirements of the Disaster Mitigation Act of 2000
- Developed a multi-disciplinary Weapons of Mass Destruction exercise that over 1,000 Countywide First Responders have or will attend
- Developed and distributed a school emergency plan
- Distributed an all-hazard radio to all public schools in the county
- Eliminated 80% of Collected Explosive Hazards (e.g., fireworks, industrial supplies, etc.) that were previously stored with the Bomb Squad

Story Behind Baseline Performance

Time and distance from the events of September 11, 2001 have diminished the public's heightened state of alert and the number of calls for service received by OES has returned to "normal" levels. Despite an average of 2-3 Level Orange federal government alerts annually, OES has seen a drop in service calls of nearly 50% from FY 2002-03 levels. The OES remains positioned to respond to an increase in calls should a new domestic security crisis arise.

OES responds to over 65 major emergencies each year including serious fires, extreme storm conditions, SWAT incidents, lost person searches, rescues, hazardous materials incidents and national security alerts. The office has been able to respond to 98% of incidents within one hour. Victim assistance remains a high priority, both for OES and the first responder agencies that OES supports.

Services and support from family members or the Red Cross have been quickly brought to the scene to aid victims temporarily or permanently made homeless by emergency incidents.

OES staff work closely with Environmental Health and the Hazardous Materials Response Team in response to hazardous spills and contamination/clean-up. This year, the OES staff, working closely with partners from Law Enforcement, Fire, Public Works, Public Safety Dispatch and Emergency Medical Services, developed a Weapons of Mass Destruction Training Exercise, which was administered twelve times during the year. Over 1,000 emergency first responder personnel participated in the exercises.

Citizen preparedness and response training is continuing through the OES support of the Community Emergency Response Team program (CERT). OES has supported and equipped five CERT trainings throughout the county and distributed 375 CERT response kits. In an effort to better prepare the region for a catastrophic event, the OES has prepared and managed seven federal grants on behalf of the entire county over the past three years. Awards have been used for equipment purchases and first-responders planning, training and exercises.

OES operates the only Bomb Squad in San Mateo County. This unit responds to every jurisdiction in the county free of charge and is on-call seven days a week. The unit utilizes four bomb detection canines to assist in locating explosive devices. The Bomb Squad has been actively involved in the destruction of explosive materials gathered from all jurisdictions.

The Search and Rescue Unit has a staff member on-call seven days a week, twenty-four hours a day. Over 250 trained volunteers respond to more than 150 incidents each year, saving thousands of agency staff hours.

Major challenges over the next two years will be:

- To work under regular federal high (Level Orange) alert status
- To mitigate the impact of reduced emergency preparedness staff resources at the city level
- To coordinate and conduct regular regional training
- To locate and identify funding of a new site for the Emergency Operations Center (EOC)
- To improve communication and education on critical issues of countywide emergency preparedness
- To manage grant administration requirements from the Department of Homeland Security, while continuing to respond to natural and man-made disasters and emergency incidents

Program Priorities

The Office of Emergency Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Maintain continual customer contact and respond to inquiries within one day
- Market OES services more aggressively by offering a brochure of available services

Train and Support 100% of Community Emergency Preparedness Teams (CERT) Countywide and Equip 150 Volunteers

- Continue to support cities and towns that are starting or continuing CERT team training
- Purchase CERT emergency equipment using federal funding

Complete the Multi-Hazard Emergency Plan Update

- Update the San Mateo County Tsunami Preparedness Plan
- Introduce new Tsunami wave-path evacuation maps
- Create a regional Mitigation plan that meet the requirements of the Disaster Mitigation Act of 2000
- Update the County Emergency Operations Plan to reflect the new requirements of the National Incident Management System (NIMS)
- Develop and distribute a school emergency plan

Eliminate 85% of Collected Explosive Hazards

- Work with Federal Environmental Protection Agency (EPA) to destroy all explosive hazards
- Assist other jurisdictions with implementing a Planned Safe Burn program
- Identify an adequate and secure storage facility for Bomb Squad stored explosives

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Total calls for service	634	442	418	365	365
Total number of search and rescue/law enforcement support mission requests	337	136	248	180	180
Number of incidents responded to by OES staff	76	38	80	80	85
Number of Bomb Squad calls for service					
- High threat calls	118	28	39	60	55
- Total calls ⁽¹⁾	217	47	90	100	100
How Well We Do It (Quality)					
Annual FTE paid hours saved by use of Emergency Services Bureau volunteers	25,709	25,394	20,978	20,500	20,000
Value saved by use of Emergency Services Bureau volunteers ⁽²⁾	\$962,545	\$813,571	\$864,047	\$750,000	\$800,000
Percent of emergency incidents responded to within one hour	100%	99%	99%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of Operational Area (JPA) customers rating OES support as good or better in annual customer survey ⁽³⁾	100%	100%	---	90%	90%
Number and percent of Bomb Squad callouts where an explosive or dangerous device is located	37 / 17%	32 / 68%	28 / 15%	20 / 20%	22 / 20%
Dollar value and number and of grants awarded and/or managed by OES annually	\$583,306 (4 Grants)	\$2,354,680 (6 Grants)	\$4,628,811 (8 Grants)	\$6,550,000 (6 Grants)	\$5,100,000 (4 Grants)

⁽¹⁾ Bomb Squad calls for services spiked following September 11, 2001 due to heightened public awareness of security threats, but have since returned to normal levels.

⁽²⁾ Based on an hourly rate of \$37.44.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction. A survey was not conducted in FY 2004-05, so no data was available.

Office of Emergency Services (3055P)

Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	—	9.0	9.0	9.0		9.0
Funded FTE	—	8.9	8.9	8.9		8.9
Total Requirements	3,582,404	2,925,663	7,838,394	5,304,742	(2,533,652)	5,364,003
Total Sources	2,613,884	2,288,983	7,174,673	4,499,857	(2,674,816)	4,530,857
Net County Cost	968,520	636,679	663,721	804,885	141,164	833,146
NCC Breakdown						
Emergency Services JPA			410,390	444,054	33,664	457,376
Mandated Services			253,331	274,974	21,643	289,913
Non-Mandated Services				85,857	85,857	85,857

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$804,885 or 15%, of which \$85,857 or 10.6% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as the Search and Rescue Program, provided with no specific MOE requirements. Discretionary services include the new Marine Patrol and Rescue Unit. Non-discretionary services represent the County's MOE requirement for the Emergency Services Joint Powers Authority.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; negotiated labor increases; adjustments in County service charges and contractual services; decrease in Public Safety Sales Tax revenue (Prop 172); Emergency Services JPA charges and other miscellaneous revenues have increased, reflecting increased reimbursement for negotiated labor and inflation-related cost increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
56,568	33,734	80,141	0	57,307	0

2. Existing Homeland Security Grant Adjustments

Adjustments in various Homeland Security Grants include: the grant for the Regional Terrorist Threat Assessment Center (RTTAC) is transferred to the Investigations Bureau. Investigations is a more appropriate location for the RTTAC program which is a regional collaborative intelligence gathering and sharing program. Other existing grants are re-appropriated at a reduced level, reflecting expenditures already made and revenues received.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,731,384)	(2,731,384)	0	0	0	0

3. Marine Patrol and Rescue Unit

The Sheriff's Office has operated small boats for use in search and rescue efforts for years. In early 2004, the department was the beneficiary of a donated 32-foot Farallon patrol boat. The boat was custom-built for Sheriff's Office marine search and patrol activities, and includes a state-of-the-art Naval side-scan sonar system. The new patrol boat significantly expands the marine capabilities of the department. This funding adjustment establishes the Marine Patrol and Rescue Unit in the OES by reallocating funds from other programs to fund the costs of insurance, fuel, repairs and preventative maintenance, expendable supplies, safety equipment, communications gear maintenance, and a small overtime budget for emergency incidents and callouts. Creation of this unit will result in greater assistance to the three county small boat harbors and the marina and supports the OES performance objectives to maintain customer satisfaction and contribute to countywide public safety efforts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	85,857	0	0	85,857	0

4. Reduction to Finance Network Replacement Lease Cost

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(2,000)	0	0	(2,000)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,674,816)	(2,613,793)	80,141	0	141,164	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been increased in anticipation of an increase in various reimbursements to offset labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
31,000	59,261	0	0	28,261	0

Maguire Correctional Facility (3101P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

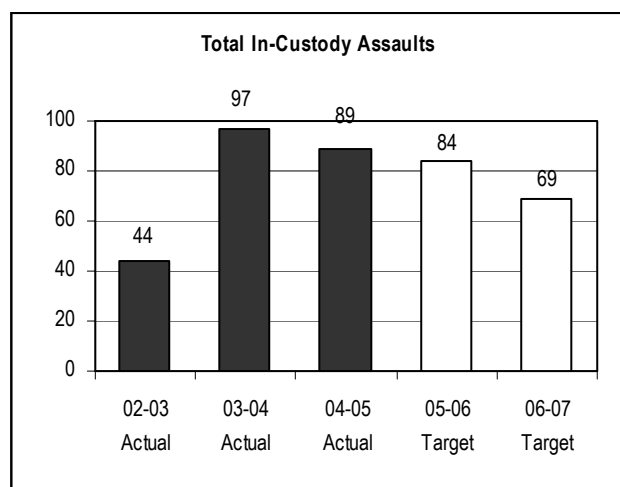
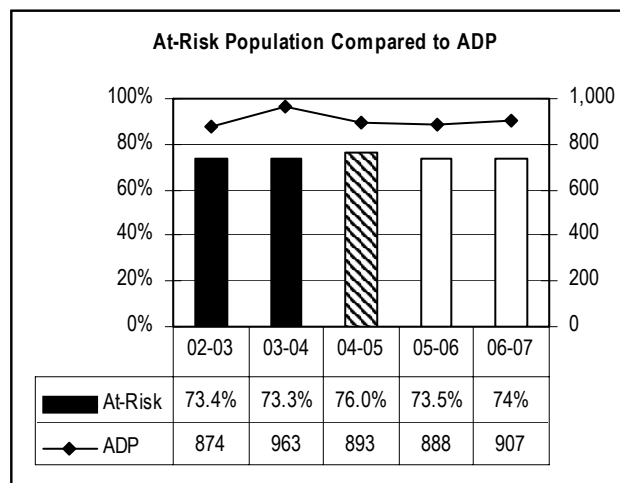
Office of Emergency Services

► **Maguire Correctional Facility**

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates. It 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 and are offered program services designed to provide opportunities to improve their lives both during and after incarceration to reduce recidivism.

Services and Accomplishments

The Maguire Correctional Facility contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All as the largest housing facility and the only receiving correctional facility for adult offenders in San Mateo County. It is a maximum-security facility with an average daily population (ADP) of approximately 897 inmates. The division has been actively working to develop alternatives to incarceration with the Custody Division and Courts to manage the growing inmate population.

The following were major accomplishments in the prior year:

- Experienced no jail escapes
- Completed ADA improvements to the front entrance doors
- Completed repairs and chalking of exterior windows
- Implemented new Records Management and Automated Reports Systems
- Implemented the new County radio system which allows the facility to interface with transportation, other facilities and county law enforcement agencies and provides a private channel for the Jail Emergency Response Team
- Improved customer service by responding to customer feedback and by completing a handbook that provides the history and highlights of the facility
- Continued collaboration with Mental Health to create a Safety Management Program for at-risk inmates
- Installed co-generational equipment that will save the county in utility costs
- Established a Waste and Recycling Program
- Created automated telephone menu to provide information to the public
- Created a Daily Management Log for the four Team Sergeants, the Watch Commanders, Administration, and Classification to communicate and share daily transactions in the jail

Story Behind Baseline Performance

Inmate management is becoming increasingly challenging. The facility has reached near-capacity inmate levels. This factor increases the possibility of inmates committing serious rule violations. Nearly 80% of inmates are classified in "at risk" categories due to gang involvement, assaultive behaviors, suicide potential,

escape risk, and psychological problems. Additional challenges include the need to be separated due to gang affiliations, protect inmates testifying in court against other inmates, safety concerns, and other issues of housing a growing number of violent individuals within limited space.

The proportion of pre-sentenced to sentenced inmates continued to shift in FY 2004-05; the percent of inmates who have not been sentenced is now 52% of the population. This proportion is significant to managing correctional institutions. During their incarceration period, un-sentenced inmates must be housed in a secure facility (MCF or the Women's jail). By comparison, sentenced inmates may be moved to any alternative program, based on the objective classification system, Probation recommendations, and the Court's input. Additionally, pre-sentenced inmates can often be more emotionally volatile than inmates who have already been sentenced, resulting in more serious inmate management issues.

The Jail Intake Classification Unit continues to operate effectively. Decisions on Jail Citations, which permit release of misdemeanor arrestees on promise to appear, and appropriate housing options for those arrestees remaining in custody are made quickly and efficiently. The Victim Notification Program, which ensures victims of violent crimes are notified, upon request, of an inmate's release, continues to provide a vital safety service to the community.

Statistical reporting on in-custody assaults, assaults on staff, gang violence, gang affiliations, and escape attempts continues to improve and is necessitated by the risk level of inmates managed. This data assists in determining trends and developing procedures for identifying and addressing problem areas to ensure operational consistency. These trends include a rise in gang-affiliated inmate population, an increase in inmates with mental health issues and inmates with violent behavior.

The facility is currently in the process of developing a pilot program, known as a Close Supervision Pod. The implementation of this housing pod will allow staff to better monitor and control those inmates identified as disruptive and persistent rule violators. It will also supervise those who have been assaultive towards staff and other inmates. It will provide dedicated space to manage inmates with mental illness. Collected data will allow staff to make the necessary changes within the programs and facility operations.

Major challenges over the next two years will be:

- To manage an increasing Average Daily Population
- To work with the Courts to implement alternatives to incarceration
- To manage the transition of management/supervision in key positions following retirements
- To reduce assaults on inmates and on staff
- To improve statistical reporting capabilities
- To address inmate classification needs
- To address the ongoing workload impact of Prop 69 (DNA collection)
- To monitor the impact of State legislative change to jail booking fees reimbursement policy on the jail population

Program Priorities

The Maguire Correctional Facility will meet performance targets by doing the following:

Reduce Inmate Assaults by 26% and Staff Injuries by 10%

- Establish a Close Supervision Pod and evaluate the results and impacts on the overall operation of the facility
- Establish an Inmate Management Specialist team dedicated to managing difficult inmates consistently and effectively
- Continue to train staff on inmate management and discipline steps for a positive change in behavior
- Make the reduction of violence a priority for all staff
- Improve staff injury investigations and reporting
- Continue mandated training in-house during on-duty hours

Decrease the Number of Documented Major Rule Violations

Committed by Inmates by 7%

- Establish the Close Supervision Pod
- Develop intensive supervision program parameters
- Establish baseline tracking of inmates requiring intensive supervision
- Train staff to implement Close Supervision Pod management

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of persons booked into custody ⁽²⁾	17,826	18,266	18,031	17,100	17,250
Number of releases ^{(1) (2)}	15,996	16,041	8,031	15,010	15,120
Number of inmates bailed from custody ^{(1) (2)}	4,051	3,585	2,889	2,550	2,660
Number of inmates cited out of custody ^{(1) (2)}	3,562	4,545	2,780	2,610	2,720
Average Daily Population (ADP) managed at the Maguire Correctional Facility	874	963	893	888	880
How Well We Do It (Quality)					
Percent of Average Daily Population classified as:					
- Gang affiliation	13%	13%	16%	14%	14%
- Assaultive	25%	27%	29%	27%	28%
- Suicidal	16%	16%	15%	15%	15%
- Requiring psychological monitoring	5%	5%	3%	4%	4%
- Requiring protective custody	13%	11%	12%	12%	12%
- An escape risk	1.4%	1.3%	1.0%	1.5%	1.5%
Number of documented major rule violations committed by inmates	371	402	387	352	327
Is Anyone Better Off? (Outcome)					
Number of assaults: inmate vs. inmate / inmate vs. staff	34 / 10	62 / 35	76 / 13	66 / 18	59 / 10
Number of escapes / attempts	0 / 3	0 / 2	0 / 6	0 / 0	0 / 0
Number of reported staff injuries	53	55	52	52	50

⁽¹⁾ Change in data collection methodology

⁽²⁾ Reflects potential impact of SB 1102 (elimination of State reimbursement to cities for jail booking fee), which takes effect July 1, 2005. This will require careful monitoring during FY 2005-06, the first year of impact. The long-term impact of SB 1102 on First Chance revenues and admissions is also an unknown factor.

Maguire Correctional Facility (3101P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	229.0	224.0	224.0	226.0	2.0	226.0
Funded FTE	229.0	224.0	224.0	226.0	2.0	226.0
Total Requirements	35,421,631	39,312,797	37,513,179	38,800,844	1,287,665	39,674,573
Total Sources	13,688,953	14,937,078	14,532,053	13,530,801	(1,001,252)	13,696,801
Net County Cost	21,732,678	24,375,719	22,981,126	25,270,043	2,288,917	25,977,772
NCC Breakdown						
State Grants Match			226,740	198,900	(27,840)	198,900
Local Grants Match			184,078	88,895	(95,183)	91,562
Mandated Services			22,570,308	24,871,694	2,301,386	25,573,440
Non-Mandated Services				110,554	110,554	113,870

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$25,270,043 or 65%, of which \$24,982,248 or 98.9% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-discretionary services represent the County's MOE requirement for the State COPS and CAL-ID grants, as well as the mandated operation of jail facilities provided for under the Penal Code.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; adjustments in County service charges and contractual services; intergovernmental revenue has been decreased to reflect a projected decrease in Public Safety Sales Tax revenue (Prop 172 and the transfer of a portion of CAL-ID Funds to the Crime Laboratory); Jail Booking fees are reduced by 50% reflecting the implementation of SB 1102; Southwest Border Initiative Funds are transferred into this budget unit from another Program. One position was transferred internally to another Bureau during the fiscal year, reflecting a pre-existing assignment change.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,001,252)	1,269,795	0	0	2,271,047	(1)

2. Jail Watch Commander Restoration

One position of Jail Administrative Lieutenant is restored. A full complement of Jail Management will contribute to the program priorities to reduce inmate assaults and decrease the number of documented major rule violations. This position serves as the overall Watch Commander for the jail to provide coverage when the Jail Captain is off-duty, and also supervises several units, including Jail Administration, Inmate

Classification, and Intake Processing. The elimination of the position had proven problematic for the effective operation of the jail, and resulted in the Jail Captain covering two full-time administrative workloads.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	161,715	0	0	161,715	1

3. Jail Maintenance Services

Conversion of one Extra Help Utility Worker to permanent status supports performance targets by ensuring inmate work crews provide general custodial duties and jail laundry and help maintain the facility. Presently, three of four teams have two Utility Workers per shift to perform these duties throughout the facility; one team has only one. This addition addresses workload requirements to maintain jail cleanliness in accordance with Title 15 and OSHA. Existing extra help funds partially offset the cost of the permanent position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	23,131	0	0	23,131	1

4. Jail Research and Evaluation

One Management Analyst position is added to provide ongoing research and analysis of the inmate population. This position will assist facility administration with jail management issues by identifying and monitoring trends and will support the Sheriff in communicating trends to the broader criminal justice community. With this information, the Sheriff will be able to work with other criminal justice agencies to manage the population without endangering the public.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	110,554	0	0	110,554	1

5. Reductions to Fund Relief Pool

A relief pool will be established in the Sheriff's Office, utilizing existing overtime funds. This funding adjustment represents a portion of the reduction to departmental overtime. The creation of a dedicated relief pool contributes to the Sheriff's priority to deliver services in a cost-effective manner. Nine positions will be funded in the Professional Standards Program: seven Deputy Sheriffs and two Correctional Officers. The Relief Pool will report through the Support Services Captain, and will provide relief staffing for mandated posts positions (position shifts that must be kept filled) in core functional areas including the Maguire Correctional Facility, Women's Correctional Center, Sheriff's Patrol, Inmate Transportation, and Court Security. The Pool will provide relief staff to cover Deputies and Correctional Officers away from regular duty due to disability injuries, vacation, extended illness, extended training such as Academy, military leave, family leave, or other planned absences lasting for more than 2-3 days length. The establishment of the Relief Staffing Pool will help reduce reliance on overtime, which is the department's sole relief staffing source presently.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(264,000)	0	0	(264,000)	0

6. Reduction to Finance Network Replacement Lease Cost

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(13,500)	0	0	(13,500)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,001,252)	1,287,665	0	0	2,288,917	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been increased in anticipation of a moderate increase in various revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
166,000	873,729	0	0	707,729	0

Custody Programs (3150P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administration and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

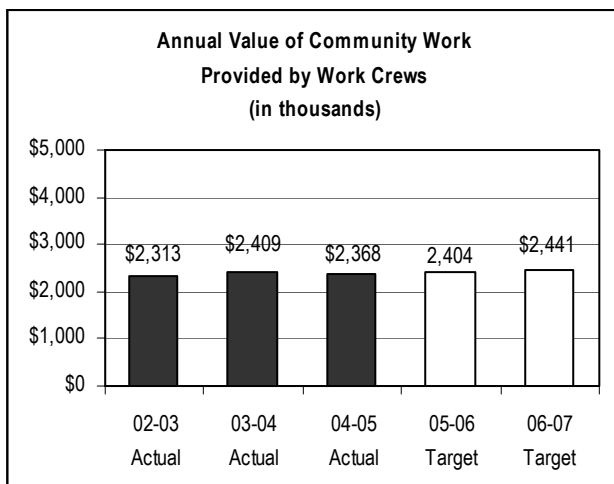
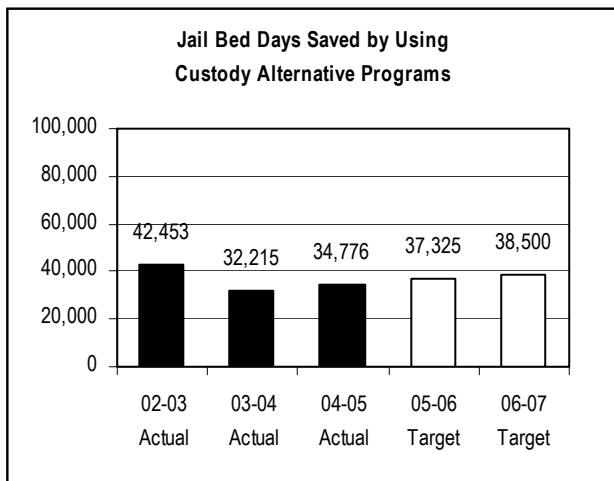
Office of Emergency Services

Maguire Correctional Facility

► **Custody Programs**

Court and Security Services

Headline Measures



Program Outcome Statement

Custody Programs houses minimum security-risk male and minimum and high security-risk female inmates in a safe and secure environment and provides public and rehabilitative services to promote community safety; supports the successful transition of inmates back into the community; prevents overcrowding and reduces costs at the Maguire Correctional Facility; and provides cost savings to government agencies.

Services and Accomplishments

Custody Programs contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating two Custody facilities, the Women's Correctional Center and the Men's Minimum Security Transitional Facility, and two custody alternatives programs, the Sheriff's Work Program and the Electronic Monitoring Program.

The following were major accomplishments in the prior year:

- Managed Women's Correctional Center at 148% of rated capacity
- Saved approximately 36,500 jail bed days at a value of \$4,059,786 through use of alternatives-to-incarceration programs
- Performed work in the community valued at \$2,552,894 through the Sheriff's Work Program and Fire Safe Program
- Researched and implemented new Global Positioning System (GPS) technology to encourage Court utilization of Electronic Monitoring for low-risk inmates

Story Behind Baseline Performance

The Sheriff's Work Program (SWP) is a custody alternative work program that has an ongoing population of approximately 400-500 low-risk, minimum-security offenders. Participants pay a set fee to participate in the program. SWP is an alternative to high cost incarceration/full-time confinement, saves approximately 36,500 potential jail beds annually which are instead used to house more serious offenders. In addition, SWP work crews serve nearly 60 government and non-profit agencies at an annual value of \$2,324,448.

The Electronic Monitoring Program (EMP) is a court-ordered incarceration alternative that averages six participants per month. The Sheriff's Office and the Courts are in the process of evaluating new electronic equipment that will enable deputies to monitor participant locations/movements and maintain telephone contact. This new technology should enable the program to increase in size, which will reduce the number of inmates requiring incarceration in County facilities.

The Women's Correctional Center (WCC) has a capacity rating of 84 inmates. During the past year the jail provided security, care and custody for a population that ranged from 104 to 148 inmates with an

average daily population of 133 (148% of Board-rated capacity). This facility is aging and in need of major repairs and environmental upgrades, and the present over-crowded conditions accelerate the need for facility improvements.

The number of mentally ill inmates in county and state correctional facilities is growing at a rate of 8% per year. The number of seriously mentally ill female inmates is nearly double their male counterpart. Currently 10-20% of the female jail population suffers from some form of mental illness and another 30-35% suffers from Attention Deficit Disorder (ADD) or Attention Deficit Hyperactivity Disorder (ADHD). Almost all of the female jail population (80%-90%) has been diagnosed with a drug and/or alcohol problem.

The Court-sanctioned Choices Alcohol and Drug Rehabilitation Program is available to long-term substance abusers with an established pattern of criminal behavior and averages 21 female participants (16% of the WCC population). The goal of the program is to reduce recidivism among participants. When graduates of the Choices Program have been compared to a sample group of program dropouts, graduates were 2.6 times less likely to have been rearrested, 3.8 times less likely to have been subsequently convicted, and 5.5 times less likely to have been subsequently incarcerated.

The Men's Minimum Security Transitional Facility (MSTF) is used to ease the overcrowding of Maguire Correctional Facility that began when the Men's Correctional Center was closed. The facility had a capacity rating of 30 until December 2003 when the Board of Corrections increased the capacity rating to 46. Since that time the average daily population has increased to the new maximum allowed. MSTF houses a 12-14 man Fire Safe Team that clears ground fuels and establishes fuel breaks between the wild lands and residences throughout the county. The Fire Safe Team protects millions of dollars of public and residential property. With the phasing-in of a Men's Work Furlough Program in FY 2005-06, the Fire Safe Program will be phased out.

Major challenges over the next two years will be:

- To respond to the growth of a female jail population that is outpacing the male population
- To help reduce the Maguire inmate population by increasing Court acceptance of alternative programs
- To expand the Electronic Monitoring Program
- To maintain a stable workforce of female officers at the Women's Correctional Facility
- To address environmental, capacity and security issues at the Women's Correctional Facility
- To re-establish a Work Furlough Program that will enable low risk offenders to serve their time while providing for their families and financing the program

Program Priorities

The Maguire Correctional Facility will meet performance targets by focusing the following

Increase the Number of Maguire Jail Bed Days Saved by Using Custody Alternatives Programs by 2%

- Utilize improved technology to manage an inmate population on the Electronic Monitoring Program
- Seek the support of the Courts to increase inmate population on the Electronic Monitoring Program
- Increase the utilization of the Sheriff's Work Program through community outreach and increased Court support
- Work with the Courts to establish a successful Work Furlough program for a population of 25-38 inmates
- Develop a system of cross-training, job rotation and an emergency staffing pool with the Detention division

Upgrade the Women's Correctional Center Facility

- Study renovation options for the Maple Street facility to include WCC, SWP, EMP and the Work Furlough Program

Increase the Number of SWP Hours Provided by 2%

- Increase partnerships with County and non-profit organizations which utilize the Sheriff's Work Program, to better serve the inmate population and the community

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Average Daily Population (ADP):					
- Women's Correctional Center (WCC)	111	131	125	133	135
- Minimum Security Transitional Facility	0	45	48	46	46
Average daily number of Sheriff's Work Program (SWP)/Electronic Monitoring Program (EMP) Participants	369	423	453	485	495
Average daily number of inmates participating in Choices at WCC	37	27	18	21	26
Average number of inmates participating in community work crews per day:					
- SWP	97	110	113	114	116
- Fire Safe ⁽¹⁾	0	15	12	10	0
How Well We Do It (Quality)					
Percent of inmates participating in Choices program at Women's Correctional Center	32%	17%	15%	18%	20%
Percent of total inmate population participating in custody alternative programs	33%	28%	30%	28%	30%
Number of total assaults at Women's Correctional Center	6	15	16	15	15
Is Anyone Better Off? (Outcome)					
Total jail beds saved by using custody alternatives programs (SWP, EMP)	42,453	32,215	34,776	37,325	38,500
Total number of community service hours and value of work performed by work crews:					
- SWP hours	307,273	330,228	324,856	339,710	348,670
- MSTF Fire Safe Team hours ⁽¹⁾	0	13,865	13,630	3,671	0
- Total hours	355,822	344,153	338,486	343,381	348,670
- Total value	\$2,312,843	\$2,409,071	\$2,368,422	\$2,403,667	\$2,440,690

⁽¹⁾ With the implementation of the Work Furlough Program in FY 2005-06, the Fire Safe Program will be phased out.

Custody Programs (3150P)

Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	36.0	36.0	36.0	41.0	5.0	41.0
Funded FTE	36.0	36.0	36.0	40.0	4.0	40.0
 Total Requirements	6,169,602	6,888,523	6,755,700	7,760,416	1,004,716	7,923,744
Total Sources	3,303,093	3,771,940	3,176,048	3,173,928	(2,120)	3,228,928
Net County Cost	2,866,509	3,116,582	3,579,652	4,586,488	1,006,836	4,694,816
 NCC Breakdown						
Mandated Services			3,274,089	4,127,072	852,983	4,211,732
Non-Mandated Services			305,563	459,416	153,853	483,084

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,586,488 or 100%, of which \$4,586,488 or 100% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Mandated Services includes the custody alternative programs of Sheriff's Work Program, Work Furlough, and the Electronic Monitoring. These programs are provided for under the Penal Code, but there is no specified level of service or MOE requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; adjustments in internal service charges and contractual services; decrease in Public Safety Sales Tax revenue (Prop 172), as well a decrease in State reimbursement for care of State inmates. One Deputy position was transferred to the Court Services and Transportation Bureau during the current fiscal year but does not reflect a change in the net department position count.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(152,120)	284,722	0	0	436,842	(1)

2. Deputy Sheriff Positions for the Women's Correctional Center

The Women's Correctional Center (WCC) operates on a minimum-staffing schedule. The female inmate population at WCC has increased by approximately 40% over the past five years. Staffing has not increased during this same period, resulting in an under-staffed facility which creates liability issues and safety concerns for both facility staff and inmates. The Grand Jury has investigated the staffing at WCC and in 2004-05 issued a report calling for additional staffing at the facility. This budget change adds four Deputy Sheriff positions, which will provide

one additional staff person on duty at WCC on a 7x24 basis and addresses the Grand Jury's concerns. Funds for replacement coverage for these positions is also included. The Department's Net County Cost increases by the full cost of these positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	447,958	0	0	447,958	4

3. Work Furlough Program

To reduce inmate jail populations at the Maguire facility, the Sheriff's Office will re-establish a Work Furlough Program on a limited scale, using the existing Minimum Security Transitional Facility and the existing Jail Weekender barracks at Maple Street as site locations. Two Deputy positions are added for 7-day job site checks and related casework. Elements of the program include job site monitoring; advanced Global Positioning System (GPS) electronic monitoring in certain cases as specified by the Court; and non-work-hour housing in Sheriff's custody. Allowing sentenced defendants to retain their jobs and continue supporting themselves and their families, positively contributes to the inmates rehabilitation and to the financial health of the community. Revenue from fees is conservatively budgeted for the first year, but it is hoped that eventually the program can be fully self-sufficient.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,000	333,286	0	0	183,286	2

4. Reductions to Fund Relief Pool

A relief pool will be established in the Sheriff's Office, utilizing existing overtime funds. This funding adjustment represents a portion of the reduction to departmental overtime. The creation of a dedicated relief pool contributes to the Sheriff's priority to deliver services in a cost-effective manner. Nine positions will be funded in the Professional Standards Program: seven Deputy Sheriffs and two Correctional Officers. The Relief Pool will report through the Support Services Captain, and will provide relief staffing for mandated posts positions (position shifts that must be kept filled) in core functional areas including the Maguire Correctional Facility, Women's Correctional Center, Sheriff's Patrol, Inmate Transportation, and Court Security. The Pool will provide relief staff to cover Deputies and Correctional Officers away from regular duty due to disability injuries, vacation, extended illness, extended training such as Academy, military leave, family leave, or other planned absences lasting for more than 2-3 days length. The establishment of the Relief Staffing Pool will help reduce reliance on overtime, which is the department's sole relief staffing source presently.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(53,000)	0	0	(53,000)	0

5. Reduction to Finance Network Replacement Lease Cost

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(8,250)	0	0	(8,250)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,120)	1,0047,16	0	0	1,006,836	5

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been increased in anticipation of a moderate increase in various reimbursements to offset labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
55,000	163,328	0	0	108,328	0

Court and Security Services (3158P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

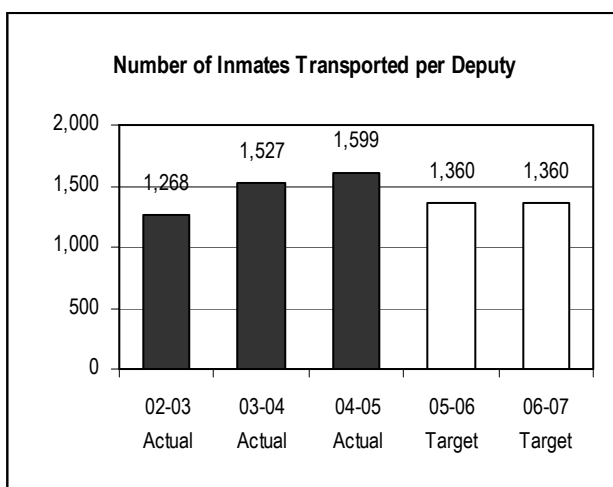
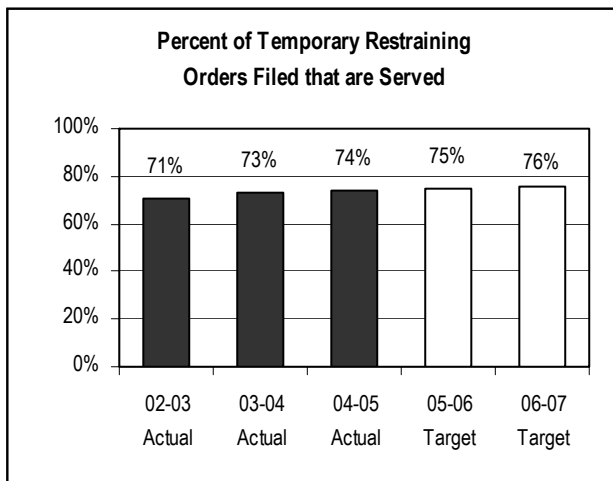
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

► **Court and Security Services**

Headline Measures



Program Outcome Statement

The Courts and Security Services Program provides security to the courts and countywide facilities, including the secure transportation of inmates throughout the county to ensure workplace safety for all citizens and employees visiting or working in Court and County facilities.

Services and Accomplishments

The Courts and Security Services Program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All through the following four units: Court Services, Inmate Transportation, Civil Enforcement and Countywide/Hospital Security. The Court Services Unit provides protection for the Superior Court's 33 permanent judicial departments and pro-tem courtrooms, located in four courthouses throughout the county. The Transportation Unit transports inmates in a safe, secure and efficient manner to the Courts and other facilities so that escapes and threats to the public safety are avoided. The Civil Enforcement Unit provides service and enforcement of warrants and civil processes. The Countywide Security Unit provides a safe and secure environment for employees and visitors to County facilities, including the San Mateo Medical Center and Burlingame Long Term Care.

The following were major accomplishments in the prior year:

- Transported over 32,500 inmates with one unsuccessful escape attempt
- Completed the Peterson Trial with no major security incident
- Completed an extensive RFP process for the countywide security contract
- Assisted with training and implementation of Health Information Potability and Accountability Act (HIPAA) security compliance throughout the county

Story Behind Baseline Performance

During the past year, over 32,500 inmates were transported with one attempted escape. A prisoner attempted to escape from a Sheriff's Transportation van by breaking out a window, but was contained in the van by deputies. On the average, over 1,350 inmates were transported per Deputy assigned to Transportation Unit. This has presented scheduling challenges, but to date the unit has been able to ensure the safe and timely transport of inmates. The number of staff/public injuries during transportation details remains very low at three reported incidents for the fiscal year.

The Scott Peterson Trial was held in San Mateo County, which lasted almost one year. The Sheriff's Office provided security services for the change-of-venue trial. There were no incidents reported in a case that drew international media and public attention.

Civil enforcement services are mandated and follow strict procedures. The Unit performs countywide evictions, possession levies, sales of both real and personal property, and service of

domestic violence restraining orders, welfare fraud and some child support warrants. Every effort is made to serve notice and orders in a timely fashion. In FY 2004-05 the Sheriff's Office expects to serve 74% of all Temporary Restraining Orders (TROs). Efforts are made to serve all TROs, including up to three service attempts at various times and days of the week. State law requires a minimum of two attempts. The number served is affected by availability and schedules of those being served. With fewer available deputies and less dedicated overtime to serve the Orders, the percent served is not likely to increase.

Major challenges over the next two years will be:

- To maintain the quality of work with reduced staffing levels
- To manage and train increasing numbers of new, less experienced staff, as a large segment of tenured employees retire
- To address a rising civil enforcement caseload while continuing to ensure the safety of Civil Deputies performing high-risk duties such as evictions and service of TRO's
- To prepare for the opening of the Youth Services Center, which includes two courts and a full inspection checkpoint
- To help design and implement effective human and electronic security systems for the new Keller Women and Children's Center at San Mateo Medical Center

Program Priorities

The Court and Security Services Program will meet performance targets by doing the following:

Ensure No Escapes or Injuries Occur during Inmate Transportation or in the Courtroom

- Provide written direction and training in securely handling inmates during transport
- Ensure vehicles are escape resistant by re-enforcing window screens and doors
- Use sub-contractor for Transportation of inmates from other county/state facilities, when needed, to help offset staff shortages
- Implement a work group to study best practices in Court security and transportation
- Reduce Court-operating costs
- Work with the Court's Administration to be more efficient, without compromising security
- Attend meetings with the Court Administrator to keep the lines of communication open
- Use extra-help deputies, when available, for Pro-tem courts and checkpoints at Redwood City, Northern Courts, Central Courts, and the new Youth Services Center
- Increase pool of Extra Help retirees

Increase the Percent of Temporary Restraining Orders Served to 75%

- Provide continuing education for new Deputies
- Maintain staffing levels within Civil Enforcement Unit

- Ensure safety of Deputies in volatile domestic situations

Design Effective Security for New Keller Women and Children's Center at San Mateo Medical Center

- Work with project design team to ensure effective use and placement of electronic security measures such as cameras, door alarms, and card-key readers
- Design physical layout of entryway checkpoint to help mitigate ground-floor access to Keller Women and Children's Center services
- Develop thorough policies and procedures manual for Keller Women and Children's Center security operations
- Design security training program for all Keller Women and Children's Center staff

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Total number of inmates transported	30,449	32,724	31,981	31,500	31,500
Total number of citizens entering the Hall of Justice through checkpoint	--	480,000	480,000	480,000	480,000
Number of courtroom incidents requiring legal action by a Deputy	15	14	20	16	16
Number of courtroom outbursts/violence	--	8	8	7	7
Number of Temporary Restraining Orders filed	832	810	835	840	845
How Well We Do It (Quality)					
Number of inmates transported annually per Transportation Unit Deputy	1,268	1,527	1,599	1,360	1,360
Cost per inmate transported	\$111	\$123	\$128	\$155	\$168
Number of Civil Court actions processed per Civil Deputy (warrants, evictions, TRO's, business actions)	1,578	1,954	1,728	1,700	1,710
Percent of Temporary Restraining Orders filed that are served	71%	73%	74%	75%	76%
Is Anyone Better Off? (Outcome)					
Number of staff/public injuries during transportation details	6	3	2	5	5
Number of staff/public injuries in courtrooms	--	2	3	3	3

Court and Security Services (3158P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	66.0	71.0	71.0	74.0	3.0	74.0
Funded FTE	65.0	69.0	69.0	73.5	4.5	73.5
 Total Requirements	12,498,529	13,724,757	13,673,859	14,363,313	689,454	14,655,301
Total Sources	9,402,585	9,875,959	10,290,432	11,025,458	735,026	11,085,458
Net County Cost	3,095,944	3,848,798	3,383,427	3,337,855	(45,572)	3,569,843
 NCC Breakdown						
Trial Court Funding MOE			191,332	87,744	(103,588)	90,376
Mandated Services			3,192,095	3,250,111	58,016	3,479,467

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,337,855 or 23%, of which \$3,250,111 or 97.4% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Inmate Transportation Services and Civil Enforcement Services, provided with no specific MOE requirements. Non-discretionary services represent the County's MOE requirement for Court Security services specified under Administrative Office of the Court (AOC) Rule 810.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; adjustments in County service charges and contractual services; increased Court Security reimbursements from the Superior Courts; decrease in Public Safety Sales Tax revenue (Prop 172); 15% increased reimbursement for various services. Two units formerly budgeted under Investigations – Countywide Security and Health Program Security – have been transferred to the Court Services and Transportation Bureau in the prior year, representing a net increase in total Investigation Bureau appropriations, revenues, and intrafund transfers, and the net addition of three positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
714,508	890,763	(102,897)	0	73,358	3

2. Health Security Systems Projects and Maintenance

This budget revision encompasses a number of small changes in Health Security systems-related costs: First, annual maintenance agreement costs will increase to add-on post-warranty coverage for security system changes at Pioneer Court; Burlingame Long-Term Care Center; SMMC Labor & Delivery; the PES/ER Personal Security Device system; and the Kitchen Entrance security system at SMMC. Second, several small security projects are added for Health Services, for the 20th Avenue facility card-key system, and the Building 54 Chempex Room at the

37th Avenue campus, which is mandated by JCAHO & OSHPOD. The total combined cost is financed by additional charges to Health Services for the projects, and to both Health Services and San Mateo Medical Center for the additional maintenance expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
20,518	52,941	(32,423)	0	0	0

3. Reductions to Fund Relief Pool

A relief pool will be established in the Sheriff's Office, utilizing existing overtime funds. This funding adjustment represents a portion of the reduction to departmental overtime. The creation of a dedicated relief pool contributes to the Sheriff's priority to deliver services in a cost-effective manner. Nine positions will be funded in the Professional Standards Program: seven Deputy Sheriffs and two Correctional Officers. The Relief Pool will report through the Support Services Captain, and will provide relief staffing for mandated posts positions (position shifts that must be kept filled) in core functional areas including the Maguire Correctional Facility, Women's Correctional Center, Sheriff's Patrol, Inmate Transportation, and Court Security. The Pool will provide relief staff to cover Deputies and Correctional Officers away from regular duty due to disability injuries, vacation, extended illness, extended training such as Academy, military leave, family leave, or other planned absences lasting for more than 2-3 days length. The establishment of the Relief Staffing Pool will help reduce reliance on overtime, which is the department's sole relief staffing source presently.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(102,970)	0	0	(102,970)	0

4. Reduction to Finance Network Replacement Lease Cost

The Sheriff's Office will participate in the Information Services Department 5-Year equipment lease program. This will allow the department to replace network equipment as recommended by ISD; provide a physical separation and firewall for the Sheriff's Office network as mandated by the State Department of Justice; and relocate the Sheriff's network server to the ISD Data Center, where it can be maintained in appropriate environmental conditions and back-up through a full uninterrupted power supply (UPS) system. These costs will be financed through a series of small reductions in equipment-related budget units throughout the department. There is change to the Net County Cost at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(15,960)	0	0	(15,960)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
735,026	824,774	(135,320)	0	(45,572)	3

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and anticipated increases in County service charges. Revenues have been increased in anticipation of an increase in Court security reimbursement to offset labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,000	291,988	0	0	231,988	0

Message Switch (1940B)

Budget Unit Locator

County

Criminal Justice

District Attorney's Office

Department of Child Support Services

County Support of the Courts

Private Defender Program

Sheriff's Office

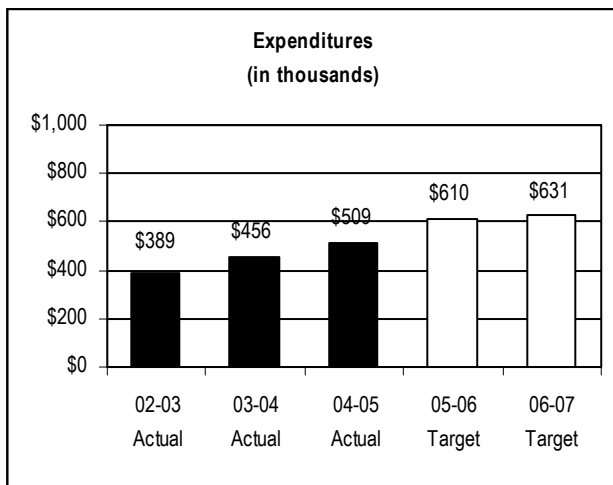
► **Message Switch**

Probation Department

Coroner's Office

Budget Unit Description

The Message Switch budget unit captures the operating costs for a specialized communications computer system linking 33 participating agencies with various statewide criminal justice databases. This system is operated under a joint powers-type structure, and is part of a larger statewide network encompassing all criminal justice agencies, coordinated by the State Department of Justice. Costs are shared among all participants based on actual usage.



Net County Cost

There is no General Fund contribution to this program and it therefore has no Net County Cost. The program is fully funded by user fees.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: minor increases to Automated Warrant System (AWS) charges; Message Switch communications line expenses; contract system support services; and County service charges, including information technology and rental charges. These increases are fully offset by increased reimbursements from participating agencies. Year-end Fund Balance has been appropriated to provide non-Sheriff Message Switch agencies access to the Sheriff's jail photo-image system.

Revenue/Sources	101,128
Appropriations	104,968
Intrafund Transfers	(3,840)
Reserves	0
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Service

Miscellaneous charges have been increased slightly, but are fully offset by increased reimbursements from participating agencies.

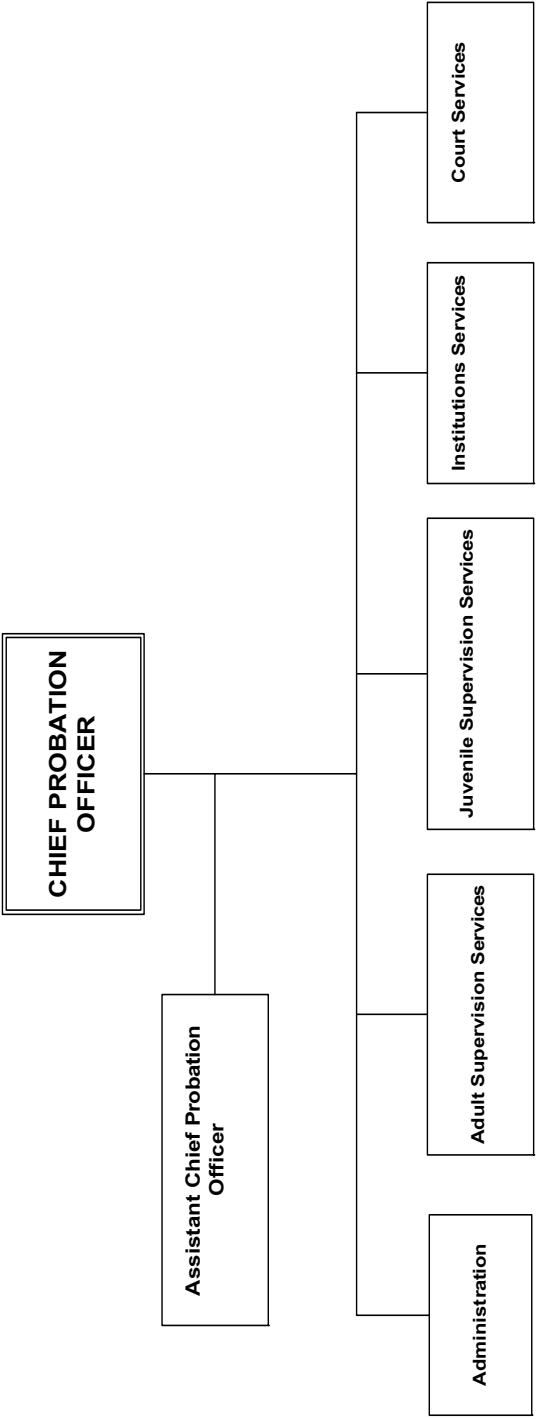
Revenue/Sources	20,859
Appropriations	25,239
Intrafund Transfers	(4,380)
Reserves	0
Net County Cost	0
Positions	0

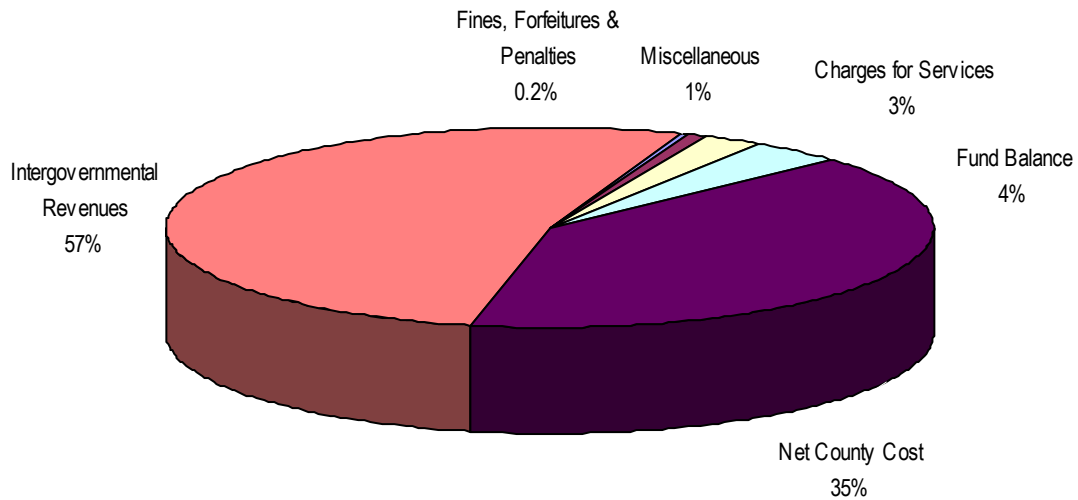
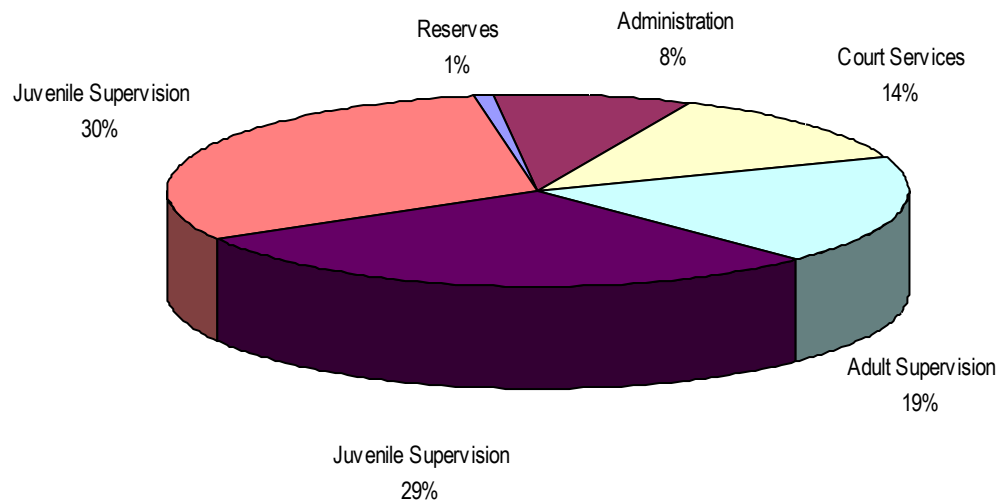
Message Switch (1940B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	422,351	470,141	450,548	520,325	69,777	541,138
Interfund Revenue	27,050	926	20,335	1,145	(19,190)	1,191
Miscellaneous Revenue	18,776	7,540				
Total Revenue	468,177	478,607	470,883	521,470	50,587	542,329
Fund Balance	474,598	486,480	486,480	537,021	50,541	537,021
TOTAL SOURCES	942,775	965,087	957,363	1,058,491	101,128	1,079,350
REQUIREMENTS						
Services and Supplies	337,569	321,797	399,261	421,288	22,027	421,288
Other Charges	217,538	206,203	215,379	231,426	16,047	256,665
Fixed Assets		5,024		66,894	66,894	66,894
Gross Appropriations	555,107	533,025	614,640	719,608	104,968	744,847
Intrafund Transfers	(98,809)	(106,078)	(105,642)	(109,482)	(3,840)	(113,862)
Net Appropriations	456,298	426,946	508,998	610,126	101,128	630,985
Contingencies/Dept Reserves	486,477	538,141	448,365	448,365		448,365
TOTAL REQUIREMENTS	942,775	965,087	957,363	1,058,491	101,128	1,079,350

PROBATION DEPARTMENT



Probation Department (3200D)**FY 2005-06 Adopted Sources****FY 2005-06 Adopted Requirements**

Program Locator

County

Criminal Justice

District Attorney's Office

Department of Child Support Services

County Support of the Courts

Private Defender Program

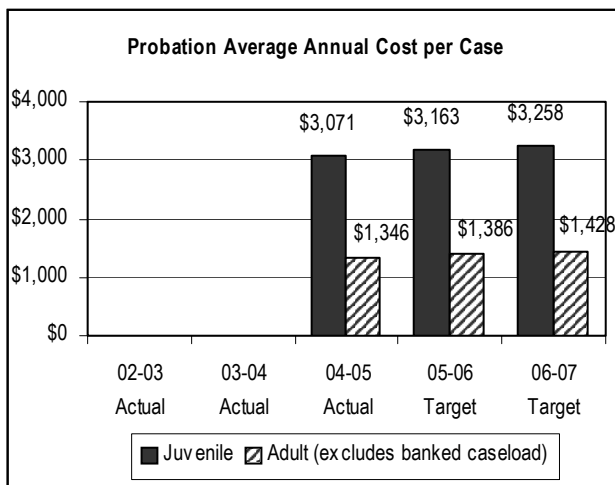
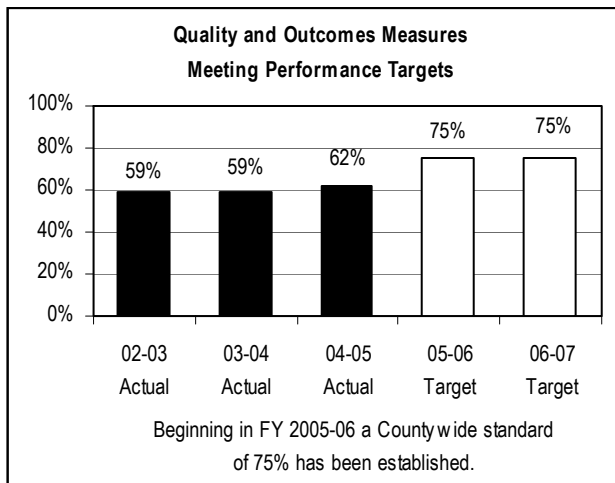
Sheriff's Office

Message Switch

► Probation Department

Coroner's Office

Department Measures



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 resocialization of the offender, and to provide assistance and support to our community.

Contributions to Shared Vision 2010 Goals

The Probation Department contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Ensure Basic Health and Safety for All

Goal 6: Probation Juvenile programs work with youth and their families in an effort to build families and maintain youth in their homes. Prevention programs and probation interventions contribute to improving the community.

Goal 7: The Probation Department provides community supervision of both youth and adult offenders and works closely with law enforcement agencies to provide intensive monitoring of high-risk offenders.

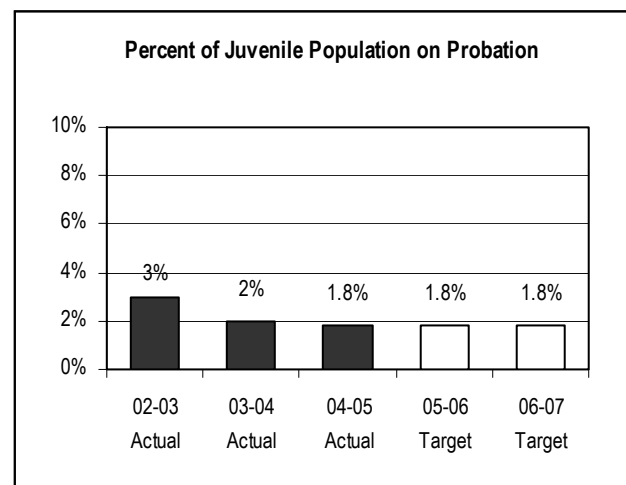
Goal 8: The Probation Department provides treatment, educational, mentoring and vocational services that assist youth in making positive behavioral changes.

Commitment: Responsive, Effective and Collaborative Government

Goal 22: The Department develops multi-agency programs that result in integrated and cost effective services, including in-home programs with the Mental Health Department and Human Services Agency, prevention programs with the schools and local police departments, treatment programs with community providers, and Drug Court with the Courts and Alcohol and Drug Services.

Commitment: Leaders Work Together Across Boundaries to Preserve and Enhance our Quality of Life

Goal 24: The Probation Department works to make victims whole and offenders accountable for their conduct in the community.



Story Behind Baseline Performance

The Probation Department includes the following programs:

- Administrative Services
- Court Services
- Adult Supervision Services
- Juvenile Supervision Services
- Institutions Services

Accomplishments that contributed to improved performance and progress in the prior year include:

Implemented Evidence-Based Practices

- Implemented Validated risk assessment instrument for juveniles
- Trained Juvenile Probation Officers in Motivational Interviewing
- Expanded electronic monitoring for post-adjudicated youth
- Trained staff in gender-specific programming for G.I.R.L.S Program
- Expanded Cognitive Skills course to Community school and Camp Glenwood
- Implemented new staff scheduling program at the hall

Provided Targeted Training Curriculums

- Utilized internal staff and county resources to provide quality training
- Developed training curriculums for each operational level
- Provided intensive management training

Continued Work on Youth Services Center

- Organized staff work groups for transition phase and began work on policies and procedures for new institution
- Conducted public tours of facility throughout building process
- Calculated costs for transition and operation of YSC units

Implemented Legally Mandated Programs

- Implemented Prop. 69, requiring collection of DNA
- Participated in Prop. 63 planning process
- Worked collaboratively to develop improved Prop. 36 voluntary drug treatment program

Major challenges over the next two years will be:

- Developing new management team (30% turnover of Directors and 37% turnover of Probation Service Managers in 1 year period)
- Hiring, completing background investigations, and training new staff for Youth Services Center
- Implementing new validated assessment tool in Adult Division
- Developing new IT system for Adult Division with no additional resources
- Preserving Juvenile Justice Crime Prevention Act state funding
- Working with Youth and Adult Correctional Agency to study feasibility of California Youth Authority parole being moved to the counties
- Identifying or developing low cost training programs for all levels of the organization
- Continuing to educate the community about Probation's role

- Allocating time to update the policy and procedures manuals for Administration, Juvenile and Adult Divisions

Department Priorities

The Probation Department will meet performance targets by doing the following:

Transition to New Youth Services Center

- Conduct hiring process for staff at hall and new girls camp
- Complete background investigations on new staff
- Complete policy and procedure manual and develop training curriculum for new institution
- Complete training schedule for all current and new staff in the hall and camp
- Establish improved programming schedule for the new hall and girl's camp

Implement Evidence-Based Practices

- Implement validated assessment tool, the Level of Service Inventory (LSI), in the Adult Division
- Develop new parallel IT program in Adult Division that can track OBM performance measures
- Provide Motivational Interviewing training to Adult and Institutions Divisions

Continue Educating the Community about Probation Services

- Continue gang presentations in schools and the community
- Continue to make presentations to city and community organizations
- Participate in community events
- Expand distribution of newsletter and post on Probation website

Develop and Deliver Quality Training to All Levels of the Organization

- Provide intensive training for new managers
- Plan targeted training curriculums that comply with Standards for Training in Corrections (STC) requirements of the Board of Corrections
- Develop opportunities for succession planning

Probation Department (3200B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	101,129	85,220	121,700	127,500	5,800	127,500
Intergovernmental Revenues	30,192,734	31,590,565	30,014,983	30,004,862	(10,121)	30,004,862
Charges for Services	1,167,395	1,308,716	1,149,931	1,421,304	271,373	1,421,304
Miscellaneous Revenue	325,054	209,022	257,558	250,000	(7,558)	250,000
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
Total Revenue	32,016,313	33,423,524	31,774,172	32,033,666	259,494	32,033,666
Fund Balance	1,897,037	2,096,753	2,096,753	2,258,514	161,761	2,045,186
TOTAL SOURCES	33,913,350	35,520,277	33,870,925	34,292,180	421,255	34,078,852
REQUIREMENTS						
Salaries and Benefits	39,557,695	42,435,898	40,624,421	43,179,586	2,555,165	43,192,817
Services and Supplies	6,838,333	7,077,806	10,116,036	13,212,600	3,096,564	10,682,424
Other Charges	6,854,658	6,748,717	6,607,780	7,317,444	709,664	6,692,503
Fixed Assets	29,352	8,041	412,000	578,627	166,627	412,000
Gross Appropriations	53,280,038	56,270,463	57,760,237	64,288,257	6,528,020	60,979,744
Intrafund Transfers	(3,650,707)	(4,537,468)	(7,304,061)	(7,251,310)	52,751	(7,251,310)
Net Appropriations	49,629,331	51,732,995	50,456,176	57,036,947	6,580,771	53,728,434
Contingencies/Dept Reserves		511,851	511,851	511,851		511,851
TOTAL REQUIREMENTS	49,629,331	52,244,846	50,968,027	57,548,798	6,580,771	54,240,285
NET COUNTY COST	15,715,981	16,724,569	17,097,102	23,256,618	6,159,516	20,161,433
AUTHORIZED POSITIONS						
Salary Resolution	439.0	429.0	429.0	446.0	17.0	446.0
Funded FTE	425.8	415.8	415.8	433.9	18.1	433.9

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$421,255 or 1.2% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$10,121 in this funding source due to a projected decrease in Prop 172 Public Safety funds in the amount of \$775,130, and a decrease of \$50,000 in the Medical Administrative Assistance (MAA) claim due to uncertain revenue generation. These decreases are offset by an increase in Temporary Aid to Needy Families (TANF) and Title IV-E revenue in the amount of \$742,272, and minor adjustments to other intergovernmental revenue accounts.

Charges for Services

There is a net increase of \$271,373 in this funding source due to an increase in charges for institutional care, and increases to other miscellaneous accounts.

Fund Balance

There is an increase of \$161,761 in this funding source due to a year-end adjustment to offset costs associated with an unfunded unit at the Juvenile Hall and savings generated through implemented cost-savings measures.

TOTAL REQUIREMENTS

Total Requirements increased by \$6,580,771 or 12.9% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,555,165 in this expenditure category due to merit and negotiated labor increases and retiree benefits in the amount of \$1,649,330 offset by decreases in the retirement contribution of \$724,468, and other salary and benefit accounts in the amount of \$585,242 to achieve the net county cost target. In addition, thirteen new positions have been added at a cost of \$971,809 to cover one currently unfunded unit in Hillcrest Juvenile Hall.

Services and Supplies

There is an increase of \$3,096,564 in this expenditure category due to one-time costs associated with the Youth Services Center in the amount of 2,316,848; increases in contract services to cover data conversion for the Adult Case Management System and conversion of data to the EPS Revenue Services CUBS system in the amount of \$443,328. There are also increases in ward transportation, travel, training and other operating costs in the amount of \$311,388.

Other Charges

There is a net increase of \$709,664 in this expenditure category due to increases in food services costs and other County service charges in the amount of \$241,557 and one-time costs associated with the Youth Services Center in the amount of \$624,941. These increases are partially offset by reductions to the correctional care and other support and care of wards accounts in the amount of \$155,834.

Fixed Assets

There is an increase of \$166,000 in this expenditure category due to one-time costs associated with the Youth Services Center.

Intrafund Transfers

There is a decrease of \$52,751 in this expenditure category due to a decrease in administration and accounting costs and reductions in transfers from other departments.

Contingencies/Reserves

The balance in Reserves represents 1% of Net Appropriations, which is under the County's 2% Reserves policy by \$539,021.

NET COUNTY COST

There is an increase of \$6,159,516 in this Department's General Fund allocation. This increase is primarily the result of position increases in the Juvenile Hall, one-time costs associated with the Youth Services Center; negotiated labor increases; an increase in contracts; and a decrease in Prop 172 Public Safety funds. These increases are partially offset by a decrease in the County retirement contribution. The addition of thirteen positions in the Juvenile Hall increased Net County Cost by \$971,809.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Fund Balance

There is a decrease of 213,328 in this funding source to the removal of Fund Balance appropriated for one-time use in the prior year.

TOTAL REQUIREMENTS

Total requirements decreased by \$3,308,513 or 5.7% from the FY 2005-06 to FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$13,231 in this expenditure category due to merit and negotiated labor increases.

Services and Supplies

There is a decrease of \$2,530,176 in this expenditure category due to the removal of one-time appropriations for the Youth Services Center and Adult Case Management System in the prior year.

Other Charges

There is a decrease of \$624,941 in this expenditure category due to the removal of one-time appropriations for the Youth Services Center in the prior year.

Fixed Assets

There is a decrease of \$166,627 in this expenditure category due to the removal of one-time appropriations for the Youth Services Center in the prior year.

NET COUNTY COST

There is an decrease of \$3,095,185 in the Department's General Fund allocation due to primarily to the removal of one-time appropriations for the Youth Services Center in the prior year.

Administrative Services (3211P)

Program Locator

County

Criminal Justice

Probation Department

▷ **Administrative Services**

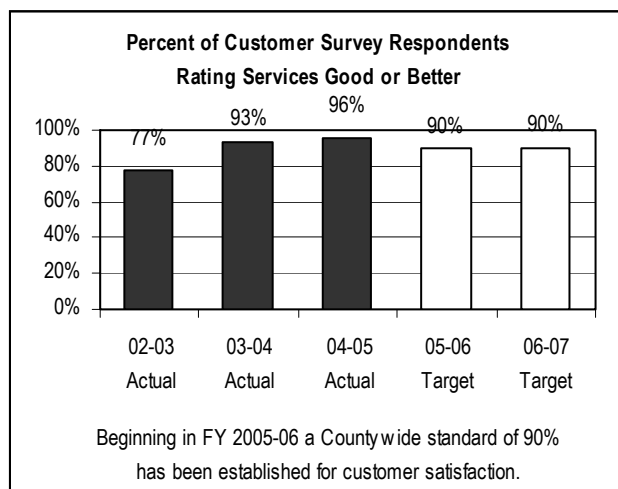
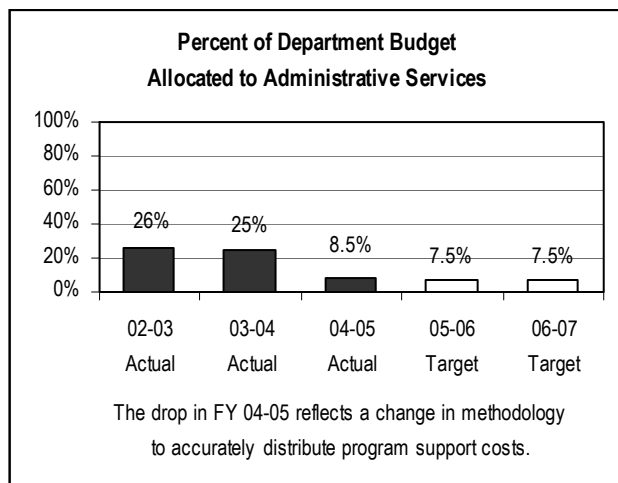
Court Services

Adult Supervision Services

Juvenile Supervision Services

Institutions Services

Headline Measures



Program Outcome Statement

Administration provides direction and leadership, defines Department priorities, assesses staff needs, provides training, personnel, and automation services, and develops, coordinates, and monitors fiscal activities to support the Department's vision and mission.

Services and Accomplishments

The Administrative Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering Department-wide direction and administrative support in the following areas: Personnel, Training, Background Investigations, Grant Enhancement, Fiscal Services, Automation, and Program Support. The primary functions are to provide staff with the resources necessary to carry out the Department's mission and ensure that the Department's operations are both efficient and effective. For FY 2005-06 the program has been adjusted to more accurately measure administrative costs, with support staff appropriately distributed to the various Department programs in which they work.

The following were major accomplishments in the prior year:

- Assisted in gaining legislative support for maintaining TANF funding
- Calculated one-time and ongoing cost estimates for transition into new Youth Services Center
- Increased Title IV-E claims to offset General Fund costs for juvenile probation services
- Restructured collection of fines and restitution to Employee and Public Services
- Continued Department newsletter to increase internal communication and enhance awareness of probation services
- Sustained efforts in Critical Incident Response Team and Peer Support Team
- Coordinated grant effort for mentoring services in areas of disproportionate minority contact
- Participated in feasibility study of transferring juvenile traffic services to the Court
- Implemented requirements of Proposition 69, which requires collection of DNA for specified criminal and juvenile populations
- Conducted assessment of food services management for the Hall and Camp
- Improved mandated training classes with no State funding
- Completed implementation of juvenile data system and integrated the system with new assessment tool

Story Behind Baseline Performance

This year, notable effort was spent by administrators on the successful effort to secure threatened State TANF funding for County prevention and camp programs. This included gathering

statistical information and program summaries including program outcomes and the impact if funding was eliminated. Another primary area of focus involved the Department's efforts on the new Youth Services Center. With no additional funding for staffing to plan and oversee the transition process of the new Youth Services Center, these efforts were absorbed by a few managers who continue to coordinate the County's move into the new facility. Fiscal and program managers spent many hours calculating the cost of transitioning into the new facility, including furniture and fixtures, training, and staffing.

With State funding still not reinstated for mandatory peace officer training, the Training Unit collaborated with the management team to design creative classes targeting specialized probation skills. Using mostly internal staff resources, each Division developed classes customized to build skills and abilities necessary for staff development in Adult Probation, Juvenile Probation and Institutions. A separate management track was designed to focus on development of a new management team. While class evaluations showed an increase in job relevance, delivery by staff significantly stretched the management team's service capacity.

In an effort to review efficiencies, the Court initiated a traffic feasibility study which involved review of current practices, quantity of fines collected, and time required for a traffic hearing officer. Though the majority of Courts have oversight of the traffic function, decreases in State funding will make it a challenge for the Court to obtain resources for a commissioner who would hear traffic cases in the Juvenile Court.

There were several successful efforts this year to increase Department revenues. First, Juvenile Division staff were advised on better claiming practices for Title IV-E federal funds. These efforts resulted in a significant increase in claims that was then used to fund the mandated staffing at the hall, including an unfunded unit and the shift relief factor. In an effort to increase collection rates of court ordered fines and restitution, the Accounting Unit worked to transfer collection of these sanctions to the Employee and Public Services Department's Revenue Services Division.

Other administrative efforts that enhance morale include continuing the quarterly newsletter and Critical Incident and Peer Response Team that uses volunteer staff journalists and staff trained in handling critical incidents. In addition, the Department coordinated and wrote a grant proposal for mentoring services in areas identified by the National Center for Crime and Delinquency for Disproportionate Minority Confinement (DMC). This effort included collaboration with several city agencies and community based organizations and included a middle school program designed to reduce prejudice and hate comments.

Lastly, the Department's information technology staff finished initial implementation of the juvenile data system and will now make necessary modifications to improve report capacity to include Outcome-Based Management (OBM) performance measures. Work will begin on the development of the adult system which will track approximately 10,000 offenders.

Major challenges over the next two years will be:

- To ensure continued State funding of Juvenile Justice and Crime Prevention Act (JJCPA)
- To develop the management team after retirement of 45% of Probation Service Managers in Adult and Juvenile Divisions
- To complete staff transition process into new Youth Services Center, including the addition of new Group Supervisors to staff the Hall and Girl's Camp (including completion of background investigations and training of new staff)
- To plan and complete the transition and move of the Juvenile, Administrative, and Institutions Divisions into the new facility
- To design an adult data system with no additional resources

Program Priorities

Administrative Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Implement evidence-based assessment tools
- Meet training needs of staff
- Streamline reporting processes for performance measures and priorities
- Continue to enhance documentation, administration, and communication systems

Successful Transition to New Youth Services Center by June 2006

- Coordinate ordering of furniture and fixtures for new buildings
- Complete timely background investigations on newly hired staff
- Train current staff on new policies and procedures
- Complete Core training for all new sworn staff and provide initial training on facility policies and procedures

Develop Department Management Team

- Increase individual mentoring of managers for succession planning purposes
- Plan and develop training classes to increase productive handling of personnel issues

Develop Adult Division Data System by June 2006

- Design reports needed to manage work load
- Work with consultant to design program
- Complete data conversion to new system

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of Training classes	--	--	133	150	180
Number of Background Investigations	--	--	45	55	45
Number of Restitution/Fine Accounts set-up	--	--	4,862	5,000	5,000
How Well We Do It (Quality)					
Number of applicants entering the Background Investigations process within five weeks	--	--	43	52	38
Percent of department budget allocated to Administrative Services ⁽¹⁾	26%	25%	8.5%	7.5%	7.5%
Is Anyone Better Off? (Outcome)					
Number and percent of training class evaluations indicating job relevance	735 / 78%	766 / 87%	1,210 / 79%	745 / 85%	750 / 87%
Number and percent of Background Investigations completed in 9 weeks	--	--	43 / 95%	52 / 94%	38 / 95%
Number and percent of customer survey respondents rating service good or better ⁽²⁾	77%	93%	96%	90%	90%
Dollars recovered to offset cost of detained youth	\$548,273	\$688,019	\$522,722	\$600,000	\$650,000

⁽¹⁾ Prior year calculations included both Administrative staff and all of the Department's support staff.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administrative Services (3211P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	103.0	22.0	22.0	23.0	1.0	23.0
Funded FTE	103.6	22.0	22.0	23.0	1.0	23.0
 Total Requirements	3,195,593	4,399,677	6,581,113	4,924,589	(1,656,524)	4,598,616
Total Sources	2,994,297	3,068,550	3,115,082	3,189,747	74,665	2,976,419
Net County Cost	201,295	1,331,127	3,466,031	1,734,842	(1,731,189)	1,622,197
 NCC Breakdown						
Mandated Services			3,454,073	1,722,465	(1,731,608)	1,609,820
Non-Mandated Services			11,958	12,377	419	12,377

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,734,842 or 3.5%. Of this amount, approximately 99% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as the following Non-Mandated Services: Sheriff's Office countywide security costs. Non-discretionary services include conducting pre-employment backgrounds, peace officer training, and making victim restitution payments. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; decrease in Public Safety Sales Tax revenue (Prop 172); and decreases in ISD automation charges, other charges and other operating expenses. Contract services have been increased to provide data conversion for Adult Data Management System and data conversion for EPS Revenue CUBS System. A Program Services Manager II position has been transferred from Camp Glenwood to correct the position location. There is no increase at the Department level. An adjustment to Intrafund Transfers is offset by an equal adjustment to the Adult Supervision program. This corrects the prior year presentation of Intrafund Transfers. Fund Balance has been increased to reflect year-end savings due to an adjust to offset the cost of staffing of an unfunded unit in the Juvenile Hall and implemented cost-savings measures. The increase in Fund Balance is offset by an appropriation in the Adult Supervision Program to fund a new Adult Case Management System to better manage and report on supervision services provided to adult probationers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
74,665	95,125	(2,240,182)	0	(2,219,722)	1

2. Training and Background Investigations Management

One Management Analyst III position is added to manage the Training/Background Investigations Unit. Given the significant increase in positions added to the department with anticipated opening of the Youth Services Campus in Spring 2006 as well as on-going turnover due to retirements and promotions and annual mandated training requirements, it is necessary for the department to have a manager to oversee

training and background investigations. The position will oversee recruitment, training, oversight of background investigation contracts, maintain records and develop training plans for the three divisions including local CORE classes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	110,554	0	0	110,554	1

3. Administrative Position Reclassification

One Probation Services Manager II position is deleted and one Administrative Services Manager I position is added to better reflect department administrative needs and help achieve the program priority of completing 94% of Background Investigations within nine weeks. The Administrative Services Manager I will oversee administrative support activities including personnel and payroll administration, contracts management, grants development and coordination, and program and legislative research.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(143,454)	0	0	(143,454)	(1)
0	143,454	0	0	143,454	1

4. Youth Services Center One-time Start-up Costs

In anticipation of opening a new Youth Services Center in June 2005, funding has been included for one-time start-up costs. This adjustment provides funding for the one-time purchase of furnishings for the Administration Division, including design costs, installation, freight and sales tax. No new revenue has been included to offset these costs, which will be funded by Non-Departmental Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	377,979	0	0	377,979	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
74,665	583,658	(2,240,182)	0	(1,731,189)	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	52,006	0	0	52,006	0

6. Removal of One-time Start-up Costs for the Youth Services Center

Funding for the one-time purchase of furnishings for the Administration Division start up costs for the Youth Services Center has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(377,979)	0	0	(377,979)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(325,973)	0	0	(325,973)	1

Court Services (3223P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services

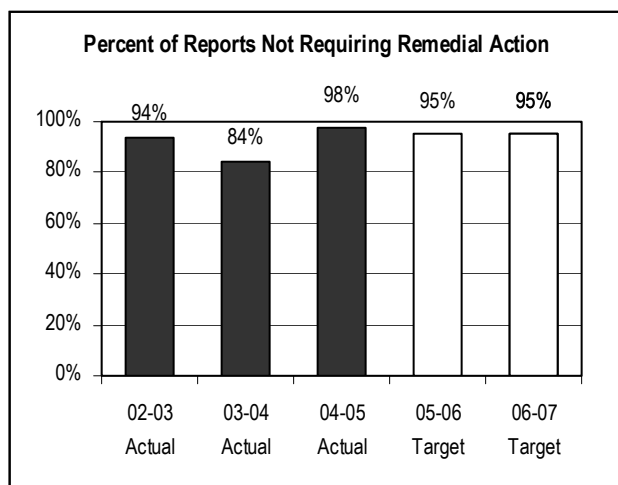
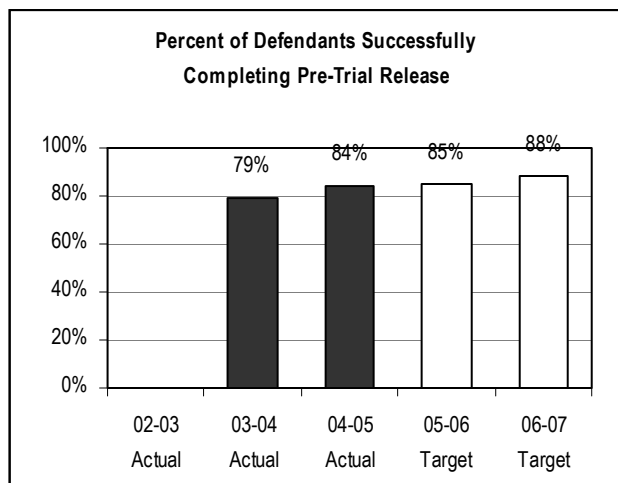
► **Court Services**

Adult Supervision Services

Juvenile Supervision Services

Institutions Services

Headline Measures



Program Outcome Statement

The Court Services Units in the Adult and Juvenile Division have the mutual goal of providing thorough, timely, and impartial information to the Courts they serve. The intention of these reports is to provide the Court with criminal, social, educational, and family information that will facilitate the best judicial decision possible in pre-trial and pre-sentence matters for adults, and detention and pre-adjudication matters for juveniles.

Services and Accomplishments

The Court Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by supporting the Court's efforts to protect the community, allow deserving youth and defendants the liberty to assist in their own defense, and impose the most appropriate sentence. Court Services also facilitates treatment that may be in process and encourages clients to participate in the Court process to display responsibility and accountability. Lastly, the unit provides the Court with recommended sentences including conditions of probation that maximize public safety, support crime victims, and provide structure to offenders and youth who have committed law violations.

In addition, the Court Services Adult Division manages the Pre-Trial Unit. Defendants are considered for "Own Recognizance Release" through the use of risk-assessments.

The following were major accomplishments in the prior year:

- Completed and submitted approximately 1,100 juvenile court reports to provide information to facilitate the Court's decision
- Performed nearly 10,000 pre-trial investigations
- Performed over 5,000 criminal investigations and provided the Court with comprehensive reports and sentencing recommendations

Story Behind Baseline Performance

A large part of the Court Services Unit's success is due to the ongoing collaboration and reciprocal cooperation between unit management and the Court. The high quality of assessment, reporting and supervision is due to quality training and unit management. With the Court's willingness to be actively involved in workload issues, the Probation Department has been able to manage its resources to maintain quality reports in spite of staff reductions. In addition, juvenile intake referrals have decreased due to accelerated activities by the full operation of the Assessment Center and police diversion to community programs.

The Court Services Units are having difficulty meeting the demand for bilingual services necessary to meet the current needs of the Court. This unfortunately has the residual effect of limiting exposure of existing bilingual staff to other phases and opportunities in the Probation Department. Bilingual staff are frequently asked to assist non-bilingual staff. Non-English-speaking probationers are unable to

fully benefit from probation when they are supervised by non-bilingual staff. Even with these limitations, the quality of this unit's efforts insures that approximately 97% of all court documents meet or exceed department standards of legal viability, accuracy, impartiality, informative content and timeliness. Court referrals have risen at a rate of 6% over the last several years.

The Pre-Trial Unit typically finds that approximately 20%, or 2,000, of defendants can be released on their own recognizance without presenting an undue risk to the community. Data indicates that 97%, or 1,940, are able to remain on their own recognizance and assist in their own defense without violating the conditions of their release. Probation continues to work with the Court to increase the number of defendants released on their own recognizance.

In FY 2005-06 both the quality and timeliness of Court reports will be studied. Current anecdotal information indicates that most reports are submitted within judicial guidelines and contain information substantive to the Court's decision. A process is now in place that formalizes the examination of these key issues and will guide both training and resource management.

FY 2005-06 will be a difficult year with many experienced staff retiring. Succession planning will help, but the magnitude of the issue will leave a void in technical knowledge. However, this issue will present an opportunity to "think outside the box" and find more effective solutions to meet current needs.

Major challenges over the next two years will be:

- To match workload with work force
- To increase ability to respond to bilingual workload
- To implement ongoing training plan for new staff and managers

Program Priorities

The Court Services Units will meet performance targets by doing the following:

Ensure 85% of all Pre-trial and Court Ordered Reports are Completed Accurately and Submitted within Established Timeframes

- Monitor Court submissions
- Cross train municipal and superior court investigation staff
- Track and manage surges in investigation requests
- Train new staff in time management techniques

Work with Courts to increase use of Pre-trial Services

- Conduct analysis of current practices
- Evaluate successful programs in other counties
- Work with Court to implement utilization of valid release instrument

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of reports	5,298	5,456	5,364	5,480	5,752
Number of completed Pre-trial Services Investigations	---	10,416	9,796	10,383	11,005
Number of defendants granted pretrial release	---	1,424	1,268	2,000	2,200
How Well We Do It (Quality)					
Number and percent of reports submitted to Court within established timeframes	---	---	---	4,658 / 85%	5,177 / 90%
Number of reports per officer per year					
- Adult Courts	535	491	548	600	600
- Juvenile Courts	144	156	121	121	121
Is Anyone Better Off? (Outcome)					
Number and percent of reports not requiring remedial action	5,022 / 94%	4,632 / 84%	4,134 / 98%	5,206 / 95%	5,464 / 95%
Number and percent of defendants successfully completing pretrial release	--	1,182 / 79%	1,246 / 84%	1,620 / 85%	1,848 / 88%

Court Services (3223P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	80.0	61.0	61.0	58.0	(3.0)	58.0
Funded FTE	75.2	58.3	58.3	54.3	(4.0)	54.3
Total Requirements	7,081,526	7,498,295	7,679,352	7,226,199	(453,153)	7,322,900
Total Sources	2,339,474	3,490,762	3,590,245	3,098,723	(491,522)	3,098,723
Net County Cost	4,742,051	4,007,533	4,089,107	4,127,476	38,369	4,224,177
NCC Breakdown						
Mandated Services			4,089,107	4,127,476	38,369	4,224,177

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,127,476 or 22%, of which \$4,127,476 or 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; transfer of two positions from Juvenile Investigation and one position from Traffic to Juvenile Supervision Services; decrease in Public Safety Sales Tax Revenue (Prop. 172). The Juvenile Investigations and Juvenile Traffic units have been transferred from Juvenile Prevention and Court Services to the Court Services program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(491,522)	(453,153)	0	0	38,369	(3)

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	96,701	0	0	96,701	0

Adult Supervision Services (3227P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services

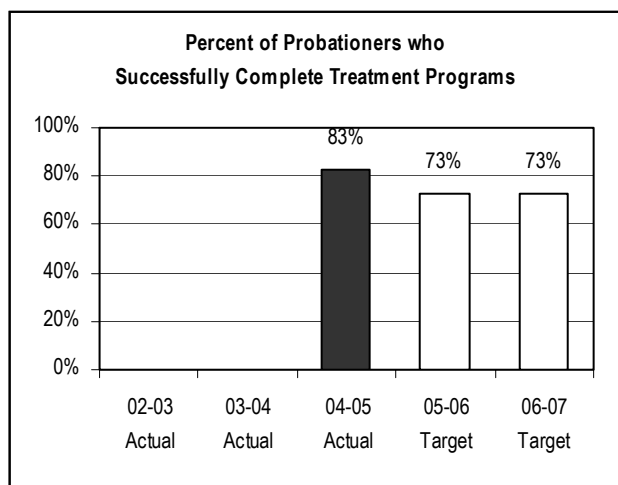
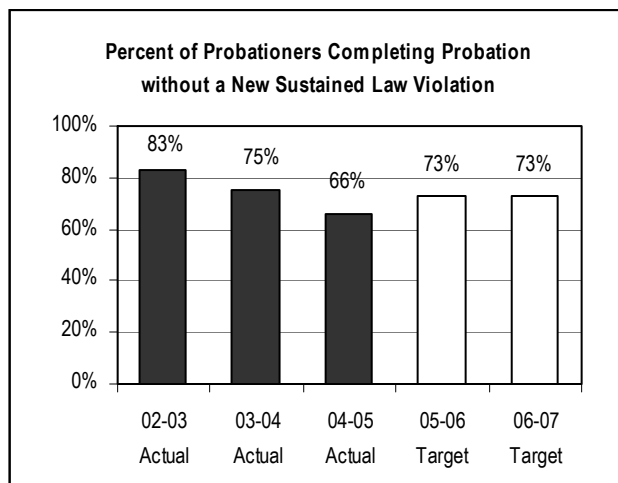
Court Services

▷ **Adult Supervision Services**

Juvenile Supervision Services

Institutions Services

Headline Measures



Program Outcome Statement

The Adult Supervision Services Unit exists to enforce the conditions of probation and to give the probationer every available benefit of probation that will contribute to a positive lifestyle change to reduce the potential for recidivism.

Services and Accomplishments

The Adult Supervision Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing nearly 2,200 probationers with specialized supervision programs, ranging from highly intensive levels of monitoring, chemical testing and treatment, to more general services requiring regular contact, treatment program participation, and regular progress reporting. This program supports and teams with the criminal intelligence network that allows all local law enforcement agencies within San Mateo County to operate in a highly efficient manner.

Adult Supervision Services includes the following services: Intensive Supervision, Sex Offenders, Violent Offenders, Drug Court, Bridges Program, Proposition 36, Computer Assisted Supervision (CAST), and Deferred Entry of Judgment. Together, these programs provide supervision services that include: Community-based supervision, counseling, and treatment; pro-active intervention when instability or relapse is detected; chemical testing; electronic monitoring; referral to educational, vocational, and employment resources; and Cognitive skills training (Bridges Program). As a result of the supervision and treatment services provided by the Supervision Services Unit, the percentage of probationers who successfully complete probation without committing new law violations exceeds that of the most recently published report by the Bureau of Justice Statistics (2003) in all areas but Intensive Supervision. This exception may be due to serious and extensive criminal histories of those currently under intensive supervision.

The following were major accomplishments in the prior year:

- Maintained quality supervision services with reduced and changing staff
- Completed contract for development of data system for Adult Division
- Implemented required changes to Interstate Compact procedures

Story Behind Baseline Performance

Without a data system to track program outcomes much of the data collected in the Adult Division is based on averages and estimates. With money allocated for the development of a data system, case progress can be accurately and consistently tracked from relapse prevention programs, to intensive supervision, to administrative caseload. Data is most accurate for active intensive probation supervision. Probation does not have the resources or the systems to track the performance of those programs with large offender

numbers, including Prop 36, deferred Entry of Judgment, and the Administrative Caseload (CAST).

At this time, the average number of probationers on active supervision per officer fluctuates between 70 and 90. The recommended caseload standards published by the American Probation and Parole Association is 30 to 60 for maximizing supervision effectiveness with high to medium risk offenders.

Officers rely heavily upon regular collaboration with community-based treatment organizations and all levels of local and state law enforcement. Many officers are designated liaisons between the Adult Division's Supervision Services and several local, specialized law enforcement task forces.

Over the last three years, there has been an increase in gang violence, identity theft, and violent offenders with histories of mental disorders that require immediate supervision. As a result, many medium to high risk felony cases, that would normally remain supervised, have been transferred to a "banked" caseload in order to focus the limited available services on the highest risk and unstable probationers.

At this time, approximately 2,814 probationers placed on probation after committing a felony or violent misdemeanor offense are supervised in the community. Proposition 36 has had a noticeable impact on the number of probationers entering Drug Court and the Bridges Programs. Most drug offenders opt to enter the unstructured voluntary treatment program offered through Prop 36. This has resulted in a 50% decline in Drug Court referrals, which is unfortunate considering the outstanding success rates of the program nationwide. There are 1,750 probationers in the Prop 36 program with 750 divided into three caseloads, and the remaining 1,000 placed on the administrative caseload. Approximately 56% of those referred for treatment sustain a first violation, 28% sustain a second violation, and 36% fail the program.

Approximately 56% percent of all adult probationers are on the Administrative caseload, with 53% residing in San Mateo County, 31% in neighboring Bay Area counties, and the remaining offenders living elsewhere in the state. There are approximately 4,500 offenders currently placed on the administrative caseload and responded to only after Probation is notified that they have committed a new law violation. Efforts were made to reduce the number in the Administrative caseload through early termination of stable cases. The Division is in the process of implementing a validated assessment tool that will better classify offenders for probation supervision levels and identify both protective and risk factors relevant for each case.

Changes went into effect this year regarding the Interstate Compact requirements for probationers traveling or moving from the county or to another state. The system requires prior notification before allowing an offender to relocate. In addition, efforts are currently being made to develop a protocol to comply with Proposition 69 which requires collection of DNA from all offenders under the Court's jurisdiction who are on felony probation or who have a prior felony

conviction. The Department will now have to collect approximately 3,000 samples from probationers.

Major challenges over the next two years will be:

- To develop and implement a new data system
- To provide prevention and rehabilitative services with limited staff resources
- To implement Prop 69
- To increase bilingual Spanish speaking staff to match the increases in this population

Program Priorities

The Adult Supervision Services Unit will meet performance targets by doing the following:

Ensure at Least 73% of Probationers Complete Probation Without New Sustained Law Violation

- Develop and implement new case management system to better allocate department supervision resources
- Implement validated risk assessment tool to better identify supervision service levels
- Evaluate educational and vocational programs available for offenders in the County

Continue to Support and Utilize Collaboration and Networking with Community-Based Treatment Programs and Local Law Enforcement

- Continue participation on task force operations
- Work with treatment providers to focus on implementing more evidence based practices
- Continue participation on East Palo Alto Crime Task Force

Continue to Provide the Most Current and Effective Case-Management Training Available

- Arrange specialized training on supervision of offenders who commit crimes of violence, identity theft, domestic violence, and substance abuse
- Improve officer safety training and ensure safety equipment is up to date

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of probationers placed on relapse prevention supervision services ⁽¹⁾	1,654	1,701	1,437	1,548	1,641
Number of probationers placed on Intensive Supervision	3,235	3,708	1,479	2,981	3,160
Number of supervised offenders on the Computer Assisted Caseload (CAST) ⁽²⁾	4,986	5,552	4,504	4,770	5,056
How Well We Do It (Quality)					
Number and percent of probationers referred to treatment programs	---	---	2,564 / 29%	2,718 / 29%	2,881 / 29%
Staff to client ratio	1:102	1:84	1:84	1:75	1:75
Percent of total adult probation caseload on CAST	66%	65%	57%	55%	50%
Is Anyone Better Off? (Outcome)					
Number and percent of probationers completing probation without new sustained law violation	1,638 / 83%	1,652 / 75%	526 / 66%	925 / 73%	981 / 73%
Number and percent of probationers who successfully complete treatment program	N/A	N/A	409 / 83%	951 / 73%	1,008 / 73%
Percent of CAST Offenders completing probation versus termination to California Department of Corrections or Jail ⁽³⁾	91%	83%	65%	65%	65%

⁽¹⁾ Does not include Proposition 36 caseload which includes 750 on supervised probation.

⁽²⁾ Includes 1,000 case in Proposition 36.

⁽³⁾ Prior year data omitted outstanding CAST warrants; FY 2004-05 estimate and targets reflect more accurate data.

Adult Supervision Services (3227P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	58.0	94.0	94.0	97.0	3.0	97.0
Funded FTE	58.9	93.3	93.2	96.3	3.1	96.3
 Total Requirements	9,882,054	9,617,840	8,099,833	10,946,534	2,846,701	10,896,438
Total Sources	5,796,461	5,073,326	5,514,973	5,494,820	(20,153)	5,494,820
Net County Cost	4,085,593	4,544,514	2,584,860	5,451,714	2,866,854	5,401,618
 NCC Breakdown						
Mandated Services			2,584,860	5,451,714	2,866,854	5,401,618

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,451,714 or 49.8%, of which 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; decreases in Public Safety Sales Tax (Prop 172) and Medical Administrative Aid (MAA) revenue; the Bridges contract account for substance abuse counseling services has been increased; and small increases to other operating expense accounts. The adjustment to Intrafund Transfers corrects prior year presentation of support cost distribution and corresponds to an adjustment in the Administrative Services Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(20,153)	562,703	2,070,670	0	2,653,526	2

2. Addition of One Deputy Probation Officer for Proposition 36 Case Management

The Proposition 36 Work Group has recommended the addition of one permanent Deputy Probation Officer to better manage Prop. 36 supervision caseloads and enforce technical violations. Funds from the Abuse and Crime Prevention Act (SACPA) were added for an Extra Help position in the prior year. Due to on-going workload requirements it is recommended that this position be converted to permanent staff. The position is fully funded by SACPA revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	97,179	(97,179)	0	0	1

3. Adult Case Management System

Year-end Fund Balance has been appropriated for services that will provide for conversion of Adult mainframe applications to an open system environment and define business needs/requirements for an Adult Case Management System. The funding for this is budgeted in the Administration Program and results in no Net County increase at the department level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	213,328	0	0	213,328	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(20,153)	873,210	1,973,491	0	2,866,854	3

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	163,232	0	0	163,232	0

Juvenile Supervision Services (3253P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services

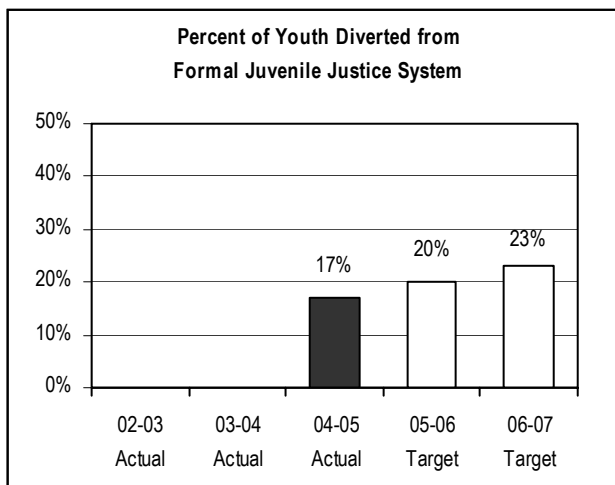
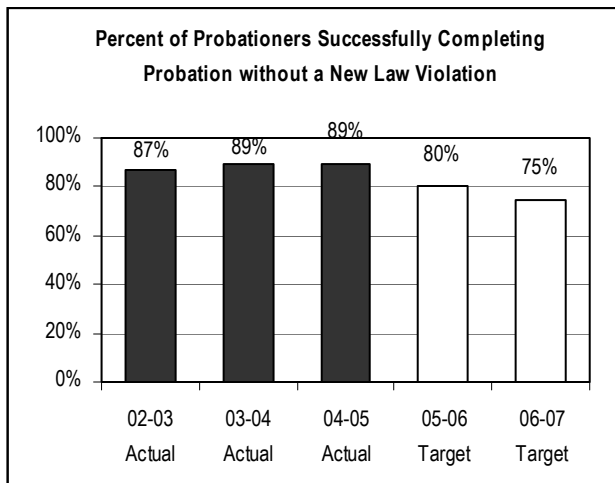
Court Services

Adult Supervision Services

▷ **Juvenile Supervision Services**

Institutions Services

Headline Measures



Program Outcome Statement

The Juvenile Supervision Program monitors youth placed on probation by the juvenile court by enforcing orders, coordinating services, and developing individualized case plans to track progress. Supervision officers work closely with the juvenile court, local law enforcement, and community treatment providers to reduce delinquency and recidivism, and hold youth accountable through the use of sanctions and incentives promoting pro-social values.

Services and Accomplishments

Juvenile Supervision Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All and protects the community and reduces the incidence of juvenile crime by affecting changes in juvenile offenders' behavior and assisting them in making positive choices. The Program provides a wide range of services including truancy, diversion, and crisis intervention services on school campuses, screening and assessment, family preservation services, case management of youth in out-of-home placements, and intensive supervision of high-risk offenders. Assessment services focus on identifying both risk and protective factors that become the focus of case management. Intensive efforts for high-risk youth focus on monitoring serious offenders, treating problems of substance and mental illness, maintaining family stability, and avoiding costly out-of-home placements.

The following were major accomplishments in the prior year:

- Implemented redesign plan to provide multiple levels of supervision services throughout the county to improve community response and client compliance
- Coordinated acquisition of validated case assessment and case management tool that interfaces with new Juvenile Case Management System and provided training to juvenile division staff on the program's capacity for utilization
- Trained staff in community schools to deliver cognitive skill-based program which has been added to the school curriculum
- Continued development of a gender specific program for female adolescents in preparation for the new girl's camp
- Expanded alternatives to detention, including use of house arrest, home supervision, and electronic monitoring for post-adjudicated youth

Story Behind Baseline Performance

In late 2004, the Juvenile Division implemented a broad reorganization of services to better meet the needs of the community as well as families and youth on probation. The resulting design relocated a variety of probation services in the communities to afford greater client access and to expand individual probation officer expertise by exposing staff to a variety of casework models.

Youth under probation supervision are subject to orders and conditions imposed by the Juvenile Court. Probation Officers

supervise these wards of the court in a number of different programs and settings. Field Supervision Units are now divided into three geographic areas: North (South San Francisco Office), South (East Palo Alto office) and Central (Hillcrest). Under general supervision (including Risk Prevention Program) youth are classified as needing minimum, moderate or intensive monitoring. Interventions are implemented to meet the level of need. Risk Prevention Program Officers who are stationed at high school and middle school campuses are now connected to these geographic units. This affords officers the opportunity to cross train and learn the skills of different programs and services, thereby allowing more flexibility and availability of services in each area. The intensity of supervision for each level will not change; Probation Officers will be trained to manage, prioritize and meet case service expectations including closely monitoring high risk and delinquent youth, and visiting them more frequently and during non-traditional hours. With the addition of three new Risk Prevention Program (RPP) Officers assigned to areas identified as having disproportionate minority contact (DMC), an increase in the number of youth served through the diversion process and a decrease in the number of youth brought into the formal juvenile justice system is anticipated. This diversion program saves Court and prosecution costs while still providing the resources, assistance and structure necessary to address youth and family issues.

The Juvenile Division will continue to provide targeted intensive supervision services in several other units. The Family Preservation Program Unit (FPP) carries forward the intensive in-home intervention of the former Crossroads and Placement Intervention Program (PIP). FPP staff work closely with mental health therapists in a Family Functional Therapy model. Another intensive intervention is the G.I.R.L.S. Program, a specialized gender-responsive effort to impact seriously delinquent female adolescents with substance abuse and emotional disturbance. Additionally, the Drug Court and the Camp Glenwood Aftercare Probation Officers provide services aimed at sustaining individual change and re-integrating the youth into the community. Lastly, the Placement Unit monitors youth in residential treatment programs, focusing on family reunification.

Probation Officers develop case plans for each ward with an aim toward successful completion of time on probation. Success is defined by no new law violations, success in school, and abstinence and recovery where there was previously substance abuse. By involving youth in additional classes, after-school activities and treatment programs they are more likely to remain in their own home, avoiding detention in the Juvenile Hall, a residential placement, or a California Youth Authority commitment (CYA). With fewer youth being sent to the CYA, and with a case management system that identifies both risk and protective factors, the Department intends to focus its resources on high-risk youth. Targeting high-risk delinquents will likely result in lower success rates, as lower risk youth are either diverted or moved to lower levels of programming and supervision.

The Juvenile Division of the Probation Department will continue to research, implement and provide target, evidenced-based interventions. These interventions are the key to youth

accomplishing the goals in their plans and achieving the expectations of the juvenile court. Expanding and sustaining specialized programs depends on the ongoing support of state TANF and JJCPA funding which has allowed the division to continue to operate two successful community schools/resource centers which focus on early intervention for youth with high-risk characteristics that are predictive for re-offending. The Parent Education and Support Program and the skills based Parent Project classes are other interventions that have demonstrated positive results with parents. Staff have been educated to teach cognitive skill development and classes will be offered in the Court and community schools.

Training is a key component to implementing this redesign and sustaining the division's efforts to internally train staff since state training funds were eliminated. The Department continues to meet this challenge by collaboration within the county and outside, with in-house individuals with special skills, and by building relationships with local educational institutions.

Major challenges over the next two years will be:

- To find new funding to sustain drug court treatment and the G.I.R.L.S Program
- To fully implement the new case assessment and case management tool
- To train new and current staff on case management techniques, department philosophy, alternative sanctions, and best practices
- To develop and implement performance based probation
- To integrate new policies and procedures at the new Youth Services Center
- To address possibility of taking over CYA Parole

Program Priorities

Juvenile Services will meet performance targets by doing the following:

Increase the Percent of Youth Served on Diversion/ Prevention Caseloads by 10%

- Use informal contracts at Assessment Center as appropriate
- Maintain youth on RPP contracts
- Work with law enforcement and schools to provide high level of community outreach and prevention services

Maintain Recidivism Rate while Focusing on Higher Risk Youth

- Provide more youth with cognitive skill building classes
- Assess and classify all cases for appropriate supervision levels and targeted risk and protective factors
- Provide continuum of care for Glenwood youth transitioning from camp to community

Complete 85% of Case Plans within Division Timelines

- Train all staff in new assessment tool
- Monitor and track reassessments at case transfer and six month intervals
- Enlist youth and family participation in plan development

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of juveniles served on probation	2,901	3,112	3,167	2,610	2,480
Number of youth served under prevention/ diversion programs	---	---	487	624	693
How Well We Do It (Quality)					
Staff to client ratio	1:40	1:36	1:55	1:50	1:50
Percent of youth diverted from formal juvenile justice system	---	---	17%	20%	23%
Is Anyone Better Off? (Outcome)					
Number and percent of probationers completing probation without new sustained law violations	1,161 / 87%	1,345 / 89%	1,373 / 89%	1,236 / 80%	1,167 / 75%
Number and percent of youth referred to the family preservation and placement units who are not removed for replaced due to program failure ⁽¹⁾	539 / 94%	764 / 93%	812 / 94%	600 / 75%	650 / 78%
Number and percent of diverted youth who complete informal contract and are not filed upon within six months of case closure	---	---	---	336 / 68%	462 / 68%

⁽¹⁾ A focus on fewer, more difficult cases will result in lower success rates in future years.

Juvenile Supervision Services (3253P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	76.0	133.0	133.0	134.0	1.0	134.0
Funded FTE	70.8	125.5	125.5	129.3	3.9	129.3
Total Requirements	14,772,297	14,985,769	14,956,528	16,745,476	1,788,948	16,142,126
Total Sources	15,814,327	14,819,189	12,970,478	12,841,685	(128,793)	12,841,685
Net County Cost	(1,042,030)	166,579	1,986,050	3,903,791	1,917,741	3,300,441
NCC Breakdown						
Mandated Services			1,778,363	3,544,135	1,765,772	2,914,176
Non-Mandated Services			207,687	359,656	151,969	386,265

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,903,791 or 23.3%, of which \$3,903,791 or 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; contract costs have increased to include an ongoing contract for professional services to maximize revenue from Title IV-E claims; decrease in Public Safety Sales Tax revenue (Prop. 172); and a portion of Title IV-E reimbursement funding is reallocated to the Juvenile Hall. Intrafund transfers have decreased due to reduction in administration/accounting costs and a reduction in level of services to other General Fund departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(344,280)	298,273	448,678	0	1,091,231	0

2. Community Schools

The San Mateo County Office of Education has requested the addition of one Group Supervisor position to support the community school in San Bruno. The Office of Education funds 50% of all Group Supervisors assigned to the Community Schools. The balance will be funded by the department using existing resources, but at not increase in county cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
77,839	77,839	0	0	0	1

3. Juvenile Position Conversion

Fifteen Group Supervisor I positions are converted to Group Supervisor II positions in the Juvenile Supervision Program due to expansion of position responsibilities over time. The duties currently being performed by the Group Supervisors are more consistent with the duties associated with the Group Supervisor II classification. Additional costs associated with the higher classification are offset by revenue claimed through Temporary Aid to Needy Families (TANF).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,648	137,648	0	0	0	0

4. Youth Services Center One-time Start-up Costs

In anticipation of opening a new Youth Services Center in June 2005, funding has been included for one-time start-up costs. This adjustment provides funding for the one-time purchase of furnishings for the Administration Division, including design costs, installation, freight and sales tax. No new revenue has been included to offset these costs, which will be funded by Non-Departmental Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	801,510	0	0	801,510	0

5. Nonprofit COLA Increase

A 3% COLA increase for nonprofit contractors that provide direct service to Probation clients has been included. This increase was given to Health and Human Services providers in the prior year and this adjustment extends the increase to providers of Probation services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	25,000	0	0	25,000	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(128,793)	1,340,270	448,678	0	1,917,741	1

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance target: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	198,160	0	0	198,160	0

7. Removal of One-time Start-up Costs for the Youth Services Center

Funding for one-time start up costs for the Youth Services Center, including staff training, office furnishings, moving expenses, automation and food services equipment, and four electric vehicles, has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(801,510)	0	0	(801,510)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(603,350)	0	0	(603,350)	0

Institutions Services (3283P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services

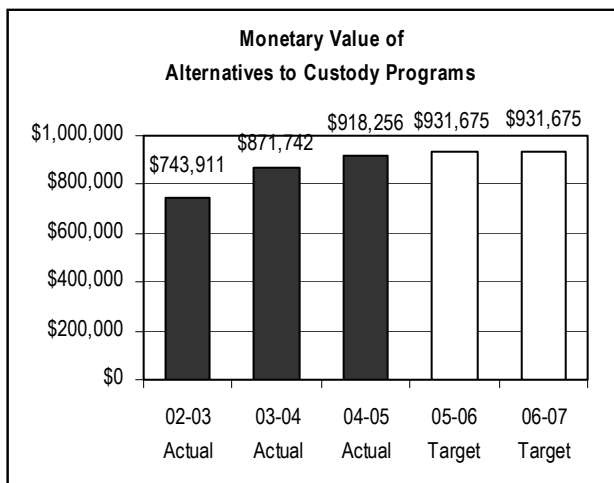
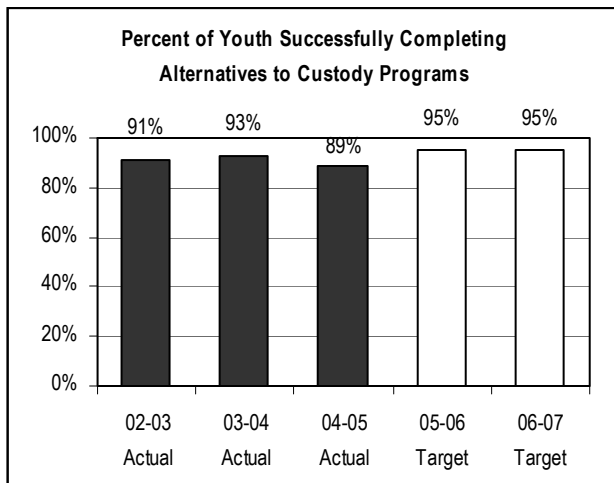
Court Services

Adult Supervision Services

Juvenile Supervision Services

▷ **Institutions Services**

Headline Measures



Program Outcome Statement

The Institutions Division provides alternative degrees of court ordered detention and programs that include assessment, treatment services, alternatives to detention programs, delinquency prevention, and educational services to at-risk youth and residential and community supervision of delinquent youth in order to protect the community, reduce delinquency, and build families.

Services and Accomplishments

Institutions Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering varying degrees of detention including secure custody, home supervision, weekend community work programs, and weekend therapeutic detention. Youth who are released to home supervision are monitored daily in the community. Community Care consists of supervised work service at different locations throughout the community on the weekends. The Camp Glenwood Boys Ranch is a 60 bed residential program that assists delinquent youth in changing harmful behaviors and improving their educational skills and abilities to successfully function in their families and communities.

The following were major accomplishments in the prior year:

- Began operation of the Electronic Monitoring Program as an alternative to Juvenile Hall detention
- Completed training and began implementation of the Youth Cognitive Skills training programs at Glenwood and Juvenile Hall
- Began construction and transition for new Youth Services Center and Girls Ranch

Story Behind Baseline Performance

Throughout the last year, both the Juvenile Hall and the Camp facilities remained at or above capacity. The alternative to custody community service programs were reduced by 50% due to budget reductions, which resulted in the termination of the program that involved transporting youth to and from work sites. The remaining program, which requires youth to transport themselves to designated work sites, limits the number and type of sites that can be served, but allows more youth to participate on each work crew, thereby lowering the cost of the program. The work program continues to be successful with a 94% completion rate and significant annual savings to the Department. Programs also make a significant service contribution to local communities. To further reduce detention costs, the department has worked with the Courts to develop a new electronic monitoring detention program which became effective in September 2004 to supplement the Home Supervision Program. This has helped reduce the number of juveniles detained. Despite this, the Hall population has remained high. This is due to the addition of an in-custody girls program and a trend by the Juvenile Court to use detention in the Juvenile Hall and Boys Ranch instead of a commitment to the California Youth Authority. This is a result of

significant safety and security problems at the Youth Authority and their extremely poor 91% recidivism rate. With the exception of one longer-term housing unit, the average length of stay at the Juvenile Hall is 14 days.

Youth behavioral-improvement programming continues to be a priority at both facilities. This year the Institutions Division added a new "Youth Needs" assessment tool that helps identify target issues. The Department also implemented a "gender specific" girls program to address the increasing number of delinquent young women. Despite the increased populations at Camp Glenwood and the Juvenile Hall, violent incidents remain at extremely low levels as a result of staff training and effective programming.

The Camp Glenwood Boys Ranch is a secure facility that houses 60 boys. It remains full and has had a waiting list for almost a year. There has been an increase in the severity of delinquency of youth committed to the program as a result of previously noted CYA issues. To address this significantly more difficult population, a daily Cognitive Skills Training program (COG) has been instituted in addition to the existing behavioral and substance abuse programs. Use of this programming is expected to shorten stays in the residential portion of the Glenwood program, eliminate the waiting list, and make the program available to more problem youth each year. Reduction of the waiting list will also reduce Juvenile Hall overcrowding.

The Glenwood furlough program has been brought to full staffing to support minors as they transition back to their communities from residential care. This critical two month period will be supervised by Camp staff and probation officers working closely to develop customized individual case plans involving school and community providers who will work to ensure that behavioral changes made at Camp are sustained at home. A trend of a drop in felonies committed once a minor has completed the residential and furlough portion of the Glenwood program is expected to continue as a result of this program. Following completion of furlough, graduates are transferred to aftercare probation services, and success rates are reported in the Juvenile Supervision Services Program.

Major challenges over the next two years will be:

- To complete the Youth Services Center and transition of staff, Courts and youth to the new Juvenile Hall facility
- To reduce the Juvenile Hall population through alternative sanctions and expansion of home supervision with electronic monitoring program to post-adjudication youth
- To develop and plan for programming, staffing, and opening the Margaret Kemp Girls Ranch

Program Priorities

The Institutions Services Program will meet performance targets by doing the following:

Ensure 95% of Juveniles Complete Four Self-Improvement Programs while at the Camp

- Increase delivery of effective programming

- Find resources to provide more substance abuse treatment
- Enhance vocational education and training for wards to improve job skills, self-esteem and increase the probability of employment after release
- Seek community-based and grant funding to support programs

Increase the Number of Juveniles who Annually Complete the Camp Glenwood Program

- Use programming to expedite behavioral change, reducing the time required in the residential phase
- Enhance furlough supervision to expedite school and job placement and reduce time spent in this phase
- Enhance administrative process to ensure juveniles move through each phase as quickly as possible

Reduce Juvenile Hall Population

- Expand electronic monitoring for post-adjudicated youth
- Collaborate with the Court to allow staff discretion in controlling Hall and program populations
- Open new Girls Ranch facility to reduce number of girls in the Juvenile Hall
- Fully implement the new assessment tool to help reduce the number of juveniles initially detained while maintaining community safety

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Average daily hall population	152	177	175	165	150
Number of youth placed in alternatives to custody programs	902	823	726	860	860
Number of youth referred to Camp Glenwood Residential Program	171	150	154	180	180
How Well We Do It (Quality)					
Number and percent of youth starting Community Care Programs within two weeks of Court referral	513 / 90%	501 / 99%	212 / 56%	380 / 85%	380 / 85%
Number of treatment programs delivered by staff to Glenwood youth ⁽²⁾	---	---	53	28	28
Ratio of annual number of violent incidents to the annual number of detention days	---	60 : 56,130	74 : 62,354	65 : 60,000	45 : 54,600
Is Anyone Better Off? (Outcome)					
Number and percent of youth moved from detention to electronic monitoring	--	--	240 / 20%	300 / 25%	360 / 30%
Monetary value of alternatives to custody programs	\$743,911	\$871,742	\$918,256	\$931,675	\$931,675
Number and percent of youth successfully completing Alternatives to Custody Programs ⁽¹⁾	456 / 91%	469 / 93%	332 / 89%	817 / 95%	817 / 95%

⁽¹⁾ The addition of the Home Supervision and Electronic Monitoring Program are factored into future year targets.

⁽²⁾ FY 2005-06 and FY 2006-07 targets have been lowered based on a revised methodology for counting treatment programs.

Institutions Services (3283P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	122.0	119.0	119.0	134.0	15.0	134.0
Funded FTE	117.3	116.8	116.8	130.9	14.1	130.9
 Total Requirements	14,697,862	15,743,265	13,651,201	17,706,000	4,054,799	15,280,205
Total Sources	6,968,791	9,068,449	8,680,147	9,667,205	987,058	9,667,205
Net County Cost	7,729,071	6,674,816	4,971,054	8,038,795	3,067,741	5,613,000
 NCC Breakdown						
Mandated Services			4,971,054	8,038,795	3,067,741	5,613,000

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$8,038,795 or 45.4%, of which 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; intergovernmental revenue has been increased to reflect the reallocation of Title IV-E monies from Juvenile Supervision Services offset by a projected decrease in Public Safety Sales Tax (Prop. 172); increases in food costs and other operating costs have been included. An increase in Intrafund Transfers for Administration and accounting services has also been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
837,112	462,783	(129,236)	0	(503,565)	1

2. Fund Thirteen New Positions to Hillcrest Juvenile Hall to Meet Population Needs

To address the priority to reduce the number of violent incidents in the Hall and improve the overall effectiveness of Hall operations, thirteen positions have been added to the Juvenile Hall. These positions will help meet mandated staffing requirements and reduce the use of Extra Help and Overtime which have been used to meet hall population staffing requirements. Replacing Extra Help staff with permanent positions will provide greater experience and consistency for youth staying in the Hall. The adjustment adds one Institution Services Manager I position, four Group Supervisor III positions, three Group Supervisor II positions, and five Group Supervisor I/II positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	971,809	0	0	971,809	13

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
837,112	1,434,592	(129,236)	0	468,244	14

FY 2006-07 Program Funding Adjustments

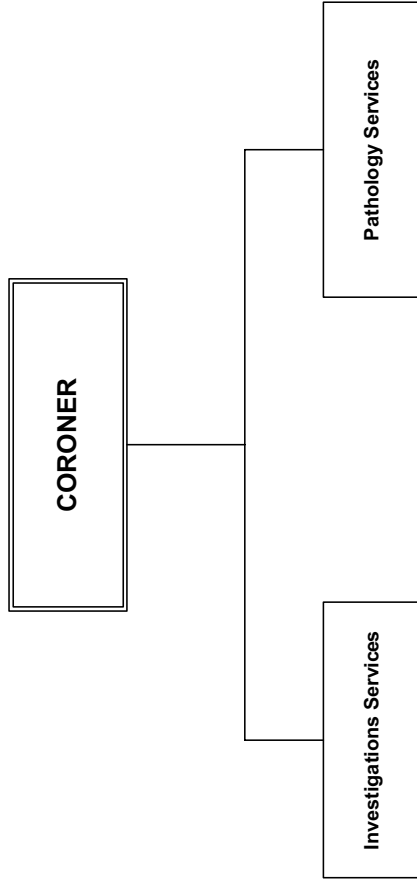
The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

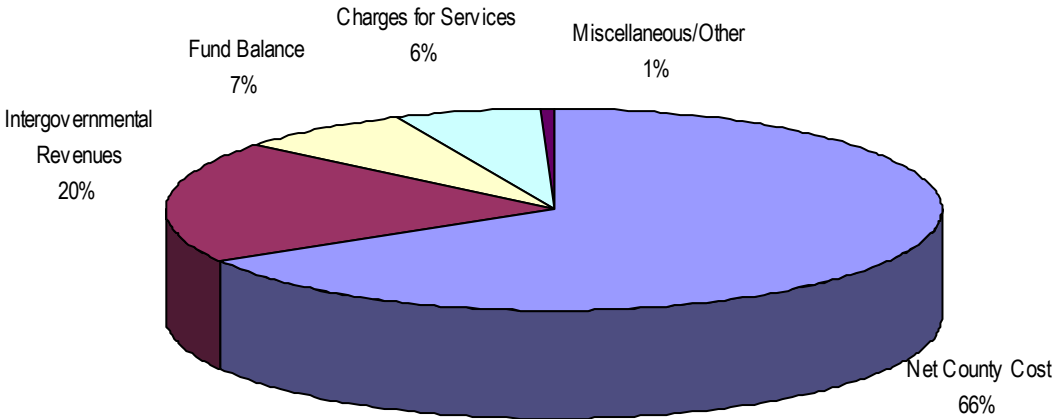
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	198,689	0	0	198,689	0

CORONER'S OFFICE

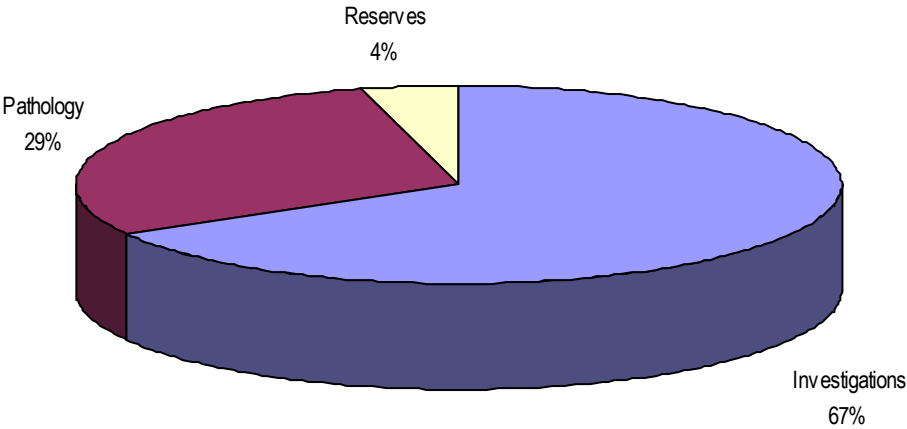


Coroner's Office (3300B)

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements

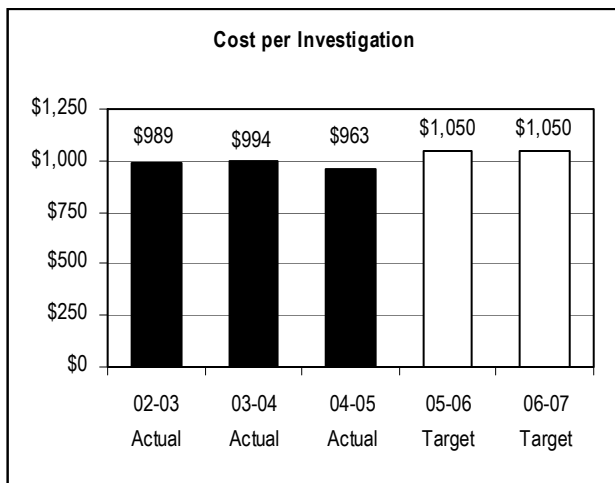
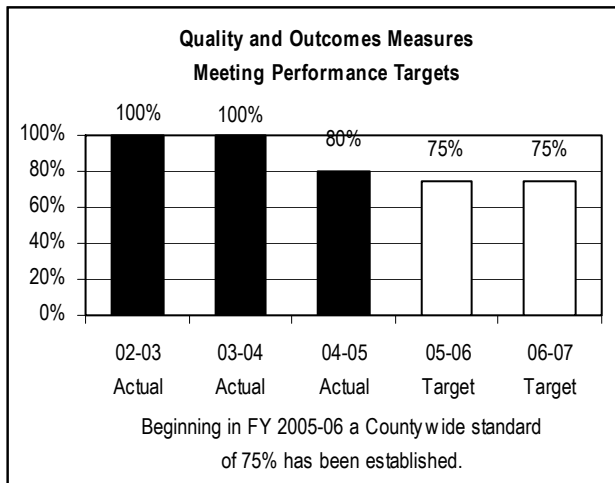


Program Locator

County

Criminal Justice
 District Attorney's Office
 Department of Child Support Services
 County Support of the Courts
 Private Defender Program
 Sheriff's Office
 Message Switch
 Probation Department
 Coroner's Office

Department Measures



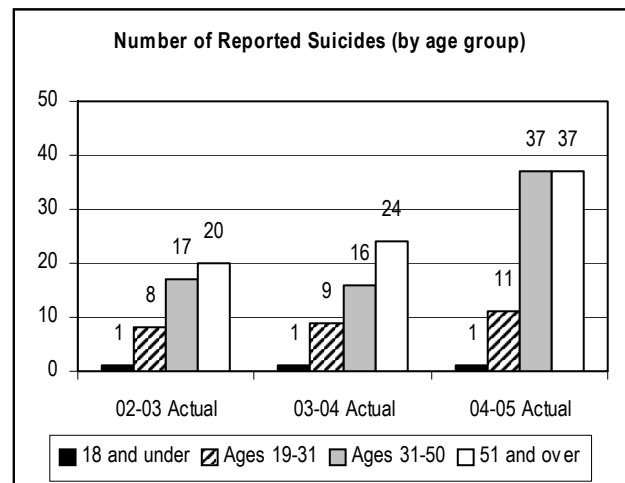
Department Mission Statement

The Coroner's Office promptly investigates and determines the mode, manner and cause of death of decedents under the Coroner's jurisdiction. Services are provided in an efficient and courteous manner, respecting the needs of the involved families.

Contributions to Shared Vision 2010 Goals

The Coroner's Office contributes to the following goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for all:

Goal 7: The Coroner's Office serves and protects the interest of the community by determining the circumstances, manner and cause of sudden or unexplained deaths, while ensuring that the deceased and their families are treated with the utmost dignity and respect.



Story Behind Baseline Performance

The Coroner's Office includes the following programs:

- Coroner's Investigations
- Coroner's Pathology

Accomplishments that contributed to improved performance and progress in the current year include:

Improved Percent of Customer Survey Respondents Rating Investigative Services Good or Better

- Increased percent of survey respondents that rated Coroner's Office services good or better
- Increased percent of cases closed within 30 days by five percentage points

Improved Quality of Equipment and Safety

- Initiated replacement of the Coroner's Case Management computer program
- Increased inventory of safety equipment to protect employees on traffic fatalities and decomposition cases

Improved Disaster Readiness

- Purchased disaster supplies and equipment and secured funding for three disaster trailers and a mobile morgue
- Completed an agreement with Signature Air and San Francisco International Airport for use of a hanger as a temporary morgue in the event of a large scale disaster at the airport

Maintained Efficiency of Pathology Services

- Increased the percentages of cases autopsied and receiving clinical inspections within 24 hours of arrival
- Kept the morgue open seven days per week enabling the pathology team to process bodies in a timely fashion

Major challenges over the next two years will be:

- To continue to provide a high level of service without significantly increasing costs
- To develop the usefulness and reporting capabilities of the new Case Management system
- To maintain a consistent length of time for body removal
- To address physical space and design of the morgue, possibly to include a "viewing area or window" for families to see the decedent prior to release to the mortuary

Department Priorities

The Coroner's Office will meet performance targets by doing the following:

Achieve a Customer Survey Rating for Investigative Services of at Least 90%

- Inform customers of resources and information available
- Maintain good working relationships with public safety agencies, funeral homes, hospitals and families of decedents who have died in San Mateo County

- Continue to work on "John/Jane Doe" cases to find their identities and return them to their families

Close 82% of All Cases within 30 Days

- Continue to evaluate and streamline case processing
- Implement the new Coroner's Case Management System to improve efficiency

Complete Readiness for Major Disaster

- Organize and maintain all disaster equipment and supplies for easy access in the event of a disaster
- Continue to seek grant funding for equipment and training
- Provide additional training for Pathology technicians
- Work with local fire departments for shared resources
- Remain actively involved in disaster training drills
- Develop a response plan in case of an airport disaster

Release 94% of Cases within One Day

- Examine the physical constraints at the morgue and identify alternatives for improvement
- Review exceptions to the 24 hour turnaround times

Limit Autopsies to 15% of Reported Deaths

- Conduct clinical inspections where appropriate
- Collect and review all possible medical records

Coroner's Office (3300B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	10,763	10,902	11,000	11,000		11,000
Intergovernmental Revenues	516,052	500,822	522,854	502,384	(20,470)	502,384
Charges for Services	121,368	160,896	142,000	152,000	10,000	152,000
Miscellaneous Revenue	4,541	17,328	5,000	5,100	100	5,100
Total Revenue	652,724	689,948	680,854	670,484	(10,370)	670,484
Fund Balance	206,714	206,714	206,714	183,732	(22,982)	183,732
TOTAL SOURCES	859,438	896,662	887,568	854,216	(33,352)	854,216
REQUIREMENTS						
Salaries and Benefits	1,575,460	1,637,405	1,494,567	1,599,696	105,129	1,646,508
Services and Supplies	473,079	477,281	544,733	584,811	40,078	584,811
Other Charges	209,039	214,826	206,640	217,955	11,315	217,955
Fixed Assets		12,438		38,000	38,000	38,000
Net Appropriations	2,257,579	2,341,949	2,245,940	2,440,462	194,522	2,487,274
Contingencies/Dept Reserves	164,162	164,162	164,162	103,180	(60,982)	103,180
TOTAL REQUIREMENTS	2,421,741	2,506,111	2,410,102	2,543,642	133,540	2,590,454
NET COUNTY COST	1,562,303	1,609,449	1,522,534	1,689,426	166,892	1,736,238
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	14.9	(0.0)	14.9

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$33,352 or 3.8% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a reduction of \$20,470 in this funding source due to a drop in Public Safety Sales Tax (Prop. 172) revenue.

Charges for Service

There is an increase of \$10,000 in this funding source due to a \$25 increase in fees for Body Removal and Storage services.

Miscellaneous Revenue

There is an increase of \$100 in this funding source. Witness or Jury fees have been added to more closely reflect actual revenue.

Fund Balance

There is a \$22,982 decrease in this funding source to reflect final FY 2004-05 year-end fund balance that was slightly less than anticipated.

TOTAL REQUIREMENTS

Total Requirements increased by \$133,540 or 5.5% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$105,129 in this expenditure category. Negotiated labor and benefits increases of \$70,129 and \$5,000 for Lead Deputy Coroner differential pay have been included as well as an increase to Extra Help of \$30,000 to better reflect trends.

Services and Supplies

There is an increase of \$40,078 in this expenditure category. The increase includes negotiated increases in the Forensic Pathology Contracts (\$42,317) and the annual maintenance cost of a case management system (\$6,000), partially offset by minor adjustments to other accounts.

Other Charges

There is an increase of \$11,315 in this expenditure category. Increases are in rental charges and auto and general liability insurances.

Fixed Assets

There is an increase of \$38,000 in this expenditure category for the purchase of a new Coroner's Case Management System. A corresponding reduction to Reserves has been included.

Contingencies/Reserves

There is a net decrease of \$60,982 in this expenditure category due to the purchase of a new Coroner's Case Management System in the amount of \$38,000 and a reduction to offset less than anticipated year-end savings from the prior year. The balance in Reserves represents 4.2% of Net Appropriations, which exceeds the County's 2% Reserves policy by \$54,371.

NET COUNTY COST

There is a net increase of \$166,892 in this Department's General Fund requirement. This increase is primarily due to negotiated labor increases, including the contracts for Pathologists services, and a reduction to Public Safety Sales Tax (Prop. 172) revenue.

FY 2006-07 Budget Overview**TOTAL SOURCES**

No change.

TOTAL REQUIREMENTS

Total Requirements increased by \$46,812 or 3% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$46,812 in this expenditure category as the result of merit increases and negotiated labor and benefits increases.

NET COUNTY COST

There is a net increase of \$46,812 in this Department's General Fund allocation. This increase is the result negotiated of labor and benefits costs.

Coroner Investigations (3316P)

Program Locator

County

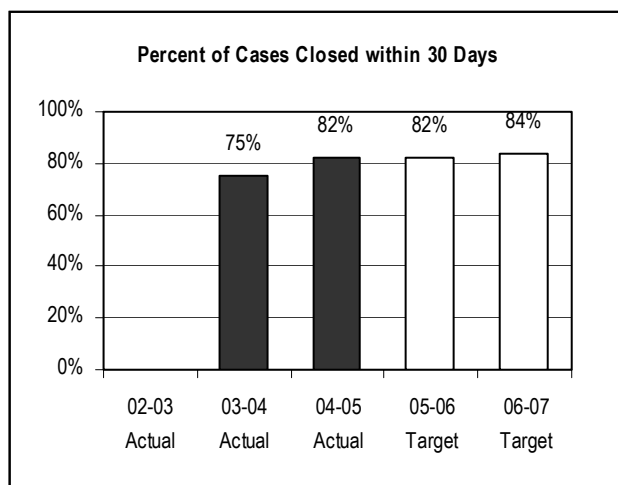
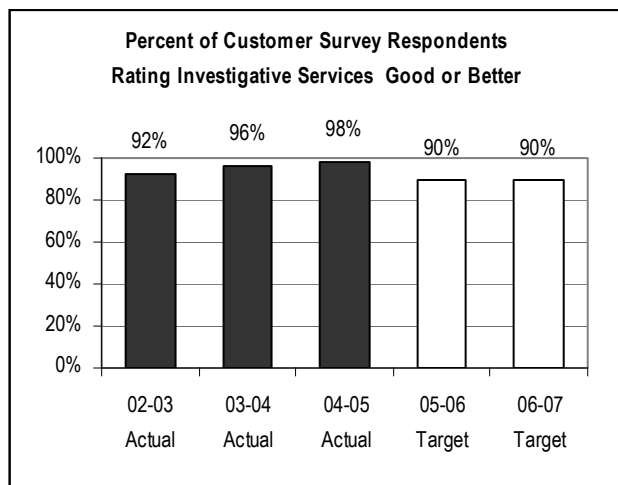
Criminal Justice

Coroner's Office

▷ **Coroner's Investigations**

Coroner's Pathology

Headline Measures



Program Outcome Statement

The Coroner's Investigations Program provides responsive and collaborative investigative services to law enforcement agencies, medical personnel, the funeral industry and families to assist in determining mode, manner and cause of death.

Services and Accomplishments

The Coroner's Investigations Program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by responding to calls for service and determining modes and manner of death in collaboration with Coroner Pathology. Investigators conduct thorough investigations upon request by law enforcement agencies, medical personnel, the funeral industry and families and provide pamphlets to families with important information as to why autopsies are performed, how to contact a funeral home and available services.

The following were major accomplishments in the prior year:

- Improved percent of customer survey respondents rating Investigative Services good or better
- Initiated replacement of the Coroner's Case Management System
- Improved the time it takes to make Coroner's Office reports available to decedents' families
- Improved disaster preparedness
- Educated stakeholders about the roles and responsibilities of the Coroner's Office

Story Behind Baseline Performance

The Investigations Unit has seen improvement in overall customer satisfaction, achieving a 98% satisfaction rating. This increase is due in part to the greater number and consistency with which the customer surveys are sent out, the time spent with family members either on scene or at the office, the central location in the County, and the willingness of all Coroner's Office staff to help customers however possible. The Coroner's Administrative Office is located at the County's Crime Lab facility; the building is centrally located, enabling investigators to respond to the scene of a death in a timely manner. This location also makes it easier for family members to pick up the property of their loved one and the reports generated by this office. The Investigations Division maintains good working relationships with law enforcement, funeral homes, hospitals and the families of decedents who died in San Mateo County.

Every effort is made to expedite the closure of cases in order to help ease the burden on survivors. This was added as a program performance measure in FY 2004-05 with a target of closing 75% of all cases closed within 30 days. Cases that take longer than 30 days are being reviewed in order to streamline the process.

Since FY 2002-03, the number of calls for service has increased by 10%. This number is expected to continue to climb to approximately

3,050 deaths reported to the Coroner's Office in FY 2004-05. The increase is attributable to an aging population and greater awareness by doctors, hospital staff and funeral homes of the roles and responsibilities of the Office of the Coroner.

The Coroner's Case Management System (CCMS) is in the process of being replaced. The old CCMS no longer met current reporting requirements and was prone to creating errors that could only be corrected by reloading the last saved copy of the data, requiring the re-input of all data entered since that back up. The new system meets both performance and reporting needs and allows for the creation of new types of reports as needed.

Steps are being taken to ensure the Coroner's Office is prepared to respond to a disaster. An inventory of what is needed has been created and grants and other funding sources are actively being pursued. Through grant funding the office has been able to acquire over 600 body bags, three disaster trailers, a mobile morgue, self-contained breathing apparatus, gloves and protective suits.

The identification of John and Jane Does is an important down time project. There are unidentified persons dating back to the 1960's and before. The Deputy Coroners review case files and property and evidence, then compare the unidentified person to missing persons. Through DNA analysis two John Does have been identified since April 2003. This process takes several months once DNA has been obtained and is costly. Identifications help bring closure to families who have been missing a loved one for many years.

Major challenges over the next two years will be:

- To continue to provide a high level of service while keeping costs from rising significantly
- To maintain qualified relief/extra help staff for vacation and sick leave coverage to minimize the use of overtime funds
- To implement a new Case Management System

Program Priorities

The Coroner's Investigations Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Consistently send out surveys for feedback on how to better meet customer needs
- Improve process of notifying mortuaries when individuals are ready for release
- Establish a means for interested families to view the decedent at the morgue prior to being released to the mortuary

Close 82% of All Cases Reported to the Coroner's Office within 30 Days

- Continue to evaluate and streamline case processing
- Train Investigators on the new Coroner's Case Management System

Complete Preparedness for Major Disaster within Two Years

- Work with the Office of Emergency Services to identify grant funding for equipment to use in case of a large scale emergency

- Maintain organized equipment and supplies for easy access in a disaster

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of deaths reported to the Coroner's Office	2,762	2,850	3,150	2,870	2,900
Number of calls requiring an investigator on-site	494	518	583	518	520
How Well We Do It (Quality)					
Percent of calls responded to within 15 minutes ⁽¹⁾	75%	78%	94%	85%	85%
Percent of calls the removal service arrives on scene within 30 minutes of requested	--	80%	80%	85%	90%
Average number of cases per investigator (Annually)	395	407	450	410	414
Is Anyone Better Off? (Outcome)					
Percent of customers survey respondents rating services as good or better ⁽²⁾	92%	96%	98%	90%	90%
Percent of cases closed within 30 days	--	75%	82%	82%	84%

⁽¹⁾ Includes telephone call-backs.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Coroner Investigations (3316P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	12.0	12.0	12.0	11.9	(0.0)	11.9
Total Requirements	1,856,291	1,892,977	1,727,893	1,799,242	71,349	1,839,411
Total Sources	751,800	755,776	759,776	716,424	(43,352)	716,424
Net County Cost	1,104,491	1,137,201	968,117	1,082,818	114,701	1,122,987
NCC Breakdown						
Mandated Services			968,117	1,082,818	114,701	1,122,987

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,082,818 or 63.8%, of which \$1,082,818 or 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of negotiated labor increases; minor adjustments in operating costs and increases for services charges have been included. Intergovernmental revenue has been decreased due to a projected decrease in Public Safety Sales Tax revenue (Prop 172) and charges for service have increased slightly due to higher fees. Fund Balance has been decreased based on year-end actuals and a corresponding adjustment to Reserves has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(43,352)	34,331	0	(22,982)	84,701	0

2. Contract for a New Coroner's Case Management System

A new Coroner's Case Management System is needed to improve the efficiency of investigators and meet the program priorities of responding to 80% of calls within 15 minutes and closing 82% of cases within 30 days. Reserves have been appropriated to pay for the new system. The old system was unreliable and inhibited the ability of Investigators and administrators to quickly and reliably access electronic case files to effectively manage caseloads. In addition, the old system did not provide adequate information for meaningful performance analysis and reporting.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	38,000	0	(38,000)	0	0

3. Salaries and Benefits Adjustment

Additional appropriation is included to better reflect actual salary and benefits costs for the department. Salary and benefits costs are higher due to 24 hour/seven day operations. This adjustment brings the budget in line with prior year trends and will help prevent future budget overruns.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	30,000	0	0	30,000	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(43,352)	132,331	0	(60,982)	114,701	0

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases and increased benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	40,169	0	0	40,169	0

Coroner Pathology (3321P)

Program Locator

County

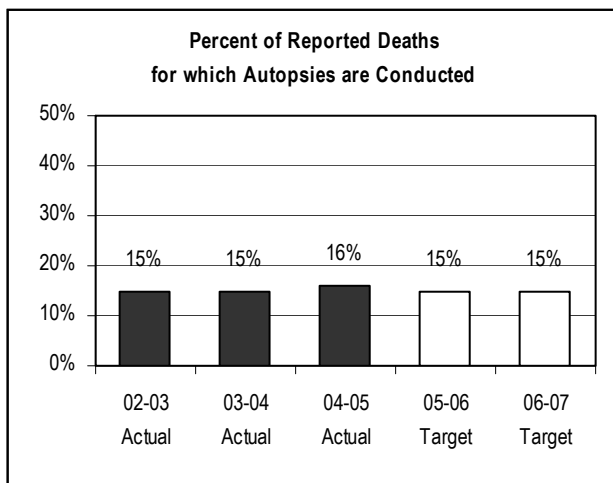
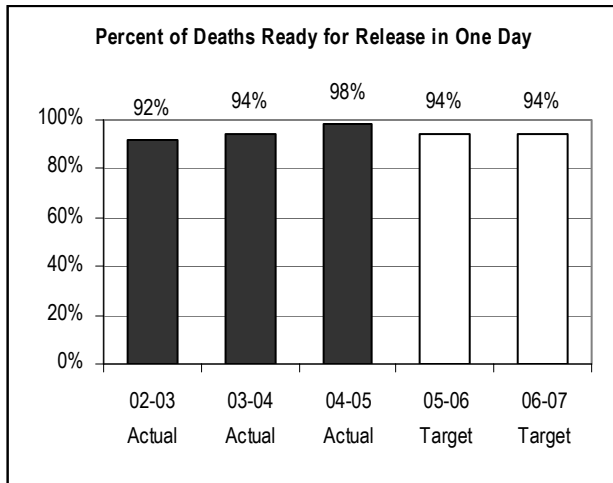
Criminal Justice

Coroner's Office

Coroner's Investigations

▷ Coroner's Pathology

Headline Measures



Program Outcome Statement

The Coroner's Pathology Program determines the cause of death by performing forensic examinations for deaths which are within the jurisdiction of the Coroner's Office.

Services and Accomplishments

The Coroner's Pathology program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by inquiring into and determining the circumstances, manner and cause of all violent, sudden or unusual deaths. The Pathology Program determines the cause of death by performing forensic examinations for deaths which are within the full jurisdiction of the Coroner's Office as defined in the sentence above. The American Board of Pathology certifies all physicians contracted with the San Mateo County Coroner's Office as Forensic Specialists. Forensic Pathologists and Autopsy Technicians assist to the criminal justice and medical professions in determining cause of death.

The following were major accomplishments in the prior year:

- Maintained percent of full cases ready for release in one day
- Increased percent of homicide cases ready for release within three days
- Continued to keep the morgue open seven days per week enabling the pathology team to process bodies in a timely fashion

Story Behind Baseline Performance

The Pathology Department has continued to release 94% of non-homicide cases under the full jurisdiction of the Coroner's Office within one day and 96% of homicides within three days. Quick turnaround time is a priority for the Coroner's Office and the Forensic Pathologists; this is a good measure of success because it helps families bring closure to the death more quickly, assists law enforcement in progressing with their investigations and helps maintain a higher level of satisfaction with all of our customers. This success rate is partially attributed to the close working relationship between the Pathology and Investigations Programs in determining the mode and manor of death. Deputy Coroners examine the scene of the death and gather all pertinent evidence and records to assist the Pathology team in determining what caused the individual to die.

Five-year contracts have been renewed for both Forensic Pathologists, and there was no turn over of any of the other members of the morgue team. The contracts and the lack of turn over stabilizes the consistency of the individual members of the teams performing the post mortem examinations thus ensuring a high quality results in determining the cause of death. Without the contracted doctors and consistent and dedicated staff, the turnaround times for release and reports would likely be greatly extended.

The morgue is open seven days per week. This enables the pathology team to process each body within one day or less of arrival and release the body back to the family in a timely fashion. Homicides take more than one day before they are ready for release due to the nature of the death, the number of people who are generally involved and the additional evidence that must be gathered and examined. Cases in which there is a question about the involvement of law enforcement personnel in the death of an individual are both highly delicate and high profile. One tribute to the quality of these examinations and neutrality of the findings of the office and its pathologists is demonstrated by the fact that the Coroner's Office has not been accused of taking sides by either family members or law enforcement personnel.

Approximately fifteen percent of all cases reported to the Coroner's Office are autopsied. Where appropriate, performing clinical inspections instead of full autopsies is preferred as it keeps costs down and helps achieve rapid turnaround. At this time only 2% of all cases receive a clinical inspection. This low percentage is due to the fact that every effort is made to release the decedent without ever having to bring them in; there are cases, such as some forms of suicide, where they must be brought in and through a review of the medical records and an external examination the pathologist is able to determine a cause of death.

Major challenges facing the program over the next two years will be:

- To address the physical space and design of the morgue
- To investigate the possibility of creating a "viewing area or window" for families of some decedents to view their loved one prior to release
- To hold down costs while continuing to provide a high quality service

Program Priorities

The Coroner's Pathology Program will meet performance targets by doing the following:

Release 94% of Cases within One Day

- Provide equipment and training to develop new job skills as appropriate
- Examine the possibilities for a viewing area for family members who want to see their loved one prior to their removal to a mortuary
- Continue to review exceptions to the 24 hours turnaround times for regular cases (excludes homicides)

Limit Autopsies to 15% of Reported Deaths

- Continue to conduct clinical inspections when appropriate
- Collect and review all medical or other records related to the death prior to autopsy

Complete Preparedness for Major Disaster within Two Years

- Provide bio-hazard training for Pathology technicians
- Work with local fire departments for shared resources
- Seek grant funding for equipment and training
- Evaluate emergency equipment needs

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of deaths reported to the Coroner's Office	2,762	2,850	3,150	2,870	2,900
Number of cases receiving clinical inspections	47	50	61	50	50
Number of cases receiving complete autopsies	425	384	502	430	435
How Well We Do It (Quality)					
Percent of cases receiving clinical inspections within 24 hours	98%	94%	100%	98%	98%
Percent of cases autopsied within 24 hours	99%	90%	98%	95%	95%
Percent of deaths reported to the Coroner's Office for which autopsies are conducted	15%	15%	16%	15%	15%
Is Anyone Better Off? (Outcome)					
Number and percent of homicide cases under full jurisdiction of the Coroner's Office ready for release within three days	22 / 100%	28 / 100%	30 / 94%	25 / 100%	25 / 100%
Number and percent of all other deaths under full jurisdiction of the Coroner's Office ready for release within one day	451 / 92%	470 / 94%	540 / 98%	428 / 95%	432 / 95%

**Coroner Pathology (3321P)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0
Total Requirements	565,450	613,134	682,209	744,400	62,191	751,043
Total Sources	107,638	140,886	127,792	137,792	10,000	137,792
Net County Cost	457,812	472,248	554,417	606,608	52,191	613,251
NCC Breakdown						
Mandated Services			554,417	606,608	52,191	613,251

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$602,520 or 81%, of which \$602,520 or 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$73 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of negotiated labor increases; minor increases in operating expense accounts, including increases to contracts for pathologists. Body Removal and Storage has been increased to reflect fee increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,000	62,191	0	0	52,191	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases and increased benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	6,643	0	0	6,643	0



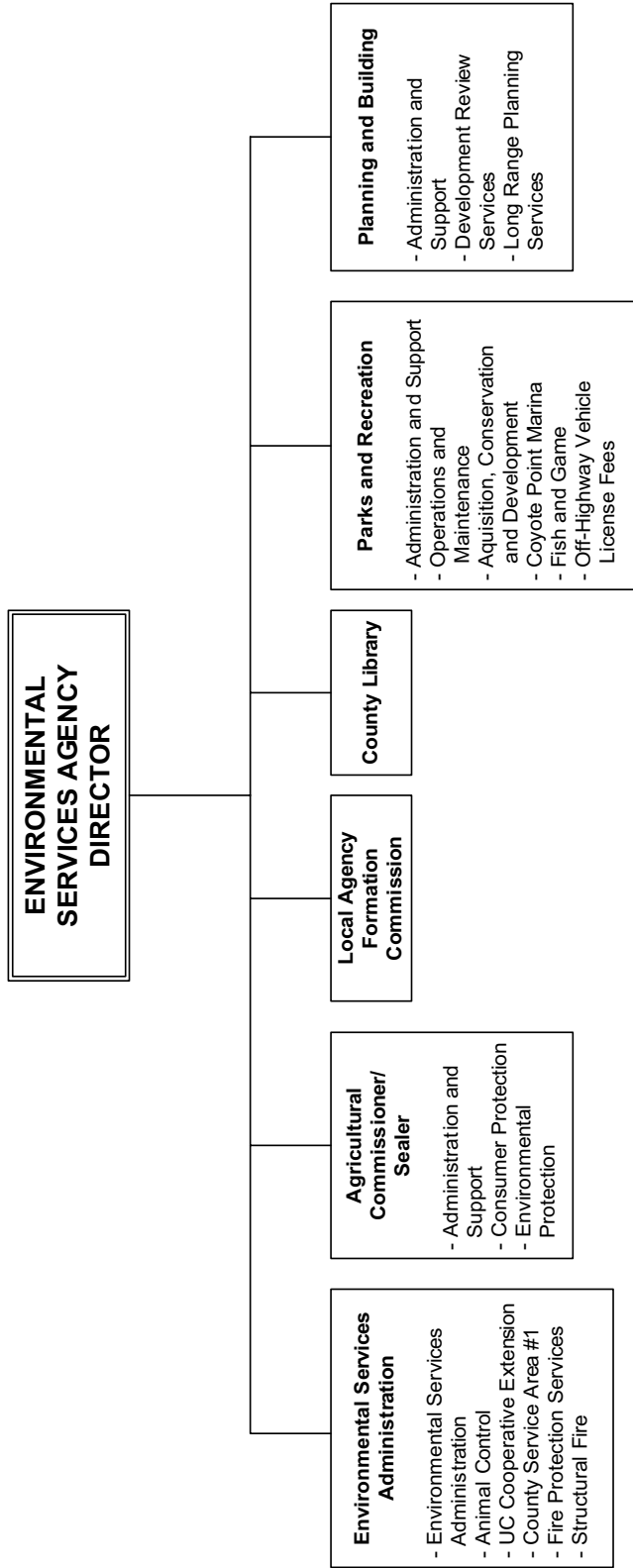
Environmental Services Agency

*Adopted Budget
FY 2005-2006
FY 2006-2007*



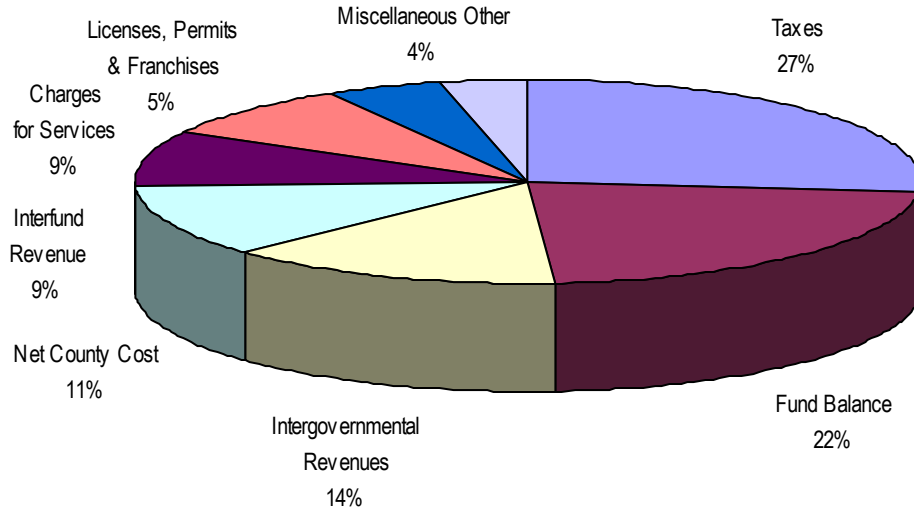
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

ENVIRONMENTAL SERVICES AGENCY

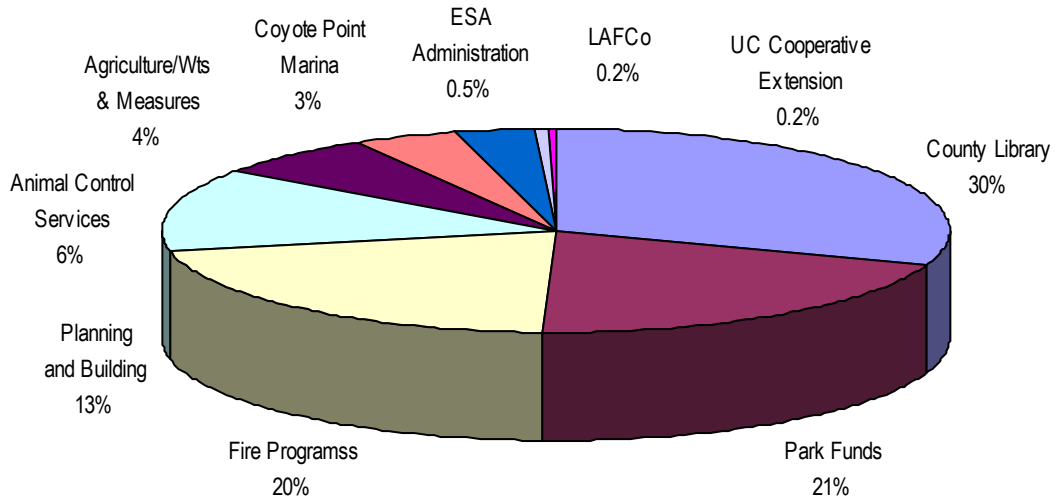


Environmental Services Agency

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Environmental Services Agency FY 2005-06 and 2006-07 All Funds Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
Environmental Services Administration	383,785	404,843	390,468	386,393	(4,075)	393,499
Agricultural Commissioner/Sealer	3,152,878	2,927,860	2,962,463	3,119,738	157,275	3,141,820
Animal Control Services	4,349,681	4,289,251	4,405,450	4,649,791	244,341	4,765,188
U.C. Cooperative Extension	145,028	119,098	131,211	144,852	13,641	145,984
Fire Protection Services	5,734,967	6,347,077	6,007,041	5,955,610	(51,431)	5,955,610
Local Agency Formation Commission	141,473	233,060	177,570	111,756	(65,814)	164,203
Planning and Building	5,450,558	6,258,192	7,262,711	9,797,222	2,534,511	8,864,205
Parks and Recreation	7,052,390	6,809,074	7,227,469	7,649,475	422,006	7,774,052
Total General Fund	26,410,761	27,388,455	28,564,383	31,814,837	3,250,454	31,204,561
Non-General Fund Budgets						
Structural Fire	7,280,270	6,784,197	7,098,857	5,451,458	(1,647,399)	5,451,458
County Service Area #1	2,876,309	2,994,991	2,660,589	3,118,480	457,891	2,576,775
County Library	19,909,588	22,180,244	20,505,978	22,267,073	1,761,095	20,640,004
Fish and Game	84,707	88,692	84,363	90,489	6,126	90,489
Off-Highway Vehicle License Fees	343,235	319,312	325,187	325,343	156	325,343
Parks Acquisition and Development	6,752,435	5,068,397	6,491,069	7,266,404	775,335	6,531,665
Coyote Point Marina	3,225,752	2,468,825	2,266,676	2,397,990	131,314	2,204,932
Total Non-General Fund	40,472,296	39,904,658	39,432,719	40,917,237	1,484,518	37,820,666
Total Requirements	66,883,058	67,293,113	67,997,102	72,732,074	4,734,972	69,025,227
Total Sources	61,426,696	62,345,657	60,474,621	64,400,316	3,925,695	60,730,024
Net County Cost	5,456,362	4,947,456	7,522,481	8,331,758	809,277	8,295,203
AUTHORIZED POSITIONS						
Salary Resolution	266.0	263.0	263.0	268.0	5.0	268.0
Funded FTE	247.8	244.1	243.8	248.7	4.9	248.7

Agency Locator

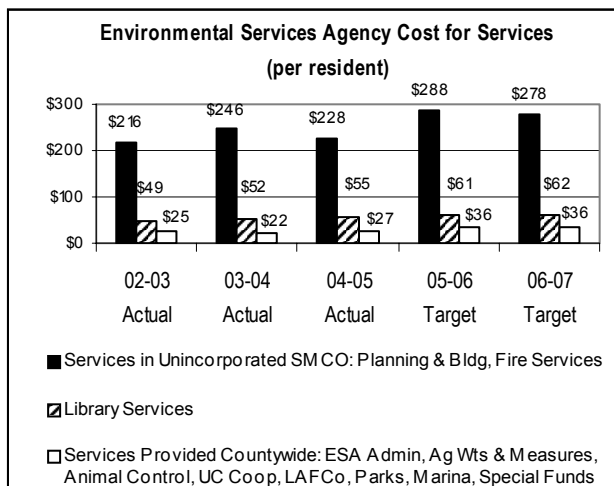
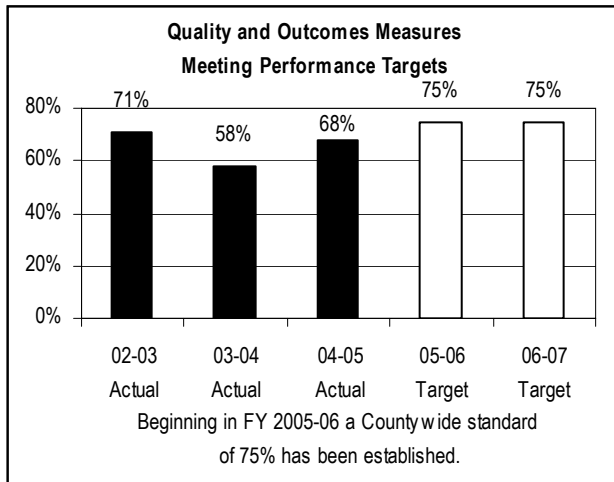
County

Administration and Fiscal
Criminal Justice

► Environmental Services

Public Works
Health
Human Services
Non-Departmental Services

Agency Measures



Agency Mission Statement

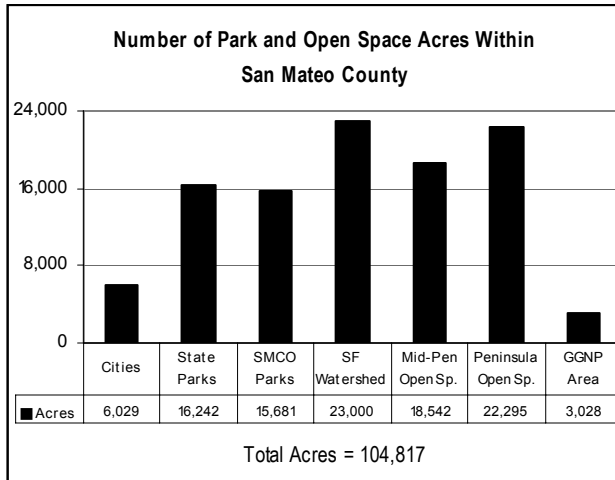
The Environmental Services Agency enhances the physical, recreational and educational environment for the residents of the County by promoting public health and safety, protecting consumer interests, safeguarding natural resources, ensuring the efficient and fair regulation of land use, and providing information, recreation, and leisure facilities and services to the community.

Contributions to Shared Vision 2010 Goals

The Environmental Services Agency contributes to achieving the following Shared Vision 2010 Goals:

- **Commitment:** Realize the potential of our diverse population
- **Goal 3:** The Library's Raising-a-Reader program encourages families to establish a regular reading routine at home that engages parents and their pre-school aged children.
- **Commitment:** Ensure basic health and safety for all
- **Goal 7:** Fire Protection provides fire and emergency services to residents, including vegetation management and code enforcement. The Animal Control Program ensures the safety of the public and animals by responding to calls regarding dangerous animals, animal bites and at-large animals.
- **Commitment:** Offer a full range of housing choices
- **Goal 9:** Planning and Building's General Plan Housing Element Update aims to increase the housing supply for all income groups by maintaining the quality of existing housing, identifying sites for new housing and granting density bonuses for affordable housing.
- **Commitment:** Redesign our urban environment to increase vitality, expand variety and reduce congestion
- **Goal 10:** Planning and Building provides staff to the Countywide Transportation Plan, which aims to increase employer shuttle services, activate ramp metering, redirect highway traffic during emergencies, rapidly remove disabled vehicles and establish better transit information systems. The Congestion Management Program aims to reduce traffic congestion by increasing efficiency of the existing highway system, increasing capacity and service levels of transit systems, increasing supply and density of housing, and decreasing demand for single-occupant automobile travel.
- **Goal 11:** Planning and Building provides staff to the Congestion Management Program, which implements the Countywide transportation plan by establishing financial incentives to cities for building housing and employment centers along transit corridors.
- **Goal 12:** Planning and Building's planning permit processing and California Environmental Quality Act Reviews provide environmental review for discretionary type planning permits.
- **Commitment:** Preserve and provide people access to our natural environment
- **Goal 13:** The Local Agency Formation Commission's sphere of influence and annexation policies discourage inclusion of open space land and agricultural land within the boundaries of cities and special districts.

- **Goal 14:** The Agricultural Commissioner/Sealer Environmental Protection Program provides education for agricultural pesticide users on measures to protect endangered species. The Parks and Recreation Division seeks to enhance natural resources by developing a system-wide vegetation management plan and providing sound environmental stewardship.
- **Goal 15:** Parks and Recreation provides the opportunity for County residents to access 17 park sites and recreation facilities throughout the County.



Story Behind Baseline Performance

The Environmental Services Agency includes the following programs:

- Environmental Services Agency (ESA) Administration
- Agricultural Commissioner/Sealer
 - Administration and Support
 - Consumer Protection
 - Environmental Protection
- Animal Control Services
- U.C. Cooperative Extension
- Fire Protection Services
- County Service Area #1
- Local Agency Formation Commission
- County Library
- Planning and Building
 - Administration and Support
 - Development Review Services
 - Long Range Planning Services
- Parks and Recreation
 - Administration and Support
 - Operations and Maintenance
- Coyote Point Marina

Accomplishments that contributed to improved performance and progress in the prior year include:

- Led recruitment of three key division head positions of Parks and Recreation Director, Library Director, and Community Development Director
- Guided each division through another round of budget reductions while maintaining the highest level of service possible
- Coordinated fee increases for several divisions in order to ensure the highest level of fee recovery possible
- Continued and expanded Agricultural Commissioner/Sealer of Weights and Measure's price scanner inspection program and implemented a new Sudden Oak Death federal quarantine regulation order
- Negotiated a contract amendment with the Peninsula Humane Society and 20 cities for an additional two years of animal control services
- Completed the state-certified Housing Element of the General Plan
- Gained Planning Commission and Board of Supervisors approval to a Local Coastal Program (LCP) amendment for the urban Midcoast
- Completed several capital projects in the Parks and Recreation Division to improve recreational opportunities
- Secured a major grant to be used to purchase necessary safety gear and supplies for the Fire Protection Program
- Purchased two new fire engines which will replace aging equipment for the La Honda and Kings Mountain Fire Companies
- Transitioned to consolidated dispatch services through Public Safety Communications for fire dispatch west of HWY 280

Major challenges anticipated in the next two years include:

- To ensure divisions have adequate funding to fulfill their missions and keep customer satisfaction at high levels by working with the Parks for the Future Committee on creating a long-term funding mechanism for Parks, monitoring revenues in the Planning and Building's Development Review program to ensure full cost recovery, and working with the Agricultural Commissioner/Sealer on the programmatic effects of state funding levels and state fee schedules
- To ensure smooth continuity of services given staff turn-over from retirements and other staff changes including those in Parks and Recreation, and in Planning and Building
- To implement changes recommended by the Planning and Building Task Force regarding efficiencies in the Division
- To complete on-going capital projects in the Parks and Recreation Division including the Magic Mountain Playground at Coyote Point Park, and dredging project at Coyote Point Marina
- To prioritize and addressing necessary repairs at the aging Fire Protection facilities

Agency Priorities

The Environmental Services Agency will meet performance targets by doing the following:

Improve Customer Satisfaction and Overall Performance in all Programs

- Continue to focus on consolidating budget and performance measures standards through regular staff meetings to ensure staff are clear about budget deadlines and procedures
- Continue to maintain effective lines of communication between Agency Director and Division Heads through regular one-on-one meetings
- Ensure that divisions are aware of and able to send employees to customer service training
- Explore methods of increasing survey responses, examine prior survey distribution methods, and explore additional incentive programs such as the Parks and Recreation's day pass incentive
- Continue to update and add information to all divisions' websites
- Provide courteous and knowledgeable reception services in all Divisions
- Reduce Development Review Center customer wait times in the Planning and Building Division and improve the express service process
- Enhance existing written materials such as Parks and Recreation brochures

Focus on Developing Long-Range Solutions

- Continue to work with the Parks for the Future Committee to ensure a long-term funding mechanism for Parks and Recreation
- Work with JPA member cities and the Peninsula Humane Society to develop a plan for long-range Animal Control Service throughout the County
- Work with California Division of Forestry Staff to develop a plan to continue providing adequate service given budget constraints due to state wage and benefit increases

Environmental Services Agency All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	18,970,402	19,930,091	18,858,354	19,419,461	561,107	19,762,776
Licenses, Permits and Franchises	2,792,344	3,789,940	3,171,503	3,436,699	265,196	3,436,699
Fines, Forfeitures and Penalties	86,250	82,361	41,000	62,500	21,500	62,500
Use of Money and Property	469,595	527,097	407,850	428,610	20,760	429,410
Intergovernmental Revenues	11,288,749	7,915,867	9,623,023	10,125,300	502,277	10,082,153
Charges for Services	5,067,571	6,369,691	5,835,051	6,268,749	433,698	6,307,429
Interfund Revenue	6,740,266	6,977,075	6,678,420	6,370,256	(308,164)	6,270,164
Miscellaneous Revenue	1,490,970	1,620,808	1,157,247	2,090,464	933,217	1,915,313
Other Financing Sources	1,228,607	9				
Total Revenue	48,134,754	47,212,938	45,772,448	48,202,039	2,429,591	48,266,444
Fund Balance	13,291,942	15,132,719	14,702,173	16,198,277	1,496,104	12,463,580
TOTAL SOURCES	61,426,696	62,345,657	60,474,621	64,400,316	3,925,695	60,730,024
REQUIREMENTS						
Salaries and Benefits	21,840,549	22,456,438	23,256,368	25,070,899	1,814,531	25,999,198
Services and Supplies	26,617,083	26,203,578	30,328,511	32,061,183	1,732,672	29,239,256
Other Charges	3,451,758	3,664,332	3,413,502	3,631,089	217,587	3,626,563
Fixed Assets	3,727,610	2,335,679	134,985	5,102,946	4,967,961	4,709,723
Other Financing Uses	1,496,114	422,997	6,070,145	2,093,815	(3,976,330)	1,521,446
Gross Appropriations	57,133,115	55,083,024	63,203,511	67,959,932	4,756,421	65,096,186
Intrafund Transfers	(3,371,605)	(3,052,076)	(3,212,944)	(3,580,788)	(367,844)	(3,236,215)
Net Appropriations	53,761,510	52,030,948	59,990,567	64,379,144	4,388,577	61,859,971
Contingencies/Dept Reserves	5,966,025	8,888,999	5,101,459	6,448,126	1,346,667	5,299,815
Non-General Fund Reserves	7,155,523	6,373,166	2,905,076	1,904,804	(1,000,272)	1,865,441
TOTAL REQUIREMENTS	66,883,058	67,293,113	67,997,102	72,732,074	4,734,972	69,025,227
NET COUNTY COST	5,456,362	4,947,456	7,522,481	8,331,758	809,277	8,295,203
AUTHORIZED POSITIONS						
Salary Resolution	266.0	263.0	263.0	268.0	5.0	268.0
Funded FTE	247.8	244.1	243.8	248.7	4.9	248.7

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by \$3,925,695 or 6% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Taxes

There is a net increase of \$561,107 in this funding source primarily due to an increase of \$1,163,870 in anticipated property tax to the County Library and an increase of \$190,856 in County Service Area #1 for fire and police services; and offset by a decrease in property tax in the Structural Fire Fund of \$793,619.

Licenses, Permits and Franchises

There is an increase of \$265,196 in this funding source due to anticipated increases in permit activity totaling \$244,196 in the Planning and Building Division, and revised retail price scanner system and measuring device annual registration revenue estimates of \$21,000 in the Agricultural Commissioner/Sealer Division.

Fines, Fees and Forfeitures

There is an increase of \$21,500 in this funding source primarily due to fee increases in the Planning and Building Division totaling \$20,000.

Use of Money and Property

There is an increase of \$20,760 in this funding source due primarily to an anticipated increase in interest earned in County Service Area #1 of \$7,300, the Parks Acquisition, Conservation and Development Fund of \$5,000, the Structural Fire Fund of \$1,860, and the Coyote Point Marina totaling \$1,000.

Intergovernmental Revenues

There is a net increase of \$502,277 in this funding source due to an increase of \$292,424 in city reimbursements for Animal Control costs, \$254,862 in anticipated state grants for the Parks Acquisition, Conservation and Development Fund, \$25,696 in increased city and special district reimbursement for LAFCo operating costs, and increase State revenue for Agriculture pest compliance; offset by a decrease of \$101,500 in the County Library due to the anticipated loss of Public Library Funding from the state.

Charges for Services

There is an increase of \$433,698 in this funding source primarily due to anticipated increases in permit activity totaling \$290,853 in the Planning and Building Division, increased plan checking fees in the Structural Fire Fund totaling \$75,000, an anticipated increase in County Library fees and fines totaling \$23,070, and increased agricultural inspection fees totaling \$23,200 in the Agricultural Commissioner/Sealer Division.

Interfund Revenue

There is a net decrease of \$308,164 in this funding source due to increased reimbursement from special funds to the Parks and Recreation Division for staffing and services totaling \$61,021 and an increase in the Structural Fire Fund in the amount of \$286,140; offset by a decrease of \$554,656 in Fire Protection Services due to decreased appropriations requiring reimbursement from the Structural Fire Fund, and a decrease of \$100,669 representing the County's contribution to the County Library per the JPA agreement.

Miscellaneous Revenue

There is a net increase of \$933,217 in this funding source due to increases in the Parks Acquisition, Conservation and Development Fund primarily for one-time gifts and donations for the Edgewood Interpretive Center, offset by the elimination of one-time grant funding totaling \$169,000 in the County Library, and the elimination of one-time project reimbursement costs totaling \$130,603 in the Planning and Building Division.

Fund Balance

There is a net increase of \$1,496,104 in this funding source due to the completion of projects in the Parks Acquisition, Conservation and Development Fund totaling \$1,223,207, and decreased savings in County Service Area #1 of \$325,472, the Agricultural Commissioner/Sealer Division of \$248,110, and the Structural Fire Fund of \$377,412 due to reduced savings and the reduction of state and property tax revenue in the previous year. These decreases are offset by increases of \$623,073 in the County Library due to an unanticipated ERAF return and additional savings generated from the prior year, and an increase of \$1,163,690 in the Planning and Building Division due to increased fee revenues for Division services.

TOTAL REQUIREMENTS

Total Requirements increased by \$4,734,972 or 7% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$1,814,531 in this expenditure category due to merit increases and negotiated labor increases in all divisions, the most significant of which are \$676,103 in the County Library, \$358,073 in Parks and Recreation, and \$436,143 in Planning and Building, which includes the addition of one Associate Civil Engineer position transferred from the Department of Public Works to provide geotechnical review services in the processing of planning and building permit applications and one Senior Planner to provide more timely and enhance development review services.

Services and Supplies

There is an increase of \$1,732,671 in this expenditure category due to an increase of \$262,808 for increased fire and police contract costs in County Service Area #1, an increase of \$299,723 in the County Library for the acquisition of library materials, and an increase of \$165,702 for increased animal control contract costs in the Animal Control Program.

Other Charges

There is a net increase of \$217,587 in this expenditure category due to increases of \$98,404 due to increased ISD support and increased insurance charges in the Planning and Building Division, and \$102,540 due to increased motor vehicle mileage fees and insurance charges in the Parks and Recreation Division; and offset by the elimination of a one-time loan in the Structural Fire Fund totaling \$100,000, and the elimination of contributions to two cities for fire protection services in the Fire Protection Program totaling \$76,180.

Fixed Assets

There is a net increase of \$4,967,961 in this expenditure category due to an increase of \$4,659,723 in the Parks Acquisition, Conservation and Development Fund due to the appropriation of all capitalizable costs for a variety of capital projects in this expenditure category; and offset by the elimination of one-time fixed asset funding in the Parks and Recreation Division totaling \$84,985.

Other Financing Uses

There is a net decrease of \$3,976,330 in this expenditure category due to the movement of grant project expenses of \$4,578,699 in the Parks Acquisition, Conservation and Development Fund to Fixed Assets in order to account for capitalizable expenses; and offset by an increase of \$195,000 in Planning and Building for the Development Review public service counter remodel.

Intrafund Transfer

There is a net increase of \$367,844 in this expenditure category due to an increase in Planning and Building of \$291,186 representing cost applied charges from Planning Administration to the other Planning programs, and an increase of \$29,135 in Environmental Services Administration for reimbursement from the Parks and Recreation Division for Administration staff time. This is offset by the elimination of a one-time intrafund transfer of \$50,200 from excess animal licensing revenue in the Animal Control Program.

Contingencies/Departmental Reserves

There is a net increase of \$1,346,667 in this expenditure category due to an increase of \$1,163,690 in the Planning and Building Division due to increased fee revenues in the prior year, and an increase of \$375,982 in the County Library due to additional Fund Balance generated; and offset by the use of Reserves to fund costs for fire protection totaling \$390,183 in County Service Area #1, and \$698,500 in the Structural Fire Fund.

NET COUNTY COST

There is an increase of \$809,277 or 7% in this Department/Agency's General Fund allocation. This is due to merit increases and negotiated labor increases of \$133,470 in the Agricultural Commissioner/Sealer Program, \$373,029 in the Parks and Recreation Division, \$41,941 in the Planning and Building Division, and \$7,822 in U.C. Cooperative Extension. An additional \$19,069 increase is due to increased obligations to the JPA in the Animal Control Program.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$3,670,292 or 6% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Taxes

There is an increase of \$343,315 in this funding source due to anticipated property tax increases in the County Library.

Use of Money and Property

There is an increase of \$800 in this funding source due to an adjustment for the use of property at the County Library.

Intergovernmental Revenues

There is a net decrease of \$43,147 in this funding source due to the elimination of one-time Groundwater Study revenue totaling \$162,474 in Planning and Building; offset by an increase of \$117,372 for increased reimbursement from JPA member cities for Animal Control Services.

Charges for Services

There is an increase of \$38,680 in this funding source due to adjustments to revenue collected for library fines in the County Library.

Interfund Revenue

There is a decrease of \$100,092 in this funding source due to a decrease in the County's contribution to the County Library per the terms of the JPA agreement.

Miscellaneous Revenue

There is a net decrease of \$175,151 in this funding source due to an anticipated increase of \$30,000 for donations in the County Library, offset by a decrease of \$205,151 for one-time project cost reimbursement in Planning and Building.

Fund Balance

There is a decrease of \$3,734,697 in this funding source due to the loss of a one-time ERAF rebate in the County Library.

TOTAL REQUIREMENTS

Total Requirements decreased by \$3,706,847 or 5% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$928,299 in this expenditure category due to increased merit and negotiated labor increases.

Services and Supplies

There is a decrease of \$2,821,927 in this expenditure category due to the elimination of one-time costs associated with the new Belmont library in the County Library totaling \$390,369, a decrease of \$404,056 due to the elimination of one-time contracts in Planning and Building, and the removal of one-time Fund Balance expenditures.

Other Charges

There is a decrease of \$4,526 in this expenditure category due to minor adjustments in internal service charges in the County Library, and Planning and Building.

Fixed Assets

There is a decrease of \$393,223 in this expenditure category due to one-time equipment purchases in the prior year.

Other Financing Uses

There is a decrease of \$572,369 in this expenditure category due to the elimination of a one-time counter remodel in Planning and Building.

Intrafund Transfers

There is an decrease of \$344,573 in this expenditure category to cover cost applied charges in Planning and Building administration to Development Review and Long Range Planning.

Contingencies/Departmental Reserves

There is a decrease of \$1,148,311 in this expenditure category due to a corresponding decrease of one-time revenue from ERAF in the County Library.

NET COUNTY COST

There is a decrease of \$36,555 or .4% in this Department/Agency's General Fund allocation due to increased merit increases and negotiated labor increases in the General Fund divisions.

Environmental Services Administration (3500B)

Program Locator

County

Environmental Services

► Environmental Services Administration

Agricultural Commissioner/Sealer

Animal Control Services

U.C. Cooperative Extension

Fire Services

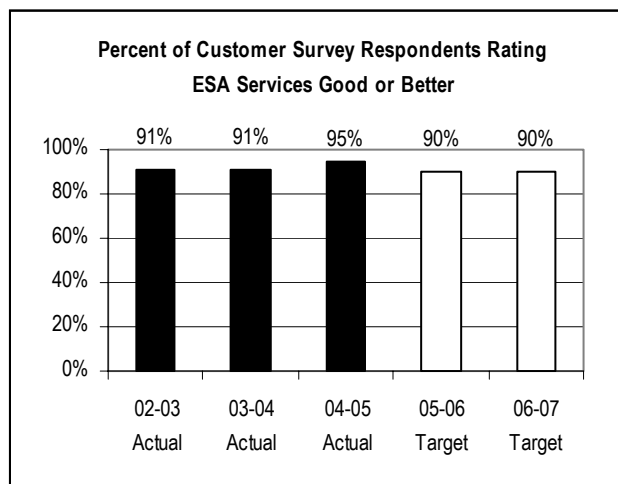
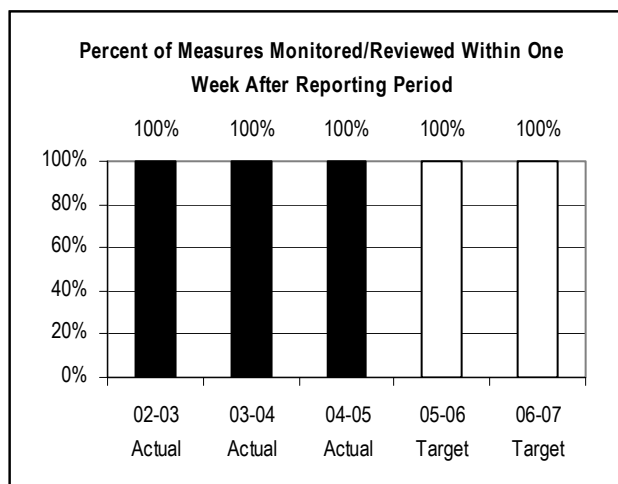
Local Agency Formation Commission

County Library

Planning and Building

Parks and Recreation

Headline Measures



Program Outcome Statement

The Environmental Services Administration works collaboratively with other agencies to provide direction and leadership, define program priorities, establish uniform policies and procedures, and develop, coordinate and monitor the budget to ensure performance improvement and goal achievement and that diverse agency divisions work cohesively in providing efficient, effective, responsive and fiscally sound services to the citizens of San Mateo County.

Services and Accomplishments

The Environmental Services Administration primarily contributes to the goals of the Shared Vision 2010 commitment to be Responsive, Effective and Collaborative Government by providing management and oversight of eight diverse Divisions: Agricultural Commissioner/Sealer, Animal Control Services, County Library, Fire Protection, Local Agency Formation Commission, Parks and Recreation, Planning and Building, and U.C. Cooperative Extension. In addition to providing direction and general management to these Divisions, the Administration Program performs contract negotiation and administration of the Animal Control contract.

The following were major accomplishments in the prior year:

- Led recruitment of three key division head positions including Parks and Recreation Director, Library Director, and Community Development Director
- Purchased technology and implemented Agency-wide procedures to streamline the scheduling of meetings and appointments, resulting in less administrative time spent on scheduling
- Guided each Division through another round of budget reductions while maintaining the highest level of service possible
- Continued community outreach efforts through direct contact with constituents and speaking at public meetings such as Highlands Home Owners Association, Mid-Coast Community Council, and San Mateo County Farm Bureau meetings in order to increase Agency visibility and facilitate communication with these groups and their involvement in various Agency projects and issues
- Coordinated an amendment to the Animal Control contract, extending the PHS contract an additional two years through FY 2007-08, providing limited savings to the County and cities, and adding quarantine services to be provided under the direction of the Health Department.

Story Behind Baseline Performance

During the past year ESA Administration regularly monitored and reviewed performance measures throughout the Agency to ensure that Divisions were improving or maintaining services based on established goals and priorities and discussing concerns and trends with Division Heads. This process serves to identify early on of any potential performance concerns, and creates opportunities to

address these issues. For example, ESA Administration identified concerns regarding permit processing times and the number of permits issued in the Development Review Program and began work with the Planning and Building Division and the Planning and Building Task Force to examine opportunities to increase efficiency. Staff have also been working closely with UC Cooperative Extension staff to improve data collection methods on the division's performance measures.

ESA Administration also reviews customer satisfaction throughout the year to identify areas where improvements can be made and regularly discusses ideas for improvement based on customer feedback, for example, Parks and Recreation customer surveys are helpful in focusing limited resources on the areas customers comment on, such as restroom maintenance. Even with recent reductions, the Agency is achieving a high level of customer satisfaction with customers rating services as good or better 93% of the time. In order to increase the number of customer service satisfaction surveys completed, staff brainstormed in staff meetings and identified ways to increase survey return in divisions which historically received fewer completed surveys. As a result of this, the Coyote Point Marina has developed and distributed a new customer service survey and the Parks and Recreation Division has implemented a parks pass incentive to increase the number of surveys returned.

An existing challenge, and one which will continue, is the departure of staff throughout the agency. In FY 2004-05, two division heads, the Parks and Recreation Director and the Planning and Building Administrator, left the Agency. An additional division head, the Library Director, was vacant for much of the year. Many more retirements such as several rangers in the Parks and Recreation Division and senior administrative staff at the County Library have occurred throughout the Agency, resulting in a loss of institutional knowledge. This has resulted in gaps in staffing, particularly in the Parks Division, as vacant positions are filled and new staff are trained, but also presents an opportunity to bring new perspectives and experience to the Agency. A challenge over the next year will be to continue recruitments and hire and train new staff throughout the agency.

Major challenges over the next two years will be:

- To continue to pursue new sources of revenue such as a long-term funding solution for Parks through working with the Parks for the Future Committee
- To work with the Planning and Building Division Task Force on examining efficiencies for the Division
- To work with the newly created Department of Housing and Department of Planning and Building's Long Range Planning Program to strengthen opportunities related to long range planning, redevelopment and economic development in the incorporated areas
- To improve customer satisfaction Agency-wide

Program Priorities

The Environmental Services Agency Administration Program will meet performance targets by doing the following:

Ensure that 100% of all Measures are Monitored and Reviewed within One Week after each Reporting Period

- Continue to focus on consolidating budget and performance measures standards through regular staff meetings to ensure staff are clear about budget deadlines and procedures
- Continue to meet with Division Heads on a regular basis to ensure progress is made on performance measures and help Division Heads set priorities within their divisions

Achieve an Overall Agencywide Customer Satisfaction Rating of at least 90%

- Ensure that divisions are aware of and able to send employees to customer service training
- Ensure divisions have adequate funding to fulfill their missions and keep customer satisfaction at high levels through working with the Parks for the Future Committee on creating a long-term funding mechanism for Parks, monitoring revenues in Planning and Building's Development Review program to ensure full cost recovery, and working with the Agricultural Commissioner/Sealer on the programmatic effects of state funding levels
- Explore methods of increasing survey responses, examine prior survey distribution methods, and explore additional incentive programs such as Parks and Recreation's day pass incentive

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of budget units monitored	15	15	15	15	15
Number of performance measures monitored (all Divisions)	129	96	89	89	89
How Well We Do It (Quality)					
Percent of measures monitored/ reviewed within one week after reporting period	100%	100%	100%	100%	100%
Percent of budgets monitored that meet their target	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of all Environmental Services Agency performance measures meeting targets	46%	55%	60%	58%	60%
Percent of customer survey respondents rating Environmental Services Agency services good or better ⁽¹⁾	91%	91%	95%	90%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Environmental Services Administration (3500B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	2.7	2.7	2.6	2.7	0.1	2.7
Total Requirements	383,785	404,843	390,468	386,393	(4,075)	393,499
Total Sources	37,112	23,746	23,340	11,957	(11,383)	11,957
Net County Cost	346,673	381,097	367,128	374,436	7,308	381,542
NCC Breakdown						
Non-Mandated Services			367,128	374,436	7,308	381,542

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$374,436 or 100%. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements and includes the following: coordination of Agencywide issues; budget preparation to the Parks and

Recreation Division, to U.C. Cooperative Extension, and to the Animal Control Program; coordination of the Agency's budget and performance measures; and overall Agency management.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; reductions to retirement contributions; minor adjustments to operating costs such as insurance charges; increases to Intrafund Transfers to account for increased salary reimbursement for staff time from other programs; slight increase in appropriations resulting in decreased net county cost; and a slight decrease in Reserves to cover increased requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,383)	27,172	(4,602)	(2,112)	31,841	0

2. Arts Funding

Funding for the San Mateo County Arts Commission is included in the Environmental Services Agency Administration budget while funding for local arts endeavor has been budgeted in the County Manager/ Membership and Contribution Budget. This funding adjustment and a corresponding adjustment to the County Manager's budget moves all arts-related funding to the Environmental Services Agency budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	44,000	(44,000)	0	0	0

3. Create Intrafund Transfer to Reimburse Staff Time

In order to create a more accurate representation of staff time spent on budget preparation for the Parks and Recreation Division, an Intrafund Transfer has been established whereby Parks and Recreation will reimburse Administration for staff time. Administration's Net County Cost has decreased and Parks and Recreation's Net County Cost has increased by a corresponding amount.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	(24,533)	0	(24,533)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,383)	71,172	(73,135)	(2,112)	7,308	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases offset by a corresponding increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	7,106	0	0	7,106	0

Environmental Services Administration (3500B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	167	406		200	200	200
Total Revenue	167	406		200	200	200
Fund Balance	36,945	23,340	23,340	11,757	(11,583)	11,757
TOTAL SOURCES	37,112	23,746	23,340	11,957	(11,383)	11,957
REQUIREMENTS						
Salaries and Benefits	393,313	428,617	404,470	434,434	29,964	441,540
Services and Supplies	10,372	12,049	18,461	63,384	44,923	63,384
Other Charges	16,566	17,098	20,410	16,695	(3,715)	16,695
Gross Appropriations	420,250	457,763	443,341	514,513	71,172	521,619
Intrafund Transfers	(44,465)	(63,466)	(63,419)	(136,554)	(73,135)	(136,554)
Net Appropriations	375,785	394,297	379,922	377,959	(1,963)	385,065
Contingencies/Dept Reserves	8,000	10,546	10,546	8,434	(2,112)	8,434
TOTAL REQUIREMENTS	383,785	404,843	390,468	386,393	(4,075)	393,499
NET COUNTY COST	346,673	381,097	367,128	374,436	7,308	381,542
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	2.7	2.7	2.6	2.7	0.1	2.7

Agricultural Commissioner/Sealer (3520B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	256,982	286,554	249,000	270,000	21,000	270,000
Fines, Forfeitures and Penalties	11,980	12,483				
Intergovernmental Revenues	2,213,078	1,597,856	1,630,225	1,816,121	185,896	1,816,121
Charges for Services	152,588	160,318	148,500	171,700	23,200	171,700
Miscellaneous Revenue	19,499	1,909	200	200		200
Total Revenue	2,654,126	2,059,119	2,027,925	2,258,021	230,096	2,258,021
Fund Balance	175,318	284,293	284,293	78,002	(206,291)	36,183
TOTAL SOURCES	2,829,444	2,343,412	2,312,218	2,336,023	23,805	2,294,204
REQUIREMENTS						
Salaries and Benefits	2,658,248	2,589,870	2,551,737	2,688,719	136,982	2,752,620
Services and Supplies	951,950	800,987	973,072	1,003,365	30,293	973,787
Other Charges	312,557	252,954	270,368	277,059	6,691	277,059
Gross Appropriations	3,922,756	3,643,811	3,795,177	3,969,143	173,966	4,003,466
Intrafund Transfers	(806,061)	(752,134)	(868,897)	(885,588)	(16,691)	(897,829)
Net Appropriations	3,116,695	2,891,677	2,926,280	3,083,555	157,275	3,105,637
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	3,152,878	2,927,860	2,962,463	3,119,738	157,275	3,141,820
NET COUNTY COST	323,434	584,448	650,245	783,715	133,470	847,616
AUTHORIZED POSITIONS						
Salary Resolution	33.0	28.0	28.0	28.0		28.0
Funded FTE	31.8	26.4	26.3	26.4	0.0	26.4

Administration and Support (3521P)

Program Locator

County

Environmental Services

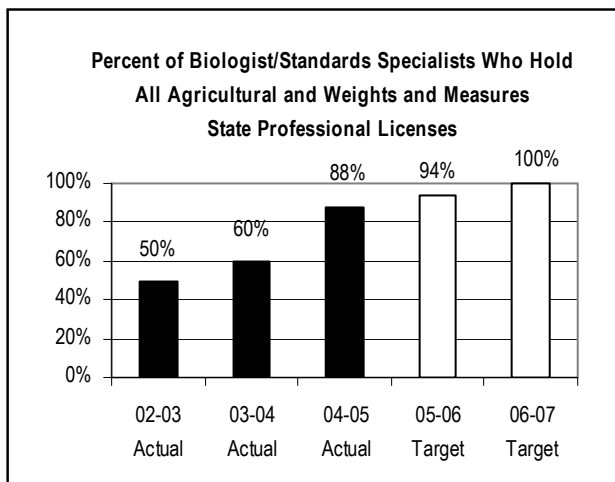
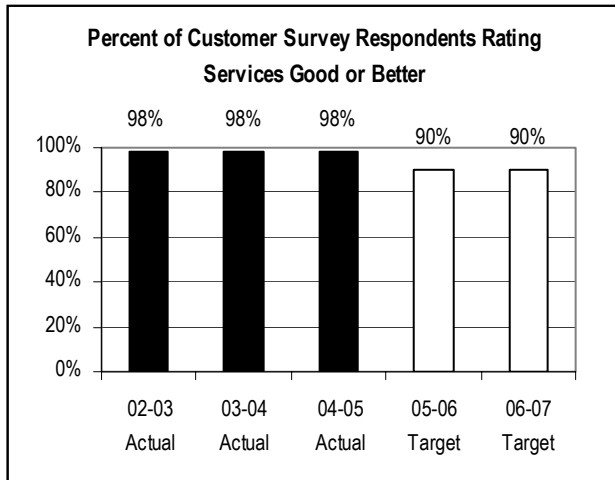
Agricultural Commissioner/Sealer

▷ **Administration and Support**

Environmental Protection

Consumer Protection

Headline Measures



Program Outcome Statement

Administration and Support provides leadership and assistance to Division personnel, prepares and monitors the Division's budget, establishes program priorities, monitors employee performance, and works cooperatively with other County departments, State agencies, businesses and other stakeholders to ensure that the Division maintains full compliance with fiscal and accounting procedures, and that County and State program performance objectives are achieved.

Services and Accomplishments

The Administration and Support Program primarily contributes to the goals of the Shared Vision 2010 commitment to be Responsive, Effective and Collaborative Government by overseeing the work of the Division's two major programs: Environmental Protection and Consumer Protection. Management provides direction, policy and priority setting, procedural guidance, fiscal and administrative support. A primary responsibility of Administration and Support is the development and subsequent monitoring of contract work plans and submission of periodic State reimbursement claims. State revenue through various contracts and subventions funds a significant portion of the Division's activities. Administration and Support is also responsible for collection and monitoring of annual registration fees and fees charged for inspection services.

The following were major accomplishments in the prior year:

- Provided oversight to the first full year of the retail price scanner inspection program
- Reorganized Division staff assignments following the layoff of four Biologist/Standards Specialists
- Analyzed weights and measures device inspection program and identified new device locations resulting in increased revenue collection for the annual device registration fee
- Coordinated the upgrade of computer equipment that allows all Division computers to run on the same edition of operating system software
- Continued work on a website improvement project designed to increase Environmental Protection (pest prevention and pesticide regulation) and Consumer Protection information available to the public about the Division's activities and to add links to relevant state agency websites

Story Behind Baseline Performance

Customer satisfaction within the Division remains high with an estimated 98% of survey respondents rating services as good or better in the current year. The Agricultural Commissioner/Sealer Division continued outreach to external stakeholders and surveys were mailed to solicit input regarding the Division's three programs: Administration and Support, Environmental Protection and Consumer Protection. An internal assessment was also conducted

through a workshop with staff. Feedback has been used to assist in the development of program priorities.

State contract revenue for the High Risk Pest Exclusion (HRPE) program decreased 82% in FY 2004-05. The Division was able to continue to provide some agricultural inspection services at the FY 2003-04 level with the one-time use of Fund Balance. State funding totaling \$118,000 for the HRPE program has been reinstated in FY 2005-06 specifically to support air freight inspections at SFO. There are no further reductions in staffing or service levels anticipated. Other state contracts remained at previous year levels and in its second year, the annual registration fees for retail businesses with price scanner systems generated \$134,000.

The California Food and Agricultural Code requires that County Agricultural Commissioner staff obtain state professional licenses in order to qualify to perform agricultural and weights and measures inspections. These licenses are obtained through state license examinations which are administered twice a year. As Division Biologist/Standards Specialists obtain more state licenses, the Division has more flexibility in responding to requests for services and in meeting state contractual obligations or mandates. Plans for a revised Departmental brochure were postponed to generate expenditure savings.

Major challenges over the next two years will be:

- To reorganize Environmental Protection Biologist/Standards Specialist job assignments in the face of High Risk Pest Exclusion program changes
- To secure stable funding sources for critical Division programs

Program Priorities

The Administration and Support Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Increase distribution of San Mateo County CARES survey through targeted mailings to businesses including those with retail price scanner systems
- Continue to improve Division Website by updating the posted descriptions of Department services and activities and adding additional links to relevant Environmental Protection and Consumer Protection state agency program websites
- Evaluate communication technology needs to determine better ways to respond to customer inspection requests more efficiently
- Successful staff reorganization transition following program changes in High Risk Pest Exclusion

Ensure that 100% percent of Biologist/Standards Specialists hold all Agricultural and Weights and Measures State Professional Licenses

- Coordinate staff training by state experts in license exam subjects
- Coordinate staff field training in license exam subjects

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of Biologist/Standards Specialists taking at least one State professional license exam	9	8	4	1	1
Number of customer satisfaction surveys distributed	973	1,045	1,210	1,200	1,200
How Well We Do It (Quality)					
Percent of Biologist/Standards Specialists that obtain at least one State professional license	89%	38%	75%	100%	100%
Percent of scheduled internal and external stakeholder assessments completed	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number and percent of Biologist/Standards Specialists who hold all Agricultural and Weights and Measures State professional licenses	10 / 50%	11 / 60%	14 / 88%	13 / 100%	13 / 100%
Number and percent of customer survey respondents rating services good or better ⁽¹⁾	62 / 98%	82 / 98%	63 / 98%	80 / 90%	80 / 90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administration and Support (3521P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
 Total Requirements	36,183	32,948	36,183	81,002	44,819	39,183
Total Sources	175,318	55,460	55,435	78,002	22,567	36,183
Net County Cost	(139,135)	(22,512)	(19,252)	3,000	22,252	3,000

NCC Breakdown

High Risk Pest Exclusion MOE			(2,200)		2,200	
Weights & Measures MOE			(11,457)		11,457	
Agricultural-Mandated			(208)		208	
Mandated Services			(5,387)	3,000	8,387	3,000

Program Net County Cost

The Administration and Support Program's expenditures are cost applied to direct programs in Environmental Protection and Consumer Protection.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: elimination of FY 2004-05 Fund Balance revenue; inclusion of merit increases; annualization of negotiated labor increases; changes in operating costs; deletion of one-time purchases and reduction in IntraFund Transfers to Environmental Protection and Consumer Protection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(19,252)	16,691	(16,691)	0	19,252	0

2. State Aid-Agriculture

The Division's annual State contract for the Pierce's Disease/Glassywinged Sharpshooter Control program has been increased. This additional revenue will allow the Division to bring on two Extra Help Biologist/Standards Specialists during the spring inspection season in order to respond to industry requests for agricultural inspections.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,000	0	0	3,000	0

3. Adjustments to Fund Balance

Fund Balance has been appropriated for a number of one-time expenditures including the purchase of miscellaneous office equipment, printing costs for a revised Division brochure, website improvement project and repair or replacement of the storage tanks on the gasoline prover truck, computer equipment and software upgrades, and laboratory equipment replacement and purchase.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,819	41,819	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,567	61,510	(16,691)	0	22,252	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases and increase in Intrafund Transfers to Environmental Protection and Consumer Protection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,241	(12,241)	0	0	0

5. Removal of One-Time Adjustments to Fund Balance

One-time appropriations of prior year Fund Balance have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(41,819)	(41,819)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(41,819)	29,578	(12,241)	0	59,156	0

Environmental Protection (3522P)

Program Locator

County

Environmental Services

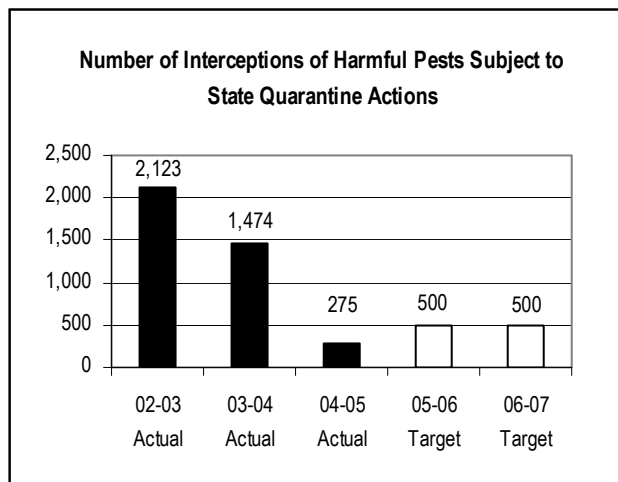
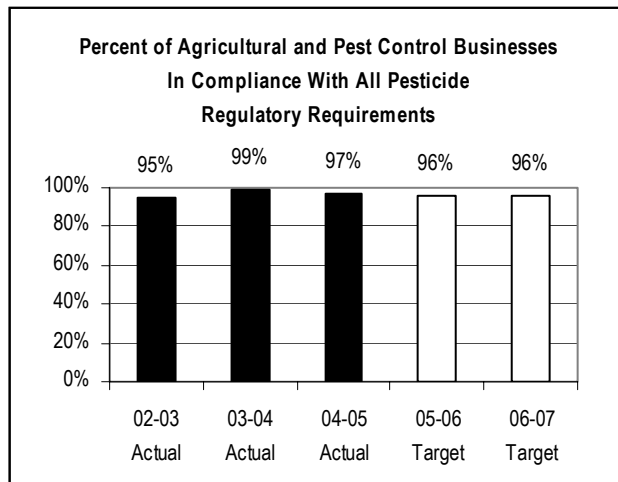
Agricultural Commissioner/Sealer

Administration and Support

 **Environmental Protection**

Consumer Protection

Headline Measures



Program Outcome Statement

The Environmental Protection Program protects California's agricultural industry, wildlife and natural resources, and the health and safety of County residents and workers by: 1) promoting the safe use of pesticides through monitoring pesticide applications, issuance of pesticide use permits, the investigation of pesticide illnesses and complaints, and through education and outreach to the public, farmers, pest control businesses and agricultural field workers; and 2) preventing the introduction, establishment or spread of harmful exotic insects, weeds and plant diseases through public education and outreach, the inspection of agricultural plant product shipments and monitoring insect traps.

Services and Accomplishments

The Environmental Protection Program primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access to Our Natural Environment through two programmatic components: Pest Prevention and Pesticide Regulation. The California Department of Food and Agriculture (CDFA) and the California Department of Pesticide Regulation (CDPR) provide statewide funding and oversight to counties for these programs. State revenue funded 69% of the Program costs for various pest prevention activities. State mandates and contract work plans establish Program priorities and determine the annual allocation of staff resources for pest exclusion inspections at the airport (SFO), parcel carriers and coastside nurseries, as well as Countywide pest detection insect trapping. Division Biologists also perform inspections to certify agricultural commodities for export to 39 other states and foreign countries at the request of growers or shippers who pay a fee for this service. Pesticide Regulation activities focus on worker safety, protection of endangered species, monitoring of pesticide applications at sensitive sites, water quality/watershed protection issues, and continuing education programs for growers.

The following were major accomplishments in the prior year:

- Reorganized Biologist/Standards Specialist work assignments in the wake of state High Risk Pest Exclusion (HRPE) program funding cuts
- Implemented a new Sudden Oak Death federal quarantine regulation order affecting shipment of nursery stock out of the county
- Biologist/Standards Specialists participated in insect and disease identification and integrated pest management (IPM) training sessions and were assigned to research new IPM information

Story Behind Baseline Performance

California Department of Food and Agriculture (CDFA) cut High Risk Pest Exclusion contract funding to all county agricultural commissioners in FY 2004-05. The Division's HRPE revenue

decreased by 82%. Four Biologist/Standards Specialist positions were eliminated and major reductions were made in staff hours spent on pest prevention inspections of agricultural shipments. Weekend inspections at SFO were eliminated. Weekday inspection hours at SFO and for parcel carriers and truck shipments to county retail and wholesale nurseries were reduced. Staff Biologists inspect agricultural products destined for San Mateo County, however all other shipments are checked for certification and then tagged with a notice for the consignee to call their destination County Agricultural Commissioner for an inspection. Some shipments are "profiled" – checked for required certification on the outside of the container and released. As a result of this decrease in the level of agricultural inspection, fewer pest interceptions have been made. The Division was able to delay some cuts in inspection services through the use of one-time Fund Balance to cover the cost of three Biologist/Standards Specialists that would have otherwise been laid off as of July 1, 2004. State funding of \$118,000 for HRPE will be reinstated in FY 2005-06, specifically for inspection activities at SFO. Although the Division will experience no further reductions in staffing, inspections at Federal Express will be discontinued in order to ensure current levels of service are maintained for the inspections of truck shipments of nursery stock.

Interceptions of prohibited insect pests at SFO have decreased significantly since the staff reductions were put in place. During FY 2003-04 staff issued rejection notices documenting state quarantine regulation violations on five percent of the 32,965 agricultural shipments inspected, and intercepted 1,474 harmful pests subject to state quarantine regulation. It is estimated that no more than 25,000 agricultural shipments will be inspected during 2004-05. The percent of shipments rejected is projected to be two percent and the number of harmful pests interceptions may be no more than 275. Generally, plant or produce shipments with harmful pests that are subject to state quarantine action must be disposed of or treated to destroy or remove the pest.

The Division staff in the State funded Pest Detection program continued to inspect insect traps per the state protocols. If exotic insects are found in the Division's detection traps, additional traps are placed to determine if there is an infestation requiring eradication. Plant pests that are intercepted or trapped are sent to the CDFA Plant Diagnostics Laboratory for final confirmation.

The Division continues to receive State funding for work plan activities to fight the spread of the glassy-winged sharpshooter and Pierce's Disease, which threaten California's grape industry and for regulatory activities associated with Sudden Oak Death (SOD). San Mateo County is one of several Bay Area Counties infested with SOD. The United States Department of Agriculture (USDA) issued a new federal quarantine order concerning SOD in December 2004, and staff time was dedicated to providing affected industry with the information and inspections needed in order to facilitate the shipment of agricultural products out of the county.

The Division remains involved in the San Mateo County Weed Management Area, a collaboration of public and private landowners

organized to coordinate activities regarding the early detection, eradication and control of invasive weeds.

Pest Control Businesses that perform pest control for hire must register annually with the Agricultural Commissioner. There has been an overall trend towards consolidation in the pest control business in the Bay Area. Fewer out-of-county pest control businesses registered with the Division in 2004 and 2005 compared to previous years. Therefore, the total number of businesses that the Division monitors for compliance with pesticide laws and regulations has decreased, resulting in a total number of businesses in compliance that is lower than the performance measure target developed in past years. However, the percent of businesses in compliance with pesticide regulatory requirements is expected to remain at a minimum of 96%.

The Division continued to sponsor continuing education sessions for growers and other certified pesticide users and held a pesticide safety training session for agricultural fieldworkers.

Recent personnel reductions continue to impact the Division's ability to perform all types of Environmental Protection Program inspection activities. The Division has projected performance measure targets at the same level in both FY 2005-06 and FY 2006-07 due staffing impacts from the FY 2004-05 layoffs.

Major challenges over the next two years will be:

- To respond to potential future state funding cuts
- To ensure that staff receive adequate training and remain current on changes in pest threats and new pest control techniques
- To respond to assignment reorganizations and service impacts in the agricultural industry due to High Risk Pest Exclusion funding cuts

Program Priorities

The Environmental Protection Program will meet performance targets by doing the following:

Ensure that 96% Percent of Agricultural and Pest Control Businesses are in Compliance with all Pesticide Regulatory Requirements

- Improve employee skill levels and knowledge in specific fields including integrated pest management and alternative methods of pest control by providing opportunities for Biologists to attend field inspection training or research seminars on relevant topics and share information with other staff, and researching current technical literature, training manuals and Internet information sources and ensuring that staff is aware of these references

Intercept 500 Harmful Pests Subject to State Quarantine Actions

- Continue Sudden Oak Death and glassy-winged sharpshooter/Pierce's Disease public presentations
- Evaluate website for possible further expansion of information on pest detection program, Sudden Oak Death, glassy-winged sharpshooter, and invasive weeds
- Arrange for pest identification training sessions from State agency experts or experienced staff

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of pesticide inspections (including applications monitored; field worker inspections; training and business record audits)	689	614	652	640	640
Number of agricultural plant product shipments inspected	33,050	32,965	23,927	18,000	18,000
How Well We Do It (Quality)					
Percent of State mandated pesticide regulatory inspections completed	100%	100%	100%	100%	100%
Percent of agricultural plant product shipments rejected for violations of quarantine regulations	6%	5%	2%	3%	3%
Is Anyone Better Off? (Outcome)					
Number and percent of agricultural and pest control businesses in compliance with all pesticide regulatory requirements	487 / 95%	507 / 99%	505 / 97%	460 / 96%	460 / 96%
Number of interceptions of harmful pests subject to State quarantine actions	2,123	1,474	275	500	500

**Environmental Protection (3522P)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	24.0	19.0	19.0	19.0		19.0
Funded FTE	22.8	17.4	17.4	17.4	0.0	17.4
Total Requirements	2,588,884	2,330,269	2,415,927	2,540,904	124,977	2,594,258
Total Sources	2,330,346	1,946,788	1,966,291	1,945,829	(20,462)	1,945,829
Net County Cost	258,538	383,482	449,636	595,075	145,439	648,429
NCC Breakdown						
High Risk Pest Exclusion MOE			132,000	132,000		132,000
Mandated Services			317,636	463,075	145,439	516,429

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$595,075 or 24%, of which \$463,075 or 78% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include pest prevention services and inspections, and pesticide regulatory activities. However, each dollar reduction in NCC expenditures will result in a corresponding reduction in state unclaimed gas tax subvention.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: elimination of FY 2004-05 Fund Balance revenue; increase in state revenue; inclusion of merit increases; annualization of negotiated labor increases and changes in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(225,095)	106,545	0	0	331,640	0

2. High Risk Pest Exclusion Contract

The increase to the High Risk Pest Exclusion contract supports the program priority of intercepting 500 harmful pests subject to State quarantine actions. The FY 2005-06 High Risk Pest Exclusion (HRPE) contract will include additional revenue over the FY 2004-05 contract amount. State funding for the HRPE Program decreased significantly in FY 2004-05 due to California Department of Food and Agriculture reallocation of County Agricultural Commissioner local assistance revenue to fund state Border Inspection Stations. The Division was able to retain two Biologist/Standards Specialist positions previously funded by the state contract through the one-time use of Fund Balance. The two Biologist/Standards Specialist positions will be supported through the partial reinstatement of HRPE program state revenue and a reduction in the Division's appropriation for the use of Extra Help personnel. The FY 2005-06 HRPE contract funded workplan will focus entirely on agricultural inspections at SFO. Inspections at Federal Express facilities will be eliminated; however, inspections of truck shipments to retail and wholesale nurseries will be maintained at current year service levels. As in FY 2004-05, there may be some delays in staff availability to inspect and release agricultural shipments arriving at San Mateo County businesses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
118,430	(18,921)	0	0	(137,351)	0

3. State Aid-Agriculture

The Division's annual State contract for the Pierce's Disease/Glassywinged Sharpshooter Control program has been increased. This additional revenue will allow the Division to bring on two Extra Help Biologist/Standards Specialists during the spring inspection season in order to respond to industry requests for agricultural inspections.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
40,353	40,353	0	0	0	0

4. State Revenue for Pest Control Compliance

The increase in State revenue supports the program priority of ensuring that 96% of agricultural and pest control businesses are in compliance with all pesticide regulatory requirements. The Division receives an annual unclaimed gas tax subvention from the California Department of Food and Agriculture which is based on the Net County Cost for agricultural programs in the previous fiscal year. County expenditures for agricultural programs during FY 2004-05 included one-time Fund Balance which will result in an increase in state revenue during FY 2005-06. This increase in state revenue will contribute to the maintenance of a Biologist/Standards Specialist position that was partially funded by Fund

Balance during FY 2004-05 and allow corresponding personnel hours to be directed to agricultural program regulatory activities and services that would otherwise be reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
23,350	0	0	0	(23,350)	0

5. Agricultural Inspection Fees

The increase in agricultural inspection fees supports the program priority of intercepting 500 harmful pests subject to State quarantine actions. Agricultural inspections of plant and produce shipments are performed by Division Biologists at the request of growers and shippers who pay a fee for this service. Inspection is required in order to certify the shipments for export to other states and countries. Inspection fees will be increased in order to provide the Division with full cost recovery for these inspections and allow services to industry to remain at current levels.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,500	0	0	0	(22,500)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(20,462)	124,977	0	0	145,439	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and annualization of negotiated labor increases; and an increase in Intrafund Transfers from Administration and Support.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	53,354	0	0	53,354	0

Consumer Protection (3523P)

Program Locator

County

Environmental Services

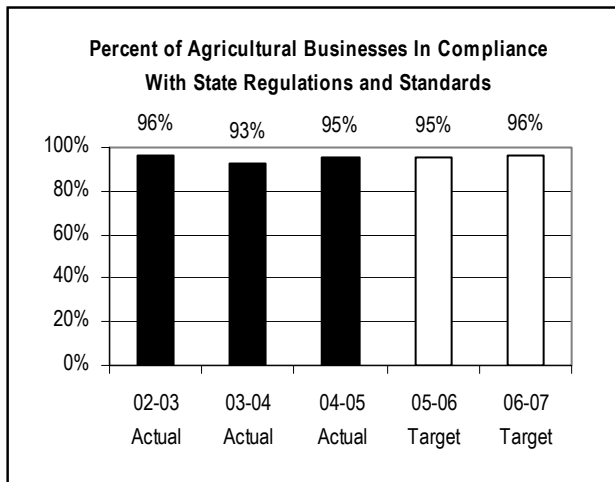
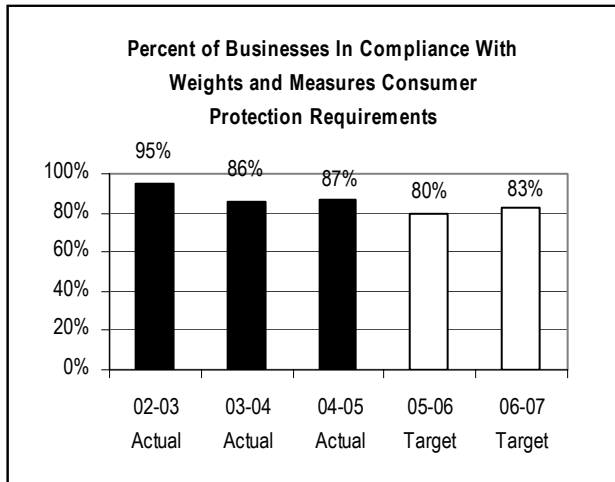
Agricultural Commissioner/Sealer

Administration and Support

Environmental Protection

▷ **Consumer Protection**

Headline Measures



Program Outcome Statement

The Consumer Protection Program ensures equity in the marketplace, fair business competition and fosters consumer confidence through inspections performed at a variety of County businesses to check the accuracy of retail price scanner systems and commercial weighing and measuring devices (i.e. gas pumps and scales); to verify the price advertising and the net quantity of packaged products, and to ensure pest cleanliness and quality of nursery plants, fruits and vegetables, and to certify sellers at local farmers' markets. Additionally, the publication of annual crop production statistics in the San Mateo County Agricultural Crop Report promotes the local agricultural industry.

Services and Accomplishments

The Consumer Protection Program primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Health and Safety For All by providing a variety of agricultural and weights and measures regulatory inspection services performed under the direction of the California Department of Food and Agriculture (CDFA). Some activities are funded through contracts or subventions from the State.

Agricultural activities in the Consumer Protection Program includes the following:

- Inspections at 45 wholesale nurseries to ensure that nursery stock meets State standards for pest cleanliness
- Quarterly inspections at ten certified farmers' markets to verify that vendors are "certified" farmers selling only agricultural products produced on their own farms
- Periodic record audits of growers and brokers selling organic food products to verify that their produce is organically grown and in compliance with national organic standards
- Daily inspections at the Golden Gate Produce Terminal in South San Francisco to ensure that the sale of high quality fruits and vegetables are in compliance with container labeling requirements

Additionally, businesses are inspected to check for the accuracy of various types of scales, commercial meters and gasoline pumps. Audits are performed at retail establishments to verify the accuracy of price scanner systems, and the net quantity of packaged meats and deli foods. The Division receives complaints directly from consumers or through referrals from the District Attorney's Office and the State Division of Measurement Services. Businesses found to be out of compliance are targeted for follow-up inspections, and the Division may issue violation notices or levy penalties to ensure compliance.

The following were major accomplishments in the prior year:

- Continued implementation of price scanner inspection program begun in 2003 and expanded the number of staff trained to perform these inspections

- Initiated a water dispenser device inspection program to ensure consumers receive the amount of water that they pay for
- Provided opportunities for four Biologist/Standards Specialists with agricultural program experience to receive training in Weights and Measures inspection assignments

Story Behind Baseline Performance

The Division implemented an expanded price scanner inspection program at 700 businesses during FY 2003-04. It is anticipated that overall business compliance rates will initially decrease as many businesses have never had an inspection of their retail price scanner system. The retail price scanner ordinance also includes a requirement that businesses display information at each point-of-sale price checkout stand directing the consumer to contact the County Weights and Measures Department if they have a complaint. The notice lists the Division's price scanner complaint telephone hotline and website. The required consumer notices were sent to all retail stores with price scanner systems in January 2004. The Division's website has a price scanner complaint form that consumers can email to the Division in order to register a complaint. The number of consumer complaints did not increase to the extent the Division originally anticipated. However, the Division was able to perform price scanner audits at all county locations with these point of sale systems within the first 18 months of the expanded inspection program.

Several Biologist/Standards Specialists were trained in price scanner inspections, small device and petroleum inspections. This increase in the number of staff cross-trained in agricultural and weights and measures inspections has given the Division more flexibility in assigning work and completing required inspections.

The Division involved additional Biologist/Standards Specialists in nursery inspection and other agricultural consumer protection inspections during FY 2004-05. Staff was given training in the recognition of Sudden Oak Death (SOD) symptoms on various species of ornamental nursery stock. San Mateo County is one of several Bay Area Counties infested with SOD. The United States Department of Agriculture (USDA) and CDFA have issued quarantine regulations that require inspections by Agricultural Commissioner staff to facilitate early identification of infested nursery stock and to facilitate the shipment of SOD-free agricultural products out of the county.

Major challenges over the next two years will be:

- To work with the California Agricultural Commissioner and Sealer Association for an increase in the state device registration fee schedule in order to secure full cost recovery for inspections
- To plan for additional staff training in price scanner inspections and other weights and measures inspections to allow for greater flexibility in assigning inspection workload and to promote more efficient use of staff time

- To respond to changes in Sudden Oak Death quarantine regulations which may increase staff time necessary for nursery inspection activities

Program Priorities

The Consumer Protection Program will meet performance targets by doing the following:

Ensure that 96% of Agricultural Businesses are in Compliance with State Regulations and Standards

- Continue improvements to Division website by posting the annual crop report, County certified farmers' market location information, and expanded links to relevant state agency websites for consumer protection program information
- Explore additional enforcement tools such as administrative civil penalties for produce container labeling violations
- Continue staff training in recognition of Sudden Oak Death symptoms on ornamental plants
- Coordinate staff cross-training in smaller agricultural consumer protection inspection programs to give the Division greater flexibility in meeting state contract commitments

Ensure that 80% of Businesses are in Compliance with Weights and Measures Consumer Protection Requirements

- Expand cross training of Biologist/Standards Specialists in price scanner inspections to accommodate inspections related to projected increase in consumer complaints
- Train two additional staff in small scale inspections, petroleum and other weights and measures inspections to promote more efficient use of employee time across all programs
- Monitor 400 retail stores to ensure they post consumer notices displaying price scanner complaint contact information
- Evaluate potential need for additional outreach to ensure consumers know how to contact the Division

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of agricultural business locations inspected for compliance with state regulations and standards	121	81	83	83	83
Number of business locations inspected for accuracy of weighing and measuring devices or for price scanner audits	2,073	2,731	2,721	2,340	2,340
Number of weights and measures consumer complaints received	55	69	43	75	60
How Well We Do It (Quality)					
Percent of business locations inspected for agricultural consumer protection requirements versus annual goals	88%	95%	95%	96%	96%
Percent of business locations inspected vs. annual goals	87%	100%	93%	94%	94%
Is Anyone Better Off? (Outcome)					
Number and percent of agricultural businesses in compliance with state regulations and standards	1,614 / 96%	490 / 93%	621 / 95%	665 / 95%	675 / 96%
Number and percent of businesses in compliance with weights and measures consumer protection requirements	1,097 / 95%	1,413 / 86%	1,636 / 87%	1,275 / 80%	1,300 / 83%
Number and percent of weights and measures consumer complaint investigations that uncover device inaccuracy or other noncompliance	6 / 11%	13 / 20%	5 / 13%	40 / 40%	40 / 40%

Consumer Protection (3523P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0
 Total Requirements	527,811	564,642	510,353	497,832	(12,521)	508,379
Total Sources	323,780	341,164	290,492	312,192	21,700	312,192
Net County Cost	204,031	223,479	219,861	185,640	(34,221)	196,187
 NCC Breakdown						
Weights & Measures MOE			156,513	131,804	(24,709)	139,293
Agricultural-Mandated			53,958	46,410	(7,548)	49,047
Weights & Measures-Mandated			9,390	7,426	(1,964)	7,847

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$185,640 or 37%, of which \$53,836 or 29% is discretionary. Discretionary services include Mandated Services with no specified maintenance-of-effort (MOE) requirements including agricultural and weights and measures consumer protection inspections. However, for each dollar reduction in agricultural NCC expenditures will result in a corresponding reduction in state unclaimed gas tax subvention.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: revised retail price scanner system and weighing and measuring device annual registration revenue estimates based on the number of businesses invoiced for FY 2004-05; deletion of one-time expenditures; inclusion of merit increases; and annualization of negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
21,700	(12,521)	0	0	(34,221)	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and annualization of negotiated labor increases; and an increase in Intrafund Transfers from Administration and Support.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,547	0	0	10,547	0

Animal Control Services (3530B)

Program Locator

County

Environmental Services

Environmental Services Administration

Agricultural Commissioner/Sealer

► Animal Control Services

U.C. Cooperative Extension

Fire Services

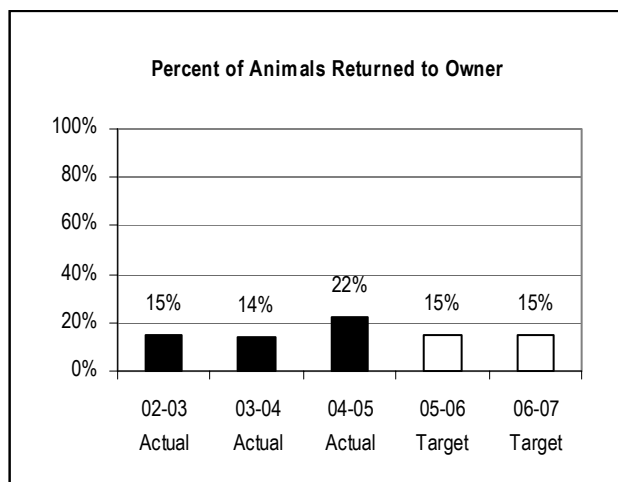
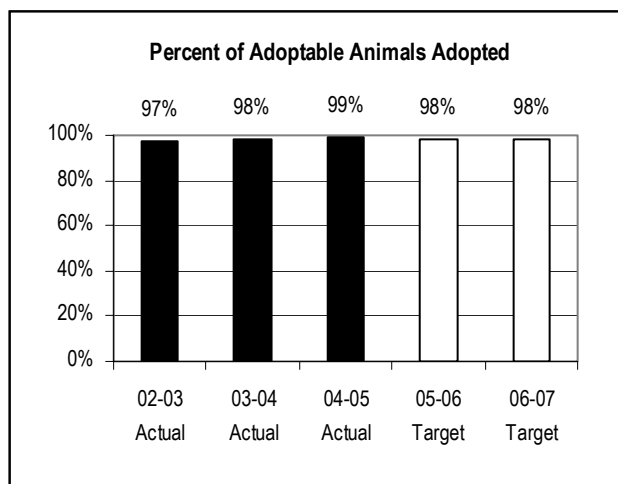
Local Agency Formation Commission

County Library

Planning and Building

Parks and Recreation

Headline Measures



Program Outcome Statement

The Animal Control Program protects the health and welfare of residents and animals by providing local enforcement of animal-related laws, education to the public, and full-service shelter care. This is accomplished through a contractual agreement between the Peninsula Humane Society, the County, and the 20 cities in the County.

Services and Accomplishments

The Animal Control Program primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety For All by ensuring that the animals of our community are maintained in a safe and humane manner. Animal Control Services are performed contractually by the Peninsula Humane Society (PHS) for the entirety of San Mateo County. The County manages the contract with PHS and administers individual contracts for service with the 20 cities in the County. PHS provides two main types of services: Field Services, which includes response to animal-related complaints, impoundment of loose animals and investigations of cruelty and dangerous animals; and Shelter Services, which includes the care and adoption of shelter animals.

The following were major accomplishments in the prior year:

- Continued steps to successfully increased the percentage of animals adopted and the percentage of animals returned to owner, resulting in fewer unwanted animals being euthanized. In FY 2004-05, 99% of adoptable animals were placed in suitable homes, a slight increase from the previous year's 98%. The percent of animals returned to their owner increased from 14% to 20%.
- Negotiated a contract amendment with PHS, along with amendments of the County/city contracts. The Amendment extends the PHS contract an additional two years through FY 2007-08, provides limited savings to the County and cities, and adds quarantine services to be provided under the direction of the Health Department.
- Finalized a revision to the County and city Dangerous Animal Ordinance and began coordination and distribution to County and cities for adoption. The revised Ordinance will allow Animal Control Officers greater latitude in handling dangerous and vicious animal cases and streamline hearing procedures.

Story Behind Baseline Performance

The most important measure of the success of the animal control program is the percent of adoptable animals adopted. The intent is to lower the number of animals both entering the shelter and to lower the number of animals which must be euthanized. As a publicly funded open-door shelter, PHS must accept all animals in need, not just animals which will be easily adopted. Over the past few years, PHS has concentrated efforts on increasing the number of animals adopted as close to 100% as possible. This was accomplished

through several efforts, such as increased staff training, a re-evaluation of adoption guidelines, and the introduction of a foster care program. In addition, PHS is generally able to make well and adopt between 100-120 treatable animals each month. In some cases, such as underage animals who cannot survive in a shelter environment, animals that have proven to be aggressive, or those with injuries beyond treatment unfortunately, all that can be provided is a painless ending when all resources have been exhausted. Staff are working towards lowering euthanasia rates by increasing the number of stray animals reunited with their owners through the marketing of microchips. A microchip is a small device implanted into the neck of an animal which is coded with a unique number. When a stray animal arrives at the shelter, staff scan the animal with a device which locates the chip. With the information on the chip, staff are able to reunite the animal with its owner. The major challenge with microchips is encouraging owners to keep their registered information current. All adopted animals are microchipped, and approximately 3,000 a year are issued. Increasing this number means that fewer animals will need to be euthanized or adopted to new homes, and instead may be easily reunited with their owners. Since the percent of adoptable animals adopted and the percent of animals returned to owner is already high, it is anticipated that it will take some time to see improvement, therefore FY 2006-07 targets will remain flat.

Major challenges over the next two years will be:

- To further increase the number of stray animals returned to their owners, primarily through promotion of microchips, and by encouraging animal owners staff come in contact with throughout the year to check that their information is current. Pet identification tags are also recommended by staff to all clients adopting animals or encountering field staff.
- To distribute and Adopt the County and city dangerous animal ordinance to allow humane officers and police officers greater control over animals considered dangerous to the community. Once the Ordinance is finished and goes before the Board of Supervisors, County Animal Control staff will distribute the final ordinance to the cities and work with city representatives to ensure the ordinance is adopted by all cities.

Program Priorities

The Animal Control Services Program will meet performance targets by doing the following:

Ensure that at least 98% of Adoptable Animals are Adopted

- Continue efforts of the PHS behavior department to make more animals adoptable by continuing to work with animals awaiting adoption on behavioral issues and ensuring the correct pairing of animal with adopter
- Continue staff training programs to ensure staff are able to match adopters with the proper animal by screening potential adopters and ensuring the animal of interest will fit in with the adopter's lifestyle

- Continue to place an increasing number of animals such as puppies, kittens, and animals with behavioral issues into foster care, increasing this number 5% to 315 per year

Ensure that at least 15% of Animals are Returned to Owner

- Encourage increased microchipping and pet identification through media coverage and low-cost microchip clinics
- Continue to increase efforts through the lost and found desk necessary to reunite animals with their owners, such as calls and letters to animal owners

Complete Revisions to the Dangerous Animal Ordinance

- Bring revised ordinance to the Board of Supervisors for approval
- Coordinate adoption of the revised ordinance by all cities as per the County/city contract

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of field services calls	24,753	23,596	22,201	24,000	24,500
Number of live animals received by the shelter	18,500	14,913	17,237	14,500	15,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better ⁽¹⁾ :					
- Field Services	94%	96%	100%	90%	90%
- Client Services	99%	96%	100%	90%	90%
Percent of calls responded to within time frame guaranteed in contract (broken down by category/type of call)	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Number and percent of adoptable animals adopted ⁽²⁾	3,887 / 97%	3,817 / 98%	3,813 / 99%	3,800 / 98%	3,800 / 98%
Number and percent of animals returned to owner	2,344 / 15%	1,869 / 14%	1,830 / 22%	1,900 / 15%	1,900 / 15%

(1) Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

(2) According to the State mandated Hayden Bill, which defines holding periods for shelter animals, "Adoptable" is defined as an animal eight weeks or more of age that has not manifested signs of:

- behavior/temperament defects that could pose a safety risk or render the animal unsuitable for placement as a pet
- disease, injury, or congenital/hereditary conditions likely to affect the animal's health now or in the future

**Animal Control Services (3530B)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Total Requirements	4,349,681	4,289,251	4,405,450	4,649,791	244,341	4,765,188
Total Sources	4,188,871	4,130,023	4,118,665	4,325,382	206,717	4,442,754
Net County Cost	160,810	159,229	286,785	324,409	37,624	322,434
NCC Breakdown						
Animal Control JPA			286,785	324,409	37,624	322,434

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$324,409 or 6.6%. The Net County Cost portion represents the County's obligation to the Animal Control JPA.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increase in Peninsula Humane Society contract for Animal Control Services; increase in contributions from JPA cities to cover increased costs; decrease in fund balance based on current estimates; decrease in internal service charges; elimination of one-time intrafund transfer revenues from Animal Licensing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
195,099	163,968	50,200	0	19,069	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increase in Peninsula Humane Society contract for Animal Control Services; increase in contributions from JPA cities to cover increased costs; increase in Net County Cost due to the County's share of increased contract costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
117,372	126,397	0	0	9,025	0

Animal Control Services (3530B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	24,175	28,216	24,650	24,650		24,650
Intergovernmental Revenues	3,682,277	3,568,517	3,681,103	3,876,762	195,659	3,994,134
Charges for Services	336,176	323,682	300,587	300,587		300,587
Miscellaneous Revenue	66,274	97,283				
Total Revenue	4,108,901	4,017,698	4,006,340	4,201,999	195,659	4,319,371
Fund Balance	79,970	112,325	112,325	123,383	11,058	123,383
TOTAL SOURCES	4,188,871	4,130,023	4,118,665	4,325,382	206,717	4,442,754
REQUIREMENTS						
Salaries and Benefits	16,626	18,507	18,610	18,610		18,610
Services and Supplies	4,500,634	4,481,329	4,595,775	4,791,650	195,875	4,907,047
Other Charges	22,190	20,588	22,237	20,503	(1,734)	20,503
Gross Appropriations	4,539,449	4,520,423	4,636,622	4,830,763	194,141	4,946,160
Intrafund Transfers	(189,768)	(231,172)	(231,172)	(180,972)	50,200	(180,972)
TOTAL REQUIREMENTS	4,349,681	4,289,251	4,405,450	4,649,791	244,341	4,765,188
NET COUNTY COST	160,810	159,229	286,785	324,409	37,624	322,434

U.C. Cooperative Extension (3540B)

Program Locator

County

Environmental Services

Environmental Services Administration

Agricultural Commissioner/Sealer

Animal Control Services

► U.C. Cooperative Extension

Fire Services

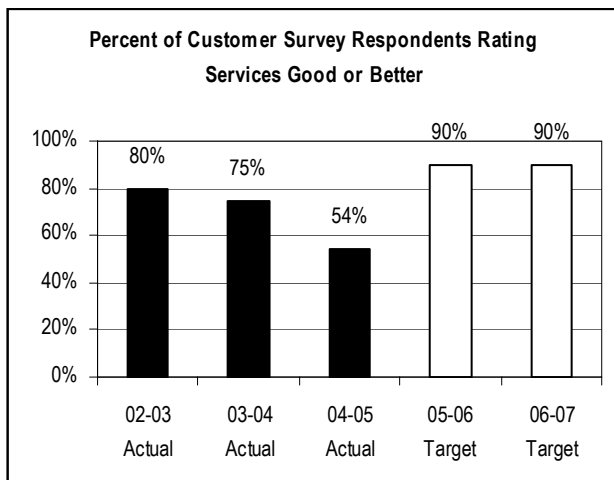
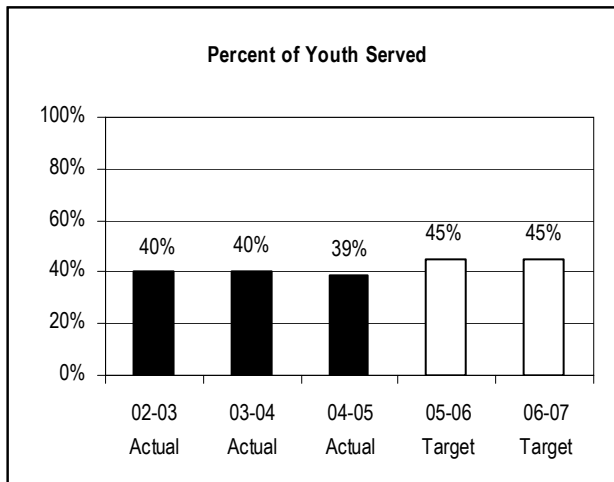
Local Agency Formation Commission

County Library

Planning and Building

Parks and Recreation

Headline Measures



Program Outcome Statement

The U.C. Cooperative Extension assists the local community and public and private agencies in making informed decisions that achieve an improved quality of life by providing research based information and educational programs in the areas of agriculture, 4-H and youth development, nutrition/family consumer services, natural resources management, and marine science.

Services and Accomplishments

The U.C. Cooperative Extension Program primarily contributes to the goals of the Shared Vision 2010 commitment to Provide Equal Access to Education Opportunity by offering an array of research and educational programs in the areas of agriculture, 4-H youth development, nutrition education, marine science, and landscape horticulture/urban forestry. Cooperative Extension provides training and seminars for the public and private industry, workshops and consultation for coastside growers, ongoing nutrition, health and money management classes for limited income families, educational seminars and research for the fishing industry and 70 various educational programs and projects involving more than 3,000 countywide 4-H youth and school-based programs. Staff initiates research projects and responds to more than 2,000 inquires annually.

In 1944 the County entered into an Memorandum of Understanding (MOU) with the Cooperative Extension for Cooperative Extension educational programs. In FY 2003-04 this MOU was renegotiated and updated by County and University staff. According to the MOU, the University shall conduct an appropriate educational and applied research program in mutually agreed upon areas. The University employs academic personnel and the County employs clerical staff and funds maintenance and operation expenses including facility rental, supplies and transportation expenses.

The following were major accomplishments in the prior year:

- Trained 200 tree care professionals at the annual California Tree Failure Program (Filoli Center) on issues relevant to tree risk assessment and tree failure analysis
- Conducted ongoing research and monitoring of Monterey pine trees with Pitch Canker disease along Hwy 280 near Colma and Hillsborough
- Received funding to establish a countywide workability program at Elkus Ranch for physically challenged youth
- Trained 100 teachers (Preschool and Elementary) countywide in the USDA Food and Nutrition Education Program for limited income youth
- Sponsored the 1st Annual Large Animal Challenge program for 4-H members, leaders and parents to test their knowledge in animal science
- Collaborated to offer two physical activity programs: Soul Stroll for Health and "Off To A Good Start"

Story Behind Baseline Performance

The University of California Cooperative Extension Service is a public service educational program, and as such staff deliver research-based information and programs in the areas of agriculture, nutrition, youth development including the Elkus Ranch, and landscape and environmental horticulture programs. Staff relocated offices in FY 2003-04, which resulted in a slight dip in performance measure actuals, particularly in the number of public service calls, due to the time spent on locating office space and coordinating the move. Cooperative Extension should be back on track and anticipate a modest increase in future years.

To ensure program effectiveness and clientele satisfaction, evaluation instruments are administered regularly to program participants to measure customer satisfaction. Customer satisfaction surveys are provided after most classes and programs. In addition, staff survey customer satisfaction over the phone to gauge satisfaction with public service calls. Customer service satisfaction levels have stayed largely the same over the past few years due to fluctuating staff levels. With the return of staff on sabbatical to the department in FY 2005-06, customer satisfaction levels should increase.

Staff assigned to the youth development program area reaches a diversity of clientele in the 4-H, Elkus Ranch and nutrition education programs throughout San Mateo County. Cooperative Extension maintains data (gender, ethnicity, etc. for youth and adults) on all contacts and programs in order to comply with the University's Affirmative Action policies. To ensure maximum participation, Cooperative Extension will reach the broadest segment of the youth population in San Mateo County. Cooperative Extension will use various educational and marketing strategies. Examples include reaching out to targeted communities, producing multi-lingual materials, using print media to advertise programs and hiring a diverse staff to reach youth not currently being served by Cooperative Extension staff. Staff have served close to 40% of the youth in the County for several years and have set a target of 45% for FY 2005-06. This is in part due to the 4-H Advisor being on sabbatical leave. She spends a portion of her time delivering garden based experiential educational programs to schools throughout San Mateo County.

Major challenges over the next two years will be:

- To continue to manage programs in a cost effective manner despite reductions in clerical staffing and other supplies
- To respond to potential funding reductions from any of Cooperative Extension's three sources of income (Federal, State and County)
- To respond to potential retirements over the next two years which may create a void in services such as volunteer management and educational programs until the positions are filled

Program Priorities

The U.C. Cooperative Extension Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Return public service calls within 48 hours
- Increase acknowledgment of volunteer contributions through newsletters, at meetings, and personal notes
- Offer Cooperative Extension programs at community facilities/sites that are easily accessible for clientele, especially those individuals with special needs

Ensure that 45% of Youth are Served

- Train new volunteers from schools, youth organizations, faith community and service organizations to assist the academic staff in delivering Cooperative Extension programs in the areas of nutrition, gardening, leadership development and 4-H
- Collaborate with youth serving agencies in underserved communities to provide programs such as 4-H, gardening and nutrition programs
- Ensure Elkus Ranch special need youth visitors are exposed to educational activities in the specially designed horticulture therapy garden and trails
- Ensure the University of California Master Gardeners (adult volunteers) help schools develop gardens and work directly with children at Elkus Ranch and/or with the 4-H program gardening projects

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of educational programs offered	250	124	165	220	240
Number of public service calls	2,000	1,500	1,320	1,900	2,000
How Well We Do It (Quality)					
Percent of growers, fisherman and landscapers served	70%	70%	75%	48%	75%
Percent of youth served	40%	40%	40%	39%	45%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better ⁽¹⁾	80%	75%	80%	54%	90%
Percent of 4-H animal project members passing proficiency testing in animal science projects	85%	70%	85%	70%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

U.C. Cooperative Extension (3540B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	2.0	2.0	2.0	2.0		2.0
Funded FTE	1.4	1.2	1.2	1.3	0.0	1.3
Total Requirements	145,028	119,098	131,211	144,852	13,641	145,984
Total Sources	20,367	2,893	1,554	7,373	5,819	6,804
Net County Cost	124,661	116,205	129,657	137,479	7,822	139,180
NCC Breakdown						
Non-Mandated Services			129,657	137,479	7,822	139,180

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$137,479 or 100%, of which \$137,479 or 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include administrative support, office supplies, and facility rental charges.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; increase in Fund Balance due to previous year salary savings; increases in operating costs such as communications charges and facility rental charges; increase in Reserves to 2% of Net Appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,250	11,799	0	1,273	7,822	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases offset by a corresponding increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,701	0	0	1,701	0

U.C. Cooperative Extension (3540B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue		1,339				
Total Revenue		1,339				
Fund Balance	20,367	1,554	1,554	7,373	5,819	6,804
TOTAL SOURCES	20,367	2,893	1,554	7,373	5,819	6,804
REQUIREMENTS						
Salaries and Benefits	62,915	52,097	64,353	74,127	9,774	75,828
Services and Supplies	18,134	18,313	15,462	16,466	1,004	15,897
Other Charges	63,979	47,134	49,842	51,432	1,590	51,432
Net Appropriations	145,028	117,544	129,657	142,025	12,368	143,157
Contingencies/Dept Reserves		1,554	1,554	2,827	1,273	2,827
TOTAL REQUIREMENTS	145,028	119,098	131,211	144,852	13,641	145,984
NET COUNTY COST	124,661	116,205	129,657	137,479	7,822	139,180
AUTHORIZED POSITIONS						
Salary Resolution	2.0	2.0	2.0	2.0		2.0
Funded FTE	1.4	1.2	1.2	1.3	0.0	1.3

Structural Fire (3550B)

Program Locator

County

Environmental Services

Fire Services

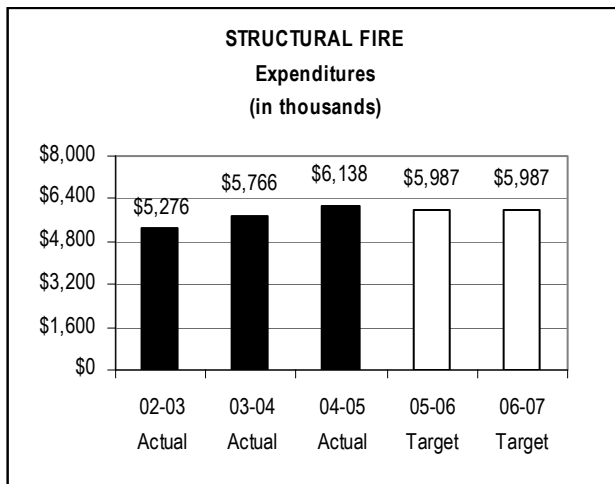
▷ **Structural Fire**

County Service Area #1

Fire Protection Services

Budget Unit Description

The Structural Fire Protection Fund is the source of funding for the Fire Protection Services Program. The main source of revenue for this fund is property taxes on all parcels in the County Fire Protection District, which includes all land outside city and other fire district boundaries.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, plan checking fees, and miscellaneous state reimbursements.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: a decrease in property tax revenue based on projections; a reduction in Fund Balance and Reserves based on actuals with a corresponding decrease in estimated interest earnings; an increase in plan checking revenue due to increased fees and demand for these services; elimination of one-time funding provided to Kings

Mountain Fire Brigade to purchase a new fire engine; and a decrease in the Fire Protection contract to match prior-year actuals.

Revenue/Sources	(849,003)
Appropriations	(150,503)
Intrafund Transfers	0
Reserves	(698,500)
Net County Cost	0
Positions	0

2. Prior Year Property Tax Shortfall

Tax revenues have been revised downward to reflect the decline in unsecured property value in unincorporated area, primarily at San Francisco Airport. Adjustments have been made to cover the shortfall in Fund Balance and declining revenues. This change results in a one-time General Fund contribution. An updated status of the Fire Protection fund will be prepared at mid-year after preliminary property tax projections are available. This fund has historically funded the County's contract with the California Department of Forestry for fire protection services in the unincorporated area.

Revenue/Sources	(798,396)
Appropriations	(535,748)
Intrafund Transfers	0
Reserves	(262,648)
Net County Cost	0
Positions	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	(1,647,399)
Appropriations	(686,251)
Intrafund Transfers	0
Reserves	(961,148)
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

No change.

Structural Fire (3550B)

Structural Fire Protection Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	5,028,186	4,582,046	5,284,024	4,490,405	(793,619)	4,490,405
Use of Money and Property	87,857	105,834	77,600	79,460	1,860	79,460
Intergovernmental Revenues	137,562	319,095	123,277	65,000	(58,277)	65,000
Charges for Services	111,187	145,974	100,000	175,000	75,000	175,000
Interfund Revenue	137,237			286,140	286,140	286,140
Miscellaneous Revenue	12,635	117,291		49,000	49,000	49,000
Total Revenue	5,514,665	5,270,240	5,584,901	5,145,005	(439,896)	5,145,005
Fund Balance	1,765,606	1,513,956	1,513,956	306,453	(1,207,503)	306,453
TOTAL SOURCES	7,280,271	6,784,196	7,098,857	5,451,458	(1,647,399)	5,451,458
REQUIREMENTS						
Services and Supplies	5,766,314	6,377,744	6,037,708	5,451,458	(586,250)	5,451,458
Other Charges		100,000	100,000		(100,000)	
Net Appropriations	5,766,314	6,477,744	6,137,708	5,451,458	(686,250)	5,451,458
Non-General Fund Reserves	1,513,956	306,453	961,149		(961,149)	
TOTAL REQUIREMENTS	7,280,270	6,784,197	7,098,857	5,451,458	(1,647,399)	5,451,458

County Service Area #1 (3560B)

Program Locator

County

Environmental Services

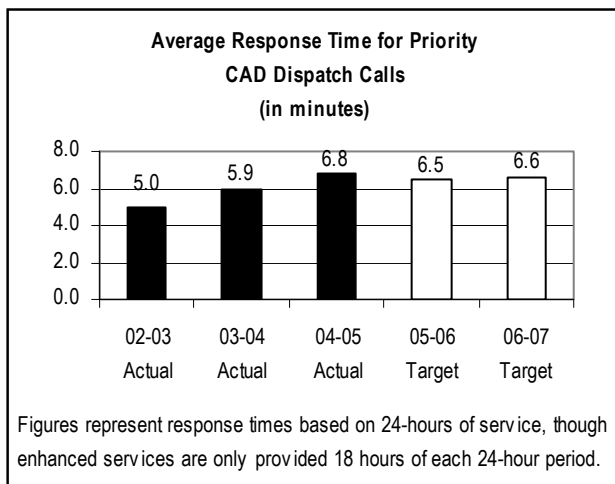
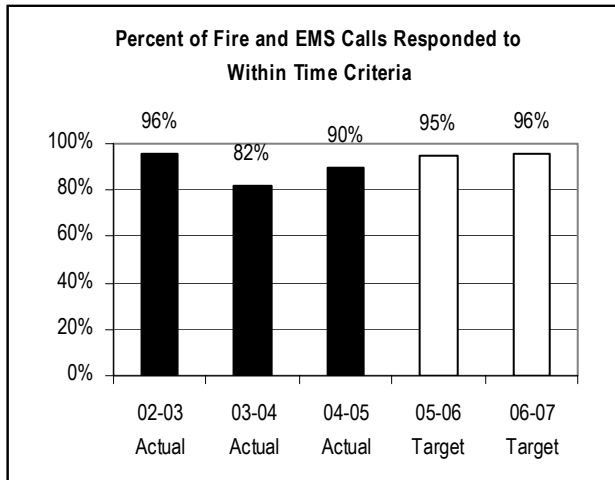
Fire Services

Structural Fire

▷ **County Service Area #1**

Fire Protection Services

Headline Measures



Program Outcome Statement

The County Service Area #1 provides contract management ensuring enhanced police and fire protection services for the residents of the unincorporated area west of the City of San Mateo and east of Highway 280 by providing Sheriff's patrol units, emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training.

Services and Accomplishments

County Service Area #1 (CSA #1) primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing enhanced police and fire protection services to the area of unincorporated San Mateo County situated west of the City of San Mateo and east of Highway 280. These services are funded through property taxes as well as a special supplemental parcel tax, which must be approved by the voters every four years. Fire protection is provided by three dedicated California Department of Forestry (CDF) firefighters 24-hours, seven day/week, and dedicated Sheriff's patrol coverage is provided on an 18-hour, seven day/week basis. CDF staff respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters, public fire safety education, fire protection planning and fire investigation services.

The following were major accomplishments in the prior year:

- Placed into service state-of-the-art cardio-pulmonary resuscitation equipment which can greatly increase the survivability of heart attack patients
- Continued outreach to community residents including education to school children, informational forums for adults, and health checkups
- The Sheriff's Activities League continued to support youth programs in the CSA #1 area, including sponsoring after-school sports and dance programs at the Highlands Recreation Center; the annual youth-Deputy basketball tournament and participating in the annual CSA July 4th parade, carnival and fireworks display
- Sheriff's patrol staff increased efforts to create familiarity with assigned officers by having them participate in homeowner association meetings, assist school crossing guards, and regularly meeting with school officials
- Sheriff's staff coordinated CSA-wide meetings with citizen stakeholder groups, including representatives from the various homeowner associations to improve visibility and community involvement
- Sheriff's staff provided information on a weekly basis for a regular column in the Highlands Newsletter

Story Behind Baseline Performance

Emergency response workload is measured by the number of calls for assistance or by the time that is required for emergency crews to respond to the scene of an emergency. CDF counts each incident individually and reflects the units assigned. The emergency crews then provide aid or mitigate an incident that has affected a County citizen or visitor. The County Board of Supervisors has set time-based response standards of care based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with nationwide standards, and a target of at least 95% has been set as an achievable goal for FY 2005-06 and 2006-07 due to back-to-back queuing that can negatively impact response time.

Over the past several years, a moderate increase in response time for priority police dispatch calls reflects changing policies regarding "Code Three" responses, which are now limited to crimes/disturbances in progress or imminent, for the roadway safety of officers and the public. This is reflected in the moderate increase in response times in this measure. Part One Crimes in the Highlands area patrolled by the Sheriff's Office have decreased by 15% since 2003, while countywide, Part I crimes actually increased for the first time in four years. The strong presence of the Sheriff's patrol service in CSA#1 actively discourages criminal activity. At one point last year, property crimes (which are not considered Part I crimes) in the Highlands increased due to a string of burglaries, but the suspects - a professional burglary team - were subsequently apprehended and convicted.

Major challenges over the next two years will be:

- To repair and renovate the Belmont Fire Station, for which a funding source is still being explored
- To maintain an acceptable level of service for the community while scaling back discretionary services due to limited financial resources within the Sheriff's Office
- To respond to additional response requirements due to the expanded Youth Services Center Campus on Tower Road adjacent to the Highlands

Program Priorities

The County Service Area #1 Program will meet performance targets by doing the following:

Respond to Fire and EMS Calls within the Established Time Criteria at Least 95% of the Time

- Continue to refine response time criteria so that accurate and useful data can be attained. Research is currently being conducted on ways in which to adapt existing software capabilities to interface with incident response data provided by municipal jurisdictions.

Achieve an Average Response Time of 6.5 Minutes or Less for Priority CAD Dispatch Calls

- Ensure that Deputies on patrol in the Highlands allow Patrol Deputies on other beats to respond first to non-emergency calls

for assistance or low-priority dispatched calls, thus reducing driving time to CSA calls

- Continue to send Deputies to the Sheriff's Emergency Vehicular Operations Course to train in safe, higher-speed driving consistent with community safety, thus maintaining an acceptable response time to calls within the increased traffic patterns and commute hour congestion on CSA roadways
- Participate in the Youth Service Center Campus Project Committee to help ensure adequate security services will be provided, and to plan and prepare for and mitigate any traffic-related impacts from the campus

Achieve an Overall Customer Satisfaction Rating of at least 90% for Police Services

- Continue to provide fire department education and outreach programs at community events which currently include fire and life safety classes, seminars and talks as requested by service organizations, elementary schools, and social groups
- Support the Highlands Recreation Center youth program with an annual SAL contribution of \$5,000, and additionally sponsor the annual youth basketball tournaments
- Provide traffic control and participate actively in the annual Highlands July 4th parade, fireworks and celebration
- Continue to submit a weekly column in the community newsletter
- Continue to work with schools in the CSA area to ensure proactive traffic enforcement during morning pick-up/ afternoon drop-off periods and to protect children and volunteer school crossing guards from speeding motorists
- Conduct abandoned vehicle and parking citation enforcement in the Highlands with increased frequency, staff resources allowing
- Work with homeowner groups on a regular, informal basis to help prioritize identified problems and make the best use of limited Deputy time in the community
- Ensure that if a Patrol Deputy assigned to the Highlands is out of service due to a court appearance, priority calls will be back-filled
- Continue to assign the best qualified Deputies and maintain stability of personnel assigned to patrol in the Highlands

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of calls responded to: ⁽¹⁾					
- Fire-related incidents	23	44	86	60	620
- Other incidents	170	270	504	325	330
Number of reported and self-initiated crime investigations ⁽²⁾	1,626	2,056	1,814	1,825	1,900
How Well We Do It (Quality)					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	96%	82%	90%	95%	96%
Average Response time for Sheriff's priority CAD dispatch calls (in minutes) ⁽³⁾	5.0	5.9	6.8	6.5	6.6
Is Anyone Better Off? (Outcome)					
Annual number of Part I Crimes ⁽⁴⁾ :					
- CSA #1	57	52	60	45	48
- San Mateo County	19,268	19,158	23,843	20,250	20,500
Percent of customer survey respondents rating Fire Protection services good or better ⁽⁵⁾⁽⁶⁾	---	0%	---	90%	90%
Percent of customer survey respondents rating Police services good or better ⁽⁵⁾	---	0%	95%	90%	90%

⁽¹⁾ Figures represent those calls responded to solely by the CDF/County Fire Department, and are not representative of calls for service that may have been responded to by other agencies such as the San Mateo City Fire Department and South County Fire Authority.

⁽²⁾ Figures represent those calls responded to solely by the Sheriff, and are not representative of calls for service that may have been responded to by other agencies such as the California Highway Patrol (CHP).

⁽³⁾ Figures represent response times based on 24-hours of service, though enhanced services are only provided 18 hours of each 24-hour period.

⁽⁴⁾ Part I Crimes include the following offenses: criminal homicide, forcible rape, robbery, assault, burglary, larceny-theft, arson, motor vehicle theft, and domestic violence. The figure for SMCO crimes reflects actual crimes as reported to the State Department of Justice (DOJ) by law enforcement agencies. The figure for CSA #1 crimes reflects only initial reported crimes by category as called in to County 9-1-1 by citizens, prior to review and preparation of a crime report by a Sheriff's Deputy. This categorization may not reflect the final type of crime ultimately reported by the Sheriff's Office to State DOJ for a given incident.

⁽⁵⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽⁶⁾ Insufficient data due to lack of survey response.

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

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Total Requirements	2,876,309	2,994,991	2,660,589	3,118,480	457,891	2,576,775
Total Sources	2,876,308	2,994,991	2,660,589	3,118,480	457,891	2,576,775

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, miscellaneous State reimbursements, and a supplemental parcel tax within the County Service Area #1 area.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: an increase in property tax revenue based on projections; an increase to the Fire Protection and Sheriff's contracts to cover increasing personnel costs; a reduction in expenditures for one-time equipment purchases; and a decrease in Fund Balance due to higher Fire Prevention and Sheriff's contract costs primarily caused by increased staffing expenditures associated with upward salary and benefit adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(127,375)	262,808	0	(390,183)	0	0

FY 2006-07 Program Funding Adjustments

No change.

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

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	1,486,905	1,597,988	1,492,950	1,683,806	190,856	1,683,806
Use of Money and Property	37,714	42,118	25,000	32,300	7,300	32,300
Intergovernmental Revenues	14,458	13,965	13,952	13,893	(59)	13,893
Charges for Services	92,183	92,183	93,000	93,000		93,000
Interfund Revenue	(21)					
Miscellaneous Revenue	6,900	20,455				
Total Revenue	1,638,138	1,766,708	1,624,902	1,822,999	198,097	1,822,999
Fund Balance	1,238,170	1,228,283	1,035,687	1,295,481	259,794	753,776
TOTAL SOURCES	2,876,308	2,994,991	2,660,589	3,118,480	457,891	2,576,775
REQUIREMENTS						
Services and Supplies	1,500,163	1,230,860	1,978,415	2,782,928	804,513	2,241,223
Other Charges		26	100	100		100
Fixed Assets	169,710	217,199				
Net Appropriations	1,669,874	1,448,085	1,978,515	2,783,028	804,513	2,241,323
Non-General Fund Reserves	1,206,435	1,546,906	682,074	335,452	(346,622)	335,452
TOTAL REQUIREMENTS	2,876,309	2,994,991	2,660,589	3,118,480	457,891	2,576,775

Fire Protection Services (3580B)

Program Locator

County

Environmental Services

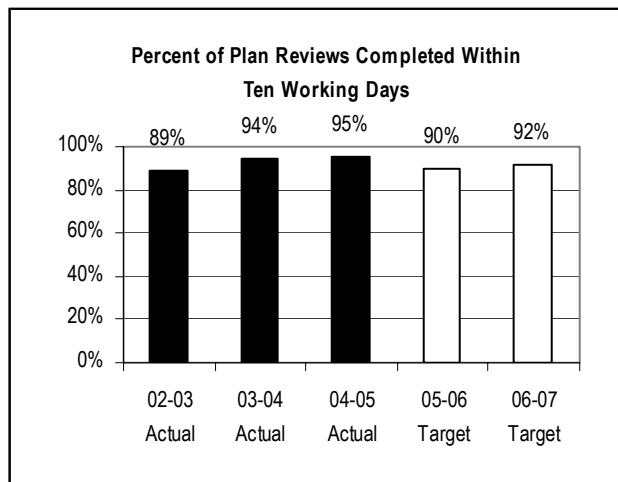
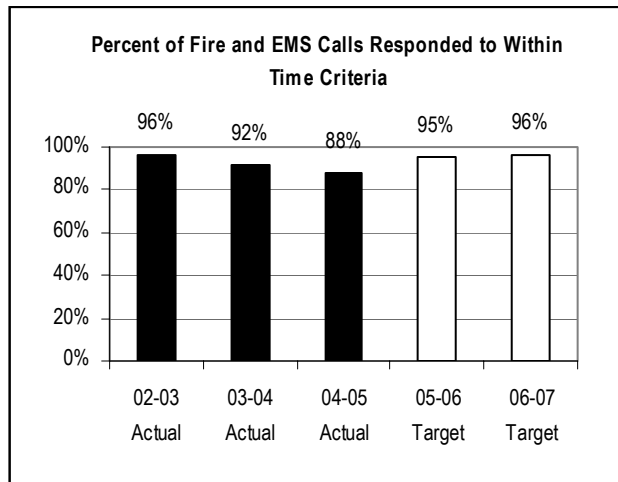
Fire Services

Structural Fire

County Service Area #1

▷ **Fire Protection Services**

Headline Measures



Program Outcome Statement

The Fire Protection Services Program ensures the protection of life, property and the environment for residents and visitors to San Mateo County by providing full service emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training through responsible contract and fiscal management.

Services and Accomplishments

The Fire Protection Services Program, which is staffed by the California Department of Forestry (CDF) on a contract basis, contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing fire protection services to all residents outside city and fire district boundaries in the County. Forty-seven state personnel and approximately 40 volunteers provide emergency services from four paid and four volunteer fire stations. Fire Protection Services staff respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters. Public fire safety education, fire protection planning and fire investigation services are also provided. Training staff, assisted by additional state-funded training personnel, provides professional fire and rescue training to all career personnel and volunteer firefighters, ensuring all state and federally mandated training requirements are met. Staff provides quality training in advanced medical and technical rescue techniques. Currently there are Advance Life Support (ALS) paramedics at the four paid state personnel fire stations: Pescadero, Skylonda, Cordilleras and Belmont Tower Road.

The following were major accomplishments in the prior year:

- Ordered two new four-wheel drive Type III fire engines to replace aging equipment at La Honda and Kings Mountain Volunteer Firefighter Companies which will provide for wildland fire protection and allow greater access to incidents in rural areas
- Conducted over 2,150 hours of training on subjects such as fire control, emergency medical services, and hazardous materials
- Continued work to adopt the California Uniform Fire Code for the unincorporated lands with County Fire jurisdiction. This code adoption will facilitate coordination with the County's city departments which have already adopted the current code.
- Accepted an Assistance to Firefighter's Grant from the Federal Emergency Management Agency (FEMA) in the amount of \$249,606. This grant is being used to complete the self-contained breathing apparatus upgrade, to replace aging personnel protective clothing (turnouts), and to complete the radio replacement program. In addition, this grant has been used to purchase a thermal imaging camera and state-of-the-art cardiopulmonary resuscitation equipment. These last two items are critical in the early detection of fires in homes and to resuscitate heart-attack victims.
- Distributed over 500 customer satisfaction surveys and informational brochures describing fire protection services to County residents

Story Behind Baseline Performance

Emergency response workload is measured by the number of calls for assistance or by the time that is required for emergency crews to respond to the scene of an emergency. The emergency crews then

provide aid or mitigate an incident that has affected a County citizen or visitor. The County Board of Supervisors has set time-based response standards of care Countywide based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with nationwide standards, and a target of 95% has been set as an achievable goal for FY 2005-06 and 2006-07. The reason for less than 100% accuracy is due to back-to-back queuing that can negatively impact response time.

The County Fire Department provides fire and life safety reviews of building plans submitted in the County. These reviews not only ensure compliance with local and state standards; they also ensure that County residents are erecting structures that allow for citizen survivability in the event of an emergency. County Fire Department inspectors have been working on the County adoption of the California Uniform Fire Code. This code, which is scheduled to be adopted by the Board of Supervisors in FY 2004-05, allows for a standardization of codes within the County because all of the cities have adopted it in the past. Additionally, for the last two years, County Fire Marshals have reviewed plans within ten working days 89% of the time, ensuring not only builder satisfaction with the planning process but their overall safety as well.

Major challenges over the next two years will be:

- To complete the replacement process of emergency operational equipment
- To prioritize a list of repairs needed on fire facilities
- To place into service the temporary quarters for the Skylonda Fire Station
- To continue to provide adequate service given budget constraints and increasing labor costs
- To continue the adoption process for the California Uniform Fire Code for CDF/County Fire jurisdictional areas

Program Priorities

The Fire Protection Services Program will meet performance targets by doing the following:

Respond to at Least 95% all Fire and EMS Calls Within Established Time Criteria

- Continue the upgrade of essential firefighting equipment, which will result in greater firefighter efficiency and effectiveness, thus reducing reflex and response times
- Continue to support the training program for firefighters and paramedics, ensuring that emergency responders are equipped with the essential tools to accomplish fire and EMS assignments

Ensure that 90% of Plan Reviews are Completed within Ten Working Days

- Continue to work with County staff to increase efficiency in the plan review process
- Continue the adoption process for the County implementation of the California Uniform Fire Code

Complete Replacement of Emergency Operational Equipment

- Upgrade emergency radio systems on response apparatus and command vehicles, scheduled for completion in FY 2005-06 with the assistance of FEMA grant funding
- Complete updating and replacement of self-contained breathing apparatus by the end of FY 2005-06 with the assistance of FEMA grant funding
- Update and replace aging firefighter personnel protective clothing (turnouts)
- Place into service the state-of-the-art cardiopulmonary resuscitation devices in all County fire stations
- Complete the remaining 5% of County fire engines with thermal imaging cameras

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to distribute customer satisfaction surveys and informational brochures at all County Fire public information functions and at all career and volunteer fire stations

Complete Review of the Facilities Improvement Plan

- Update a comprehensive review of each facility, detailing and prioritizing repairs that must be completed
- Continue to meet with Public Works representatives to implement changes
- Place into service the temporary quarters for the Skylonda Fire Station

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of calls responded to:					
- Fire-related incidents	451	612	330	500	600
- Other incidents	1,993	2,029	1,854	2,000	2,100
Number of plans reviewed and checked	196	422	411	350	420
How Well We Do It (Quality)					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	96%	92%	88%	95%	96%
Percent of plan reviews completed within 10 working days of submittal of all required documents	89%	94%	95%	90%	92%
Is Anyone Better Off? (Outcome)					
Number of fire related deaths and injuries	0	2	0	0	0
Percent of customer survey respondents rating Fire Protection services good or better ^{(1) (2)}	--	0%	0%	90%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽²⁾ Insufficient data due to lack of survey response.

Fire Protection Services (3580B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Total Requirements	5,734,967	6,347,077	6,007,041	5,955,610	(51,431)	5,955,610
Total Sources	5,734,966	6,347,077	6,007,041	5,955,610	(51,431)	5,955,610

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenue from the Non-General Fund Structural Fire Protection Fund (3550B) and displayed as Interfund Revenue.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: an increase in the fire protection services contract with the California Department of Forestry (CDF) due to increased personnel costs; and a decrease in Interfund Revenue from the Structural Fire Fund due to elimination of annual contributions to the Redwood City and Burlingame Fire Departments resulting from termination of the agreements with those jurisdictions for fire protection services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(51,431)	(51,431)	0	0	0	0

2. Adjustment to Fund Balance

Year-end Fund Balance was achieved due to unspent appropriation for the prior-year State Fire Protection contract. A corresponding reduction to Interfund Revenue has been included, resulting in no net change to Revenue or the Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	0

FY 2006-07 Program Funding Adjustments

No change.

Fire Protection Services (3580B)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Interfund Revenue	5,734,966	6,347,077	6,007,041	5,451,457	(555,584)	5,451,457
Total Revenue	5,734,966	6,347,077	6,007,041	5,451,457	(555,584)	5,451,457
Fund Balance				504,153	504,153	504,153
TOTAL SOURCES	5,734,966	6,347,077	6,007,041	5,955,610	(51,431)	5,955,610
REQUIREMENTS						
Services and Supplies	5,267,821	4,595,919	5,775,049	5,799,798	24,749	5,799,798
Other Charges	215,172	240,361	231,992	155,812	(76,180)	155,812
Fixed Assets	251,974	106,538				
Net Appropriations	5,734,967	4,942,818	6,007,041	5,955,610	(51,431)	5,955,610
Contingencies/Dept Reserves		1,404,259				
TOTAL REQUIREMENTS	5,734,967	6,347,077	6,007,041	5,955,610	(51,431)	5,955,610

Local Agency Formation Commission (3570B)

Program Locator

County

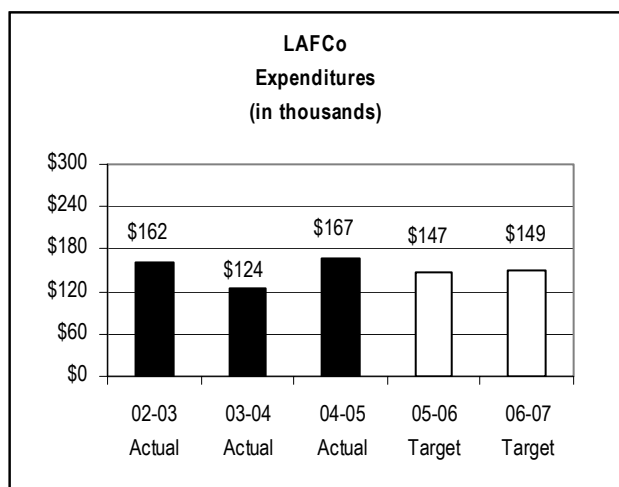
- Environmental Services
 - Environmental Services Administration
 - Agricultural Commissioner/Sealer
 - Animal Control Services
 - U.C. Cooperative Extension
 - Fire Services

► Local Agency Formation Commission

- County Library
- Planning and Building
- Parks and Recreation

Budget Unit Description

The Local Agency Formation Commission (LAFCo) is a State-mandated commission with jurisdiction over the boundaries of cities and special districts. LAFCo 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.



Net County Cost

The portion of this budget unit's FY 2005-06 Adopted Budget which is funded by the General Fund is \$113,832 and represents the County's contribution and is displayed as an Intrafund Transfer. The contribution expenditure is appropriated in the Memberships and Contributions Unit of the County Manager's Office. LAFCo is funded in thirds by the County, cities and special districts.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated salary and benefits increases; reduction in Fund Balance due to significantly increased legal fees for litigation during FY 2004-05; minor increases to operating costs such as computer equipment and ISD charges; decrease in Reserves to cover operating expenses; increase in Intergovernmental Revenue and Intrafund Transfers as the contribution required by the County, cities, and special districts increases to cover LAFCo's expenses.

Revenue/Sources	(24,450)
Appropriations	(7,060)
Intrafund Transfers	(12,848)
Reserves	(4,542)
Net County Cost	0
Positions	0

2. County's Contribution to LAFCo

A shortfall to Fund Balance is offset by a reappropriation of the County's contribution to the Local Agency Formation Commission (LAFCo), with the balance set aside in Reserves.

Revenue/Sources	(41,364)
Appropriations	0
Intrafund Transfers	(50,492)
Reserves	9,128
Net County Cost	0
Positions	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	(65,814)
Appropriations	(7,060)
Intrafund Transfers	(63,340)
Reserves	4,586
Net County Cost	0
Positions	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	52,447
Appropriations	(2,993)
Intrafund Transfers	(49,514)
Reserves	0
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

The following budget adjustments have been made to meet performance targets: inclusion of negotiated salary and benefit increases; increased contributions from County, cities and special districts to cover increased costs.

Revenue/Sources	1,955
Appropriations	(2,933)
Intrafund Transfers	(978)
Reserves	0
Net County Cost	0
Positions	0

4. County's Contribution to LAFCo

The one-time reappropriation of the County's contribution to the Local Agency Formation Commission (LAFCo) for FY 2004-05 is removed and a corresponding increase in Fund Balance to reflect increased revenue is included.

Revenue/Sources	50,492
Appropriations	0
Intrafund Transfers	50,492
Reserves	0
Net County Cost	0
Positions	0

Local Agency Formation Commission (3570B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	82,878	100,070	100,984	126,680	25,696	128,635
Charges for Services	42,436	26,749	20,000	20,000		20,000
Interfund Revenue				4,000	4,000	4,000
Total Revenue	125,314	126,819	120,984	150,680	29,696	152,635
Fund Balance	54,947	56,586	56,586	(38,924)	(95,510)	11,568
TOTAL SOURCES	180,261	183,405	177,570	111,756	(65,814)	164,203
REQUIREMENTS						
Salaries and Benefits	132,475	138,293	138,159	142,953	4,794	145,886
Services and Supplies	18,845	11,744	38,173	38,975	802	38,975
Other Charges	13,054	72,292	41,000	28,344	(12,656)	28,344
Gross Appropriations	164,374	222,330	217,332	210,272	(7,060)	213,205
Intrafund Transfers	(40,699)		(50,492)	(113,832)	(63,340)	(64,318)
Net Appropriations	123,675	222,330	166,840	96,440	(70,400)	148,887
Contingencies/Dept Reserves	17,798	10,730	10,730	15,316	4,586	15,316
TOTAL REQUIREMENTS	141,473	233,060	177,570	111,756	(65,814)	164,203
NET COUNTY COST	(38,788)	49,655				
AUTHORIZED POSITIONS						
Salary Resolution	1.0	1.0	1.0	1.0		1.0
Funded FTE	1.0	1.0	1.0	1.0		1.0

County Library (3700B)

Program Locator

County

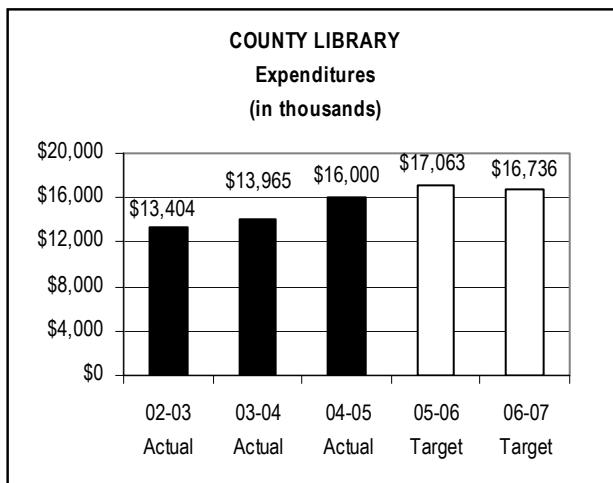
- Environmental Services
 - Environmental Services Administration
 - Agricultural Commissioner/Sealer
 - Animal Control Services
 - U.C. Cooperative Extension
 - Fire Services
 - Local Agency Formation Commission

► County Library

- Planning and Building
- Parks and Recreation

Budget Unit Description

The San Mateo County Library provides innovative library services to diverse communities, that will ensure access to information in a variety of formats on a broad array of topics that support personal growth and individual enrichment, build skills that assist in finding, evaluating and using information effectively, promote basic literacy for all ages, support current and continuing educational goals, and offer current materials of popular and recreational interest.



Net County Cost

The portion of this program's FY 2005-06 Adopted Budget, which is funded by the General Fund, is \$240,565 or 1.5%, and represents the County's contribution. The General Fund contribution is displayed as Interfund Revenue and the expenditure is appropriated in Memberships and Contributions (1900B). Library operations are primarily funded by property tax revenue from the Library JPA member jurisdictions, charges for services, and miscellaneous reimbursements such as state Public Library Fund funding.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: revenues are adjusted to reflect a modest increase in property taxes based on estimates, a decrease in revenue from the state due to the anticipated loss of Public Library Funding, elimination of one-time grant funding, and an increase in Fund Balance due to an unanticipated ERAF return, and additional savings generated from the prior year; expenditure changes include merit and negotiated labor increases, adjustments associated with the Belmont library currently under construction, a reduction in contract costs based on revised estimates related to the new Library integrated on-line system, an increase in the materials budget to help stock the new Belmont Library, a modest increase in service charges, and an increase in Reserves due to additional Fund Balance generated in the prior year.

Revenue/Sources	1,438,844
Appropriations	441,114
Intrafund Transfers	0
Reserves	922,982
Net County Cost	(74,748)
Positions	0

2. Part-time Library Assistants

The addition of two Library Assistants addresses the workload needs of the Millbrae and San Carlos libraries. High activity levels at

both the Millbrae and San Carlos libraries require that one part-time Library Assistant be added to each branch.

Revenue/Sources	0
Appropriations	74,748
Intrafund Transfers	0
Reserves	08
Net County Cost	74,748
Positions	2

3. Library Materials

An increase in Library materials including books for children and adults, DVD's and videos, and on-line resources, ensures access to information in a variety of formats and on a broad array of topics that support personal growth and individual enrichment. Additional one-time funding will be used to increase the supply of materials.

Revenue/Sources	0
Appropriations	547,000
Intrafund Transfers	0
Reserves	(547,000)
Net County Cost	0
Positions	0

4. Library Fiscal Support

A part time Accountant is added to Library Administration to assist in preparing financial reports, processing invoices and maintaining accounting records in order to improve the timely delivery of financial services. The position cost will be offset by existing Library on-going revenue.

Revenue/Sources	0
Appropriations	52,584
Intrafund Transfers	0
Reserves	(52,584)
Net County Cost	0
Positions	1

5. Adjustment to Fund Balance

A portion of year-end fund balance is appropriated for equipment purchases and to secure consulting services associated with the

development of the library's strategic plan. The balance is set aside in capital reserves for future replacement of equipment.

Revenue/Sources	322,251
Appropriations	122,251
Intrafund Transfers	0
Reserves	200,000
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	1,761,095
Appropriations	1,237,697
Intrafund Transfers	0
Reserves	523,398
Net County Cost	0
Positions	3

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; and removal of one-time purchases.

Revenue/Sources	(1,504,818)
Appropriations	(326,507)
Intrafund Transfers	0
Reserves	(1,178,311)
Net County Cost	0
Positions	0

7. Removal of One-Time Fund Balance Appropriations

The one-time Fund Balance appropriation for equipment purchases and to secure consulting services associated with the development of the library's strategic plan have been removed.

Revenue/Sources	(122,251)
Appropriations	(122,251)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	(1,627,069)
Appropriations	(448,758)
Intrafund Transfers	0
Reserves	(1,178,311)
Net County Cost	0
Positions	0

County Library (3700B) County Library Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	12,455,311	13,750,057	12,081,380	13,245,250	1,163,870	13,588,565
Use of Money and Property	129,125	159,678	153,000	153,000		153,800
Intergovernmental Revenues	835,465	717,597	718,164	616,664	(101,500)	616,664
Charges for Services	624,076	727,897	702,000	725,070	23,070	751,750
Interfund Revenue	546,200	341,234	341,234	240,565	(100,669)	140,000
Miscellaneous Revenue	712,621	539,581	566,000	397,000	(169,000)	427,000
Total Revenue	15,302,798	16,236,044	14,561,778	15,377,549	815,771	15,677,779
Fund Balance	4,606,790	5,944,200	5,944,200	6,889,524	945,324	4,962,225
TOTAL SOURCES	19,909,588	22,180,244	20,505,978	22,267,073	1,761,095	20,640,004
REQUIREMENTS						
Salaries and Benefits	8,973,093	9,521,823	9,750,556	10,479,243	728,687	11,052,309
Services and Supplies	3,860,994	4,638,543	5,153,577	5,513,014	359,437	4,515,931
Other Charges	982,393	1,055,484	1,045,602	1,132,638	87,036	1,170,434
Fixed Assets	148,908	74,870	50,000	112,537	62,537	50,000
Net Appropriations	13,965,388	15,290,720	15,999,735	17,237,432	1,237,697	16,788,674
Contingencies/Dept Reserves	5,264,200	6,669,524	4,286,243	4,469,641	183,398	3,321,330
Non-General Fund Reserves	680,000	220,000	220,000	560,000	340,000	530,000
TOTAL REQUIREMENTS	19,909,588	22,180,244	20,505,978	22,267,073	1,761,095	20,640,004
AUTHORIZED POSITIONS						
Salary Resolution	123.0	124.0	124.0	127.0	3.0	127.0
Funded FTE	107.9	108.2	108.2	111.1	3.0	111.1

Planning and Building (3800B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	2,511,187	3,475,170	2,897,853	3,142,049	244,196	3,142,049
Fines, Forfeitures and Penalties	55,288	54,026	30,000	50,000	20,000	50,000
Intergovernmental Revenues	57,909	57,909	212,474	212,474		50,000
Charges for Services	1,462,925	2,687,563	2,094,204	2,385,057	290,853	2,385,057
Interfund Revenue	147,466	152,431	163,667	160,595	(3,072)	161,068
Miscellaneous Revenue	233,049	486,287	366,140	436,528	70,388	231,377
Total Revenue	4,467,825	6,913,386	5,764,338	6,386,703	622,365	6,019,551
Fund Balance	1,151,488	618,172	618,172	2,360,294	1,742,122	2,014,294
TOTAL SOURCES	5,619,313	7,531,558	6,382,510	8,746,997	2,364,487	8,033,845
REQUIREMENTS						
Salaries and Benefits	4,058,010	4,262,323	4,484,878	5,049,104	564,226	5,194,756
Services and Supplies	2,952,735	2,938,637	3,695,988	4,471,533	775,545	3,322,886
Other Charges	626,559	554,490	573,933	717,337	143,404	675,015
Fixed Assets	5,590					
Other Financing Uses				195,000	195,000	
Gross Appropriations	7,642,894	7,755,451	8,754,799	10,432,974	1,678,175	9,192,657
Intrafund Transfers	(2,396,512)	(2,115,431)	(2,110,260)	(2,401,446)	(291,186)	(2,094,146)
Net Appropriations	5,246,382	5,640,020	6,644,539	8,031,528	1,386,989	7,098,511
Contingencies/Dept Reserves	204,176	618,172	618,172	1,765,694	1,147,522	1,765,694
TOTAL REQUIREMENTS	5,450,558	6,258,192	7,262,711	9,797,222	2,534,511	8,864,205
NET COUNTY COST	(168,755)	(1,273,366)	880,201	1,050,225	170,024	830,360
AUTHORIZED POSITIONS						
Salary Resolution	44.0	45.0	45.0	47.0	2.0	47.0
Funded FTE	43.5	44.8	44.7	46.5	1.8	46.5

Administration and Support (3810P)

Program Locator

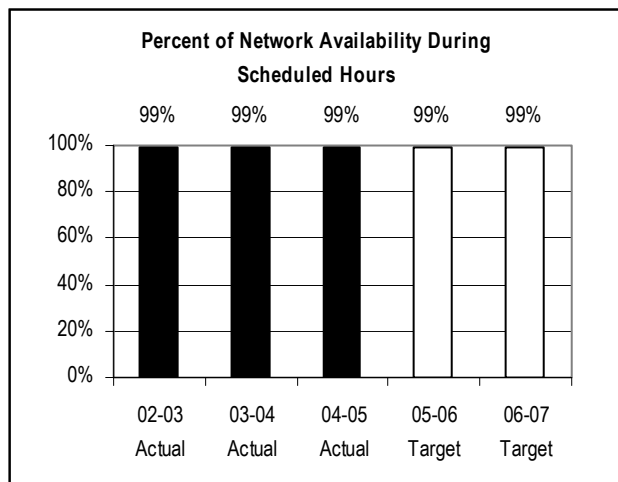
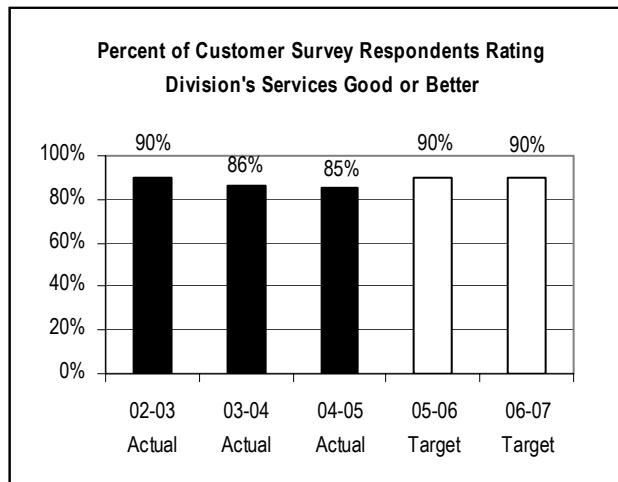
County

Environmental Services

Planning and Building

► **Administration and Support**
 Long Range Planning Services
 Development Review Services

Headline Measures



Program Outcome Statement

Administration and Support enables the staff of the Planning and Building Division to deliver effective, responsive, quality services to its customers and the public through the provision of overall management and organizational direction, and of automation, fiscal, graphics, payroll/personnel, reception, secretarial, word processing, and other administrative services in an efficient, well-managed office environment.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering direction and support to the Planning and Building Division's two major programs, Development Review Services and Long Range Planning Services. Senior management provides direction and guidance in defining Division priorities that align with the County's Visioning Goals. Support is provided to improve service delivery, enhance the quality and presentation of information and reports, maintain and upgrade the technical infrastructure, and ensure fiscal viability, including the development and monitoring of the Division's budget. Secretarial and administrative support is provided to the Planning Commission, Zoning Hearing Officer, Coastsides Design Review and Bayside Design Review meetings. Fiscal and administrative support is also provided to the Structural Fire Fund, Fire Protection and CSA#1 budget units and the Airport/Community Roundtable.

The following were major accomplishments in the prior year:

- Worked with Development Review Services to conclude the Highland Estates Environmental Impact Report contract
- Completed the upgrade of the automated permit-processing system in preparation for expansion of online capabilities to include processing simple permit applications and scheduling inspections
- Worked with Development Review Services and Fire Protection Services to conclude the Building Code and Fire Code update project that resulted in San Mateo County having a revised set of regulations governing these areas
- Completed the procurement of consulting services for the Clos de la Tech Winery Environmental Impact Report to provide the Planning Commission and Board of Supervisors with information regarding the environmental consequences of the project to enable them to make a decision on how to proceed in this matter
- Replaced 25 computers and the Permit*Plan Advantage and office network servers, all of which were beyond their extended warranty periods

Story Behind Baseline Performance

A critical ongoing responsibility of Administration and Support is to ensure the reliability and technological advancement of the

Division's automation environment, which is reviewed annually and documented in a two-year Network Management Plan. FY 2004-05 saw the major upgrade of the Division's mission-critical automated permit processing and tracking system, Permit*Plan Advantage, which needs to be kept up to date to continue receiving maintenance support and to take advantage of new features and capabilities. This upgrade allows for future enhancements planned for Permit*Plan Advantage's online system, e-Connect, including applying and paying for routine permits and scheduling and canceling inspections via the Internet, thus affording our customers with a browser-based option for doing business with the Division.

Improvements to the County's Geographic Information System (GIS) have been made by the Division's Graphics Section, with the most current projects having been the addition of a new zoning layer and completion of the initial stages of digitization of a land use layer. These enhancements provide a more useful mapping system that allows users to access layers of information that can be turned on and off as needed to create custom configured maps of the County. The Graphics Section also works closely with County GIS Committee comprised of staff from the Assessor's, Public Works, and Information Services to assist in implementing the system Countywide, and the Division has financially contributed to the system's new aerial photography project. When the system has been fully implemented, it will enable the distribution and maintenance of an almost entirely digital system of maps that will replace the existing mylar versions. However, completing development of the full range of GIS's mapping components will continue to be dependent on inter-departmental cooperation, staffing, and funding availability as the project progresses in coming years.

In FY 2002-03, after having completed the design and planning stages of the remodeling of the Development Review Center, the project had to be deferred due to budget cuts. In FY 2005-06 this project will be resumed which will result in an improved physical setting in the public service area that will better accommodate customers and provide ergonomically correct work stations for counter staff.

During FY 2004-05, the Board of Supervisors commissioned a Planning/Building Task Force to explore key issues regarding the level and performance of services provided by the Division that were raised during Budget Hearings. The issues include long permit processing times, complicated and overlapping processes and review procedures, and overall lack of efficiency in the system. The findings of the Task Force were completed at the end of FY 2004-05, and will be evaluated and implemented during FY 2005-06.

Major challenges over the next two years will be:

- To continue to provide staff with the resources required to perform their work in a well-maintained office environment while carefully controlling expenditures
- To maximize the utilization of the County's Geographic Information System (GIS) and contributing to further development of the system

- To provide online ability to the public to apply and pay for routine permits and to schedule and cancel building permit inspections
- To maintain service and staffing levels
- To implement the changes recommended by the Planning and Building Task Force

Program Priorities

The Planning and Building Administration and Support Program will meet performance targets by doing the following:

Maintain 99% Availability of Network During Scheduled Hours and Implement Technology Improvements

- Replace aging computers, printers, and servers, including 10 PCs and the graphics and automated voice inspection scheduling system servers
- Link the GIS and Permit*Plan databases to enable staff to query data regarding parcel, census and other land use information when processing applications and complete the digitization of the land use and agricultural preserve layers
- Provide Graphics staff with additional training in the Geomedia/ GIS software which will assist in improved GIS mapping capabilities and utilization
- Continue to maintain Permit*Plan Advantage in its most current version and add capabilities to the e-Connect system

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide timely response to customer concerns and complaints regarding the application of development regulations, permit processing and code enforcement
- Assist the Planning Commission with the successful deliberation of cases
- Provide courteous, knowledgeable and helpful reception services to the Division's customers

Provide a Well-Maintained Working Environment

- Update the plans for redesigning the Development Review Center and complete the remodel project
- Retrofit three workstations to comply with current ergonomic standards
- Continue ongoing efforts to clean up common areas and transfer to off-site storage records currently located in basement and office areas

Implement Recommendations of the Planning and Building Task Force

- Evaluate and carry out new procedures or other recommendations formulated by the Planning and Building Task Force

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of service requests processed for:					
- Word Processing	3,705	3,320	3,281	3,550	3,600
- Graphics	970	998	1,170	1,050	1,075
Number of public hearing items agendized	325	240	239	200	225
How Well We Do It (Quality)					
Percent of service requests completed by due date:					
- Word Processing	100%	100%	100%	100%	100%
- Graphics	99%	99%	98%	99%	99%
Percent of letters of decision mailed by three working days of hearing date	95%	96%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better ⁽¹⁾	90%	86%	85%	90%	90%
Percent availability of network during scheduled hours	99%	99%	99%	99%	99%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administration and Support (3810P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	13.0	13.0	13.0	13.0		13.0
Funded FTE	12.9	12.9	12.9	12.7	(0.1)	12.7
Total Requirements	357,550	429,878	774,103	2,294,706	1,520,603	1,954,914
Total Sources	482,906	708,121	648,839	2,150,889	1,502,050	2,046,362
Net County Cost	(125,356)	(278,243)	125,264	143,817	18,553	(91,448)
NCC Breakdown						
Non-Mandated Services			125,264	143,817	18,553	(91,448)

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$143,817 or 8%, of which \$143,817 or 100% is discretionary. This discretionary amount includes Discretionary Services comprised of the remaining uncommitted funding for the Midcoast Groundwater Study and salary and benefit increases.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: reductions to retirement contributions; annualization of negotiated labor increases; addition of contract funding for network system services; increases in service charges for ISD, Public Works and County Counsel; and increased reimbursement from Development Review Services and Long Range Planning Services via Intrafund Transfer to cost apply centralized costs. Final Fund Balance is higher than projected due to additional revenue and savings being realized from the prior year, and will be set aside in Reserves

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,164,618	85,667	(261,186)	1,163,690	(176,447)	0

2. Planning and Building Task Force Improvement Plan

In response to recommendations from the Planning and Building Task Force, the Planning and Building Division developed an improvement plan that is divided into three phases of implementation. This funding adjustment represents a portion of the Phase One improvements including funds to retain contract planners and a structural civil engineering firm to assist with backlog and implementation of a three-month paid internship program. A Senior Planner position was added to the Development Review Program. The costs to retain the contract planners and the engineering firm, as well as the cost of the paid internship program, have been funded by Planning and Building Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	248,600	0	(248,600)	0	0

3. Development Review Center Public Service Counter Remodel

The counter remodel project supports the program priorities of providing a well-maintained working environment and achieving an overall customer satisfaction rate of at least 90%. Funding has been added to remodel the Development Review Center public service area to better accommodate the public and provide ergonomically correct work stations for staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	195,000	0	0	195,000	0

4. Geographic Information System (GIS) Improvements

Improvements to the GIS supports the program priority of achieving high customer satisfaction by implementing technological improvements that create greater efficiency. Funding is allocated for consultant contract services to assist in the integration of GIS and the Division's automated permit processing and tracking system, acquisition of additional Geomedia software licenses for staff use, and provision of further training for appropriate staff closely involved in GIS development.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	30,000	(30,000)	0	0	0

5. Adjustment to Fund Balance

Fund Balance has been appropriated to cover the costs of ongoing automation hardware and software enhancements, with the remainder being placed in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
337,432	105,000	0	232,432	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,502,050	664,267	(291,186)	1,147,522	18,553	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: salaries and benefits have been increased to include annualization of negotiated increases; elimination of one-time contract expenses; and elimination of one-time funding and appropriation for the Development Review Center counter remodel.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
473	(293,492)	307,300	0	13,335	0

7. Planning and Building Task Force Improvement Plan

The one-time use of reserves to fund contract planners and an engineering firm are removed. If additional contract assistance is needed in the future an on-going source of revenue will be identified.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(248,600)	0	0	0	0

8. Removal of One-Time Fund Balance

One-time use of Fund Balance for automation hardware and software enhancements has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(105,000)	(105,000)	0	0	(248,600)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(104,527)	(647,092)	307,300	0	(235,265)	0

Long Range Planning Services (3830P)

Program Locator

County

Environmental Services

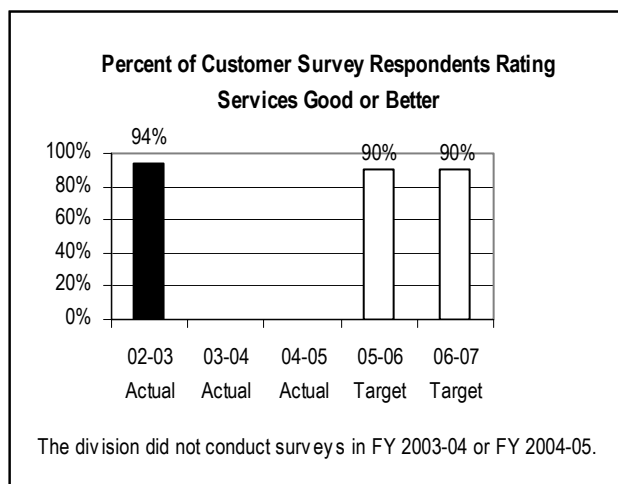
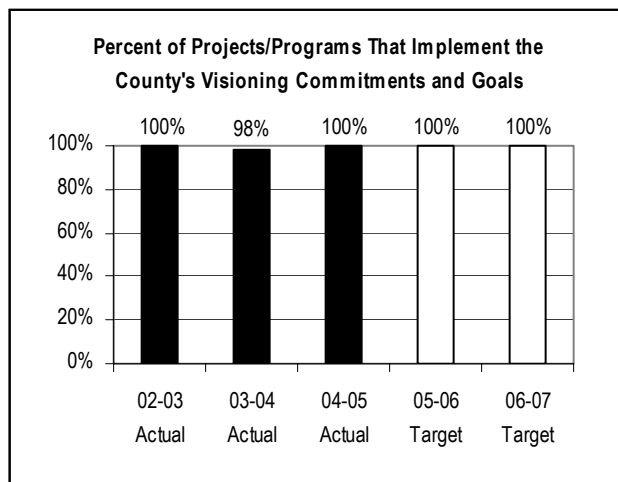
Planning and Building

Administration and Support

▷ **Long Range Planning Services**

Development Review Services

Headline Measures



Program Outcome Statement

The Long Range Planning Program formulates land use and transportation plans, policies, regulations and programs which determine the orderly and efficient development of future urban and rural areas while conserving and protecting valuable natural resources through a process of extensive public participation and highly collaborative inter-governmental coordination.

Services and Accomplishments

The Long Range Planning Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion by maintaining and updating the County's General Plan, developing area and specific land use plans, revising zoning regulations, providing staff to the City/County Association of Governments (C/CAG) for the development of the Countywide Transportation Plan (CTP), the Congestion Management Plan (CMP), and Airport Land Use Plans (ALUP) and staffing the San Francisco International Airport/Community Roundtable.

The following were major accomplishments in the prior year:

- The State certified the County's Housing Element of the General Plan finding that the County met all of the requirements of State law including the County's ability to meet ABAG housing production targets for 2006
- The Board of Supervisors approved the San Carlos Airport Master Plan and certified the Environmental Impact Report (EIR) specifying that the long-range development plans for the airport met the requirements of the California Environmental Quality Act
- The Planning Commission and the Board of Supervisors approved amendments to the Local Coastal Program for the urban Midcoast specifying the maximum level of development of the area and sewer, water, and road capacity needed to adequately serve that level of development
- Staff completed the Transportation Data-Census 2000 Report as part of revisions to the Countywide Transportation Plan which documented commute patterns, modes of travel, travel times, and location of transit riders all in an effort to increase transit ridership in the County
- The Board of Supervisors adopted new zoning regulations to limit house size in the Sequoia Tract in an effort to make new and remodeled houses compatible in size with existing development

Story Behind Baseline Performance

The Long Range Planning Services Program strives to implement the County's Visioning Commitments and Goals and to achieve high levels of customer satisfaction. In preparing the work program each year, staff determines whether potential projects implement commitments and goals. If they do, then each project is classified as to which commitment or goals it implements, and the amount of time

spent on each project is monitored during the fiscal year. Additionally, projects with immediate deadlines are given higher priority than projects with less specified completion dates.

All projects are undertaken with extensive public participation that varies from project to project depending on the need for public involvement necessary to achieve successful public input. For example, the Local Coastal Program amendment project involved 15 workshops, six Planning Commission meetings, and five Board of Supervisors meetings over a two and one-half year period.

During the past year, the State certified the County's Housing Element of the General Plan, and the Board approved affordability agreements with several developers to ensure that 20% of units built are affordable. Previously, the County had no affordability requirement except in unincorporated Colma. The Planning Commission and the Board of Supervisors approved amendments to the Local Coastal Program (LCP) for the urban Midcoast. These amendments quantified growth potential and infrastructure capacity and align rate of growth with development constraints. The Board also certified the San Carlos Airport Master Plan and EIR that specifies future development of the airport and ensures safe airport operations. Staff continued to work on updating the Countywide Transportation Plan (CTP) that includes a "Smart Growth" land use component. This project will encourage new and denser land use patterns along the El Camino corridor that will improve mobility, reduce congestion, and improve air quality throughout the County. This project will be completed in the next two years. Long Range Planning will also undertake zoning revision projects in urban unincorporated areas to control house size and improve commercial development standards.

Consequently, the percentages of staff time allocated to meeting performance measures will change from previous years. Since the Housing Element will have been completed, the amount of time devoted to reducing congestion will increase from 19% to 25%.

Major challenges over the next two years will be:

- To produce quality planning projects such as the Countywide Transportation Plan and new zoning regulations for urban unincorporated areas with a limited staff
- To readjust project priorities as needed without significant disruption of completing ongoing projects
- To solicit public participation in the development of new zoning regulations for urban unincorporated areas and CTP projects to ensure the greatest amount of political consensus and the successful adoption of public policy changes by conducting more workshops and public meetings
- To complete Phase II of the Midcoast Groundwater Study

Program Priorities

The Long Range Planning Services Program will meet performance targets by doing the following:

Ensure that 100% of Projects and Programs Implement the County's Visioning Commitments and Goals

- Complete the final phase of the Midcoast Local Coastal Program (LCP) Update project, including updating the definition and mapping of sensitive habitats and wetlands and a comprehensive evaluation of methods to provide affordable housing in the Midcoast
- Complete the Countywide Transportation Plan (CTP) update
- Undertake zoning revision projects in urban unincorporated areas to control house size and improve commercial development standards
- Continue to increase communication with the Board of Supervisors about the status of projects, including policy directives and timelines by holding more meetings with Board members

Achieve An Overall Customer Satisfaction Rating of at Least 90%

- Continue to increase public participation in planning programs to ensure consensus and facilitate adoption of public policy by conducting more workshops and public meetings
- Improve efforts to distribute more surveys to evaluate Long Range Planning projects and activities by gaining better rate of survey returns

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of minor projects/programs in development (less than one year)	4	5	10	9	9
Number of major projects/programs in development (one year or more)	5	6	9	5	5
How Well We Do It (Quality)					
Percent of total hours spent on projects/ programs that contribute to the following Visioning Goals:					
- Increase housing supply, especially additions to affordable and transit oriented development housing supplies	24%	17%	4%	4%	4%
- Reduce traffic congestion	10%	23%	19%	25%	30%
- Preserve and enhance the natural environment and increase recreational opportunities	3%	3%	2%	14%	9%
- Enhance the built environment	34%	28%	51%	39%	39%
- Reduce airport noise	29%	27%	25%	18%	18%
Is Anyone Better Off? (Outcome)					
Percent of projects/programs that implement the County's Visioning Commitments and Goals	100%	98%	100%	100%	100%
Percent of customer survey respondents rating services good or better ⁽¹⁾⁽²⁾	94%	0%	0%	90%	90%

⁽¹⁾ The division did not survey customers in FY 2003-04 or FY 2004-05.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Long Range Planning Services (3830P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.7	5.0	5.0	4.9	(.1)	4.9
 Total Requirements	128,420	1,048,983	1,225,771	1,293,959	68,188	1,142,725
Total Sources	497,802	488,575	470,834	515,634	44,800	349,000
Net County Cost	(369,382)	560,408	754,937	778,325	23,388	793,725
 NCC Breakdown						
Mandated Services			83,043	85,616	2,573	87,310
Non-Mandated Services			671,894	692,709	20,815	706,415

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$778,325 or 69%, of which \$692,709 or 89% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include updates of various zoning regulations and a portion of cost-applied charges for administration.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of negotiated labor increases; a decrease in extra help expenditures; addition of insurance charges; increase in consulting contract expenses; and increased reimbursement for staff time provided to the City/County Association of Governments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
44,800	68,188	0	0	23,388	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion annualization of negotiated increases, as well as merit increases and higher benefit costs. Services and Supplies have been decreased reflecting a reduction in In-House Administrative Services charges which will be used to cover unanticipated expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	15,400	0	0	15,400	0

3. Elimination of Funding for Airport Noise Insulation Project

Funding provided by the San Francisco Airport Commission and the Federal Aviation Administration to insulate eligible properties in the unincorporated Country Club Park area is eliminated due to project completion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(166,634)	(166,634)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(166,634)	(151,234)	0	0	15,400	0

Development Review Services (3840P)

Program Locator

County

Environmental Services

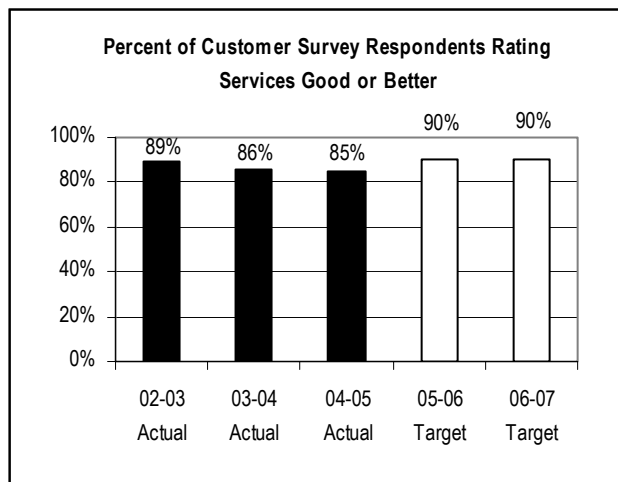
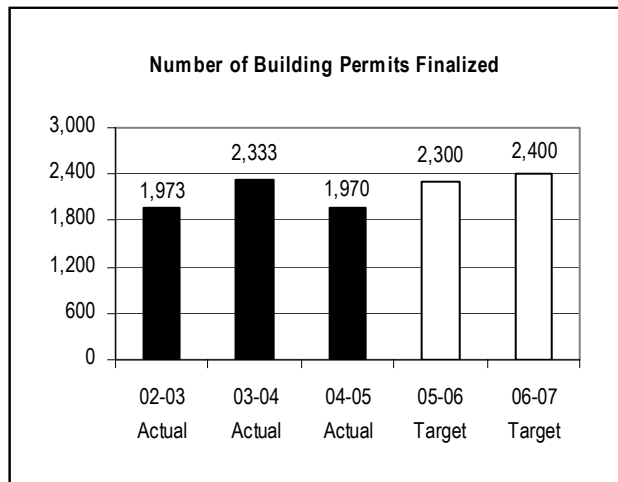
Planning and Building

Administration and Support

Long Range Planning Services

▷ **Development Review Services**

Headline Measures



Program Outcome Statement

The Development Review Services promotes sustainable land use and development, ensures environmental protection, and ensures quality construction to protect public safety and welfare by educating the public and implementing and enforcing planning, environmental, and construction regulations in the unincorporated area of San Mateo County.

Services and Accomplishments

The Development Review Services (DRS) Program, which consists of the Current Planning, Building Inspection and Code Compliance units, primarily contributes to the goals of the Shared Vision 2010 commitment to Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion by providing information, guidance regarding regulation compliance and assistance to customers at the Development Review Services Counter who are seeking planning and building permits.

The following were major accomplishments in the prior year:

- Implemented the next phase of the County's Stormwater Pollution Control Program, minimizing a significant source of non-point pollution to local water bodies. The enforcement of these new regulations will help to directly reduce pollution to streams, marshes, the bay and the ocean and result in improvements to habitat for salmon, steelhead and other wildlife that depend upon these sources of water for survival.
- Utilized the new zoning layer which was added to the Geographic Information System (GIS). This new zoning layer provides staff with several improvements. First, it allows staff to enter an Assessor's parcel number from any work station and instantly determine the zoning for that particular parcel, and if a parcel is located within the unincorporated area or within a city. Additionally, the system now allows for a mailing list of owners within a target area to be identified and generated for public notification.
- Filled vacant planning positions to budgeted levels. Filling these positions has resulted in a reduction of processing time for less complicated planning permits.
- Assisted the Systems Administrator in upgrading the permit tracking system to provide greater flexibility and efficiency for processing and tracking permits.

Story Behind Baseline Performance

Improving customer service continues to be a focus of the Development Review Services Program. In FY 2004-05, 85% of customers rated overall services as good or better. It is anticipated that this rating will improve in the coming fiscal year now that staffing is at full complement as customer satisfaction is directly related to having adequate staffing levels and training of new staff. The ability to serve customers within 20 minutes is also expected to increase as

employees will be cross trained to assist at the counter during peak service times.

In the last fiscal year, additional planner vacancies occurred. This temporary reduction in staffing resulted in an inability to adequately meet estimates for processing planning permits within four months. The projected target of 30% for planning permits deemed complete and ready for public hearing fell to only 13%. Despite DRS staffing levels now being filled to budgeted levels, there remain challenges for staff affecting completion times for processing permits. These challenges include: providing adequate training of new staff, complexity of regulations, implementation of new state and federal regulations. As part of the in-house training of new Planners, mentoring by more experienced planners has been implemented.

During FY 2004-05, the Board of Supervisors commissioned a Planning/Building Task Force to explore key issues regarding the level and performance of services provided by the Division that were raised during Budget Hearings. The issues include long permit processing times, complicated and overlapping processes and review procedures, and overall lack of efficiency in the system. The findings of the Task Force will be completed by the end of FY 2004-05, and then evaluated and implemented during FY 2005-06.

Major challenges over the next two years will be:

- To provide adequate training for staff on both new and existing regulations
- To complete processing of permits within shorter time frames
- To reduce Development Review Center customer wait times
- To maintain an overall customer satisfaction rating of 90%
- To implement Planning and Building Task Force recommendations

Program Priorities

The Development Review Services Program will meet performance targets by doing the following:

Achieve An Overall Customer Satisfaction Rating of at Least 90%

- Continue to develop and modify internal processes for adjusting the Development Review Center's counter staffing levels for counter peak service times by cross training employee's
- Work to improve the express service process for both simple building permit applications and picking up building permits ready for issuance by closely monitoring the Development Review Center sign-in sheet for these express type permits. When the full compliment of Permit Technicians are available at the counter, one of three Permit Technicians will target these express permits and process them ahead of the larger and more time consuming permits.
- Ensure staff is consistent in processing applications and providing information to applicants

Finalize 2,300 Building Permits and Improve Permit Processing and Enforcement Procedures

- Continue to update and improve policy manuals for the Current Planning and Building Inspection Units. A Standard Operating

Procedures manual is currently being developed within the Building Inspection Section. Additionally, the Current Planning Section is working to update the existing policy manual.

- Conduct internal permit processing reviews in order to develop methods for improvement. The development and updating of policy manuals is an important part of the internal reviews. Additionally, recommendations from the Task Force are anticipated to result in improvements related to permit processing.
- Develop an administrative fine ordinance for improving enforcement procedures. Although this ordinance was originally anticipated to be complete last fiscal year, case loads prevented staff from having adequate time to complete this task. It is now anticipated that a draft ordinance will be before the end of FY 2005-06.
- Continue with the expired permit notification program that advises permit holders that delinquent permits must be finalized

Maintain Staffing Levels and Provide Training to Both New and More Experienced Staff

- Ensure staffing is maintained at current budgeted levels by coordinating with Employee and Public Services to keep current recruitment lists for position vacancies.
- Further improve the training program for enhancing employees' understanding of current and future regulations by conducting multi-unit (Current Planning, Building Inspection, Long Range Planning, and Code Compliance) staff meetings

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of building permits issued	2,385	2,394	2,120	2,400	2,500
Number of customers seen at the Development Review Center	15,157	14,448	13,628	13,510	15,000
How Well We Do It (Quality)					
Percent of customers served at the Development Review Center within 20 minutes	74%	64%	73%	80%	80%
Percent of planning permits requiring a public hearing processed within four months	37%	26%	15%	25%	30%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better ⁽¹⁾	89%	86%	85%	90%	90%
Number of building permits finalized	1,973	2,333	1,970	2,300	2,400

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Development Review Services (3840P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	26.0	27.0	27.0	29.0	2.0	29.0
Funded FTE	25.9	26.9	26.9	28.9	2.0	28.9
Total Requirements	4,964,589	4,779,331	5,262,837	6,208,557	945,720	5,766,566
Total Sources	4,638,605	6,334,862	5,262,837	6,080,474	817,637	5,638,483
Net County Cost	325,984	(1,555,531)		128,083	128,083	128,083
NCC Breakdown						
Mandated Services				128,083	128,083	128,083

Program Net County Cost

This program has a one-time Net County Cost of \$128,083 due to increased staffing to address Planning and Building improvements in the current year. Ongoing costs will be fully funded by revenue from permit fees and charges for services associated with permit issuance and processing.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of negotiated labor increases; addition of project and extra help funding; deletion of one-time contract expenses and revenues; increases in charges for insurance; and increase in internal service charges. Due to prior-year fee increases and a continuing upturn in the local economy resulting in a strong demand for construction activity, anticipated revenues derived from permit fees and related charges for services will offset increased operating costs. Revenue and associated project appropriations have been reappropriated for on-going project-related contracts managed by Planning administrators to fund banking charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
375,646	375,646	0	0	0	0

2. Planning and Building Task Force Improvement Plan

In response to recommendations from the Planning and Building Task Force, the Planning and Building Division developed an improvement plan that is divided into three phases of implementation. This funding adjustment represents a portion of the Phase One improvements. Those improvements include the addition of one Senior Planner position in this program. Funds to retain contract planners and a structural civil engineering firm to assist with backlog and the implementation of a three-month paid internship program have been included in the administration and support program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	128,083	0	0	128,083	1

3. Eliminate One-Time Contract Funding

The continued provision of geotechnical review services at the Development Review Center public service counter supports the program priority of achieving an overall customer satisfaction rating of at least 90%. An Associate Civil Engineer position is being transferred from the Department of Public Works to provide geotechnical review services in the processing of planning and building permit applications. This change in staffing is the result of a restructuring plan that has realigned responsibilities in the Department of Public Works. Funding for the position is in existing appropriation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	121,003	0	0	121,003	1
0	(121,003)	0	0	(121,003)	0

4. Reappropriation for Continuing Projects

Revenue and associated project appropriations have been reappropriated for on-going project-related contracts managed by Planning administrators.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
200,991	200,991	0	0	0	0

5. Adjustment to Fund Balance

Additional fund balance used to supplement planning permit process contracts and public works engineering cost and provide funds for code abatement work.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
241,000	241,000	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
817,637	945,720	0	0	128,083	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of annualization of negotiated increases, as well as merit increases and higher benefit costs. Services and Supplies have been decreased reflecting a reduction in In-House Administrative Services costs due to elimination of one-time expenditures that is offset by an increase in operating costs, contingency funding for unanticipated projects and service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	0

7. Continuing Projects

The one-time reappropriation of project revenue and associated appropriations in the prior year have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(200,991)	(200,991)	0	0	0	0

8. Removal of One-Time Fund Balance Appropriations

The one-time use of prior year fund balance to supplement permit planning process contracts and public works engineering costs has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(241,000)	(241,000)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(441,991)	(441,991)	0	0	0	0

Parks and Recreation (3900B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	8,087	7,419	6,000	6,000		6,000
Use of Money and Property	106,627	89,509	81,750	87,350	5,600	87,350
Charges for Services	1,231,158	1,129,897	1,259,410	1,267,368	7,958	1,279,368
Interfund Revenue	174,417	136,334	166,478	227,499	61,021	227,499
Miscellaneous Revenue	116,971	67,645	57,282	35,970	(21,312)	35,970
Total Revenue	1,637,260	1,430,802	1,570,920	1,624,187	53,267	1,636,187
Fund Balance	706,805	448,084	448,084	363,794	(84,290)	363,794
TOTAL SOURCES	2,344,065	1,878,886	2,019,004	1,987,981	(31,023)	1,999,981
REQUIREMENTS						
Salaries and Benefits	5,081,574	5,002,929	5,334,314	5,692,387	358,073	5,816,964
Services and Supplies	949,567	828,974	875,262	829,640	(45,622)	829,640
Other Charges	819,268	807,809	794,877	977,417	182,540	977,417
Fixed Assets	66,314	31,330	84,985		(84,985)	
Net Appropriations	6,916,722	6,671,043	7,089,438	7,499,444	410,006	7,624,021
Contingencies/Dept Reserves	135,668	138,031	138,031	150,031	12,000	150,031
TOTAL REQUIREMENTS	7,052,390	6,809,074	7,227,469	7,649,475	422,006	7,774,052
NET COUNTY COST	4,708,325	4,930,187	5,208,465	5,661,494	453,029	5,774,071
AUTHORIZED POSITIONS						
Salary Resolution	55.0	55.0	55.0	55.0		55.0
Funded FTE	54.6	54.8	54.8	54.8		54.8

Administration and Support (3910P)

Program Locator

County

Environmental Services

Parks and Recreation

▷ **Administration and Support**

Operations and Maintenance

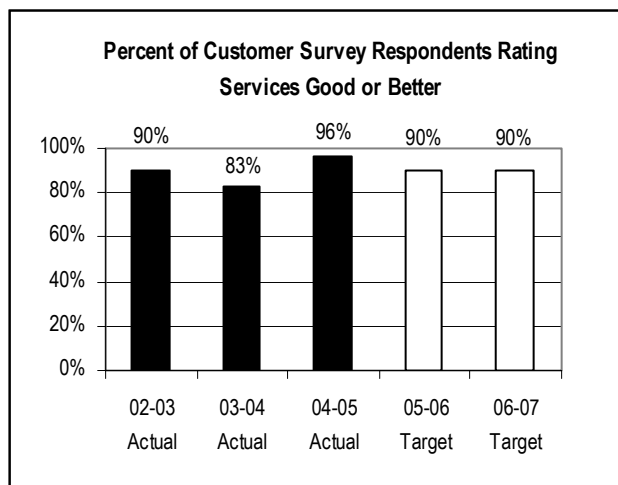
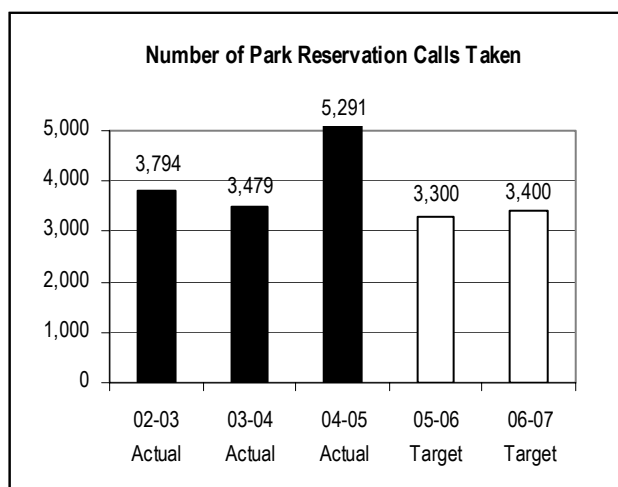
Fish and Game

Off-Highway Vehicle License Fees

Parks Acquisition and Development

Coyote Point Marina

Headline Measures



Program Outcome Statement

Administration and Support provides overall management, policy and priority setting, community outreach, procedural guidance, best management practices development, business systems support, informational materials, and fiscal and administrative services to Division staff to ensure environmental stewardship, effective and efficient use of resources, continuity, direction and leadership to achieve Division goals.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing management and administrative support for the Parks and Recreation Division and oversight of the Fish and Game Fund, Off-Highway Vehicle License Fees Fund, and the Parks Acquisition, Conservation and Development Fund. Staff develop policies and procedures, provide fiscal and administrative support including payroll, personnel, Marina berth rental billing, special event permitting, and complete over 3,000 park facility reservations annually. Administrative support for the Parks and Recreation Commission, the Arts Commission, FishNet4C, and the San Bruno Mountain Habitat Conservation Plan is provided.

The following were major accomplishments in the prior year:

- Completed recruitment for a Director of Parks and Recreation and eight vacant ranger positions
- Updated and added additional information such as Parks Commission agendas, park hours, and parks studies and master plans to the Parks website
- Began providing administrative support to the Arts Commission and organized and facilitated a retreat regarding Arts Commission roles and goals
- Provided technical support to the Parks for the Future committee regarding parks alternative funding
- Developed a capital spending plan for parks facilities in the Midcoast Area
- Developed a plan for the expenditure of Proposition 40 funds that will result in a variety of large capital projects being completed such as the Edgewood Interpretive Center
- Developed and initiated a program to increase the return of customer satisfaction surveys
- Completed Design Plans and California Environmental Quality Act (CEQA) for the Edgewood Interpretive Center, Coyote Point Bay Trail Design Plan, Wax Myrtle Ravine Restoration Plan, Fitzgerald Marine Reserve Interpretive Center Conceptual Plan, completed the draft Sanchez Adobe Master Plan, Fitzgerald Marine Reserve Master Plan and Environmental Impact Report (EIR), Mirada Surf Design Plans and initiated permitting process

Story Behind Baseline Performance

A major challenge facing the Parks and Recreation Division in FY 2004-05 was the large number of vacant positions due to retirements and resignations. In Fall 2004, the Parks and Recreation Director moved on to another position. The Director position has been filled on a part-time interim basis as recruitment of a permanent Director continues. Staff hope to have a new Director in place by the end of the fiscal year. Several Park Ranger positions were also vacant, and staff have coordinated the recruitment of eight ranger positions over the course of the year. New staff are currently undergoing training and are expected to fill in the gaps in maintenance activities such as restroom cleaning and customer service which have resulted over the course of the year in terms of simply having less staff available to interact with park visitors.

Park reservations are essential as they provide a service to the public as well as a source of revenue for the department. Staff process over 3,000 calls per year. There has been turn-over amongst administrative staff during the year, and remaining and temporary staff have been cross-trained on the reservations system to ensure adequate staffing, and new equipment has been purchased to make the reservation desk more efficient and help increase the speed in which calls can be addressed. In FY 2004-05, park reservations staff began making reservations for Fitzgerald Marine Reserve docent lead tours, a task previously performed by another party. An overall decrease in the number of reservations taken over the past few years is due to changes in the local economy; companies are using the parks less for picnics, training and other group events.

The Administration and Support Program provides administrative support for the distribution, collection and tallying of customer satisfaction surveys. In order to collect increased input, efforts were made to increase the number of surveys distributed and returned. Administrative staff completed a mass mailing to parks visitors including a day-pass incentive, which greatly increased the number of surveys returned. The last time a similar mailing was completed, over 200 surveys were returned, and a similar number is expected this year.

Major challenges over the next two years will be:

- To recruit and train new employees, from the Parks Director to Rangers
- To seek ways to increase revenues, particularly long-term funding mechanisms such as the formation of a special parks district through working with the Parks for the Future Committee
- To continue improvements to the website by ensuring basic data such as Parks Commission agendas is kept current and adding new information such as completed parks planning documents as appropriate

Program Priorities

The Parks and Recreation Administration and Support Program will meet performance targets by doing the following:

Ensure That at Least 3,300 Park Reservation Calls Are Taken

- Provide adequate staffing to the reservations desk
- Promote reservations in printed materials and on-line
- Encourage the public to use the reservations system through contacts with field staff
- Investigate the possibility of on-line reservations

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Enhance existing printed materials, including continuing process of revising brochures such as this year's completion of the Crystal Springs Trail updated map, Sawyer Camp Trail brochure, and new Dog Parks brochure
- Continue to actively promote the completed of customer satisfaction surveys with the goal of returning surveys from 500 park users and 15% of park reservation users
- Continue to expand public involvement in planning and project development efforts for park issues through actively inviting the public to planning workshops on planning projects such as the Huddart/Wunderlich Master Plan
- Provide customer service training through EPS to parks reservation and other administrative staff

Improve Planning and Environmental Stewardship By Completing a Minimum of 19 Planning Projects

- Implement standards, policies and plans to enhance resources management of park lands through master planning
- Provide staff training on environmental stewardship and provide on-going training on resource management
- Continue to seek public input on master planning projects through hosting a variety of public planning workshops
- Hold 19 planning workshops over the course of the fiscal year to achieve community consensus on proposed parks improvements such as trail improvements, playgrounds and interpretive centers

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of park reservation calls taken	3,794	3,479	5,291	3,300	3,400
Number of special events processed	64	106	78	100	110
How Well We Do It (Quality)					
Number of planning workshops held	9	19	27	19	19
Percent of grants applications that result in funding	80%	100%	90%	75%	75%
Is Anyone Better Off? (Outcome)					
Planning projects completed	6	9	9	19	11
Percent of customer survey respondents rating services good or better ⁽¹⁾	90%	83%	96%	90%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administration and Support (3910P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.9	5.0	5.0	5.0		5.0
Total Requirements	982,013	865,256	868,481	904,921	36,440	916,948
Total Sources	617,449	288,695	299,909	302,885	2,976	314,885
Net County Cost	364,564	576,561	568,572	602,036	33,464	602,063
NCC Breakdown						
Non-Mandated Services			568,572	602,036	33,464	602,063

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$602,036 or 66%, of which \$602,036 or 100% is discretionary. This discretionary amount includes the following Non-Mandated Services: management of the Parks Operations and Maintenance Program; oversight of grants management; general administrative support for the Parks Division; oversight of park reservations; and performance of fiscal services for the Parks Division.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; reductions to retirement contributions; elimination of one-time contracts; minor adjustments to operating costs such as insurance costs; minor adjustments to Interfund Revenue as reimbursement from special funds such as the Coyote Point Marina for staff time reimbursement increases; reduction in Fund Balance based on reduced savings in the previous fiscal year. The increase in Net County Cost in this program is offset by increased Intrafund Revenue in the Operations and Maintenance Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,976	(93)	0	0	(3,069)	0

2. Create Appropriation to Reimburse Staff Time

In order to create a more accurate representation of staff time spent on budget preparation for the Parks and Recreation Division, an appropriation has been established whereby Parks and Recreation will reimburse Administration for staff time. Administration's Net County Cost has decreased and Parks and Recreation's Net County Cost has increased by a corresponding amount.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	24,533	0	0	24,533	0

3. Parks and Recreation Banking Charges

A one-time adjustment to the Net County Cost to pay for credit card transaction fees has been added. Over the next year Parks and Recreation Administration will identify an on-going revenue source to cover future banking costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,000	0	0	12,000	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,976	24,440	0	0	21,464	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases offset by a corresponding increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,027	0	0	12,027	0

5. Revenue to Offset Banking Charges

Revenue generated by Parks fees has been increased to offset the cost of credit card transaction.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
12,000	0	0	0	(12,000)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
12,000	12,027	0	0	24,027	0

Operations and Maintenance (3930P)

Program Locator

County

Environmental Services

Parks and Recreation

Administration and Support

► **Operations and Maintenance**

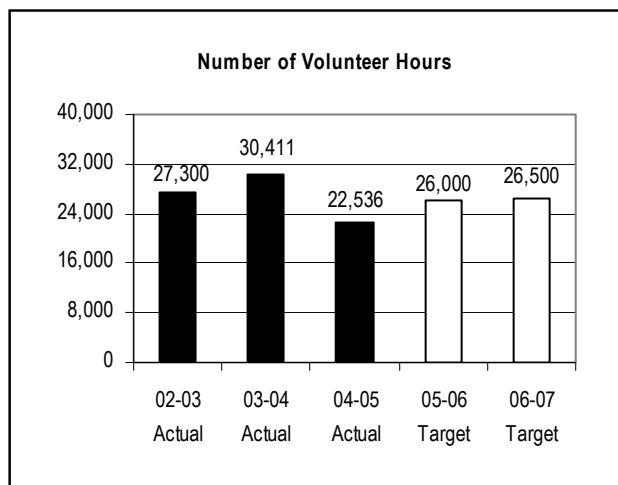
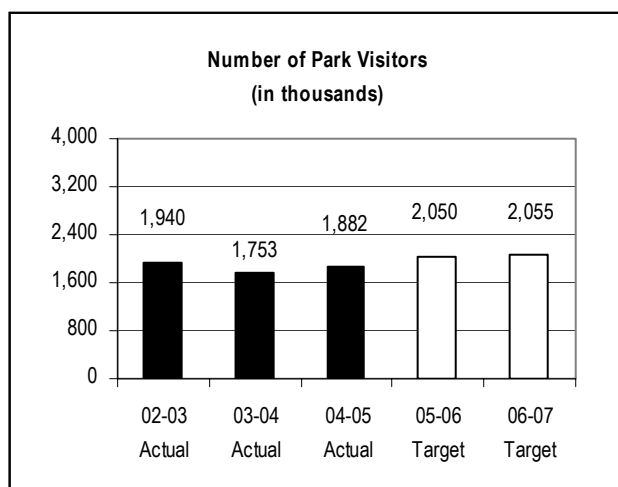
Fish and Game

Off-Highway Vehicle License Fees

Parks Acquisition and Development

Coyote Point Marina

Headline Measures



Program Outcome Statement

Through the Operations and Maintenance Program, current and future generations of people with diverse interests and abilities are provided with the opportunity to access open and green spaces in which natural resources are managed and preserved and to use safe, well maintained park facilities that support their recreational, educational and quality of life needs.

Services and Accomplishments

The Operations and Maintenance Program primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access To Our Natural Environment by providing recreational opportunities while protecting, preserving and enhancing the varied resources of the parks system. This includes interpretation, facility maintenance, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, and medical, fire and law enforcement responses.

The following were major accomplishments in the prior year:

- Focused on working with groups of volunteers rather than individuals to maximize volunteer contributions and minimize necessary staff supervision
- Completed outreach to Carlmont and Edgewood Schools through the volunteer program
- Extended Crystal Springs Trail hiking and riding segment and completed Crystal Springs Trail pedestrian crossing at San Bruno Avenue
- Constructed wash down racks at Huddart Park and Junipero Serra Park
- Completed restroom replacement at Memorial Park
- Completed plans and began construction of Coyote Point's Magic Mountain Playground
- Completed Flood Park restroom replacement and American with Disabilities Act (ADA) upgrades
- Completed San Bruno Mountain restroom improvements and roof replacement
- Completed Phase I of San Bruno Mountain Gorse Eradication Project

Story Behind Baseline Performance

Operations and Maintenance staff have developed a strategy of implementing several years of budget reductions by focusing on the essential functions necessary to keep parks running (primarily health and safety) and focusing on the facilities with the highest number of users. Over the last few years, several field positions have been eliminated, extra-help funding has been reduced, and the budget for everyday supplies has been reduced. Staff have been reorganized to make the most efficient use of the remaining field staff. In order to maintain a high level of customer service given current funding, everyday operating procedures have been reprioritized. Some gate

houses have been staffed less often, restrooms cleaned less frequently, and certain areas or facilities have been close for given periods of time. The reprioritization of resources assures that resources are concentrated in areas that park visitors use most. The reductions have resulted in decreased available ranger time to be spent on facility maintenance.

For the first few months of the FY 2005-06, San Bruno Mountain, Junipero Serra, Edgewood, and San Pedro Valley Parks were closed Tuesdays, Wednesdays and Thursdays because of budget reductions. This resulted in a decline in the number of parks visitors for the first few months of the year. At the Adopted Budget Hearings, the Board of Supervisors restored enough funding to the Parks Division to reopen the parks for the rest of the year. Park visitor numbers appear to be increasing again towards the second half of the fiscal year based on staff attendance counts and estimates of attendance in the upcoming busy spring months.

Over the past several years, the Parks Division has greatly increased the level of volunteer participation welcomed in the parks. A volunteer coordinator works with individuals and groups on projects throughout the park system. The volunteer work has been a great supplement to Ranger hours in light of budget reductions. The work performed by volunteers in FY 2004-05 would have taken a minimum of ten full time equivalent Rangers to complete. Many volunteers are recruited through working with schools and having groups of students help with weeding and other functions in parks. Other volunteers are found through event listings in local newspapers. The major limitation in increasing volunteer hours further is the availability of field staff to guide volunteers and manage these projects. Volunteer hours were reduced in FY 2004-05 to 23,000 due to the staff availability and the parks closures at the beginning of the year. Several of the parks which were closed have active "Friends" volunteer groups which coordinate projects in each park which performed less work because of the closures. Staff will attempt to slightly increase the number of volunteer hours over the next two years by shifting focus to working with groups interested in volunteering rather than individuals. This allows for less administrative and field oversight of volunteers while receiving maximum return on the volunteers' time. Most of the habitat restoration work that is being done in the County Park system is on San Bruno Mountain where there is a Habitat Conservation Plan in place with a required work program to protect and enhance Federally listed butterfly habitat, and a dedicated funding source. Additional work is being done at Huddart/Wunderlich and Edgewood County Parks mostly by Park staff and volunteers. Habitat restoration work is seasonal so there is more restoration happening during the spring and summer rather than fall and winter. Restoration usually involves multiple treatments over a number of years before a site can be defined as restored (the objective of the restoration has been met). A Vegetation Management Plan will be prepared in FY 2005-06 which will define vegetation management priorities in all County parks. In order to better measure progress, staff have shifted from measuring acres restored to acres treated to better reflect restoration in progress. The goal has been to increase the number of acres treated over time.

Major challenges over the next two years will be:

- To allocate reduced resources in the most cost effective way possible
- To maintain the number of park visitors despite reduced staff capacity to provide visibility in the parks and maintain facilities
- To provide project management for grant administration and capital projects given reduced staffing levels
- To effectively respond to the loss of seasoned staff due to retirements and recruitment and training of new field staff
- To maintain the number of ADA improvements completed given staff resources and a dwindling number of remaining projects

Program Priorities

The Parks and Recreation Operations and Maintenance Program will meet performance targets by doing the following:

Maintain Park Attendance at 2,050,000 Annually

- Continue to maintain parks in a safe, sanitary and attractive manner
- Complete improvements such as the reopening of the Magic Mountain Playground, opening of a new Mirada Surf Coastal Trail, and improvements to the Captain's House Facility
- Provide training to field staff by ensuring all existing and new rangers take an 8-hour customer service training class

Increase Volunteer Hours to 26,000 Hours Annually

- Continue partnership with and promotion of "Friends" groups and other support group organizations who lead docent-led tours for schoolchildren, help maintain trails, provide volunteers for voluntary horse patrols of parks, and native plant restoration
- Continue involvement with volunteers from educational institutions and their service learning programs, such as students from local high schools who volunteer to weed and provide other services in parks
- Promote volunteer opportunities and programs through media resources and cost free advertising such as event listings in local newspapers
- Identify and forge new partnerships such as with area schools which may provide a number of volunteer hours over a longer period of time

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Maintain basic levels of service such as restroom cleaning despite service level reductions in an order prioritized by those parks and facilities with higher usage
- Ensure that at least 500 customer satisfaction surveys are completed and returned through ranger and park aide surveying efforts on selected random days

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of visitors	1,939,762	1,753,184	1,882,834	2,050,000	2,050,000
Percent of ranger staff time spent on facility maintenance	77%	66%	65%	75%	77%
Number of volunteer hours	27,300	30,411	22,526	26,000	26,500
How Well We Do It (Quality)					
Number of sensitive habitat acres restored	56	295	0	150	150
Number of sensitive habitat acres treated (data development)	--	--	520	600	650
Tons of materials recycled	575	1,007	850	800	850
Is Anyone Better Off? (Outcome)					
Number of collaborative projects completed	--	--	21	30	35
Number of ADA improvements	25	27	42	20	20
Percent of customer survey respondents rating service and facilities good or better ⁽¹⁾	88%	83%	96%	90%	90%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Operations and Maintenance (3930P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	50.0	50.0	50.0	50.0		50.0
Funded FTE	49.7	49.8	49.8	49.8		49.8
Total Requirements	6,070,378	5,943,818	6,358,988	6,744,554	385,566	6,857,104
Total Sources	1,726,616	1,590,191	1,719,095	1,685,096	(33,999)	1,685,096
Net County Cost	4,343,761	4,353,627	4,639,893	5,059,458	419,565	5,172,008
NCC Breakdown						
Non-Mandated Services			4,639,893	5,059,458	419,565	5,172,008

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,059,458 or 74%, of which \$5,059,458 or 100% is discretionary. This discretionary amount includes the following Non-Mandated Services: facility maintenance, visitor services, interpretation, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, and medical, fire and law enforcement response for all County Parks.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; minor fee adjustments based on proposed fee increases; adjustments to Intrafund Revenue to account for increased reimbursements for staff time from several special funds such as the Fish and Game Fund; a reduction in Fund Balance based on the elimination of one-time projects and funding; benefit adjustments to cover retiree health costs; minor adjustments in operating costs based on prior year actuals such as increased utilities costs and insurance charges; increase Reserves to 2% of Net Appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(20,849)	367,723	0	12,000	400,572	0

2. Establish Interfund Revenue to Reimburse Parks Resources

The revenue reimbursing Coyote Park for various uses of park resources supports the program priority of maintaining park attendance at 2,050,000 annually in a safe, sanitary and attractive manner. The Sheriff's Office will contribute funds for the use of utilities at the Sheriff's Rifle Range. The Coyote Point Marina will reimburse the park for the use of utilities and for staff time spent on Marina projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
49,007	0	0	0	(49,007)	0

3. County Contribution to the Historical Society for Sequicentennial Celebration

Contribution increased contribution to the Historical Society for FY 2006 and FY 2007 in anticipation of sesquicentennial celebration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	68,000	0	0	68,000	0

4. Fund Balance Adjustment

Revenue and appropriations decreased due to lower than anticipated fund balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(62,157)	(62,157)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(33,999)	373,566	0	12,000	419,565	0

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases offset by a corresponding increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	112,550	0	0	112,500	0

Fish and Game (3950B)

Program Locator

County

Environmental Services

Parks and Recreation

Administration and Support

Operations and Maintenance

► Fish and Game

Off-Highway Vehicle License Fees

Parks Acquisition and Development

Coyote Point Marina

fund on-going Fish and Game projects of feral pig control and Memorial Park Interpretive Program support.

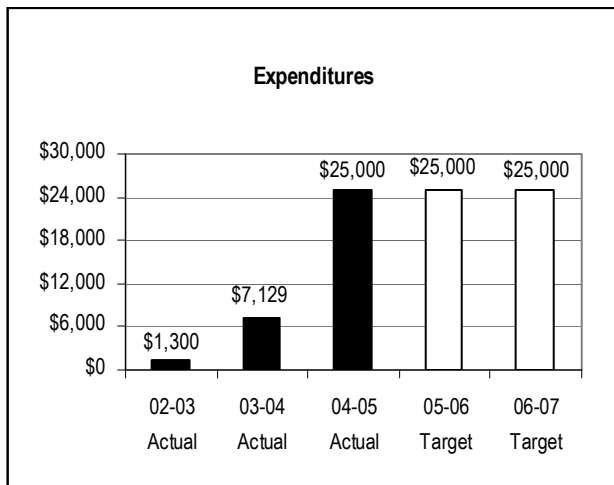
Revenue/Sources	(5,078)
Appropriations	0
Intrafund Transfers	0
Reserves	(5,078)
Net County Cost	0
Positions	0

Budget Unit Description

The Fish and Game Propagation Fund is used for the propagation and conservation of fish and wildlife, and related environmental education programs within and/or outside the County.

FY 2006–07 Funding Adjustments

No change.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from fines collected for violations of the California Fish and Game Code in San Mateo County.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: a decrease in Fund Balance based on increased project expenditures in the previous year; and a decrease in Reserves to

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	10,895	8,433	5,000	6,500	1,500	6,500
Use of Money and Property	2,187	2,396	1,500	1,500		1,500
Miscellaneous Revenue	(1,254)					
Total Revenue	11,828	10,830	6,500	8,000	1,500	8,000
Fund Balance	72,879	77,863	77,863	82,489	4,626	82,489
TOTAL SOURCES	84,707	88,693	84,363	90,489	6,126	90,489
REQUIREMENTS						
Services and Supplies	7,129	6,203	25,000	25,000		25,000
Net Appropriations	7,129	6,203	25,000	25,000		25,000
Non-General Fund Reserves	77,578	82,489	59,363	65,489	6,126	65,489
TOTAL REQUIREMENTS	84,707	88,692	84,363	90,489	6,126	90,489

Off-Highway Vehicle License Fees (3960B)

Program Locator

County

Environmental Services

Parks and Recreation

Administration and Support

Operations and Maintenance

Fish and Game

▷ **Off-Highway Vehicle License Fees**

Parks Acquisition and Development

Coyote Point Marina

highway project staff time; and a decrease in Reserves to fund on-going off-highway vehicle projects.

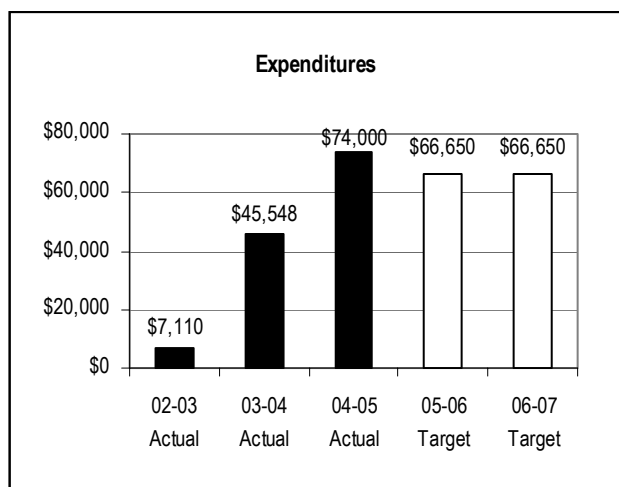
Revenue/Sources	(27,500)
Appropriations	(7,350)
Intrafund Transfers	0
Reserves	(20,150)
Net County Cost	0
Positions	0

Budget Unit Description

The Off-Highway Vehicle Fund is used for the development of off-highway vehicle trails and facilities, restoration of areas damaged by illegal off-highway vehicle use and for the control of activities related to the use of off-highway vehicles. The revenue for this fund comes from off-highway vehicle license fees and interest on the balance in the fund.

FY 2006-07 Funding Adjustments

No change.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from Off-Highway Vehicle License fees.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: a decrease in Fund Balance based on increased project expenditures in the previous year; a decrease in appropriations based on reduced reimbursement to Parks and Recreation for off-

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	9,479	8,996	7,500	7,500		7,500
Intergovernmental Revenues	17,309	12,629	20,000	20,000		20,000
Total Revenue	26,788	21,625	27,500	27,500		27,500
Fund Balance	316,447	297,687	297,687	297,843	156	297,843
TOTAL SOURCES	343,235	319,312	325,187	325,343	156	325,343
REQUIREMENTS						
Services and Supplies	45,548	21,469	74,000	66,650	(7,350)	66,650
Net Appropriations	45,548	21,469	74,000	66,650	(7,350)	66,650
Non-General Fund Reserves	297,687	297,843	251,187	258,693	7,506	258,693
TOTAL REQUIREMENTS	343,235	319,312	325,187	325,343	156	325,343

Parks Acquisition and Development (3970B)

Program Locator

County

Environmental Services

Parks and Recreation

Administration and Support

Operations and Maintenance

Fish and Game

Off-Highway Vehicle License Fees

▷ **Parks Acquisition and Development**

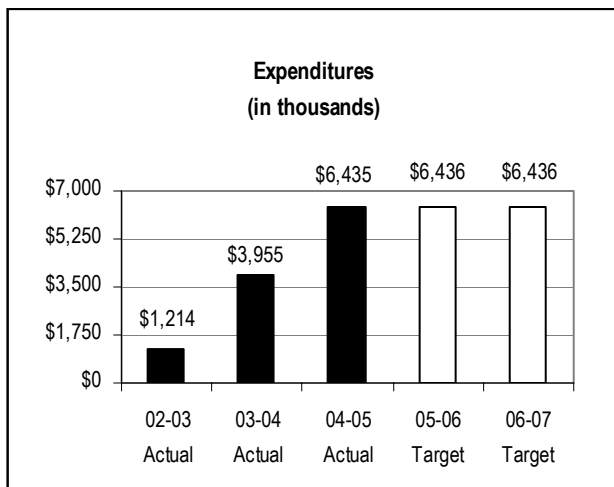
Coyote Point Marina

Budget Unit Description

The Acquisition, Conservation and Development Fund is the source of funding for the acquisition of land for the County Parks system and the restoration and development of County Park facilities. Revenue is received from State Park Bonds, the Parks Foundation, grants, Interfund Transfers, and interest on the Reserves in the fund.

as the result of fewer projects being carried over from the previous fiscal year; expenditures have been moved from Other Financing Uses to Fixed Assets to better reflect capitalizable costs for accounting purposes; Reserves have slightly increased due to increased earned interest; and one-time funding and expenditures for several projects including the Sanchez Adobe Master Plan, Performing Arts Center, and Fitzgerald Marine Reserve Resource Assessment have been eliminated.

Revenue/Sources	40,596
Appropriations	1,106
Intrafund Transfers	0
Reserves	39,490
Net County Cost	0
Positions	0



FY 2006-07 Funding Adjustments

No change.

Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from State and Federal grants and gifts and donations.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: Revenue has increased to reflect an increased appropriation for anticipated state grant funding for various projects and increased gifts and donations from the Parks Foundation, mainly for the Edgewood Park Interpretive Center; Fund Balance has decreased

Summary of FY 2004-05 Re-appropriated Projects and New Projects

Water Line and Fountain at South Gate: Crystal Springs Trail	\$180,000
Trail Extension - South of Dam to Hwy 35: Crystal Springs Trail	435,000
Meadow View Playground Replacements: Junipero Serra	332,680
Magic Mountain Playground Reconstruction: Coyote Point Park	720,000
Knoll Playground Safety Improvements: Coyote Point Park	150,000
Captain's House Internal Repairs and ADA Upgrades: Coyote Point Park	100,000
Parking Lot and Pathway ADA Improvements Phase II: Flood Park	100,000
Promenade Repair Plans and Specifications: Coyote Point Park	175,000
Edgewood Park Interpretive Center Construction: Edgewood Park	1,025,000
Seal Cove Trail and Stairway: Fitzgerald Park	125,000
Visitor Center Repairs	100,000
Equipment Wash-Down Facilities: Various locations	342,000
Chickadee Bridge Repair Trail Improvements: Huddart Park	150,000
Colma Creek Headwaters Habitat Restoration: San Bruno Mountain Park	335,000
Sequoia Flat Crossing Retrofit Plans: Memorial Park	14,740
Environmental Impact Report - San Bruno Mountain: San Bruno Mountain Park	35,000
McGarvey Gulch Culvert Replacement: Huddart Park	175,000
Sequoia Flat Crossing: Memorial Park	307,500
Coyote Point Master Plan: Coyote Point Park	5,500
Huddart Wunderlich Master Plan: Huddart Park	30,250
Gorse Eradication: San Bruno Mountain Park	164,000
Habitat Conservation Plan Amendment Environmental Impact Report/Environmental Impact Study: San Bruno Mountain Park	110,000
Vegetation Management Plan: Various locations	65,000
Vegetation Management Plan Environmental Impact Report: Various locations	35,000
Pilot Project Fuel Reduction: Pescadero Park	26,000
Total	\$3,825,069

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	19,736	64,743	15,000	20,000	5,000	20,000
Intergovernmental Revenues	4,237,804	1,528,229	3,122,844	3,377,706	254,862	3,377,706
Miscellaneous Revenue	319,348	288,124	165,925	1,169,866	1,003,941	1,169,866
Other Financing Sources	1,228,607					
Total Revenue	5,805,496	1,881,096	3,303,769	4,567,572	1,263,803	4,567,572
Fund Balance	946,939	3,187,300	3,187,300	2,698,832	(488,468)	1,964,093
TOTAL SOURCES	6,752,435	5,068,396	6,491,069	7,266,404	775,335	6,531,665
REQUIREMENTS						
Services and Supplies	493,549	68,011	864,918	968,684	103,766	785,000
Fixed Assets	3,067,998	1,878,558		4,843,409	4,843,409	4,659,723
Other Financing Uses	393,734	422,997	5,570,145	1,358,815	(4,211,330)	991,446
Net Appropriations	3,955,280	2,369,565	6,435,063	7,170,908	735,845	6,436,169
Non-General Fund Reserves	2,797,155	2,698,832	56,006	95,496	39,490	95,496
TOTAL REQUIREMENTS	6,752,435	5,068,397	6,491,069	7,266,404	775,335	6,531,665

Coyote Point Marina (3980B)

Program Locator

County

Environmental Services

Parks and Recreation

Administration and Support

Operations and Maintenance

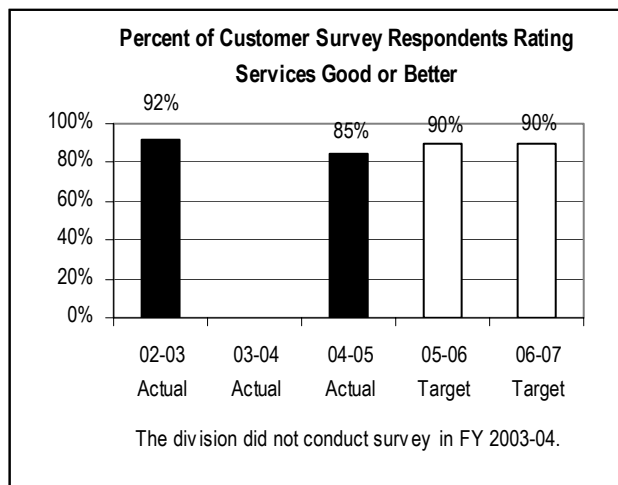
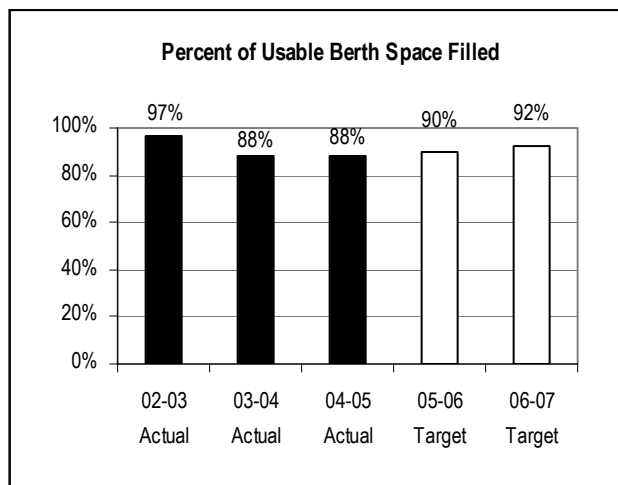
Fish and Game

Off-Highway Vehicle License Fees

Parks Acquisition and Development

▷ **Coyote Point Marina**

Headline Measures



Program Outcome Statement

The Coyote Point Marina Program provides and maintains safe public access to the San Francisco Bay through the highest quality berthing, launching facilities and support services in order to provide emergency response, environmental protection, security and assistance for the Marina users, outside agencies, visitors, special interest groups, employees and the community.

Services and Accomplishments

The Coyote Point Marina Program primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access To Our Natural Environment by providing and maintaining a safe, appealing and fully utilized recreational facility for the boating public which has been operating continuously for over 50 years. The Marina contains 565 berths for vessels ranging from less than 22' to over 50'. The Marina provides electrical and water service for all berths, restrooms with showers, 24-hour security, a three lane launch ramp with boat wash down area, waste-oil disposal area, used battery collection, and no-charge emergency patrol boat response service. Staff maintain the berths and surrounding area, provide customer service to berth renters and the public, and perform administrative functions such as maintaining the berth waiting list. Staff also coordinate various concessionaire agreements such as the Yacht Club, fuel dock operation and boat sale and charter operation.

The following were major accomplishments in the prior year:

- Completed plans and specifications for Phase II of the dredging project
- Completed Marina office temporary repairs
- Completed centralized waste-oil disposal area
- Completed installation of fuel container underdispenser
- Coordinated American with Disabilities Act (ADA) compliance efforts at the Yacht Club building
- Revised and distributed a new customer service survey
- Began utilization of tenant database to track tenants and issues
- Revised security procedures to save costs while maintaining high security
- Negotiated concessionaire contract with new Marina concessionaire
- Installed an ADA compliant restroom at the launch ramp
- Replaced security key card system for tenants
- Completed Phase I of parking lot repavement
- Completed first year of the 10-year Capital Projects Plan

Story Behind Baseline Performance

The main focus of Marina staff is to ensure that 90% of berth space is usable and filled. This past year staff time continued to be focused on the capital projects plan, primarily the dredging project. Maintaining the Marina through dredging is vital in maximizing berth

space and making the Marina attractive to potential renters. In FY 2003-04, the first dredging episode was completed in the form of a \$1.2 million contract. The process involved planning and moving over 200 boats to accommodate the area to be dredged. A 10-year permit was secured in order to complete additional dredging episodes in the future to maintain sufficient depth in the Marina. The second episode of dredging began in FY 2004-05 and will be completed in FY 2005-06. The second episode of dredging will involve the continuation of dredging in Basins I and II of the Marina. Three priority areas have been established with dredging continuing south in the Marina. Approximately 50,000 cubic yards of material will be removed and disposed of. Staff will continue to meet with tenants to update the capital projects plan and reassess priorities.

Marina staff have also focused on increasing customer satisfaction. A revised and expanded customer satisfaction survey was completed in FY 2004-05 and distributed to better survey Marina tenants and stakeholders. Tenant meetings were held periodically to update tenants on new developments and solicit input. This year, Marina staff attended an 8-hour customer service training session which focused on customer service techniques and methods to deal with various customer-staff situations to increase customer satisfaction levels.

The dredging project and other capital improvements are completed with the goal of improving current customer satisfaction and making the Marina more appealing to potential tenants. Maintaining and providing improvements to the launch ramp, such as an ADA compliant restroom, also serve to bring people into the Marina. Fees are assessed each year to ensure funding is available to complete necessary projects, while keeping fees competitive with other local Marinas. Due to staff attention to the dredging project, staff aim to address 90% of service requests within five days. In FY 2006-07, staff will increase this to 92% since staff time will be reallocated to routine on-going maintenance.

Major challenges over the next two years will be:

- To complete Phase II of the Marina dredging project
- To execute projects on the 10-year Capital Improvement Plan
- To increase customer satisfaction

Program Priorities

The Coyote Point Marina Program will meet performance targets by doing the following:

Maintain Berther Occupancy at 90% or Better

- Manage the on-going dredging project and proceed with projects as defined by the Capital Improvement Plan in order to maintain the Marina and make it attractive to potential renters
- Continue a marketing campaign to promote Marina services by working with other entities such as the Yacht Club and other vendors at special events and at the vendors' buildings
- Set fees which are competitive with other local Marinas through fee comparison surveys

Continue to Complete Projects on the Marina's 10-year Capital Projects Plan

- Complete planned projects in keeping with the Plan, such as Phase II of the dredging project
- Continue to meet with stakeholders to update the capital projects plan and discuss financial planning including possible fee increases
- Continue staff development of planning and fiscal issues surrounding the plan including the exploration of loan programs and grant opportunities where needed
- Bring Plan to the Parks and Recreation Commission for review and approval annually
- Conduct periodic review of projects list and funding opportunities as necessary

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Monitor the process for completing repairs and improvements with a completion date and sign off section in order to increase the percentage of reported discrepancies repaired in five days
- Implement average depth standards in response to marina berth renter request
- Restructure operations and maintenance to improve efficiencies such as revision of standard berth rental agreements

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Annual number of paid launch ramp users	732	760	503	825	850
Number of emergency responses	24	30	46	40	45
How Well We Do It (Quality)					
Percent of usable berth space filled	97%	88%	86%	90%	92%
Number of unusable berths for a 30-day billing cycle	12	12	8	8	9
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better ⁽¹⁾	92%	0%	96%	90%	90%
Percent of service requests repaired within five days	98%	89%	88%	91%	92%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Coyote Point Marina (3980B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
Total Requirements	3,225,752	2,468,825	2,266,676	2,397,990	131,314	2,204,932
Total Sources	3,225,753	2,468,825	2,266,676	2,397,990	131,314	2,204,932

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by user fees such as Marina berth rentals and other income such as interest on Reserves.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; minor adjustments in operating costs such as the allocation of contract funds for the dredging project and radio service charges; reduction in A-87 expenses; increase in funding for Capital Projects for the dredging project; increase in Intrafund Transfers to cover increases in salary and

benefits costs for Parks and Recreation staff time; decrease in Non-General Fund Reserves because of the dredging project; adjustments to revenues such as an increase in berth rental fees; decrease in Fund Balance due to the use of funds in FY 2004-05 for the dredging project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(61,744)	(2,429)	26,308	(85,623)	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; and a reduction in Reserves to cover increased personnel costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	9,363	0	(9,363)	0	0

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	76,870	53,822	46,500	47,500	1,000	47,500
Intergovernmental Revenues	10,009					
Charges for Services	1,014,842	1,075,429	1,117,350	1,130,967	13,617	1,130,967
Miscellaneous Revenue	4,760	490	1,700	1,700		1,700
Other Financing Sources		9				
Total Revenue	1,106,482	1,129,749	1,165,550	1,180,167	14,617	1,180,167
Fund Balance	2,119,271	1,339,076	1,101,126	1,217,823	116,697	1,024,765
TOTAL SOURCES	3,225,753	2,468,825	2,266,676	2,397,990	131,314	2,204,932
REQUIREMENTS						
Salaries and Benefits	464,296	441,978	509,291	491,322	(17,969)	500,685
Services and Supplies	273,327	172,795	207,651	238,638	30,987	202,580
Other Charges	380,021	496,097	263,141	253,752	(9,389)	253,752
Fixed Assets	17,116	27,185		147,000	147,000	
Other Financing Uses	1,102,381	0	500,000	540,000	40,000	530,000
Gross Appropriations	2,237,140	1,138,055	1,480,083	1,670,712	190,629	1,487,017
Intrafund Transfers	105,900	110,127	111,296	137,604	26,308	137,604
Net Appropriations	2,343,040	1,248,182	1,591,379	1,808,316	216,937	1,624,621
Contingencies/Dept Reserves	300,000					
Non-General Fund Reserves	582,712	1,220,643	675,297	589,674	(85,623)	580,311
TOTAL REQUIREMENTS	3,225,752	2,468,825	2,266,676	2,397,990	131,314	2,204,932
NET COUNTY COST	0	0				
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

This page intentionally left blank



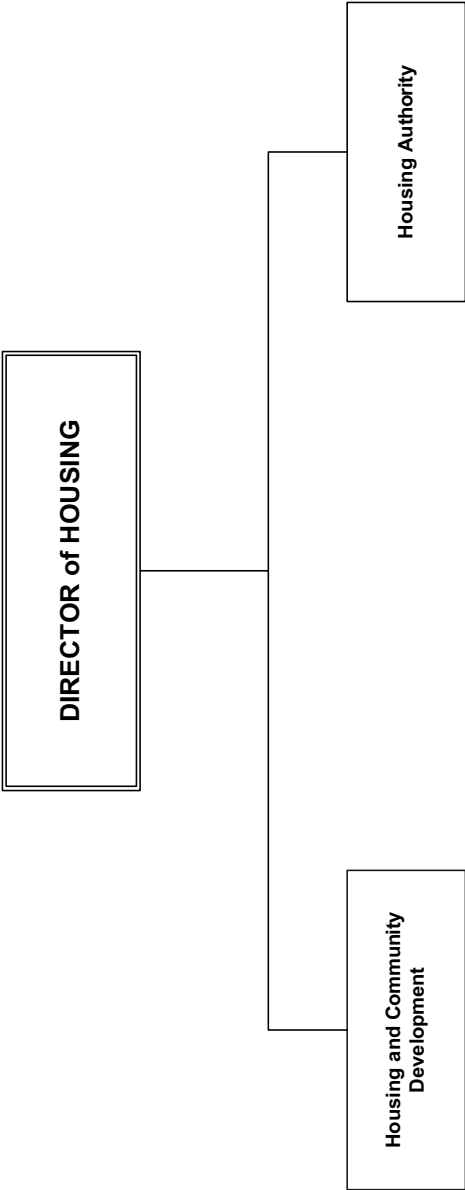
Department of Housing

*Adopted Budget
FY 2005-2006
FY 2006-2007*



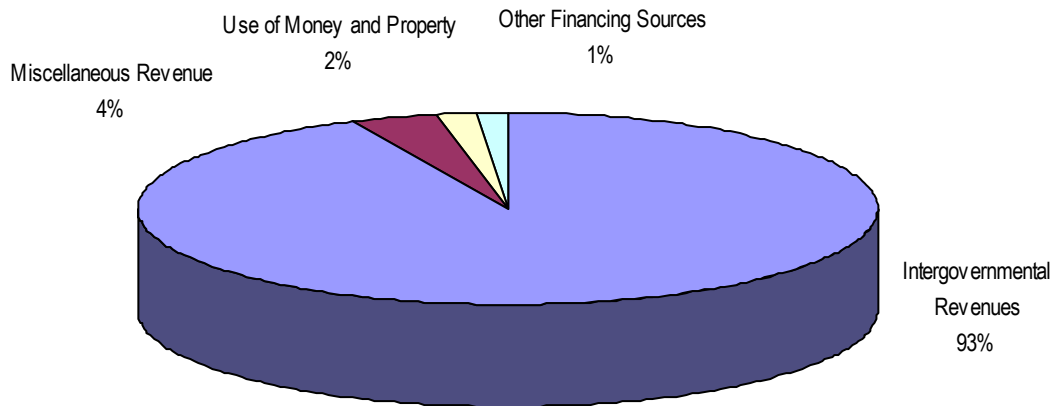
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

DEPARTMENT of HOUSING

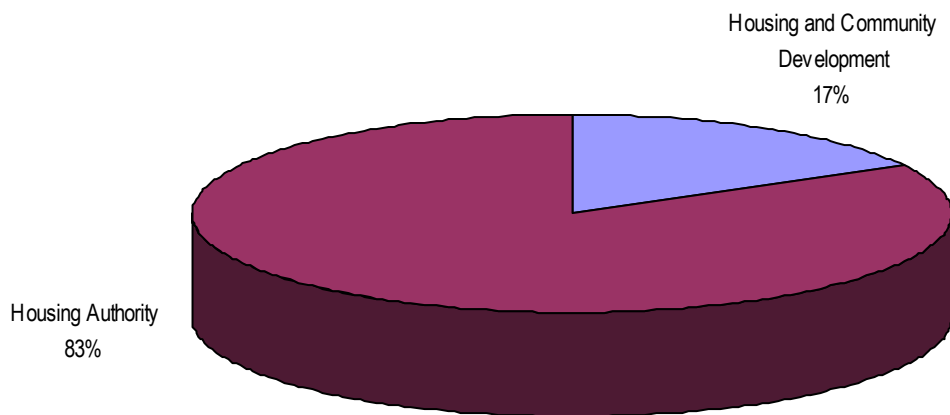


Department of Housing

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department of Housing FY 2005-06 and 2006-07 All Funds Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
Housing & Community Development	13,234,078	9,767,924	15,712,817	13,850,149	(1,862,668)	13,850,149
Total General Fund	13,234,078	9,767,924	15,712,817	13,850,149	(1,862,668)	13,850,149
Non-General Fund Budgets						
Housing Authority*	70,829,664	69,877,487	71,130,786	67,448,901	(3,681,885)	67,554,963
Total Non-General Fund	70,829,664	69,877,487	71,130,786	67,448,901	(3,681,885)	67,554,963
Total Requirements	84,063,742	79,645,411	86,843,603	81,299,050	(5,544,553)	81,405,112
Total Sources	84,232,607	79,750,747	86,962,815	81,299,050	(5,663,765)	81,405,112
Net County Cost	(168,865)	(105,337)	(119,212)		119,212	
AUTHORIZED POSITIONS						
Salary Resolution	77.0	79.0	79.0	77.0	(2.0)	77.0
Funded FTE	77.0	77.8	77.8	77.0	(0.8)	77.0

* For information only; the Housing Authority is a non-County fund.

Agency Locator

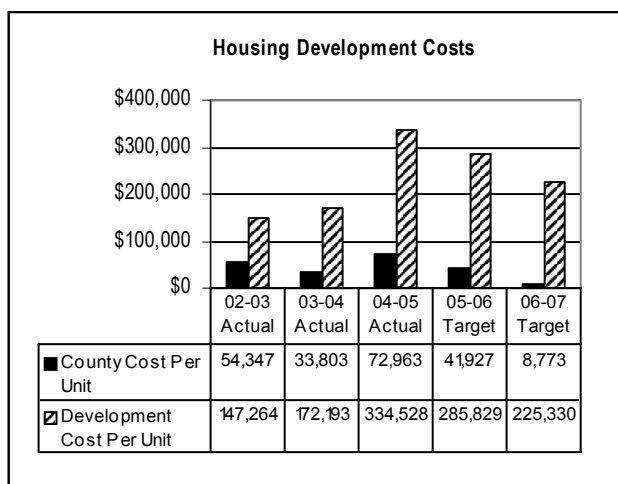
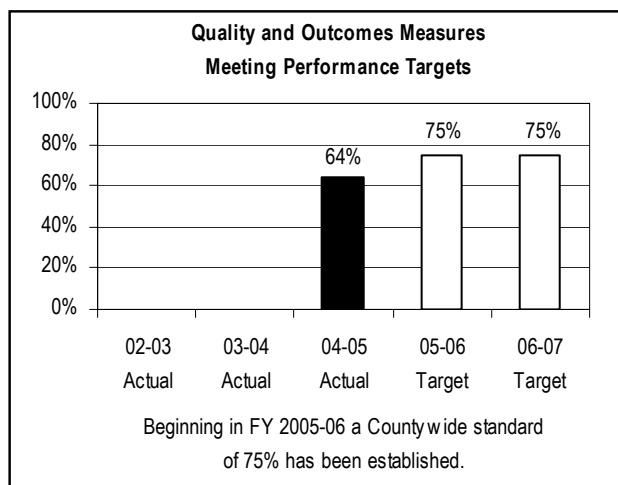
County

Administration and Fiscal
Criminal Justice
Environmental Services

► Department of Housing

Public Works
Health
Human Services Agency
Non-Departmental Services

Agency Measures



Agency Mission Statement

The Department of Housing is a catalyst for increasing access to affordable rental housing, increasing the supply of workforce housing, and supporting related community development, so that housing exists for people of all income levels in San Mateo County.

Contributions to Shared Vision 2010 Goals

The Department of Housing contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Realize the Potential of Our Diverse Population

Goal 1: The Department of Housing works with a diverse population including various community providers and non-profit agencies to provide a variety of housing assistance and public services. The five-year funding priorities for the Consolidated Plan, a HUD requirement for local jurisdictions to receive annual funds, and the one-year objectives for Community Development Block Grants (CDBG), HOME Program and Emergency Shelter Grants (ESG) funding were developed through a citizen participation process with representatives from two dozen nonprofit and public agencies.

Commitment: Ensure Basic Health and Safety for All

Goal 8: The Department of Housing supports human service delivery programs that are essential to the provision of housing, shelter, or maintaining lower income households in their homes; supports the upgrading or new development of facilities serving special needs groups, including lower income children, youth, seniors, persons with physical and/or development disabilities, and the mentally ill; provides assistance to maintain existing emergency shelter programs for individuals and families; assists in the upgrading or creation of short-term and long-term transitional housing for the homeless; and supports education activities that prevent intergenerational poverty.

Commitment: Offer a Full Range of Housing Choices

Goal 9: The Department of Housing, through its Housing Authority component, owns and manages three public housing developments and administers the Section 8 Housing Choice Voucher or rental subsidy program to assist eligible low-income families to rent decent, safe, and sanitary housing in San Mateo County. Its Housing and Community Development arm is charged with increasing the supply of workforce housing, increasing the number of first-time homebuyers, and expanding homeownership opportunities. It continues to provide affordable housing opportunities for lower income individuals and special needs groups by assisting in the construction of rental units targeted to LI/VLI (low-income/very low-income) families and special groups, and construction of family ownership units targeted to LI families/households; by acquiring and rehabilitating rental housing units for families and special needs groups; by assisting in the development of supportive housing which includes structural features and services to enable persons with special needs to live independently; and by rehabilitating existing homes and rental units occupied by LI/LVI persons.

Commitment: Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

Goal 11: Smart Growth Housing Development along transit corridors is promoted in planning housing development. The 43 units recently approved in South San Francisco on County-owned land is within the transportation corridor and the Department of Housing administers the units dedicated as affordable under the new

Inclusionary Zoning Ordinance. There are 34 units nearing construction that are adjacent to the Colma Bart Station. Another 25 units dedicated to Mental Health and the Homeless are under construction within the transportation corridor. Housing staff work closely with the County Manager's staff to support the creation of AB269 legislation that allows Redevelopment Agencies to share funding within the county for smart growth housing.

Goal 12: The Department of Housing continues to work closely with a Board Subcommittee on Housing and Economic Development and works with the Planning Staff from the Environmental Services Agency to discuss land use and infrastructure needs. The North Fair Oaks area is the focus of a long range planning opportunity for and with the community.

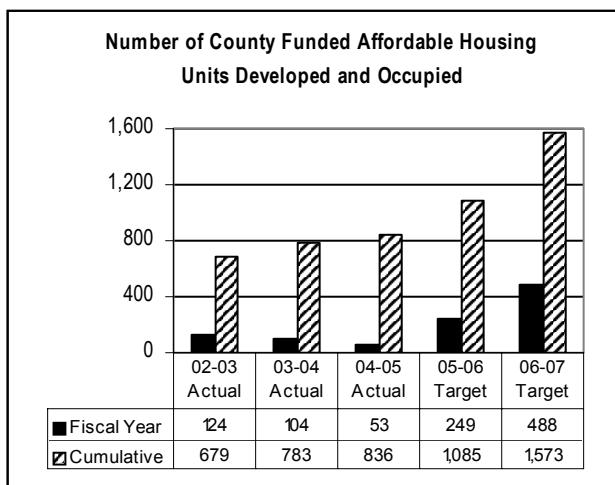
Commitment: Responsive, Effective and Collaborative Government

Goal 21: Housing Staff, with citizen participation, establish priorities that govern the Consolidated Plan for the County of San Mateo HOME Consortium incorporating the County vision and goals within the framework of HUD's statutory goals in providing lower income residents with decent housing, a suitable living environment, and expanded economic opportunities.

Goal 22: The creation of the Housing Endowment and Regional Trust (HEART) demonstrates the collaborative efforts of the County and local governments in bringing new financial resources to the promotion of affordable housing development.

Commitment: Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

Goal 23: The Board of Supervisors created the new Department of Housing to put housing on equal footing with other departments which handle issues that are high on the list of residents' concerns.



Story Behind Baseline Performance

The Department of Housing includes the following programs:

- Housing and Community Development
- Housing Authority

On January 11, 2005 the Board of Supervisors adopted Ordinance 04248 amending the County Ordinance Code by establishing a new Department of Housing. The formation of a Department of Housing allows for a more focused approach to increasing the supply of affordable housing Countywide and creates a greater awareness of the activities of the Housing Authority. Increased emphasis will be placed on long-range planning for housing, redevelopment, and economic development in the unincorporated areas.

The Department of Housing has a unique set-up with two divisions, County and non-County, but both funded by the U.S. Department of Housing and Urban Development (HUD). Housing and Community Development has 16 County positions and its management staff provide management services to the Housing Authority.

The Housing Authority is a separate legal entity under State law administered by the Board of Supervisors as the Housing Authority Board of Commissioners. It has 61 non-County positions. Personnel policies and procedures including recruitment follow the County's best practices. The Housing Authority's budget is not part of the County budget, but it is included in this section for information purposes only.

Accomplishments that have contributed to improved performance and progress in the current year include:

- Continued partnership and support services for the Housing Endowment and Regional Trust. HEART was successful in securing an award of \$2 million in Prop 46 housing funds, increasing the \$3 million seed capitalization allocated by the Board of Supervisors (\$1 million in June 2000 and \$2 million in February 2002).
- Continued promotion and support of Smart Growth Planning along the County's major transportation corridors.
- Maintained set-aside of 40% of new CDBG funds for housing development.
- Worked with four entitlement cities (Daly City, South San Francisco, San Mateo and Redwood City) toward preparation of a new Analysis of Impediments (AI) to Fair Housing. One of its objectives is removing public barriers to affordable housing.
- Developed a Fair Housing Action Plan which calls for leadership actions from the County Board of Supervisors, and education and advocacy with the ultimate goal of creating more affordable housing choices for all.
- Continued participation in the Countywide Home Investment Partnership (CHIP), an effort involving the County, cities, school districts, and other interested parties to develop funding and to streamline strategies to assist first-time homebuyers.
- Convened at least one public meeting a year to review, refine and develop new funding priorities for successive year's funding under CDBG, HOME, and ESG.
- Continued participation in the Housing and Child Care Initiative, which included convening a Housing and Child Care Summit.
- Continued collaboration with special needs groups to address obstacles to meeting underserved community development needs and continued support of service-enriched housing

proposals for special needs groups, including victims of domestic violence, emancipated foster youth, and clients in need of residential treatment.

- Continued collaboration with the County's Continuum of Care Planning Board to refine and monitor the County's Homeless Plan.
- Enhanced coordination between public and private housing, health and social services agencies to ensure performance measures are mutually supportive.
- Continued participation in the Housing Leadership Council, a nonprofit organization created to provide advocacy and education on affordable housing issues.
- Continued work with the Supportive Housing Group composed of the County Health Department and other public and nonprofit agencies.
- Improved public housing and voucher management
- Continued updating the list of affordable housing projects in the County and disseminating the list to interested parties.
- Supported the Housing Authority's Family Self-Sufficiency Program which allows tenant participations to save a portion of increased earning which can be used toward homeownership.
- Implemented the Section 8 Homeownership Program

Major challenges over the next two years will be:

- To break barriers and make funds available to purchase land and assist with development costs. Cost of Housing in San Mateo County is among the highest in the nation. The high price of land and development costs, local resistance to growth and new development, and the fact that there are 21 different political jurisdictions in the County, each with its own regulatory processes have contributed to the affordable housing crisis.
- To keep pace with the increasing demand for housing. Supply and demand shows that County population rose 8.9% between 1990 and 2000 while the total number of housing units rose only 3.5%. The average household size increased from 2.64 persons per household to 2.74. The 2000 Census indicated an overall vacancy factor of 2.5% for both renter and owner units. A vacancy factor of 4% is considered healthy for the housing supply and demand market to function smoothly. According to an ABAG estimate, the County would need to increase its overall housing supply by 15,305 units or 2,174 units a year for a 7½ year period between 1999 and June 2006.
- To address homes in need of rehabilitation. Housing stock built in 1979 or earlier comprises 84% of total housing units and there is the high likelihood of the presence of lead-based paint which was outlawed in 1978. The County Planning Department estimates that some 18,751 units (7% of total units) are in need of rehabilitation throughout the County.
- To assist in meeting the needs of those who rent housing. According to the Planning Department calculations from the 2000 Census, 27% of the County's households (63,393) are overpaying for housing. Lower income renter household who overpaid represented 29% (28,694) of all renters and lower

income owner households who overpaid consisted of 18% (27,865) of all homeowners.

- To maximize Section 8 program utilization. The Section 8 Wait List has 6,032 households, 2,272 (County) and 3,760 (non-County). Of the County households, 17% (400) are seniors and 22% (501) are disabled. An average of 50 households are called from the wait list each month. At this rate, it will take 10 years to get to the last household on the wait list.
- To educate citizens in the community of the need for affordable housing.

Department Priorities

The Department of Housing will meet performance targets by doing the following:

Housing and Community Development

- Fund 555 affordable housing units and develop a range of housing options
- Fund non-housing projects based on community development priorities

Housing Authority

- Maximize Section 8 program utilization by issuing 3,723 vouchers
- Achieve an overall customer satisfaction rating of 90% or better

Department of Housing All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	998,148	1,024,775	1,080,672	1,281,334	200,662	1,281,334
Intergovernmental Revenues	78,085,343	73,680,206	82,251,748	75,669,198	(6,582,550)	76,957,910
Miscellaneous Revenue	4,685,084	3,077,044	2,856,307	3,081,262	224,955	3,081,262
Other Financing Sources	464,032		774,088	1,182,650	408,562	
Total Revenue	84,232,607	77,782,025	86,962,815	81,214,444	(5,748,371)	81,320,506
Fund Balance		1,968,722		84,606	84,606	84,606
TOTAL SOURCES	84,232,607	79,750,747	86,962,815	81,299,050	(5,663,765)	81,405,112
REQUIREMENTS						
Salaries and Benefits	5,605,263	5,535,975	5,822,239	6,097,963	275,724	6,244,513
Services and Supplies	2,587,023	2,409,283	3,349,441	3,463,957	114,516	3,463,957
Other Charges	75,265,170	71,790,776	77,866,343	72,435,456	(5,430,887)	72,394,968
Fixed Assets	725,710		74,000		(74,000)	
Other Financing Uses		20,162				
Gross Appropriations	84,183,166	79,756,196	87,112,023	81,997,376	(5,114,647)	82,103,438
Intrafund Transfers	(119,424)	(110,785)	(268,420)	(782,932)	(514,512)	(782,932)
Net Appropriations	84,063,742	79,645,411	86,843,603	81,214,444	(5,629,159)	81,320,506
Contingencies/Dept Reserves				84,606	84,606	84,606
TOTAL REQUIREMENTS	84,063,742	79,645,411	86,843,603	81,299,050	(5,544,553)	81,405,112
NET COUNTY COST	(168,865)	(105,337)	(119,212)		119,212	
AUTHORIZED POSITIONS						
Salary Resolution	77.0	79.0	79.0	77.0	(2.0)	77.0
Funded FTE	77.0	77.8	77.8	77.0	(0.8)	77.0

This summary combines financial information for both Housing and Community Development and the Housing Authority. Housing and Community Development is a unit of the County General Fund, whereas the Housing Authority is a separate legal entity under State law, administered by the Board of Supervisors and the Housing Authority Board of Commissioners. Although the Housing Authority is a non-County entity, its financial information 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.

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$5,663,765 or 6.5% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Use of Money and Property

There is an increase of \$200,662 in this funding source due to an increase in rental revenue including \$199,080 from public housing units and \$1,581 from deli and child care rental spaces.

Intergovernmental Revenues

There is a net decrease of \$6,582,550 in this funding source due to reductions of \$2,544,844 in Section 8 housing assistance payments, \$2,304,967 in Moving to Work vouchers, \$15,556 in the Moderate Rehabilitation Program, \$211,517 in CDBG, HOME & ESG funds, \$2,045,925 in carryover funds based on housing project completions, and \$57,004 in reimbursements for Housing Authority related activities. Increases include \$261,148 in the Midway Village Capital Fund grant, \$222,888 in the Supportive Housing grant, and \$113,227 in the Shelter+Care grant.

Miscellaneous Revenue

There is a net increase of \$224,955 in this funding source due to an increase of \$500,000 in rehabilitation loan repayments, offset by decreases of \$252,045 in project costs reimbursements, and \$23,000 in interest earned due to reduction in Public Housing Authority reserves.

Other Financing Sources

There is an increase of \$408,562 in this funding source due to use of Public Housing Authority reserves, and projected income to balance the budget.

Fund Balance

There is an increase of \$84,606 in this funding source resulting from Human Services Agency reimbursement with Temporary Assistance to Needy Families (TANF) incentive funds.

TOTAL REQUIREMENTS

Total Requirements decreased by \$5,544,553 or 6.4% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$275,724 in this expenditure category due to negotiated increases of \$245,297 in the Housing Authority, and \$30,429 in Housing and Community Development.

Services and Supplies

There is a net increase of \$114,516 in this expenditure category due to increases of \$86,303 in office rental, \$36,400 in temporary services, \$70,667 in supportive services for special programs, \$150,000 for an MOU with HSA for technical support of the its computer system, and \$452,726 in reimbursements for services between Housing budget units. Decreases include \$35,411 in office equipment, \$31,900 in consultants contracts, \$30,000 in EPS services, \$19,032 in service contracts, \$19,000 in audit fees, \$100,887 in various services and supplies accounts, elimination of \$77,600 for HMIS maintenance, and reclassification of \$367,750 in contract special programs to project costs.

Other Charges

There is a net decrease of \$5,430,887 in this expenditure category due to reductions of \$1,537,183 in HCD project costs as a result of lesser HUD funding and lesser carryover of project funds, \$183,703 in contract costs, \$136,536 in materials, \$4,325,493 in Section 8 Housing assistance payments, and \$2,190 in utilities costs. Increases include \$160,257 in County leased facility rental, \$592,536 in a Capital Grant for the Public Housing Authority, and \$1,425 in liability insurance.

Fixed Assets

There is a decrease of \$74,000 in this expenditure category as purchase of additional fixed assets is not anticipated.

Intrafund Transfers

There is an increase of \$514,512 in this expenditure category due to increased reimbursements between sub-units for housing-related activities and services within the Department of Housing.

Contingencies/Departmental Reserves

There is an increase of \$84,606 in this expenditure category reflecting Reserves that have been set aside for affordable housing development projects.

NET COUNTY COST

There is no Net County Cost in the Department of Housing.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$106,062 or 0.1% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$1,288,712 in this funding source due to the annual adjustment factor, based on HUD formulas for the Housing Choice Vouchers Program totaling \$1,104,158, and for the Moving to Work Program in the amount of \$184,554.

Other Financing Sources

There is a decrease of \$1,182,650 in this funding source as Public Housing Authority reserves are not available.

TOTAL REQUIREMENTS

Total Requirements increased by \$106,062 or 0.1% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$146,550 in this expenditure category due to projected salary and benefit increases totaling \$35,284 in Housing and Community Development, and an increase of \$106,062 in the Housing Authority.

Other Charges

There is a decrease of \$40,488 in this expenditure category as lesser project cost is anticipated.

NET COUNTY COST

No change.

Housing & Community Development (7920P)

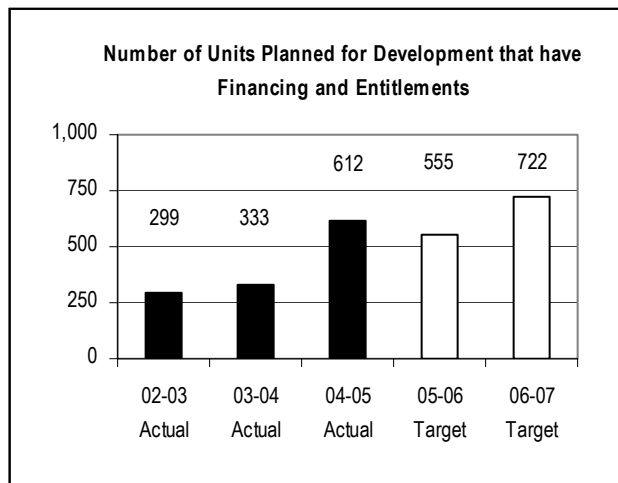
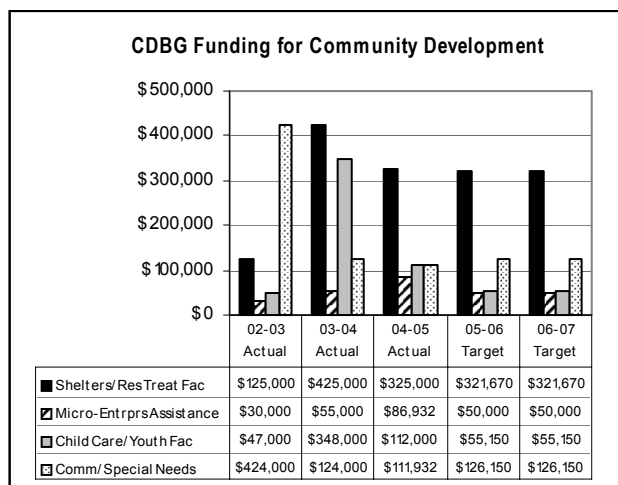
Program Locator

County

Department of Housing

▷ **Housing and Community Development**
Housing Authority

Headline Measures



Program Outcome Statement

Housing and Community Development provides affordable housing assistance and community development financing to improve the quality of life in the community for very low, low, and moderate income residents. Its programs focus on increasing the supply of low-income and workforce housing and supporting related community development.

Services and Accomplishments

The Housing and Community Development program primarily contributes to the goals of the Shared Vision 2010 commitment to Offer a Full Range of Housing Choices by increasing building capacity for developing and implementing affordable housing programs, providing down payment assistance to low and moderate income first-time homebuyers with the START program, expanding home ownership opportunities through the Mortgage Credit Certificate (MCC) Program by allowing first-time homebuyers to apply a Federal tax credit equal to 15% of their annual mortgage interest against taxable income, and acquiring or rehabilitating existing homes and rental units. Non-housing community development programs include providing affordable child care, youth recreation facilities and services, providing public services for seniors and other special needs population including physical access improvements for the disabled, supporting economic development services including job training and business start-up assistance, and enforcing fair housing practices.

The following are major accomplishments in the current year:

- County funding contributed to the construction and completion of decent homes that are within the affordability of workers and residents including persons with special needs. A total of 42 units in two projects were completed, with 158 units under construction in three other developments, and another 228 units are expected to begin construction in the Summer of 2005.
- In the forefront of developing the Housing Endowment and Regional Trust (HEART), a joint powers agreement between the County and city governments, Housing staff act as fiscal agent and program staff responsible for developing and implementing HEART programs as approved by the HEART Board. In December 2004 HEART issued a Notice of Funding Availability for \$4 million to facilitate the construction of affordable housing.
- After the County passed an inclusionary zoning ordinance, Housing staff has been working closely with the Planning Department to effectively implement the ordinance. Housing staff has been negotiating for an array of affordable units with a housing developer proposing multifamily units in the Colma BART Area Specific Plan.
- A Fair Housing Action Plan has been developed as part of the FY 2005-06 Action Plan for the U.S. Department of Housing and Urban Development (HUD). Specific fair housing actions are enumerated in areas such as landlord/tenant education, housing for the disabled, public transportation, lending practices, and performance of fair housing enforcement agencies. The policy-specific action calls for continuing to support local efforts at counteracting resistance to proposed housing developments utilizing SMART growth principles.

Story Behind Baseline Performance

The creation of the Department of Housing is occurring at a crossroads in which its ability to garner resources to expand the supply of affordable workforce housing will be put immediately to the test. A Federal plan for FY 2005-06 to redirect Community Development Block Grants (CDBG) from the Department of Housing and Urban Development (HUD) to the Department of Commerce has been proposed. This proposal is aimed at revamping CDBG's programmatic goals of locally defined housing and community development to an emphasis on funding economic development activities in jurisdictions with a poverty rate that at least equals the national rate. The revamp formula may not work for San Mateo County which has a poverty rate of 5.8% (1999 data), well below the national rate of 12.4% (1999 data). Housing will have to resort to creative measures to accomplish its mission.

Housing prices in the County continue to rise and are becoming increasingly elusive for workers and low and moderate income renters in this County. It is against this backdrop that the new Department of Housing will continue to work with the Housing Endowment and Regional Trust Board to look at innovative ways of raising the balance of the \$100 million-goal.

With the new arrangement of shifting homeless services under the direct auspices of Human Services, the new Department of Housing will continue to collaborate with the Human Services Agency to maintain the seamless delivery system of services, shelter and housing developed over the years. That way, the County can respond effectively to continuing and emerging homeless needs including the development of emergency shelter and permanent housing for the homeless in the Coastside region, and the development of a ten-year plan to end chronic homelessness.

Major challenges over the next two years will be:

- To explore new ways to secure and leverage funding to promote the development of additional affordable workforce housing
- To work with the HEART Board to implement a comprehensive approach to raising public and private funds to meet the goal of \$100 million over the first ten years.

Program Priorities

Housing and Community Development will meet performance targets by doing the following:

Fund 555 Affordable Housing Units and Develop a Range of Housing Options

- Continue to collaborate with cities to develop affordable housing
- Partner with the Housing Endowment and Regional Trust (HEART) to implement marketing strategies and promote policies that support development of affordable housing
- Promote and improve State legislation to facilitate the development of Smart Growth on Caltrans-owned land for mixed (commercial and housing) use along the transportation corridor.

Fund Non-Housing Projects Based on Community Development Priorities

- Support public facilities projects
- Support public service needs

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of units rehabilitated through the Housing Rehabilitation Program:					
- Non-profit rehabilitated units	12	0	298	25	50
- Single family rehabilitated units	20	8	10	15	20
Number of communities/beneficiaries served (data development)	---	---	---	---	---
How Well We Do It (Quality)					
Amount of rehabilitation loans distributed to applicants and number of households benefitting from these loans	\$1,051,000/32	\$457,000/8	\$602,500/308	\$700,000/40	\$800,000/70
Amount of Community Development Block Grant (CDBG) funding distributed for community development:					
- Shelters & residential treatment facilities	\$125,000	\$425,000	\$325,000	\$321,670	\$321,670
- Micro-enterprise assistance	\$30,000	\$55,000	\$86,932	\$50,000	\$50,000
- Child care/youth facilities	\$47,000	\$348,000	\$112,000	\$55,150	\$55,150
- Community/special needs centers	\$424,000	\$124,000	\$111,932	\$126,150	\$126,150
Number of units planned for development that have financing and entitlements ⁽¹⁾	299	333	612	555	722
Is Anyone Better Off? (Outcome)					
Housing Affordability:					
- County ⁽²⁾ (data development)	---	---	---	---	---
- Department of Housing clients ⁽³⁾ (data development)	---	---	---	---	---
Percent of workforce both employed and residing in the County (data development)	---	---	---	---	---

⁽¹⁾ "Financing"—commitment of funds to complete the project (e.g., Tax Credit Allocations, grants); "entitlements"—all necessary planning permits from the local jurisdiction in control plus permits from other agencies with jurisdiction over the project (e.g., Coastal Commission, Corps of Engineers).

⁽²⁾ The percent of households that can afford to purchase a median-priced home.

⁽³⁾ The percent of clients served who purchase a home. A "home" can include single family homes and condominiums/townhomes.

Housing & Community Development (7920P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	16.0	18.0	18.0	16.0	(2.0)	16.0
Funded FTE	16.0	16.8	16.8	16.0	(0.8)	16.0
 Total Requirements	13,234,078	9,767,924	15,712,817	13,850,149	(1,862,668)	13,850,149
Total Sources	13,402,943	9,873,260	15,832,029	13,850,149	(1,981,880)	13,850,149
Net County Cost	(168,865)	(105,337)	(119,212)		119,212	
 NCC Breakdown						
A-87 Cost Plan			(119,212)		119,212	

Program Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from the Community Development Block Grants (CDBG), the HOME Partnership Act, and Emergency Shelter Grant from the U.S. Department of Housing and Urban Development (HUD).

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and annualization of mid-year staffing changes; elimination of one-time costs, and a reduction in computer equipment and software purchases; decreases in project costs as a result of lesser HUD funding and program support charges from HSA; and an increase in reimbursements (Intrafund Transfers) between HCD and the Housing Authority.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,066,486)	(1,432,762)	(514,512)	0	119,212	(2)

2. Adjustments to Fund Balance

Fund Balance has been increased and set aside in Reserves for affordable housing development projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
84,606	0	0	84,606	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,981,880)	(1,432,762)	(514,512)	84,606	119,212	(2)

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases, and a corresponding reduction in project costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	40,488	0	0	40,488	0
0	(40,488)	0	0	(40,488)	0

Housing Authority (7930P)

Program Locator

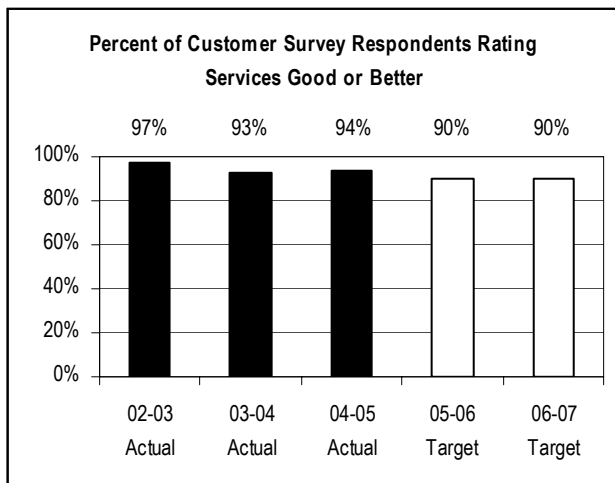
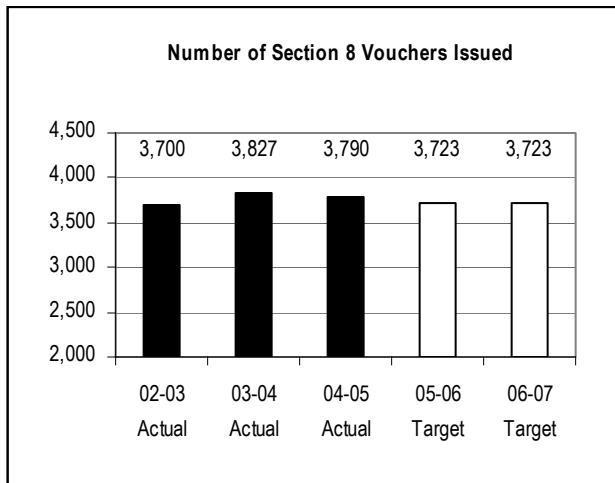
County

Department of Housing

Housing and Community Development

▷ **Housing Authority**

Headline Measures



Program Outcome Statement

The Housing Authority provides public housing and rental subsidy through the Section 8 rental assistance programs to help eligible low-income families or individuals obtain decent, safe, and sanitary housing.

Services and Accomplishments

The Housing Authority Program primarily contributes to the goals of the Shared Vision 2010 commitment to Offer a Full Range of Housing Choices by providing housing assistance to eligible low-income families through its Section 8 Housing Choice Voucher Program and three public housing developments: 150 family units at Midway Village in Daly City, 60 units for senior citizens in Half Moon Bay, and 30 units at El Camino Village in Colma.

Within the Section 8 Housing Choice Voucher Program are sub-programs designed to achieve certain goals: the Family Self-Sufficiency (FSS) Program is a five-year program that combines case management, education and training with rental subsidy to help Section 8 families transition from public assistance to employment; the Aftercare Program provides rental assistance to certified physically, developmentally or mentally disabled low-income persons who participate in a planned, ongoing program of rehabilitation, education, or other related supportive services; the Family Unification Program provides rental assistance to families whose lack of adequate housing is the primary cause of the separation, or possible separation of a child or children from the rest of the family; the Foster Youth Transition Program provides rental assistance up to 24 months to low-income youth who are transitioning out of foster care and participating in aftercare management as approved by their Independent Living Program Coordinator; Half Moon Bay Village provides Section 8 Project-Based assistance to low-income seniors; Project Based assistance is also provided to 19 privately-owned housing developments throughout the County; and the Homeownership Program which allows first-time homebuyers to use their Section 8 rental subsidy to meet their monthly homeownership expenses.

The Housing Authority administers special programs which receive separate funding, typically, through an annual nationwide competition, from the Federal Office of Housing and Urban Development (HUD): the Shelter Plus Care Program provides Section 8 rental assistance and supportive services to homeless people with disabilities and their families; Supportive Housing Program provides rental assistance as part of the Continuum of Care to promote the development of housing and supportive services to assist homeless persons with disabilities in their transition from streets and shelters to permanent housing and maximum self-sufficiency; Moving to Work Demonstration Program, awarded to San Mateo County Housing Authority as one of 24 Housing Authorities nationwide, provides incentives to families to become economically self-sufficient, to reduce Housing Authority's costs and achieve greater cost effectiveness, and to increase housing choices for low-income families; and the Moderate Rehabilitation Program assists very low-income families in obtaining decent, safe, and sanitary housing in privately owned, rehabilitated units.

The following are major accomplishments in the current year:

- Handled overleased units in compliance with new HUD rules without taking back vouchers from tenants

- Applied and received two Supportive Housing awards for homeless programs and partnered with Alcohol and Other Drug Services to provide 20 units of permanent housing with special case management services
- Applied and received funding for staffing and administrative support to implement a Section 8 Homeownership Program
- Applied and received \$121,200 from HUD for the Family Self-Sufficiency Program
- Resolved the Midway Village toxic soil issue and cleared with HUD potential related costs.

Story Behind Baseline Performance

Due to the level of appropriations and fixed funding policy enacted by Congress in the 2005 Consolidated Appropriations Act, the Housing Authority of San Mateo County receives less funds from HUD in 2005 than it needs to meet the costs of the current number of authorized vouchers in use. The Housing Authority must determine best strategies to respond to this funding crisis. The best strategies are those that will advance program goals of paying reasonable rents and enhancing housing choice, while providing decent, quality affordable housing to the maximum number of authorized families.

Major challenges over the next two years will be:

- To maintain the maximum program size of the Section 8 Housing Choice Voucher Program (HCVP) in the face of ongoing Congressional budget cuts and rule changes.
- To secure the maximum number of homeownership opportunities for Section 8 HCVP participants.
- To phase out the Moving To Work (MTW) Program should it not be extended by HUD. Early administrative proposals indicate that HUD supports the MTW Program and its extension for another three years. HUD intends to open this pilot program to all Housing Authorities that meet their criteria.

Program Priorities

The Housing Authority will meet performance targets by doing the following:

Ensure that 3,723 Section 8 Vouchers are Issued

- Negotiate aggressively with landlords given new reductions in the current fair market rent levels
- Make accurate income/tenant payment determinations and enhance quality control of documentation and file review
- Monitor closely program costs, lease up and turnover rates to maintain 100% utilization
- Continue to call families from the waiting list to fill all available vouchers
- Open up a Wait List for Project Based Units as required by HUD

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to distribute customer care surveys on a quarterly basis
- Develop database system for tabulating survey results

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of applicants contacted on the Section 8 Voucher waiting list and number of vouchers issued	586 / 298	11 / 30 ⁽¹⁾	588 / 224	600 / 300	600 / 300
Number of new admissions (tenants) to public housing (Midway Village & El Camino Village)	32	25	17	10	10
How Well We Do It (Quality)					
Number of Section 8 vouchers issued	3,700	3,827	3,790	3,723	3,723
Number of Occupied Units at Public Housing (Midway Village & El Camino Village)	155	172	162	173	173
Number and percent of public housing units occupied (Midway Village & El Camino Village)	155 / 87%	172 / 96%	162 / 91%	173 / 97%	173 / 97%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better ⁽²⁾	97%	93%	94%	90%	90%

⁽¹⁾ Interviews stopped due to new HUD rule changes on the “over lease” direction. Given congressional directions, HUD changed the allowance of “over leasing” and required all Housing Authorities to reduce leasing to only the number of vouchers allowed (for SMCHA 3723 vouchers). At the time of notification, the County was over leased by 6%. To meet HUD’s direction, application intake of the wait list was frozen and notifications were sent out to the families.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Housing Authority (7930P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	61.0	61.0	61.0	61.0		61.0
Funded FTE	61.0	61.0	61.0	61.0		61.0
Total Requirements	70,829,664	69,877,487	71,130,786	67,448,901	(3,681,885)	67,554,963
Total Sources	70,829,664	69,877,487	71,130,786	67,448,901	(3,681,885)	67,554,963

Program Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by the Federal Housing and Urban Development (HUD) Department. The Housing Authority budget is not part of the County budget but included in this section for information purposes only.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; a reduction in Section 8 Housing Assistance payments offset by use of Public Housing reserves to cover a Section 8 shortfall and increases in Shelter+Grant, supportive services for special programs, and the Midway Village Capital Fund grant; an increase in the MOU with HSA for technical support of the computer system. Decreases in consulting services contracts and audit fees; and elimination of EPS recruitment services offset increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,681,885)	(3,681,885)	0	0	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of anticipated labor increases, increase in Federal revenue for the Housing Choice Vouchers and Moving to Work Programs as a result of the Annual Adjustment Factor, based on HUD formulas.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
106,062	106,062	0	0	0	0



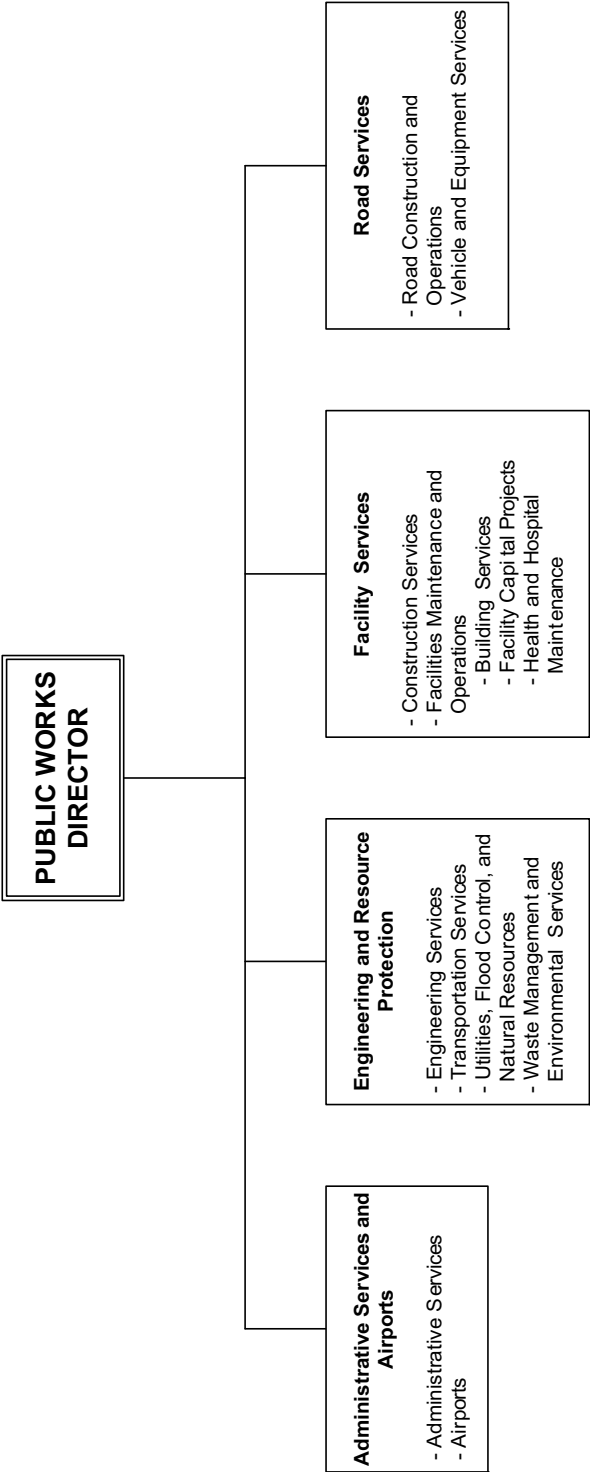
Public Works Agency

*Adopted Budget
FY 2005-2006
FY 2006-2007*



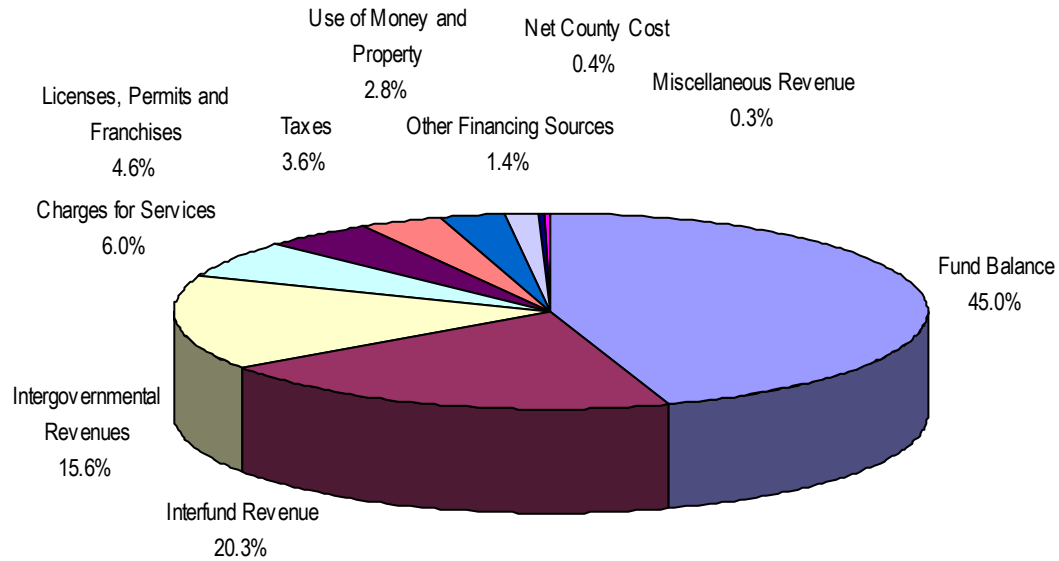
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

PUBLIC WORKS AGENCY

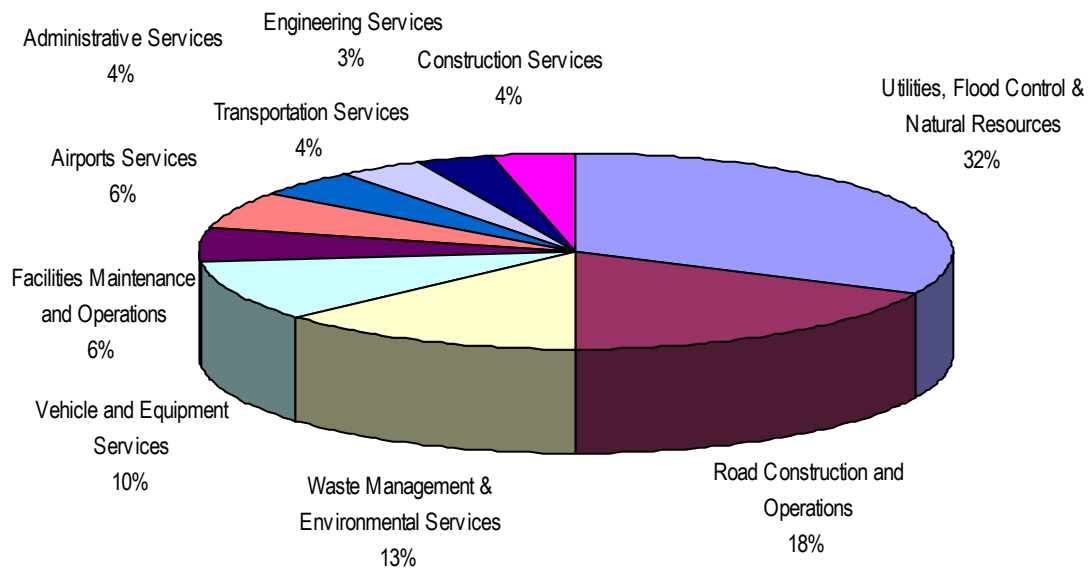


Public Works Agency

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



**Public Works Agency
FY 2005-06 and 2006-07 All Funds Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
Administrative Services	4,141,582	4,003,830	5,087,597	5,565,611	478,014	5,096,177
Engineering Services	4,250,277	4,215,613	4,827,954	4,142,154	(685,800)	4,297,472
Facilities Maintenance and Operations	7,038,650	8,339,066	7,433,662	6,853,271	(580,391)	6,991,996
Vehicle and Equipment Services	352,078	372,307	391,925	391,925		391,925
Utilities	804,596	982,240	967,748	1,258,982	291,234	1,283,044
Total General Fund	16,587,184	17,913,057	18,708,886	18,211,943	(496,943)	18,060,614
Non-General Fund Budgets						
Road Construction and Operations	28,527,674	21,823,412	19,676,161	22,114,302	2,438,141	20,232,554
Construction Services	3,980,615	3,985,570	4,318,001	4,487,455	169,454	4,546,268
Vehicle and Equipment Services	12,992,224	13,362,366	11,528,966	11,999,168	470,202	11,062,831
Waste Management	17,553,204	17,294,841	16,433,097	16,509,478	76,381	15,765,859
Transportation Services	5,445,035	5,099,547	4,893,920	4,413,572	(480,348)	4,428,935
Utilities	43,703,037	45,835,082	40,166,462	38,751,984	(1,414,478)	38,735,910
Airports	3,598,210	5,029,177	6,167,838	7,722,831	1,554,993	3,962,571
Total Non-General Fund	115,800,001	112,429,995	103,184,445	105,998,790	2,814,345	98,734,928
Total Requirements	132,387,185	130,343,052	121,893,331	124,210,733	2,317,402	116,795,542
Total Sources	134,117,214	130,171,351	121,448,435	123,727,687	2,279,252	116,312,496
Net County Cost	(1,730,028)	171,701	444,896	483,046	38,150	483,046
AUTHORIZED POSITIONS						
Salary Resolution	325.0	315.0	315.0	318.0	3.0	318.0
Funded FTE	322.8	312.5	312.5	315.8	3.3	315.8

Summary by Function

Fund/Budget Unit	Actual 2003-04	Actual 2004-05	Adopted 2005-06	Adopted 2006-07
General Fund:				
Administrative Services				
Cable TV Franchise	45,158	144,493	190,294	190,294
Fair Oaks Community Center	299,782	341,091	270,873	270,873
Administrative Services	4,953,317	4,872,793	6,755,351	6,309,979
TOTAL Administrative Services	5,298,257	5,358,377	7,216,518	6,771,146
Engineering Services				
Engineering Services	4,144,579	4,110,006	4,036,456	4,191,774
County Engineer	105,698	105,607	105,698	105,698
TOTAL Engineering Services	4,250,277	4,215,613	4,142,154	4,297,472
Facilities Maintenance & Operations				
Plant & Craft Maintenance	8,177,852	8,624,402	8,692,256	8,966,984
Facilities Administration	112,096	199,818	220,606	228,131
Building Services (Custodial)	2,772,755	2,931,006	3,191,822	3,178,957
Utilities	6,873,212	6,341,061	6,515,367	6,799,911
Insurance	1,329,052	1,351,177	1,546,017	1,546,017
Capital Projects/Major Maintenance	1,684,654	1,725,186	1,791,638	1,845,400
Facilities Projects	328,441	356,900	406,134	413,671
Debt Service	1,755,236	1,755,236	1,768,938	1,822,006
Contingencies	1,591	961,904	761,904	761,904
Intra Fund Transfers	(15,996,239)	(15,907,624)	-18,041,411	-18,570,985
TOTAL FM & O	7,038,650	8,339,066	6,853,271	6,991,996
TOTAL General Fund	16,587,184	17,913,056	18,211,943	18,060,614
Program Unit: Airports				
Airport Enterprise Fund:				
Operation and Maintenance	1,699,529	1,644,320	1,847,674	1,868,514
Capital Projects	126,113	1,200,286	4,271,628	0
Non-General Fund Reserves/Adjustments	1,772,568	2,184,571	1,603,528	2,094,056
TOTAL Airport	3,598,210	5,029,177	7,722,830	3,962,571

Summary by Function

Fund/Budget Unit	Actual 2003-04	Actual 2004-05	Adopted 2005-06	Adopted 2006-07
Program Unit: Motor Pool ISF				
Maintenance and Repair	1,794,382	2,146,736	2,129,787	2,191,278
Replacement	1,612,585	1,283,923	2,560,328	1,728,500
Insurance	315,694	297,737	324,571	324,571
Fuel	621,024	714,910	805,488	825,488
Contingencies	6,919,970	6,728,110	5,680,994	5,846,694
Plant Improvements	0	752,350	498,000	146,300
TOTAL Motor Pool ISF	11,263,655	11,923,766	11,999,168	11,062,831
Landscape Maintenance Fund:				
Landscape Maintenance	600	610	4,700	4,700
Non-General Fund Reserves	13,389	27,067	27,717	27,717
TOTAL Landscape Maintenance Fund	13,989	27,677	32,417	32,417
Program Unit: Construction & Plant Improvements				
Road Fund:				
GIS/Base Map Project	106,352	105,280	75,000	75,000
Engineering, Admin, General Operations	4,643,479	4,464,584	3,737,298	2,320,000
Plant and Heavy Equipment	580,399	50,819	210,500	283,500
Road/Bridge Maintenance	8,136,979	7,403,816	7,549,335	8,806,394
Construction	7,075,068	3,754,849	3,724,498	2,543,000
Contributions	1,075,710	239,437	229,000	254,000
Judgements	0	0	200,000	200,000
Contingencies	0	400,000	1,400,000	1,400,000
Services to Other Agencies	646,179	786,036	495,478	507,467
Non-General Fund Reserves/Adjustments	1,386,538	1,246,294	0	0
Reserves for Encumbrance	2,056,296	0	0	0
TOTAL Road Fund	25,707,000	18,451,114	17,621,109	15,389,361
Roadway Improvement Fund:				
Travel Lane Reconstruction	599,632	1,024,705	1,750,000	1,100,000
Non-General Fund Reserves	3,949,612	3,786,193	2,743,193	2,743,193
TOTAL Roadway Mitigation Fund	4,549,244	4,810,898	4,493,193	3,843,193

Summary by Function

Fund/Budget Unit	Actual 2003-04	Actual 2004-05	Adopted 2005-06	Adopted 2006-07
Special District Funds:				
County Service Areas	1,162,938	1,357,519	1,696,648	1,630,648
Sewer Maintenance/Sanitation	5,151,816	7,125,442	8,827,568	6,484,371
Drainage Maintenance	56,717	25,006	106,332	106,332
Flood Control	9,261,587	10,187,287	8,158,945	6,507,681
Street Lighting	395,718	309,693	548,210	488,210
San Mateo NPDES	0	0	21,497	21,497
Non-General Fund Reserves	27,660,272	26,802,458	19,360,367	23,464,754
TOTAL Special Districts	43,689,048	45,807,405	38,719,567	38,703,493
Tower Road Construction ISF:				
Crafts-Funded Jobs	3,640,934	3,864,094	4,427,519	4,486,332
Non-General Fund Reserves	339,681	121,476	59,936	59,936
TOTAL Tower Road Construction	3,980,615	3,985,570	4,487,455	4,546,268
Half Cent Transportation Fund:				
Various Road Projects	96,692	130,163	450,000	450,000
Mirada Road Pedestrian Bridge	5,403	35,197	0	0
Transportation Lobbyist	20,000	20,000	20,000	20,000
TSM Program	231,153	218,604	278,025	281,231
Disabled Patient Transport	322,780	322,780	322,780	322,780
School Crossing Guards	195,283	238,361	195,000	195,000
Congestion Management Staff	360,307	236,901	242,159	254,316
Transportation Planning	366,244	383,272	383,106	383,106
Transit Subsidy	585,023	661,077	660,000	660,000
Colma BART Bike/Pedestrian Path	0	118	0	0
C/CAG Payments	141,223	141,223	141,223	141,223
HSA/Probation Client Transportation	230,000	230,000	230,000	230,000
Non-General Fund Reserves	2,657,638	2,241,314	1,268,847	1,243,991
Administration and Accounting Services	158,289	115,787	95,432	120,288
Peninsula Policy Partnership Payments	75,000	75,000	100,000	100,000
Website Improvement	0	49,750	52,000	52,000

Summary by Function

Fund/Budget Unit	Actual 2003-04	Actual 2004-05	Adopted 2005-06	Adopted 2006-07
TOTAL Half Cent Transportation Fund	5,445,035	5,099,547	4,413,572	4,428,935
Solid Waste Fund:				
SW Planning, Reporting & Monitoring	82,662	54,928	178,940	182,607
County Areas Recycling Program	513,602	518,856	691,038	705,018
Composting Program	259,987	212,669	252,838	258,523
Co-C/CAG Public Education, Hotline, Website Services	392,218	418,683	592,964	580,679
Green Building Program	130,183	165,173	224,993	244,161
County Facilities Recycling Program	99,661	86,538	144,809	147,678
Pescadero Transfer Station	269,026	235,084	459,965	468,196
Fixed Assets	0	0	185,000	0
Pescadero Landfill Closure	220	66,959	540,000	540,000
Pescadero Landfill Maint. & Remediation	13,208	45,181	711,825	711,825
HMB Landfill Maintenance, Monitor & Remediation	16,636	29,574	1,473,700	1,473,700
Environmental Health LEA	370,511	370,511	370,511	370,511
Household Hazardous Waste	1,051,610	951,610	951,610	951,610
Public Health Function	456,896	456,896	456,896	456,896
Regulatory Compliance Program	11,109	24,029	25,000	25,000
OES - HazMat Response	76,795	76,795	110,000	110,000
County Garbage and Disposal Charges	643,710	604,432	670,000	670,000
UST Removals and Remediations	0	0	5,000	5,000
Staff Services to SBWMA	179,160	194,051	189,613	192,114
Recycling Program - EPS	39,109	41,716	43,403	43,403
Other/Contingency	0	390,000	390,000	390,000
Administration and Countywide Services	1,982,125	2,250,000	2,750,000	2,750,000
Non-General Fund Reserves	10,964,776	10,101,157	5,091,374	4,488,937
TOTAL Solid Waste Fund	17,553,204	17,294,842	16,509,479	15,765,858
TOTAL REQUIREMENTS	132,387,184	130,343,052	124,210,733	116,795,242

Agency Locator

County

Administration and Fiscal

Criminal Justice

Environmental Services

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

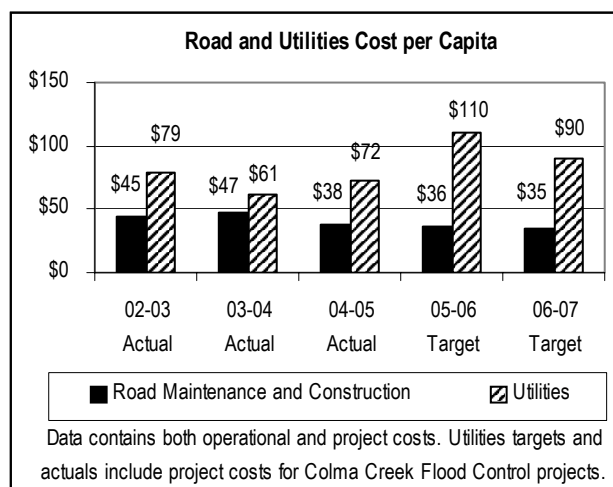
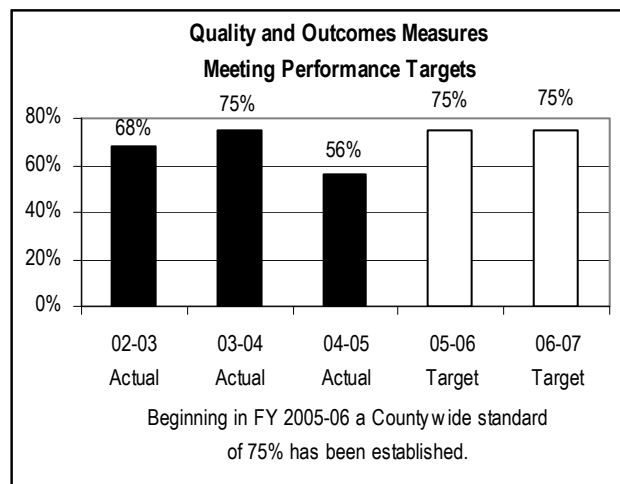
Airports

Health

Human Services

Non-Departmental Services

Agency Measures



Agency Mission Statement

The Public Works Agency provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; and utilities services to San Mateo County. Services ensure safe, cost effective, accessible and attractive facilities.

Contributions to Shared Vision 2010 Goals

The Public Works Agency contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

Goal 10: The Commute Alternatives Program within Transportation Services has worked diligently to increase the number of participants and transportation alternatives available to County employees.

Commitment: Preserve and Provide People Access to Our Natural Environment

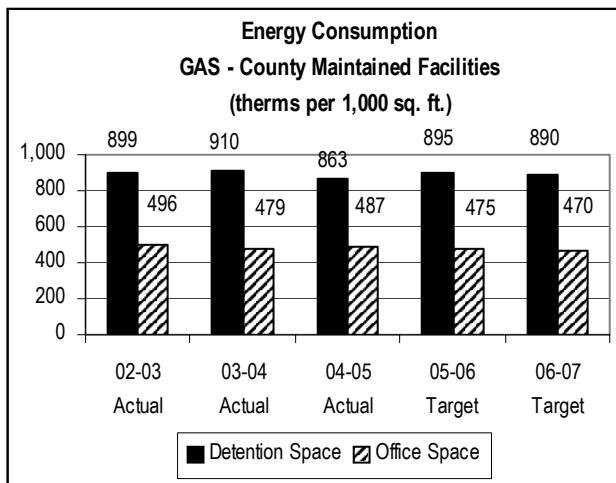
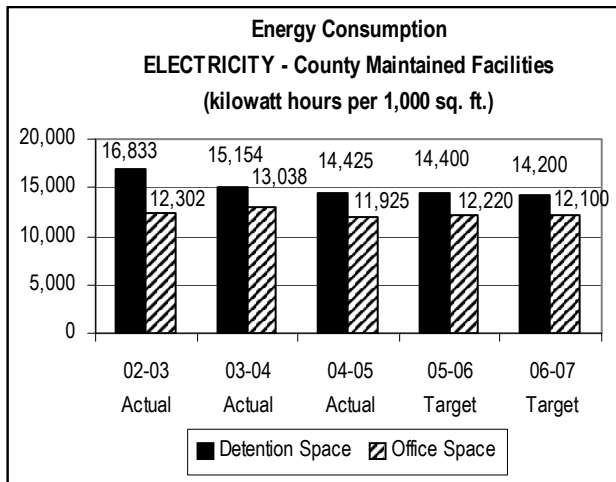
Goal 14: The Public Works Agency has been awarded grants to analyze sensitive habitats and construct improvements to protect endangered species.

Commitment: Responsive, Effective and Collaborative Government

Goal 20: The Facilities Maintenance and Operations Program has participated in three separate facility assessments since 1995, resulting in extensive lighting retrofits and installation of energy conservation equipment to reduce consumption in County facilities.

Goal 21: Public Works Agency employees attend annual work sessions to review the County's Shared Vision 2010 Goals, evaluate performance data and update and align Agency priorities with County goals.

Goal 22: Transportation Services staff work with the City/County Association of Governments (C/CAG) to ensure that the general program of the National Pollution Discharges Elimination System (NPDES) is financed over the next five years.



Story Behind Baseline Performance

The Public Works Agency includes the following programs:

- Administrative Services
- Engineering Services
- Facilities Maintenance and Operations
- Road Construction and Operations
- Construction Services
- Vehicle and Equipment Services
- Waste Management and Environmental Services
- Transportation Services
- Utilities, Flood Control and Natural Resources
- Airports

Accomplishments that have contributed to improved performance and progress this past year include:

Increased Focus on Energy Efficiency, Waste Reduction and Preservation of Natural Resources

- Completed construction of a cogeneration plant at the Maguire Correctional Facility
- Continued to replace compact vehicles with hybrids and explored options available for purchasing Alternative Fuel Vehicles from different manufacturers
- Expanded recycling opportunities at County facilities and implemented a food waste pilot program at the Hillcrest Juvenile Hall
- Delivered workshops, presentations and events on recycling, waste reduction, composting and green building to schools, architects, gardeners, clubs and the general public
- Developed a new electronics recycling campaign to encourage residents and businesses to recycle their old computers, TV's and other electronics
- Developed and distributed the San Mateo Countywide Sustainable Buildings Guide and two videos on green building

Addressed the Regulatory Requirements Impacting Work in Both Road Construction and Operations and Special Districts

- Implemented the design and construction of a habitat creation and enhancement project as a mitigation measure which allowed the Colma Creek flood control project to move forward
- Implemented Sanitary Sewer Overflow reporting as mandated by the State
- Obtained grants from the California Department of Fish and Game for fish passage and sediment reduction projects
- Worked with C/CAG to secure legislative approval to increase the vehicle registration fee in San Mateo County to support congestion management and stormwater pollution prevention programs.

Improved Effectiveness Through Technology Improvements

- Implemented the Computerized Maintenance Management System (CMMS) for Sewers, Facilities Maintenance and Operations and Road Construction & Operations
- Initiated the Cost Accounting System (WinCAMS) Upgrade
- Executed a plan to provide Information Technology (I.T.) Services to remote sites, utilized workflow software for I.T. service requests and implemented technology to deliver applications to outlying offices
- Developed several Geographic Information System (GIS) products to streamline and support program services
- Completed several improvements to the Pavement Management System (PMS) including implementation of Streetsaver 8.0, review of pavement condition indexes and development of linkage with the GIS
- Developed a bridge database and moved from a spreadsheet format into the CMMS
- Designed and entered into a contract for the deployment of an interactive website where Commute Alternative participants can

register, purchase transit tickets and request various subsidies on-line

- Installed new complaint recording equipment at the Airport to track noise complaints from the community

Major challenges over the next two years will be:

- To maintain the Pavement Condition Index (PCI) of the road system with a continued decline in funding
- To maintain high customer satisfaction while reducing costs
- To continue reacting with limited resources to the volatility of the energy market and high gasoline prices
- To address increased regulatory requirements such as protection of water quality and endangered species that impact project scope, timing and service delivery
- To maintain and upgrade aging utility and facility infrastructure with limited funding

Agency Priorities

The Public Works Agency will meet performance targets by doing the following:

Maintain Customer Satisfaction and Overall Performance in All Programs

- Develop processes and systems to address the high volume of industrial related injuries
- Develop and implement the first phase of a Countywide traffic management program to include revised and new processes for the installation of speed control devices, stop signs and other traffic related measures
- Assess current practices for permitting, monitoring and inspecting encroachments and develop programs to improve efficiency and reduce cost
- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases
- Assume "in-house" responsibility for additional maintenance activities including traffic signals and fire alarm and electronic system maintenance

Continue to Conserve Natural Resources and Maintain and Improve the County's Infrastructure

- Complete the development and implementation of watershed protection standards
- Identify operational and low to no cost energy savings measures for several County buildings and undergo a cooperative effort with Pacific Gas and Electric (PG&E) to identify additional ways to save energy
- Continue to explore new methods and materials to extend pavement life
- Evaluate and implement methods to reduce costs associated with green waste
- Develop a Coastside Vegetation Management Agreement with County Planning

- Continue efforts to reduce erosion, sedimentation and the need for weed abatement measures where appropriate
- Continue to use the Pavement Management System to prioritize the repair of substandard roads and reduce the frequency and cost of unscheduled maintenance
- Continue to upgrade compact class vehicles to hybrids
- Collaborate with other departments to address their unique waste streams and building projects and/or suggest policy or procedural changes that will help reach our AB939 goals
- Evaluate options for improving commute alternatives in the East/West transportation corridors
- Develop and permit a long term maintenance plan for San Bruno Creek Flood Control Zone and improved channels in Colma Creek
- Develop educational materials on standards for contractors, citizens, engineers and inspectors and conduct training.
- Continue the Sewer Construction Improvement Plan
- Complete construction of channel and bridge improvements in the Colma Creek Flood Control Zone
- Install safety improvements including automatic weather reporting systems, precision approach path indicators and lighting improvements at both airports

**Public Works Agency
ALL FUNDS**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	5,350,033	5,441,051	4,456,711	4,515,533	58,822	4,530,896
Licenses, Permits and Franchises	4,275,587	6,104,201	5,173,904	5,773,904	600,000	5,773,904
Use of Money and Property	3,973,919	3,780,401	3,615,317	3,455,826	(159,491)	3,426,083
Intergovernmental Revenues	15,060,674	14,917,587	16,682,264	19,355,324	2,673,060	12,912,056
Charges for Services	6,915,911	7,137,841	6,776,473	7,454,299	677,826	7,461,193
Interfund Revenue	23,973,803	24,310,005	24,562,581	25,182,951	620,370	25,483,741
Miscellaneous Revenue	4,614,527	6,386,424	618,897	310,897	(308,000)	310,897
Other Financing Sources	1,506,311	1,484,703	1,714,801	1,748,000	33,199	1,748,000
Total Revenue	65,670,767	69,562,213	63,600,948	67,796,734	4,195,786	61,646,770
Fund Balance	68,446,447	60,609,138	57,847,487	55,930,953	(1,916,534)	54,665,726
TOTAL SOURCES	134,117,214	130,171,351	121,448,435	123,727,687	2,279,252	116,312,496
REQUIREMENTS						
Salaries and Benefits	26,955,722	28,594,022	30,187,146	30,719,456	532,310	31,580,152
Services and Supplies	36,515,741	36,410,225	42,885,227	43,309,090	423,863	42,379,918
Other Charges	9,197,022	8,254,336	9,637,391	10,293,924	656,533	8,454,674
Fixed Assets	12,054,057	12,278,697	21,340,143	15,108,083	(6,232,060)	6,426,200
Other Financing Uses	8,306,749	7,070,943	7,216,554	7,705,949	489,395	7,692,765
Gross Appropriations	93,029,292	92,608,223	111,266,461	107,136,502	(4,129,959)	96,533,709
Intrafund Transfers	(18,364,437)	(18,008,065)	(21,168,003)	(21,742,995)	(574,992)	(22,301,569)
Net Appropriations	74,664,854	74,600,158	90,098,458	85,393,507	(4,704,951)	74,232,140
Contingencies/Dept Reserves	28,511,863	28,675,838	14,564,890	22,014,426	7,449,536	26,118,813
Non-General Fund Reserves	29,210,468	27,067,056	17,229,983	16,802,800	(427,183)	16,444,589
TOTAL REQUIREMENTS	132,387,185	130,343,052	121,893,331	124,210,733	2,317,402	116,795,542
NET COUNTY COST	(1,730,028)	171,701	444,896	483,046	38,150	483,046
AUTHORIZED POSITIONS						
Salary Resolution	325.0	315.0	315.0	318.0	3.0	318.0
Funded FTE	322.8	312.5	312.5	315.8	3.3	315.8

FY 2005-06 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$2,277,252 or 1.9% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Taxes

There is an increase of \$58,822 in this funding source due to a decrease in property tax revenue of \$57,716 in the Special Districts funds and an increase in sales tax revenue of \$110,538 in Transportation Services.

Licenses, Permits and Franchises

There is an increase of \$600,000 in this funding source due to an increase of \$2 per ton in the County/Browning Ferris Industries agreement.

Use of Money and Property

There is a net decrease of \$159,491 in this funding source due to a decrease in interest earned on Fund Balances in the amount of \$231,479; a net decrease of \$49,100 in Airport Concession and Use Fees; and an increase of \$121,088 in other rents and concessions in Facilities Maintenance and Operations.

Intergovernmental Revenues

There is a net increase of \$2,673,060 in this funding source due to the restoration of Proposition 42 Funds and other state and federal funds in Road Construction and Operations projects in the amount of \$2,538,349; current year Airport Projects in the amount of \$3,760,260; an increase in Administrative Services for aerial photography in the amount of \$300,000; and an increase in Waste Management and Environmental Services in the amount of \$50,000 for a new computer recycling program. Increases have more than offset decreases in State and Federal funding for prior year Airport projects in the amount of \$2,725,347; a decrease to other in-lieu taxes for cost reimbursement from San Francisco International Airport for the San Bruno Creek Flood Control project in the amount of \$200,000; a decrease in State funds for the Colma Creek Flood Control project in the amount of \$900,000; a decrease in Transportation in the amount of \$150,000; and miscellaneous decreases totaling \$202.

Charges for Services

There is a net increase of \$677,826 in this funding source due to an increase in sewer service charges in the amount of \$502,406; an increase in mitigation fees in the amount of \$150,000; and miscellaneous increases in the amount of \$25,420.

Interfund Revenue

There is a net increase of \$620,370 in this funding source due to an increase in projected work for other County agencies to be completed by: Administrative Services in the amount of \$252,011; Facilities Maintenance and Operations in the amount of \$354,579; Construction Services in the amount of \$387,659; Flood Control and Utilities Services in the amount of \$291,234; and miscellaneous increases of \$51,950. These increases more than offset decreases in Engineering Services in the amount of \$670,576 and Vehicle and Equipment Services in the amount of \$46,487.

Miscellaneous Revenue

There is a net decrease of \$308,000 in this funding source due to a decrease in project cost reimbursement in Road Construction and Operations in the amount of \$300,000 and a miscellaneous decrease of \$8,000.

Other Financing Sources

There is an increase of \$33,199 in this funding source as a result of the transfer of funds from the Colma Creek Flood Control Zones 1 through 3 to the main Colma Creek Flood Control Zone.

Fund Balance

There is a net decrease of \$1,918,534 in this funding source due to completion of projects or deletions of one-time Fund Balances. The following programs have decreases in Fund Balances: Administrative Services in the amount of \$73,997; Engineering Services in the amount of \$15,224; Facilities Maintenance and Operations in the amount of \$945,858; Construction Services in the amount of \$218,205; Waste Management and Environmental Services in the amount of \$473,619; Transportation Services in the amount of \$416,324; and Flood Control and Utilities in the amount of \$844,136. Decreases have been partially offset with an increase in Road Construction and Operations in the amount of \$96,337; Vehicle and Equipment Services in the amount of \$560,489; Airports in the amount of \$412,003.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,918,534 or 1.9% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase in the amount of \$532,310 in this expenditure category due to negotiated increases and merit increases in the amount of \$1,321,632 and Airport overtime costs of \$20,000. Increases have been partially offset by a decrease in the amount of \$136,636 in Waste Management and Environmental Services for special pay adjustments; miscellaneous decreases in the amount of \$63,385; and a net decrease in the amount of \$609,301 for: the deletion of one vacant Senior Engineer position; the transfer of one Associate Civil Engineer position to the Planning Department; the reduction of one Senior Utility Worker and one Stationary Engineer and the addition of two Utility Worker II's; the conversion of three Extra Help Boiler Watch Engineers to permanent positions; and the addition of one Electrician, one Crafts Supervisor and one Public Works Technician.

Services and Supplies

There is a net increase of \$423,863 in this expenditure category due to decreases in Public Works Engineering Services based on current year projects in the amount of \$858,205; a decrease in PG&E services in the amount of \$669,300; a decrease in sewage and disposal costs in the amount of \$305,229; a decrease in the purchase of software and other computer related equipment in the amount of \$112,780; and miscellaneous decreases in the amount of \$66,969. Decreases have partially offset increases for: road projects in the amount of \$1,340,801 due to the restoration of Proposition 42 funds; the allocation of in-house administration and accounting services in the amount of \$286,369; an increase in fuel and lubrication costs in the amount of \$172,900; an increase in other contract maintenance expenses in the amount of \$110,828; an increase in vehicle and other equipment maintenance charges in the amount of \$49,734; and miscellaneous increases of \$60,671.

Other Charges

There is a net increase of \$656,533 in this expenditure category due to an increase in County property insurance costs in the amount of \$216,639; an increase in Motor Vehicle Replacement Charges in the amount of \$159,555; an increase in the reimbursement to the Colma Creek Apartment Associates reimbursement in the amount of \$310,000; an increase in the amount of \$50,000 for the computer reuse center; an increase in the County's contribution to the Peninsula Policy Partnership and miscellaneous increases in the amount of \$121,727. Increases are partially offset by a decrease in general liability insurance costs in the amount of \$90,694 and miscellaneous decreases totaling \$110,694.

Fixed Assets

There is a net decrease of \$6,232,060 in this expenditure category due to the elimination of prior year project and equipment appropriation in the amount of \$21,330,143. This decrease more than offsets new project and equipment appropriation in the amount of \$15,098,083 which will be used for: servers and miscellaneous computer equipment in the amount of \$61,500; road reconstruction projects in the amount of \$2,325,000; Airport capital improvement projects in the amount of \$3,859,626; the Colma Creek Flood Control Project in the amount of \$500,000 for flood wall and mitigation site work and \$1,500,000 for the channel improvement project from Spruce Avenue to San Mateo Avenue; Fair Oaks Sewer Project No. 2 in the amount of \$2,326,129; Fair Oaks Sewer Project No. 4 in the amount of \$900,000; annual fleet replacement in the amount of \$2,560,328; smog test equipment in the amount of \$6,000; Belmont Motor Pool car wash in the amount of \$188,000; soil and asphalt replacement at the Belmont Motor Pool in the amount of \$120,000; annual road equipment replacement in the amount of \$254,500; Motor Pool vehicle and equipment replacement in the amount of \$104,000; the GasBoy Fuel Point System in the amount of \$140,000; a vertical lift for \$20,000; roof repair at Grant Yard in the amount of \$16,000; a forklift for \$12,000; a street sweeper for \$185,000; and road equipment for reflectivity testing in the amount of \$20,000.

Other Financing Uses

There is a net increase of \$489,395 in this expenditure category due to an increase in the transfer from individual Colma Creek Flood Control Zones to the main Colma Creek Flood Control Zones in the amount of \$499,215; an increase in the transfer from individual San Bruno Creek Flood Control Zones to the main San Bruno Creek Flood Control Zone in the amount of \$125,918; an increase to the Capital Projects budget unit for various energy related projects; and miscellaneous increases in the amount of \$164,836. These increases are fully offset with decreases in the amount of \$500,574 due to the elimination of one-time project costs.

Intrafund Transfers

There is an increase of \$574,992 in this expenditure category due to equipment purchases and project reimbursement costs transferred between funds within the same programs.

Contingencies/Departmental Reserves

There is a net increase of \$7,020,353 in this expenditure category due to future project appropriations and decreases in the use of Fund Balances for current expenditures. The balance in Reserves represents 31% of Net Appropriations, which exceeds the 2% County Reserves Policy Requirements by \$37,107,356.

NET COUNTY COST

There is a net increase of \$38,150 or 8.6% in the General Fund allocation which is used to fully offset the increased cost of various Facility Maintenance and Operations projects.

FY 2006-07 Budget Overview

Total Sources decreased by \$7,415,191 or 6.0% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Taxes

There is an increase of \$15,363 in this funding source due to an increase in sales tax revenue in Transportation Services.

Use of Money and Property

There is a decrease of \$29,743 in this funding source due to lower interest earned on declining Fund Balances.

Intergovernmental Revenues

There is a net decrease of \$6,443,268 in this funding source due to the removal of one-time grants for Airport improvements in the amount of \$3,760,260; removal of one-time funding in the amount of \$2,356,801 in Road Construction and Operations; removal of \$300,000 in Administrative Services for one-time purchases; and removal of a one-time grant in Waste Management and Environmental Services in the amount of \$50,000. Decreases are partially offset with increase of \$23,793 in Waste Management and Environmental Services.

Charges for Services

There is an increase of \$6,894 in this funding source due to increases in sewer service charges.

Interfund Revenue

There is a net increase of \$300,790 in this funding source due to rate increases and projected services for other County Agencies to be completed by: Facilities Maintenance and Operations in the amount of \$134,432; Construction Services in the amount of \$63,853; Flood Control and Utilities Services in the amount of \$41,094; Vehicle and Equipment Services in the amount of \$75,527; Engineering Services in the amount of \$155,318; and miscellaneous increases of \$41,610. Increases more than offset a decrease of \$169,434 in Administrative Services for the removal of funding for one-time purchases.

Fund Balance

There is a net decrease of \$1,265,227 due to completion of projects and deletion of one-time purchases in: Construction Services in the amount of \$5,040; Vehicle and Equipment Services in the amount of \$1,017,828; and Waste Management in the amount of \$717,412. An increase in Road Construction and Operations in the amount of \$475,053 partially offsets decreases.

TOTAL REQUIREMENTS

Total Requirements decreased by \$7,415,191 or 6.0% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$860,696 in this expenditure category due to negotiated increases and merit increases.

Services and Supplies

There is a net decrease of \$929,172 in this expenditure category due to decreases for the elimination of one-time purchases and completed projects in Flood Control and Utilities in the amount of \$607,500; completed projects in Road Construction and Operations in the amount of \$522,626; elimination of one-time projects and purchases in Administrative Services in the amount of \$493,044; and a miscellaneous decrease of \$5,040. Decreases more than offset inflationary increases for operating costs in: Waste Management and Environmental Services in the amount of \$19,722; Vehicle and Equipment Services in the amount of \$20,000; Facilities Maintenance and Operations in the amount of \$349,316; and Transportation Services in the amount of \$310,000.

Other Charges

There is a decrease of \$1,839,250 in this expenditure category due to removal of one-time project cost contributions from other agencies to Flood Control.

Fixed Assets

There is a net decrease of \$8,681,883 in this expenditure category due to the elimination of one-time equipment purchases and capital projects from the prior year in the amount of \$15,098,083. The decrease more than offsets increases of \$6,416,200 for projects and purchases not completed in FY 2005-06.

Other Financing Users

There is a net decrease of \$13,184 in this expenditure category due to an increase of \$106,830 in Facilities Maintenance and Operations, which is more than offset, by a decrease in Airports in the amount of \$120,014.

Intrafund Transfers

There is a net increase of \$558,574 in this expenditure category due to an increase in project reimbursement costs transferred between funds within the same Programs.

Contingencies/Departmental Reserves

There is a net increase of \$3,746,176 due to increases in: Utilities in the amount of \$4,182,913; and Vehicle and Equipment Services in the amount of \$165,700. Increases more than offset a decrease in the amount of \$602,437 in Waste and Environmental Services. The balance in Reserves represents 64% of Net Appropriations, which exceeds the 2% County Reserves Policy requirements by \$41,076,759.

NET COUNTY COST

No change.

Administrative Services (4510P)

Program Locator

County

Public Works

► Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

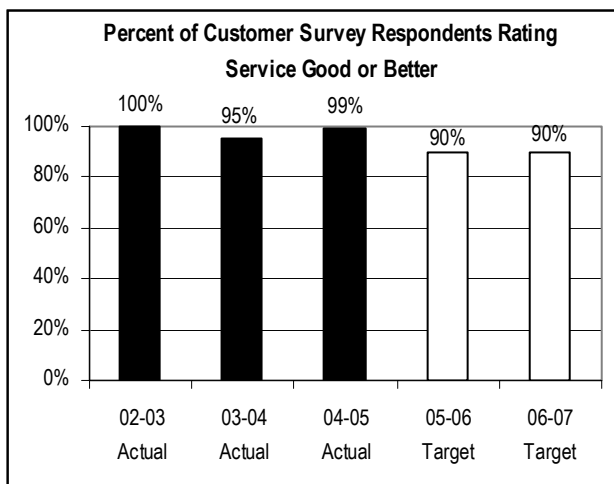
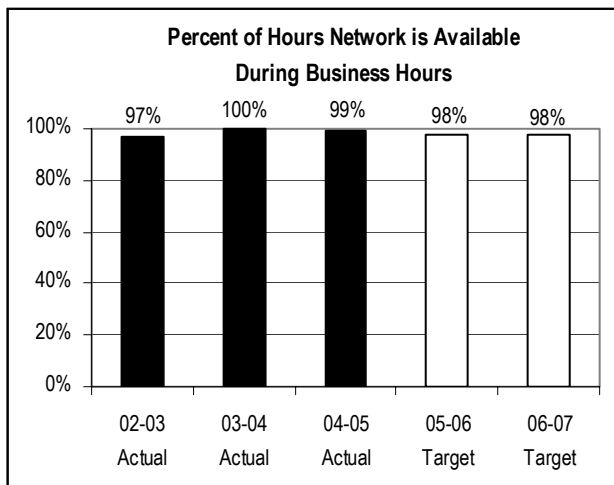
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Administrative Services Program guides and supports the Agency in accomplishing its mission through collaborative, innovative and responsive human resource, technology, financial and other administrative services and systems.

Services and Accomplishments

The Administrative Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering direction and support in three key areas: Business Systems; Financial Services; and Human Resources. Services include: automation and technology support; accounting and budget; contract management; safety programs and training; policy and program development and evaluation; personnel and payroll services; clerical support; and other training.

The following are major accomplishments in the current year:

- Improved document management and streamlined administrative processes including review of the records retention schedule and purging department central files
- Completed several Information Technology (I.T.) infrastructure improvements including server, workstation and printer replacements and software upgrades
- Developed and implemented a plan to provide I.T. services to remote sites, implemented workflow software for I.T. service requests and provided intranet access to Agency computer and technology users
- Implemented technology to deliver applications to outlying offices
- Developed a new database to track customer survey results for department sections that survey internal customers
- Managed and supported the implementation of the Computerized Maintenance Management System (CMMS) for Sewers, Facilities Maintenance and Operations and Road Construction Services
- Participated in various Countywide pilot programs, initiatives and committees including Fiscal Officers Training Academy (FOTA), OBM Program Fiscal Committee, OBM Plan and Performance Measure Peer Review and IFAS 7i upgrade
- Initiated the Cost Accounting System (WinCams) upgrade

Story Behind Baseline Performance

The Program continues to focus on establishing processes and systems and realigning services in the areas of finance and accounting, information technology, organizational development and grant and contract support to address the changing needs of the Agency.

Each year the Program surveys Agency managers and supervisors to assess current services and determine future Program priorities and support needs. The customer survey form and the collection and

review process changed in FY 2003-04. The recipient group is larger, questions are more specific and results are confidential. In FY 2004-05 there was a 99% customer satisfaction rate with current services. Suggestions are responded to immediately which has helped satisfaction levels remain consistently above the Countywide standard of 90%. The FY 2004-05 survey cycle resulted in a 30% response rate with 60 surveys being distributed and 20 surveys returned. The lower number of respondents is likely due to survey recipients feeling like they had nothing new to contribute. The Program will make an effort to increase response rates by adding a cover letter illustrating changes made as a result of prior year suggestions.

Many service improvements were completed in the Information Technology (I.T.) area in FY 2004-05, including weekly visits to remote sites by unit personnel, implementation of new technology to deliver applications to outlying sites, revised scheduling for server maintenance to non-business hours to minimize operational impact and the development of a new automated service request system to improve response time. An Information Technology Analyst was transferred from Engineering to this program in FY 2004-05 to provide enhanced database and GIS application development and support through centralized services. Cross training of all I.T. staff was initiated to expand the resources available to respond to customer requests and the training is anticipated to be completed at the end of the calendar year. As a result of these enhancements, customer satisfaction in the I.T. area notably improved.

The Windows Cost Accounting Management System (WinCAMS) upgrade was initiated in 2004-05 and provides enhanced timekeeping and reporting capabilities, which will be fully operational by the end of calendar year 2005. The electronic timecard function in conjunction with user training on cost accounting and coding is expected to result in more accurate and timely work authorization data transmitted through the payroll process. Training will also be developed for the reporting function so that managers and supervisors can monitor projects, revenues and expenditures more efficiently and thereby plan more effectively. Improvements in these areas are expected to offset the anticipated impact of the retirement of key staff in the accounting unit on the timely processing and reimbursement of work authorizations.

Program staff organize and plan a wide range of Agency trainings. Succession planning and employee retention is addressed by the Training Opportunities and Development (TOAD) plan, which identifies training requirements and career development courses for each classification. During calendar year 2004 more than 65 courses were attended and 3,490 training hours were completed in the following areas: Technical – 33%; Safety – 45% and Career Development – 12%. Technical training opportunities will continue to be emphasized in calendar year 2005 as requested by survey respondents.

In the fall of each year Agency employees participate in Outcome Based Management (OBM) program review work sessions, which are organized and led by Administrative Services staff. Additionally, program staff work with all sections in the department to develop

detailed methodologies for headline performance measures. Due to the number of new management personnel in the Department, a training will be developed and conducted specifically for managers in FY 2005-06 on monitoring and updating OBM plans and processes for reporting progress on performance measures and priorities will be streamlined.

Major challenges over the next two years will be:

- To increase the level of services in the areas of: I.T. applications and response; Computerized Maintenance Management System (CMMS) support; electronic timekeeping; and improving overall document management
- To manage staff vacancies and transitions in the Accounting and I.T. Sections
- To train and provide support to new management staff in administrative systems, policies and requirements
- To work with managers and supervisors to develop strategies to address the increase in Worker's Compensation claims
- To continue to expand and improve support services as operational resources are declining

Program Priorities

The Administrative Services Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to enhance the department document management, administrative and communication systems
- Complete the implementation of the Computerized Maintenance Management System
- Develop and conduct OBM training for managers and assess and develop technical training for staff
- Streamline reporting processes for OBM performance measures and priorities
- Develop processes and systems to impact and address the increase in Worker's Compensation claims

Maintain a 98% Rate of Work Authorizations Processed within Five Days and Work Authorization Expenditures Fully Reimbursed

- Implement the electronic timekeeping function of WinCAMS for the employees located at County Center
- Develop and implement training on WinCAMS, reporting software and other financial systems
- Develop and implement training on cost accounting and coding for key staff

Achieve a 97% Response Rate to Information Technology Service Requests Resolved Within 24 Hours

- Complete cross training of staff in all I.T. areas
- Update and implement the I.T. strategic plan

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of hours network is available during business hours ⁽¹⁾	1,915	2,169	2,232	2,200	2,200
Number of work authorizations processed ⁽²⁾	3,471	3,519	2,133	2,120	2,120
How Well We Do It (Quality)					
Percent of time network is available during business hours	97%	100%	99%	98%	98%
Percent of work authorizations processed within five days	96%	98%	98%	98%	98%
Is Anyone Better Off? (Outcome)					
Number and percent of information technology service requests resolved within 24 hours	359 / 94%	290 / 100%	486 / 98%	400 / 97%	400 / 97%
Number and percent of reimbursable work authorization expenditures fully reimbursed	1,168 / 97%	1,190 / 100%	1,163 / 99%	1,160 / 98%	1,155 / 98%
Number and percent of customer survey respondents rating services good or better ⁽³⁾	24 / 100%	48 / 95%	18 / 99%	30 / 90%	30 / 90%

⁽¹⁾ The definition of "business hours" has been redefined to reflect anticipated additional hours each week for complete network service availability (2,244 hours per year, which exceeds the accepted standard of 1,984 hours per year).

⁽²⁾ Effective FY 2004-05 the number of work authorizations processed will include only additions of new work authorizations and input of initial budgets on existing work authorizations. Changes to existing work authorizations, which include supplements to budget amounts, will not be counted.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Administrative Services (4510P)

Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	29.0	28.0	28.0	28.0		28.0
Funded FTE	29.0	27.9	27.9	27.9		27.9
Total Requirements	4,141,582	4,003,830	5,087,597	5,565,611	478,014	5,096,177
Total Sources	3,969,597	3,783,077	4,851,724	5,329,738	478,014	4,860,304
Net County Cost	171,985	220,753	235,873	235,873		235,873
NCC Breakdown						
Non-Mandated Services			235,873	235,873		235,873

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$235,873 or 4.6%. Of this amount, 100% is discretionary. The Net County Cost in this Program represents the County's contractual agreement with the Fair Oaks Community Center and the City of Redwood City.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; deletion of one-time contract expenses; adjustments to operating expenditures and corresponding revenue based on current spending levels; deletion of one-time equipment purchases and its corresponding revenue and an increase in Risk Management Expense to reflect the centralized costs for the Agency's auto liability claims.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(16,812)	(16,812)	0	0	0	0

2. Equipment Purchases for Business Systems Section

The Business Systems Section annual purchasing plan supports program priorities of achieving a 96% response rate to information technology service requests resolved within 24 hours and achieving an overall customer satisfaction rating of at least 90%. The purchasing plan was developed to provide a systematic approach for upgrading and replacing servers, computers and other peripheral equipment in recognition of the rapid changes in technology and the need to ensure equipment is maintained in a state capable of supporting the Department. Purchases include: three servers; one Global Positioning device; one color copier; and other miscellaneous items. Expenditures and revenue have been increased for these purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
54,000	54,000	0	0	0	0

3. Aerial Photography

San Mateo County has spearheaded an effort to procure updated Countywide aerial photography that meets the functional requirements of a wide cross-section County public stakeholders. This project will provide a product that streamlines many municipal government processes by

working in a collaborative manner to meet the needs of many agencies. This project will generate two tangible products: color digital orthophotography and rectified countywide GIS mapping data.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
480,000	480,000	0	0	0	0

4. Computerized Maintenance Management System (CMMS) Upgrade

The remote access application on the server for CMMS will be upgraded from Citrix XP to Presentation Server 4. Additionally, CMMS-Hansen work that was not completed in FY 2004-05 will be carried over to FY 2005-06. The cost of the remote access application will be offset by savings in other operating expenses and the cost of the CMMS-Hansen work will be offset through charges to requesting units. Appropriation has been added for the Network Appliance Strategy Replacement Plan through the Information Services Department (ISD).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
31,044	31,044	0	0	0	0

5. Final Fund Balance Adjustment

The fourth quarter payment from the Fair Oaks Community Center was anticipated for FY 2005-06 but was received in FY 2004-05 therefore, Fund Balance and non-County Interagency Agreements have been decreased and Interfund revenue has decreased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(70,218)	(70,218)	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
478,014	478,014	0	0	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; removal of one-time equipment purchases and an increase in corresponding revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
11,610	11,610	0	0	0	0

7. Equipment Purchases in the Business Systems Section

The Business Systems Section annual purchasing plan supports Information Technology and customer satisfaction program priorities. Expenditures and revenue have been increased to reflect equipment purchases in accordance with the plan. Purchases include three servers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	30,000	0	0	0	0

8. Elimination of One-Time Projects

One-time appropriation for Countywide aerial photography and for the CMMS upgrade has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(511,044)	(511,044)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(469,434)	(469,434)	0	0	0	0

Engineering Services (4600P)

Program Locator

County

Public Works

Administrative Services

► Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

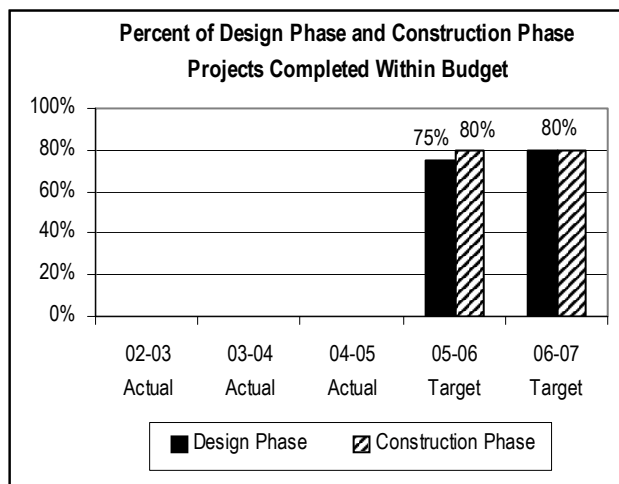
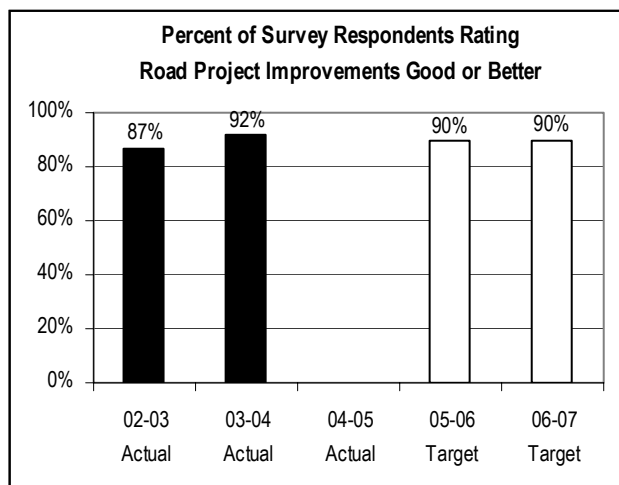
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Data Development

Records from prior projects will be reviewed to establish a baseline for estimating time and costs. Data collection will involve tracking two primary job types for both the design and construction phase; surface treatment jobs, which are usually straightforward, and reconstruction jobs, which can be complex. Methodologies will be developed establishing time frames and measuring the cost of staff time. One of the factors influencing data could be the cost of construction, which is subject to market conditions. Other unforeseen conditions, such as problems with soil that testing might not reveal, could result in costly change orders. Monitoring this performance measure will provide opportunities to improve internal processes, identify training needs, and improve overall effectiveness.

In addition, time and cost analyses will be performed on construction projects in order to develop reasonable measurement standards for timeliness and cost effectiveness of contract work. Project specifications will be reviewed and scrutinized for ways of effectively addressing these issues.

Program Outcome Statement

The Engineering Services Program provides professional engineering and construction management services in constructing and maintaining County infrastructure for residents and other users to ensure safety and quality of life.

Services and Accomplishments

The Engineering Services Program contributes to the goals of the Shared Vision 2010 commitment to Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion through the following activities: providing project development and design, drafting, surveying and construction management services for Roads, Utilities and other County departments. Engineering Services will continue with design and inspection activities for various road surfacing and reconstruction projects in the unincorporated suburban as well as rural areas of the County. In addition to road projects, the Program provides engineering services for various sanitary sewer and flood control improvement projects.

The following are major accomplishments in the current year:

- Designed and inspected road reconstruction projects and sanitary sewer improvements in the North Fair Oaks area
- Inspected airport runway improvements at the Half Moon Bay Airport
- Inspected and managed channel improvements along Colma Creek in the South San Francisco area
- Designed and inspected surface treatment projects in Emerald Lakes Hills, North Fair Oaks, Sequoia Tract, Princeton By The Sea, El Granada, Montara, South Coast, Ladera, Broadmoor Village and Mid-Coast

- Restructured the Engineering Services Program including merging the Design/Construction Sections and reconfigured the Surveying Unit
- Completed several improvements to the Pavement Management System (PMS) including implementation of Streetsaver 8.0, review of pavement condition indexes and development of linkage with the Geographic Information System (GIS)
- Completed electronic spreadsheets providing general engineering calculations
- Developed Bridge Database and moved from a spreadsheet format into the Computerized Maintenance Management System (CMMS) with aid of the Information Technology Section
- Established preliminary database to monitor any projects with outside funding
- Performed data collection of all benchmarks (survey control points) within the County and substantially completed a base map of the collected data, which provides reference information concerning each of these points

Story Behind Baseline Performance

Capital Improvement funding resources continue to decrease as State and other funding streams decline. In recognition of declining revenue the Department developed and implemented a merger plan which reduced managerial and supervisory level positions vacated through retirements. The revised workforce configuration will be evaluated in its overall effectiveness at providing quality services (accurate construction plans and comprehensive inspection services) in the coming year and a subsequent needs assessment performed in order to gauge success. The evaluation will consider abilities to provide necessary services at appropriate cost levels. Engineering and surveying services will be provided by consultants if internal resources are not adequate to address peak demands for services.

Project success is contingent upon participation from the public and a variety of internal stakeholders such as maintenance staff and other County departments. Public input comes through environmental documentation, public meetings, priority setting and political concurrence through the budget process. Engineering Services continues efforts to achieve success in all phases of road and capital projects by measuring how well the projects meet the needs and expectations of customers. Road project customers are surveyed and property owner feedback is evaluated to enhance design criteria. In 2005, the program initiated a new questions and answers handout, which was sent to property owners in the Mid-Coast area. The handout covered many of the frequently asked questions that arise from our reconstruction questionnaires and resulted in minimizing the number of phone calls regarding reconstruction issues. Overall customer satisfaction has been over 85% in the two prior fiscal years and the Program is planning to maintain or improve this level over the next two years.

The Program also provides service to customers at the counter seeking information related to maps and survey records. Portions of this service have been automated resulting in an overall cost

reduction. Surveys are provided for counter service customers and the Program has continued to receive extremely high ratings even though face-to-face transactions have decreased.

Performance measure targets for the percent of road and facility projects advertised, awarded and completed are tracked based on both funded and budgeted projects. The number of projects requiring formal advertising has decreased resulting in a lower percentage of total projects advertised and awarded. This measure will be replaced in FY 2006-07 with the percentage of projects completed on time and within budget, which is a more useful measure of program performance. Overall customer satisfaction has been over 85% in the two prior fiscal years and the Program is planning to achieve the Countywide standard of 90% over the next two years.

Major challenges over the next two years will be:

- To evaluate changes in the Mid-Coast road standards with input from Mid-Coast property owners and the Mid-Coast Council prior to commencing detailed design on specific projects
- To refine the Design/Construction merger plan in a way that balances administrative costs to perform engineering and inspection tasks while allowing for the work to be completed comprehensively and efficiently
- To continue to identify construction issues and refine construction contracts in order to reduce contract claims
- To continue to assume responsibility for additional project management needs in sewers, parks, and airports

Program Priorities

The Engineering Services Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90% for Road Improvement Projects

- Continue to improve the public input process
- Utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects
- Continue to explore, evaluate and implement methods for improving the Pavement Condition Index and reducing cost per mile

Achieve and Maintain a Rate of 80% of Projects Completed Within Budget

- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases
- Continue to explore and evaluate staffing needs that will allow for a balance between overall efficiency in completing tasks accurately and in a cost effective manner
- Expand and enhance the computerized benchmark database

Achieve and Maintain a Completed On Time Rate of 80% for
Projects in the Design Phase and 65% for Projects in the
Construction Phase

- Explore and implement processes and systems to improve productivity and accuracy including timely as-builts, electronic archival, project status coordination and data centralization
- Continue to scan recorded maps to keep the Agency's computerized map inventory current
- Explore ways to use GIS to improve business processes including identification of existing drafting functions that can be streamlined or automated with use of GIS web or desktop tools

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of roads, sewer, watershed, and parks projects funded ⁽¹⁾	62	56	61	25	25
Number of counter service requests for maps and survey records ⁽²⁾	1,489	771	665	650	600
How Well We Do It (Quality)					
Percent of customers rating maps/survey records counter services good or better	100%	100%	100%	90%	90%
Percent of projects completed on time and within budget (data development):					
- Design phase on time	---	---	---	75%	80%
- Design phase within budget	---	---	---	75%	80%
- Construction phase on time	---	---	---	60%	65%
- Construction phase within budget	---	---	---	80%	80%
Is Anyone Better Off? (Outcome)					
Number and percent of customer survey respondents (residents) rating road project improvements good or better ⁽³⁾	35 / 87%	61 / 92%	--- / ---%	100 / 90%	85 / 90%

⁽¹⁾ The anticipated decrease in number of projects is due to budget impacts resulting from State funding reductions.

⁽²⁾ A new system was implemented in FY 2003-04, which allows many customers to serve themselves at the front counter. The year-end estimate and targets measure the number of contacts between staff and customers (excludes self-service customers).

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Engineering Services (4600P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	40.0	36.0	36.0	32.0	(4.0)	32.0
Funded FTE	39.4	35.5	35.5	31.5	(4.0)	31.5
 Total Requirements	4,250,277	4,215,613	4,827,954	4,142,154	(685,800)	4,297,472
Total Sources	4,162,876	4,140,139	4,737,256	4,051,456	(685,800)	4,206,774
Net County Cost	87,402	75,474	90,698	90,698		90,698
 NCC Breakdown						
Non-Mandated Services			90,698	90,698		90,698

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$90,698 or 2.3%, of which \$90,698 or 100.0% is discretionary. This amount represents the County Engineer function.

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases, and annualization of mid-year position changes including the transfer of a Public Works Technician position to Flood Control and Utilities. Other increases include: operating expenditures based on current spending levels; revenue to reflect higher rates charged to customers as a result of higher expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
179,084	190,522	0	0	10,718	(1)

2. Program Reductions

Budget reductions will result in fewer projects but will not impact overall performance targets. Personnel expenditures and the corresponding revenue have been reduced as a result of declining funding for road construction projects. Fewer projects have been budgeted, requiring less engineering support. Five unfilled positions will be held vacant for the current fiscal year and will be evaluated for filling in the next fiscal year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(654,559)	(654,559)	0	0	0	0

3. Transfer of Development Review Function

This budget adjustment is being made to align services in accordance with the Department restructure plan. The plan realigns responsibility for the maintained road system with the Roads Division and is anticipated to improve effectiveness by establishing clear lines of accountability through functional grouping of responsibilities. Functions, corresponding costs, and revenue have been transferred to the Road Operations Unit, which includes one Associate Engineer for the permitting function, and to the County's Planning Department, which includes one Associate Civil Engineer for the geotechnical review function. Additionally, one vacant Senior Engineer position has been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(386,045)	(396,763)	0	0	(10,718)	(3)

4. Administrative Charges

Appropriation has been added to provide for administrative and accounting service charges to Engineering Services from Administrative Services. All costs are fully reimbursed through rate charges. This adjustment supports meeting performance targets by addressing operational requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
175,000	175,000	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(685,800)	(685,800)	0	0	0	(4)

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustment to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and corresponding revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
155,318	155,318	0	0	0	0

Facilities Maintenance and Operations (4730P)

Program Locator

County

Public Works

Administrative Services

Engineering Services

► Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

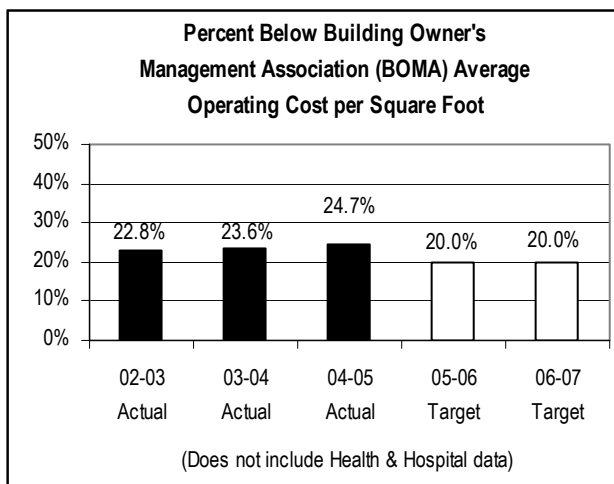
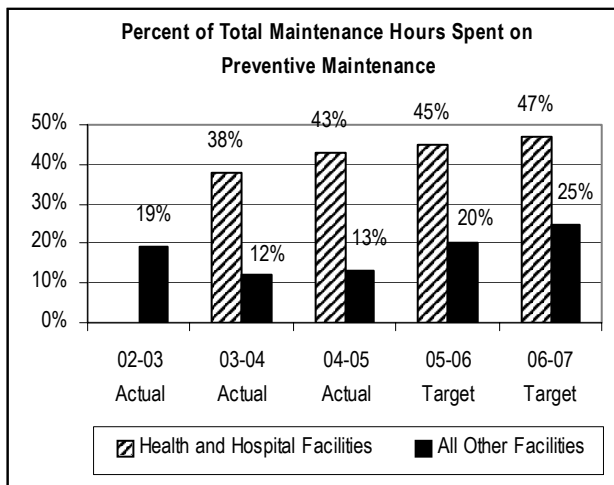
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

Facilities Maintenance and Operations preserves the County's capital assets and infrastructure by operating and maintaining facilities in a cost effective and professional manner to ensure the public and employees have safe, comfortable and clean work sites. Health and Hospital Facilities Maintenance and Operations maintains and operates all Health and Hospital Facility systems in an effective and economical manner to ensure a comfortable and safe environment for patients, visitors and staff. Buildings Services provides efficient, cost-effective, comprehensive and professional custodial and ancillary services throughout the County's facilities to ensure the environment is clean and safe for County employees and the public.

Services and Accomplishments

The Facilities and Maintenance Operations Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: keeping County-owned and County-leased buildings and surrounding areas clean and safe, and assuring that systems and equipment are in good repair and functioning properly. Services include 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 following are major accomplishments in the current year:

- Planned and implemented the Facilities Customer Service Center (FCSC) to provide for a single point of contact for all facility service requests
- Developed preventive maintenance schedules for building systems and equipment to be integrated into the Computerized Maintenance Management System (CMMS)
- Further refined operation techniques for more cost effective heating and cooling of certain facilities
- Developed a Request for Proposal for Countywide fire alarm system maintenance and testing, conducted interviews, and selected a vendor which will result in cost savings
- Reevaluated staffing mix and utilization of classifications to maintain effective service levels with a shrinking workforce (Building Services)
- Initiated customer surveys and Service Level Agreements for Health and Hospital customers
- Implemented a process for self-funding the design and installation of a cogeneration plant on the Health Campus
- Passed the Burlingame Long Term Care (BLTC) licensing annual inspection without any findings
- Completed facility improvement projects including Maguire cogeneration, window sealing and replacement, ADA upgrades

to several County facilities, Countywide fire alarm projects, and heating/ventilation improvements at the Elections building

Story Behind Baseline Performance

The opening of the new Facilities Customer Service Center (FCSC) has increased efficiency and response time, eliminated duplication of efforts (more than one section responding to a request), provided customers with immediate attention instead of messages to be returned, improved communication with customers and between sections, and was a major factor in starting to utilize the capabilities of the Computerized Maintenance Management System (CMMS). The program now generates service requests and work orders in the system so the progress of jobs can be tracked and up to date information can be given to the customer. Due to better tracking through the FCSC and CMMS, the number of work requests for all sections as reported through CMMS has been greater than anticipated. In addition, a history is being built in CMMS that will help determine priorities for replacement of equipment and systems and track the amount and type of services by building, which will allow better assessment of use levels and corresponding resource adjustments. Workload associated with direct customer response has been shifted to the Service Center and two decentralized support staff will be transferred to Facilities Administration where they will be permanently assigned to the FCSC.

The Program continues to reduce operating expenses to keep costs per square foot below the Building Owners and Managers Association (BOMA) standard. Although this benefits customers through flat rent charges, the resulting reduction of staff provides particular challenges related to general and preventive maintenance. Customer service remained a high priority for FM&O this past year, and the percentage of customers rating services good or better has remained stable despite cost reductions.

The Health and Hospital (H&H) Facilities Services Manager vacancy continues to be a major impediment to improving services to Health and Hospital customers. The first recruitment process failed to identify a qualified replacement and the position has been vacant for most of the fiscal year. Despite the lack of the Facilities Services Manager and the corresponding shortage of Stationary Engineers due to personnel working out of class and vacancies, the H&H group, with the support from the Construction Services section and FMO, has been able to devote significant effort to the correction of an extensive list of deficiencies at the Burlingame Long Term Care Facility.

Three long-term Extra Help boiler watch engineers at H&H will be converted to permanent status. The boilers maintained at the Medical Center require twenty-four hour attendance by the California Code of Regulations (Title 8, Section 81).

Due to the significant overrun in budgeted utility costs in FY 2003-04, the Program has made a concerted effort to operate the buildings to minimize energy costs while staying within the temperature range specified by the County Manager's Office. The project management unit has worked to employ energy savings projects including the Maguire cogeneration plant which was

successfully brought on line in 2005 and should result in a 20% reduction in energy costs at the facility, and the implementation of a process for self-funding the design and installation of cogeneration on the Health Campus.

FMO staff have worked closely with the Probation Department and various committees in preparation of the 2006 opening of the new, 14-building, 330,000 square foot Youth Services Center. Staffing, tools, and equipment are being evaluated to determine the resources needed and to set priorities for the effective maintenance of the new facility. Based on experience with the opening of new facilities, an increase in service requests during the first year of operation is expected in FY 2006-07.

Major challenges over the next two years will be:

- To provide responsive service with reduced staff
- To evaluate service levels and maintain the core services identified in the Service Level Agreement
- To continue to implement operational changes to increase efficiency
- To incorporate the maintenance needs of the new Youth Services Center (330,000 s.f.) into the Facilities and Building Services sections
- To explore options for covering a projected increase of 3% to 6% in utility costs

Program Priorities

The Facilities Maintenance and Operations Program will meet performance targets by doing the following:

Improve the Percent of Total Maintenance Hours Spent on Preventive Maintenance by 2%

- Increase and refine use of the Computerized Maintenance Management System
- Plan to incorporate computer generated building maps and plans into CMMS to increase efficiency in troubleshooting problems and streamlining repair plans, thereby increasing the amount of time for preventive maintenance
- Evaluate staffing schedules to develop more effective ways to manage system shutdowns required for PMs
- Provide cross-training to allow more flexibility in assigning staff

Maintain Facility Costs per Square Foot at 20% below BOMA Average

- Develop a new capital projects process to improve project scope definition and cost estimate information
- Partner with PG&E to survey certain buildings for possible operational changes to save on energy costs
- Pursue other resources and options to identify additional energy savings and conservation projects
- Continue to research new products and technology

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve customer response time by fully utilizing the customer service module of CMMS

- Evaluate the role of Utility Workers and explore options that will allow them more time to assist trades workers
- Continue to evaluate options to meet customer demands with a shrinking workforce
- Explore ways of getting additional customer feedback and/or better return rate of surveys
- Transfer support positions to permanently staff the Facilities Customer Service Center

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of hours spent on preventive maintenance for ⁽¹⁾ :					
- Facilities - non Health and Hospital	6,424	3,829	3,902	3750	4,000
- Facilities - Health and Hospital	6,592	2,201	1,933	2,300	2,300
Number of square feet maintained:					
- Facilities	2,282,450	2,240,333	2,240,333	2,240,333	2,570,333
- Custodial	1,789,410	1,811,640	1,811,640	1,811,640	1,811,640
- Health and Hospital	535,510	599,660	599,660	599,660	599,660
Number of work requests and special services					
- Facilities	4,433	5,494	6,971	6,400	6,400
- Custodial	157	107	218	220	220
- Health and Hospital ⁽²⁾	---	---	3,594	3,300	3,300
Number of funded facilities/capital projects managed by Public Works project management staff	89	41	45	30	30
How Well We Do It (Quality)					
Percent of preventive maintenance completed within prescribed time frames:					
- Non Health and Hospital (data development)	---	---	---	35%	40%
- Health and Hospital (data development)	---	---	---	65%	70%
Percent of funded facilities/capital projects managed by Public Works project management staff completed on time and within budget ⁽³⁾	---	---	100%	80%	80%
Percent below Building Owner's Management Association International (BOMA) average operating cost per square foot:					
- Non Health and Hospital	22.8%	23.6%	24.7%	20%	20%
- Health and Hospital (data development)	---	---	---	---	---
Number and percent of customers rating services good or better ⁽⁴⁾ :					
- Facilities	79 / 96%	106 / 98%	42 / 100%	70 / 90%	90 / 90%
- Custodial	157 / 96%	205 / 97%	189 / 99%	180 / 90%	180 / 90%
- Health and Hospital	--- / ---	--- / ---	79 / 79%	80 / 90%	100 / 90%

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
Is Anyone Better Off? (Outcome)					
Percent of total maintenance hours spent on preventive maintenance					
- Facilities - non Health and Hospital	19%	12%	13%	20%	25%
- Facilities - Health and Hospital	---	38%	43%	45%	47%
Number and percent of repeat repairs (data development)					
- Facilities - non Health and Hospital	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
- Facilities - Health and Hospital	--- / ---	--- / ---	--- / ---	100 / 15%	80 / 10%
Number and percent of square feet with Facility Condition Index (FCI) of ten or below ⁽⁵⁾	--- / ---	--- / ---	--- / ---	1,637,605 / 65%	1,763,575 / 70%

⁽¹⁾ The database report used to track hours spent on preventive maintenance was incorrectly coded; the report was modified and data is accurate as of FY 03-04.

⁽²⁾ Health and Hospital began tracking service requests at the beginning of the second quarter of FY 04-05.

⁽³⁾ Based on the construction schedule and budget established and agreed to by the customer at the time construction begins.

⁽⁴⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽⁵⁾ The FY 2005-06 Capital Projects budget includes appropriation for a Countywide facility condition assessment. Data for this measure will be available after the assessment has been completed.

Facilities Maintenance and Operations (4730P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	95.0	94.0	94.0	97.0	3.0	97.0
Funded FTE	94.6	93.3	93.3	96.4	3.2	96.4
Total Requirements	7,038,650	8,339,066	7,433,662	6,853,271	(580,391)	6,991,996
Total Sources	8,758,873	8,274,752	7,194,631	6,576,090	(618,541)	6,714,815
Net County Cost	(1,720,223)	64,314	239,031	277,181	38,150	277,181
NCC Breakdown						
Emergency Services JPA			21,986	24,082	2,096	24,082
Non-Mandated Services			217,045	253,099	36,054	253,099

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$277,181 or 4.2%, of which \$253,099 or 91.3% is discretionary. This amount includes facilities maintenance for the San Mateo County Fairgrounds, Lathrop House, the Old Courthouse, and Child Care facilities.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; increases in rent charges based on current costs; a decrease in the fund balance to reflect the spending down of the fund balance and the carry-over of the current year reserve; changes in operating expenditures to reflect decreases related to savings from the operation of a CoGeneration Plant at the Maguire facility, the elimination of a one-time ABAG offset and one-time capital improvement costs and reductions based on current level spending and an increase in insurance payments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(793,259)	(702,749)	0	0	90,510	0

2. Conversion of Boiler Watch Function from Extra Help to Permanent Positions

This adjustment supports meeting performance targets by addressing long-term workload needs. Three long-time Extra Help boiler watch positions will be converted to permanent status. The 24/7 boiler watch requirements are required by California Code governing high pressure boilers greater than 9.9 bhp. The increase in permanent salary costs are fully offset by a reduction in Extra Help costs and reductions in various operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	156,576	0	0	0	3
0	(156,576)	0	0	0	0

3. Staff Conversions

Staff conversions will allow the program to deliver services in a more efficient and cost effective manner while sustaining customer satisfaction ratings of at least 90%. Facilities Maintenance and Operations conducted a workload review that included an analysis of vacant positions. Based on the type and frequency of customer service requests, one vacant Stationary Engineer position and one vacant Senior Utility Worker position will be deleted. Two Utility Worker II positions will be added resulting in savings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(52,360)	0	0	(52,360)	0

4. Final Fund Balance Adjustment

Fund Balance will be used to offset one-time costs for: technology improvements and deferred maintenance including a lift for the Youth Services Center; installation of water controls and replacement of the variable frequency drives at the Maguire Correctional Facility; custodial contract costs; and fire damper maintenance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
174,718	174,718	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(618,541)	(580,391)	0	0	38,150	3

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: adjustments have been made for the inclusion of merit increases and negotiated labor increases; inflationary increases in operating accounts; removal of one-time purchases; and a corresponding change in Intrafund transfers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
138,725	668,299	(529,574)	0	0	0

Road Construction and Operations (4520P)

Program Locator

County

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

► **Road Construction and Operations**

Construction Services

Vehicle and Equipment Services

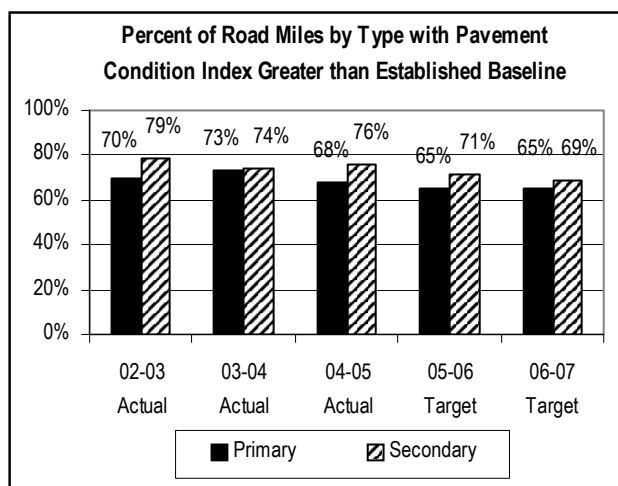
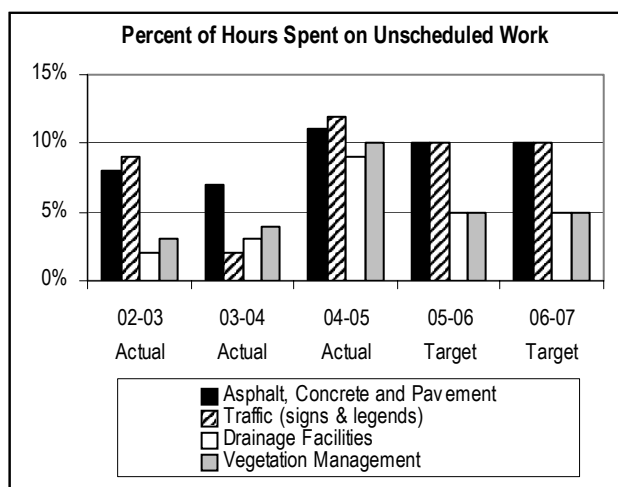
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Road Construction and Operations Program ensures that the County Maintained Road System is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost effective manner.

Services and Accomplishments

The Road Construction and Operations Program contributes to the goals of the Shared Vision 2010 commitment to Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion through the following activities: repair, operation and maintenance of County maintained roads and working closely with Engineering Services to plan and prioritize road and road-related construction projects. Traffic and construction inspection services are performed by the Road Operations Section (ROS) of this Program.

The following are major accomplishments in the current year:

- Continued use of new equipment (the Zipper) to stabilize failed pavement areas
- Continued evaluation of the application of asphaltic emulsion application to rejuvenate and extend the life of oxidized pavement
- Completed citizen-requested traffic calming (i.e. speed hump) projects in conformance with the approved Board of Supervisors policy on five County-maintained roads
- Achieved satisfaction ratings of 95% for street sweeping and 94% for service requests from customer surveys
- Implemented Computerized Maintenance Management System (CMMS) for all service requests
- Developed several Geographic Information System (GIS) products to streamline and support program services
- Improved efficiency and reduced cost of maintaining County's traffic signals
- Coordinated with the Sheriff's Office to implement traffic safety improvements in the area of Garfield School in Redwood City
- Performed pre-construction work to prepare project areas prior to construction by contractors
- Assisted the San Mateo County Flood Control District by completing portions of the Colma Creek habitat mitigation project

Story Behind Baseline Performance

Revenue reductions coupled with increases in material costs and salary and benefits has required RCO to reevaluate priorities in maintaining the County road system. Five positions were eliminated in FY 2004-05 and future vacancies that occur as a result of promotions, retirements, and normal turnover will be evaluated prior to replacement. Maintenance responsibilities have been reconfigured to provide coverage.

The practical elimination of road projects financed in part with property assessments by the passage of Proposition 218, coupled with the road standard for the Mid-Coast being included in the Mid-Coast Community Plan, has precluded the Department from initiating projects to improve the road system in this area. This, in turn, has led to an increase in customer requests and unscheduled maintenance hours on the substandard roads.

The new Computerized Maintenance Management System was implemented by Road Operations in 2004 and will be a key asset in planning and scheduling operational and maintenance activities. Road Maintenance has completed partial implementation and will be using the system to develop preventive maintenance schedules in 2005. The Program will enable a more accurate assessment of needs and effective allocation of resources as historical data is developed. This system will also help achieve scheduled maintenance levels.

Dedicated funding for road maintenance and construction continues at reduced levels as the State continues to suspend the allocation of Proposition 42 sales tax on fuel to cities and counties. The lost revenue is estimated to be \$2.3 million in FY 2005-06. Concurrently, negotiated labor costs have risen. The combination of these factors has resulted in deferring projects that would improve the Pavement Condition Index (PCI) of the maintained road system. The PCI is used to report on the condition of the road system as required by the Controller pursuant to General Accounting Standards Board 34 (GASB 34). The Program continues to research and utilize new methods and technologies to increase maintenance efficiency including prioritizing maintenance activities and working with Engineering Services to develop new road material applications. The Program will continue to research and evaluate vegetation methods, including the eradication of pampas grass and alternatives to herbicide use.

Customer surveys will continue to be used in various areas to determine customer satisfaction levels.

Major challenges over the next two years will be:

- To maintain the Pavement Condition Index (PCI) of the maintained road system with the continued decline in funding
- To manage the increasing number of requests for traffic calming, speed reduction and safety improvements on County maintained roads
- To maintain existing levels of service with permits and encroachments with loss of key staff
- To continue the development and implementation of training programs that target key technical skills in areas where vacancies will occur
- To continue the implementation of the neighborhood traffic calming program for the second year

Program Priorities

The Road Construction and Operations Program will meet performance targets by doing the following:

Achieve and Maintain at Least 90% of Hours Spent on Scheduled Maintenance

- Evaluate, document and prioritize maintenance activities
- Evaluate and implement methods to reduce costs associated with green waste
- Complete the implementation of the Computerized Maintenance Management System (CMMS) in Road Maintenance
- Continue the Culvert Inventory Program for inclusion in CMMS
- Develop a Coastside Vegetation Management agreement with County Planning
- Continue ditch paving efforts to reduce erosion, sedimentation and the need for weed abatement measures where appropriate
- Expand use of herbicides by certified applicators to eliminate hand work and reduce weed-related damage to roads
- Develop and implement the first phase of a Countywide traffic management program to include revised and new processes for the installation of speed control devices, stop signs and other traffic related measures
- Assess current practices for permitting, monitoring and inspecting encroachments and develop program to improve efficiency and reduce cost
- Refine the processes currently in use to develop policies, procedures and standards to include input from all levels in the Program and other stakeholders
- Consolidate and implement operating, maintenance and construction standards

Maintain the Number and Percent of Primary Road Miles with Pavement Condition Index Greater Than the Established Baseline

- Increase use of the Zipper to strengthen road sections
- Continue to use Pavement Management System to prioritize the repair of substandard roads and reduce the frequency and cost of unscheduled maintenance on those roads
- Continue to explore new methods and materials to extend pavement life

Decrease the Percent of Productive Hours Lost as a Result of Injury in the Road Construction and Operations Program by 1.5%

- Assess current and future training needs and review and update existing policies, procedures and training plans
- Work with Administrative Services and Risk Management to address the high volume of industrial related injuries

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of service hours for:					
- Asphalt and concrete pavement	27,281	22,714	20,224	21,000	21,000
- Traffic signs, striping and legends	3,073	3,728	2,626	2,000	2,000
- Drainage facilities	18,724	12,525	12,176	11,500	11,500
- Vegetation management	19,403	15,568	14,569	15,000	15,000
- Project preparation work ⁽¹⁾	---	---	6,671	3,500	3,500
Number of requests for service from the public or other agencies for:					
- Asphalt and concrete pavement	68	51	85	80	80
- Traffic signs, striping and legends	41	47	15	55	55
- Drainage facilities	28	64	55	85	85
- Vegetation management	88	100	150	120	120
Number of maintained miles ⁽²⁾	316	316	316	316	316
- Primary	102	102	102	102	102
- Secondary	214	214	214	214	214
Total productive hours for the Road Maintenance Section (includes overtime and on-call hours)	111,904	98,831	91,543	90,000	90,000
Number of lane miles					
- Sealed	32.3	17	82	20	25
- Resurfaced	41.7	23	14	16	14
- Reconstructed	4.7	2.9	0.3	3	3
Number of service requests for Traffic ⁽³⁾	44	235	210	200	200
How Well We Do It (Quality)					
Percent of work completed according to schedule for:					
- Asphalt and concrete pavement	92%	93%	89%	90%	90%
- Traffic signs, striping and legends	91%	98%	88%	90%	90%
- Drainage facilities	98%	97%	91%	95%	95%
- Vegetation management	97%	96%	90%	95%	95%
Cost per mile	\$19,307	\$18,146	\$18,165	\$19,500	\$19,500
Percent of productive hours lost as result of injury	2.8%	5.5%	5.6%	5.0%	4.0%
Percent of productive hours spent on modified work assignments ⁽⁴⁾	1.7%	6.2%	3.9%	3.2%	2.7%
Cost per lane mile:					

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
- Sealed	\$27,652	\$16,904	\$17,000	\$20,000	\$20,000
- Resurfaced	\$222,659	\$91,844	\$106,000	\$120,000	\$120,000
- Reconstructed	\$778,251	\$861,072	\$494,000	\$550,000	\$600,000
Is Anyone Better Off? (Outcome)					
Number and percent of hours spent on unscheduled work for:					
- Asphalt and concrete pavement	2,163 / 8%	1,625 / 7%	2,901 / 11%	2,000 / 10%	2,000 / 10%
- Traffic signs, striping and legends	259 / 9%	50 / 2%	325 / 12%	200 / 10%	200 / 10%
- Drainage facilities	446 / 2%	474 / 3%	871 / 9%	600 / 5%	600 / 5%
- Vegetation management	514 / 3%	647 / 4%	1,373 / 10%	750 / 5%	750 / 5%
Number and percent of customer survey respondents rating services good or better (5):					
- Service requests	29 / 89%	61 / 96%	49 / 94%	60 / 90%	70 / 90%
- Street sweeping (6)	33 / 24%	--- / ---	396 / 90%	150 / 90%	50 / 90%
- Traffic (7)	--- / ---	--- / ---	41 / 90%	50 / 90%	50 / 90%
Number and percent of road miles, by type with Pavement Condition Index greater than established baseline:					
- Primary (55 and above)	70 / 70%	71 / 73%	68 / 68%	65 / 65%	65 / 65%
- Secondary (40 and above)	168 / 79%	155 / 74%	159 / 76%	154 / 71%	150 / 69%
Number of accidents (includes pedestrian and bicyclists)	425	340	318	400	400
Number and value of road related claims	1 / \$6,000	0 / \$0	0 / \$0	0 / \$0	0 / \$0

¹⁾ Road Maintenance "Project Preparation Work" includes all activities associated with contracted reconstruction work on a road, including pipe replacements, crack sealing, digouts, patching low spots, and shoulder backing when resurfacing has been completed.

⁽²⁾ Primary Roads are defined as County maintained roads that are major thoroughfares and streets or the only road servicing a particular area. Secondary Roads are defined as all other roads.

⁽³⁾ "Traffic Service Requests" are defined as requests that result in investigations/site visits, work orders for repairs, development of petitions or traffic data, and other miscellaneous requests where effort continues beyond the initial contact to the Road Operations section.

⁽⁴⁾ Modified work is defined as temporary job tasks or job assignments that may be performed safely by employees whose physical capacities to perform their usual and customary jobs have been impaired as the result of a work-related injury.

⁽⁵⁾ Beginning in FY 2005-06 the target for this measure has been set at a Countywide standard of 90%.

⁽⁶⁾ Two areas were surveyed for street sweeping services during FY 2004-05. The Ladera area was surveyed during the second quarter (736 surveys were mailed out), with 200 residents (95% of those who responded) rating services as good or better. The West Menlo Area was surveyed during the fourth quarter (1,210 surveys were mailed out), with 196 residents (84% of those who responded) rating services as good or better. The tentative plan is to survey the El Granada area in FY 2005-06 and the Moss Beach area in FY 2006-07.

⁽⁷⁾ The Road Operations Section began surveying citizens who accessed Traffic Services in December 2004.

Road Construction and Operations (4520P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	73.0	68.0	68.0	69.0	1.0	69.0
Funded FTE	73.0	68.0	68.0	69.0	1.0	69.0
 Total Requirements	28,527,674	21,823,412	19,676,161	22,114,302	2,438,141	20,232,554
Total Sources	29,919,262	22,874,677	19,676,161	22,114,302	2,438,141	20,232,554
Net County Cost	(1,391,587)	(1,051,264)				

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by State and Federal revenue.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of mid-year position changes, and negotiated labor increases; increase in Gas Tax and mitigation fees based on current year actuals and level of development and decreases in road design and construction expenditures for current year projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(181,738)	(2,706,796)	0	0	(2,525,058)	

2. Road Construction Projects

Appropriation is included for road reconstruction projects for the South Bayside, South County and Mid-Coast Urban areas. These road areas were selected for reconstruction as a program priority to maintain the overall road system pavement condition based on data provided by the pavement management system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,385,000	0	0	2,385,000	0

3. Transfer of Permitting Function from Development Review

Transfer of permit functions will support efforts to increase productive hours by 2.5%. This transfer includes one filled Associate Engineer position for the permitting function in accordance with the Department restructure plan. The plan realigns responsibility for the maintained road system with the Roads Division and is anticipated to improve effectiveness by establishing clear lines of accountability through functional grouping of responsibilities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	120,058	0	0	120,058	1

4. Reflectivity Testing Equipment

This purchase supports the program priority of maintaining at least 90% of hours spent on scheduled maintenance. Equipment will be purchased to perform Federally mandated reflectivity testing of traffic signs and legends.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,000	0	0	20,000	0

5. Restoration of Proposition 42 Funds (Transportation Congestion Improvement Act)

A one-time restoration of Proposition 42 funds will be used to: recover the FY 2004-05 Fund Balance shortfall for projects started or completed in FY 2004-05; repair the roof at Grant Yard; augment contingencies to insure adequate cash-flow; and to provide for other emergent road project needs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,356,801	1,356,801	0	1,000,000	0	0

6. Final Fund Balance Adjustment

Fund Balance has been increased and fully offsets the cost of projects not completed in the prior year. The remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
263,078	73,503	0	336,581	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,438,141	1,101,560	0	1,336,581	0	1

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; decreases in road design and construction expenditures for current year projects; increases for inflationary operating costs; and a corresponding decrease in the Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(698,450)	(1,569,450)	0	0	(871,000)	0

8. Road Construction Projects

Reconstruction projects are planned in South County, South Bayside and Mid-Coast Urban in accordance with the pavement management system data used for managing the County road system pavement condition.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	871,000	0	0	871,000	0

9. Elimination of One-time Projects and Purchases

Revenue and appropriation for the one-time restoration of Proposition 42 funds has been removed. Fund Balance is added for carry-over Reserves not spent in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,356,801)	0	0	0	2,356,801	0
1,000,000	(1,356,801)	0	0	(2,356,801)	0
173,503	173,503	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,881,748)	(1,881,748)	0	0	0	0

Public Works Agency Road Fund**Public Works Agency Road Fund****Adopted Services FY 2005-06**

The following projects, equipment and plant improvements are budgeted for FY 2005-06

MAJOR MAINTENANCE IMPROVEMENTS

ADA Improvements		75,000		
Maintenance - Accidents		10,000		
Maintenance - Bridges		10,000		
General Maintenance		6,712,335		
Maintenance System		25,000	Subtotal:	6,832,335

OTHER MAINTENANCE PROJECTS

Countywide	Slurry/chip seal various roads	382,000		
Countywide	Culvert replacements	125,000		
Countywide	Pave unpaved ditches (Fishnet 4C)	100,000		
Countywide	NPDES - maintenance projects	110,000	Subtotal:	717,000

MAJOR MAINTENANCE PROJECTS**TOTAL: 7,549,335****General Engineering/Administration**

Contingencies		1,400,000		
GIS Road Related		75,000		
Overhead		750,000		
Grant Applications		20,000		
Pavement Management		100,000		
Judgements		200,000		
Maintenance Road Records		400,000		
Traffic Counts		200,000		
Undistributed Services and Supplies		1,100,000	TOTAL:	4,245,000

MAJOR CONSTRUCTION PROJECTS**Resurfacing Projects**

North County	Various roads	445,000		
Mid Peninsula	Various roads	91,000		
Emerald Lake	Various Roads	78,000		

Public Works Agency Road Fund**Adopted Services FY 2005-06**

Mid Coast	El Granada, Moss Beach, Miramar, Montara - Various Roads	66,000	Subtotal:	680,000
Reconstruction Projects				
South Bayside	Various roads	805,000		
South County	Various roads	700,000		
Mid Coast - Urban	Various roads	880,000	Subtotal:	2,385,000
Safety Projects				
Countywide	Intersection investigations	50,000		
Daly City	Guadalupe Canyon Parkway	50,000	Subtotal:	100,000
All Other Projects				
Countywide	All other projects	1,726,796	Subtotal:	1,726,796
MAJOR CONSTRUCTION PROJECTS			TOTAL:	4,891,796
CONTRIBUTIONS / AID TO CITIES				
Woodside (City/County Agreement)	Bear Gulch Road maintenance	4,000		
Belmont	Los Costanos development plan	225,000	TOTAL:	229,000
REIMBURSABLE OTHER SERVICES				
Services to Other Agencies		495,478	TOTAL:	495,478
EQUIPMENT AND PLANT				
Replacement				
Half-ton pickup		22,500		
Hybrid sedan		22,000		
Patch Truck		94,000		
End Dump Trailer		56,000	Subtotal:	194,500
Plant				
Grant Yard Roof		16,000	Subtotal:	16,000
EQUIPMENT AND PLANT			TOTAL:	210,500
TOTAL FOR FY 2005-06			\$17,621,109	

Public Works Agency Road Fund**Adopted Services FY 2006-07**

The following projects, equipment and plant improvements are budgeted for FY 2006-07

MAJOR MAINTENANCE IMPROVEMENTS

ADA Improvements		75,000		
Maintenance - Accidents		10,000		
Maintenance - Bridges		10,000		
General Maintenance		6,863,394		
Maintenance System		40,000	Subtotal:	6,998,394

OTHER MAINTENANCE PROJECTS

Countywide	Slurry/chip seal various roads	1,473,000		
Countywide	Culvert replacements	125,000		
Countywide	Pave unpaved ditches (Fishnet 4C)	100,000		
Countywide	NPDES - maintenance projects	110,000	Subtotal:	1,808,000

MAJOR MAINTENANCE PROJECTS

TOTAL: 8,806,394

General Engineering/Administration

Contingencies		1,400,000		
GIS Road Related		75,000		
Overhead		750,000		
Grant Applications		20,000		
Pavement Management		100,000		
Judgements		200,000		
Maintenance Road Records		400,000		
Traffic Counts		200,000		
Undistributed Services and Supplies		850,000	TOTAL:	3,995,000

MAJOR CONSTRUCTION PROJECTS**Resurfacing Projects**

Daly City	Broadmoor - various roads	700,000		
Portola Valley	Ladera - various roads	45,000		
Portola Valley	Los Trancos - various roads	174,000		
Rural	Various roads	631,000		

Public Works Agency Road Fund**Adopted Services FY 2006-07**

Mid Coast	El Granada, Moss Beach, Miramar, Montara - various roads	22,000	Subtotal:	1,572,000
Reconstruction Projects				
South County	Various roads	275,000		
South Bayside	Various roads	336,000		
Mid Coast - Urban	Various roads	260,000	Subtotal:	871,000
Safety Projects				
Countywide	Intersection investigations	50,000	Subtotal:	50,000
All Other Projects				
Countywide	All other projects	50,000	Subtotal:	50,000
MAJOR CONSTRUCTION PROJECTS			TOTAL:	2,543,000
CONTRIBUTIONS / AID TO CITIES				
Woodside (City/County Agreement)	Bear Gulch Road Maintenance	4,000		
Belmont	Los Costanos Development Plan	225,000		
CARES Program (City/County Agreement)	Accident Record System	25,000	TOTAL:	254,000
REIMBURSABLE OTHER SERVICES				
Services to Other Agencies		507,467	TOTAL:	507,467
EQUIPMENT AND PLANT				
Replacement				
Street Sweeper		196,000		
One Ton Crew Truck		65,000		
Hybrid Sedan		22,500	Subtotal:	283,500
EQUIPMENT AND PLANT			TOTAL:	283,500
TOTAL FOR FY 2006-07				\$15,389,361

Roadway Improvement Fund

The following projects are budgeted for FY 2005-06

MAJOR RECONSTRUCTION AND RESURFACING PROJECTS

Mid-Peninsula	Resurfacing of various roads in San Mateo Highlands	30,000
South Bayside	Resurfacing of various roads in North Fair Oaks	450,000
Emerald Lake	Resurfacing of various roads in Emerald Lake Hills	120,000

Roadway Improvement Fund		
The following projects are budgeted for FY 2005-06		
South County	Resurfacing of various roads in West Menlo Park	100,000
Mid Coast Urban	Resurfacing of various roads in El Granada, Moss Beach, Miramar and Montara	605,000
Rural	Resurfacing of various roads in the rural area	150,000
North County	Resurfacing of various roads in Broadmoor Village	45,000
All Other Projects		250,000
TOTAL:		1,750,000

Roadway Improvement Fund		
The following projects are budgeted for FY 2006-07		
MAJOR RECONSTRUCTION AND RESURFACING PROJECTS		
Mid-Peninsula	Resurfacing of various roads in San Mateo Highlands	30,000
South Bayside	Resurfacing of various roads in North Fair Oaks	300,000
Emerald Lake	Resurfacing of various roads in Emerald Lake Hills	120,000
South County	Resurfacing of various roads in West Menlo Park	200,000
Mid Coast Urban	Resurfacing of various roads in El Granada, Moss Beach, Miramar and Montara	180,000
Rural	Resurfacing of various roads in the rural area	35,000
North County	Resurfacing of various roads in Broadmoor Village	45,000
All Other Projects		190,000
TOTAL:		1,100,000

Construction Services (4740P)

Program Locator

County

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

► Construction Services

Vehicle and Equipment Services

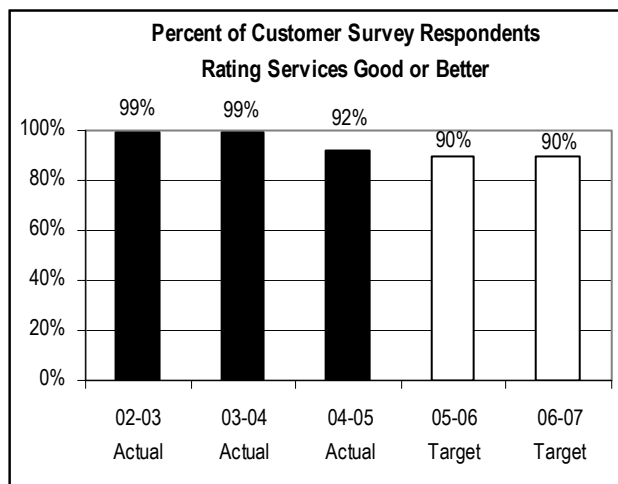
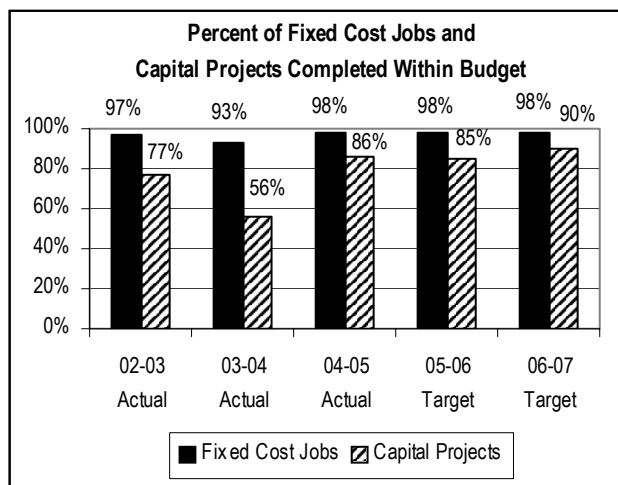
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Construction Services Program provides professional, effective and responsive construction and related services to various County departments and other public agencies to ensure accessible and safe environments for the public and County employees.

Services and Accomplishments

The Construction Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: providing repair, renovation and other construction services combined with a mixture of building maintenance responsibilities to County departments and other agencies on a fee for service basis. The Program also provides maintenance to nine lighting districts and graffiti abatement services in unincorporated North Fair Oaks. These services are funded with County Service Area 8 revenue and contractual agreements with several cities.

The following are major accomplishments in the current year:

- Completed 690 requests for services, provided over 200 construction cost estimates and were assigned approximately 36 capital improvement projects
- Integrated into the new Facilities Customer Service Center and CMMS in order to track all incoming requests for services, track progress and completion, perform preventative maintenance and more accurately track performance measures
- Worked with the County's Commission on Disabilities to complete upgrades at 11 County facilities
- Completed projects such as the Colma Creek Restoration Project as well as the Ringwood Ave and Broadmoor Drainage Projects in cooperation with both the Engineering and Roads Sections of Public Works
- Instituted a pre-qualification process for work out of class in order to better serve customers and to provide an opportunity for staff to acquire new skills
- Tested and certified all six journey level electricians in both General Non-Residential Electrical as well as Life Safety pursuant to State law under Assembly Bill (AB) 931
- Added a full time Plumber position and acquired a new boom truck in order to provide enhanced and more efficient service
- Completed comprehensive training to become a full participant in the maintenance of County traffic signals.

Story Behind Baseline Performance

Overall customer satisfaction with the Construction Services Section (CSS) in FY 2004-05 remained high with 92% of returned surveys rating services as good or better. Continuing efforts will be made to increase the quantity of customer questionnaires returned. The number of fixed cost jobs completed within budget this year slightly exceeds the target of 98% with a percentage of 98.5%. Due to difficulty identifying our actual customer base the performance

measure tracking the number and percent of repeat customers will be eliminated and an alternative measure is under exploration.

The number of work requests is expected to increase to over 700 this year and hold steady or slightly increase in FY 2005-06 and FY 2006-07 due to better tracking through the Facilities Customer Service Center and the Computerized Maintenance Management System (CMMS). The quantity of capital projects for FY 2004-05 increased beyond target due to different methodology in assigning work authorization numbers, primarily for Health & Hospital Projects. The number is expected to return to prior year levels in FY 2005-06 and FY 2006-07. While the percentage of fixed cost jobs completed within budget is at the target level, efforts will be made, including the restoration of a supervisory position, to improve efficiency, productivity and reduce project costs. CSS expects to continue to be competitive in providing construction and other services that support the County's building standards.

CSS will continue to explore efforts to further enhance the section's value related to the County's needs. Over the next two years Construction Services will work to identify facility functions now performed by outside parties that may be performed more efficiently and economically by County forces, i.e., fire sprinkler, traffic signal and fire alarm maintenance. The program will continue to provide ongoing technical training to increase performance and efficiency thereby increasing both customer satisfaction and economy.

Major challenges over the next two years will be:

- To work with Employee and Public Services to create a tiered classification system (entry, journey level, etc.) for all construction trades associated with CSS that is cost neutral and assimilates existing staff
- To explore ways to reduce lost time due to work related injuries
- To continue to demonstrate ability to perform diverse and new projects (Roads and Engineering) and become involved in new areas where appropriate (traffic signals, fire alarm and fire sprinkler maintenance)
- To be aware of changing fiscal constraints for CSS customers and be willing to assist in developing alternative solutions to meet their needs
- To explore ways to integrate existing Electrical Apparatus Maintenance System (EAMP) into the new CMMS
- To develop a standardized hand tool list for trades and expand policies on tool usage and responsibilities.

Program Priorities

The Construction Services Program will meet performance targets by doing the following:

Achieve a 98% Rate of Fixed Cost Jobs Completed Within Budget

- Assume responsibility for additional maintenance activities including traffic signals
- Employ the necessary resources to support additional maintenance activities including restoration of the supervisory position, a new Fire Alarm Technician

- Continue necessary training and skills development to improve services and reduce costs
- Explore the creation of a tiered classification or pay scale structure for Carpenter, Electrician and Plumber positions within CSS using existing staff and payroll rates
- Introduce new approaches to reducing lost time from work related injuries
- Provide ongoing technical training to expand staff abilities including but not limited to back flow prevention and fire sprinkler certification for plumber; International Municipal Signal Association (I.M.S.A) training for electricians; and project management related training through the Peninsula Builder's Exchange and other sources for the carpenters.

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Incorporate the Electrical Apparatus Maintenance System (EAMP) into CMMS
- Develop a comprehensive tool policy including a must-have list for each trade and explore a possible tool allowance for hand tools
- Communicate to customers available services, CSS operation details and County Building Standards by fully utilizing the Facilities Customer Service Center
- Continue to provide cost saving construction alternatives to our customers

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of work requests	619	608	853	710	730
Number of capital projects	13	25	39	24	26
Number of jobs estimated	244	242	236	230	240
How Well We Do It (Quality)					
Percent of fixed cost jobs completed within budget	97%	93%	98%	98%	98%
Percent of Construction Services Program capital projects completed within budget ⁽¹⁾	77%	56%	86%	85%	90%
Percent of estimated jobs assigned	68%	73%	66%	75%	80%
Is Anyone Better Off? (Outcome)					
Number and percent of customers rating service good or better ⁽²⁾	159 / 99%	139 / 99%	34 / 92%	100 / 90%	125 / 90%

⁽¹⁾ The methodology for this measure changed in FY 2004-05 to be consistent with a similar measure in the Engineering Services Program. Data now reflects only those projects actually completed during the report period instead of all assigned projects.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Construction Services (4740P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	26.0	27.0	27.0	29.0	2.0	29.0
Funded FTE	25.8	26.6	26.6	28.8	2.2	28.8
Total Requirements	3,980,615	3,985,570	4,318,001	4,487,455	169,454	4,546,268
Total Sources	3,980,615	3,985,571	4,318,001	4,487,455	169,454	4,546,268

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by reimbursements from other departments and outside agencies.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; removal of Fund Balance related to projects carried over and completed in current fiscal year and one-time use, adjustments to expenditures based on current level requirements and increases in reimbursements commensurate with costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(222,244)	(222,244)	0	0	0	0

2. Expansion of Services

The Construction Services Section (CSS) will expand services that will help the program sustain customer satisfaction ratings of at least 90%. CSS will assume responsibility for the installation and maintenance of fire alarm systems as well as other electronic systems for County facilities. This section will also take on the maintenance of traffic signals for the Road Division. Providing these services in-house is expected to result in improved response time and service quality. Additionally, CSS continues to experience an increased demand for project coordination and management services. One new Crafts Supervisor position is added to sustain and improve project outcomes and one new Electrician position is added to support these services. Operating costs associated with the expansion of services have been fully offset with corresponding revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
295,262	295,262	0	0	0	2

3. Final Fund Balance Adjustment

Fund Balance will be used for the replacement of a forklift and miscellaneous equipment and training and certifications necessary to support the maintenance of the County's fire alarm systems. The remainder will be set aside in contingencies for specialized equipment purchases or other one-time program expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
96,436	36,500	0	59,936	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
169,454	109,518	0	59,936	0	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: adjustments have been for the inclusion of merit increases and negotiated labor increases; corresponding revenue and Fund Balance adjustments; and a decrease in operating costs based on current level requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
58,813	58,813	0	0	0	0

Vehicle and Equipment Services (4760P)

Program Locator

County

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

► Vehicle and Equipment Services

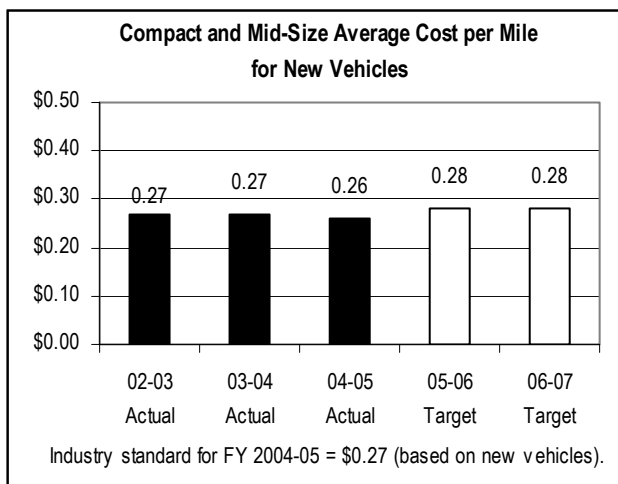
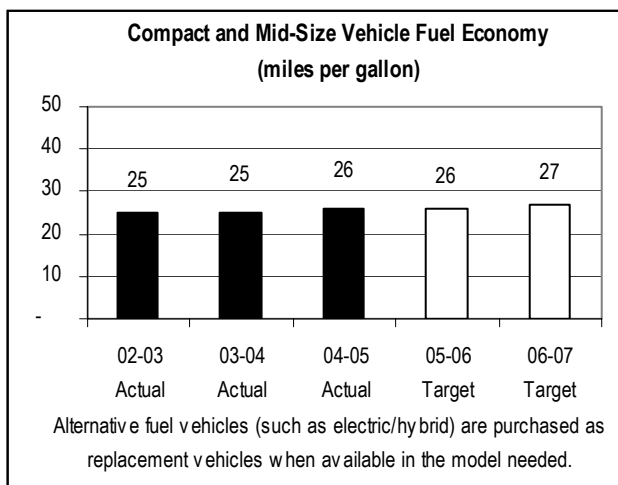
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

Vehicle and Equipment Services provides procurement, maintenance and repair services in a quality, professional and cost-effective manner to ensure safe and reliable vehicles and equipment for County agencies.

Services and Accomplishments

The Vehicle and Equipment Services Program contributes to the goals of the Shared Vision 2010 commitment to be a responsive, Effective and Collaborative Government through the following activities: providing fleet and equipment acquisition, replacement, maintenance and repair and fuel services to all County agencies.

The following are major accomplishments in the current year:

- Continued to implement business process recommendations resulting from the Controller's Office operations review including upgrading the assigned compact class vehicles to hybrids; exploring the options available for purchasing Alternative Fuel Vehicles from different manufacturers and for different classes of vehicles; and addressing the Internal Service Fund operations reserve residual
- Completed the first phase of the preventive maintenance report modification
- Developed a Request for Proposal (RFP) and successfully selected a contractor for the construction of the Belmont Motor Pool Car Wash
- Sponsored nine (9) classes taught by vendors or employees to other staff including training on welding, vehicle emissions, anti-lock braking systems, smog testing on the new machines, Diesel, Electronic Fuel Injection (EFI) and hybrid vehicle maintenance
- Developed policies and procedures for the use of fuel credit cards

Story Behind Baseline Performance

Preventive maintenance ratios (number of scheduled to unscheduled repairs) continue to be a high priority of the Vehicle and Equipment Services Section (VESS). The program has been able to keep the number of unscheduled repairs down by implementing a comprehensive preventive maintenance program. The Vehicle and Equipment Maintenance System, WinCams, provides data for preventive maintenance (PM) scheduling by tracking the vehicle mileage or hours that enables the repair facilities to anticipate when services are due and needed. The system also tracks the cost of repairs, fuel and routine maintenance of vehicles and provides VESS with the ability to track the cost per mile of vehicles and classes.

VESS continues to explore the options for all Alternative Fuel Vehicles (AFV) to include all hybrid vehicles and future Fuel Cell Vehicles (FCV). The hybrid fuel cell vehicles use a fuel cell to power the engine and then run as an electric vehicle. The newer type

hybrid will meet the regulations set for 2009 and the 2012 Greenhouse gas emissions standard. The California Air Resources Board (CARB) expects the car-exhaust restriction will reduce greenhouse gases from the new vehicles in the State by about 22% by 2012 and 30% by 2016 compared to today's vehicle emissions. The increased use of alternative fuel vehicles has improved the average fuel economy for compact and mid-size vehicles and has helped keep the cost per mile flat even as fuel and other operational costs increase.

VESS is committed to invest in staff training and continues to sponsor vendor demonstrations and coordinates with other agencies to provide relevant training at a cost effective price. Continuing at the current pace, VESS will have sponsored over 12 training sessions by June 2006. Technical training both during normal work hours and during off hours continues to be provided with emphasis on diagnostic training for problem solving; training on new vehicles and equipment; and training on new procedures. The three supervisor positions located at each of the shop locations all retired in 2005 and additional special training will be provided to their replacements in FY 2005-06 to minimize the impact on operations and ensure a smooth transition.

Customer satisfaction remains at a high of 99% of customers rating services good or better by the end of FY 2004-05. The number of assigned vehicles has remained constant. VESS will be reducing the number of Motor Pool vehicles, however, by eliminating high mileage, less efficient cars. Other older models will be replaced with low mileage, previously assigned vehicles turned in by Departments. The program is constantly looking at ways to reduce the overall cost of operations, including exploring new vehicle and equipment types along with the use of new technology for the optimum performance of each vehicle.

Major challenges over the next two years will be:

- To keep operations running smoothly and efficiently and continue to provide a high level of customer satisfaction while addressing the turnover in personnel due to the retirement of four key individuals including three supervisory positions
- To continue providing technical training with an emphasis on diagnostic training for problem solving on Diesel and Electronic Fuel Injection
- To continue the ongoing effort of replacing older vehicles with lower emission alternative fuel types
- To continue implementing recommendations from the Controller's Operations Review: install gas tank fuel and mileage reader rings for the current fleet; reduce motor pool vehicles; build a new car wash facility in Belmont; and implement a bar code system for repair orders

Program Priorities

The Vehicle and Equipment Services Program will meet performance targets by doing the following:

Maintain the Cost per Mile Below \$0.29 per Gallon

- Install gas tank fuel and mileage reader rings for current fleet

- Reduce older, less efficient motor pool vehicles
- Implement bar coding system for repair orders
- Replace vehicles and equipment per established schedules
- Monitor vehicle and equipment repair history

Increase the Average Fuel Economy to 26 Miles per Gallon

- Identify the number and type of vehicles in the fleet coming under new emission guidelines
- Explore options for providing Alternative Fuel Vehicles (different manufacturers and models)
- Upgrade assigned compact class to hybrids

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Build new car wash facility in Belmont
- Continue to provide projections for Internal Service Fund (ISF) replacement reserve by Department
- Train new Vehicle and Equipment Supervisors

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of fleet vehicles (pool and assigned) ⁽¹⁾	778	814	727	720	720
Number completed:					
- Preventive maintenances	1,842	1,696	1,810	1,750	1,750
- Scheduled repairs	1,432	1,612	1,458	1,650	1,600
- Unscheduled repairs	442	392	355	420	420
Number of Ultra Low Emission Vehicles (ULEV) or Zero Emission Vehicles (ZEV) of total fleet	81	143	169	175	187
How Well We Do It (Quality)					
Ratio of preventive maintenances and scheduled repair costs to unscheduled repair costs	16:1	17:1	18:1	17:1	17:1
Compact and mid-size average cost per mile for new vehicles:					
- San Mateo County ⁽²⁾	\$0.27	\$0.27	\$0.26	\$0.28	\$0.28
- Industry standard	---	\$0.28	\$0.27	---	---
Percent of fleet purchases annually that are ULEV or ZEV ⁽³⁾	26%	38%	18%	15%	15%
Percent of total fleet that are ULEV or ZEV	8%	21%	24%	24%	26%
Is Anyone Better Off? (Outcome)					
Compact and mid-size vehicle average fuel economy (includes ULEVs and ZEVs)	25 miles per gallon	25 miles per gallon	26 miles per gallon	26 miles per gallon	26.5 miles per gallon
Number and percent of customers rating services good or better ⁽⁴⁾	77 / 100%	184 / 98%	127 / 99%	130 / 90%	130 / 90%

⁽¹⁾ Reducing the number of vehicles was a recommendation in the Internal Service Fund audit and should result in lower costs while still being able to cover demand 95% of the time.

⁽²⁾ The industry standard is based on new vehicles; SMC methodology is based on similar criteria.

⁽³⁾ Current State recommendation is at least 10%.

⁽⁴⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Vehicle and Equipment Services (4760P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	26.0	26.0	26.0	25.0	(1.0)	25.0
Funded FTE	26.0	26.0	26.0	25.0	(1.0)	25.0
 Total Requirements	13,344,303	13,734,673	11,920,891	12,391,093	470,202	11,454,756
Total Sources	11,952,716	12,683,407	11,920,891	12,391,093	470,202	11,454,756
Net County Cost	1,391,587	1,051,266				

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from other departments receiving services from this unit.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; increase in fuel costs offset by reductions in other various operating costs; deletion of one-time Fixed Asset purchases and an offsetting increase in Reserves; decreased reimbursement (Intrafund Transfers) from the Road Fund for equipment purchases; and a net decrease in revenue for a decrease in the number of miles driven.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
41,120	(2,121,538)	257,540	1,905,118	0	0

2. Annual Vehicle Replacement - Lease and Assigned Vehicles

Vehicle replacement according to established schedules will help maintain the average cost per mile below \$0.29 per gallon. Sixty-eight Assigned and Leased Vehicles that meet the seven-year replacement cycle will be purchased. Forty-one will be replaced with conventional vehicles; twelve will be replaced with new gasoline/electric hybrid 4 door sedans. Eleven Sheriff Patrol cars will be replaced. One Leased Vehicle that meets the five-year replacement cycle will also be replaced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,655,500	0	(1,655,500)	0	0

3. Road Equipment Replacement

Replacement of older, less efficient vehicles and equipment according to established schedules will help maintain the cost per mile below \$0.29 per gallon. Equipment that is worn out, out-dated and very costly to maintain will be replaced as follows: one hybrid sedan; one end dump trailer; one patch truck; and one half-ton pickup truck.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	194,500	(194,500)	0	0	0

4. FuelPoint Tracking System

This system will provide more efficient and accurate billings to customers, thereby helping to sustain customer satisfaction ratings of at least 90% and it will help the program maintain the cost per mile below \$0.29 per gallon. The GasBoy Automated Fueling System will be upgraded per the recommendation from the County Controller's Office's Fleet Maintenance Division Operational Review. The upgrade, FuelPoint Tracking System, will automatically transfer odometer and vehicle information to the GasBoy Fuel Management System that in turn is uploaded to WinCams. The cost will be split between the Fleet Internal Service Fund (Fleet Vehicles) and the Road Fund (Road Equipment). An Intrafund transfer from the Road Fund will pay for the Road portion and Capital Reserves will pay for the Fleet portion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	80,000	0	(80,000)	0	0
0	60,000	(60,000)	0	0	0

5. Soil Replacement/Asphalt Belmont Motor Pool

Improvements at the Belmont Motor Pool will help the program achieve overall customer satisfaction ratings of at least 90%. The soil at the Belmont Motor Pool is contaminated and needs to be removed per testing done by the San Mateo County Health Services Office of Environmental Health. The site will be filled with new clean soil, a sample well will be installed and new asphalt will be laid.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	120,000	0	(120,000)	0	0

6. Motor Pool Vehicle Replacements

New vehicles require fewer repairs and are generally more fuel efficient. Vehicle replacements will help the Program maintain the cost per mile below \$0.29 per gallon. One dump truck and two hybrid vehicles in the Motor Pool will be purchased to replace vehicles that are infeasible to repair due to age and/or high mileage.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	104,000	0	(104,000)	0	0

7. Car Wash at Belmont Motor Pool

Adding a car wash at the Belmont Motor Pool will improve customer service and help the program achieve overall customer satisfaction ratings of at least 90%. The project includes PG&E hook-ups, sewer hook-ups, fencing, asphalt work and a dryer to complete the installation. Funds from Capital Reserves will fully offset costs. The Sheriff's Work Program will provide the labor to operate it.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	0	(75,000)	0	0

8. Smog Test Equipment

New test equipment for the electrical systems in the Motor Pools will be purchased in order to stay current with new smog regulations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	6,000	0	(6,000)	0	0

9. Reduction of One Senior Utility Worker

One Senior Utility Worker position has been vacated due to a retirement. This position will be deleted as part of a Road Fund restructure. One Utility Worker II position in the Roads Maintenance Division was previously transferred from 4520P to cover this workload.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(73,255)	73,255	0	0	(1)

10. Annual Vehicle Replacement

Reserves will be used for vehicles purchased in FY 2004-05 but will be paid for in FY 2005-06. This adjustment supports meeting performance targets by addressing operational requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	904,828	0	(904,828)	0	0

11. Belmont Car Wash

Funds have been re-appropriated from FY 2004-05 to build a car wash at the Belmont Motor Pool. Adding a car wash at the Belmont Motor Pool will improve customer service and help the program achieve overall satisfaction ratings of at least 90%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	113,000	0	(113,000)	0	0

12. Final Fund Balance Adjustment

Fund Balance from purchases not completed in FY 2004-05 has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
429,082	0	0	429,082	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
470,202	1,118,035	76,295	(724,128)	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

13. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; inflationary increases in fuel costs and Interfund Revenue; removal of one-time Fixed Asset purchases; and the balance set aside in reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
81,491	(2,213,509)	254,500	2,040,500	0	0

14. Vehicle Replacement – Lease and Assigned Vehicles

Replacing vehicles according to established schedules will help maintain contain maintenance and operating costs. Seventy-one Assigned and Motor Pool vehicles that meet the seven-year replacement cycle will be purchased. Forty-six will be replaced with conventional vehicles;

twelve will be replaced with new gasoline/electric hybrid 4 door sedans. Two leased vehicles that meet the five-year replacement cycle will also be replaced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,728,500	0	(1,728,500)	0	0

15. Road Equipment Replacement

Replacement of older, less efficient vehicles and equipment according to established schedules will help reduce overall costs. Equipment that is worn out, out-dated and costly to maintain will be replaced as follows: one street sweeper; one-ton pick-up truck; and a hybrid sedan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	283,500	(283,500)	0	0	0

16. Heavy Duty Vehicle Repair Hoist

A new Vehicle Repair Hoist will be purchased for the Belmont Motor Pool. This new hoist is needed for lifting and inspecting heavy-duty trucks.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	45,000	0	(45,000)	0	0

17. Plant Improvements for the Redwood City Motor Pool

Customer service and overall satisfaction levels will increase with planned improvements for the Redwood City Motor Pool. Improvements include asphalt replacement, ceiling insulation and installation of roof ventilation fans.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	101,300	0	(101,300)	0	0

18. Annual Vehicle Replacement

One-time appropriation has been removed for annual vehicle replacement purchases and the Belmont car wash project completed in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,017,828)	(1,017,828)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(936,337)	(1,073,037)	(29,000)	165,700	0	0

Waste Management (4820P)

Program Locator

County

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

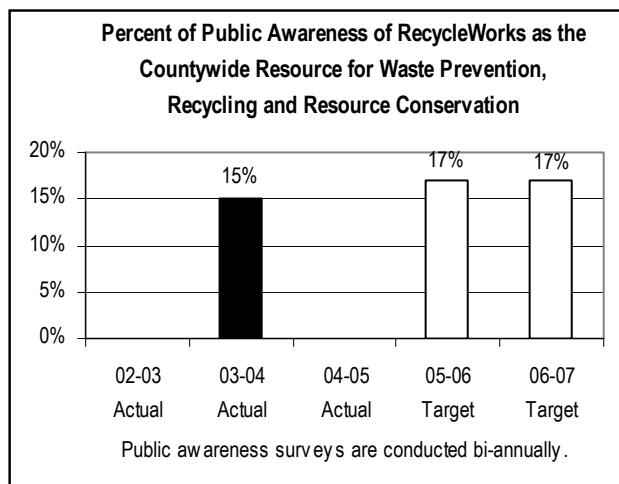
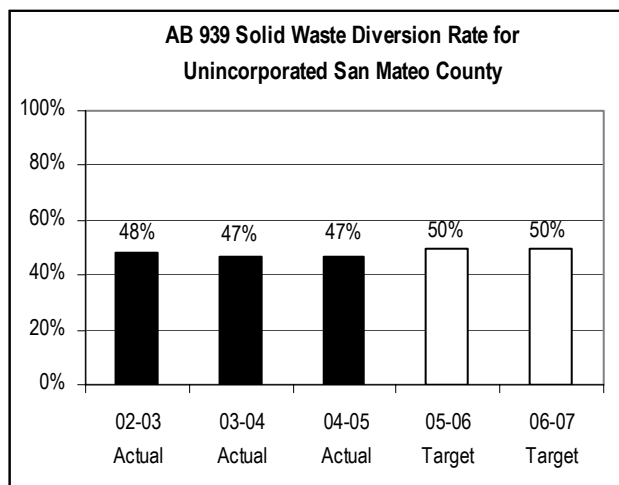
► **Waste Management and Environmental Services**

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

Waste Management and Environmental Services (RecycleWorks) creates, promotes and delivers recycling, composting, waste prevention, procurement, sustainability and green building programs and outreach at County facilities and for residents, employees, businesses and visitors in the unincorporated area of the County and, when appropriate, throughout San Mateo County to encourage, facilitate and achieve resource conservation and the practice of responsible environmental stewardship and to maintain compliance with the California Integrated Waste Management Act (AB 939).

Services and Accomplishments

The Waste Management and Environmental Services Program contributes to the goals of the Shared Vision 2010 commitment to be a responsive, Effective and Collaborative Government by designing RecycleWorks' programs that will reduce the amount of solid waste that would otherwise be landfilled and achieving and maintaining compliance with AB939, the California Integrated Waste Management Act, which sets forth clear and ambitious waste diversion mandates for all cities and counties in California.

The following are major accomplishments in the current year:

- Expanded recycling opportunities at County facilities and implemented a food waste pilot program at the Hillcrest Juvenile Hall
- Delivered workshops, presentations, and events on recycling, waste reduction, composting and green building to schools, architects, gardeners, clubs, and the general public
- Redesigned the www.RecycleWorks.org website for greater ease of use and to provide more information
- Developed a new electronics recycling campaign to encourage residents and businesses to recycle their old computers, TVs and other electronics
- Developed and distributed the *San Mateo Countywide Sustainable Buildings Guide* and two videos on green building

Story Behind Baseline Performance

The AB 939 mandate governs the RecycleWorks program. Each priority that RecycleWorks has and resulting programs affect the waste diversion rate for Unincorporated San Mateo County.

In 2003, the amount of waste disposed from the unincorporated area decreased, but due to the methodology used by the California Integrated Waste Management Board (CIWMB) to calculate the diversion goals, which includes economic factors, the County's 50% diversion goal was not met. Diversion rates for 2003 are calculated in 2004 when data becomes available from the State. In 2006, the CIWMB will issue a compliance finding during their biennial review of 2003 and 2004 data. In order to be in compliance with the law, the County needs to either meet the 50% diversion goal or be found by the CIWMB to have put forth a "good faith" effort as measured by the

breadth and depth of the programs that have been implemented to reduce the amount of waste landfilled.

Early in FY 2004-05, because of the possibility of not reaching the 50% goal and due to a staff turnover, RecycleWorks conducted a strategic planning process. Every RecycleWorks program and project was reviewed and the result was a shift toward increased program implementation in the unincorporated areas and within all County facilities. As part of the OBM process, the metrics were adjusted to be in alignment with the planning results. Technical assistance to unincorporated area schools, businesses and apartments is a top priority as this offers the most direct results in terms of increased waste diversion.

RecycleWorks has built a strong Countywide outreach program that consists of a website, hotline, and publications; a schools program; a backyard composting program and a green building program. These services have been integrated into and make up a fundamental part of each city's own recycling program. A survey of city recycling staff was conducted to establish priorities. The RecycleWorks website was redesigned to make it more effective and up-to-date. RecycleWorks will continue to conduct surveys to gauge general public awareness to measure how well the outreach programs work and provide relevant information for planning future campaigns.

The Master Composter program trains RecycleWorks "ambassadors," enthusiastic volunteers who then teach composting to others in their communities and introduce students to RecycleWorks programs—a good leverage of staff time. RecycleWorks is expanding this "ambassador" approach to include training teachers, supporting and promoting programs that other groups offer, and offering support and tools for teachers and others to take RecycleWorks' messages into schools and the community.

RecycleWorks will identify and collaborate on projects that engage the public in resource conservation issues. Two collaborative projects coming in fall 2005 – the Green Dollhouse Exhibit at Coyote Point Museum and the Sunset Idea House in Menlo Park – offer publicity opportunities for promoting waste reduction strategies, the use of salvaged materials, and materials with recycled content.

RecycleWorks continues to monitor and improve the recycling programs at County facilities. Outreach materials to educate County employees about recycling opportunities at work and to inspire more participation were developed. More attention is being given to waste streams not necessarily associated with a particular facility, such as construction and demolition waste or materials that the County hauls to the landfill. Opportunities to make a difference through collaborative efforts with other departments or programs will be identified and utilized, as these can often provide the largest reductions in the amount of waste disposed.

RecycleWorks' success is related to the ability of the program to stay connected with community organizations and to seize opportunities that present themselves such as a facility with interest in greater recycling or a new process that is available such as food waste composting. RecycleWorks will continue implementing new programs in the unincorporated area and County facilities and to

work on Countywide projects that benefit the County and cities and eventually the County's waste diversion rate will exceed 50%.

Major challenges over the next two years will be:

- To continue to influence waste diversion at facilities in the unincorporated area such as San Francisco International Airport and the San Francisco Jail
- To minimize any negative effects of legislative and regulatory changes on program outcomes
- To avoid decisions that BFI may make about the operation of the Ox Mountain Landfill that could negatively affect program outcomes
- To reduce the amount of waste that is disposed while making the allocation reporting system, which is increasing the amount of disposed waste allocated to the unincorporated County, more accurate
- To comply with AB 939's waste diversion goal of 50% and to provide excellent service to an increasing number of interested residents, businesses and professionals with no additional staffing or resources

Program Priorities

The Waste Management and Environmental Services Program will meet performance targets by doing the following:

Meet the AB 939 target of 50% diversion

- Provide recycling and waste reduction technical assistance to unincorporated area businesses, apartments and schools.
- Provide resource conservation technical assistance to County facilities, departments or agencies.
- Provide training and tools to enable others to teach or advocate resource conservation.
- Take advantage of opportunities such as the Green Dollhouse Exhibit and the Sunset Idea House to increase awareness of waste reduction, recycling, composting, green building and sustainability and to encourage action
- Collaborate with other departments to address their unique waste streams and building projects and/or suggest policy or procedural changes that will help reach AB 939 goals

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of website visits to the County's RecycleWorks.org website ⁽¹⁾	96,839	80,455	128,192	150,000	175,000
Number of programs implemented that reduce waste or conserve resources ⁽²⁾	---	---	---	36	36
How Well We Do It (Quality)					
Percent of public awareness in San Mateo County of RecycleWorks as the Countywide resource for waste prevention, recycling and resource conservation issues ⁽²⁾	---	15%	---	17%	17%
Percent of RecycleWorks hotline customers served well ⁽³⁾	97%	98%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
AB939 solid waste diversion rate for unincorporated San Mateo County	48%	47%	47%	50%	50%

⁽¹⁾ Improving the ability of the software to accurately provide a relevant measure of "productive" visits to the website has lowered the basis of counts; the website is actually receiving more usage over time and the declining numbers just represent the software changes.

⁽²⁾ The percent of correct responses given during bi-annual random telephone surveys is used to determine the level of public awareness.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Waste Management (4820P)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.4	9.4	9.4	9.5	0.1	9.5
Total Requirements	17,553,204	17,294,841	16,433,097	16,509,478	76,381	15,765,859
Total Sources	17,553,205	17,294,842	16,433,097	16,509,478	76,381	15,765,859

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by fees and other revenues.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: an adjustment in revenue for an increase in the County Compensation Fee at the Ox Mountain Landfill of \$2/ton implemented by the Board of Supervisors on January 1, 2004. The increase was challenged by BFI and revenue generated by this increase was withheld. Midway through FY 2004-05 BFI remitted the withheld revenue. This will be the first year the County will realize the full effect of this increase. There are also adjustments for lower interest earned due to a declining fund balance; inclusion of merit increases and negotiated labor increases; deletion of one-time regular pay and benefit adjustments; and deletion of one-time equipment purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
475,267	(491,583)	0	966,850	0	0

2. Computer Reuse Center

A new computer reuse center will support the program in its effort to achieve a State mandated 50% diversion rate. A State grant will fund start-up costs for establishing the computer reuse center in collaboration with HSA and Goodwill Industries. Goodwill will collect, refurbish and sell late model computer equipment, which would otherwise be discarded into the waste stream.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	50,000	0	0	0	0

3. RecycleWorks Mini-Grants Program

A new program has been added to support current program priorities. The program will provide small grants for projects in San Mateo County that will reduce waste, conserve resources, or provide related educational opportunities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	50,000	0	(50,000)	0	0

4. Street Sweeper

A replacement street sweeper will be purchased in order to meet National Pollutant Discharge Elimination System (NPDES) requirements performed by the Road Maintenance unit. This adjustment supports meeting performance targets by addressing operational requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	185,000	0	(185,000)	0	0

5. Final Fund Balance Adjustment

Fund Balance and Reserves have been reduced as a result of purchases and projects completed in FY 2004-05.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(448,886)	0	0	(448,886)	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
76,381	(655,469)	0	731,850	0	0

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; inflationary increases in various operating accounts; removal of one-time revenue; and adjustments in adjustments to the Fund Balance and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(558,619)	43,818	0	(602,437)	0	0

7. Street Sweeper

One-time appropriation has been removed for a replacement street sweeper.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(185,000)	(185,000)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(743,619)	(141,182)	0	(602,437)	0	0

Transportation Services (4830P)

Program Locator

County

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

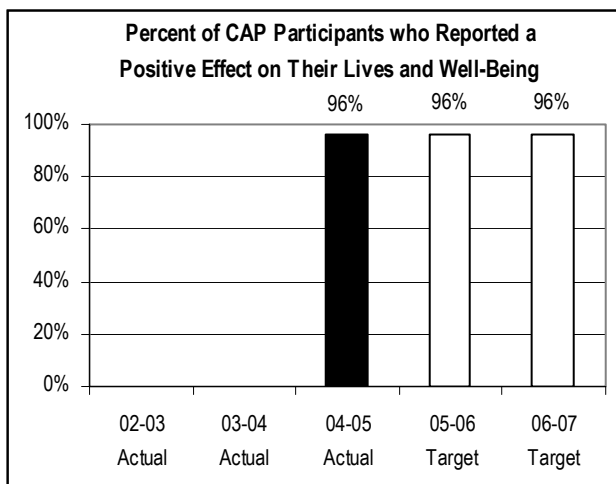
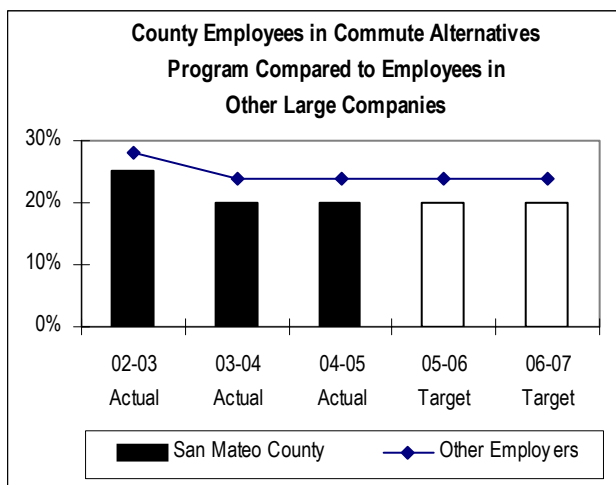
Waste Management and Environmental Services

► **Transportation Services**

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Transportation Services Program improves the movement of people and goods in San Mateo County and improves the environment through the implementation of programs, transportation services and capital projects that have regional significance, in cooperation with cities and transportation agencies, in order to preserve a high quality of life in San Mateo County.

Services and Accomplishments

The Transportation Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by planning and coordinating improvements to local transportation programs that provide for differing transportation needs through the improvement of existing transportation systems. The Program designs and implements programs and services that encourage and assist County employees commuting to and from work using methods that conserve energy and improve air quality.

The following are major accomplishments in the current year:

- Made a positive effect on the lives and well-being of 96% of the Commute Alternative Program participants
- Provided one-stop shopping for transit tickets allowing employees to order monthly tickets for BART, CalTrain, San Francisco Muni, AC Transit, SamTrans and Golden Gate Transit through the County pony mail system
- Secured Legislative approval to increase the vehicle registration fee in San Mateo County to support congestion management and stormwater pollution prevention programs
- Provided information to the Transportation Authority in their efforts to reauthorize the half-cent transportation fund, including development of the list of roadway projects included the measure
- Designed and entered into a contract for the deployment of an interactive website where program participants can register, purchase transit tickets, and request various subsidies on-line

Story Behind Baseline Performance

The Commute Alternatives Program (CAP) has begun to see an increase in participation after declines of one to nine percent in each of the last three years. The improving state of the economy has resulted in more commuters on the roads. This combined with the rising cost of gasoline has likely made driving alone to and from work a less attractive option. The number of new participants (new employees, new job location, family changes and positive recommendations from other Program participants) is now exceeding the number of participants no longer in the Program (likely due to retirements, terminations, job location changes and family changes).

The average monthly number of County employees served in the Commute target for FY 2005-06 represents a 14% increase over the

FY 2004-05 target. The estimated year end number of participants for FY 2004-05 indicates the program may come close to achieving the FY 2005-06 target in the current year, prior to implementing the \$25 increase in subsidy rates. It is unlikely however that the program will be able to maintain this number without increasing the subsidy because all of the major transit providers have announced upcoming high double-digit percent increases in fares, coupled with potential reductions in service. Another factor that directly impacts participation is the economy. If the current improvements falter, there will be a decline in traffic congestion. Driving alone to work suddenly becomes more attractive.

A recent survey of 604 program participants (out of 1047) shows that almost all (96%) of the CAP users are extremely satisfied with the program and feel that it has greatly improved their overall work experience, well being, and financial situation. The CAP continues to keep pace with the rate of participation in other large companies in San Mateo County that have commute assistance program. Most of these other employers are located within close proximity to transit. San Mateo County has a number of facilities that are not as accessible to transit hubs and this has created a challenge for the CAP to address. The Program will continue to explore connection to shuttles and increased subsidies to address this issue and to make long distance commuting through carpools and vanpools more attractive.

The Outcome Based Management process for FY 2004-05 established a priority for implementing an interactive website in order to make the CAP more convenient for potential and current participants. Over the past year staff has designed the website and contracted with a provider for programming, implementation and maintenance of the site. It is currently in the final stages of development and testing. It is anticipated to be fully operational in FY 2005-06. County employees will be able to register and access all of the programs offered through the CAP from either their worksite or home. This new system will result in the reduction of paper transactions, more timely service, and much greater ease for participants, including the ability to pay for transit tickets on-line.

The Transportation Services Program provides staff to support the City/County Association of Governments (C/CAG). This support includes acting as a liaison between the Metropolitan Transportation Commission, CalTrans and the California Transportation Commission. C/CAG has adopted a Countywide Transportation Plan that identifies broad policy guidelines to address congestion issues over the next 20 years. Staff monitors local transportation efforts to facilitate the implementation of this plan and to make sure that limited resources are coordinated. C/CAG has also retained a lobbyist in Sacramento to help cities and the County monitor and influence legislation. A recent survey of local jurisdictions shows that 90% are satisfied with staff assistance in the delivery of their projects.

The Half Cent Transportation Fund is the primary source of revenue that supports the Transportation Services Section. In addition to the Commute Alternatives Program and the Transportation Services staff services, these funds are also used for important roadway

projects in the Unincorporated Areas of the County as well as various other County programs. Now that the balance in this Fund is declining and the need for local streets and roads improvements is increasing, it will be necessary to establish priorities for the use of the resources from the Half Cent Transportation Fund.

Major challenges over the next two years will be:

- To develop promotion efforts to encourage the use of alternative commuting methods as not just a means of saving money and stress, but also as a way to make a positive impact on the environment and the health of the commuters
- To expand access to the Commute Alternatives Program through the use of the Internet
- To expand the lobbying effort in Sacramento to seek out possible sources of transportation funding
- To address the declining balance in the Half Cent Transportation Fund due to the use of reserves for current programs

Program Priorities

The Transportation Services Program will meet performance targets by doing the following:

Maintain a Difference of 4% or Less Between the County and Other Large Employers for Participation in Commute Alternatives Programs

- Stabilize participation and expand program offerings in the Commute Alternatives Program
- Expand marketing efforts, including promotions that focus on benefits to the environment and to personal finances
- Evaluate options for improving commute alternatives in the East/West transportation corridors
- Implement a new interactive website where program participants and potential participants can find out about commute options and register on-line to use the program
- Explore increasing the subsidy for transit tickets and vanpool participation to the Federal maximum of \$100 per month

Achieve an Overall Customer Satisfaction Rating of at least 90% for C/CAG Assistance in Delivery of Projects to Local Jurisdictions

- Improve planning and implementation of congestion management programs
- Monitor State funding decisions that may impact local planning and program implementation
- Identify and prioritize critical transportation projects for which there is insufficient funding
- Develop implementation procedures and programs for the Countywide Transportation Plan so that funding opportunities can be addressed in a timely manner
- Manage existing projects so that available funding is utilized for priority projects

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Average monthly number of County employees served in the Commute Alternatives Program	937	933	1043	1010	1020
- Vanpool	37	42	40	45	45
- Transit tickets	711	686	768	735	740
- Carpool	155	175	205	200	205
- Bike/walk	34	27	30	30	30
How Well We Do It (Quality)					
Commute Alternatives Program cost per participant per quarter ⁽¹⁾	\$195	\$201	\$216	\$235	\$245
Is Anyone Better Off? (Outcome)					
Number of new Commute Alternatives Program participants	60	75	98	75	75
Number and percent of survey respondents (participants) who reported that the Commute Alternatives Program had a positive effect on their lives and well-being	--- / ---	--- / ---	580 / 96%	582 / 96%	582 / 96%
Percent participation of County employees in Commute Alternatives Program as compared to percent employee participation in large companies					
- San Mateo County (SMC)	25%	20%	20%	20%	20%
- Other large employers in SMC	28%	24%	24%	24%	24%
Number and percent of customers in local jurisdictions rating C/CAG assistance in delivery of projects as good or better ⁽²⁾	--- / ---	--- / ---	18 / 90%	18 / 90%	18 / 90%

⁽¹⁾ Although participation has increased, the cost per participant is projected to rise due to the increase in transit subsidies, negotiated salary increases, and start-up costs of the new website allowing on-line ordering of transit tickets.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Transportation Services (4830P)

Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.8	4.8	4.8	4.9	0.1	4.9
 Total Requirements	5,445,035	5,099,547	4,893,920	4,413,572	(480,348)	4,428,935
Total Sources	5,445,036	5,099,547	4,893,920	4,413,572	(480,348)	4,428,935

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenues from the Half-Cent Transportation Fund and other miscellaneous revenues.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; a revenue adjustment for an increase in taxes; reduction to interest earned on declining Fund Balance; reductions for a one-time Federal grant; adjustments for additional staff services to C/CAG; and reductions for one time projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,028,854)	(81,531)	0	(997,323)	(50,000)	

2. Commute Alternatives Program Subsidy

An enhancement to the Commute Alternatives Program subsidy will support priorities of achieving customer satisfaction ratings of at least 90%. The Federal Government raised the subsidy amount that an employer may provide to employees as a tax-free benefit to \$100 per month effective January 1, 2002. Based on surveys done by the Commute Alternatives Program, the number one incentive to get employees to use transit is the provision of increased subsidies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	50,000	0	0	50,000	

3. Colma Apartment Associates Reimbursement

Appropriation has been added to reimburse the Colma Apartment Associates for the roadway on El Camino Real and Nevin Way due to construction of an apartment complex located near the Colma BART station. Costs are fully offset through savings in other operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	310,000	0	0	310,000	0
0	(310,000)	0	0	(310,000)	0

4. Final Fund Balance Adjustment

Fund Balance as a result of cost savings and projects and purchases not completed in FY 2004-05 has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
548,506	0	0	548,506	0	

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(480,348)	(31,531)	0	(448,817)	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and inflation-related increase in revenue accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,363	15,363	0	0	0	0

6. Colma Apartment Associates Reimbursement

One-time appropriation has been removed for the Colma Apartment Associates reimbursement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(310,000)	0	0	(310,000)	0
0	310,000	0	0	310,000	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,363	15,363	0	0	0	0

Utilities (4840B)

Program Locator

County

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

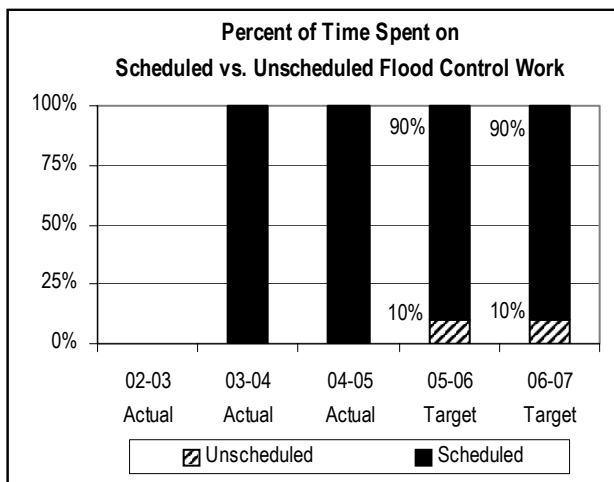
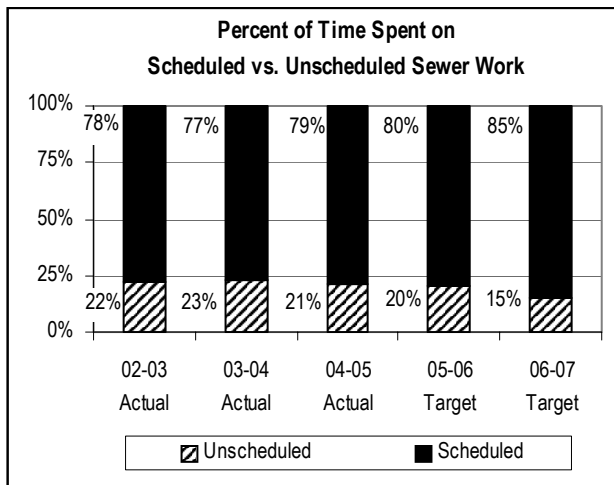
Waste Management and Environmental Services

Transportation Services

► **Utilities, Flood Control and Natural Resources**

Airports

Headline Measures



Program Outcome Statement

The goals of the Utilities, Flood Control and Watershed Protection Program are to:

- Reduce the risk of injury and property damage in a major flood event by planning, designing, constructing and maintaining flood control facilities within established flood control zones
- Ensure public health by maintaining facilities to transport sewage emanating from properties located within nine sewer/sanitation districts to sewage treatment plants for processing and disposal
- Improve nighttime visibility and safety for the general public by maintaining streetlights in eleven lighting districts
- Provide customers with an adequate supply of safe drinking water by operating and maintaining small water systems in La Honda and Pescadero
- Assist staff in Public Works to comply with requirements of Federal, State and local regulatory agencies and to implement natural resource conservation practices.

Services and Accomplishments

The Utilities, Flood Control and Watershed Protection Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering a variety of services including sewer service, street lights, water service, flood protection, drainage facilities and services to protect the water quality of many County watersheds. The Program manages the flood control facilities of the flood control zones to ensure they are functional and free of obstructions, by coordinating and managing required maintenance, working to implement the design and construction of new flood control facilities, identifying opportunities to secure outside funding to help finance construction of flood control projects, providing customer assistance regarding district facilities and projects, and participating in city council meetings to provide information about district activities. The Program manages the facilities such that residents and businesses are provided with protection of life and property from flood conditions.

The Program manages nine sewer districts within County unincorporated areas and portions of cities within the County. District customers are provided with reliable sanitary sewer systems, responsible emergency assistance, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. The Program is also responsible for: evaluating rate structures to effectively finance the maintenance of the sewer districts; generating invoices for reimbursable costs in accordance with agreements between the districts and other agencies; setting and interpreting sewer policies; providing plan reviews for sewer projects within the districts; maintaining and updating standard drawings; and working to facilitate the annexation of properties into districts.

The Program manages eleven street lighting districts within the County. The section is in daily contact with the Construction Services Program, which provides field maintenance for the lights. The districts provide street lighting to a variety of areas including suburban and rural settings, as well as varied climates such as ocean, mountainous, north County, and bayside areas. Because the locations served by the districts widely vary there are a variety of issues to address on a daily basis. Some of the issues include: varied light styles; differing concentrations of lights; participation in underground districts; installation of additional lights; required maintenance due to climactic issues; protecting facilities from vandalism; and responding to the public when lights are reported out. The lighting districts are managed such that residents and businesses within lighting districts are provided with enhanced safety through efficient and responsive customer service.

The Program manages two County Service Areas (CSAs) that provide residents and businesses in two small communities with adequate and reliable supplies of high quality water. Providing this service includes ensuring that required water quality testing is performed, regular maintenance occurs, meter reading and billing is completed in accordance with a specific schedule, and customer service is provided in a timely and courteous manner. One of the CSAs finances street lighting to a community in the same manner as provided in the lighting districts and the other CSA provides fire protection and garbage and recycling collection services.

The Program manages eight drainage maintenance districts within various areas of the County to provide reliable storm drain systems through efficient maintenance, repair and responsive customer service. The Program coordinates with Road Construction and Operations to provide service as required to district facilities.

The Program manages watershed protection activities for the Agency. Some of the roles include: participating in the environmental permitting process for Department projects; performing field inspections during construction to assure compliance with permits; coordinating with the Planning Department and other agencies on permitting issues; determining the impacts of new environmental regulations; coordinating with other departments to comply with the County's National Pollutant Discharge Elimination System (NPDES) permit; working to procure grant funding for watershed protection projects; and developing road maintenance standards that are environmentally sensitive. The County is unique and special as it has varied terrain and is bordered by the ocean and bay. The Program strives to protect and enhance the qualities of the environment for current and future generations.

The following are major accomplishments in the current year:

- Completed the design and construction of a habitat creation and enhancement project as a mitigation measure which allowed the Colma Creek flood control project to move forward
- Completed flood wall improvements on Colma Creek from Spruce to Linden Avenues to reduce flood potential in areas susceptible to flooding
- Obtained bond financing for Colma Creek projects
- Completed construction of one sewer project in the Fair Oaks District and completed design of two other sewer projects
- Utilized the Computerized Maintenance Management System (CMMS) and the Geographic Information System (GIS) to automate data and improve the efficiency of maintaining the nine sewer districts
- Implemented Sanitary Sewer Overflow reporting as mandated by the State
- Obtained grants from the California Department of Fish and Game for fish passage and sediment reduction projects

Story Behind Baseline Performance

Flood Control

Flood Control activities are financed through the flood control zones of the San Mateo County Flood Control District, which were established for some bayside watersheds in the County prior to the passage of Proposition 13.

The maintenance responsibilities of the Colma Creek Flood Control Zone continue to increase as channel construction, which provides 50-year flood protection, continues to be completed. The District has been working with the permitting agencies to develop acceptable methods for maintaining the channel while meeting District maintenance standards and permitting agency requirements such that work can be scheduled.

The San Francisquito Creek Zone (Zone) is continuing to finance a portion of the San Francisquito Creek Joint Powers Authority (SFCJPA), which is working with the Army Corps of Engineers to study a project to improve flood protection for the cities of Menlo Park, East Palo Alto, and Palo Alto. The Zone's participation includes attending SFCJPA meetings and actively participating by providing input and review of creek issues. The Zone has allocated money to be used as matching funds for a proposed Army Corps of Engineers sponsored project.

The San Bruno Creek Zone (SBCZ) continues to maintain San Bruno Creek which channels water through San Francisco International Airport property. The SBCZ's maintenance activities are complicated by the presence of the San Francisco garter snake and the California red legged frog that have inhabited the flood control channel and environs, necessitating State and Federal permits to maintain the channel. The SBCZ has been working with the permitting agencies to determine what types of work will be allowed, associated monitoring requirements, and types of permits required to establish long-term maintenance plans for the channel.

Utilities

Lighting - The program continues to meet performance goals for responding to streetlight repairs. The number of streetlights maintained by the districts is anticipated to decrease during FY 2005-06 when the City of East Palo Alto and Town of Colma assume maintenance responsibility for the streetlights within their jurisdictions.

Sewer - The number of sewer connections in the districts will continue to slowly and steadily increase as properties are subdivided and vacant properties are developed. The districts are implementing programs to reduce the number of Sanitary Sewer Overflows (reportable sewer overflows) from the systems to comply with State requirements and the Clean Water Act to reduce pollutants in the environment. The districts have been utilizing CMMS and GIS to manage the systems through appropriate and timely preventative maintenance activities as well as programming necessary system repairs. Through the use of these tools and strategies, more time will be spent on scheduled preventative maintenance work, while the number of reportable sewer overflows will decrease. Customer service targets continue to be met with 98% of customers rating services good or better.

Water - Minor system upgrades in CSA 7 (La Honda) are being identified which are financially feasible while improving the integrity of the water distribution system as the cost to replace of the 70 year old water system exceeds \$1,500,000. Monitoring activities will continue on the existing well in CSA 11 (Pescadero) as it continues to produce good quality water as well as the required water quality monitoring and annual reporting of test results to customers.

Watershed Protection - Watershed Protection continues to group numerous work sites into defined projects in an effort to reduce the paperwork, time, and resources required to obtain permits. Generally, as the number of sites included in a project increase the hours required to process each site decreases. Many of the permits obtained are for Road Fund projects. A significant amount of time will be spent working to procure permits for maintenance of flood control channels (Colma Creek and San Bruno Creek). Therefore, an Extra Help employee responsible for supporting this function will be transitioned to permanent status. The program continues to evaluate culverts based on their condition and environmental impacts but this activity is anticipated to decrease based on the number of inspections already performed. Watershed Protection continues to aid all divisions of the Agency in meeting the associated regulatory requirements to avoid regulatory violations. The program also works with other County Departments to meet the requirements of the County's NPDES permit and the County's goals for watershed protection.

Major challenges over the next two years will be:

- To perform required work in all the special districts where the State has taken property taxes to fund the State budget. Capital improvement and repair projects may need to be delayed due to the reduction in tax revenue
- To address complicated maintenance activities and obtain approvals from various regulatory agencies in the San Bruno Creek Zone due to the presence of the California red legged frog and the San Francisco garter snake
- To complete and obtain approval from the permitting agencies for a maintenance plan for Colma Creek
- To continue to address the age and condition of sewer mains while meeting the financial obligations incurred by the districts for sewage treatment and disposal

- To continue to create, improve, and implement GIS mapping of maintenance needs in the districts
- To conserve the limited water source in CSA 11 (Pescadero) by establishing a tiered rate structure while generating sufficient revenue to support the costs of operating the water system
- To continue to monitor and pursue, if appropriate, Agency programs/funding for water system improvements
- To develop and seek approval from State and Federal agencies for Road Construction and Operations maintenance activities and programs that are routine in nature
- To address the impact of regulations that protect water quality and endangered species on Public Works projects in timing, scope and cost

Program Priorities

The Utilities, Flood Control and Watershed Protection Program will meet performance targets by doing the following:

Increase the Amount of Time Spent on Scheduled Sewer Work to 90%

- Implement a sewer construction improvement plan which identifies capital improvement plans and needed system "spot" repairs
- Implement a system to televise one third of the sewer system each year to obtain condition information
- Design and construct one to two sewer capital projects and several system "spot" repairs each year
- Continue utilizing the Computerized Maintenance Management System (CMMS) and the GIS mapping program to schedule work, track system information, and utilize data to identify system improvements
- Continue implementation of the State required Sanitary System Management Plans for the sewer districts

Maintain Zero Regulatory Violations

- Continue implementation of watershed maintenance standards
- Supplement watershed maintenance standards as required based on specific types of work and changes to regulatory requirements
- Continue working with the Federal and State permitting agencies to obtain permits for the Road Construction and Operations Program's routine maintenance work
- Develop educational materials on standards for contractors, citizens, engineers and inspectors and conduct training
- Transition Extra Help staff to permanent status to support this critical and on-going function

Achieve an 90% Rate of Scheduled Work for Flood Control

- Develop and permit a long term maintenance plan for San Bruno Creek Flood Control Zone
- Develop and permit a long term maintenance plan for improved channels in Colma Creek
- Perform regular inspections of San Bruno Creek and Colma Creek in accordance with the maintenance plans

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of streetlights maintained ⁽¹⁾	2,900	2,885	2,894	2,085	2,085
Number of properties served by County sewer districts	11,300	11,310	11,354	11,360	11,375
Number of projects and sites submitted for environmental review ⁽²⁾ :					
- Projects	51	33	29	20	20
- Sites	102	84	243	100	100
Total number of cross culverts inspected in rural areas ⁽³⁾	358	225	105	100	100
Miles of flood control channel maintained (data development)	---	---	---	---	---
How Well We Do It (Quality)					
Percent of streetlights repaired within ten days	78%	96%	97%	95%	95%
Number of inspected cross culverts repaired or replaced	---	---	42	32	22
Hours incurred per environmental submittal:					
- Projects	32	36	43	40	40
- Sites	5	14	6	6	5
Percent of time spent on scheduled vs. unscheduled work:					
- Scheduled sewer work	78%	77%	79%	80%	85%
- Unscheduled sewer work	22%	23%	21%	20%	15%
- Scheduled flood control work	---	100%	100%	90%	90%
- Unscheduled flood control work	---	0	0	10%	10%
Is Anyone Better Off? (Outcome)					
Number of regulatory violations	2	0	1	0	0
Number of reportable sewer overflows ⁽⁴⁾					
- 1,000 gallons or more	0	0	0	0	0
- Between 100 and 999 gallons	---	---	---	30	25
Number of projects permitted	38	17	20	20	22
Number and percent of customers rating services good or better for Sewer services ⁽⁵⁾	23 / 100%	37 / 100%	78 / 99%	50 / 90%	60 / 90%

- (1) A decrease is expected in FY 2005-06 when the Ravenswood Highway Lighting District is transferred to the City of East Palo Alto.
- (2) The number of projects and sites is expected to stabilize at lower numbers as related activities become grouped under one permit.
- (3) The number will drop and then stabilize as staff focuses on repairing and replacing culverts that have already been inspected and found to be needing improvement.
- (4) A change in reporting requirements beginning in FY 2005-06 requires tracking and reporting sewer overflows less than 1,000 gallons.
- (5) Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Utilities (4840B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	13.0	13.0	13.0	15.0	2.0	15.0
Funded FTE	12.9	13.0	13.0	14.9	1.9	14.9
 Total Requirements	44,507,634	46,817,322	41,134,210	40,010,966	(1,123,244)	40,018,954
Total Sources	44,776,824	47,006,163	41,254,916	40,131,672	(1,123,244)	40,139,660
Net County Cost	(269,191)	(188,841)	(120,706)	(120,706)		(120,706)
 NCC Breakdown						
Non-Mandated Services			(120,706)	(120,706)		(120,706)

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by charges to users. Negative Net County Cost of \$120,706 in this unit is a result of excess Cable Television franchise agreement revenues over program expenditures and Fund Balance which offsets Net County Cost in other Agency programs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: deletion of one time reimbursements of Intergovernmental Revenue for capital projects; inclusion of merit increases; transfer of one Public Works Technician position from Engineering Services which was then converted to an Administrative Assistant II as part of the FY 04-05 Master Salary Ordinance. The addition of this position has aided the Section by assisting with the outcome based management process, performing necessary work to support the permitting function (a Program Priority and Performance Measure), and supporting the flood control billing and invoicing. Adjustments have also been made for the annualization of negotiated labor increases; adjustment for Intrafund Transfer from the Road Fund and deletion of the related Capital Improvements for the Sewer Districts; deletion of all other one-time Capital Improvements; reductions in contract expenses; various increases in operating costs; an adjustment to the available Fund Balance; and an increase in appropriations for Contingencies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,622,511)	(15,389,205)	(51,772)	9,818,466	0	1

2. Sewer Capital Improvement Master Plan

Sewer projects have been planned to increase the amount of time spent on scheduled sewer work to 90%. In 2000 Public Works completed an evaluation of the sewer infrastructure in the nine County Sewer/Sanitation Districts. The intent is to replace the entire sewer infrastructure on a pay-as-you-go basis over thirty years. This budget includes the following projects to replace or upsize sewer mains to increase capacity: Canyon Road & Fey Drive – Burlingame Hills SMD in the amount of \$172,600; Bay Road, 12th Ave., Oakside, Barron – Fair Oaks SMD in the amount of \$2,326,129; and Nimitz, Milton, Hull, Santiago, Woodside – Fair Oaks SMD in the amount of \$900,000.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,398,729	0	(3,398,729)	0	0

3. San Francisquito Creek Joint Powers Authority (SFCJPA)

Flood Control projects have been planned to achieve an 85% rate of scheduled work. The San Francisquito Creek Flood Control Zone budget includes \$1,500,000 for the District's share of the cost of a major flood management project under either the Army Corps of Engineers CAP 205 program or a General Investigation (GI) Program authorized by Congress. The Santa Clara Valley Water District will match the Flood Control District's commitment. Either project will be constructed under the auspices of the San Francisquito Creek Joint Powers Authority.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,500,000	0	(1,500,000)	0	0

4. TV Inspection of Existing Sewer Mains

This project will help the program achieve its goal of increasing the amount of time spent on scheduled work to 90%. Television Inspection of existing sewer mains will be performed to help determine the condition of the existing system and prioritize future sewer improvement projects. The plan is to TV inspect one third of the mains in FY 2005-06 and all mains will be televised by FY 2006-07.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	776,500	0	(776,500)	0	0

5. Colma Creek Flood Control Project

Flood Control projects have been planned to increase the amount of time spent on scheduled work. A construction contract was awarded in June 2003 for channel improvements from Spruce Avenue to San Mateo Avenue and for raising the San Mateo Avenue Bridge. This project will provide flood protection for a 0.5-mile reach of Colma Creek that experienced major damage from flooding in November 2002. This portion of the project is for flood wall and mitigation site work (Utah Avenue to navigable slough). The project is funded from the Colma Creek Flood Control Zone revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	500,000	0	(500,000)	0	0

6. Transition Street Lights from Low Pressure Sodium Vapor (LPSV) to High Pressure Sodium Vapor (HPSV)

This adjustment will support program efforts to increase the percent of streetlights repaired within ten days. CSA 6 and several Lighting Districts will begin transitioning some streetlights from Low Pressure Sodium Vapor Lights to High Pressure Sodium Vapor Lights. The LPSV lights are not as readily available, are more expensive to dispose of and contain higher levels of mercury than HPSV lights. The number of lights changed per fiscal year will depend on the number of LPSV lights in the districts, their locations, condition and the District funding available for the work.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	91,000	0	(91,000)	0	0

7. Utilities Permitting

Adjustments have been made to meet performance targets. Flood control and watershed protection requires biological services that can be more effectively provided internally. A Public Works Technician position will be added to support permitting, monitoring and project requirements. Costs for this position will be fully reimbursed through the various funds administered by this program and contractual costs will be decreased within the various special districts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
88,339	88,339	0	0	0	1

8. GIS and CMMS Implementation for Lighting Districts

All Lighting District maps will be converted to the Geographic Information System (GIS) and data will be entered into the Computerized Management Maintenance System (CMMS). Costs will be fully offset through money set aside in Reserves. This adjustment supports meeting performance targets by addressing operational requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	33,910	0	(33,910)	0	0

9. GIS and CMMS Implementation for County Service Area (CSA) 6

All CSA 6 maps will be converted to GIS and data will be entered into CMMS. Costs will be fully offset through money set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,091	0	(1,091)	0	0

10. Colma Creek Flood Control Project

Reserves will be used to fully offset appropriation added for the Channel Improvement Project from Spruce Avenue to San Mateo Avenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,500,000	0	(1,500,000)	0	0

11. Final Fund Balance Adjustment

Fund Balance due to purchases and projects not completed in FY 2004-05 have been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,408,928	(175,555)	0	4,584,483	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,125,244)	(7,675,191)	(51,772)	6,601,719	0	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

12. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increase in Salaries and Benefits to cover negotiated labor increases; decrease in interest earned; increase in sewer service charges; deletion of one-time contract expenditures; deletion of one-time Fixed Asset purchases and projects; and the balance to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,988	(6,411,399)	0	6,419,387	0	0

13. Sewer Capital Improvement Master Plan

Sewer projects have been planned to meet performance targets. In 2000 Public Works completed an evaluation of the sewer infrastructure in the nine County Sewer/Sanitation Districts. The intent is to replace the entire sewer infrastructure on a pay-as-you-go basis over thirty years. This budget includes the following projects to replace or upsize sewer mains to increase capacity: Bay Road, 12th Ave., Oakside, Barron – Fair Oaks SMD in the amount of \$1,500,000.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,500,000	0	(1,500,000)	0	0

14. Colma Creek Flood Control Project

Completion of the next phase of the Colma Creek Flood Control Project is expected in FY 2005-06. The project is funded with Colma Creek Flood Control Zone revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	500,000	0	(500,000)	0	0

15. TV Inspection of Existing Sewer Mains

The continuation of this project will help the program work toward achieving scheduled maintenance performance targets. Television Inspection of existing sewer mains will be performed to help determine the condition of the existing system and prioritize future sewer improvement projects. The plan is to have all mains televised by 2007.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	315,000	0	(315,000)	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,988	(4,096,399)	0	4,104,387	0	0

Airports (4850P)

Program Locator

County

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

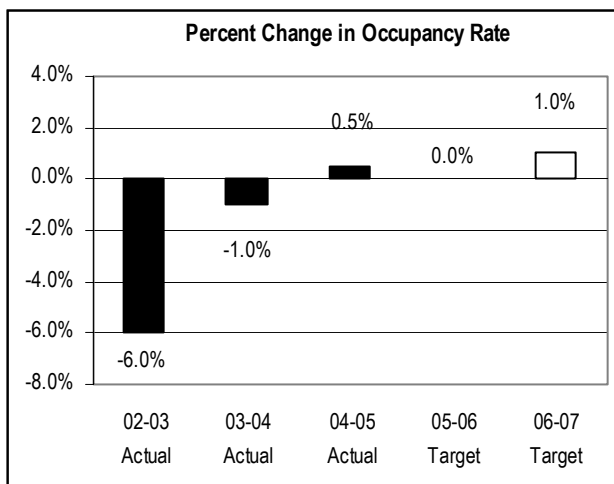
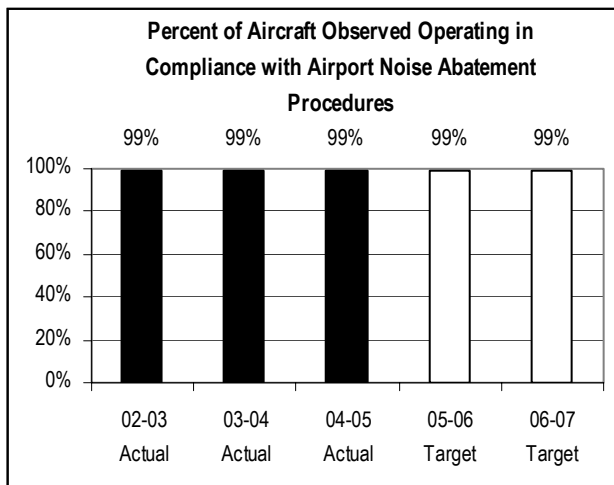
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

► Airports

Headline Measures



Program Outcome Statement

The Airports Program operates and maintains the San Carlos and Half Moon Bay Airports in order to provide airport users, tenants, pilots, visitors, outside agencies, employees and the community with the highest level of airport services and benefits in a safe, responsive, economical and cooperative manner.

Services and Accomplishments

Airports contribute to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by operating the San Carlos and Half Moon Bay Airports in partnership with the Federal Aviation Administration (FAA) and the State of California Division of Aeronautics (State). Airport staff are responsible for maintaining facilities and equipment; managing tenant and business contracts and agreements; ensuring compliance with FAA, State and local regulations and safety practices; implementing and monitoring security procedures; and administering the airports noise abatement program.

The following are major accomplishments in the current year:

- Completed landscaping improvements along the western side of San Carlos Airport facing Highway 101
- Completed on time and under budget work on a \$1.1 million runway and taxiway resurfacing project at Half Moon Bay Airport with 95% funding from FAA and State grants
- Qualified for and received additional FAA and State grants totaling \$2,172,000 for airport maintenance, safety and security improvements at San Carlos and Half Moon Bay Airports
- Developed several new procedures in cooperation with airport users groups and Air Traffic Control to enhance the effectiveness of the airport's noise abatement program and installed new complaint recording equipment to increase responsiveness and track noise complaints from the community
- Initiated engineering and design studies for the construction of new aircraft hangars and T-shelters at San Carlos Airport

Story Behind Baseline Performance

The Airport Noise Abatement Programs and compliance with voluntary procedures remains a top priority at both airports. The percent of aircraft observed in compliance with noise abatement procedures continues to be high at 99%, and the Program initiated several new procedures at San Carlos Airport to enhance the effectiveness of the noise abatement program. The Program continues to provide quality maintenance services for airport facilities and implement customer requested improvements including the development of new aircraft storage hangars and T-shelters, landscaping and facility improvements, and the installation of flight safety enhancements at the Airports. These continued improvements and initiatives are expected to sustain an 85% to 90% customer satisfaction rating.

The Program was awarded an additional \$2,172,000 in airport improvement grants from the FAA and State in FY 2004-05. These grants, which are funded through aviation user fees, are available to fund up to 95% of the costs for necessary and eligible safety, security and maintenance projects. Grant recipients must agree to operate their airports in compliance with Federal standards and grant assurances. The Program has developed five-year capital improvement plans, is in the process of updating its airport layout plans, and has completed the master plan process at San Carlos Airport to ensure the highest level of eligibility for FAA grants.

FAA and State grants will also fund safety improvements scheduled to be constructed in FY 2005-06 including automatic weather reporting systems, precision approach path indicators and lighting improvements at both airports; and runway stopways at the San Carlos Airport. Additionally, work on the environmental studies for the draft Half Moon Bay Airport development plan update will begin in FY 2005-06.

The Program continues to increase its financial self-sufficiency and fund reserves by developing leases, business agreements and fee structures that reflect fair-market value as required by the FAA. Aircraft operations (especially flight training activities) have experienced a small decline over the past two years primarily resulting from the decline in the economy. The number of business and charter flights continues to increase at the airports in response to the demand for these services.

Security systems and procedures at the airports continue to be upgraded. New security policies and procedures have been developed in cooperation with the Federal Aviation Administration (FAA), Transportation Security Administration, Sheriff and local law enforcement agencies. Additional security equipment has been installed and fencing and access controls will be upgraded in FY 2005-06.

The Program continues to audit aircraft storage hangar accounts to ensure compliance with the Board of Supervisors updated hangar waiting list and aircraft airworthiness policies. The new requirements have resulted in a large turnover of hangars, eliminating the waiting list at Half Moon Bay Airport and substantially shortening the wait for hangars at San Carlos Airport. Engineering and design work is currently underway for the construction of new aircraft storage hangars and T-shelters at San Carlos Airport to address the high demand for these facilities.

Major challenges over the next two years will be:

- To ensure adequate security at both airports
- To adequately address the needs and requirements of the Program given the staffing vacancies and limited experience levels at the airports' journey level operations positions.
- To monitor the encroachment of non-compatible development in the areas surrounding the Airports
- To address the decline in hangar and tiedown accounts

Program Priorities

The Airports Program will meet performance targets by doing the following:

Maintain a 99% Noise Abatement Compliance Rate

- Complete the airspace review at Half Moon Bay Airport to evaluate possible aircraft traffic pattern options
- Continue educational efforts and aircraft noise abatement monitoring at both airports

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide high level maintenance services for airport facilities and hangars
- Implement the landscape improvement plans for the airport entry areas at both airports
- Install safety improvements including automatic weather reporting systems, precision approach path indicators and lighting improvements at both airports; and runway stopways at San Carlos Airport
- Complete the renovation of the Mary Griffin-Ramseur terminal building lobby
- Resurface and re-stripe the San Carlos Airport main terminal building parking lot
- Develop and implement automobile parking policies and a fee schedule with input from airport users

Achieve No Change in the Occupancy Rate

- Construct new aircraft hangars and T-shelters at San Carlos Airport to address the high demand for these types of facilities
- Utilize the FAA and State Division of Aeronautics grant programs to fund airport safety, security, maintenance and airport improvement projects
- Define needs, projects and studies at Half Moon Bay Airport through the airport master planning process
- Complete the update of the Airport Layout Plan sets and Airport Capital Improvement plans for both airports to ensure the highest level of eligibility for FAA and State grant funding

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Total number of aircraft operations at San Carlos Airport	167,276	163,833	152,979	147,000	147,000
Total number of airport accounts	419	415	417	410	414
How Well We Do It (Quality)					
Percent change in total aircraft operation counts at San Carlos Airport vs. the average change in aircraft operation counts at other Bay Area general aviation airports ⁽¹⁾					
- San Carlos Airport	+ 2.5%	- 2.0%	- 6.6%	-2.0%	0
- Bay Area Average	+ 1.0%	- 6.3%	- 4.4%	---	---
Percent change in occupancy rate	- 6.0%	- 1.0%	0.5%	0	+ 1.0%
Is Anyone Better Off? (Outcome)					
Number and percent of customer survey respondents rating services good or better ⁽²⁾	30 / 93%	37 / 97%	42 / 95%	40 / 90%	40 / 90%
Percent of aircraft observed operating in compliance with airport noise abatement procedures in relation to total number of aircraft observed	99%	99%	99%	99%	99%

⁽¹⁾ The average change in aircraft operation counts at other Bay Area general aviation airports is published for information only as statistics become available.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Airports (4850P)

Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	8.0		8.0
Total Requirements	3,598,210	5,029,177	6,167,838	7,722,831	1,554,993	3,962,571
Total Sources	3,598,211	5,029,177	6,167,838	7,722,831	1,554,993	3,962,571

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by charges to users and State and Federal revenue.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases, increases in fuel sales and concessions, and the elimination of one-time prior year Capital Improvement Projects with corresponding decreases in revenue; and an adjustment to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,617,270)	(2,840,731)	0	223,461	0	0

2. San Carlos Airport Improvements

Improvements will enhance the safety, security and utility of the airport and will support efforts to stabilize the occupancy rate and achieve an overall customer satisfaction rating of at least 90%. Appropriation has been added for infrastructure improvements including apron, runway and taxiway rehabilitation, drainage, fencing and safety improvements. Construction costs will be fully offset with grant funding from the Federal Aviation Administration (FAA), State Division of Aeronautics, and Airport Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,001,950	3,068,070	0	(66,120)	0	0

3. Half Moon Bay Airport Improvements

Improvements will benefit airport users and promote efforts to achieve an overall customer satisfaction rating of at least 90%. Infrastructure improvements including runway rehabilitation, airfield drainage, beacon and weather reporting system installations, and safety improvements. Grant funding from the Federal Aviation Administration (FAA), State Division of Aeronautics, and Airport Reserves will fully offset construction costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
600,810	624,889	0	(24,079)	0	0

4. Half Moon Bay Airport Master Plan

Completion of the Half Moon Bay Airport Master Plan process will ensure eligibility for FAA and State grant funding for eligible airport improvement projects. An Environmental Assessment Study will be conducted for the Half Moon Bay Airport's Master Plan. Costs will be fully offset with grant funding from the Federal Aviation Administration (FAA), State Division of Aeronautics (State), and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
157,500	166,667	0	(9,167)	0	0

5. Final Fund Balance Adjustment

Fund Balance as a result of purchases and projects not made in FY 2004-05 has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
412,002	0	0	412,002	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,554,992	1,018,895	0	536,098	0	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increase in Salaries and Benefits to cover negotiated labor increases; the elimination of one-time prior year Capital Improvement Projects with corresponding decreases in revenue; and an adjustment to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,760,260)	(3,838,786)	0	78,526	0	0

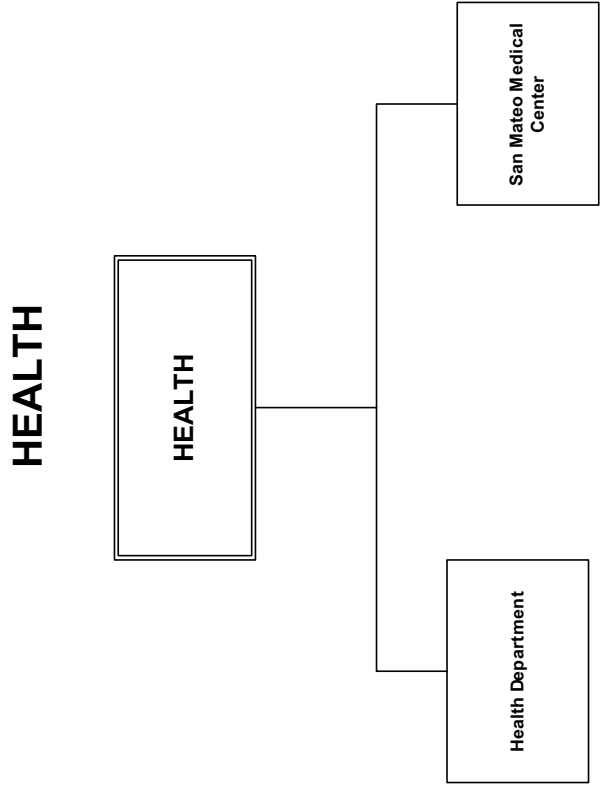


Health Department

*Adopted Budget
FY 2005-2006
FY 2006-2007*



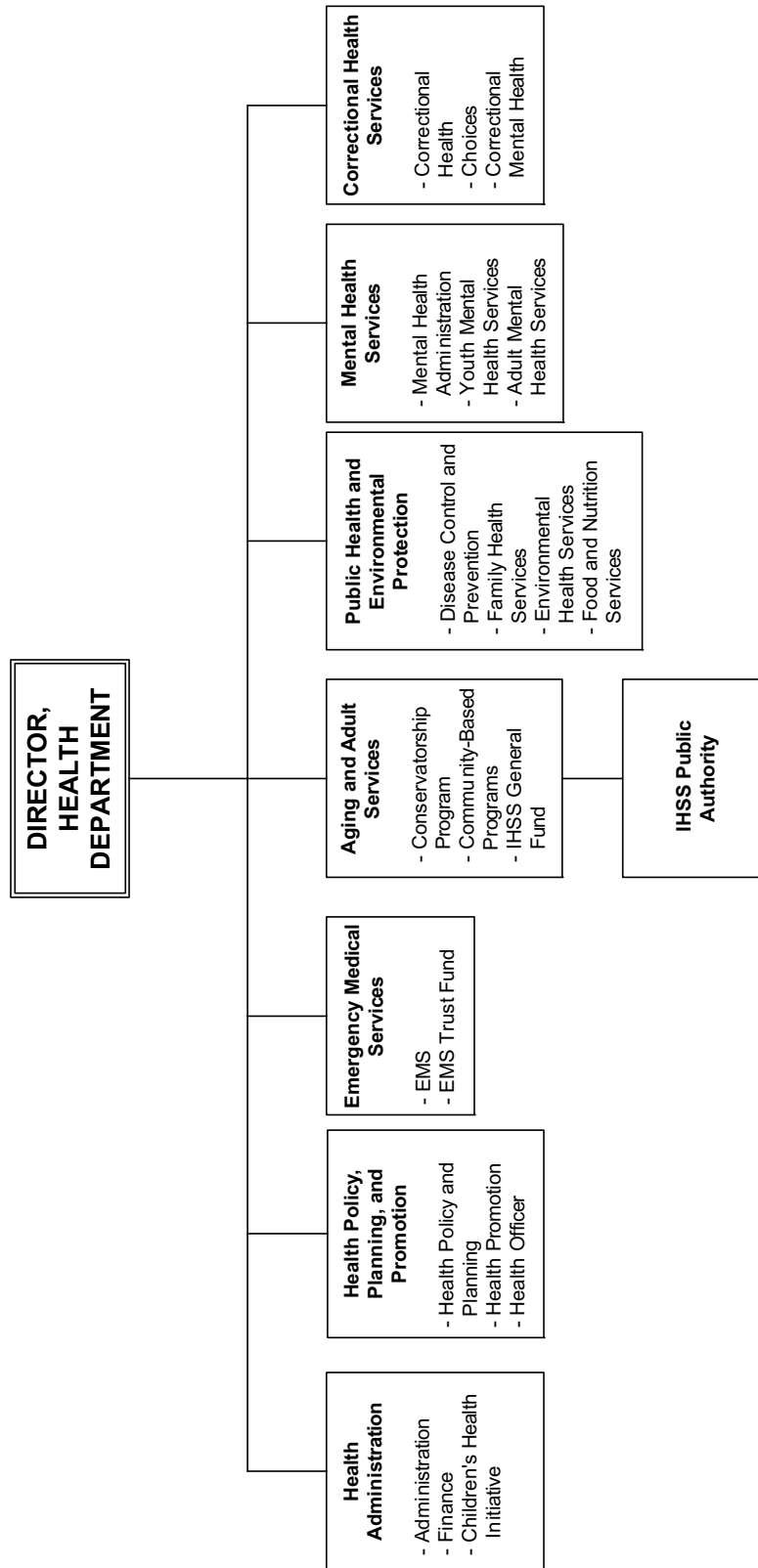
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.



Health FY 2005-06 and 2006-07 All Funds Summary

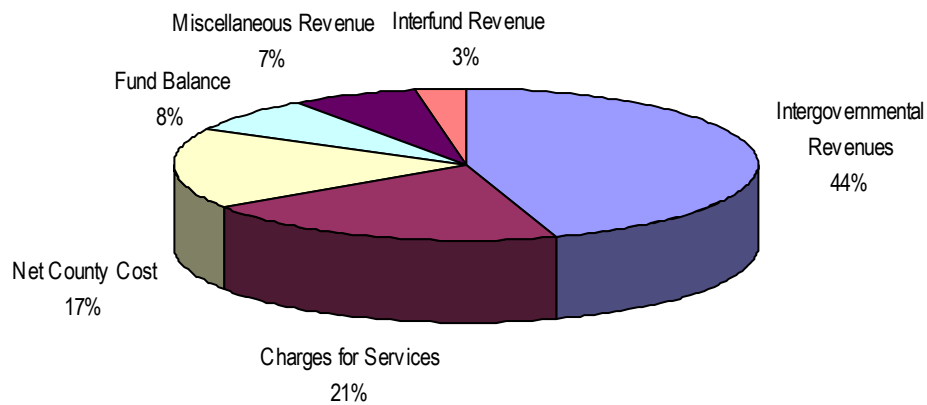
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
Health Administration	4,347,626	6,036,501	7,142,983	6,924,223	(218,760)	6,860,506
Health Policy, Planning & Promotion				1,720,429	1,720,429	1,751,833
Emergency Medical Services GF	652,305	724,457	777,115	1,567,965	790,850	1,584,322
Aging and Adult Services	15,513,180	15,960,928	16,777,792	18,224,938	1,447,146	18,500,395
IHSS Public Authority GF	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
Environmental Health Services	10,056,118	10,710,722	10,965,841	11,839,284	873,443	11,701,167
Food and Nutrition Services	736,560	848,002	803,960	908,963	105,003	931,263
Mental Health Services	80,479,507	84,599,484	85,668,619	94,745,085	9,076,466	95,051,289
Public Health Services	31,642,067	35,232,577	35,247,251	38,310,604	3,063,353	37,207,752
Correctional Health Services	5,168,530	5,506,404	5,529,142	5,630,755	101,613	5,385,468
Contributions to Medical Center	60,292,751	62,713,302	51,822,833	54,047,737	2,224,904	54,047,737
Total General Fund	213,376,166	226,819,899	219,223,059	238,407,506	19,184,447	237,509,255
Non-General Fund Budgets						
Emergency Medical Services Fund	3,696,394	2,388,203	2,327,755	2,747,720	419,965	2,747,720
IHSS Public Authority	11,723,451	13,385,725	13,583,754	15,257,493	1,673,739	15,277,648
Administrative and Quality Management Services	52,801,315	56,143,143	57,864,813	59,832,964	1,968,151	60,809,509
Patient Care Services	30,733,635	33,924,392	33,093,088	36,839,713	3,746,625	37,155,766
Clinical Ancillary and Support Services	37,377,136	40,985,793	39,218,495	44,157,633	4,939,138	44,633,124
Long-Term Care Services	17,560,274	23,395,609	20,718,616	22,646,182	1,927,566	23,339,995
Ambulatory and Medical Staff Services	31,308,243	30,681,739	31,434,019	34,255,775	2,821,756	34,854,028
Medical Center Capital Purchases	3,210,481	3,282,742	5,405,853	11,470,000	6,064,147	
Total Non-General Fund	188,410,928	204,187,346	203,646,393	227,207,480	23,561,087	218,817,790
Total Requirements	401,787,094	431,007,245	422,869,452	465,614,986	42,745,534	456,327,045
Total Sources	334,767,237	369,100,805	360,751,971	396,558,168	35,806,197	386,597,654
Net County Cost	67,019,857	61,906,440	62,117,481	69,056,818	6,939,337	69,729,391
AUTHORIZED POSITIONS						
Salary Resolution	2,107.0	2,109.0	2,102.0	2,221.0	119.0	2,221.0
Funded FTE	1,942.4	1,940.0	1,933.0	2,016.2	83.2	2,016.2

HEALTH DEPARTMENT

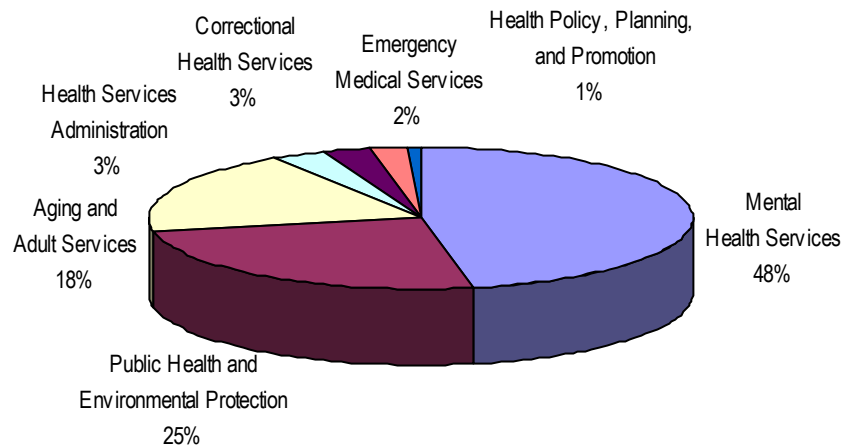


Health Department

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

County

Administration and Fiscal

Criminal Justice

Environmental Services

Housing

Public Works

Health

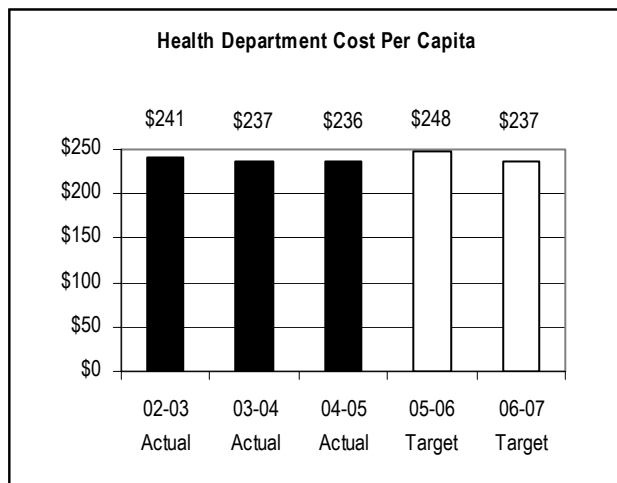
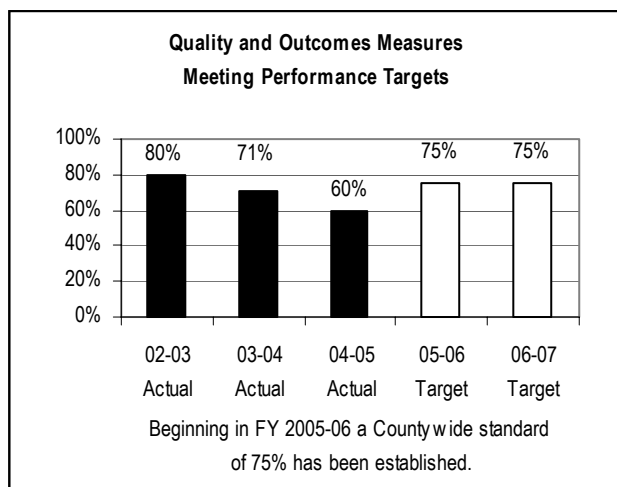
► Health Department

San Mateo Medical Center

Human Services

Non-Departmental Services

Department Measures



Department Mission Statement

The Health Department protects the public health of all citizens; ensures a healthy environment and rapid, compassionate emergency medical response; provides medical care, mental health, health education, and protective services for vulnerable people, regardless of ability to pay; and cooperates with concerned citizens and committed volunteers.

Contributions to Shared Vision 2010 Goals

The Health Department contributes to achieving the following goals of the Shared Vision 2010 commitments:

Commitment: Realize the Potential of our Diverse Population

Goal 1: Health Department forms partnerships with communities and organizations to build community capacity to identify and address health-related concerns. Examples include the Healthy Communities San Mateo County: A Community Health Improvement Initiative to Eliminate Health Disparities; Community-Oriented Health Services (COHS) projects in East Palo Alto, South San Francisco, and the Coastside; the Ravenswood Community Health Center in East Palo Alto; the Prenatal to Three Initiative; the Children's Health Insurance Initiative (CHI); Active for Life, the new initiative for increasing physical activity levels among adults age 50 and older; the New Beginning Strategic Plan to address the needs of older adults and adults with disabilities; and Mental Health school-based services.

Commitment: Ensure Basic Health and Safety for All

Goal 5: The goal of the Department is to ensure access to culturally sensitive health and preventive care. The Department's broad range of health education programs provides critical access and ensures implementation of preventive health care strategies. The Healthy Kids program guarantees that all County low-income children have health insurance.

Goal 6: Public Health and Environmental Protection work together to identify children who have elevated amounts of lead in their blood, determine the source of the lead, and remedy the problem. Mental Health offers intensive in-home services for youth at risk of placement outside the home. The In-Home Supportive Services (IHSS) Program helps children with disabilities remain at home with their families. Public Health's Family Services Program visits families in their homes to provide health education, literacy training, and preventive health care. Environmental Protection's Household Hazardous Waste Program helps residents remove hazardous wastes from their homes to ensure a safe home environment.

Goal 7: The Disease Control and Prevention program works to prevent communicable disease outbreaks such as flu, Severe Acute Respiratory Syndrome (SARS), and West Nile Virus. The Health Department plays a key role in preparing the public for disasters by providing emergency preparedness information.

Goal 8: Most Health Department programs are geared toward helping vulnerable individuals achieve a better quality of life. The Public Guardian provides comprehensive personal care and

financial services for individuals conserved by the court. Adult Protective Services educates the public and service providers about elder abuse and works with other agencies to investigate and act on specific cases.

Commitment: Offer a Full Range of Housing Choices

Goal 9: Mental Health Services offers a variety of housing services through its community contractor network that enable clients to remain in the community and out of locked facilities. These include shelter, transitional housing, supported housing, and residential services. Aging and Adult Services advocates for accessible housing, particularly through the Commission on Aging and Commission on Disabilities, and has produced a housing brochure to help clients find appropriate housing. The Health Department is working on an Older Adults Initiative in order to assist the County to develop resources appropriate to the needs of its aging population; one result of this initiative will be a comprehensive statement of need for older adult housing.

Commitment: Redesign our Urban Environment to Increase Vitality, Expand Variety, and Reduce Congestion

Goal 10: Aging and Adult Services advocates for implementation and funding of transportation projects to fill gaps identified in the Strategic Plan for Accessible Transportation and provides financial assistance for staff support to the Paratransit Coordinating Council.

Commitment: Preserve and Provide People Access to our Natural Environment

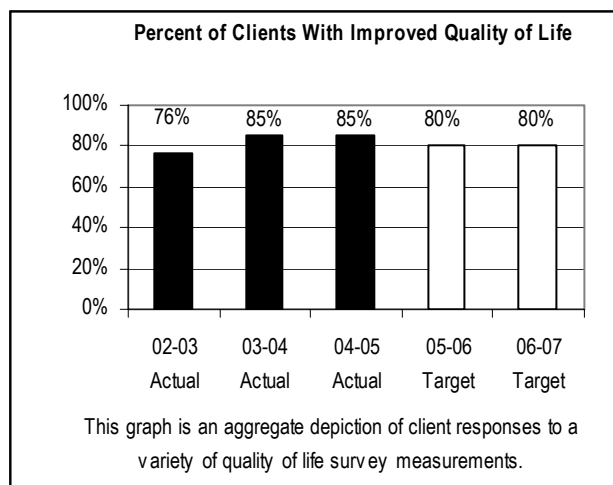
Goal 14: Environmental Health plays a key role in environmental preservation through land use and hazardous materials programs. It ensures proper functioning of septic systems and groundwater protection, and protects the public and the environment from chemicals used in small quantity generator facilities. The Hazardous Materials Response Team responds to threats of toxic contamination and spills throughout the County, and the Land Use Program helps ensure the County's beaches are safe for activities year-round.

Commitment: Responsive, Effective, and Collaborative Government

Goal 20: *Healthy San Mateo 2010*, the recent report outlining community health status and progress toward meeting healthy community goals, provides key information for both private and government sector health policy development. In addition, the Department's programmatic efforts in prevention and early childhood intervention help ensure the long-term health of community residents. The Prenatal to Three Initiative, California Children's Services, and Partners for Safe and Healthy Children programs emphasize early childhood interventions.

Goal 22: The Health Department has developed several cross-governmental strategic partnerships including: the Joint Powers Authority emergency response system with local fire departments, cities, and the ambulance contractor; partnerships with Menlo Park and South San Francisco to provide medical services; and Mental Health and Aging and Adult Services partnerships with local law

enforcement to enhance police knowledge and skills in responding to people in psychiatric distress or at risk of abuse.



Story Behind Baseline Performance

The Health Department includes the following programs:

- Health Administration
- Emergency Medical Services General Fund
 - Emergency Medical Services (EMS)
 - EMS Trust Fund
- Aging and Adult Services
 - Conservatorship Program
 - Community-Based Programs
 - In-Home Supportive Services (IHSS) Public Authority
 - IHSS Public Authority General Fund
- Mental Health Services
 - Mental Health Administration
 - Youth Mental Health Services
 - Adult Mental Health Services
- Public Health and Environmental Protection
 - Disease Control and Prevention
 - Family Health Services
 - Environmental Health Services
 - Food and Nutrition Services
- Correctional Health Services

Accomplishments that have contributed to improved performance and progress this past year include:

Facilitated Bioterrorism and Disaster Preparedness

- Published and distributed the *Emergency Preparedness Pocket Guide* for all County residents, to enhance public communication and education about responses to disease outbreaks, bioterrorism, and disaster preparation
- Improved Bioterrorism preparedness by training over 60 Public Health Nurses from the Health Department and the Human Services Agency to staff Neighborhood Emergency Triage, Vaccination and Antibiotic Centers (NETVAC); these centers have been identified as the primary mechanism for response to a terrorist attack requiring mass immunizations or medical treatment
- Developed “Go Kits” (packs that a first responder can take into the field immediately in the event of an emergency) that now serve as a model to be used statewide

Enhanced the Disease Control and Prevention (DCP) Infrastructure and Operations

- Implemented a major reorganization resulting in provision of direct medical management and oversight for the Laboratory and Mobile Clinic, increasing STD services eightfold over the prior year, integrating Edison Clinic services with those provided by the Mobile Clinic and HIV testing vans, and creating a structure for Continuous Quality Improvement (CQI) throughout DCP
- Initiated a small-scale Incident Command Structure (ICS) response, later to become a medium-size response, that addressed the issue of nationwide flu vaccine shortage by responding to calls and questions from the public and by

coordinating a limited supply of doses to ensure that those most at risk received the vaccine first

Improved the Health and Well-Being of Children

- In collaboration with the Human Services Agency (HSA), developed the Partners for Safe and Healthy Children (PSHC) initiative—a systematic, coordinated, and integrated approach to providing high-risk and vulnerable young children ages 0-5 and their families with evidence-based public health and behavioral health assessment, case management, and treatment services
- Continued the successful growth trend in Countywide health insurance enrollments through the Children's Health Initiative (Healthy Kids, Healthy Families, and Medi-Cal programs)
- Completed a Family Health Services reorganization that strengthened the unit leadership, focusing on the role of the Public Health physician and enhancing the Public Health Nutrition and Child Health programs

Developed Approaches to Address Health Disparities

- Engaged community members in Healthy Communities San Mateo County: A Community Health Improvement Initiative to Eliminate Health Disparities
- Completed a mental health staff and provider assessment and plan for cultural competence and implemented a study of Latino Access that was cited as a model program by the State Department of Mental Health

Improved Access to Health Care

- Worked with the San Mateo Medical Center (SMMC) to enhance the continuum of services and build community placement capacity through the Ron Robinson Senior Care Center and the Burlingame Long Term Care facility
- Partnered with the State to implement a uniform assessment tool for medical and social services providers to develop and determine optimal client placement options for seniors and adults with disabilities
- Implemented an electronic patient care record system in Emergency Medical Services
- Enhanced Correctional Health's staffing to enable interventions and other efforts aimed at maintaining the mental health of inmates without requiring inpatient care

Enhanced Environmental Protection

- Began a training initiative to institutionalize the Environmental Health Division's program knowledge
- Received grant funding from the California Integrated Waste Management Board to relocate the Household Hazardous Waste facility from the BFI transfer station to the BFI Recyclery

Improved Mental Health Services

- Developed a Request For Proposals for a new billing and clinical information system—along with 28 other California counties—and selected a group of four finalist vendors, with final selection to be made in the Fall of 2005
- Established a Central Assessment Team for AB 3632 services, which mandates County mental health programs to provide services as specified in each student's Individual Education Plan

- Implemented a centralized placement and review team, in collaboration with SMMC, to assist Psychiatric Emergency Services and acute units with more efficient discharge planning and linkage to outpatient resources

Expanded Policy and Planning Efforts

- Expanded the focus and capacity to provide Department-wide policy, planning, and health promotion services in order to address current health issues and implement the most appropriate public health interventions
- Assessed the health of the community, culminating in the publication of *Healthy San Mateo 2010: Health Status Indicators for San Mateo County, California* and establishment of goals for 2010
- Led the effort in preparation of the community assessment publication *Health and Quality of Life in San Mateo County*

Major challenges over the next two years will be:

- To plan for increased efficiencies and service reductions based on reduced funding from Federal, State, and local sources
- To optimize alternative funding opportunities for programs throughout the Department
- To develop the careers of current staff (succession planning)
- To continue collaborative approaches to providing health and mental health care with SMMC, Probation, HSA, and the Sheriff's Office
- To implement new policies and procedures in Mental Health to satisfy extensive new State and Federal Medi-Cal managed care compliance requirements for prevention of fraud and abuse
- To generate savings from less use of expensive inpatient care in Mental Health, and redirect those resources toward improved client outpatient support
- To transition the Mental Health Medi-Cal program from a case rate reimbursement structure back to a fee-for-service basis
- To maintain quality correctional health and mental health services despite rapidly rising costs

Department Priorities

The Health Department will meet performance targets by doing the following:

Implement Program Improvements

- Enhance the children's system of care through program improvements such as Partners for Safe and Healthy Children
- Develop and implement a three-year plan, as part of the Mental Health Services Act (Proposition 63), for new and expanded systems of care for seriously mentally ill/emotionally disturbed children, transition age youth, and adults/older adults
- Improve communicable disease service capacity in Public Health
- Advance the focus and capacity to provide Department-wide policy, planning, and health promotion services

Reduce Health Disparities

- Continue to engage community members in Healthy Communities San Mateo County: A Community Health Improvement Initiative to Eliminate Health Disparities
- Develop comprehensive strategic plans to reduce the incidence of childhood obesity and alcohol and other drug use
- Assess existing service gaps related to linguistic access to health care in San Mateo County

Implement New Initiatives

- Launch an Older Adults Initiative to better prepare the County for its aging population, providing projections and models for the composition of the County's aging population and highlighting service needs, such as housing and skilled nursing placements
- Implement San Mateo Mental Health Assessment and Response Technician (SMART) initiative—a multidisciplinary approach to respond to "behavioral" emergencies in the field at the request of law enforcement or mental health personnel

Ensure Service Coordination with the San Mateo Medical Center and the Human Services Agency

- Continue working with SMMC on high priority programs including the Ron Robinson Senior Care Center, long-term care, mental health services, communicable disease capacity, and AIDS services
- Partner with HSA on child welfare redesign and behavioral health system improvements

Maximize Revenues and Flexibility of Available Funding

- Increase enrollment in Medi-Cal, Healthy Families, and Healthy Kids for eligible Public Health, Mental Health, and Aging and Adult clients
- Evaluate and develop options for maximizing Medi-Cal billing and claiming in Public Health and Mental Health
- Expand strategies for claiming Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues

Improve Technology and Reporting

- Implement recommendations and action steps from the Department's Information Technology Strategic Plan in order to improve the ability to use and expand technology resources more efficiently and to integrate data systems across all Health Divisions and between other County Departments
- Begin phased roll-out of a new mental health information system that improves clinical services capacity and complies with HIPAA and other State and Federal requirements
- Continue roll-out of the new case management information system in Aging and Adult Services and begin implementation of its new uniform assessment tool

Health Department (5000D) All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	891,337	866,595	700,250	781,720	81,470	800,387
Fines, Forfeitures and Penalties	1,407,592	1,452,459	1,471,499	1,643,851	172,352	1,660,208
Use of Money and Property	537,074	376,089	770,000	638,407	(131,593)	645,562
Intergovernmental Revenues	78,975,437	88,985,942	86,286,734	90,889,198	4,602,464	90,904,574
Charges for Services	34,376,568	35,670,398	37,758,786	41,747,651	3,988,865	41,924,582
Interfund Revenue	5,565,866	5,570,933	6,034,635	5,901,845	(132,790)	5,901,845
Miscellaneous Revenue	8,149,181	10,254,471	9,989,098	10,541,120	552,022	10,537,420
Other Financing Sources	146,349	146,096	90,000	151,995	61,995	151,995
Total Revenue	130,049,405	143,322,982	143,101,002	152,295,787	9,194,785	152,526,573
Fund Balance	11,439,924	11,197,321	11,188,424	15,986,428	4,798,004	14,204,973
TOTAL SOURCES	141,489,329	154,520,303	154,289,426	168,282,215	13,992,789	166,731,546
REQUIREMENTS						
Salaries and Benefits	75,274,154	80,950,440	83,678,987	90,744,933	7,065,946	92,490,165
Services and Supplies	64,943,216	67,284,567	68,438,987	76,870,704	8,431,717	75,959,072
Other Charges	35,356,553	36,806,402	39,351,176	40,908,697	1,557,521	40,175,935
Fixed Assets	60,607	159,928	150,000	661,000	511,000	25,000
Other Financing Uses	379,078	180,857	180,922	319,307	138,385	230,000
Gross Appropriations	176,013,608	185,382,193	191,800,072	209,504,641	17,704,569	208,880,172
Intrafund Transfers	(16,621,381)	(16,626,820)	(17,712,493)	(20,189,005)	(2,476,512)	(20,262,236)
Net Appropriations	159,392,227	168,755,373	174,087,579	189,315,636	15,228,057	188,617,936
Contingencies/Dept Reserves	6,873,474	6,826,318	6,826,318	8,947,246	2,120,928	8,766,850
Non-General Fund Reserves	2,237,558	4,298,834	2,397,838	4,102,100	1,704,262	4,102,100
TOTAL REQUIREMENTS	168,503,259	179,880,525	183,311,735	202,364,982	19,053,247	201,486,886
NET COUNTY COST	27,013,930	25,360,223	29,022,309	34,082,767	5,060,458	34,755,340

AUTHORIZED POSITIONS

Salary Resolution	875.0	887.0	880.0	913.0	33.0	913.0
Funded FTE	832.3	840.1	833.1	866.2	33.1	866.2

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by \$13,992,789 or 9.1% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$81,470 in this funding source, reflecting a projected increase in various Environmental Health underground tank, well and septic permit fees.

Fines, Forfeitures and Penalties

There is an increase of \$172,352 in this funding source. The allocation from the Courts for EMS fines is expected to increase slightly based on current trends.

Use of Money and Property

There is a decrease of \$131,593 in this funding source, reflecting decreases in interest earnings, primarily due to the decreased cash holdings in the Public Guardian and EMS Trust Funds.

Intergovernmental Revenues

There is a net increase of \$4,602,464 in this funding source. Primary sources for this increase are Mental Health Realignment (\$2,194,744) and Other State Mental Health (\$907,911), which is made up of Mental Health Services Act (MHSA) Community Program Planning funds and projected increases in the State's Mental Health Managed Care and Managed Care Pharmacy allocation. Public Health's budget includes increases primarily due to a change in the Medi-Cal revenues as well as increases in the following programs due to caseload growth: California Children's Services (CCS), Child Health Disability and Prevention (CHDP), Maternal Child Health, Black Infant Health, and the Women, Infant and Children (WIC) Nutrition Program. Aging and Adult Services includes increases in State and Federal Welfare revenues (\$331,490) and State aging revenues (\$189,245). EMS received grants from the State for emergency preparedness and disaster planning of \$640,442. At the same time, allocations and reimbursements from other government agencies are expected to decrease due to conclusion of grants or reductions in allocations. The major reductions are: Federal funding for Community Access Program (CAP) for Health Administration, Bioterrorism funding, and Ryan White and Housing Opportunities for People with AIDS (HOPWA) revenues for Public Health.

Charges for Services

There is a net increase of \$3,988,865 in this funding source. Mental Health revenues increased \$3,023,549, mainly due to an increase in Medi-Cal Federal Financial Participation revenues of \$2,456,974. Medi-Cal Administrative Activities (MAA) revenue and other Public Health charges and Environmental Health fees are projected to increase by \$718,868 and \$180,395, respectively.

Interfund Revenue

There is a net decrease of \$132,790 in this funding source primarily due to the transfer of the Medical Library to SMMC (Health Administration used to charge SMMC for the cost of the Medical Library). Environmental Health has reclassified \$76,800 of this category to Other Financing Sources.

Miscellaneous Revenue

There is a net increase of \$552,022 in this funding source, which includes \$403,906 in reimbursement from the Health Plan of San Mateo (HPSM) for the costs of the HPSM Executive Director and the Medi-Cal Implementation Manager positions. Other reimbursements have increased including \$117,603 for Food and Nutrition and \$85,560 for Environmental Health. Revenue for the Children's Health Initiative from foundations and other organizations has decreased by \$309,000. The Health Education unit, which was previously part of Public Health, has been transferred to the new Health Policy, Planning and Promotion budget unit and corresponding adjustments have been made in this funding source.

Other Financing Sources

There is a net increase of \$61,995 in this funding source. Environmental Health's Interfund Revenue has been reclassified to this funding source.

Fund Balance

There is an increase of \$4,798,004 in this funding source. The Agency's Fund Balance increased by 43% from the prior year's budget amount.

TOTAL REQUIREMENTS

Total Requirements increased by \$19,053,247 or 10.4% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$7,095,646 in this expenditure category. Merit increases as well as the annualized portion of mid-year Salary Ordinance Amendments and negotiated labor increases, including the agreement with the nurses (CNA), have been included and account for \$5,682,940 of the total. This increase has been offset by \$1.5 million in reductions in various other expense categories. The balance of the increase will pay the costs associated with the following: seventeen positions (two grant-funded and five supported with other revenues) are added to improve caregiver services in Aging and Adult, provide staff for training in Public and Environmental Health, enhance Bioterrorism activities, and improve Mental Health claiming and services; sixteen positions are added as a result of the reconciliation of position changes approved in FY 2004-05 and conversion of ten Extra Help positions to permanent status; two positions that are "on loan" and being reimbursed by the Health Plan of San Mateo; a Public Health Nurse for the injury prevention program; and transfer of the Medical Librarian position to the Medical Center. The cost of these additional positions is fully met within the resources of the department, and there is no additional Net County Cost associated with these changes. The Health Education unit, previously a part of Public Health, has been transferred to the new Health Policy, Planning, and Promotion budget unit.

Services and Supplies

There is a net increase of \$8,431,717 in this expenditure category. Mental Health has increased expenditures by \$4,589,801, which includes increases in drug costs, contracts for service provision including bed placement and an interagency transfer to Correctional Health for enhanced Mental Health staffing at the jail and purchase of a second bed in Santa Clara. EMS includes \$1,199,701 for the San Mateo County Mental Assessment Response Technician or "SMART" program and contract costs for the emergency preparedness program. Correctional Health, Aging and Adult Services, and Environmental Health have a combined increase in their budgets of \$1,323,014 for various payments to other providers, contracts, and supplies. Food and Nutrition Services' budget increased its Services and Supplies by \$251,137 to include food and supply cost increases of 2.7%. Additionally, a total of \$624,700 has been budgeted in startup costs for the Youth Services Center. The EMS Trust Fund budget provides \$429,484 for physicians, hospitals and other services as a result of a new State requirement for accelerated payments. The Health Education unit, previously part of Public Health, has been transferred to a new budget unit—Health Policy, Planning and Promotion—and adjustments have been made in this category.

Other Charges

There is a net increase of \$1,557,521 in this expenditure category. Public Health's budget includes an additional \$646,062 for technical and automation support services from LSD, \$179,751 for needle exchange contracting, and an increase of \$117,107 for cost of a new lease for the California Children's Services (CCS) office. Mental Health contractor rate increases account for \$612,047 and facility leases and rental charges increased by \$121,540. Aging and Adult Services includes \$75,000 for the investigation of abuse in adult day health centers, adult day programs, and adult residential facilities for residents under 60 through the Ombudsman program.

Fixed Assets

There is a net increase of \$511,000 in this expenditure category, including \$120,000 for the renovation of Public Health's laboratory, \$500,000 for replacement of the Lab System software application, \$25,000 for replacement of a self-contained breathing apparatus for Environmental Health and \$5,000 for a Food and Nutrition Services refrigeration unit.

Other Financing Uses

There is an increase of \$138,385 in this expenditure category. Capital improvements to construct offices and a permanent Household Hazardous Waste (HHW) collection facility have been completed. Public Health's budget includes \$230,000 for remodeling costs associated with reorganization of the Disease Control and Prevention unit and for an emergency power generator needed to ensure continued electricity to the Laboratory and selected areas of the Health Department in the event of an outage.

Intrafund Transfers

There is a net increase of \$2,476,512 in this expenditure category. The major increases in this category are: County support for the Children's Health Initiative program of \$450,000 to reflect annualized premium payments to the Health Plan of San Mateo; a transfer from Mental Health to Correctional Health of \$996,829 for enhanced Mental Health staffing in the jail and for the purchase of a second bed from Santa Clara County as approved by the Board of Supervisors in FY 2004-2005; transfers to EMS totaling \$454,398, primarily for the "SMART" program and a contract for phlebotomy services; Food and Nutrition Services transfers of \$473,295 for meal deliveries to Probation and Sheriff's Office; and the administrative costs of the new Health Policy, Planning, and Promotion budget unit of \$680,103, which are shared among the Health Department's operating divisions.

Contingencies/Departmental Reserves

There is a net increase in General Fund Departmental Reserves of \$2,120,928 which will be used primarily to fund automation programs under the Information Technology Strategic Plan (ITSP). The balance in General Fund Reserves represents 4.7% of Net Appropriations. The General Fund Reserve will cover potential costs for audit adjustments, net equity required for the Managed Care Plan and housing projects in Mental Health, the hand-held inspection equipment project in Environmental Health and a reserve for Bioterrorism in Public Health. Non-General Fund

Reserves have increased by \$1,704,262 to \$4,102,100 and include \$1,250,776 for the EMS Trust Fund and \$2,851,324 for the In-Home Supportive Services Public Authority.

NET COUNTY COST

There is a net increase of \$5,060,458 or 17.4% in Net County Cost. This increase is primarily due to merit increases, annualization of mid-year position changes, negotiated labor increases, and cost-of-living increases to community-based organizations as approved by the Board of Supervisors. Also included are startup costs for the YSC of \$623,886, \$75,000 for the Ombudsman program, and \$179,751 for the needle exchange program, which was transferred from the Human Services Agency to Public Health.

FY 2006-07 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$1,550,669 or 0.9% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$18,667 in this funding source, reflecting a projected increase in various Environmental Health underground tank, well, and septic permit fees.

Fines, Forfeitures and Penalties

There is an increase of \$16,357 in this funding source. The allocation from the Courts for EMS fines is expected to increase slightly based on current trends.

Use of Money and Property

There is an increase of \$7,155 in this funding source, reflecting an increase in interest earnings in the IHSS Public Authority.

Intergovernmental Revenues

There is a net increase of \$15,376 in this funding source. This includes increases in claiming reimbursements in Mental Health in the amount of \$71,262, Aging and Adult Services in the amount of \$55,091, and the IHSS Public Authority in the amount of \$13,000. These increases are offset by a decrease of \$52,821 in Environmental Health as a result of the completion of a grant for creek contamination investigation.

Charges for Services

There is a net increase of \$176,931 in this funding source. Mental Health has projected an increase of \$49,828 due to third party payments; Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues in Public Health are projected to increase \$61,763; and Environmental Health fees are projected to increase \$65,340.

Miscellaneous Revenue

There is a decrease of \$3,700 in this funding source resulting from rate increases and adjustments for services provided to customers of Food and Nutrition Services.

Fund Balance

There is a decrease of \$1,781,455 in this funding source, primarily due to deletion of prior year Fund Balance that had been used for one-time projects.

TOTAL REQUIREMENTS

Total Requirements decreased by \$878,096 or 0.4% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,745,232 in this expenditure category. Merit increases and the annualized portion of mid-year Salary Ordinance Amendments have been included.

Services and Supplies

There is a net decrease of \$911,632 in this expenditure category due to deletion of prior one-time costs and other minor adjustments in Public Health (\$300,000), Mental Health (\$217,562), and Correctional Health (\$230,110).

Other Charges

There is a net decrease of \$732,762 in this expenditure category due to the removal of \$630,000 in one-time Public Health costs, an \$80,000 increase for maintenance expenses for the new Public Health lab system, and a \$13,000 increase in the cost of Public Authority contract services.

Fixed Assets

There is a net decrease of \$636,000 in this expenditure category, reflecting the elimination of funding for prior year one-time equipment purchases in Public Health in the amount of \$620,000 and Food and Nutrition Services in the amount of \$5,000.

Other Financing Uses

There is a decrease \$89,307 in this expenditure category due to elimination of prior one-time costs in Environmental Health.

Intrafund Transfers

There is a net increase of \$73,231 in this expenditure category primarily due to elimination of prior one-time costs in Health Administration.

Contingencies/Departmental Reserves

There is a decrease in General Fund Departmental Reserves of \$180,396 due to continued expansion of the handheld inspection program, enhancements to the online Household Hazardous Waste appointment scheduler, and continuation of training and scanning projects in Environmental Health Services. There is no change in Non-General Fund Reserves.

NET COUNTY COST

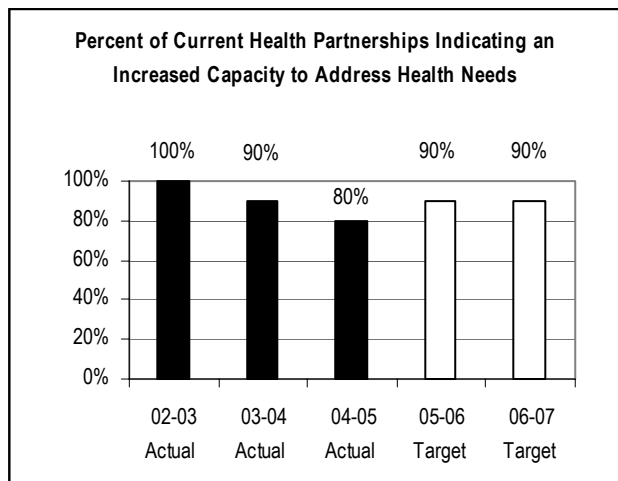
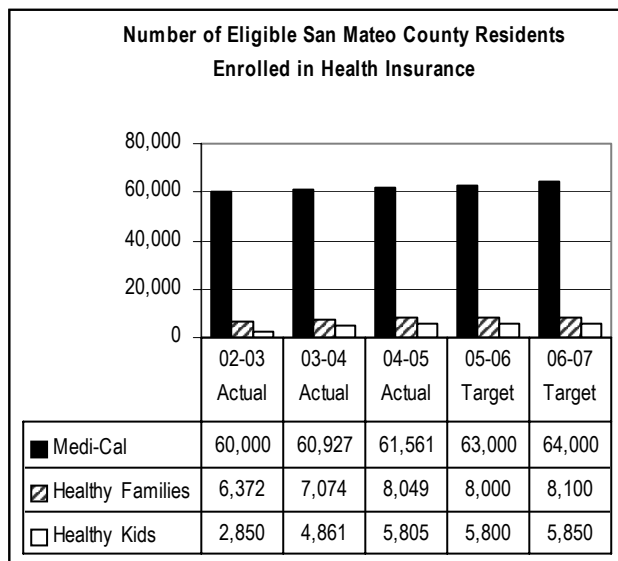
There is a net increase of \$672,573 or 2.0% in Net County Cost, reflecting merit increases and the annualization of mid-year position changes.

Health Administration (5500B)

Program Locator

County
Health
Health Department
▷ **Health Administration**

Headline Measures



Program Outcome Statement

Health Administration promotes and improves the health and well being of the community by providing overall leadership, policy setting, management, and fiscal and administrative support of public health care and services for all programs within the Health Department that provide direct service to the community.

Services and Accomplishments

Health Administration contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by increasing health insurance coverage rates, engaging the community in health needs and issues, maximizing inter- and intra-departmental program and service coordination, and seeking ways to minimize Net County Cost. Health Administration provides leadership for the Department and the County in meeting health care needs; ensures that all Health Divisions have the capacity to provide needed care and services to residents; and provides support to the Board of Supervisors, County Manager, the public and other agencies. Health Administration oversees the budget for the entire Department; works with the State and Federal government on funding issues; offers needed information for financial audits of the Department; oversees contractual agreements between the Department and independent contractors; provides leadership and central coordination for the Children's Health Initiative (CHI), Information Technology, and the Health Insurance Portability and Accountability Act (HIPAA); and provides Countywide leadership for compliance with the Americans with Disabilities Act (ADA) for County-provided services.

The following are major accomplishments in the current year:

- Provided technical, analytical and planning assistance to the Divisions and other Departments (HSA, SMMC, Probation, Sheriff) for initiatives related to the Correctional Health Services inpatient treatment, Disease Control and Prevention reorganization, Public Health and SMMC labs, psychiatric care at SMMC, and child abuse assessment and treatment services
- Coordinated the development of the Department's Information Technology Strategic Plan (ITSP)
- Led a Department financial stabilization initiative to identify additional State and Federal revenue streams
- Expanded the focus and capacity to provide Department policy, planning, and health promotion services in order to address current health issues and implement the most appropriate public health interventions
- Supported the Countywide effort by convening the first Health Disparities summit and engaging community members in a process to reduce health disparities in the areas of substance abuse and nutrition and physical fitness
- Coordinated the CHI, a public and private initiative to provide coverage to all uninsured children from lower-income families
- Assessed the health of the community culminating in the publication of *Healthy San Mateo 2010: Health Status Indicators for San Mateo County, California* and establishment of goals for 2010
- Published and distributed the *Emergency Preparedness Pocket Guide* for all County residents
- Improved public communication and education about responses to outbreaks and other health issues concerning vaccine shortages and bioterrorism preparation

- Led the effort in the preparation of the community assessment publication *Health and Quality of Life in San Mateo County*
- Began training staff regarding County policies on accessibility of services, as required by the ADA

Story Behind Baseline Performance

Health Administration continues to lead efforts in identifying individuals who are eligible for health insurance, successfully enroll them in the appropriate program, and assist them in getting needed preventive care. Concerted effort on insurance outreach and enrollment resulted in surpassing Countywide enrollment targets for Medi-Cal, Healthy Families and Healthy Kids, with 75,415 children and adults enrolled in the three programs at the end of the current fiscal year—a growth of 2,553 individuals over the prior fiscal year, as seen in Headline Measure 1. A key element of this effort is the Children's Health Initiative, which had enrolled 5,805 children in the new Healthy Kids insurance program at the end of FY 2004-05.

Health Administration also provides oversight for the Department's work on developing a Community-Oriented Health System (COHS), working in partnership with community organizations to identify health needs of specific populations and increase community involvement. Success is indicated by Headline Measure 2, which shows that 80% of current health partnerships indicate an increased capacity to address health needs. Due to a reduction in available grant funding and an increased demand for resources by partnership communities in Daly City, South San Francisco, and the Coastsides, the number of partnerships in the community has decreased to five and is projected to remain at this level in FY 2005-06.

Major challenges over the next two years will be:

- To implement the Department's IT Strategic plan
- To develop and implement a plan to transition the CHI out of Administration and to sustain the initiative beyond the County's five-year funding commitment
- To continue mobilizing and engaging the community to implement strategic initiatives that address disparities in health
- To develop financial and programmatic strategies that ensure the Department can provide needed care to residents, especially as State, Federal, and local funding decreases
- To continue a collaborative approach to providing health and behavioral health care with SMMC, Probation, the Human Services Agency, and the Sheriff's Office
- To develop strategies for health care access in response to major health care safety net changes, such as the State's planned Medi-Cal redesign

Program Priorities

Health Administration will meet performance targets by doing the following:

Enroll an Additional 1,385 Children and Adults in Health Insurance Plans and Increase Retention Rates

- Continue to work with all school districts, community-based organizations, and County agencies to provide easily accessible gateways to enrollment
- Work with HSA to enhance the One-e-App so that community based organizations can use it to assist all family members to enroll in health coverage
- Implement retention strategies that increase contact with families and improve their understanding and use of benefits

Ensure at least 90% of Health Partnerships Indicate an Increased Capacity to Address Health Needs

- Involve staff from all Divisions in community partnerships
- Improve coordination among partnerships to improve community health indicators
- Implement initiatives related to the Health Disparities summit

Continue to be Proactive and Responsive to Changing Trends in Healthcare

- Monitor and advocate healthcare-related legislation and administrative reform efforts such as state-wide coverage for all children and Medi-Cal Redesign
- Monitor ongoing changes in the community's health and the County's healthcare system and propose solutions

Seek Ways to Minimize Net County Cost

- Develop and implement cost reduction/containment initiatives
- Continue to review, modify, and strengthen strategies to maximize funding programs including Medicaid Administrative Activities (MAA) and Targeted Case Management (TCM)
- Develop and coordinate grant funding proposals

Maximize Inter- and Intra-Departmental Program and Service Coordination

- Improve the Department's ability to use and expand technology resources to more efficiently provide services
- Lead efforts to integrate data systems across Health Divisions and between other County Departments
- Enhance the Department's OBM implementation by leading efforts to improve data collection and usage to manage programs more effectively

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of eligible San Mateo County residents enrolled in Health Insurance:					
- Medi-Cal	60,000	60,927	61,561	63,000	64,000
- Healthy Families	6,372	7,074	8,049	8,000	8,100
- Healthy Kids	2,850	4,861	5,805	5,800	5,850
TOTAL	69,222	72,862	75,415	76,800	77,950
Number of community events held to address healthcare and develop strategies to increase utilization of health insurance and healthcare services	50	152 ⁽¹⁾	226	170	170
How Well We Do It (Quality)					
Number and percent of County jurisdictions involved in health-related partnerships	8 / 36%	5 / 23%	5 / 23%	7 / 32%	9 / 41%
Percent of stakeholder survey respondents rating services good or better: ⁽²⁾					
- Internal	98%	93%	0% ⁽³⁾	90%	90%
- External	100%	98%	0% ⁽³⁾	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of current health partnerships indicating an increased capacity to address health needs	100%	90%	80%	90%	90%

⁽¹⁾ Reflects increased activity related to Children's Health Initiative.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽³⁾ Survey not conducted in FY 2004-05.

Health Administration (5500B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	20.0	24.0	21.0	21.0		21.0
Funded FTE	20.0	24.0	21.0	20.3	(0.7)	20.3
 Total Requirements	4,347,626	6,036,501	7,142,983	6,924,223	(218,760)	6,860,506
Total Sources	4,820,130	6,342,919	7,014,321	6,924,223	(90,098)	6,860,506
Net County Cost	(472,505)	(306,417)	128,662		(128,662)	
 NCC Breakdown						
COLAs for Providers			128,662		(128,662)	

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by Intrafund Transfers from other Health Divisions for which it provides services.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; reductions in contract expenses; reduction in ISD automation charges; and a reduction in outside funders' share of the Children's Health Initiative (CHI) program. Funding for the Community Access Program (CAP) has been discontinued. In addition, a cross-program staffing adjustment has been made to facilitate the development of professional and management capacities in several Health Divisions, with no change resulting at the Department level in either total positions or Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(740,258)	(282,240)	(34,331)	0	423,687	2

2. Transfer Positions to Health Policy, Planning, and Promotion

The reorganization establishing a new Health Policy, Planning, and Promotion unit supports program priorities of ensuring at least 90% of health partnerships indicate an increased capacity to address health needs and enabling the Health Department to continue to be proactive and responsive to changing trends in healthcare (see the following section for a complete description of the new budget unit). Four positions have been transferred out of Health Administration to the new budget unit: one Health Services Manager I, one Management Analyst III, one Administrative Assistant I, and one Medical Program Director.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(512,423)	0	0	(512,423)	(4)

3. Convert Extra Help Position to Permanent Status

Conversion of one Extra Help Patient Services Assistant II position to permanent status supports meeting performance targets by addressing long-term workload needs and also facilitates achievement of the program priority to enroll an additional 1,500 children and adults in health

insurance plans and increase retention rates by supporting the CHI effort to enroll additional children from Mental Health. Costs are covered by Medi-Cal Administrative Activities (MAA) funding and CHI grants.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,267	60,267	0	0	0	1

4. **Transfer Medical Library to SMMC**

The Medical Library, including one Medical Librarian II, is being transferred to the Medical Center to reflect greater usage of the Library by SMMC. The Health Department will reimburse SMMC for approximately 25% of the costs, based on usage.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(97,965)	(137,891)	0	0	(39,926)	(1)

5. **Add Executive Director**

Addition of one Executive Director–U position supports the program priority to increase insurance enrollment and retention rates by promoting interagency collaboration on Medi-Cal issues of mutual concern. This position was previously approved by the Board of Supervisors on March 29, 2005 and is on loan to Health Plan of San Mateo (HPSM). The County will be fully reimbursed by HPSM for expenses incurred.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
231,514	231,514	0	0	0	1

6. **Position Transfer to Family Health Services**

One Community Program Specialist III is being transferred to the Family Health Services program within Public Health to coordinate the Immunization Registry.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(99,991)	99,991	0	0	(1)

7. **Recruitment Services Provided by Employee and Public Services (EPS)**

Appropriations are being added for contractual recruitment services provided by EPS through addition of a Management Analyst II to the EPS budget. This payment in Health Administration is offset by Intrafund Transfers from the other Divisions within the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	58,431	(58,431)	0	0	0

8. **Indigent Healthcare Pilot**

Based on the May 2005 recommendations from the County Indigent Healthcare Work Group, a full screening and verification process pilot study will be conducted from October 2005-March 2006. All uninsured applicants will be screened for eligibility in Adult Medi-Cal, the County's medically indigent program (WELL), Discounted Health Care (charity care), and other programs using the One-e-App web-based application screening tool. Budgeted costs include Extra Help, contractual services with community-based organizations, as well as phones, network connections and mileage reimbursement. Reimbursement will be made from Non-Departmental General Fund (\$151,350) where funds were set aside for this purpose in the Recommended Budget. These changes result in no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	151,350	(151,350)	0	0	0

9. Medicare Implementation Manager

This adjustment supports meeting performance targets by addressing operational requirements. One Project Manager-Unclassified position, serving as Medicare Implementation Manager, is being added. This position was previously approved in the Salary Ordinance Amendment of June 28, 2005, and is on loan to Health Plan of San Mateo (HPSM), which will fully reimburse the Health Department for the cost of the position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
172,392	172,392	0	0	0	1

10. Additional Staffing for Administrative Support

This adjustment supports meeting performance targets by addressing operational requirements. Two positions, one Administrative Assistant II-E and one Office Specialist, are being added to provide additional administrative support in Health Administration. The costs will be fully offset by savings from transferring one Administrative Services Manager I to Mental Health Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(18,574)	18,574	0	0	1

11. Conversion of Unclassified Position for Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM)

Conversion of one vacant Community Program Specialist III-Unclassified position to classified status supports the program priority of seeking ways to lower Net County Cost by providing oversight of the County's MAA and TCM programs and developing strategies to maximize these funding sources. In addition, this position will serve as the County's designated coordinator for these programs, as required by the State. The cost will be 50% reimbursable from MAA revenues, with the balance covered by transfers from other Health Divisions that participate in MAA and TCM. There is no increase in Net County Cost associated with this action.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,715	0	0	75,715	1
0	(75,715)	0	0	(75,715)	(1)

12. Adjustments to Fund Balance

Increased Fund Balance has been set aside in Reserves for information technology projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
283,952	63,717	0	220,235	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(90,098)	(313,448)	(125,547)	220,235	(128,662)	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

13. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs; and increased Intrafund Transfers from operating Divisions that fund the Health Administration program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(63,717)	963	(64,680)	0	0	0

Health Administration (5500B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	920,424	856,506	995,437	634,959	(360,478)	634,959
Charges for Services	63,000		63,000	63,000		63,000
Interfund Revenue	134,216	143,327	142,633	44,668	(97,965)	44,668
Miscellaneous Revenue	3,702,490	5,105,910	5,576,075	5,660,468	84,393	5,660,468
Total Revenue	4,820,130	6,105,743	6,777,145	6,403,095	(374,050)	6,403,095
Fund Balance		237,176	237,176	521,128	283,952	457,411
TOTAL SOURCES	4,820,130	6,342,919	7,014,321	6,924,223	(90,098)	6,860,506
REQUIREMENTS						
Salaries and Benefits	2,386,844	2,589,450	2,727,376	2,540,187	(187,189)	2,604,867
Services and Supplies	6,018,100	7,783,789	8,877,727	8,790,139	(87,588)	8,790,139
Other Charges	700,642	907,884	990,939	952,268	(38,671)	888,551
Gross Appropriations	9,105,586	11,281,123	12,596,042	12,282,594	(313,448)	12,283,557
Intrafund Transfers	(4,757,960)	(5,276,095)	(5,484,532)	(5,610,079)	(125,547)	(5,674,759)
Net Appropriations	4,347,626	6,005,028	7,111,510	6,672,515	(438,995)	6,608,798
Contingencies/Dept Reserves		31,473	31,473	251,708	220,235	251,708
TOTAL REQUIREMENTS	4,347,626	6,036,501	7,142,983	6,924,223	(218,760)	6,860,506
NET COUNTY COST	(472,505)	(306,417)	128,662		(128,662)	
AUTHORIZED POSITIONS						
Salary Resolution	20.0	24.0	21.0	21.0		21.0
Funded FTE	20.0	24.0	21.0	20.3	(0.7)	20.3

Health Policy, Planning & Promotion (5550B)

Budget Unit Locator

County

Health

Health Department

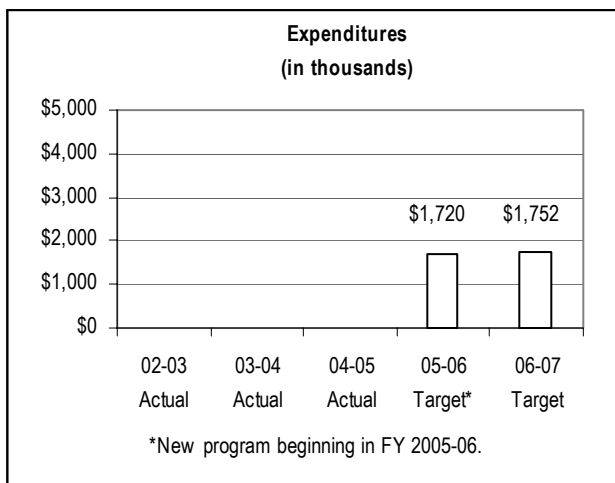
▷ **Health Policy, Planning, and Promotion**

Budget Unit Description

Health Policy, Planning, and Promotion serves as a resource to the Department and its Divisions, the Board of Supervisors, and the community by overseeing community health promotion, health planning and assessment, and data and policy analysis. It is made up of three sections:

- Health Policy and Planning, to create a comprehensive planning and analysis unit comprised of analysts and health educators who will expand the Department's capacity to fulfill project specific needs that require policy and data analysis, program assessment, policy development, community building, and health planning
- Health Promotion, to develop a strong structure for coordinating health promotion programs through oversight of population-based, cross-departmental health promotion initiatives and strategic planning to facilitate policy redirection away from categorical grant-driven programs to a focus on County health priorities such as youth development, dental prevention, chronic disease prevention, nutrition, and family violence
- Health Officer, to place the County's Medical Program Director in a unit aligning the broadest concerns of promoting social, economic, and environmental conditions toward improving health and well-being and preventing illness, disease, and injury

During FY 2005-06, Headline Measures will be developed to reflect the major performance objectives of this new unit, as well as establishment of specific measures and targets that accurately reflect its performance toward achieving those objectives.



Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$948,450 or 55.1% of Total Requirements. Of this amount, 100% is discretionary.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. New Health Policy, Planning, and Promotion Budget Unit

The Health Department has established a new budget unit for program-related services to focus on and provide department-wide policy, planning, and health promotion services. Forming a separate budget and OBM unit will ensure that a cross-departmental programmatic focus will be developed and maintained. The new unit is made up of three sections—Health Policy and Planning, Health Promotion, and Health Officer. The new unit was initially established with 15 staff, including 14 positions transferred in from Health Administration and Public Health (Health Education), and one new Management Analyst III to backfill the duties of the Finance Director who is on loan to the Health Plan of San Mateo (HPSM). Approximately 57% of the costs are revenue offset by First 5 San Mateo County for the Smoke Free Start for Families Program, the Robert Wood Johnson Foundation for the Active for Life program, and the State Department of Health for the Male Involvement Program; and Intrafund Transfers from Public Health for Bioterrorism preparedness for vulnerable populations, Aging and Adult Services for pharmaceutical prescription education, and Maternal and Child Health for asthma prevention planning.

Revenue/Sources	626,804
Appropriations	2,195,039
Intrafund Transfers	(619,785)
Reserves	0
Net County Cost	948,450
Positions	15

2. Transfer in Sexually Transmitted Disease Community Intervention Program (SCIP) Grant

The SCIP grant is being transferred in from Public Health. The primary focus of this grant is community health education for the prevention of sexually transmitted diseases (STDs); these activities

are appropriately located within the educational component of the new Health Policy, Planning, and Promotion (HPPP) budget unit.

Revenue/Sources	16,000
Appropriations	7,000
Intrafund Transfers	9,000
Reserves	0
Net County Cost	0
Positions	0

3. Transfer in Male Involvement Program (MIP) Grant

The Male Involvement Program (MIP) grant is being transferred in from Public Health. This grant concentrates on working with adolescent males to help reduce teenage pregnancy rates, improve adolescent male parenting skills, and reduce STD rates within this population. These activities are closely aligned with the educational component of HPPA.

Revenue/Sources	100,000
Appropriations	0
Intrafund Transfers	100,000
Reserves	0
Net County Cost	0
Positions	0

4. Position Transfer from Public Health

One Public Health Educator is being transferred in from Public Health to support public health education activities related to smoking cessation, youth development, and STD prevention.

Revenue/Sources	0
Appropriations	94,607
Intrafund Transfers	(94,607)
Reserves	0
Net County Cost	0
Positions	1

5. Traffic Safety Grant

A grant has been received from the State Office of Traffic Safety for increasing seat belt usage by high school students. The grant runs from October 1, 2005 to December 31, 2007 and will partially fund a Public Health Nurse position, who will act as an injury prevention

coordinator. The balance of the funding for this position will be provided through charges to other Health Divisions.

Revenue/Sources	29,175
Appropriations	86,218
Intrafund Transfers	(57,043)
Reserves	0
Net County Cost	0
Positions	1

6. Position Reclassification for Program Management

This adjustment supports meeting performance targets by addressing operational requirements. A Health Services Manager I position is being reclassified to Health Services Manager II to reflect the scope of responsibility for managing the recently created Health Policy, Planning, and Promotion unit. This new unit serves as a multidisciplinary resource to the Health Department, its Divisions, the Board of Supervisors, and the community by overseeing community health promotion, health planning and assessment, and data and policy analysis. This reclassification has been reviewed by Employee and Public Services. The costs will be fully covered through Intrafund Transfers from the other Health Divisions.

Revenue/Sources	0
Appropriations	17,668
Intrafund Transfers	(17,668)
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	771,979
Appropriations	2,400,532
Intrafund Transfers	(680,103)
Reserves	0
Net County Cost	948,450
Positions	17

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases, annualization of negotiated increases, and higher benefits costs.

Revenue/Sources	0
Appropriations	39,255
Intrafund Transfers	(7,851)
Reserves	0
Net County Cost	31,404
Positions	0

Health Policy, Planning & Promotion (5550B)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

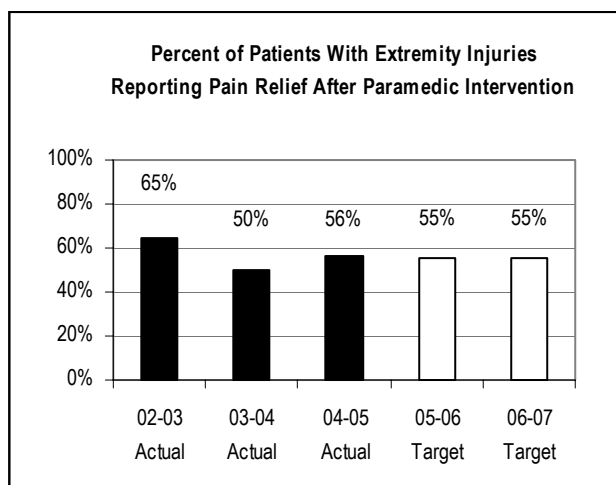
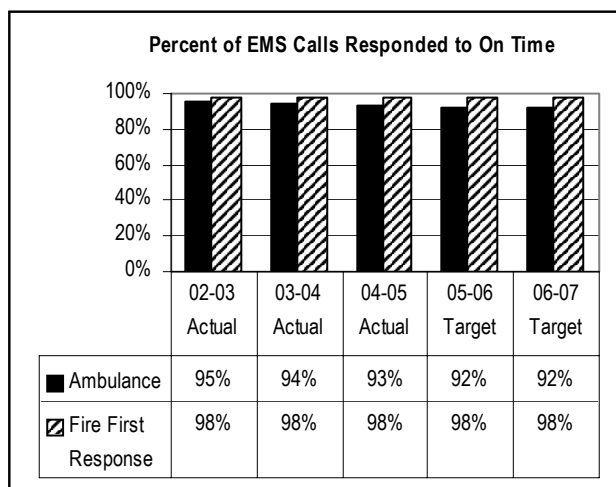
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues				225,303	225,303	225,303
Miscellaneous Revenue				546,676	546,676	546,676
TOTAL SOURCES				771,979	771,979	771,979
REQUIREMENTS						
Salaries and Benefits				1,701,593	1,701,593	1,740,848
Services and Supplies				634,028	634,028	634,028
Other Charges				64,911	64,911	64,911
Gross Appropriations				2,400,532	2,400,532	2,439,787
Intrafund Transfers				(680,103)	(680,103)	(687,954)
TOTAL REQUIREMENTS				1,720,429	1,720,429	1,751,833
NET COUNTY COST				948,450	948,450	979,854
AUTHORIZED POSITIONS						
Salary Resolution				17.0	17.0	17.0
Funded FTE				16.6	16.6	16.6

Emergency Medical Services GF (5600B)

Program Locator

County
Health
Health Department
▷ **Emergency Medical Services GF**
Emergency Medical Services Trust Fund

Headline Measures



Program Outcome Statement

Emergency Medical Services (EMS) provides an integrated and coordinated system of services to ensure appropriate, timely, and respectful emergency medical care to meet the needs of patients and their families in San Mateo County.

Services and Accomplishments

EMS contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing oversight and coordination of the Countywide emergency medical services system, a nationally recognized program featuring a private/public partnership between an ambulance provider and a Joint Powers Authority (JPA) of fire service agencies. The system includes emergency medical dispatch; fire service paramedic first response; emergency paramedic ambulance transport; air ambulance services; and interfaces with hospital emergency departments, trauma centers and pediatric critical care centers. EMS is also responsible for medical/health disaster activities in cooperation with the Sheriff's Office of Emergency Services (OES). Dispatch and communication functions are consolidated in Public Safety Communications in the County's Employee and Public Services Department. EMS is currently funded entirely by ambulance contractor fees and fines, and transfers from the EMS Trust Fund for administering physicians' claims.

The following are major accomplishments in the current year:

- Implemented an electronic patient care record system
- Revised the Trauma Plan and obtained approval of the State EMS Authority
- Continued to exceed contractual requirements for Countywide paramedic first response and 9-1-1 ambulance services as demonstrated by response times and customer surveys
- Successfully completed recent State audit of EMS (Maddy) Fund, in which San Mateo County was one of four counties audited
- Coordinated the bioterrorism grant for the Health Department

Story Behind Baseline Performance

Emergency medical services are monitored in terms of response times required of the ambulance contractor. These response times are contractually specified and are monitored by EMS. Responding to approximately 40,000 9-1-1 calls per year, the on-time rate for the past several years has been 98% for paramedic first response and 92% or better for ambulance response, as shown in Headline Measure 1.

Headline Measure 2—percentage of patients with blunt extremity injuries reporting pain relief—reflects whether anyone is better off as a result of the paramedic intervention performed by EMS contractors. Pain relief is an indication of appropriate pre-hospital care, which is measured in accordance with the EMS Agency Medical Treatment Protocol Manual. This data is obtained by query to the prehospital patient care record database. Therefore, data accuracy is dependent on accurate and complete documentation by the paramedic. In addition to this indicator of program success, EMS conducts customer surveys and received a satisfaction rating of 92% in FY 2004-05, an improvement of 3% over the prior year.

Working with the emergency ambulance contractor, EMS has developed and implemented an integrated data collection system; 90% of the fire service agencies are now using this system. The current contract between the County and the private/public partnership requires an active community education program using paramedics to conduct public education programs such as CPR training, child car seat checks, and elderly fall prevention.

A multi-jurisdictional planning group is currently working on implementation of the San Mateo Mental Health Assessment and Response Technician (SMART) initiative. Under this new program a specially trained paramedic, in a non-ambulance vehicle, will respond to "behavioral" emergencies in the field setting at the request of law enforcement or mental health personnel. One SMART response unit would be available 24/7, with backup provided by basic life support ambulances. The paramedic will consult with a County psychiatrist to determine the treatment/referral plan for the patient, transporting the patient as needed. It is believed that this program, which will model best practices of a similar program under operation for over a decade in Santa Barbara County, should significantly reduce the necessity for placement of patients on psychiatric hold in hospital Emergency Departments ("5150" status). This program will also benefit clients of Aging and Adult Services who need urgent at-home assessment.

Major challenges over the next two years will be:

- To prepare an RFP for Countywide first response and emergency ambulance service
- To improve data collection and utilization
- To expand community education programs
- To increase disaster preparedness with limited staff and resources

Program Priorities

Emergency Medical Services will meet performance targets by doing the following:

Achieve a Rating of 55% of Patients With Extremity Injuries Reporting Pain Relief After Paramedic Intervention

- Ensure accurate and complete paramedic documentation in accordance with protocols
- Continue to measure paramedic compliance with standards
- Provide additional training and feedback to paramedics to improve compliance

Maintain On-Time Response for at least 92% of Ambulance Calls and 98% of First Fire Response Calls

- Continue to utilize the EMS data system to evaluate skills and treatments and develop reports to improve patient care and system performance

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Continue to utilize the Quality Leadership Council to identify areas needing assessment and perform the subsequent quality improvement processes

- Develop and disseminate information materials to other jurisdictions regarding the San Mateo County EMS system

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of educational opportunities offered to EMS personnel	435	463	410	300	300
Number of 9-1-1 calls for medical response	41,504	40,851	39,068	40,000	40,000
How Well We Do It (Quality)					
Percent of EMS calls responded to on time:					
- Ambulance	95%	94%	93%	92%	92%
- Fire First Response	98%	98%	98%	98%	98%
Percent of customer survey respondents rating emergency medical response and/or transport as good or better ⁽¹⁾	89%	92%	97%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of patients with extremity injuries reporting pain relief after Paramedic intervention	65%	50%	56%	55%	55%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

**Emergency Medical Services GF (5600B)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	5.0	4.0	5.0	4.0	(1.0)	4.0
Funded FTE	5.0	4.0	5.0	4.0	(1.0)	4.0
Total Requirements	652,305	724,457	777,115	1,567,965	790,850	1,584,322
Total Sources	636,758	724,457	777,115	1,567,965	790,850	1,584,322
Net County Cost	15,547					

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from ambulance contractor fees and transfers from the EMS Trust Fund and other Health Divisions.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; and increased State grant funding for emergency preparedness. In addition, a cross-program staffing adjustment has been made to facilitate the development of professional and management capacities in several Health Divisions, with no change resulting at the Department level in either total positions or Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,408	280,648	(130,240)	0	0	(1)

2. Implement New San Mateo County Mental Assessment Response Technician (SMART) Program

The new SMART Program supports the program priority of achieving an overall customer satisfaction rating of at least 90% by improving responsiveness to a specialized need and improving the response to individuals in the community who are determined not to be having a medical emergency or who do not appear to be violent. The contract with American Medical Response (AMR) is increased \$324,158 to incorporate SMART, a model program developed by the Health Department that will use an AMR non-ambulance vehicle staffed by a certified paramedic. Certification will be provided by the Mental Health Division following County-approved didactic and clinical training. Funds to support this project will be provided by other programs within the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	324,158	(324,158)	0	0	0

3. Increase in Bioterrorism Grant Funding

An increase in federal Bioterrorism grant funding from the Health Resources and Services Administration (HRSA) will enable replacement of the computer system that links all hospital emergency departments throughout San Mateo County and displays each hospital's open/closed status for receiving ambulance patients.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
131,149	131,149	0	0	0	0

4. Accounting Adjustment

Accounting charges and Intrafund Transfers no longer required by Emergency Medical Services are being eliminated, with no impact on Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(99,991)	99,991	0	0	0

5. Bioterrorism Hospital Preparedness Grant

A grant has been received from the State Health Resources and Services Administration (HRSA) for a national Bioterrorism Hospital Preparedness Program. The funding will be used to purchase equipment and supplies for local hospitals and to provide training for staffs of hospitals and clinics.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
459,293	459,293	0	0	0	0

6. Communications System Software Grant

This adjustment supports meeting performance targets by addressing operational requirements. A grant has been received from the State EMS Authority for the purchase of "EMSystems" software. This software will greatly enhance medical communications and enable optimal use of resources in case of disaster, since all contiguous counties will be using the same system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	50,000	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
790,850	1,145,257	(354,407)	0	0	(1)

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs. Projected revenue increases will offset these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,357	16,537	0	0	0	0

Emergency Medical Services GF (5600B) **General Fund**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	7,293	6,905	5,500	5,500		5,500
Fines, Forfeitures and Penalties	182,426	170,914	321,500	330,280	8,780	346,637
Intergovernmental Revenues	45,427	62,403	75,000	837,042	762,042	837,042
Miscellaneous Revenue	401,612	484,235	375,115	395,143	20,028	395,143
Total Revenue	636,758	724,457	777,115	1,567,965	790,850	1,584,322
TOTAL SOURCES	636,758	724,457	777,115	1,567,965	790,850	1,584,322
REQUIREMENTS						
Salaries and Benefits	553,175	493,284	590,698	493,330	(97,368)	509,687
Services and Supplies	192,860	218,914	274,686	1,474,387	1,199,701	1,474,387
Other Charges	54,176	50,461	50,673	93,597	42,924	93,597
Gross Appropriations	800,211	762,659	916,057	2,061,314	1,145,257	2,077,671
Intrafund Transfers	(147,907)	(38,202)	(138,942)	(493,349)	(354,407)	(493,349)
Net Appropriations	652,305	724,457	777,115	1,567,965	790,850	1,584,322
TOTAL REQUIREMENTS	652,305	724,457	777,115	1,567,965	790,850	1,584,322
NET COUNTY COST	15,547					
AUTHORIZED POSITIONS						
Salary Resolution	5.0	4.0	5.0	4.0	(1.0)	4.0
Funded FTE	5.0	4.0	5.0	4.0	(1.0)	4.0

Emergency Medical Services Fund (5630B)

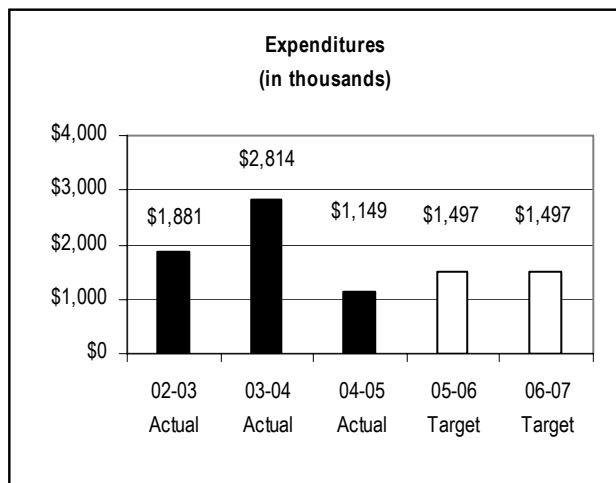
Budget Unit Locator

County
 Health
 Health Department
 Emergency Medical Services GF
 ➤ **Emergency Medical Services Trust Fund**

Budget Unit Description

The Emergency Medical Services (EMS) Trust Fund was established to implement SB 12/612 (Maddy legislation) and is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees. SB 12/612 funds are used to pay physicians for uncompensated emergency care and to pay hospitals providing disproportionate emergency and trauma care. The EMS program in the General Fund administers physicians' claims and receives an administrative fee from this trust fund to help defray operating expenses.

SB 476 limits the amount of reserves that can be maintained within the Physician Services account to no more than 15% of collections. The payment schedule has been accelerated and the fees increased in order to reduce reserves and stay within the new limit.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. The EMS Trust Fund is fully supported by traffic fine revenues per Maddy Fund legislation.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: payments for Physicians/Trauma accounts are accelerated, reducing current Reserves in accordance with State legislation (SB 476) which limits the amount of Reserves that can be maintained to no more than 15% of collections.

Revenue/Sources	391,641
Appropriations	429,484
Intrafund Transfers	0
Reserves	(37,843)
Net County Cost	0
Positions	0

2. Adjustments to Fund Balance

Increased Fund Balance has been set aside in Reserves for future payments to physicians and hospitals as required by SB 12.

Revenue/Sources	28,324
Appropriations	0
Intrafund Transfers	0
Reserves	28,324
Net County Cost	0
Positions	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	419,965
Appropriations	429,484
Intrafund Transfers	0
Reserves	(9,519)
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

No change.

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	1,089,275	1,106,231	1,030,000	1,143,572	113,572	1,143,572
Use of Money and Property	40,649	30,726	90,000	40,000	(50,000)	40,000
Miscellaneous Revenue	337,038	369,020	325,529	325,529		325,529
Total Revenue	1,466,961	1,505,977	1,445,529	1,509,101	63,572	1,509,101
Fund Balance	2,229,433	882,226	882,226	1,238,619	356,393	1,238,619
TOTAL SOURCES	3,696,394	2,388,203	2,327,755	2,747,720	419,965	2,747,720
REQUIREMENTS						
Services and Supplies	2,814,168	1,149,584	1,067,460	1,496,944	429,484	1,496,944
Net Appropriations	2,814,168	1,149,584	1,067,460	1,496,944	429,484	1,496,944
Non-General Fund Reserves	882,226	1,238,619	1,260,295	1,250,776	(9,519)	1,250,776
TOTAL REQUIREMENTS	3,696,394	2,388,203	2,327,755	2,747,720	419,965	2,747,720

Aging and Adult Services (5700B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

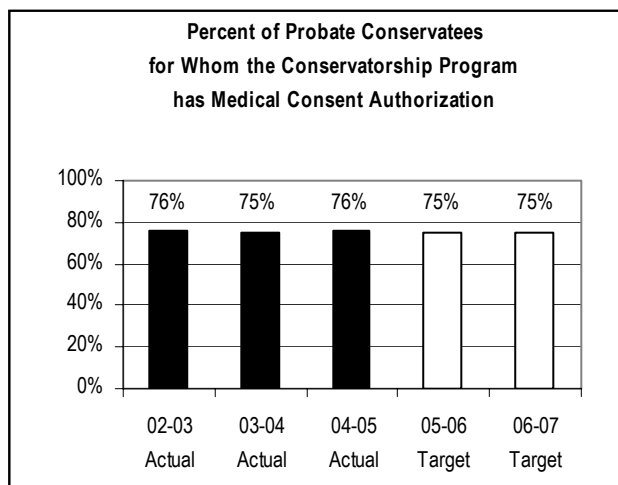
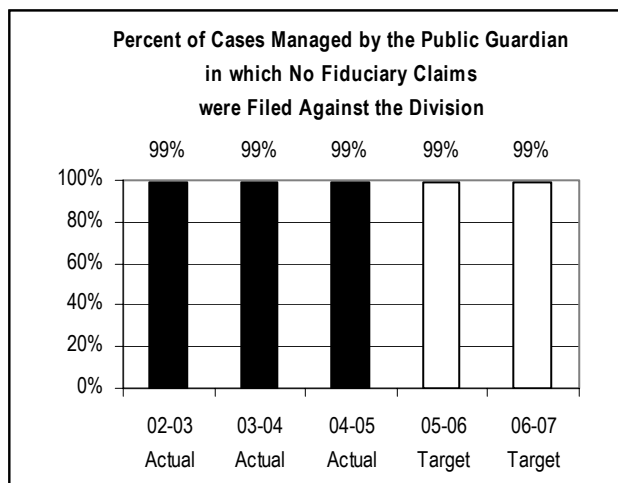
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	57,486	83,561	70,000	80,000	10,000	80,000
Use of Money and Property	502,103	343,585	565,000	500,000	(65,000)	500,000
Intergovernmental Revenues	9,930,802	10,679,981	9,266,772	9,688,974	422,202	9,744,065
Charges for Services	1,209,749	1,467,545	2,472,833	2,538,886	66,053	2,538,886
Interfund Revenue	182,396	138,957	221,672	230,000	8,328	230,000
Miscellaneous Revenue	351,616	276,710	549,000	612,000	63,000	612,000
Other Financing Sources	34,380	33,690	40,000	40,000		40,000
Total Revenue	12,268,531	13,024,028	13,185,277	13,689,860	504,583	13,744,951
Fund Balance	337,612	337,612	337,612	829,693	492,081	829,693
TOTAL SOURCES	12,606,143	13,361,640	13,522,889	14,519,553	996,664	14,574,644
REQUIREMENTS						
Salaries and Benefits	10,149,607	10,689,790	11,260,227	11,844,892	584,665	12,120,349
Services and Supplies	2,457,598	2,638,624	3,114,777	3,442,107	327,330	3,442,107
Other Charges	4,238,962	4,033,480	3,999,936	4,067,107	67,171	4,067,107
Gross Appropriations	16,846,167	17,361,894	18,374,940	19,354,106	979,166	19,629,563
Intrafund Transfers	(1,405,566)	(1,400,966)	(1,597,148)	(1,621,249)	(24,101)	(1,621,249)
Net Appropriations	15,440,601	15,960,928	16,777,792	17,732,857	955,065	18,008,314
Contingencies/Dept Reserves	72,579			492,081	492,081	492,081
TOTAL REQUIREMENTS	15,513,180	15,960,928	16,777,792	18,224,938	1,447,146	18,500,395
NET COUNTY COST	2,907,036	2,599,287	3,254,903	3,705,385	450,482	3,925,751
AUTHORIZED POSITIONS						
Salary Resolution	117.0	118.0	118.0	119.0	1.0	119.0
Funded FTE	117.0	118.2	118.2	118.5	0.3	118.5

Conservatorship Program (5700P)

Program Locator

County
 Health
 Health Department
 Aging and Adult Services
 ▷ **Conservatorship Program**
 Community-Based Programs
 IHSS Public Authority
 IHSS Public Authority GF

Headline Measures



Program Outcome Statement

The Aging and Adult Services (AAS) Conservatorship Program/ Public Guardian contributes to the protection of vulnerable people by providing comprehensive personal care and financial services to individuals who are disabled by mental illness, dementia, or chronic disease and are conserved by the Court under the Probate Code and the Lanterman Petris Short Act (LPS). This aspect of the continuum of care, although involuntary, strives to support the individual in maintaining as much independence as possible and includes the individuals and their families in the decision-making process whenever possible.

Services and Accomplishments

The Conservatorship Program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing care and services for conservatees. The Conservatorship Program is administered by the Public Guardian under jurisdiction of the Superior Court and in partnership with Mental Health, County Counsel, Private Defender, Court Investigator's Office, the Ombudsman Program, and family members. Staff are responsible for making medical and placement decisions, developing and implementing comprehensive care/treatment plans, and protecting the individual's personal and financial assets including the management and disposition of all real personal property.

The following are major accomplishments in the current year:

- Effectively managed approximately \$56 million in client assets
- Provided 93% of clients with at least one face-to-face visit every 90 days
- Developed a Memorandum of Understanding (MOU) with the San Mateo Medical Center (SMMC) for the Ron Robinson Senior Care Center to enhance the continuum of services available to seniors and adults with disabilities, including comprehensive assessments to help facilitate placement in the least restrictive setting possible

Story Behind Baseline Performance

Headline Measure 1, which measures fiduciary claims against the Division, is an important indication of the program's success in providing services. The program continues to operate with virtually no claims, achieving a 99% avoidance rate or better over the past three years.

Securing medical consent authorization, shown in Headline Measure 2, enables program staff to make medical treatment decisions on behalf of conservatees who cannot make such decisions independently, thus increasing the level of patient care. This rate has remained at 75% or better over the past three years, resulting in improved quality of care to conservatees.

This program faces an inadequate supply of appropriate community and institutional placements for conserved individuals, including a lack of placement capacity for low-income individuals (Medi-Cal) who require out-of-home placement. The Public Guardian works closely with SMMC to obtain placement for many conserved clients at the Burlingame Long Term Care facility, which also enables a reduction in Administrative Days at the Medical Center. In addition, the Public Guardian collaborates with SMMC and the Ron Robinson Senior Care Center to provide integrated physical and psychiatric needs assessments for older adults and persons with disabilities. These interdepartmental efforts improve the health status of high-risk, vulnerable populations by addressing health disparities.

The court continuances performance measure has been revised to better reflect Aging and Adult Services' role in avoiding continuance of court hearings. Baseline data is currently being collected and preliminary estimates for the current year, as well as targets for the following two years, have been established.

Major challenges over the next two years will be:

- To find appropriate community and institutional placements for conserved individuals on limited incomes
- To address the lack of resources for those under 65 years with dementia

Program Priorities

The Conservatorship Program will meet performance targets by doing the following:

Ensure No Fiduciary Claims Against the Division for at least 99% of Cases Managed

- Continue to enhance quality assurance monitoring in the Public Guardian Program

Obtain Medical Consent Authorization for at least 75% of Probate Conservatees

- Continue to enhance collaboration among AAS programs to ensure that the County is granted medical consent authority for those who are not able to make medical decisions on their own behalf

Increase Capacity for Conservatee Placements

- Continue to work with SMMC staff to place eligible San Mateo County residents in the Burlingame Long Term Care Facility
- Identify clients for whom comprehensive assessment will result in more effective placement and coordinated services

Develop an Older Adult System of Care

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home and community-based care, and the lack of housing for the most vulnerable populations
- Continue to develop the Long Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Develop and implement pilot uniform assessment tool for medical and social services providers to plan and coordinate appropriate services, including placement

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of persons conserved:					
- Probate	270	254	252	275	275
- Probate with Dementia Authority	120	124	119	125	125
- LPS (Lanterman Petris Short Act)	318	336	345	340	340
Total value of client assets managed by the Public Guardian	\$62,608,981	\$58,163,391	\$55,754,705	\$58,000,000	\$58,000,000
How Well We Do It (Quality)					
Percent of all clients who received at least one face to face visit every 90 days	92%	93%	93%	95%	95%
Number and percent of total accountings filed requiring Public Guardian to request a continuance	--- / ---	--- / ---	55 / 9%	60 / 10%	60 / 10%
Is Anyone Better Off? (Outcome)					
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Aging and Adult Services Division	99%	99%	99%	99%	99%
Percent of conservatees placed within San Mateo County	65%	67%	60%	70%	70%
Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization	76%	75%	76%	75%	75%

Conservatorship Program (5700P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	46.0	46.0	46.0	45.0	(1.0)	45.0
Funded FTE	46.0	46.0	46.0	45.0	(1.0)	45.0
 Total Requirements	3,604,639	3,971,700	4,656,467	5,034,030	377,563	5,132,360
Total Sources	1,718,502	2,072,305	3,669,361	3,568,553	(100,808)	3,568,553
Net County Cost	1,886,137	1,899,395	987,106	1,465,477	478,371	1,563,807
 NCC Breakdown						
Non-Mandated Services			987,106	1,465,477	478,371	1,563,807

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,465,477 or 29.1% of Total Requirements (23.6% of Gross Appropriations), of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; position adjustments resulting in a net decrease of one position with no overall change in Aging and Adult Services Division staffing total; and increases in contract expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(100,808)	384,411	(6,848)	0	478,371	(1)

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs.

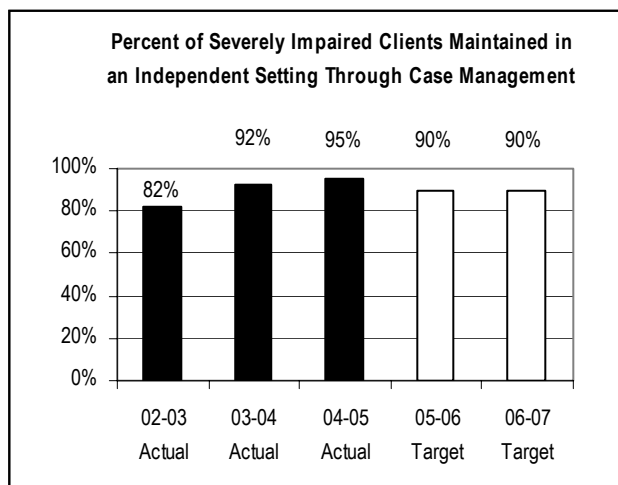
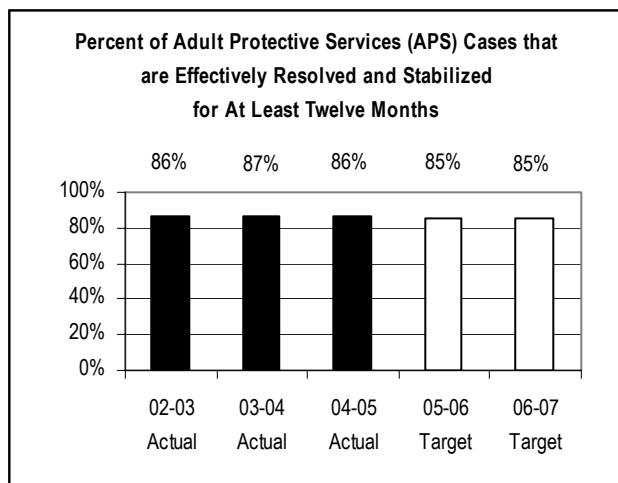
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	98,330	0	0	98,330	0

Community-Based Programs (5720P)

Program Locator

County
 Health
 Health Department
 Aging and Adult Services
 Conservatorship Program
 ► **Community-Based Programs**
 IHSS Public Authority
 IHSS Public Authority GF

Headline Measures



Data Development Measures

Program staff continue to work on the development of a future Headline Measure that will highlight the system's ability to maintain high-risk clients in the least restrictive environment. AB 786, which passed in 2003, named San Mateo County as the State's pilot project for the implementation of a uniform assessment tool for home- and community-based services for elders and dependent adults. AAS staff are currently developing the uniform assessment tool and will implement and test the tool with three case management programs this year. This will allow baseline data for the new Headline Measure to be established.

Program Outcome Statement

The Aging and Adult Services (AAS) Community-Based Programs promote and sustain a high quality of life for older adults and persons with disabilities through development of an integrated continuum of care. In partnership with individuals, community-based organizations and the Commissions on Aging and Disabilities, these programs help vulnerable older adults and persons with disabilities thrive in their communities; protect them from abuse and/or neglect; support their independence; and improve their health and safety through the provision of outreach, advocacy, protective and supportive services and care coordination.

Services and Accomplishments

Community-Based Programs contribute to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing a continuum of services for older adults and persons with disabilities. These programs fall under the categories of protection, support, and advocacy and are provided through the TIES (Teamwork Insuring Elder Support) Line, Centralized Intake, Adult Protective Services (APS), Representative Payee, AIDS Case Management, Linkages, Multipurpose Senior Services Program and the In-Home Supportive Services (IHSS) Program. The Division also serves as the Area Agency on Aging. Many clients first come to the attention of APS before being referred to other home- and community-based programs that allow them to continue residing safely in the community in the least restrictive setting possible. APS protects these clients from further abuse or neglect and provides support to stabilize their situations. Staff provides an array of prevention/early intervention services and advocacy on behalf of clients.

The following are major accomplishments in the current year:

- Conducted trainings and other informational meetings to educate the community (providers, consumers, and first responders) about adult abuse, the array of services provided by AAS, and best practices for collaboration in providing services to the most at-risk clients
- Assessed the capacity of all senior centers and adult day providers to serve seniors and adults with disabilities who have

- difficulty hearing and purchased assistive listening devices for those facilities in need
- Conducted disaster preparedness training for residents in senior housing facilities
- Created a Quality Assurance unit within IHSS
- Increased internal and external communication through the use of the AAS Intranet and the County Internet
- Worked collaboratively with staff of the Ron Robinson Senior Care Center to better serve clients and meet medical needs
- Developed the uniform assessment tool for home- and community-based services to elderly and dependent adults

Story Behind Baseline Performance

The mission of AAS is to improve and maintain the health and safety of clients in the least restrictive setting possible. Headline Measure 1 indicates that 86% of individuals served by APS remain in stable situations for at least 12 months, reflecting staff effectiveness at protecting the most vulnerable residents from potentially abusive situations. Many AAS clients require ongoing case management with community services to maintain health and well being.

Another important indicator of program success is that, over the past two years, at least 92% of AAS' most severely impaired clients have been maintained in an independent setting through case management as shown in Headline Measure 2. Therefore, the target over the next two years has been set at 90%.

Centralized Intake provides a single point of entry for services delivered publicly. The system promotes comprehensive, holistic assessments, and strengthens the coordination among programs. The goal is to complete no more than one comprehensive assessment for each client, including those served by multiple programs within AAS. Performance related to this goal will be illustrated with a new Headline Measure that will highlight the maintenance of high-risk clients in the least restrictive environment. Program staff are in the final development stage of this uniform assessment tool—implementation and testing with three case management programs will be done in FY 2004-05, enabling the collection of baseline data for the new Headline Measure.

Major challenges over the next two years will be:

- To develop and refine the new Quality Assurance program within IHSS
- To develop an older adult system of care to accommodate a projected increase in the elderly and vulnerable population and related increase in service demand

Program Priorities

Community-Based Programs will meet performance targets by doing the following:

Resolve and Stabilize at least 85% of APS Cases for a Minimum of 12 Months

- Continue to closely monitor cases open to APS to ensure client safety and well being

- Develop a strategy for implementing additional quality assurance methods for the Intake Unit within current resources

Achieve a 97% Rating of Stakeholder Survey Respondents Benefitting from Services Provided

- Continue to enhance services and monitor quality assurance methods
- Continue to advocate for clients through the Commission on Aging and Commission on Disabilities and other community forums to address client needs

Maintain 90% of Severely Impaired Clients in an Independent Setting through Case Management

- Provide a continuum of services necessary to allow clients to remain in the least restrictive setting possible
- Continue to improve coordination among AAS programs to ensure smooth transition for clients who require services from multiple AAS programs

Expand Program Involvement of Seniors and Adults with Disabilities

- Continue to provide opportunities for seniors and adults with disabilities to influence and participate in advocacy and the development of programs and public policy
- Continue to advocate for implementation and funding of transportation projects to fill gaps identified in the Strategic Plan for Accessible Transportation
- Broaden the array of resources available to clients, especially in the areas of housing and out-of-home placement options

Develop an Elder Death Review Team

- Train Elder Death Review Team participants on the mission and procedure for the review of suspicious deaths
- Finalize the Elder Death Review Team Protocol

Develop an Older Adult System of Care

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home and community-based care, and the lack of housing for our most vulnerable populations
- Continue to develop the Long Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Develop and implement pilot uniform assessment tool for medical and social services providers to plan and coordinate appropriate social and medical services, including placement

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of Adult Protective Services (APS) cases opened	1,358	1,252	1,040	1,300	1,300
Number of clients served by case management	2,775	3,327	2,732	2,860	2,860
Number of people served through Area Agency on Aging funds	13,259	15,193	11,384	10,750	10,750
Number of professionals and general public receiving information and education through presentations, trainings and conferences	1,124	494 ⁽¹⁾	696	1,000	1,000
How Well We Do It (Quality)					
Percent of severely impaired clients who are maintained in an independent setting through case management	82%	92%	95%	90%	90%
Number and percent of clients assessed using the new uniform assessment tool (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
Is Anyone Better Off? (Outcome)					
Percent of APS cases effectively resolved and stabilized for at least twelve months	86%	87%	86%	85%	85%
Percent of stakeholder survey respondents indicating benefit from services provided:					
- Personal life has improved as a result of the services received (reported annually)	84%	95%	86%	97%	97%
- Gained useful knowledge through the presentations, trainings, conferences, and resources provided (reported annually)	99%	100%	100%	97%	97%

⁽¹⁾ Increased staff workload reduced the time available for presentations.

Community-Based Programs (5720P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	71.0	72.0	72.0	74.0	2.0	74.0
Funded FTE	71.0	72.2	72.2	73.6	1.3	73.6
 Total Requirements	11,908,541	11,989,228	12,121,325	13,190,908	1,069,583	13,368,035
Total Sources	10,887,641	11,289,335	9,853,528	10,951,000	1,097,472	11,006,091
Net County Cost	1,020,900	699,893	2,267,797	2,239,908	(27,889)	2,361,944
 NCC Breakdown						
Local Grants Match			144,206	171,684	27,478	171,684
Local Grants Match-IHSS			389,221	477,845	88,624	477,845
Adult Protective Svcs MOE			248,503	248,503		248,503
COLAs for Providers				119,312	119,312	119,312
Non-Mandated Services			1,485,867	1,222,564	(263,303)	1,344,600

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,164,908 or 17.2% of Total Requirements. Of this amount, \$1,078,555 or 49.8% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements and Discretionary Services that include case management services to prevent institutionalization of dependent and older adults, representative payee services, probate conservatorship investigations, the Commission on Disabilities, and associated community-based contracts.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; position adjustments resulting in a net increase of one position with no overall change in Aging and Adult Services Division staffing total; and changes in contract expenses. In addition, a cross-program staffing adjustment has been made to facilitate the development of professional and management capacities in several Health Divisions, resulting in no change at the Department level in either total positions or Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
516,997	431,361	(17,253)	0	(102,889)	1

2. Add Social Worker

Addition of one Social Worker III position will support the program priority of maintaining 90% of severely impaired clients in an independent setting through case management by assuming responsibilities for the redesigned Family Caregiver Support Program, creating a single point

of entry for caregiver assessment and referral to the broad array of available County services as well as improving follow-up with clients. The position is fully funded with Federal Title III-E Older Americans Act funds.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
82,561	82,561	0	0	0	1

3. Ombudsman Services

Additional funding is being provided to assist the Ombudsman program in meeting its legal obligations to investigate elder and dependent adult abuse in adult day health centers, adult day programs, and adult residential facilities for residents under age 60.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	0	0	75,000	0

4. Position Reclassification

This adjustment supports meeting performance targets by addressing operational requirements. A Health Services Manager I is being reclassified to Health Services Manager II. This position will have responsibility for the protective and supportive case management programs. At the same time, the temporary designation of the Financial Services Manager II as Deputy Director will end. This will allow the Division to return to its model organization for program management, which had been modified during a period of leadership transition. This reclassification has been reviewed by Employee and Public Services. The costs will be fully offset by elimination of salary differential and an increase in Realignment revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,833	5,833	0	0	0	0

5. Adjustments to Fund Balance

Increased Fund Balance has been set aside in Reserves for information technology projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
492,081	0	0	492,081	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,097,472	594,755	(17,253)	492,081	(27,889)	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs; and increases in Realignment and State Welfare revenues.

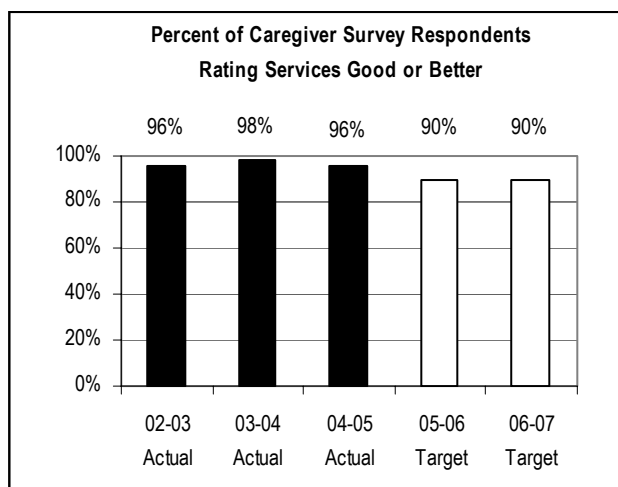
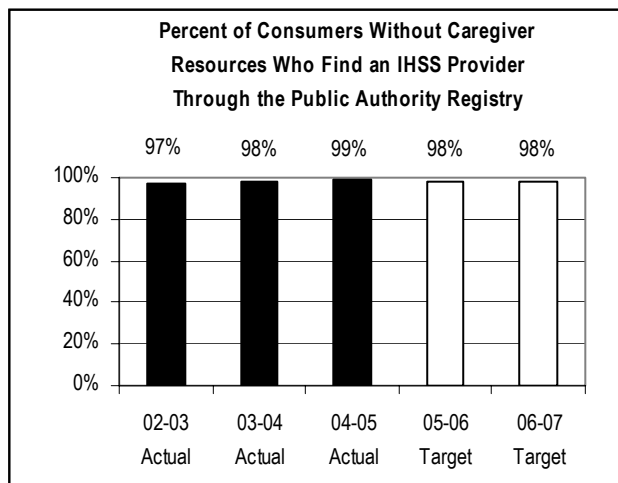
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
55,091	177,127	0	0	122,036	0

IHSS Public Authority (5800B)

Program Locator

County
 Health
 Health Department
 Aging and Adult Services
 Conservatorship Program
 Community-Based Programs
 ➤ **IHSS Public Authority**
 IHSS Public Authority GF

Headline Measures



Program Outcome Statement

The Public Authority for In-Home Supportive Services (IHSS) promotes the dignity, independence, health and safety of high-risk San Mateo County residents—low-income seniors, disabled adults and children and their families—and helps these individuals thrive in their community by enhancing the quality and availability of in-home care services to empower them to live a healthy and safe lifestyle in their own homes.

Services and Accomplishments

The Public Authority (PA) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing assistance to IHSS consumers in finding a caregiver. The PA recruits individuals to be in-home caregivers, maintains a registry to assist consumers in finding IHSS workers, administers the payroll of IHSS workers, and provides support and training for both consumers and in-home caregivers. A bilingual/bicultural staff enhances the PA's ability to provide services to a diverse population of providers and clients. Consumers of Aging and Adult Services (AAS) are encouraged to participate on the PA Advisory Committee and other commissions/committees of AAS.

The PA has a unique relationship with the County. While technically a freestanding organization, it is programmatically integrated into the day-to-day operation of AAS. Its co-location with AAS further enhances the coordination of a wide variety of services and support provided. Because of this special relationship, the PA is able to access the support of the County's infrastructure (e.g., County Counsel, Employee and Public Services) and proximity to AAS program staff also enables the PA to do joint home visits with AAS Social Workers. San Mateo County's PA serves as a model for other counties in the development of Public Authorities that are integrated into county service systems for seniors and persons with disabilities.

The following are major accomplishments in the current year:

- Maintained an Advisory Committee of 11 members who are active participants and reflective of the diversity of San Mateo County
- Developed written forms, documents, and a training session to clarify the roles and responsibilities of the provider and consumer to enhance their working relationship
- Initiated payroll training to clarify the process, prevent overpayments, and avoid errors

Story Behind Baseline Performance

An overriding goal of the PA is to assist IHSS consumers by supporting their independence and meeting their needs. Headline Measure 1 depicts one key indicator of successful performance in meeting this goal. Over the past three years, 98% of consumers without caregiver resources were able to find an IHSS Provider through the PA registry. This is a reflection of the PA's ability to maintain an accurate registry of potential providers from which to

draw upon in recruiting caregivers from as many geographic locations throughout the County as possible.

The PA conducts consumer satisfaction surveys to monitor the success of its programs. As seen in Headline Measure 2, 96% of caregivers rate the services provided by the PA as good or better. Surveys also indicate that PA services improve the quality of life of at least 93% of the consumers served, and 99% of individuals state that they have gained useful knowledge from trainings attended.

Major challenges over the next two years will be:

- To coordinate with IHSS on implementation of the state-wide Quality Assurance Initiative
- To continue to recruit and retain homecare workers in the face of potential State funding and programmatic reductions
- To develop strategies to provide homecare services to consumers who are difficult to serve due to issues such as geographic location, lack of public transportation, and/or the need for providers with specialized training
- To develop programs that mitigate the categorical funding requirements that limit Public Authority services to IHSS consumers

Program Priorities

The IHSS Public Authority will meet performance targets by doing the following:

Ensure At Least 98% of Potential Consumers Find Caregiver Resources Through the PA Registry

- Maintain an accurate registry of potential caregivers
- Recruit caregivers from all geographic regions throughout the County

Achieve an Overall Caregiver Satisfaction Rate of at least 90%

- Enhance the network of support for providers
- Enhance caregiver-client relationships by revising the provider handbook
- Offer additional information and training to consumers and IHSS providers on communication, hiring processes, setting limits, and monitoring hours
- Continue to improve the education, knowledge, and ability of caregivers and increase consumer knowledge
- Provide a minimum of six caregiving skills training sessions per year

Continue to Enhance the Protection of Consumers and Caregivers

- Conduct background investigations of Registry caregivers
- Offer safety training programs
- Provide information on identification and reporting of suspected elder and dependent adult abuse and child abuse
- Work with IHSS Quality Assurance staff to identify potential service delivery issues for consumers

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Average number of caregivers served by the Public Authority per month	2,111	2,054	2,043	2,400	2,400
Number of consumers served by the Public Authority registry	266	232	243	200	200
How Well We Do It (Quality)					
Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry	97%	98%	99%	98%	98%
Percent of caregiver survey respondents rating services good or better ⁽¹⁾	96%	98%	96%	90%	90%
Average number of days to obtain a match between a caregiver and consumer through PA registry	13	10	7	10	10
Is Anyone Better Off? (Outcome)					
Percent of consumers indicating their quality of life has improved as a result of services received through the Public Authority	98%	93%	93%	96%	96%
Percent of individuals receiving training who indicated useful knowledge gained	96%	97%	99%	95%	95%

(1) Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,487,523 or 11.8% of the total cost of the program. No portion of this amount is discretionary.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of negotiated labor increases for administrative staff; annualization of a mid-year position change; and a minor increase in the cost of services due to a change in the contract rate.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(40,042)	(40,042)	0	0	0	0

2. Adjustments to Fund Balance

Increased Fund Balance has been set aside in Reserves for future payments of Independent Provider benefits. These funds are received through the State-approved benefit payment rate and can only be used to cover benefit costs for Independent Providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,713,781	0	0	1,713,781	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,673,739	(40,042)	0	1,713,781	0	0

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, higher benefit costs for Public Authority employees, and a minor increase in the cost of services due to a change in the contract rate. Also included are increases in interest and Realignment revenues and State and Federal reimbursements for service costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
20,155	20,155	0	0	0	0

IHSS Public Authority (5800B) **IHSS Public Authority Fund**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	(5,677)	1,778	40,000	23,407	(16,593)	30,562
Intergovernmental Revenues	5,797,836	7,539,055	7,709,797	7,686,348	(23,449)	7,699,348
Interfund Revenue	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	7,334	2,037				
Total Revenue	10,287,017	12,030,393	12,237,320	12,197,278	(40,042)	12,217,433
Fund Balance	1,436,434	1,355,331	1,346,434	3,060,215	1,713,781	3,060,215
TOTAL SOURCES	11,723,451	13,385,724	13,583,754	15,257,493	1,673,739	15,277,648
REQUIREMENTS						
Salaries and Benefits	138,773	142,845	391,056	311,079	(79,977)	318,234
Services and Supplies	2,393,951	2,406,294	2,423,331	2,438,250	14,919	2,438,250
Other Charges	7,835,394	7,776,371	9,631,824	9,656,840	25,016	9,669,840
Net Appropriations	10,368,119	10,325,510	12,446,211	12,406,169	(40,042)	12,426,324
Non-General Fund Reserves	1,355,332	3,060,215	1,137,543	2,851,324	1,713,781	2,851,324
TOTAL REQUIREMENTS	11,723,451	13,385,725	13,583,754	15,257,493	1,673,739	15,277,648

IHSS Public Authority GF (6900B)

Budget Unit Locator

County
 Health
 Health Department
 Conservatorship Program
 Community-Based Programs
 IHSS Public Authority
 ► **IHSS Public Authority GF**

Net County Cost

This budget unit's FY 2005-06 Recommended Budget is funded 100% by the General Fund as it represents the General Fund contribution to the Public Authority for In-Home Supportive Services. This amount represents 50.7% of the local match requirements for the services and Public Authority portions of the IHSS program.

FY 2005-06 Funding Adjustments

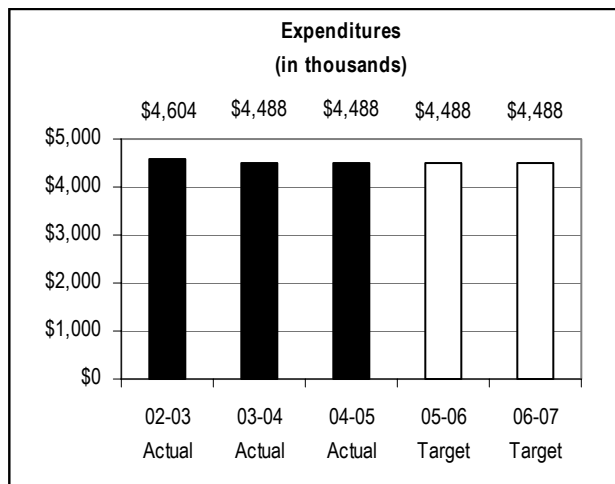
No change.

FY 2006-07 Funding Adjustments

No change.

Budget Unit Description

This budget unit contains the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). The Other Charges budgeted in this account is transferred to the Public Authority for IHSS as Interfund Revenue.



IHSS Public Authority GF (6900B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
REQUIREMENTS						
Other Charges	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
TOTAL REQUIREMENTS	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
NET COUNTY COST						
	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523

Environmental Health Services (5900B)

Program Locator

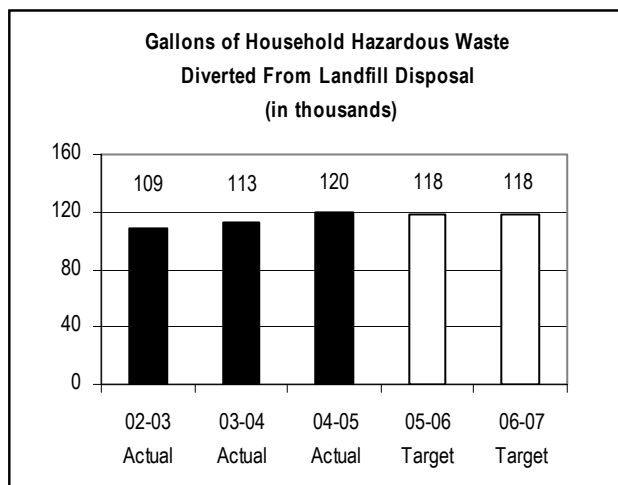
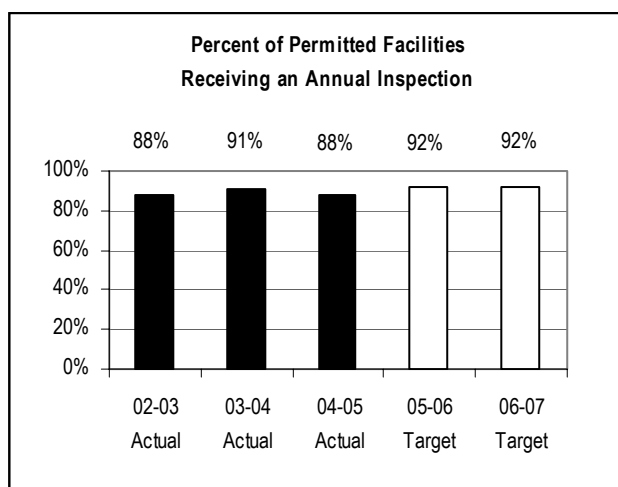
County

Health

Health Department

▷ **Environmental Health Services**

Headline Measures



Program Outcome Statement

Environmental Health Services provides regulatory oversight, enforcement, emergency response, and educational services for businesses, public agencies, and residents of San Mateo County in order to protect public health and the environment against hazardous chemicals and chemical pollution, food borne illnesses, substandard housing, disease transmitting organisms, communicable disease from water contamination, solid waste, and sewage disposal.

Services and Accomplishments

Environmental Health Services (EHS) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing regulatory oversight through inspection, education and outreach, enforcement, emergency response, permit issuance, and information and advisory services. EHS manages a group of programs that provide services to businesses, public agencies and residents of San Mateo County. Programs include Retail Food Inspection, Housing and Vector Control, Hazardous Waste, and Water/Land Use. These programs ensure that the public has access to safe food and water, that all wastes are properly disposed of in a safe manner, and that vectors which may carry disease are monitored and controlled.

The following are major accomplishments in the current year:

- Began a training initiative to capture and retain the EHS knowledge base
- Received grant funding from the California Integrated Waste Management Board to relocate the Household Hazardous Waste (HHW) facility from the BFI transfer station to the BFI Recyclery
- Implemented an Administrative Enforcement Order program to quickly address businesses in violation of hazardous waste/materials regulations
- Enhanced the EHS website to accept on-line HHW appointments
- Electronically scanned closed/leaking underground storage tank case files

Story Behind Baseline Performance

Regulation and inspection of businesses remain the top overall priority, with inspection frequency varying between programs from a minimum of one inspection per year to one inspection every four years. A valuable measure of how well inspection objectives are being achieved is the percentage of permitted facilities in the County being inspected on an annualized basis, as shown in Headline Measure 1. The inspection rate achieved for FY 2004-05 was 88%. The growth of regulations, additional State mandates, and data management needs have hindered the ability to complete all annualized inspection requirements. However, firm commitment to standardization of inspection protocol in all programs, plus an experienced and dedicated staff, have helped to meet and often exceed the target.

The success at diverting household hazardous waste from landfill disposal demonstrates commitment to protecting public health and the environment against hazardous chemicals and chemical pollution. The HHW program continues to increase its collection at 11 locations throughout the County, with 119,933 gallons of hazardous waste being diverted in FY 2004-05. The program's success, as seen in Headline Measure 2, is attributable to the completion of a dedicated centrally located collection facility which allows for a regular weekly schedule, development of additional

collection facilities, and an active public education and outreach campaign. Disposal costs and the list of materials considered to be hazardous continue to rise.

Trends over the past few years indicate a decline in the number of emergency response calls. This is likely due to increased outreach and opportunities for the public to easily dispose of used motor oil. In addition, increased inspection and education with businesses results in less opportunity for accidental releases and spills; however, the types of calls have become increasingly more dangerous.

EHS continues to develop and implement a Field Inspection System (FIS) that will allow staff to electronically capture field inspection information. This system will likely improve program efficiency and performance measurement collection techniques. EHS is finalizing its evaluation of hardware for the final implementation.

Major challenges over the next two years will be:

- To maintain staffing and service levels in programs not directly funded by permit fees, such as Groundwater Protection, Vector Control, Solid Waste, HHW and Geographical Information System (GIS)
- To maintain a proactive Land Use program within the limitations of an unstable funding base
- To retain EHS' base of knowledge in the face of pending retirements and budget constraints

Program Priorities

Environmental Health Services will meet performance targets by doing the following:

Inspect at least 92% of Permitted Facilities Annually

- Continue to assess workload to determine if increasing levels of regulation have affected the ability to conduct annual inspections
- Continue program auditing to ensure standardization among inspectors
- Implement annual inspections of businesses that perform tattoo, body piercing, or permanent cosmetics

Divert at least 118,000 Gallons of Household Hazardous Waste from the Landfill

- Increase disposal opportunities to the public with the opening of the new Tower Road facility
- Increase public access and safety with the relocation of the San Carlos BFI collection site
- Evaluate disposal and reuse options to maximize program efficiencies

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Evaluate and respond to each survey
- Establish sufficient office coverage to ensure timely response to public calls and visits
- Continue to evaluate the EHS website to ensure accurate and useful information is readily available to both businesses and the public

Respond to 85% of Complaints Within the Required Time Period

- Audit complaint database monthly
- Standardize staff procedures for correct and timely inputting and updating of the complaint database

Evaluate Expansion of the Electronic Field Inspection Units

- Implement this program throughout the entire Food Inspection Program

Implement Science-Based Inspection Criteria in the Food Inspection Program

- Continue to work closely with the State and other counties to advocate the adoption of a State-wide food code
- Actively support proposed legislation to adopt a State-wide food code

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of permitted facilities regulated	15,694	16,481	16,092	16,500	16,500
Number of emergency response calls	49	45	36	45	45
Number of complaints received	1,416	1,970	1,998	1,400	1,400
How Well We Do It (Quality)					
Percent of permitted facilities receiving an annual inspection	88%	91%	88%	92%	92%
Percent of complaints responded to within the required time period	86%	85%	80%	85%	85%
Percent of customers rating services good or better ⁽¹⁾	90%	90%	94%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of households served by Household Hazardous Waste Program / gallons of household hazardous waste diverted from landfill disposal	12,875 / 109,058	13,400 / 112,540	12,480 / 119,933	14,600 / 118,000	14,600 / 118,000
Percent of total days that ocean beaches were open for use	94%	92%	94%	94%	94%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Environmental Health Services (5900B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	76.0	75.0	75.0	75.0		75.0
Funded FTE	75.8	74.8	74.8	74.2	(0.6)	74.2
Total Requirements	10,056,118	10,710,722	10,965,841	11,839,284	873,443	11,701,167
Total Sources	10,221,331	10,606,283	10,398,181	11,074,051	675,870	10,902,268
Net County Cost	(165,213)	104,440	567,660	765,233	197,573	798,899
NCC Breakdown						
Mandated Services			567,660	765,233	197,573	798,899

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$765,233 or 6.5% of Total Requirements. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Solid Waste, Vector Control, Household Hazardous Waste, and Emergency Response Programs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; increase in charges for services, permit fees and other miscellaneous revenue; replacement of worn out equipment; and an increase in various operating costs. Intrafund transfers are reduced due to elimination of funding from the Bioterrorism Grant. Fund Balance is reduced due to completion of the Household Hazardous Waste Collection Facility at Tower Road; this, combined with estimated savings, will allow Reserves to be increased for continuation and future expansion of one-time projects such as the handheld inspection program, scanning, and training initiative. The Solid Waste, Vector Control, Household Hazardous Waste, and Emergency Response programs are financially supported by the Solid Waste Fund, from which funding was cut by 20% in FY 2003-04 and will remain at the reduced level for FY 2005-06. In addition, a cross-program staffing adjustment has been made to facilitate the development of professional and management capacities in several Health Divisions, with no change resulting at the Department level in either total positions or Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
378,977	194,568	198,803	190,739	205,133	0

2. Appropriation of Reserves

Appropriation of Reserves for expansion of the scanning project and continuation of the training initiative, which is a part of Environmental Health's succession planning, support the program priority of achieving an overall customer satisfaction rating of at least 90% by increasing staff proficiencies. The balance in Reserves remains substantially above County policy requiring that Reserves be maintained at a minimum of 2% of Net Appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	92,000	0	(92,000)	0	0

3. Staffing Adjustments

Conversion of a vacant Office Assistant II position in the Household Hazardous Waste (HHW) Program to an Environmental Health Technician supports the program priority of diverting at least 118,000 gallons of HHW from landfill by providing oversight at collection events including managing the waste. Increased revenue from the Very Small Quantity Generator Program will offset a small increase in cost. In addition, conversion of a vacant Office Assistant II position to a Public Services Specialist supports the program priority of customer satisfaction by ensuring that staff are qualified and motivated to provide a consistent, high level of service to the public; this conversion will result in a first-year savings of \$7,560, with a small cost increase thereafter covered by fee increases. There is no net change in total positions and no additional Net County Cost associated with these two staffing adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
560	(7,000)	0	0	(7,560)	0

4. Adjustments to Fund Balance

Increased Fund Balance is being set aside in Reserves for information technology projects, purchase of Global Positioning System (GPS) units, organizational development consultant services, and completion of the capital improvement project for a Household Hazardous Waste Collection site at the Tower Road project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
296,333	110,969	0	185,364	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
675,870	390,537	198,803	284,103	197,573	0

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs; and elimination of prior one-time grant funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(171,783)	42,279	0	(180,396)	33,666	0

Environmental Health Services (5900B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	872,079	847,539	680,750	762,220	81,470	780,887
Fines, Forfeitures and Penalties	78,405	91,753	49,999	89,999	40,000	89,999
Intergovernmental Revenues	1,438,426	1,398,855	1,742,243	1,759,508	17,265	1,706,687
Charges for Services	6,664,906	6,905,077	6,785,878	6,966,273	180,395	7,031,613
Interfund Revenue			76,795		(76,795)	
Miscellaneous Revenue	269,441	363,748	140,000	225,560	85,560	225,560
Other Financing Sources	76,795	76,795		76,795	76,795	76,795
Total Revenue	9,400,052	9,683,767	9,475,665	9,880,355	404,690	9,911,541
Fund Balance	821,279	922,516	922,516	1,193,696	271,180	990,727
TOTAL SOURCES	10,221,331	10,606,283	10,398,181	11,074,051	675,870	10,902,268
REQUIREMENTS						
Salaries and Benefits	7,085,557	7,513,365	7,751,885	8,108,959	357,074	8,268,636
Services and Supplies	2,257,039	1,740,540	1,893,170	2,046,325	153,155	2,029,234
Other Charges	515,403	541,234	632,043	567,966	(64,077)	567,966
Fixed Assets	7,294	28,497		36,000	36,000	25,000
Other Financing Uses	379,078	180,857	180,922	89,307	(91,615)	
Gross Appropriations	10,244,372	10,004,492	10,458,020	10,848,557	390,537	10,890,836
Intrafund Transfers	(863,188)	(394)	(198,803)		198,803	
Net Appropriations	9,381,184	10,004,098	10,259,217	10,848,557	589,340	10,890,836
Contingencies/Dept Reserves	674,934	706,624	706,624	990,727	284,103	810,331
TOTAL REQUIREMENTS	10,056,118	10,710,722	10,965,841	11,839,284	873,443	11,701,167
NET COUNTY COST	(165,213)	104,440	567,660	765,233	197,573	798,899
AUTHORIZED POSITIONS						
Salary Resolution	76.0	75.0	75.0	75.0		75.0
Funded FTE	75.8	74.8	74.8	74.2	(0.6)	74.2

Food and Nutrition Services (6000B)

Program Locator

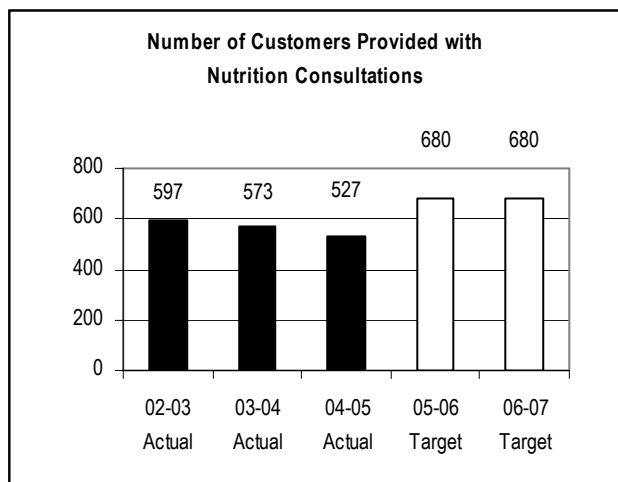
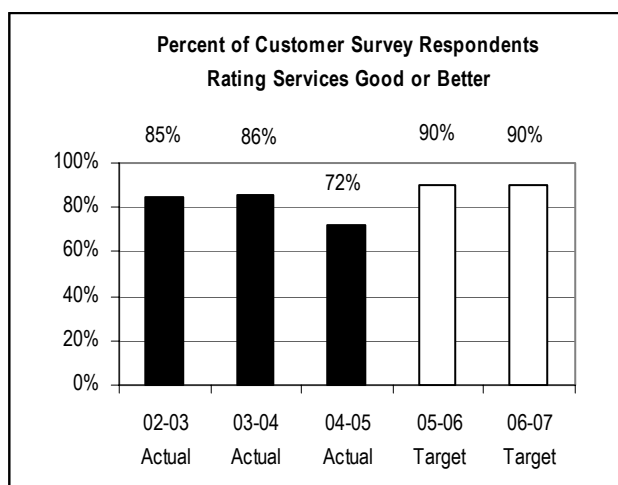
County

Health

Heath Department

▷ **Food and Nutrition Services**

Headline Measures



Program Outcome Statement

Food and Nutrition Services provides quality meals and services in a customer-oriented and cost-effective manner, in order to support the nutritional well being of children, adult and juvenile detainees, and at-risk populations of San Mateo County within County-operated and affiliated community programs.

Services and Accomplishments

Food and Nutrition Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by preparing meals and/or providing nutritional services at the following facilities:

- Canyon Oaks Youth Center
- Maguire Correctional Facility
- Women's Correctional Center (WCC)
- Medium Security Transition Facility (MSTF)
- Hillcrest Juvenile Facility
- Glenwood Boy's Ranch
- Various community-based childcare centers
- San Mateo County Head Start Program
- Edison Clinic/AIDS Program

The following are major accomplishments in the current year:

- Completed development of policies and procedures for adult correctional facilities food service units
- Developed a new survey tool for measuring customer satisfaction among inmates and juvenile detainees

Story Behind Baseline Performance

Headline Measure 1 shows that customer satisfaction, a major goal of Food and Nutrition Services, was 85% for two of the past three years. The current 72% aggregate customer satisfaction rating includes a low rating of 52% at the Hillcrest Juvenile Facility, where the system is suboptimal and concerns were expressed about the temperature of foods served. It is expected that the new Youth Services Center (YSC) kitchen and food services system will result in significant improvements. The program will strive to achieve the Countywide standard of 90% over the next two years.

A second goal is to promote healthy eating habits and positively impact chronic disease through nutrition-related prevention. The increasing incidence of nutrition-related health problems, including diabetes and obesity, has resulted in more dietitian time required in County institutional facilities. Early intervention is provided in the form of nutrition education and consultation aimed at reducing chronic disease among customers. Headline Measure 2 tracks the number of customers provided with nutritional education and/or consultations. The number of customers served is expected to remain high as more inmates and children enter County facilities with complex health issues involving nutritional needs.

A third goal is to provide services in a cost-effective manner. This year, major food and supply contracts are being let out for bid to maximize savings in meal costs. In addition, inmates assist in correctional kitchens to help contain costs and additional customers are being actively pursued to spread fixed costs over a wider base. With the new YSC campus scheduled for completion in FY 2005-06, planning continues for future implementation of an automated food

service management system to integrate all food service units and maximize efficiency.

Major challenges over the next two years will be:

- To develop cost-effective and heart-healthy menus in adult correctional facilities that will be accepted by inmates and reduce the need for expensive medical diets
- To institute a wellness policy in juvenile facilities, per USDA mandates, by the beginning of the 2006-07 school year
- To successfully implement and open services for the new YSC scheduled to open in June, 2006

Program Priorities

Food and Nutrition Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Research, test, and implement new recipes and food trends
- Improve communications with customers through periodic meetings
- Provide opportunities for regular customer feedback
- Retain qualified staff by providing ongoing training
- Update equipment

Provide Nutritional Consultations to 680 Customers as well as Additional Nutrition Education Services

- Research and integrate current nutrition information into program services
- Provide community education programs as requested by customers
- Distribute newsletters and current nutrition information to customers
- Explore providing nutrition-related services to childcare centers
- Research and identify nutrition services gaps in high-risk populations

Increase the Cost-Effectiveness of Food Services Operations

- Follow the competitive bidding process for food and supplies
- Implement and open services for the new Youth Services Center
- Provide budget monitoring reports to managers and supervisors
- Plan for implementation of automated food service management system to integrate all food service units
- Develop performance benchmarking statistics

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of meals served:					
- Child Care Centers/Head Start	286,400	277,934	286,666	300,000	300,000
- Sheriff's Facilities	1,255,616	1,348,306	1,295,661	1,351,000	1,351,000
- Juvenile Probation Facilities	255,624	276,452	288,986	286,000	286,000
- Canyon Oaks Youth Center ⁽¹⁾	---	11,879	14,392	18,000	18,000
TOTAL	1,797,640	1,914,571	1,885,705	1,955,000	1,955,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better: ⁽²⁾					
- Child Care Centers/Head Start	82%	90%	88%	90%	90%
- Sheriff's Facilities	85%	78%	75%	90%	90%
- Juvenile Probation Facilities ⁽³⁾	---	86%	52%	90%	90%
- Canyon Oaks Youth Center ⁽³⁾	---	89%	0%	90%	90%
AGGREGATE TOTAL	85%	86%	72%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of customers provided with nutrition consultations	597	573	527	680	680

⁽¹⁾ Canyon Oaks facility opened in August 2003.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽³⁾ Survey not conducted in FY 2002-03.

Food and Nutrition Services (6000B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	35.0	35.0	35.0	37.0	2.0	37.0
Funded FTE	32.3	32.3	32.3	34.3	2.0	34.3
Total Requirements	736,560	848,002	803,960	908,963	105,003	931,263
Total Sources	748,820	884,987	803,960	908,963	105,003	931,263
Net County Cost	(12,261)	(36,986)				

Program Net County Cost

Food and Nutrition Services has no Net County Cost. Its operations are fully funded by service charges to users.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; deletion of one-time equipment purchases; and adjustment of operating costs to meet projected levels of service. Reduced services are estimated for Probation facilities due to proposed closure of one unit at Hillcrest and one unit at Glenwood, whereas increased services in Sheriff's Office facilities are forecast due to population growth at both the Maguire Correctional Facility and Women's Correctional Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
45,901	416,696	(345,795)	0	25,000	0

2. Convert Extra Help Positions to Permanent Status

Conversion of two Extra Help Food Service Worker II positions at the Senior Nutrition/Satellite unit to permanent part-time status supports meeting performance targets by addressing long-term workload needs. The cost is covered by a corresponding reduction in Extra Help salary expense and an estimated increase in revenue from meal sales.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
59,102	34,102	0	0	(25,000)	2

3. Fixed Asset Replacement

Replacement of aging food preparation equipment at the Camp Glenwood food services unit supports the program priorities of achieving an overall customer satisfaction rating of at least 90% and increasing the cost-effectiveness of food services operations by using efficient, well-functioning food preparation equipment. Charges to other departments will fully cover the costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	5,000	(5,000)	0	0	0

4. Youth Services Center One-time Start-up Costs

One-time appropriations are being added for the Food Services unit at the new Youth Services Center, which is scheduled to open in June 2006. Costs include startup training and Extra Help staffing, meal service and transportation equipment, dining room and office furniture, additional telephone and computer setup, and other one-time expenses. Intrafund transfers from the Probation Department will fully offset these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	122,500	(122,500)	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
105,003	578,298	(473,295)	0	0	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance standards: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs; deletion of one-time equipment purchases; adjustment of expenses based on a projected 3% - 5% inflationary factor; and adjustments to revenues and charges to other departments to offset these increased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,300	145,500	(123,200)	0	0	0

6. Youth Services Center

One-time appropriations for program start-up have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(122,500)	122,500	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,300	23,000	(700)	0	0	0

Food and Nutrition Services (6000B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Interfund Revenue			12,600		(12,600)	
Miscellaneous Revenue	705,772	841,939	748,312	865,915	117,603	888,215
Total Revenue	705,772	841,939	760,912	865,915	105,003	888,215
Fund Balance	43,048	43,048	43,048	43,048		43,048
TOTAL SOURCES	748,820	884,987	803,960	908,963	105,003	931,263
REQUIREMENTS						
Salaries and Benefits	2,450,574	2,495,307	2,510,022	2,715,188	205,166	2,741,423
Services and Supplies	2,334,862	2,507,907	2,324,823	2,677,260	352,437	2,683,225
Other Charges	95,402	91,396	90,868	106,563	15,695	102,363
Fixed Assets	28,946			5,000	5,000	
Gross Appropriations	4,909,785	5,094,609	4,925,713	5,504,011	578,298	5,527,011
Intrafund Transfers	(4,173,225)	(4,246,607)	(4,121,753)	(4,595,048)	(473,295)	(4,595,748)
Net Appropriations	736,560	848,002	803,960	908,963	105,003	931,263
TOTAL REQUIREMENTS	736,560	848,002	803,960	908,963	105,003	931,263
NET COUNTY COST	(12,261)	(36,986)				
AUTHORIZED POSITIONS						
Salary Resolution	35.0	35.0	35.0	37.0	2.0	37.0
Funded FTE	32.3	32.3	32.3	34.3	2.0	34.3

Mental Health Services (6100B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

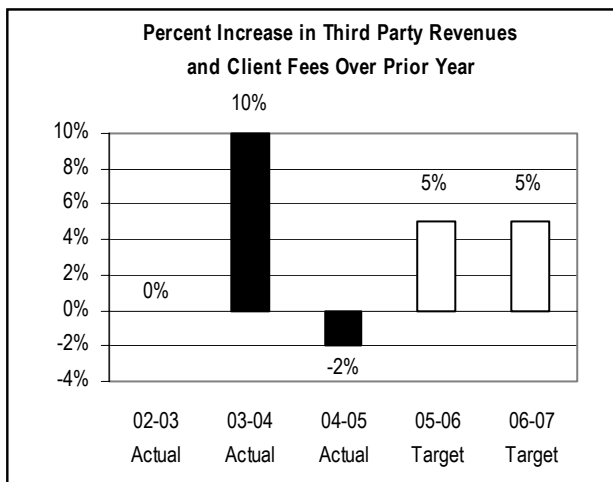
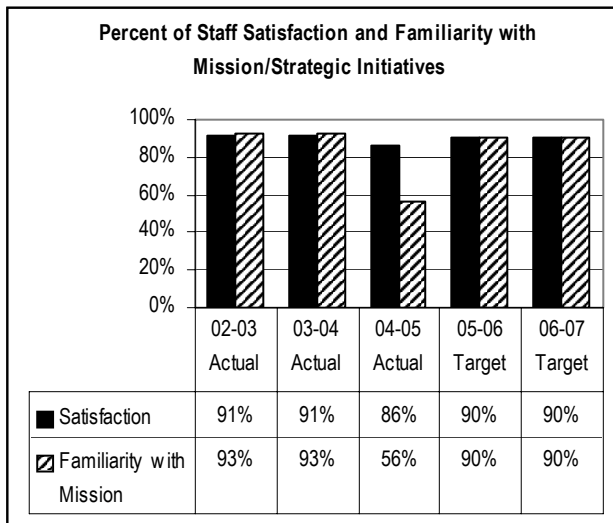
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	42,610,912	46,854,302	46,781,010	49,923,165	3,142,155	49,994,427
Charges for Services	23,785,328	23,421,079	24,571,729	27,595,278	3,023,549	27,645,106
Interfund Revenue	2,000	(182)				
Miscellaneous Revenue	132,379	213,091	87,232	175,340	88,108	175,340
Other Financing Sources	35,174	35,611	50,000	35,200	(14,800)	35,200
Total Revenue	66,565,793	70,523,902	71,489,971	77,728,983	6,239,012	77,850,073
Fund Balance	5,384,659	5,406,721	5,406,721	6,092,564	685,843	6,092,564
TOTAL SOURCES	71,950,452	75,930,623	76,896,692	83,821,547	6,924,855	83,942,637
REQUIREMENTS						
Salaries and Benefits	25,476,904	27,355,874	27,767,642	30,853,885	3,086,243	31,454,340
Services and Supplies	37,781,373	39,306,787	40,506,825	45,096,626	4,589,801	44,859,064
Other Charges	13,688,720	14,172,673	14,355,980	14,997,078	641,098	14,940,389
Gross Appropriations	76,946,996	80,835,334	82,630,447	90,947,589	8,317,142	91,253,793
Intrafund Transfers	(1,840,785)	(1,642,572)	(2,368,549)	(2,295,068)	73,481	(2,295,068)
Net Appropriations	75,106,212	79,192,763	80,261,898	88,652,521	8,390,623	88,958,725
Contingencies/Dept Reserves	5,373,295	5,406,721	5,406,721	6,092,564	685,843	6,092,564
TOTAL REQUIREMENTS	80,479,507	84,599,484	85,668,619	94,745,085	9,076,466	95,051,289
NET COUNTY COST	8,529,055	8,668,861	8,771,927	10,923,538	2,151,611	11,108,652
AUTHORIZED POSITIONS						
Salary Resolution	295.0	303.0	297.0	317.0	20.0	317.0
Funded FTE	274.1	280.9	274.9	290.9	16.0	290.9

Mental Health Administration (6110P)

Program Locator

County
 Health
 Health Department
 Mental Health Services
 ▷ **Mental Health Administration**
 Mental Health Youth Services
 Mental Health Adult Services

Headline Measures



Program Outcome Statement

Mental Health Administration provides direction and leadership while defining the priorities of Mental Health Services; works collaboratively with all Health Department programs, other provider agencies, and contracted vendors to ensure service quality and compliance with local, State, and Federal requirements; and provides general administrative support for all Mental Health programs including personnel services, budget, finance activities, research and evaluation, and contract administration.

Services and Accomplishments

Mental Health Administration contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing staff and contract providers with the resources necessary to carry out the Mental Health Division's mission and ensuring that operations are both efficient and cost-effective.

The functional units of Mental Health Administration include senior management, quality assurance/quality improvement, fiscal services, management information systems and accounts receivable, managed care operations, personnel, research and evaluation, and contracts. Mental Health Administration operates from a five-year Strategic Plan for improvement in the mental health service delivery system developed in 2002. The goals include ensuring that mental health services are: (1) accessible and culturally appropriate, predictable, and perceived as being allocated fairly on the basis of client need; (2) cost effective, financially viable, and less reliant on County General Fund support; (3) in compliance with State and Federal Medicaid and other regulations; (4) focused on quality and "best practices;" and (5) accountable through ongoing use of performance indicators and client outcomes.

The following are major accomplishments in the current year:

- Developed a Request For Proposals (RFP) for a new billing and clinical information system, along with 28 other California counties, and selected a group of four finalist vendors—final selection will be made in the Fall of 2005
- Developed and implemented authorization procedures based on State requirements and a standardized clinical tool to improve clinical and financial risk management for costly services to high risk clients
- Received positive reviews as the result of an audit of billing and quality management systems by a new Federally-mandated quality review agency
- Completed a staff and provider agency assessment and plan for cultural competence and implemented a study of Latino access that was cited as a model program by the State Department of Mental Health
- Expanded the Office of Consumer and Family Affairs, which is staffed by family members and consumers

Story Behind Baseline Performance

An extremely important development is the November 2004 passage of Proposition 63, the Mental Health Services Act (MHSA). The MHSA requires each county to develop a comprehensive three-year plan for new and expanded services. Mental Health has launched a comprehensive planning process that includes providers, consumers, family members, County staff, and other community stakeholders; recommendations for the proposed plan will be provided by the Fall of 2005. New funding is available for systems of care for seriously mentally ill/emotionally disturbed children, transition age youth and adults/older adults; innovation, prevention and early intervention; and capital and technology and human resources development to support services expansion. The funding levels will not be determined by the State until late Spring 2006. The goals of the Mental Health Division's strategic plan are complementary to the requirements of the MHSA.

Mental Health services to Special Education Pupils (SEP) remains an area of financial risk. AB 3632 (1984) created a mandate that County mental health programs provide services as specified in each student's "Individual Education Plan." The County's cost for these services was \$6.7 million in FY 2003-04. Costs in excess of State and Medi-Cal funding were claimed through the SB 90 process until the State deferred all SB 90 claims in FY 2002-03. The Governor has proposed relieving counties of this unfunded mandate and transferring responsibility back to schools. Unless the Governor and the legislature act to transfer this program to Education or provide full funding to counties, San Mateo County will be faced with difficult policy choices—continue to provide services without full funding, or develop contracts wherein the school districts are responsible for the costs of continuing County services.

Staff satisfaction and familiarity with mission have historically been high, as indicated in Headline Measure 1. It is believed that the drop in ratings for FY 2004-05 reflect significant workload increases and shifts in program emphasis with the extensive Mental Health Services Act (MHSA) planning effort, changing regulations and requirements with the shift from a case-rate to fee-for-services reimbursement basis, and a higher-than-usual level of staff vacancies.

Mental Health Administration oversees the preparation and control of the Mental Health Services budget, and is concerned with maximizing the amount of third party revenue and client fees collected to maintain the financial viability of all mental health programs. New Federal regulations require "compliance plans" and increased internal monitoring of documentation and billing practices. Billing for services that do not fully meet documentation standards is blocked. Compliance monitoring is a key factor in the leveling off of third party revenues for FY 2004-05. It is estimated that the rate of revenue increase will grow at a approximately 5% over each of the next two years, as indicated in Headline Measure 2.

Major challenges over the next two years will be:

- To continue providing mandated levels of service, such as mental health services to Special Education Pupils (SEP)

discussed above, within the constraints of decreasing State funding

- To continue to train and monitor documentation and billing practices of County and contracted providers to satisfy extensive State and Federal compliance requirements for prevention of fraud and abuse
- To transition the Mental Health Medi-Cal program from a case rate reimbursement structure back to fee-for-service basis similar to other counties
- To expand utilization and risk management strategies based on standard clinical criteria, tools, and procedures

Program Priorities

Mental Health Administration will meet performance targets by doing the following:

Achieve 90% Ratings for Staff Satisfaction and Familiarity with Mission/Strategic Initiatives

- Implement "Cultural Competence Plan" objectives for FY 2005-06 to include a Latino access performance improvement project
- Implement services expansion based on State approved three-year Mental Health Services Act plan

Increase Third Party Revenues and Client Fees by 5% Over the Prior Year

- Continue to monitor staff and provider agency follow through to maximize third party revenues and ensure clients are enrolled for Medi-Cal/Healthy Families/Healthy Kids benefits
- Increase utilization review and staff documentation training activities to prevent increase in audit disallowances with the shift to fee-for-services billing

Improve Business Services Capabilities and Reporting

- Select provider, negotiate contract, and begin phased roll-out for the new mental health information system to improve clinical services capacity and ensure compliance with HIPAA and other State and Federal requirements
- Ensure availability of data regarding service utilization, documentation compliance, client satisfaction, and outcomes achieved

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of new/renewed contracts coordinated and administered	271	290	310	300	300
Number of Representative Payee accounts administered	321	320	344	350	350
How Well We Do It (Quality)					
Percent increase in third party revenues and client fees over prior year	0%	10%	-2%	5%	5%
Percent of customer survey respondents (Managed Care Provider) rating services good or better ⁽¹⁾	0% ⁽²⁾	94%	96%	90%	90%
Number of days to complete contracts development process	82	82	88	70	70
Is Anyone Better Off? (Outcome)					
Percent of staff who are familiar or very familiar with mission/strategic initiatives	93%	93%	56%	90%	90%
Percent of staff who are satisfied or very satisfied	91%	91%	86%	90%	90%
Percent of clinical staff participating in advanced training in clinical documentation	---	---	83%	75%	75%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽²⁾ Data not collected in FY 2002-03.

Mental Health Administration (6110P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	30.0	31.0	31.0	37.0	6.0	37.0
Funded FTE	29.1	30.1	30.1	35.0	4.9	35.0
 Total Requirements	11,740,138	12,577,224	12,539,639	13,499,590	959,951	13,571,052
Total Sources	11,059,780	12,333,768	12,267,167	13,149,590	882,423	13,163,882
Net County Cost	680,358	243,456	272,472	350,000	77,528	407,170
 NCC Breakdown						
Mandated Services			149,616	350,000	200,384	407,170
Non-Mandated Services			122,856		(122,856)	

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$350,000 or 2.6% of Total Requirements. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; Intergovernmental Revenue and operating expense redistributions to Mental Health Youth Services and Mental Health Adult Services; and allocation of ISD charges previously in Mental Health Administration among the three Mental Health OBM programs. Additional savings based on updated year-end estimates result in increased Fund Balance, which is set aside in Reserves against potential audit disallowances.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(79,286)	(9,445)	0	7,687	77,528	0

2. Add Medical Records Coder

Addition of one Medical Records Coder II position to the Quality Improvement Unit supports the program priorities of achieving a 5% increase in third party revenues and client fees over the prior year, and improving business services capabilities and reporting, by maintaining client records for the Health Insurance Portability and Accountability Act (HIPAA) and regulatory compliance standards, reviewing Clinician notes, and assigning appropriate diagnostic codes for billing purposes. Costs will be fully offset by increased revenue resulting from more accurate and timely coding and decreased audit disallowances due to documentation-related issues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
67,823	67,823	0	0	0	1

3. Add Patient Services Assistant

Addition of one Patient Services Assistant II supports the program priorities of increasing outside revenues and improving business services capabilities by providing client assistance with enrollment in Pharmacy Assistance Programs available to low income, uninsured clients. Costs are fully offset by a decrease in contract expenses, as well as increased revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,828	3,828	0	0	0	1

4. Convert Extra Help Positions to Permanent Status

Conversion of two Extra Help positions to permanent status supports meeting performance targets by addressing long-term workload needs, and also facilitates achievement of the priorities to increase outside revenues and improve business services capabilities: one Medical Office Assistant in the Management Information System support unit will assist with data entry of charges and other system database-related functions; and one Fiscal Office Specialist will support the cost accounting effort. Reductions in Extra Help salary and increases in revenue from third party sources and claiming will fully offset the costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
26,204	26,204	0	0	0	2

5. System Support Specialist for Information Technology

This adjustment supports meeting performance targets by addressing operational requirements. One System Support Specialist position is being added to plan and coordinate the Division's information technology and decision support initiatives, and serve as primary liaison from Mental Health to the Information Services Department (ISD). This will include coordinating the implementation of a new clinical and billing information system, chairing the Division's Information Technology meetings, coordinating decision support projects, developing initial specifications for solutions with Mental Health staff, and following up with ISD. The position will also support the Division's participation in statewide mental health planning related to technology and reporting. The costs will be fully covered by Medi-Cal and Realignment revenues, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
89,865	89,865	0	0	0	1

6. Administrative Services Manager for Billing

Transfer in of one Administrative Services Manager I from Health Administration supports the program priority of maximizing the efficiency and cost effectiveness of services by providing oversight of the Division's administrative/billing functions including: patient, insurance, Medi-Cal, and Medicare billing; patient financial screening; supervision of collection, computerized billing, and patient information from several hundred County and contract providers; and providing decision support regarding technical and compliance-driven financial/billing matters. The costs will be fully covered by Medi-Cal and Realignment revenues, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
95,833	95,833	0	0	0	1

7. Adjustments to Fund Balance

Increased Fund Balance has been set aside in Reserves for information technology projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
678,156	0	0	678,156	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
882,423	274,108	0	685,843	77,528	6

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

8. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs; and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
14,292	71,462	0	0	57,170	0

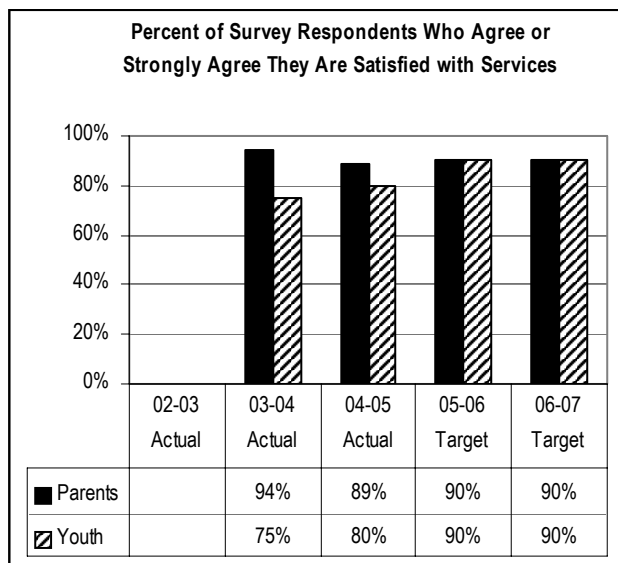
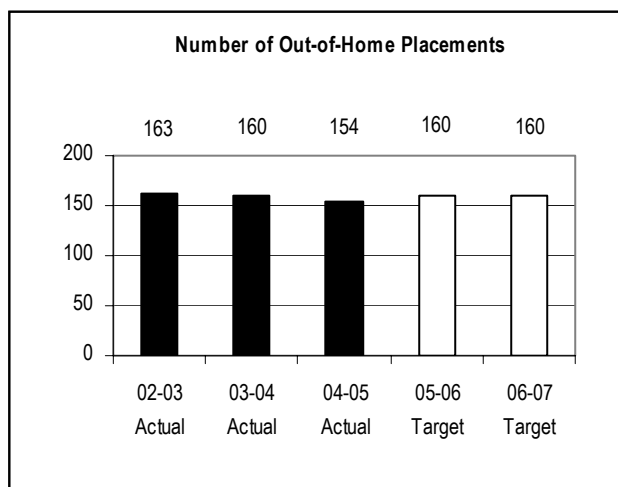
Mental Health Youth Services (6130P)

Program Locator

County
 Health
 Health Department
 Mental Health Services
 Mental Health Administration
 ➤ **Mental Health Youth Services**
 Mental Health Adult Services

Education and local school districts. A Central Assessment Team (CAT) has been established to conduct all AB 3632 assessments. The goal of this team is to ensure adherence to timelines, provide consistent assessments, and facilitate timely access to services to both consumers and education staff. Following implementation of the CAT in September 2004, 101 referrals have been received. The new Headline Measure will track the average number of days from referral to completion of mandated assessments. Data are expected to be available by July 2005.

Headline Measures



Data Development Measures

Program staff are working on the development of a future Headline Measure that will monitor compliance with the AB 3632 mandate that all County mental health programs provide services as specified in each student's "Individual Education Plan." AB 3632 services have been restructured in collaboration with the County Office of

Program Outcome Statement

Mental Health Youth Services provides a wide range of child and family-focused mental health and therapeutic support services to children, adolescents, and their families in collaboration with caregivers, schools, other agencies, and the community in order to promote individual and family strengths, maintain youth in their homes and schools, and ensure mental health, well-being and safety for those youth and families served. The involvement of families and/or caregivers at all levels of the system helps to achieve these outcomes.

Services and Accomplishments

Mental Health Youth Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing the support necessary to maintain youth in the community through comprehensive mental health services in County clinics, schools, Juvenile Hall, and clients' homes; and by contracting with agencies and individual professionals to provide specialized mental health services that meet the needs of youth placed out-of-County. Youth Services has successfully collaborated for many years with partner agencies—Juvenile Probation, the Human Services Agency (Child Welfare and Alcohol and Drug programs), Public Health, and schools to ensure effective collaboration in providing services to youth and their families. Program priorities include evaluating the effect of interventions on youths' emotional well being and behavior, in successfully maintaining youth in the community, and avoiding group home level placements.

The Canyon Oaks Youth Center (COYC) accepted its first youth placement in August 2003. The primary goal of COYC is to stabilize and return youth to the community or provide them with a lower level of care within the shortest possible time. COYC has served 29 youth and their families as of January 2005 with all youth being discharged at or prior to one year from admission. One of the main goals continues to be the return of youth placed out-of-County; during FY 2004-05 there were seven youth admitted to COYC from out-of-County placements. In addition, the Foster Care Group Home Provisional Rate Audit was successfully completed, which approved Rate Care Level 14 reimbursement, the highest State rate of reimbursement. The COYC evaluation outcomes for the first year of operation reflected a Parent Satisfaction rate of 96%.

The following are major accomplishments in the current year:

- Fully complied with new State Medicaid requirements for Day Treatment Services and Therapeutic Behavioral Services
- Established a Central Assessment Team for AB 3632 services
- Implemented an Evidence-Based Practice with Juvenile Justice population

Story Behind Baseline Performance

Headline Measure 1 monitors progress toward the important goal of decreasing the number of youth in out-of-home placements at the group home level, and maintaining these youth in the community with their parents and caregivers. This has required increased collaborative, intensive community-based services. The Wrap-Around Program, a collaborative model with funding from the State Department of Social Services, has been implemented for several years in partnership with Juvenile Probation and the Human Services Agency (HSA) to target up to 20 youth who are at risk of being placed in high level group homes. This program also provides intensive community-based services to ensure the successful transition of youth from group home level placements to their homes in the community. Funds that would have gone towards the cost of placement are instead being used to develop and implement individualized, strength-based, culturally-competent, and family-focused plans to keep these youth in the community. This program has also been working collaboratively with the Girl's Juvenile Drug Court Expansion Program, a program targeting adolescent females who are wards of the court with substance abuse issues, most of whom also have significant mental health issues. These adolescents are all at risk of placement in group homes.

Customer satisfaction is indicated in Headline Measure 2 by the percent of survey respondents (youth and parents) who agree or strongly agree that they are satisfied with services. The State-mandated tool for measuring satisfaction was changed in FY 2003-04 and results using the new tool show that parents have higher satisfaction with services received than do youth; however, this rate is projected to decrease in FY 2005-06 because of budget constraints. The two-year customer satisfaction target has been set at a Countywide standard 90% for both parents and youth.

In FY 2004-05, Mental Health Youth Services was one of seven counties selected by the California Institute of Mental Health to participate in a two-year Functional Family Therapy (FFT) development initiative. FFT is an Evidence-Based Practice that is family focused and strength-based. These home-based services are provided to youth ages 10 to 18 involved in the Juvenile Justice system. Services have been used effectively with diverse client populations and families in reducing recidivism. Implementation of FFT is part of a program redesign to increase the effectiveness of services provided to Juvenile Probation.

Mental Health Youth Services has engaged in collaborative planning with Public Health and the Human Services Agency to develop a Partners for Safe and Healthy Children (PSHC) initiative that was approved by the Board of Supervisors on March 8, 2005. This

program will provide comprehensive services to children ages 0-5 that are either dependents of the court or on voluntary status due to abuse and/or neglect, as well as their parents and/or caregivers. Gathering of information and initial training on the most effective Evidence-Based Practices in treating these youth and their families has been completed.

Major challenges over the next two years will be:

- To implement new and expanded services through the resources provided by the Mental Health Services Act to improve the Youth and Youth to Adult Systems of Care
- To provide AB 3632 services within funding and contractual agreements, contingent upon State and local budget and service mandates
- To redesign mental health services to youth involved with the Child Welfare or Juvenile Probation programs, in collaboration with Child Welfare Services and Juvenile Probation, in order to increase effectiveness and serve target populations within available resources
- To plan for optimal operation of COYC following approval of State DHSS administrative waiver
- To plan for transition to the new Youth Services Campus

Program Priorities

The Mental Health Youth Services program will meet performance targets by doing the following:

Maintain Out-Of-Home Placements at 160 or Less

- Shorten the length of stay in group home placements through placement of Seriously Emotionally Disturbed (SED) youth at Canyon Oaks
- Expand the use of the Wrap Around Program as an alternative to placement or to shorten the length of stay for Juvenile Probation or Child Welfare involved youth

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Centralize access processes and expand communication, increasing parent understanding of available services
- Sustain access to services through restructuring geographic access and language capabilities

Maximize Third-Party Revenues

- Increase Medi-Cal, Healthy Families, and Healthy Kids health care insurance coverage for youth services through referrals and follow-up

Maximize Efficiency and Cost Effectiveness of Services

- Evaluate the efficiency and cost effectiveness of FFT Evidence-Based Practice for high-risk youth
- Extend to contract service providers implementation and use of the CALOCUS assessment instrument as a tool for assessing appropriate levels and intensity of care
- Maximize parent/caregiver participation at all levels of the Youth System

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of clients served:					
- Intensive	784	711	637	720	720
- Non-Intensive	1,408	1,451	1,322	1,800	1,800
- Early Intervention ⁽¹⁾	459	452	359	360	400
Number of new clients: ⁽²⁾					
- Intensive	---	---	487	550	575
- Non-Intensive	---	---	1,052	1,100	1,150
- Early Intervention	---	---	311	320	375
How Well We Do It (Quality)					
Percent of survey respondents who agree or strongly agree that they are satisfied with services received: ⁽³⁾					
- Parents	---	94%	89%	90%	90%
- Youth	---	75%	80%	90%	90%
Percent of survey respondents who agree or strongly agree that the client is better at handling daily life:					
- Parents	80%	77%	71%	75%	75%
- Youth	83%	71%	72%	75%	75%
Average number of days from receipt of parental consent to completion of AB 3632 mandated assessments (data development)	---	---	---	---	---
Is Anyone Better Off? (Outcome)					
Average monthly census of out-of-home placements at the group home level Countywide by Mental Health, Probation, and Human Services Agency	163	160	154	160	160
Average monthly census of out-of-home placements at the group home level by Mental Health	9	11	10	11	11
Implementation of nationally recognized clinical Evidence-Based Practices	---	---	1	1	1

⁽¹⁾ The decrease beginning in FY 2004-05 is the result of a reduction in contracted services due to budget constraints. This data will increase with implementation of new services funded by the MHSA. Targets will be reevaluated following clarification of specific MHSA allocations.

⁽²⁾ New measure beginning in FY 2004-05.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Mental Health Youth Services (6130P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	142.0	143.0	141.0	153.0	12.0	153.0
Funded FTE	131.1	132.3	130.2	140.3	10.0	140.3
Total Requirements	14,488,220	15,588,982	17,629,224	20,052,761	2,423,537	20,051,341
Total Sources	11,239,444	12,424,499	14,618,677	15,533,606	914,929	15,593,172
Net County Cost	3,248,776	3,164,484	3,010,547	4,519,155	1,508,608	4,458,169

NCC Breakdown

State EPSDT Match			145,000	145,000		145,000
COLAs for Providers			158,009	193,065	35,056	193,065
Mandated Services			1,763,425	2,650,000	886,575	2,650,000
Non-Mandated Services			944,113	1,531,090	586,977	1,470,104

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,519,155 or 22.5% of Total Requirements. Of this amount, \$4,074,904 or 96.6% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include unfunded portions of Mental Health/Probation services at Hillcrest, Pre to Three program, Daly City Youth Health Center, Edgewood Child Abuse Program, and yearly contribution to the out-of-home placement fund collaborative.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; position adjustments that resulted in a net increase of one position with no overall change in Mental Health Division staffing total; increased facility rent expense; increased ISD charges associated with lease of additional PCs and allocation of ISD expense to budget units; increased independent contract expense for Child Psychiatrists; and reduction in Intrafund Transfers from the Human Services Agency for various Youth Services Programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
367,553	1,145,735	461,052	0	1,239,234	1

2. Partners for Safe and Healthy Children (PSHC)

Addition of five positions—one Community Program Specialist II and four Psychiatric Social Worker IIs—supports the program priority of achieving an overall customer satisfaction rating of at least 90% by staffing the new PSHC program. This action reconciles to the Salary Ordinance Amendment (SOA) approved by the Board of Supervisors on March 29, 2005. The positions are fully offset by Medi-Cal, Supportive Therapeutic Options Program (STOP), Child Welfare System Improvement Plan (SIP), and grant funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
299,607	549,345	(249,738)	0	0	5

3. Add Mental Health Program Specialist

Addition of one Mental Health Program Specialist position contributes to the program priority of maintaining out-of-home placements at 160 or less by providing supervision of the 18 Residential Counselor IIs at Canyon Oaks who staff the facility on a 24/7 basis. The position will be fully funded by State Department of Social Services residential care rates, Medi-Cal, and Realignment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
89,937	89,937	0	0	0	1

4. Convert Extra Help Positions to Permanent Status

Conversion of three Extra Help positions to permanent status supports meeting performance targets by addressing long-term workload needs and facilitates achievement of high customer satisfaction ratings. One Marriage and Family Therapist II position is added to Youth Services Case Management to provide individual and group therapeutic counseling and case management services to clients having basic and/or severe emotional, family, and/or social adjustment problems. Substance Abuse and Mental Health Services Administration (SAMHSA) funding and a reduction in Extra Help expenditures will fully cover costs. In addition, 2.6 FTE Occupational Therapist II positions are added at the Therapeutic Day School to ensure maintenance of required staff-to-client ratios for operation as a Day Treatment Intensive Program under Medi-Cal. Positions will be fully funded through additional Medi-Cal claiming and reductions in Extra Help appropriation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
56,430	56,430	0	0	0	3

5. Delete Community Worker

One vacant Community Worker II position is deleted. This adjustment offsets the conversion of an Extra Help position to permanent status in the Children's Health Initiative program within Health Administration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(29,877)	0	0	(29,877)	(1)

6. Youth Services Center One-time Start-up Costs

One-time appropriations are being added for the Mental Health unit at the new Youth Services Center, which is scheduled to open in June 2006. Costs include purchase and installation of work stations, relocation of voice and data lines, moving expenses, startup training, and other one-time expenses. Funding from Non-Departmental Reserves will cover these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	299,251	0	0	299,251	0

7. Supervising Mental Health Clinician for Family Resource Centers

Addition of one Supervising Mental Health Clinician-E supports the program priority of maximizing the efficiency and cost-effectiveness of services by providing clinical supervision for staff at Family Resource Centers throughout the County. This position is fully funded by the Human Services Agency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	96,731	(96,731)	0	0	1

8. Mental Health Program Specialist for Wraparound Program

Addition of one Mental Health Program Specialist position supports the program priority of maintaining out-of-home placements at 160 or less by providing leadership for the Wraparound Program, a collaborative program with Child and Family Services and Juvenile Probation that provides intensive case management, treatment, and support services to Seriously Emotionally Disturbed (SED) youth involved in Juvenile Justice or Child Protective Services. The program will be expanded into a full partnership program with the implementation of the Mental

Health Services Act and this position will coordinate the expansion. The costs will be fully covered by Early and Periodic Screening, Detection, and Treatment (EPSDT), Medi-Cal, and collaborative out-of-home placement revenues, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
20,150	81,252	(61,102)	0	0	1

9. Mental Health Program Specialist for Partnership for Safe and Healthy Children (PSHC)

This adjustment supports meeting performance targets by addressing operational requirements. One Mental Health Program Specialist position is being added to provide clinical supervision and service coordination, including court documentation-related activities, for the Partners for Safe and Healthy Children (PSHC) program. The number of Child Protective Services (CPS) referrals and resulting caseload has increased significantly due to implementation of the Human Services Agency's "System Improvement Plan," and has required increased attention to the safety and treatment needs of high risk and vulnerable infants and children aged six years and under. The costs will be fully covered by Medi-Cal and Realignment revenues, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
81,252	81,252	0	0	0	1

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
914,929	2,370,056	53,481	0	1,508,608	12

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

10. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
59,566	297,831	0	0	238,265	0

11. Youth Services Center

One-time appropriations for program start-up have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(299,251)	0	0	(299,251)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
59,566	(1,420)	0	0	(60,986)	0

Mental Health Adult Services (6140P)

Program Locator

County

Health

Heath Department

Mental Health Services

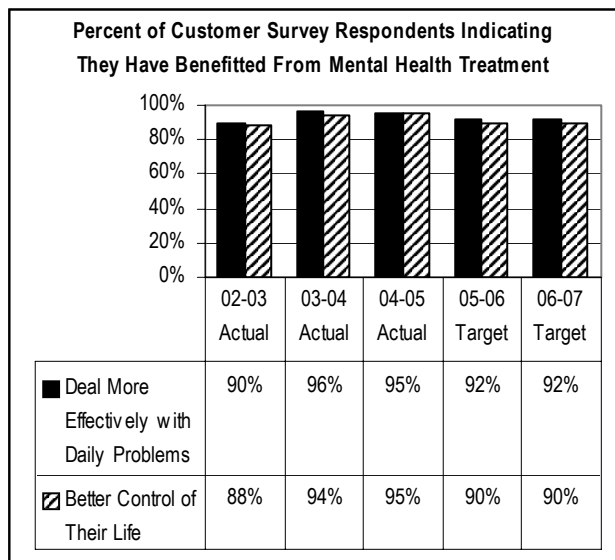
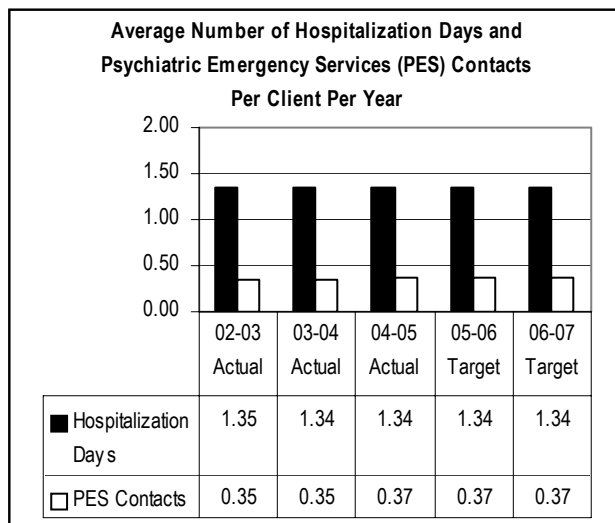
Mental Health Administration

Mental Health Youth Services



Mental Health Adult Services

Headline Measures



Program Outcome Statement

Mental Health Adult Services, in partnership with community-based organizations, provides a continuum of services and support to seriously mentally ill San Mateo County residents 18 years and older, focusing on each individual's strengths. The overriding goals of this program are individual recovery, improved well-being and overall quality of life, and independent living in the community.

Services and Accomplishments

Mental Health Adult Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing a continuum of services based upon client need. Outpatient services for lower acuity clients include outreach, individual and group therapy, case management, supported housing, rehabilitation, supported education, supported employment, medication management, and peer support. Services for high acuity clients include intensive case management, Psychiatric Emergency Services (PES), hospital inpatient, and other locked facility services.

The following are major accomplishments in the current year:

- Implemented a centralized placement and review team to assist PES and acute units with more efficient discharge planning and linkage to outpatient resources
- Created increased linkages to criminal justice through a field crisis consultation group and development/implementation of a law enforcement crisis intervention training program
- Created a Linkage Case Management service to successfully connect clients in an acute or crisis setting with services for assessment and treatment
- Conducted 22 focus groups with 186 consumers, family members, and providers to help define a consumer and family-oriented wellness/recovery services mental health system

Story Behind Baseline Performance

Psychiatric inpatient hospital and Psychiatric Emergency Services represent the highest cost services along the continuum of care for seriously mentally ill adults and older adults. The more financial resources devoted to high cost services, the fewer resources are available for community-based services that promote client self-sufficiency, wellness, and recovery. The goal is that neither psychiatric inpatient days nor PES utilization will increase by a statistically significant amount during future measurement periods. Performance against this goal is shown in Headline Measure 1. This measure has been changed from tracking the total number of inpatient days and PES visits to tracking the average usage of these services by clients in the system, expressed in "hospitalization rate" and "PES rate" per client. The new measures, in tandem, provide a more accurate reflection of system effectiveness at the client level. Mental Health Adult Services, in cooperation with Medical Center staff, has made a concerted effort to examine the effectiveness of diversion and discharge planning services for PES and psychiatric

inpatient treatment services. Efforts have included the redirection of resource management staff to provide an intensive linkage with PES. This linkage assists in diverting PES clients from hospital admissions and assists with hospital discharges, thereby decreasing overall institutional placements. This has produced improvements in the utilization of inpatient services, including shorter lengths of stay and an increase in bed availability. Clients with multiple hospitalizations are also being linked to treatment and case management services in order to decrease subsequent hospitalizations.

Consumer and family member participation will continue to be expanded in program development and service delivery as the program works toward a client-directed system of care. There are two processes that will be used to assess consumer satisfaction and feedback. The first is the ongoing monitoring of the State-mandated Mental Health Statistics Improvement Program (MHSIP) and the second is direct feedback from consumer and family member focus groups. Customer satisfaction with access to Mental Health services and the services provided, as indicated by the point-in-time MHSIP responses, is approximately 95% for both measures. In addition, the MHSIP focuses on the beneficial impact mental health treatment is having on customers by asking survey respondents if they agree with two outcome statements describing the results of the services they received: "I deal more effectively with daily problems" and "I am better able to control my life." As seen in Headline Measure 2, positive responses are currently 95%. For consumer feedback, regional focus groups were conducted asking three basic questions of consumers, family members, and staff: "What helps?"; "What doesn't?"; and "What would be better?". The tabulated responses will be used by a task force to guide recommendations toward improving the overall satisfaction and implementation of wellness and recovery based service provisions. Responses will also be used as a source document for Mental Health Services Act planning efforts.

Two efforts are underway to enhance the capability of law enforcement to serve mental health consumers. Law enforcement agencies and mental health professionals are collaborating to provide law enforcement personnel with Crisis Intervention Training (CIT). Training focuses on mental health issues and how mental health services are provided in San Mateo County. Mental Health has also convened a Field Crisis Consultation Committee. With representation from local police departments, the Sheriff's Office, Parole and Probation, the District Attorney's Office, consumer and family advocates, and mental health providers, this Committee focuses on problematic cases in order to provide systemic solutions.

Major challenges over the next two years will be:

- To maintain and improve outpatient service systems
- To provide services to consumers in the least restrictive treatment levels by using intensive case management services
- To implement new and expanded services through resources provided by the Mental Health Services Act to improve the Adult and Older Adult System of Care

- To develop an inclusive and culturally competent, consumer-run, community-based organization to provide peer support services
- To review the selection and implementation of Evidenced-Based Practices
- To successfully implement the Wellness and Recovery Tool Kit, a nationally recognized Evidence-Based Practice for adults

Program Priorities

Adult Mental Health Services will meet performance targets by doing the following:

Maintain an Average Acute Hospitalization Rate of 1.34 Days per Year per Client and an Average PES Rate of .37 Days per Year per Client

- Continue to conduct a retrospective review of all Treatment Authorization Requests (TARS) for private psychiatric hospital utilization by Medi-Cal clients
- Continue to work with private hospital staff to ensure timely discharges and appropriate placements
- Collaborate with San Mateo Medical Center to maximize utilization and decrease Administrative Days

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Continue to utilize MHSIP data to improve service delivery system
- Identify and implement strategies to continue development of a consumer/family-directed system of care

Maximize the Efficiency and Cost Effectiveness of Services

- Implement the Wellness and Recovery Tool Kit
- Extend to contract service providers the implementation and use of the LOCUS instrument as a tool for assessing appropriate levels and intensity of care
- Develop and implement a utilization and management structure that integrates the LOCUS assessment instrument at the clinical management level

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of clients served:					
- Intensive level of service	2,578	2,631	2,446	2,576	2,576
- Outpatient level of service	7,309	7,218	7,280	7,355	7,355
- LPS Conservatorship	369	374	381	392	392
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better ⁽¹⁾	94%	95%	94%	90%	90%
Percent of customer survey respondents rating access to mental health services good or better	94%	96%	88%	90%	90%
Is Anyone Better Off? (Outcome)					
Hospitalization rate—average number of days hospitalized per client	1.35	1.34	1.34	1.34	1.34
Psychiatric Emergency Services (PES) rate—average number of face to face contacts per client	0.35	0.35	0.37	0.37	0.37
Percent of customer survey respondents indicating they have benefited from mental health treatment: ⁽²⁾					
- Able to deal more effectively with daily problems	90%	96%	95%	92%	92%
- Better able to control their life	88%	94%	95%	90%	90%
Implementation of nationally recognized clinical Evidence-Based Practices	---	---	0	1	1
Number of clients with five or more inpatient stays	----	23	7	11	11

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

⁽²⁾ Targets to be reviewed following determination of precise MHSA allocations.

Mental Health Adult Services (6140P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	123.0	129.0	125.0	127.0	2.0	127.0
Funded FTE	113.9	118.5	114.5	115.6	1.1	115.6
 Total Requirements	54,251,149	56,433,277	55,499,756	61,192,734	5,692,978	61,428,896
Total Sources	49,651,228	51,172,356	50,010,848	55,138,351	5,127,503	55,185,583
Net County Cost	4,599,921	5,260,921	5,488,908	6,054,383	565,475	6,243,313
 NCC Breakdown						
Federal Grants Match			27,674	44,539	16,865	44,539
Realignment MOE			1,477,507	1,477,507		1,477,507
Proposition 172 MOE			317,583	329,138	11,555	329,138
COLAs for Providers				803,851	803,851	803,851
Mandated Services			2,989,721	2,402,519	(587,202)	2,402,519
Non-Mandated Services			676,423	996,829	320,406	1,185,759

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,054,383 or 9.9% of Total Requirements. Of this amount, \$4,203,199 or 69.4% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include indigent and non-target population psychiatric care at SMMC, geriatric client care placements at Institutes for Mental Disease (IMD) resulting from closure of the geropsychiatric unit at SMMC, and pharmacy costs for IMD residents that are no longer claimable to Medi-Cal.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; annualization of mid-year position changes; position adjustments resulting in a net decrease of one position with no overall change in the Mental Health Division staffing total; inflationary increases in pharmacy costs; increased ISD charges associated with lease of additional PCs and allocation of ISD expense to budget units; reduction in Intrafund Transfers from the Human Services Agency for Proposition 36; and increases to State and local hospital and IMD expenses. Also included is an Intrafund Transfer of \$996,829 to Correctional Health for enhanced Mental Health staffing in the jail and purchase of a second bed at the Santa Clara County Correctional Treatment Center approved by the Board of Supervisors in September 2004.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,975,035	5,520,510	20,000	0	565,475	(1)

2. Add Mental Health Counselor

Addition of one Mental Health Counselor II position to the Adult Access team supports the program priority of achieving an overall customer satisfaction rating of at least 90% by providing additional counseling services. This position is fully funded through an increase in billable services to Medi-Cal.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
69,787	69,787	0	0	0	1

3. Position Reconciliation

Splitting one full-time Marriage and Family Therapist I position into two half-time positions supports the achievement of high customer satisfaction ratings by identifying and implementing strategies to continue development of a consumer/family directed system of care. This action is in accordance with a Salary Ordinance Amendment (SOA) approved by the Board of Supervisors on April 11, 2005; the increased cost will be fully offset by an increase in third party revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,429	1,429	0	0	0	1

4. Mental Health Program Specialist for San Mateo Health Assessment and Response Technician (SMART) Program

This adjustment supports the program priority of maintaining an average acute hospitalization rate of 1.34 client days per year and an average Psychiatric Emergency Services (PES) rate of .37 client days per year. One Mental Health Program Specialist position is being added to the Resource Management Team to provide coordination and follow-up on referrals of individuals served by the Health Department's new San Mateo County Mental Assessment Response Technician (SMART) program. SMART is an alternative response to placement of patients on hold in hospital Emergency Departments ("5150" status) and is operated under contract by AMR Ambulance Service. The position will follow-up on all SMART referrals to ensure that these individuals and their families are linked to needed treatment and other appropriate services by Mental Health, Aging and Adult Services, Alcohol and Other Drug Services, and other community resources. The position will also be responsible for working with involved agencies to identify, plan for, and monitor availability of needed services and supports. The costs will be fully covered by Realignment revenue, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
81,252	81,252	0	0	0	1

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,127,503	5,672,978	20,000	0	565,475	2

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs, and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
47,232	236,162	0	0	188,930	0

Public Health Services (6200B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

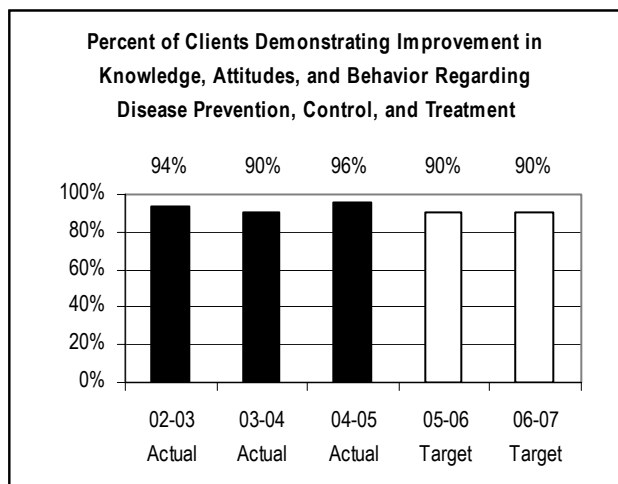
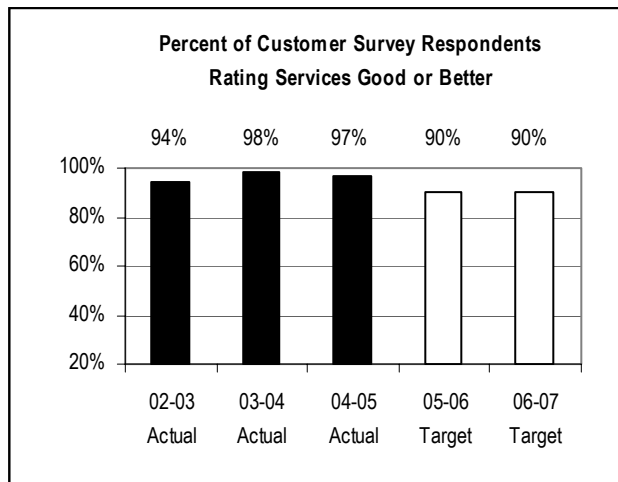
	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	11,966	12,151	14,000	14,000		14,000
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	17,909,484	21,218,404	19,375,334	19,783,180	407,846	19,712,024
Charges for Services	2,652,688	3,875,221	3,864,917	4,583,785	718,868	4,645,548
Interfund Revenue	339,087	425,582	727,364	767,330	39,966	767,330
Miscellaneous Revenue	2,189,056	2,532,095	2,148,533	1,695,187	(453,346)	1,669,187
Total Revenue	23,102,281	28,063,452	26,205,148	26,918,482	713,334	26,883,089
Fund Balance	1,069,987	1,640,380	1,640,380	2,952,465	1,312,085	1,437,696
TOTAL SOURCES	24,172,268	29,703,832	27,845,528	29,870,947	2,025,419	28,320,785
REQUIREMENTS						
Salaries and Benefits	21,373,898	23,734,924	24,490,359	25,754,963	1,264,604	26,314,101
Services and Supplies	7,138,676	7,098,066	6,265,050	6,240,971	(24,079)	5,820,137
Other Charges	3,249,541	4,316,410	4,669,791	5,430,893	761,102	4,809,737
Fixed Assets	24,367	131,431	150,000	620,000	470,000	
Other Financing Uses				230,000	230,000	230,000
Gross Appropriations	31,786,482	35,280,831	35,575,200	38,276,827	2,701,627	37,173,975
Intrafund Transfers	(779,608)	(729,754)	(1,009,449)	(1,086,389)	(76,940)	(1,086,389)
Net Appropriations	31,006,873	34,551,077	34,565,751	37,190,438	2,624,687	36,087,586
Contingencies/Dept Reserves	635,194	681,500	681,500	1,120,166	438,666	1,120,166
TOTAL REQUIREMENTS	31,642,067	35,232,577	35,247,251	38,310,604	3,063,353	37,207,752
NET COUNTY COST	7,469,799	5,528,745	7,401,723	8,439,657	1,037,934	8,886,967
AUTHORIZED POSITIONS						
Salary Resolution	272.0	272.0	273.0	266.0	(7.0)	266.0
Funded FTE	256.0	254.6	255.6	254.9	(0.7)	254.9

Disease Control and Prevention (6220P)

Program Locator

County
 Health
 Health Department
 Public Health Services
 ▷ **Disease Control and Prevention**
 Family Health Services

Headline Measures



Program Outcome Statement

Disease Control and Prevention (DCP) monitors, treats, and prevents communicable diseases to protect the health and well being of San Mateo County residents.

Services and Accomplishments

DCP contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by monitoring, treating, and preventing communicable diseases and other health threats within the community. DCP is composed of a group of Public Health programs that provide multi-disciplinary services to individuals and communities in San Mateo County.

DCP primarily focuses on those affected by, or vulnerable to, communicable or chronic diseases. Programs included are the AIDS Program, Tuberculosis Program, Communicable Disease Program, Sexually Transmitted Disease (STD) Program, a Mobile Clinic, the Public Health Laboratory, Vital Statistics, and the recently expanded Edison Clinic. A substantial reorganization initiative, approved by the Board of Supervisors in the September FY 2004-05 budget revisions, was implemented to enhance DCP's capacity to monitor and respond to emerging Public Health challenges such as bioterrorism preparedness and disease outbreaks, especially in residential care and institutional settings. Changes in supervisory structure were made to centralize administrative support and strengthen medical oversight and support for the Public Health Laboratory, community disease control, and surveillance programs. In addition, Health Education has been transferred to the new Health Policy, Planning, and Promotion budget unit.

The following are major accomplishments in the current year:

- Implemented a major reorganization resulting in provision of direct medical management and oversight for the Laboratory and Mobile Clinic, increasing STD services eight-fold over the prior year, integrating Edison Clinic services with those provided by the Mobile Clinic and HIV testing vans, and creating a structure for Continuous Quality Improvement (CQI) throughout DCP
- Improved Bioterrorism preparedness by training over 60 Public Health Nurses from the Health Department and the Human Services Agency to staff Neighborhood Emergency Triage, Vaccination and Antibiotic Centers (NETVAC), which has been identified as the primary mechanism for response to a terrorist attack requiring mass immunizations or medical treatment; developing "Go Kits" (packs that first responders can immediately take into the field in the event of an emergency) as a model to be used statewide; enhancing communication capabilities on the Mobile Clinic by adding radio and wireless laptops; and improving communications and coordination with other sentinel and reference laboratories
- Initiated a small-scale Incident Command Structure (ICS) response, later to become a medium-size response, to address the issue of nationwide flu vaccine shortage, responding to 3,851 calls and 9,086 flu hotline calls from the public from October 8, 2004 through January 9, 2005, holding 10 vaccination clinics, and vaccinating approximately 2,570 persons while distributing an additional 5,000 doses of vaccine

to private medical providers and residential facilities in the County

Story Behind Baseline Performance

DCP programs provide direct service, including medical treatment, case management and social services, health and prevention outreach, home visits to assist tuberculosis patients and their families, and counseling and screening for a variety of communicable diseases. Prevention activities include one-on-one prevention and school-based interventions. Each program has a number of specific and unique goals, many of which are mandated by State or Federal law. Performance measures for the programs focus on prevention or treatment of disease and promotion of healthy practices. An important indicator of service efficiency and quality shown in Headline Measure 1 is customer satisfaction, which is currently running at 97%. In addition, 96% of survey respondents rate response times as good or better and also indicate they are better off because of services received. Targets for other performance measures have been revised to reflect reductions in staffing and new methodologies for obtaining service data.

Headline Measure 2 reflects the percentage of clients who reported that their knowledge, attitudes, and behavior (KAB) have or will change as a result of services received. This data is captured through KAB surveys, which have been developed to measure how customers view the effects of services upon their lives. As shown in the graph, a rating of 90% or better has been sustained over the past three years.

Major challenges over the next two years will be:

- To ensure the reorganization results in programs that perform as designed, reach goals, and continue to meet client needs
- To provide ongoing staff training for bioterrorism preparedness efforts and effective responses to newly identified pathogens

Program Priorities

Disease Control and Prevention will meet performance targets by doing the following:

Achieve a 90% Rate of Clients Demonstrating Improvement in Knowledge, Attitudes, and Behavior (KAB) Regarding DCP Programs

- Continue refining the KAB survey instrument
- Distribute the survey to appropriate client/contact populations for completion in April and October
- Analyze results by unit to determine need for program changes or improvements

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Distribute the Cares Survey to all clients contacted by DCP staff and analyze results by unit to determine need for program changes or improvements
- Conduct staff development activities to ensure effectiveness of the reorganization including establishment of policies and procedures that are consistent across program lines,

identification of staff development needs and implementation of appropriate training programs, definition of performance expectations—especially the role of Epidemiologists, and conduct teambuilding programs around the reorganization goals

Improve the Efficiency and Utilization of Services

- Implement Continuous Quality Improvement (CQI) throughout DCP, building on the CQI currently being used within the AIDS Program
- Explore opportunities to expand STD testing to the mobile vans
- Explore opportunities to expand or upgrade infectious disease and hepatitis services
- Continue to improve the ability of staff to use current technology and expand technological resources by completing a survey of individual staff training needs and following up with enrollments in specific computer trainings indicated

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of clients served by selected programs:					
- AIDS Program Clinical Services	546	565	559	550	550
- Mobile Clinic Clinical Services	1,463	3,024	2,713	3,500	3,500
- STD Control	1,325	1,674	1,636	1,800	1,800
- TB Control	811	508	901	430	430
- Vital Statistics (births and deaths)	10,004	10,327	10,319	11,000	11,000
Number of service contacts ⁽¹⁾	236,248	224,309	203,050	198,000	198,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better ⁽²⁾	94%	98%	97%	90%	90%
Percent of customer survey respondents rating response time as good or better	93%	95%	96%	95%	95%
Is Anyone Better Off? (Outcome)					
Percent of clients who indicate they are better off because of the services they receive from DCP	90%	95%	96%	95%	95%
Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control and treatment	94%	90%	96%	90%	90%

⁽¹⁾ Decreases reflect transfer of Health Education to new Health Policy, Planning, and Promotion unit.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Disease Control and Prevention (6220P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	115.0	119.0	119.0	109.0	(10.0)	109.0
Funded FTE	112.3	114.5	114.5	107.4	(7.1)	107.4
 Total Requirements	14,562,524	17,125,497	17,299,260	18,766,802	1,467,542	17,381,133
Total Sources	13,098,229	14,364,617	15,199,688	15,976,639	776,951	14,390,714
Net County Cost	1,464,295	2,760,880	2,099,572	2,790,163	690,591	2,990,419
 NCC Breakdown						
Realignment MOE			1,492,929	1,492,929		1,492,929
AIDS Program MOE			373,703	411,073	37,370	411,073
Mandated Services			232,940	886,161	653,221	1,086,417

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,790,163 or 14.9% of Total Requirements. Of this amount, 0% is discretionary.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; position adjustments resulting in a net decrease of one position with no overall change in Public Health Division staffing total; reductions in contract expenses; increase in drugs and pharmaceutical costs; reductions to AIDS housing and community services; increases in automation services from ISD; reversal of one-time equipment purchases; and reductions in intergovernmental revenue due to the timing of the Bioterrorism grant year. In addition, an appropriation of \$179,751 is included to reflect the transfer of the Needle Exchange Program from the Human Services Agency to Public Health.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(521,895)	1,242,847	(51,041)	0	1,713,701	(1)

2. Transfer Health Education

Health Education is transferred to the new Health Policy, Planning, and Promotion budget unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(571,096)	(1,536,869)	17,322	0	(948,451)	(10)

3. Add Community Program Specialist

Addition of one Community Program Specialist II supports the program priority of achieving an overall customer satisfaction rating of at least 90% by assisting with training activities related to bioterrorism preparedness and succession planning in Environmental Health. This position will be funded by the bioterrorism grant and Intrafund Transfers from Environmental Health.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
43,222	86,443	(43,221)	0	0	1

4. Convert Extra Help Position to Permanent Status

Conversion of one Fiscal Office Assistant II from Extra Help to permanent status supports meeting performance targets by addressing long-term workload needs and facilitates achieving the program priority of improving the efficiency and utilization of services by providing additional billing support. The cost of this position is fully offset by service fee revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
59,479	59,479	0	0	0	1

5. Position Reconciliation

One Communicable Disease Investigator is transferred from Epidemiology to Communicable Disease within DCP, and one Medical Office Specialist has been transferred to Family Health Services, to more accurately reflect the assigned responsibilities of these respective positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(74,659)	0	0	(74,659)	(1)

6. Adjustments to Fund Balance

An increase in Fund Balance supports the program priorities of achieving high customer satisfaction ratings and improving the service efficiency and utilization by providing funding for projects that will improve the infrastructure needed for disaster response as well as increase the timeliness and efficiency of response to communicable disease outbreaks including: lab system replacement; the Information Technology Strategic Plan (ITSP); WebCMR, which will assist with the processing of State-mandated reporting forms; and office remodeling, lab equipment, and reorganization of this unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
778,152	778,152	0	0	0	0

7. Transfer Sexually Transmitted Disease Community Intervention Program (SCIP) Grant to Health Policy, Planning, and Promotion

The SCIP grant is being transferred to the new Health Policy, Planning, and Promotion (HPPP) budget unit. The primary focus of this grant is community education for the prevention of sexually transmitted diseases; these activities are appropriately located within the educational component of HPPP.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(16,000)	(16,000)	0	0	0	0

8. Memorandum of Understanding (MOU) with San Mateo Medical Center (SMMC) for Edison Clinic

This adjustment supports meeting performance targets by addressing operational requirements. An MOU between the Health Department and SMMC has been developed to change the billing services procedures at Edison Clinic. Whereas services at the Clinic were previously performed by the Medical Center, which retained the revenue generated, Public Health will now reimburse the Medical Center for these services and keep the revenue. This revenue will be used to offset costs for the first floor remodeling to accommodate reorganization of the

Disease Control and Prevention program, and for an emergency power generator to ensure continued electricity to the Laboratory and other selected areas of the Health Department in the event of an outage.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
400,000	400,000	0	0	0	0

9. Additional State Funding for AIDS Program

One-time funding being received due to amendment of the State Master Grant Agreement supports the program priority of achieving an overall customer satisfaction rating of at least 90% by enhancing the Division's website to provide additional educational information regarding HIV prevention.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
71,156	71,156	0	0	0	0

10. Adjustments to Fund Balance

Increased Fund Balance has been set aside in Reserves for information technology projects and remodeling of the Disease Control and Prevention unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
533,933	95,267	0	438,666	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
776,951	1,105,816	(76,940)	438,666	690,591	(10)

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

11. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs; addition of \$80,000 in maintenance charges for the new lab system purchased in FY 2005-06; and elimination of prior one-time increases for equipment purchases.

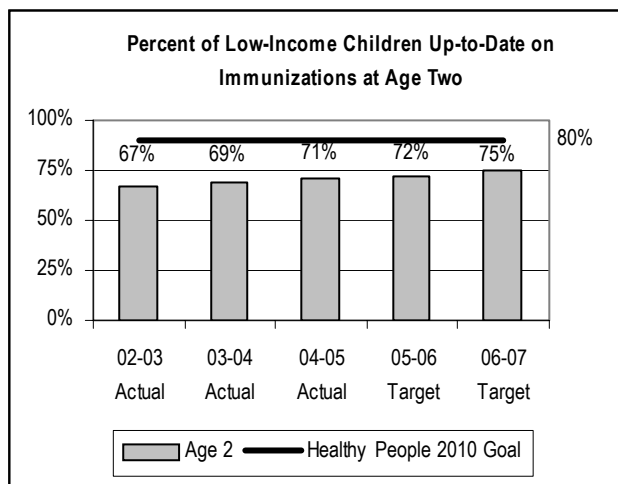
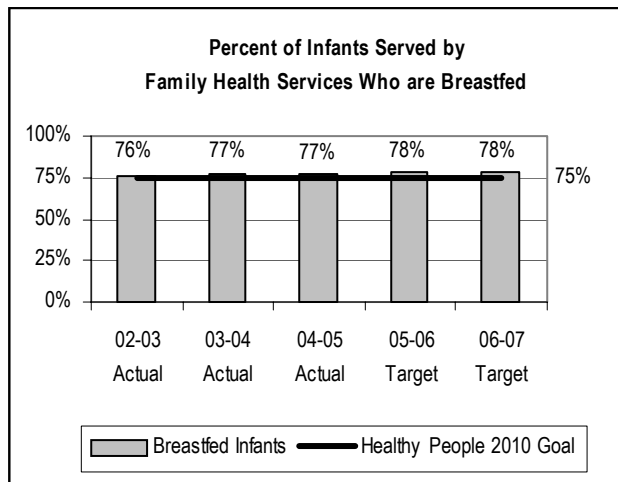
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,585,925)	(1,385,669)	0	0	200,256	0

Family Health Services (6240P)

Program Locator

County
 Health
 Health Department
 Public Health Services
 Health Promotion and Disease Control
 ► **Family Health Services**

Headline Measures



Program Outcome Statement

Family Health Services (FHS) promotes and improves the health and well being of children and families by joining with individuals, organizations, and communities to provide case management, prevention and treatment services, outreach, and education of clients and providers.

Services and Accomplishments

FHS contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing case management, prevention and treatment services, outreach, and education to clients, providers, and the community at large. FHS provides direct, multi-disciplinary services to mainly low-income families including physical and occupational therapy, clinic-based nutritional consultation, parenting, health and nutrition classes, parent support groups, home visiting, and telephone case management. Program staff also give consultation to health care providers, collaborate with community agencies and schools, and lead efforts to improve health in the community.

The following are major accomplishments in the current year:

- Completed training of all staff, led by senior/expert staff, on Headline Measures for breastfeeding and immunization
- Facilitated use of the Bay Area Immunization Registry at San Mateo Medical Center, with startup administered by the Maternal Child and Adolescent Health (MCAH) and Immunization programs
- Collaborated with Mental Health and Child Welfare Services to plan and begin implementation of Partners for Safe and Healthy Children (PSHC), an intervention program for children aged 0-5 years in Child Protective Services
- Continued participation and leadership in the Children's Report Initiative
- Provided essential operational support to the flu vaccine shortage response
- Implemented within Prenatal to Three an expanded evaluation of the First 5-funded program activities, including presentation of a progress report at the Zero to Three National Training Institute
- Launched a second three-year project funded by First 5, using a grant from the Fatherhood Collaborative to increase work with fathers, and obtained a breastfeeding peer counseling planning grant at the Women, Infants, and Children (WIC) Breastfeeding Care Center
- Completed a reorganization that strengthened the unit leadership, focusing on the role of the Public Health physician and enhancement of the Public Health Nutrition and Child Health programs
- Converted California Children's Services (CCS) case management and billing to the CMS.Net electronic system
- Collaborated with ISD in the design of the Kids Find database

Story Behind Baseline Performance

Service efficiency and quality is indicated by a summary measure in the January 2004 customer satisfaction survey and from Continuous Quality Improvement (CQI) work at the program level. In the customer survey, 96% of the 773 respondents rated overall satisfaction with services as good or excellent.

Breastfeeding provides a child and mother with many health advantages. The breastfeeding rate shown in Headline Measure 1 is an excellent indicator of the quality of parenting at the population level and of parenting support in the community. Breastfeeding decreases the incidence of childhood illnesses such as ear infection, diarrhea, and childhood lymphoma and has been linked to cognitive gains. It also has a positive impact on maternal health, helping with weight reduction after delivery and decreasing the risk of breast cancer. Finally, It provides natural opportunities for the development of attachment between the mother and child. The Women, Infants and Children (WIC) program within FHS provides the data used for this performance measure. As seen in the graph, 77% of newborns in WIC are breastfed, showing that programs continue to perform well in the promotion and support of breastfeeding. It is projected that the current performance level will rise slightly over the next two years, continuing to exceed the goal of a 75% rate developed by the U.S. Department of Health and Human Services as part of *Healthy People 2010*, a set of national health objectives.

Headline Measure 2, the immunization rate for low income children based upon data obtained from the SMMC clinics, is showing some improvement, increasing from 67% in FY 2002-03 to 71% in FY 2004-05, although improvement is needed to reach the *Healthy People 2010* goal of 80%. FHS staff help clients gain access to vaccination services, supply vaccines to providers, and directly provide some vaccinations. FHS staff administer and provide leadership to the startup of SMMC clinic usage of the Bay Area Regional Registry (BARR). By joining BARR, San Mateo County should experience improvements in the timeliness of services, less duplication of effort, and an increase in immunization rates of 2% to 3% a year, which would result in an immunization rate of approximately 88% by the benchmark year of 2010. Decreased rates of preventable infectious diseases should ultimately occur.

Field Nursing is serving fewer clients but, due to the high-risk profile of the clients, staff are delivering services more intensively. The Child Health and Disability Prevention (CHDP) program is serving fewer clients for a positive reason; more children are insured through Healthy Kids and therefore are not receiving CHDP exams. Similar to Field Nursing, the CHDP staff are providing more intensive follow-up to their clients as well as increasing their work in the community. However, CCS and WIC are serving higher numbers of clients because of the growth of income-eligible families in the County.

Major challenges over the next two years will be:

- To integrate the work of the Children's Health Initiative (CHI) outreach workers with CHDP
- To accommodate increases in caseload in WIC and CCS while continuing to offer high quality services
- To further strengthen operation of the Pediatric Death Review Team
- To support Health Department efforts to decrease health disparities by leading the development of Countywide recommendations on improving childhood nutrition and physical activity

- To complete the startup of Partners for Safe and Healthy Children (PSHC), working in conjunction with Mental Health and Child Welfare Services
- To improve ability of staff to use available technology and expand technological resources

Program Priorities

Family Health Services will meet performance targets by doing the following:

Maintain an Infant Breastfeeding Rate of over 75%

- Support refresher training
- Assure that each FHS program supports breastfeeding
- Continue to provide leadership to the County Breastfeeding Committee
- Involve fathers in support and plan a peer counseling program

Improve Immunization Rate to 72% of Children at Age Two

- Support refresher training
- Hire a permanent Immunization Registry (IR) coordinator to support the implementation of the IR throughout the County system of pediatric providers
- Continue participation in Bay Area Regional Registry

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Sponsor staff training in best practices in working with families
- Improve the ability of staff to use current technology and expand technological resources by completing a survey of individual staff training needs and following up with enrollments in specific computer trainings indicated
- Explore feasibility of electronic case management systems for programs currently utilizing paper records
- Assure adherence to Health Insurance Portability and Accountability Act (HIPAA) requirements related to confidentiality, privacy, and data security through staff training

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of customers served:					
- Field Nursing and Maternal, Child and Adolescent Health	2,388	2,078	2,017	1,800	1,800
- Prenatal to Three	3,336	3,575	3,645	3,500	3,500
- Women, Infants and Children	22,231	25,599	21,688	26,000	26,000
- California Children Services	1,747	2,541	2,788	2,970	3,118
- Child Health and Disability Prevention	3,101	2,696	2,074	1,800	1,800
- Lead	69	76	82	78	78
- California Nutrition Network	15,750	12,532	13,152	13,152	13,152
Number of service contacts	306,806	325,477	334,575	322,000	322,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services as good or better ⁽¹⁾	98%	96%	96%	90%	90%
Percent of customers receiving services in a timely manner	80%	88%	96%	90%	90%
Is Anyone Better Off? (Outcome)					
Number and percent of children served who are breastfed	2,273 / 76%	2,469 / 77%	2,327 / 77%	2,475 / 78%	2,340 / 78%
Healthy People 2010 breastfeeding goal	75%	75%	75%	75%	75%
Number and percent of low-income children up-to-date on immunizations at age two	374 / 67%	444 / 69%	316 / 71%	444 / 72%	444 / 75%
Healthy People 2010 immunization goal	80%	80%	80%	80%	80%

⁽¹⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Family Health Services (6240P) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	157.0	153.0	154.0	157.0	3.0	157.0
Funded FTE	143.7	140.1	141.1	147.5	6.5	147.5
 Total Requirements	17,079,543	18,107,080	17,947,991	19,543,802	1,595,811	19,826,619
Total Sources	11,074,039	15,339,215	12,645,840	13,894,308	1,248,468	13,930,071
Net County Cost	6,005,504	2,767,865	5,302,151	5,649,494	347,343	5,896,548
 NCC Breakdown						
Federal Grants Match			1,560,929	1,810,323	249,394	1,889,489
State Grants Match			1,966,595	2,212,618	246,023	2,309,376
Child Care Services MOE			1,569,082	1,369,777	(199,305)	1,429,678
Non-Mandated Services			205,545	256,776	51,231	268,005

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,649,494 or 28.9% of Total Requirements. Of this amount, 4.5% is discretionary. Discretionary Services include Mandated Services with no specified maintenance-of-effort (MOE) requirements, as well as the following discretionary services: public health prevention and education-based nursing services to the community.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; position adjustments resulting in a net increase of one position with no overall change in Public Health Division staffing total; increase in contract expenses; increase in cost of County Leased Facility and Automation projects with the Information Services Department, as well as additional computers for the Women, Infants, and Children (WIC) program of which the majority of costs are reimbursable through the State grant. Intergovernmental Revenues that support several programs have increased due to caseload growth and changes in the Medi-Cal reimbursement rate. In addition, a cross-program staffing adjustment has been made to facilitate the development of professional and management capacities in several Health Divisions, with no change resulting at the Department level in either total positions or Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
781,774	1,129,117	0	0	347,343	0

2. Position Adjustments to Reflect Caseload Growth

Increasing positions from part-time to full-time in various programs supports the program priority of achieving a customer satisfaction rating of at least 90% by providing staff resources to respond to increasing caseloads and ensure that services are provided in a timely manner.

Funding from Federal/State and grant sources are sufficient to cover increased costs. In addition, one Medical Office Specialist is transferred in from Disease Control and Prevention.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
283,906	283,906	0	0	0	1

3. Position Adjustments

One Public Health Educator is being transferred to HPPP to support the health education activities of that unit. One Community Program Specialist III is being transferred in from Health Administration to serve as the Immunization Registry coordinator; the cost increase will be offset by increased immunization revenue. One Social Worker III is being reclassified to a Psychiatric Social Worker II to reconcile with the Salary Ordinance Amendment approving this action by the Board of Supervisors on May 3, 2005; additional costs will be fully offset by Targeted Case Management (TCM) revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,788	6,788	0	0	0	0

4. Additional State Funding for Immunization Registry and Prenatal to Three Program

Additional ongoing funding of \$150,000 received from the State Department of Health Services for the Immunization Registry expansion supports the program priority of improving the immunization rate to 72% of children at age two; funds will be used to coordinate activities with the schools for increasing adolescent immunizations. In addition, a one-time grant of \$26,000 has been received from Peninsula Community Foundation for strategic planning in the Prenatal to Three program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
176,000	176,000	0	0	0	2

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,248,468	1,595,811	0	0	347,343	3

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget Adjustments have been made meet performance targets: inclusion of merit increases and negotiated labor increases; reduction in one-time information technology costs; and additional revenue from various grants reflecting increased Federal matching due to salary and benefit adjustments. Prior one-time increases in grant funding have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
35,763	282,817	0	0	247,054	0

Correctional Health Services (6300B)

Program Locator

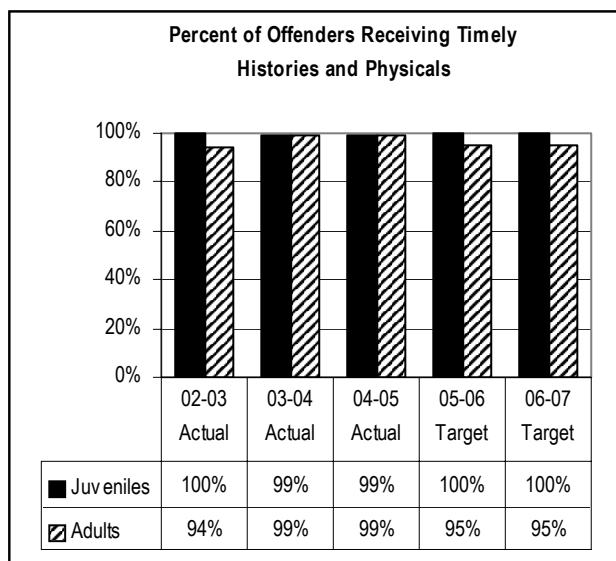
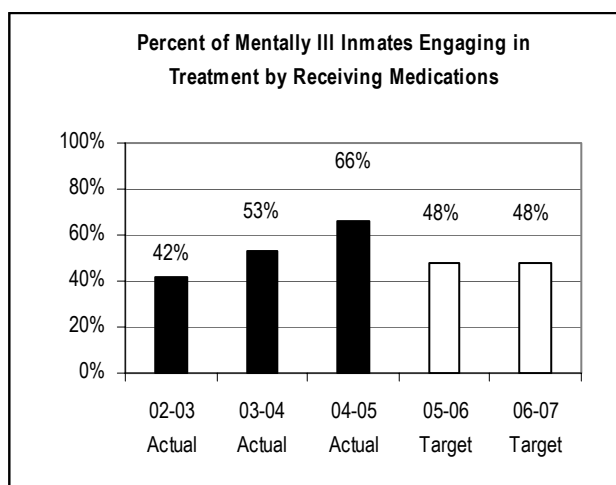
County

Health

Health Department

▷ **Correctional Health Services**

Headline Measures



Program Outcome Statement

Correctional Health Services provides comprehensive and timely physical health, mental health, and chemical dependency treatment services to the incarcerated population of San Mateo County, thus contributing to the health and safety of the community as a whole.

Services and Accomplishments

Correctional Health Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing services to residents of the Maguire Correctional Facility and Hillcrest Juvenile Hall including: physical health, which begins with an initial health assessment including screenings for communicable and chronic diseases and mental illness; mental health care services including evaluation, treatment, and crisis intervention services; and chemical dependency treatment services.

The Lifeskills program provides seriously mentally ill inmates with sub-acute day treatment services. The participants also are connected to resources in Mental Health Services to ensure an opportunity to continue treatment following release from custody.

The Choices program, which provides intensive chemical dependency treatment in a therapeutic community, has been very successful in reducing the rate of recidivism among participants. A study conducted in 2000 revealed that females completing Choices were 2.7 times less likely to have been arrested, convicted, incarcerated or picked up for probation violations than those who dropped out of the program. A similar study for the men's facility is being conducted; data collection is in progress and preliminary results are expected by early 2006.

The following are major accomplishments in the current year:

- Maintained accreditation by the Institute of Medical Quality (IMQ) since 1998 in the adult detention facility—services beyond State Title 15 requirements—distinguishing San Mateo County as one of the best correctional health programs in California
- Successfully completed intensive case management and dual diagnosis clinical services in the three-year Options project funded by a Board of Corrections grant
- Developed a suicide prevention program for the Sheriff's correctional facilities and provided training to Correctional Health staff
- Collaborated with the Sheriff's Office in developing policies, procedures, and forms for utilizing and monitoring the jails high risk areas and inmates which resulted in an invitation to present the model program at the American Correctional Health Services Association national conference in April 2005
- Collaborated with Public Health to manage a chickenpox outbreak at the Juvenile Hall during the summer of 2004, which resulted in adding varicella vaccine to those routinely given
- Developed a monitoring and communication system to alert involved County departments of problematic medical issues in order to contain costs

Story Behind Baseline Performance

The number of seriously mentally ill inmates continues to increase. The Maguire facility is now considered the largest treatment facility in the County for the seriously mentally ill. This in turn drives up the cost of providing services due to the cost of medications and the

increased intensity of services required. In addition, the majority of services provided by Correctional Health are not reimbursable by health insurance or other State and Federal funding. In FY 2004-05, approximately 78% of the Correctional Health Services budget was supported by the General Fund. Budget reductions have had a tremendous impact on the level of all services Correctional Health is able to provide to inmates. For example, the Options program for seriously mentally ill inmates was terminated April 1, 2004 due to elimination of State funding. Continued accreditation for health services in the Maguire facility may be at risk in the current fiscal environment.

Inmate mental health services have been provided through a contract for four beds at the Santa Clara County Correctional Treatment Center (CTC) for inmate placement. Following a recent rate increase of over 600% per bed, the Health Department explored alternate service delivery options including: 1) reopening the San Mateo County CTC, which was closed in 1996 due to budget constraints, using County employees; 2) reopening the County CTC with contract services; and 3) enhancing mental health staffing to enable intervention and other efforts aimed at maintaining the mental health of inmates without requiring inpatient care. Option 3 is being implemented, following approval by the Board of Supervisors in September 2004.

The mentally ill are protected by law from involuntary treatment except for the rare patients who meet strict criteria as "gravely disabled" pursuant to the Lanterman Petris Short Act (LPS). A major goal of working with this population in the correctional facilities is to engage them in voluntary treatment that will continue when they are released. Headline Measure 1 indicates that 66% of mentally ill inmates are currently engaging in treatment by receiving medications.

Completing medical histories and health screenings within 96 hours of incarceration for juveniles and by the 14th day of incarceration for adults, as shown in Headline Measure 2, is a cornerstone of the Correctional Health Services programs. From this initial assessment, a plan of care is initiated that includes consideration of all aspects of the patient's health-related needs as well as health concerns of the institution, ensuring that inmates with current and ongoing health issues are followed by the appropriate program staff. Beginning in FY 2003-04, receiving procedures were changed to include completion of the History and Physical screenings at intake. This has resulted in a dramatic increase in the volume of screenings completed within the time standards, from 3,991 in FY 2003-04 to 19,155 for FY 2004-05.

Major challenges over the next two years will be:

- To maintain Institute of Medical Quality (IMQ) accreditation within current budget constraints
- To manage hospital days and medical costs, including an increasing number of chronically ill and aging patients, with fewer nursing positions
- To complete planning and transition to the new Youth Services Center

Program Priorities

Correctional Health Services will meet performance targets by doing the following:

Perform 100% of Juvenile and 95% of Adult Histories and Physicals in a Timely Manner

- Complete juvenile exams within 96 hours of incarceration
- Complete adult exams by the 14th day of incarceration

Maintain the Number of Mentally Ill Inmates Engaging in Treatment by Receiving Medications At a Minimum of 48%

- Increase efforts within the Lifeskills program to encourage acceptance of medications by mentally ill participants
- Increase efforts to engage mentally ill inmates in treatment

Maintain an 80% Completion Rate in the Choices Program

- Monitor completion rate and provide periodic feedback to counselors to maintain 20% turnover rate

Maintain Jail Accreditation

- Continue to meet the health care component of Title 15 standards at both facilities
- Continue to prepare Hillcrest for accreditation upon moving to new facility
- Develop methods of reducing time necessary to complete required TB assessments
- Review accreditation standards to determine which "non-essential" standards can be avoided without jeopardizing overall accreditation

Participate in the Development of the New Youth Services Center

- Continue to attend planning meetings and provide input to architects and program planners
- Develop a transition plan that includes staff training and policies and procedures specific to the new facility

Increase Community and Funding Support for Therapeutic Community, Jail-Based Programs

- Continue to present educational workshops at State forensic health conferences
- Continue to invite correctional staff from other counties to visit the Choices program
- Continue to offer information and assistance to other counties interested in starting similar programs

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of histories and physical screenings	3,991	9,844	19,155 ⁽¹⁾	19,650	19,650
Number of mentally ill inmates	1,585	1,858	1,685	1,500	1,500
How Well We Do It (Quality)					
Percent of participants who complete the Choices Program	83%	82%	81%	80%	80%
Is Anyone Better Off? (Outcome)					
Number and percent of mentally ill inmates engaging in treatment by receiving medications	668 / 42%	991 / 53%	779 / 66%	725 / 48%	725 / 48%
Percent of offenders receiving timely histories and physicals:					
- Juveniles (within 96 hours of incarceration)	100%	99%	99%	100%	100%
- Adults (by the 14 th day of incarceration)	94%	99%	99%	95%	95%
Number and percent of aggressive incidents in Choices Program compared to overall jail population:					
- Choices	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%
- Maguire Correctional Facility	293 / 2%	290 / 3%	387 / 3%	300 / 2%	300 / 2%

⁽¹⁾ Increase reflects a procedural improvement by performing the screenings at intake.

Correctional Health Services (6300B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	55.0	56.0	56.0	57.0	1.0	57.0
Funded FTE	52.1	51.3	51.3	52.5	1.2	52.5
Total Requirements	5,168,530	5,506,404	5,529,142	5,630,755	101,613	5,385,468
Total Sources	913,582	1,191,634	1,119,231	817,774	(301,457)	817,774
Net County Cost	4,254,949	4,314,769	4,409,911	4,812,981	403,070	4,567,694
NCC Breakdown						
Mandated Services			4,191,428	4,101,077	(90,351)	4,180,425
Non-Mandated Services			218,483	711,904	493,421	387,269

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,812,981 or 85.5% of Total Requirements. Of this amount, 91.4% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; and increases in outside hospital services and ISD service charges. Fund Balance has been reduced due to unexpected high medical costs for inmates in FY 2004-05. In addition, an Intrafund Transfer of \$996,829 from Mental Health is included for enhanced Mental Health staffing in the jail and purchase of a second bed at the Santa Clara County Correctional Treatment Center approved by the Board of Supervisors in September 2004.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(301,457)	717,297	(1,014,403)	0	4,351	0

2. Convert Extra Help Position to Permanent Status

Conversion of one Extra Help Program Counselor II position to permanent status in the Choices program supports meeting performance targets by addressing long-term workload needs and will also contribute to Choices' efforts to reduce the rate of recidivism among residents who are released from the jail system by increasing the availability of counseling staff resources.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	74,084	0	0	74,084	1

3. Youth Services Center One-time Start-Up Costs

One-time appropriations being added for the Correctional Health unit at the new Youth Services Center, which is scheduled to open in June 2006. Costs include start-up training and Extra Help staffing, equipment, furniture, moving expenses, inclusion of a dental suite, and other one-time expenses. Funding from Non-Departmental Reserves will these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	324,635	0	0	324,635	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(301,457)	1,116,016	(1,014,403)	0	403,070	1

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	79,348	0	0	79,348	0

5. Youth Services Center

One-time appropriations for program start-up have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(324,635)	0	0	(324,635)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(245,287)	0	0	(245,287)	0

Correctional Health Services (6300B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	322,125	376,435	341,141	350,719	9,578	350,719
Charges for Services	897	1,477	429	429		429
Interfund Revenue	420,645	375,726	366,048	372,324	6,276	372,324
Miscellaneous Revenue	52,443	65,685	39,302	39,302		39,302
Total Revenue	796,110	819,323	746,920	762,774	15,854	762,774
Fund Balance	117,472	372,311	372,311	55,000	(317,311)	55,000
TOTAL SOURCES	913,582	1,191,634	1,119,231	817,774	(301,457)	817,774
REQUIREMENTS						
Salaries and Benefits	5,658,822	5,935,601	6,189,722	6,420,857	231,135	6,417,680
Services and Supplies	1,554,590	2,434,063	1,691,138	2,533,667	842,529	2,291,557
Other Charges	490,789	428,970	441,599	483,951	42,352	483,951
Gross Appropriations	7,704,201	8,798,634	8,322,459	9,438,475	1,116,016	9,193,188
Intrafund Transfers	(2,653,143)	(3,292,230)	(2,793,317)	(3,807,720)	(1,014,403)	(3,807,720)
Net Appropriations	5,051,058	5,506,404	5,529,142	5,630,755	101,613	5,385,468
Contingencies/Dept Reserves	117,472					
TOTAL REQUIREMENTS	5,168,530	5,506,404	5,529,142	5,630,755	101,613	5,385,468
NET COUNTY COST	4,254,949	4,314,769	4,409,911	4,812,981	403,070	4,567,694

AUTHORIZED POSITIONS

Salary Resolution	55.0	56.0	56.0	57.0	1.0	57.0
Funded FTE	52.1	51.3	51.3	52.5	1.2	52.5

SAN MATEO MEDICAL CENTER

BOARD OF DIRECTORS

CHIEF EXECUTIVE OFFICER

ADMINISTRATIVE AND QUALITY MANAGEMENT

- Accounting/Payroll
- Finance and Decision Support
- Patient Financial Services
- Revenue and Reimbursement
- Compliance/HIPAA
- Materials Management
- Community Relations and Marketing
- WELL Program Management
- Quality Management
- Medical Records
- Case Management
- Education
- Medical Library

PATIENT CARE SERVICES

- Psychiatry
- Critical Care (ICU)
- Nursing
- Keller Center
- Infection Control/Employee Health
- Recruitment
- Volunteers/Interpreters
- Keller Women and Children's Center

CLINICAL ANCILLARY AND SUPPORT SERVICES

- Clinical Trials And Research
- Environmental Services and Safety
- Laboratory
- Pharmacy
- Radiology/Diagnostic Imaging
- Rehabilitation Services/CART
- Food and Nutrition Services

LONG TERM CARE SERVICES

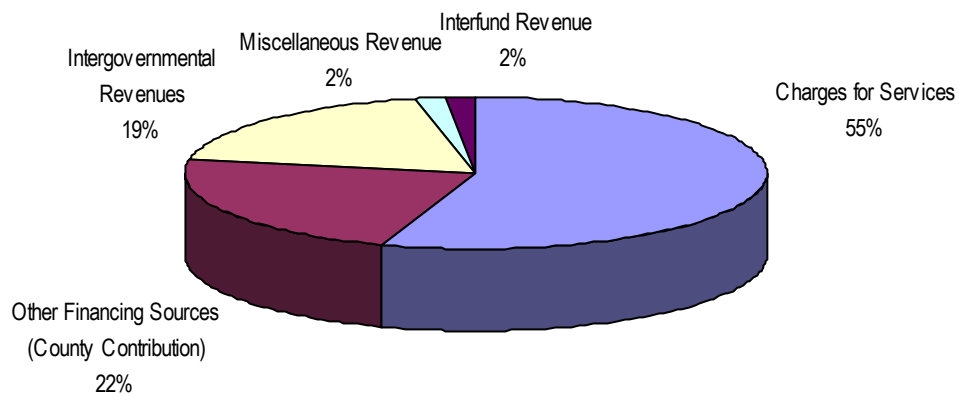
- SMMC Long Term Care
- Burlingame Long Term Care

AMBULATORY AND MEDICAL STAFF SERVICES

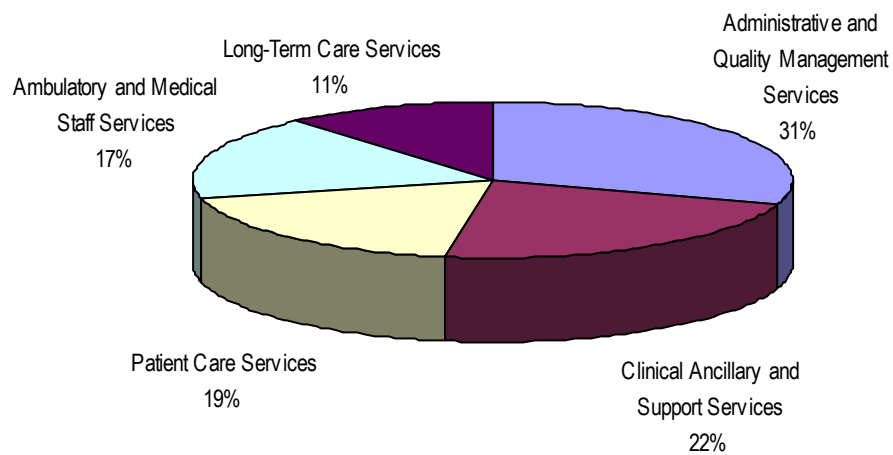
- Chronic Disease
- Ron Robinson Senior Care Center
- Medical Staff Office/Physician Relations
- Program Services
- North County Clinics
- Mid County Clinics
- South County Clinics

San Mateo Medical Center

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Department Locator

County

Health

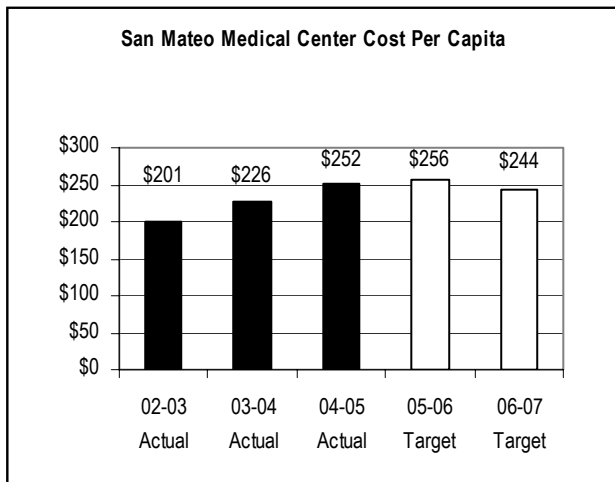
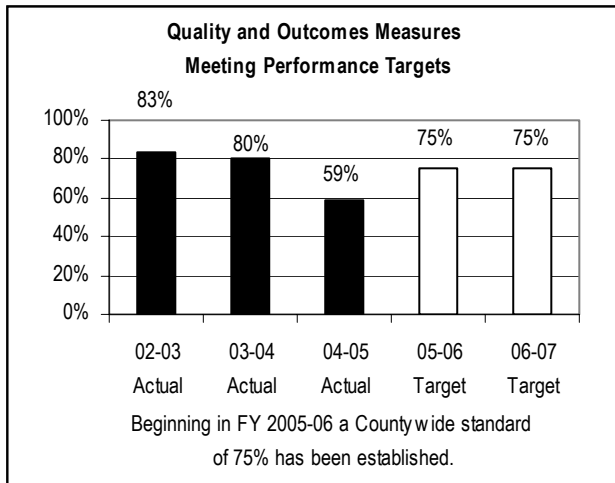
Health Department

▷ San Mateo Medical Center—Operating Budget

San Mateo Medical Center Capital Purchases

General Fund Contributions to Medical Center

Department Measures



Department Mission Statement

The mission of the San Mateo Medical Center (SMMC) is to open doors to excellence in healthcare. To live its mission, SMMC offers services to all residents of San Mateo County, regardless of ability to pay. SMMC serves the entire community and, by setting a standard of excellence, aspires to be the best public hospital and clinic system in California.

SMMC works to improve the health of the community by:

- Providing holistic care—body, mind, and spirit
- Promoting the effective use of technology
- Ensuring best practices, clinical quality, and the highest and best use of resources
- Providing timely access to care
- Ensuring cultural competency
- Expanding an already robust and compelling philanthropy program
- Serving as an employer of choice, with a waiting list of employees
- Continually improving the research and education components
- Maintaining a culture of service, innovation, satisfaction, and safety
- Providing an integrated delivery system
- Providing community care management with chronic disease management programs
- Improving financial strength

Contributions to Shared Vision 2010 Goals

The San Mateo Medical Center contributes to achieving the following goals of the Shared Vision 2010 commitments:

Commitment: Realize the Potential of our Diverse Population

Goal 1: SMMC serves a diverse population at the Medical Center and in the eleven accessible, community-based clinics across the County, providing over 200,000 ambulatory visits to over 40,000 residents.

Goal 2: SMMC employees volunteer and contribute to numerous organizations including Chope Champions, the Charitable Contributions Campaign, and the San Mateo Medical Center Foundation, providing volunteer opportunities to the community through the Auxiliary and American Heart Association.

Commitment: Ensure Basic Health and Safety for All

Goal 5: SMMC is the safety net hospital for County residents and provides Emergency, Psychiatric, Acute Inpatient Medical/Surgical, Ancillary, and Ambulatory services to anyone without regard for ability to pay. Holistic care includes prevention, early diagnosis, and treatment of disease.

Goal 7: The Keller Center for Family Violence Intervention serves victims of violent crime not only at the time of the crime, but also during the recovery period. Staff ensure a safer community by

providing a wide range of community outreach and educational classes, and testifying in court as perpetrators are prosecuted.

Goal 8: SMMC helps the vulnerable through prevention, early detection and treatment, providing services for the aged, disabled, mentally ill, and at-risk youth. A broad array of services are available for seniors, the fastest growing segment of the County's population, through the Burlingame Long-Term Care facility and the Ron Robinson Senior Care Center.

Commitment: Offer a Full Range of Housing Choices

Goal 9: SMMC works with the Human Services Agency, Shelter Network, and Samaritan House to place homeless patients in safe housing upon discharge.

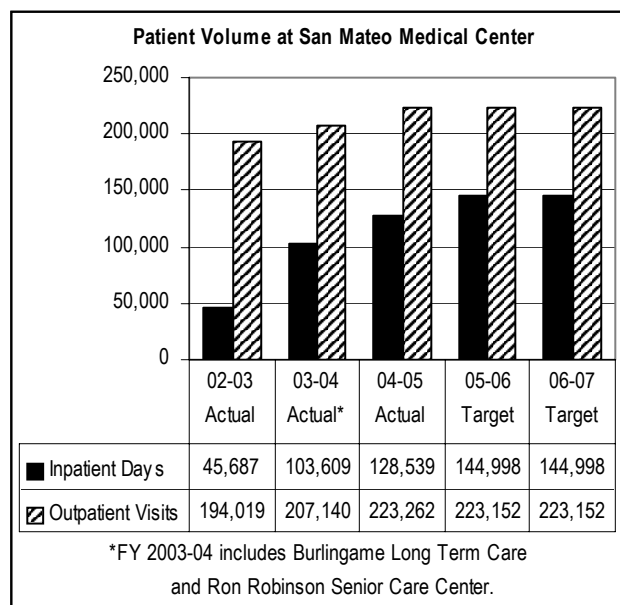
Commitment: Create Opportunities for Every Household to Participate in our Prosperity

Goal 19: SMMC actively participates in volunteer, internship, and training programs for students interested in healthcare. SMMC serves as a training site for nursing students, radiology technology students, and psychiatry residents. Through the Hospital Consortium and countywide task forces, the Medical Center is actively working to increase training opportunities in San Mateo County.

Commitment: Responsive, Effective, and Collaborative Government

Goal 20: County and Medical Center visions are promoted consistently throughout SMMC programs, services, and communication mechanisms.

Goal 21: SMMC works in collaboration with the Sheriff to ensure a safe environment; with the Human Services Agency on housing and drug and alcohol problems; with the Health Department on mental health issues, long-term care, and public health; and with the Shelter Network and Samaritan House on housing.



Story Behind Baseline Performance

The San Mateo Medical Center includes the following programs:

- Administrative and Quality Management Services
- Patient Care Services
- Clinical and Ancillary Support Services
- Long-Term Care Services
- Ambulatory and Medical Staff Services

Accomplishments that have contributed to improved performance and progress this past year include:

- Continued the volume growth at the Ron Robinson Senior Center which provides senior citizens of San Mateo County primary care and complete geriatric assessment of physical and mental health needs; the Center is projected to provide over 5,900 patient visits in FY 2004-05, increasing to 6,081 in FY 2005-06
- Continued the volume growth at the 281-bed Burlingame Long-Term Care facility, where an average daily census of 249 is projected in FY 2004-05, increasing to 275 for FY 2005-06
- Increased capacity utilization in both the inpatient and outpatient settings: inpatient days have increased from 103,609 in FY 2003-04 to over 125,000 projected in FY 2004-05; and outpatient clinic visits have increased from 204,264 in FY 2003-04 to a projected 212,814 in FY 2004-05
- Enhanced the culture of a learning organization through efforts such as clinic redesign to improve productivity, reduce wait times, and increase customer satisfaction
- Implemented an on-line eligibility system to streamline enrollment of patients into Medi-Cal, shortening the time for reimbursement
- Began an ongoing effort to train all direct contact staff on customer service

Major challenges over the next two years will be:

- To recruit and retain an adequate nursing staff and comply with State-mandated staffing ratios in the face of a nationwide nursing shortage and escalating staffing costs due to market competition for the relatively small labor pool of trained nurses
- To maintain adequate staffing as the workforce ages and retires; it is estimated that there will be a need for three million new healthcare workers by 2010, as demand for services continues to increase
- To ensure financial viability despite State budget cuts, especially those decreasing Medi-Cal eligibility; long term survival of the Medical Center may require service reductions and rationing of care
- To improve efficiency and develop innovative approaches to fulfill SMMC's mission while the number of uninsured patients continues to rise
- To manage non-labor expenses such as drugs and medical supplies in spite of medical consumer price index increases that outpace general inflation and reimbursement rates

- To fund new technologies and develop new lines of business within a competitive and fiscally challenging environment
- To remain competitive with area hospitals as new area facilities and competition for patients compound the difficulty of diversifying payor mix and obtaining alternative funding sources
- To implement the Information Technology Strategic Plan and its significant capital requirements

Department Priorities

The San Mateo Medical Center will meet performance targets by doing the following:

Address Workforce Challenges

- Improve recruitment and retention of hard-to-fill positions
- Increase management effectiveness

Re-engineer Processes and Workflows

- Streamline the registration system
- Increase surgical volume
- Increase clinic capacity
- Re-engineer Emergency Department flow
- Improve key revenue cycle components such as charge entry, billing, and collections
- Develop a Memorandum of Understanding with the County for WELL (Wellness, Education, Linkage, Low Cost) Program indigent healthcare services

Increase Revenue Streams

- Grow clinical Medi-Cal/Medicare patient volume share
- Increase private/commercial inpatient and ancillary patient volume
- Increase usage of SMMC services by County employees
- Develop a physician strategy for private pay patients
- Increase outpatient Medicare share through the Ron Robinson Senior Care Center
- Open the Keller Women and Children's Center

Improve Advocacy

- Work with Community Health Advocates (CHA), the California Association of Public Hospitals (CAPH), County advocates, and elected officials
- Continue working with the Health Plan of San Mateo (HPSM) to maximize Medi-Cal reimbursements to the Medical Center

Optimize Daily Operations

- Improve space utilization and planning
- Leverage information technology to provide improved operational and financial data such as provider order entry and decision support systems

San Mateo Medical Center (6600D) Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	15,079	261	28,463	35,000	6,537	35,000
Use of Money and Property	17,837	3,458	1,368	5,000	3,632	5,000
Intergovernmental Revenues	28,993,752	32,952,522	34,763,494	37,223,133	2,459,639	37,178,611
Charges for Services	84,392,743	99,590,679	98,423,793	109,529,711	11,105,918	109,529,711
Interfund Revenue	2,333,214	1,835,943	3,083,220	3,117,837	34,617	2,571,419
Miscellaneous Revenue	2,731,774	2,732,819	2,626,693	3,369,586	742,893	7,020,681
Other Financing Sources	54,165,685	48,011,462	43,402,000	44,452,000	1,050,000	44,452,000
Total Revenue	172,650,085	185,127,144	182,329,031	197,732,267	15,403,236	200,792,422
Fund Balance	(2,813,509)	3,532				
TOTAL SOURCES	169,836,576	185,130,676	182,329,031	197,732,267	15,403,236	200,792,422
REQUIREMENTS						
Salaries and Benefits	91,788,490	103,894,550	103,227,058	112,842,849	9,615,791	114,948,727
Services and Supplies	49,156,913	51,723,991	48,273,297	53,166,174	4,892,877	53,003,456
Other Charges	18,719,105	19,895,494	20,898,002	21,759,661	861,659	22,850,076
Other Financing Uses	10,230,222	9,616,641	9,930,674	9,963,583	32,909	9,990,163
Gross Appropriations	169,894,730	185,130,676	182,329,031	197,732,267	15,403,236	200,792,422
Net Appropriations	169,894,730	185,130,676	182,329,031	197,732,267	15,403,236	200,792,422
Non-General Fund Reserves	(114,128)					
TOTAL REQUIREMENTS	169,780,602	185,130,676	182,329,031	197,732,267	15,403,236	200,792,422
NET COUNTY COST	(55,974)					
AUTHORIZED POSITIONS						
Salary Resolution	1,232.0	1,222.0	1,222.0	1,308.0	86.0	1,308.0
Funded FTE	1,110.1	1,100.0	1,099.9	1,150.1	50.1	1,150.1

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by \$15,403,236 or 7.6% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Taxes

There is an increase of \$6,537 in this funding source due to increased sales tax revenue from cafeteria food and catering operations.

Use of Money and Property

There is an increase of \$3,632 in this funding source reflecting slightly higher cafeteria vending machine revenue.

Intergovernmental Revenues

There is an increase of \$2,459,639 in this funding source, primarily due to expected increases of \$800,000 in SB 855 Disproportionate Hospital Share (DSH) revenues; \$1,000,000 in SB 1255 funding under agreement with the California Medical Care Commission (CMAC) for DSH supplemental payments; \$732,462 in Long Term Care (LTC) supplemental payments from the State in support of the Medical Center's skilled nursing facilities, based on projections from updated prior-year actuals; and reimbursement of Community Health Advocate (CHA) costs from Medi-Cal administrative claiming in conjunction with the Indigent Healthcare pilot project.

Charges for Services

There is an increase of \$11,105,918 in this funding source, primarily due to higher patient volume assumptions for long-term care (increase of 23% at BLTC and 1% at SMMC LTC), inpatient (increase of 1% in medical/surgical at the Hospital), and clinic programs (increase of 2% in outpatient visits). WELL Program revenue will increase by \$1,884,148 as a result of program co-payment revenue and annual fee receipts. Risk pool payments from the Health Plan of San Mateo of \$2,122,433, and accounting adjustments reclassifying certain revenues to more appropriate account codes, are also included.

Interfund Revenue

There is an increase of \$34,617 in this funding source, primarily due to General Fund reimbursements for the Indigent Healthcare pilot project and updated projections for State program revenues.

Miscellaneous Revenue

There is an increase of \$742,893 in this funding source, primarily due to increases of \$413,108 in food sales; \$263,571 in foundation grants; reallocation of revenues associated with the Edison Clinic; increased funding for trials and research, corporate compliance services, and library services; and reclassification of certain revenues to more appropriate account codes.

Other Financing Sources

There is an increase of \$1,050,000 in this funding source, primarily due to increased County contributions of \$1.3 million to balance the budget, partially offset by elimination of funding for the medical marijuana program.

TOTAL REQUIREMENTS

Total Requirements increased by \$15,403,236 or 7.6% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$9,615,791 in this expenditure category. This includes merit increases, annualization of mid-year position changes, and negotiated labor and benefits increases. A net increase of 88 positions is included: 37 positions are added to serve the higher patient census at the Burlingame Long-Term Care facility; three positions are added to maintain compliance with State-mandated nursing ratios; five positions are added to support the opening of a third Operating Room at the hospital; and eight positions are added due to higher inpatient census. An increase of 12 positions is included in Clinical and Ancillary Support Services and nine positions in Ambulatory and Medical Staff Services to accommodate patient volume increases and maintain service levels. Four Extra Help positions have been converted to permanent status. Staffing adjustments have been made to reconcile to the Salary Ordinance, consisting of converting two part-time Staff Nurse positions into one full-time Staff Nurse and deletion of one half-time Staff Physician. Approximately 9.7 FTE Extra Help positions have been added for the Indigent Healthcare Pilot Project including 8.16 Community Health Advocates (CHA), 0.25 Patient Service Specialist, and 1.25 Lead CHAs.

Services and Supplies

There is an increase of \$4,892,877 in this expenditure category, primarily due to increased expenses related to higher patient volume; increase of \$170,098 for drugs and blood products; increase of \$2,690,875 for medical and laboratory supplies, equipment rental and maintenance, contract services, adjustments to offset A-87 payments per the current schedule, comp time payouts, office equipment expenses in conjunction with the Indigent Healthcare Pilot Project, and \$1,927,574 for contract security services.

Other Charges

There is an increase of \$861,659 in this expenditure category, primarily due to an increase of \$924,904 in A-87 charges related to the addition of the BLTC facility and staffing, as well as other increases in patient transport charges, public health programs, facility lease charges at Willow Clinic and BLTC, and revenue collection services.

Other Financing Uses

There is an increase of \$32,909 in this expenditure category, which reflects adjustments to debt service payments in accordance with the current payment schedule.

FY 2006-07 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$3,060,155 or 1.5% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Intergovernmental Revenue

There is a decrease of \$44,522 in this funding source, due to deletion of one-time increases for the indigent healthcare screening and verification pilot project and 340B drug discount program.

Interfund Revenue

There is a decrease of \$546,418 in this funding source, due to deletion of one-time increases for the indigent healthcare screening and verification pilot project and 340B drug discount program.

Miscellaneous Revenue

There is an increase of \$3,651,095 in this funding source, based on a 4% inflation factor.

TOTAL REQUIREMENTS

Total Requirements increased by \$3,060,155 or 1.5% from the FY 2005-06 to the FY 2006-07 Budget due to the following changes:

Salaries and Benefits

There is an increase of \$2,105,878 in this expenditure category due to negotiated labor increases and annualization of position changes from the prior year.

Services and Supplies

There is a decrease of \$162,718 in this expenditure category to offset increased debt service payments and maintain zero Net County Cost.

Other Charges

There is a increase of \$1,090,415 in this expenditure category reflecting first year payment of interest on General Fund loans.

Other Financing Uses

There is an increase of \$26,580 in this expenditure category to cover debt service payments per the current schedule.

Administrative and Quality Management Services (6601B)

Program Locator

County

Health

San Mateo Medical Center—Operating Budget

► Administrative and Quality Management Services

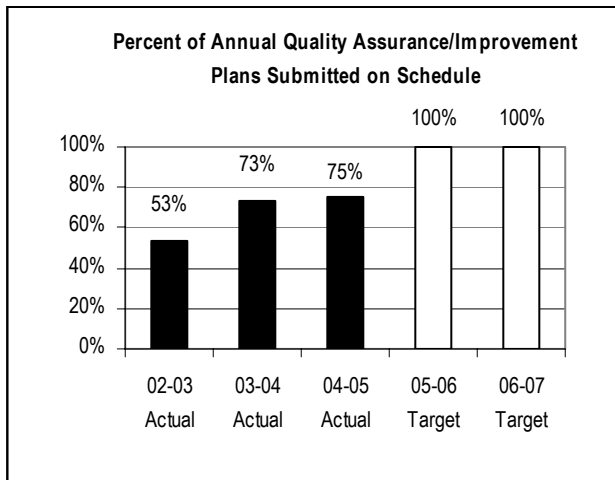
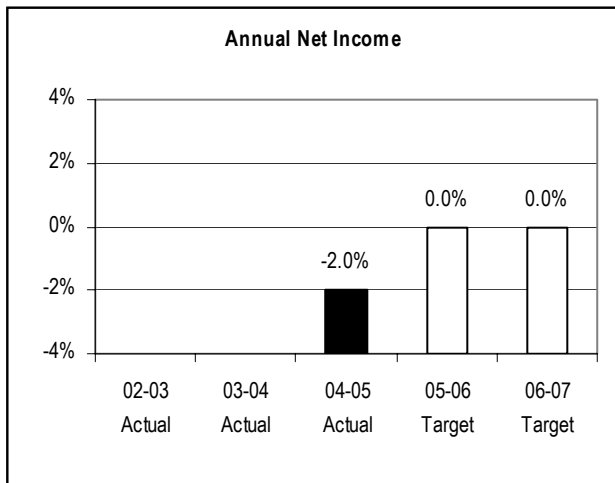
Patient Care Services

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Administrative and Quality Management Services provides support to a wide range of external and internal customers including managers, employees, patients, and physicians by performing administrative, quality management, and financial activities. Administrative and Financial staff assist in controlling expenses and maximizing reimbursements, monitoring and controlling the cost of providing indigent healthcare, implementing timely billing and collection processes, and helping to ensure the future viability of the Medical Center by maintaining a positive net income stream. Quality Management staff assist in achieving quality assurance and improvement goals by developing and monitoring annual Quality Assurance/Improvement Plans; encouraging cross-departmental performance improvement initiatives; coordinating regulatory standards compliance; organizing quality indicator reporting to national and local agencies; and providing case management, education, and information management support.

Services and Accomplishments

Administrative and Quality Management Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing strategic planning, financial, business planning, and quality management services.

The following are major accomplishments in the current year:

- Ended the second quarter of FY 2004-05 with a positive \$200,000 net income
- Implemented an on-line financial reporting system
- Implemented a hospital-wide survey on patient safety
- Developed 15 Annual Quality Assurance/Improvement Plans
- Completed planning for a Constant Regulatory Readiness process in advance of unannounced hospital regulatory surveys, to be implemented in FY 2005-06
- Participated in numerous local and national reporting initiatives

Story Behind Baseline Performance

Net income for the Medical Center is dependent on the ability to maximize intergovernmental and other outside funding, and minimize overall costs. In a financial environment where revenue increases are not keeping pace with rising costs, a break-even net income target as shown in Headline Measure 1 is a desirable goal. SMMC is concentrating effort on optimizing its payor mix between the cost of providing indigent and Medi-Cal- reimbursed healthcare and growing services that are funded by other payor sources. Much of the fiscal infrastructure has been improved over the last few years to facilitate negotiation of better provider and payor contracts, provide more timely financial information to management, and improve budgeting and productivity monitoring.

Administration is developing better information relative to the cost of providing indigent healthcare as a tool to help control the County's cost obligations under its mandate as a safety net medical provider.

A WELL (Wellness, Education, Linkage, Low Cost) Program oversight committee is reviewing eligibility criteria and the co-payment fee scale, and a WELL Program cost center has been established to improve revenue and expenditure tracking.

Quality Management assists the Case Management Unit in helping control both internal and external medical costs. Programs are underway to improve Utilization Management and ensure the efficient and effective use of resources in providing medical care. Working in conjunction with Patient Care Services, Case Management is focusing on reducing the recent increase in Administrative Days in both the acute medical (2AB) and psychiatric (3AB) units. Review of the highest-cost outsourced services is also in progress, with the intent to consider alternative service delivery models.

Goal 5 of the SMMC Strategic Plan is to measurably improve the quality of care delivered. Quality Management has facilitated the development of 15 Annual Quality Improvement Plans that are being monitored for achievement of performance goals. These Quality Plans are updated annually and submitted for performance monitoring each quarter. As indicated in Headline Measure 2, 75% are now submitted on schedule with a goal of improving to 100% over the next two years.

Major challenges over the next two years will be:

- To reduce indigent healthcare costs despite State budget proposals to decrease Medi-Cal funding and SMMC's inability to maximize SB 1255 supplemental funding due to its participation in a Medi-Cal managed care system with the Health Plan of San Mateo (HPSM)
- To fund new technology, facility projects, and strategic initiatives
- To manage the amount of bad debt write-offs associated with patients who do not have medical insurance
- To transition to a new patient satisfaction survey instrument
- To participate in local and national quality reporting initiatives

Program Priorities

Administrative and Quality Management Services will meet performance targets by doing the following:

Achieve Net Income Target of 0% (Break-Even)

- Implement improved reporting tools to stay within budget expense targets, including productivity monitoring and decision support systems
- Improve the daily capture of departmental charges
- Negotiate new, more favorable payor contracts
- Improve current reimbursement levels from State and Federal payors

Hold General Fund Contributions to the Current Level of \$54 Million

- Document current indigent volume and costs, and set targets for future levels
- Develop and implement a Memorandum of Understanding (MOU) with the County for payment of indigent healthcare

- Provide indigent healthcare that is competitive with prevailing market rates

Ensure Adequate Capital for Strategic Initiatives

- Reduce the cost of collection from a current rate of \$.08 per dollar to \$.05
- Increase first-time clean processing of claims to 80%
- Collect 25% of co-pays at the time of service
- Achieve a ratio of 96% cash collected versus total billed to patients
- Meet cash flow margin target of 9.2%

Ensure that 100% of Quality Plans are Submitted on Schedule

- Assign QM staff to work directly with SMMC divisions in the preparation of quarterly reports

Sustain a State of Constant Regulatory Readiness

- Continue with JCAHO preparation plans for upcoming surveys
- Move to an ongoing policy revision and monitoring function

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of Quality Assessment/ Improvement Plans being monitored	5	15	14	17	17
Number of Root Cause Analyses conducted	3	6	9	10	10
How Well We Do It (Quality)					
Annual Net Income	---	---	-2%	0%	0%
Cost to collect cash (data development)	---	---	---	---	---
Percent of Quality Assessment/ Improvement Plans submitted on schedule	53%	73%	75%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of medication errors resulting in patient harm	---	---	0%	0%	0%
Psychiatric readmissions within 30 days (data development)	---	---	---	---	---

**Administrative and Quality Management Services (6601B)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	187.0	181.0	181.0	193.0	12.0	193.0
Funded FTE	185.6	180.6	180.6	187.3	6.7	187.3
Total Requirements	52,801,315	56,143,143	57,864,813	59,832,964	1,968,151	60,809,509
Total Sources	(29,245,192)	(90,748,011)	(50,149,356)	(112,695,931)	(62,546,575)	(109,585,776)
Net County Cost	82,046,507	146,891,154	108,014,169	172,528,895	64,514,726	170,395,285

Program Net County Cost

Gross Patient Charges revenue (before contractual allowances and estimated writeoffs) is budgeted within individual program cost centers where services are rendered; contractual write-offs by payor category are centrally budgeted in this program. The County's General Fund contributions to the San Mateo Medical Center are also centrally budgeted as revenue sources in this budget. These contributions are appropriated in the separate General Fund budget unit 5850B—Contributions to Medical Center.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget: Adjustments to Provide Current Level of Services

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; and position adjustments resulting in a net increase of one position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
924,904	2,724,303	0	0	1,799,399	1

2. Adjustments to Operating Revenue

Projected revenue increases support program priorities of achieving a net income target of 0% and maintaining General Fund contributions at the current level. SB 855 Disproportionate Hospital Share (DSH) revenues are expected to increase by \$800,000 and Long Term Care (LTC) supplemental payments from the State in support of the Medical Center's skilled nursing facilities are expected to increase by \$732,462 based on projections from updated prior-year actuals. WELL Program revenue will increase by \$3,184,148 as a result of increases in County funding, program co-payment revenue, and annual fee receipts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,716,610	0	0	0	(4,716,610)	0

3. Adjustments to Gross Patient Revenue

Gross Patient Revenue has been transferred to other SMMC programs that directly generate the income.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(24,714,339)	0	0	0	24,714,339	0

4. Adjustments to Contractual Write-Offs

Contractual write-offs have been adjusted based on changes in gross charges, bad debt assumptions, and previous actual collection rates. These adjustments support the program's net income and General Fund contribution priorities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(48,253,406)	0	0	0	48,253,406	0

5. Convert Extra Help Positions to Permanent Status

Conversion of one Medical Office Assistant II and one Community Worker I/II to permanent part-time status supports meeting performance targets by addressing long-term workload needs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,001	0	0	75,001	2

6. Other Operational and Staffing Adjustments

Adjustments of revenue and appropriations support the program priorities for General Fund contributions and net income target by increasing revenues to align with current patient volume projections and decreasing expenses to help balance the budget. A net of nine positions have been added: deletion of one Health Services Manager I (transferred to Ambulatory and Medical Staff Services); and addition of two Office Assistant I/II's, one Medical Librarian II (transferred in from the Health Department), one Medical Office Specialist, one Social Work Supervisor-

E, one Community Worker I/II, one Administrative Assistant-Confidential, one Management Analyst III, one Fiscal Office Specialist-Confidential, and one Patient Services Specialist.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,886,918	(2,000,410)	0	0	(6,887,328)	9

7. Position Adjustments

Two new positions in Administrative and Quality Management Services that were added in the FY 2005-06 Recommended Budget are being downgraded following review with Employee and Public Services. One Administrative Assistant I-Confidential is being changed to an Office Specialist and one Fiscal Office Specialist-Confidential is being changed to a Fiscal Office Assistant I. The cost differential is appropriated in regular pay adjustments within the same budget unit, with no change in Net County Cost resulting from this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	88,056	0	0	88,056	0
0	(88,056)	0	0	(88,056)	0

8. Adjustment to A-87 Payments

Appropriations for A-87 payments are being decreased by \$97,599 in accordance with the current payment schedule. An offsetting adjustment in other departmental expenditures is made within the same budget unit, resulting in no change in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	97,599	0	0	97,599	0
0	(97,599)	0	0	(97,599)	0

9. Indigent Healthcare Screening and Verification Pilot

Based on the May 2005 recommendations from the County Indigent Healthcare Work Group, a full screening and verification process pilot study will be conducted from October 2005-March 2006. All uninsured applicants will be screened for eligibility in Adult Medi-Cal, the County's medically indigent program (WELL), Discounted Health Care (charity care), and other programs using the One-e-App web-based application screening tool. Results from the pilot will be used to develop a Memorandum of Understanding (MOU) with the Medical Center for the provision of care to the medically indigent population, as well as a proposed ordinance that shares responsibility for charity care in the county. Budgeted costs include Extra Help Community Health Advocates (CHAs), Patient Services Specialist, and two Lead CHAs, as well as equipment, furniture and supplies. One-time funding will come from the General Fund where funds were set aside for this purpose in the Recommended Budget, and estimated reimbursement of 10% of CHA costs from Medi-Cal administrative claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
540,940	540,940	0	0	0	0

10. Edison Clinic and Other Miscellaneous Adjustments

A number of revenue and expenditure accounts have been moved and reclassified to more appropriate organizational units and accounts. Operating revenue has been added to increase extra help, contract providers and payouts to employees who cash out compensatory time. Banking charges have been added to pay for service fees associated with credit card payments made by SMMC patients. The County Treasurer's Office will be charging departments on a quarterly basis based on a percentage of credit card payments processed. Contractual allowance has been reduced (net patient revenue increased) to fund these charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(648,202)	628,317	0	0	1,276,519	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(62,546,575)	1,968,151	0	0	64,514,726	12

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

11. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs. Loan repayment to the County General Fund in the amount of \$1,100,000 has been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,651,095	1,517,485	0	0	(2,133,610)	0

12. Adjustment to Debt Service Payments

Appropriations for debt service payments are being increased by \$26,580 in accordance with the current payment schedule. An offsetting reduction in other departmental expenditures is made within the same budget unit, resulting in no change in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	26,580	0	0	26,580	0
0	(26,580)	0	0	(26,580)	0

13. Elimination of Indigent Healthcare Pilot

One-time funding and appropriations for the screening and verification pilot study have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(540,940)	(540,940)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,110,155	976,545	0	0	(2,133,610)	0

Patient Care Services (6610B)

Program Locator

County

Health

San Mateo Medical Center—Operating Budget
Administrative and Quality Management Services



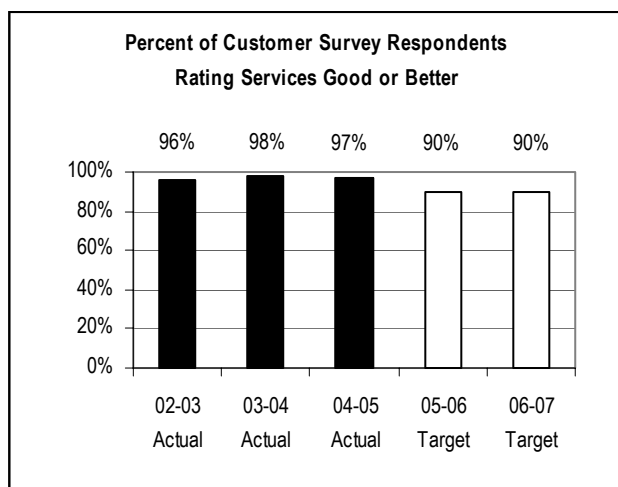
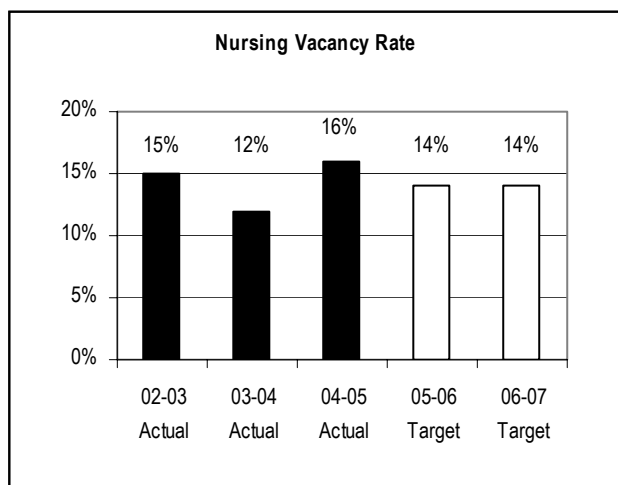
Patient Care Services

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Patient Care Services provides all inpatient services at San Mateo Medical Center (SMMC) to promote patient health and well-being, and return patients to their homes or another level of care when their functionality allows this transition.

Services and Accomplishments

Patient Care Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing inpatient medical care for all San Mateo County residents, which includes the Intensive Care Unit (ICU), Medical/Surgical, Psychiatric, and Medical and Psychiatric Emergency Rooms. SMMC has a total licensed occupancy of 164 beds for inpatient services—93 Medical/Surgical beds, 34 Psychiatric beds, 7 ICU beds, and 30 unspecified beds that have been earmarked for the new Keller Women and Children's Center. Contract physicians provide services for the Emergency Department (ED) and surgical specialties.

The following are major accomplishments in the current year:

- Completed plans for the Keller Women and Children's Center and submitted to the Office of Statewide Health Planning and Development (OSHPD) for review
- Implemented a recruitment and retention plan focusing on hard-to-fill positions
- Completed Hospital Goal setting and Strategic Plan development, which included participation by the hospital medical staff
- Filled key medical staff positions in psychiatry and surgical services
- Implemented new State nursing ratio requirements
- Began planning for ED workflow redesign
- Received multiple grants from the Keller Center for Family Violence
- Opened a third Operating Room (OR) in March 2004, on a one-day-per-week basis

Story Behind Baseline Performance

Maintaining adequate nursing staff to meet patient care requirements is a key factor in optimizing the flow of patients through the ED or clinics into the inpatient units and thus minimizing the ED diversion rate, surgery cancellation, patient transfer, and quality of care issues. A nurse recruiter was hired in FY 2004-05 and a comprehensive recruitment and retention strategy plan has been implemented to achieve success in a highly competitive job market. The current nursing vacancy rate is 16%, and is expected to be maintained at 14% over the next two years, as seen in Headline Measure 1. Mandated nurse-to-patient ratios have created additional challenges in sustaining an adequate workforce. SMMC uses contract labor to achieve an approximate 95% rate of compliance with the nursing ratio requirements.

Patient satisfaction, Headline Measure 2, has previously been captured annually by the PEP-C (Patients' Evaluation of Performance in California) survey instrument in the medical/surgical unit. Monthly patient survey will now be conducted by an outside vendor to provide more timely data, enabling staff to respond more quickly to patient evaluation results.

Major challenges over the next two years will be:

- To recruit and retain adequate nursing staff for compliance with State nursing ratio requirements, in spite of the general nursing shortage and marketplace competition wherein private sector salary and benefit packages are commonly more attractive
- To recruit and retain qualified physicians
- To control outside labor and premium pay costs in hard-to-fill positions
- To open the Keller Women and Children's Center, consistent with OSHPD requirements
- To implement a workflow redesign in the ED

Program Priorities

Patient Care Services will meet performance targets by doing the following:

Maintain a Monthly Nursing Vacancy Rate of no more than 14%

- Conduct continuous recruitment, interviewing, hiring, and retention of nursing staff
- Continue targeted advertising and recruitment for hard-to-fill areas such as the ICU and OR
- Continue to utilize permanent placement registry

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Sustain compliance with State nursing ratio requirements
- Add one position to psychiatric staff
- Increase opening times of the third OR as workload necessitates
- Add staffing to accommodate increased patient census

Open the Keller Women and Children's Center by February 2006

- Finalize OSHPD approval
- Finalize operational plan
- Continue fund raising efforts through the SMMC Foundation
- Finalize and implement strategies for hiring and training staff
- Finalize and implement marketing campaign

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of inpatient days	24,007	23,074	23,534	24,451	24,451
Number of surgeries	1,988	2,110	2,147	2,141	2,141
How Well We Do It (Quality)					
Cost per inpatient day (data development)	---	---	---	---	---
Nursing vacancy rate	15%	12%	16%	14%	14%
Percent of inpatient days by payor source:					
- County	20%	18%	21%	14%	14%
- Medi-Cal/Medicaid	77%	80%	75%	83%	83%
- Other Payor Sources	3%	2%	3%	3%	3%
Is Anyone Better Off? (Outcome)					
Percent of patients with pneumonia that have received a pneumococcal vaccination	29%	---(1)	59%	50%	50%
Percent of patients with congestive heart failure treated with an ACE Inhibitor	100%	89%	100%	100%	100%
Percent of customer survey respondents rating services good or better ⁽²⁾	96%	98%	97%	90%	90%

(1) Data for this measure was not collected in FY 2003-04.

(2) Beginning in FY 2005-06 a County-wide standard of 90% has been established for customer satisfaction.

Patient Care Services (6610B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	254.0	250.0	250.0	266.0	16.0	266.0
Funded FTE	208.8	206.0	206.0	219.4	13.4	219.4
Total Requirements	30,733,635	33,924,392	33,093,088	36,839,713	3,746,625	37,155,766
Total Sources	59,300,095	89,421,601	69,706,282	100,619,371	30,913,089	100,619,371
Net County Cost	(28,566,460)	(55,497,209)	(36,613,194)	(63,779,658)	(27,166,464)	(63,463,605)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Patient Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient

charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; and position adjustment to eliminate a double-fill situation resulting in a net decrease of one position. Non-personnel appropriations have been increased \$281,000 based on higher projected patient census.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,804,366	0	0	1,804,366	(1)

2. Add Staffing for Additional Operating Room

Additional staffing for a third OR supports the program priority of achieving an overall customer satisfaction rating of at least 90% by accommodating an increase of approximately 8% in surgical demand over the past three years, enabling better servicing of patient needs, and improved operational efficiency. Five Staff Nurses have been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	735,095	0	0	735,095	5

3. Add Positions for Nursing Ratio Compliance

Addition of three Staff Nurses promotes high customer satisfaction ratings and ensures continued compliance with State requirements for nurse-to-patient ratios.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	261,057	0	0	261,057	3

4. Add Psychiatric Staff

Addition of one Adult Psychiatrist facilitates high customer satisfaction ratings by ensuring the inpatient Acute Psychiatric and Psychiatric Emergency Services units have sufficient staffing to meet patient volume requirements. Appropriations have also been added for psychiatry residency and fellow coverage.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	422,049	0	0	422,049	1

5. Adjustments for Projected Census Increases

Addition of eight positions—one Administrative Assistant I, one Clinical Services Manager II-Nursing, four Staff Nurses, one Clinical Nurse, and one Respiratory Therapist—supports high customer satisfaction ratings by accommodating projected inpatient census increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	535,388	0	0	535,388	8

6. Adjustments to Gross Patient Revenue

Gross Patient Revenue has been increased by \$30,913,277, which supports the Department priorities of achieving an annual net income target of 0% and holding General Fund contributions to the current level. A 5% increase across all items in the Medical Center's charge

description master has been included. It is also anticipated that service enhancements and improved operational efficiencies will result in increased patient volume that will contribute additional revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,913,277	0	0	0	(30,913,277)	0

7. Position Adjustment

One new Administrative Assistant I that was added in the FY 2005-06 Recommended Budget is being downgraded to an Administrative Secretary I following review with Employee and Public Services. The cost differential is appropriated in regular pay adjustments within the same budget unit, with no change in Net County Cost resulting from this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	61,844	0	0	61,844	0
0	(61,844)	0	0	(61,844)	0

8. Other Miscellaneous Adjustments

Revenue and expenditure accounts have been moved and reclassified to more appropriate organizational units and accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(188)	(11,330)	0	0	(11,142)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,913,089	3,746,625	0	0	(27,166,464)	16

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

9. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	316,053	0	0	316,053	0

Clinical Ancillary and Support Services (6640B)

Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services

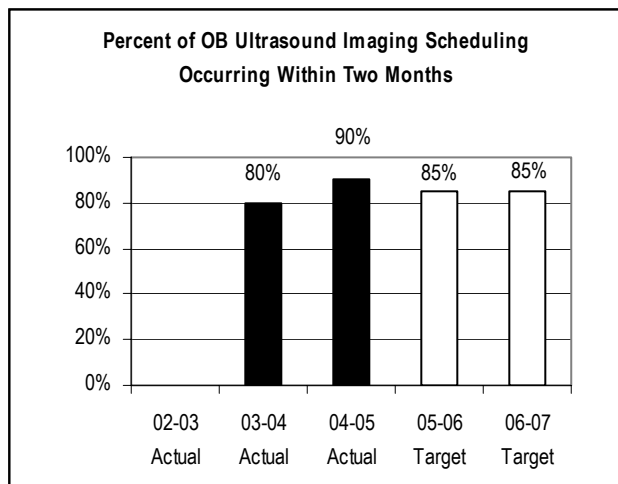
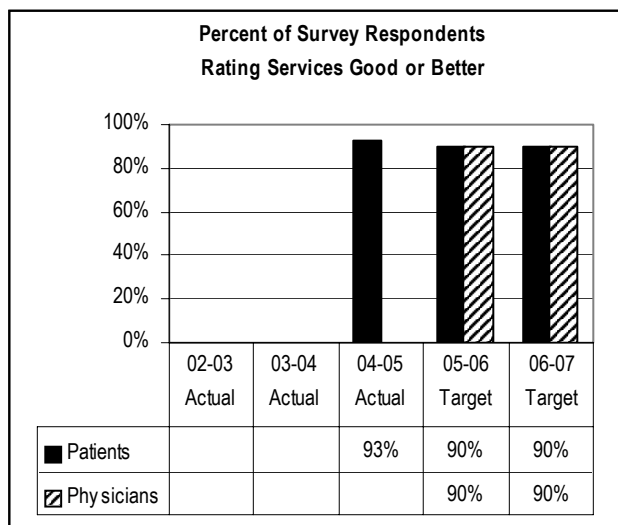
Patient Care Services

➤ Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Clinical Ancillary and Support Services supports all programs at SMMC by performing all non-surgical and non-nursing functions in order to facilitate the provision of quality health care for San Mateo County residents.

Services and Accomplishments

Clinical Ancillary and Support Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing five clinical patient treatment programs—Imaging, Laboratory, Pharmacy, Rehabilitation and Creative Arts Therapy, and Food and Nutritional Services—as well as five support areas including Clinical Trials and Research, Environmental Services, Facilities and Engineering, Security, and Biomedical Engineering. SMMC medical and nursing staff are supported through provision of pre- and post-diagnostic inpatient, outpatient, and long-term care support services to residents of San Mateo County. In addition, partnerships with other County programs facilitate achievement of mutual performance objectives.

The following are major accomplishments in the current year:

- Kept pharmaceutical and drug expenditures under budget through implementation of the Pharmacy Management Program
- Implemented a prescription management program to improve patient service and quality of care
- Increased capacity and efficiency at all clinical ancillary areas to accommodate increased patient volume
- Implemented changes in laboratory infrastructure to increase operational efficiency
- Completed on-site review of Picture Archiving and Communications Systems (PACS)
- Continued growth of the Creative Arts Therapy (CART) program

Story Behind Baseline Performance

Clinical Ancillary and Support Services has implemented new services and expanded existing service lines to improve performance and meet patient healthcare needs. Increased outpatient services volume is being accommodated with minimal increases in staffing. Customer satisfaction of both patients and physicians is monitored on a monthly basis, with results reported to various medical and staff committees via newsletters. As shown in Headline Measure 1, customer satisfaction ratings have a target of 90% over the next two years.

Timely patient care is an essential component of providing appropriate medical treatment. Non-invasive medical information can prevent the need for more invasive and costly surgical treatment. To ensure timely turnaround, the Imaging Unit reviews the availability of scheduling for Ultrasound Imaging, with the expectation that it will occur within two months after the appointment is ordered. Equipment, volume, and staffing are variables that can determine the scheduling and patient flow. Tracking performance data shown in Headline Measure 2 helps program managers evaluate success in providing timely care. The demand for imaging services continues to increase; therefore, timeliness targets have been set at 85% for the next two years.

Major challenges over the next two years will be:

- To recruit and retain critical, hard-to-fill positions within limited resources and remain competitive with attractive compensation packages available at non-public hospitals
- To respond to increasingly frequent and more stringent surveys by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Centers for Medicare and Medicaid Services (CMS), and other regulatory bodies
- To keep pace with costly and rapid changes in medical technology through selective capital investment

Develop and Implement a Pharmacy Operations Strategy

- Evaluate outpatient pharmacy operations
- Develop recommendations

Program Priorities

Ancillary and Support Services will meet performance targets by doing the following:

Perform 85% of OB Ultrasound Imaging Scheduling Within Two Months

- Monitor time from ordering to scheduling of exam
- Review staffing levels and recruitment to match patient volume

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Provide results of patient satisfaction surveys to physicians, nursing staff, and departmental managers
- Develop recommendations for improving ratings

Implement Initial Plans for Picture Archiving and Communications Systems (PACS)

- Conduct phased implementation of the digital imaging project for transmission of large image files over a Local or Wide Area Network, enabling digital viewing and storage of radiology images
- Purchase technology for the initial rollout of PACS in MRI, CT, and Mammography

Expand Laboratory Services to Include Burlingame Long Term Care Campus

- Convert lab services from outsourced contracts to in-house operation to achieve economies of scale and improve efficiency and quality
- Evaluate additional outreach opportunities

Expand Rehabilitation Services to Include Burlingame Long Term Care Campus

- Provide high quality, cost-effective in-house rehabilitation services
- Evaluate additional rehabilitation service expansion opportunities

Implement Multidisciplinary Nutritional Patient Care Plan

- Establish workflow that links all disciplines to development of nutritional care plans

Increase Compliance with Point of Care Testing (POCT) Protocols

- Educate staff on POCT policies and procedures
- Develop strategies to track staff compliance

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of lab tests	266,568	304,245	347,534	378,177	378,177
Number of imaging procedures	35,696	41,421	42,248	49,515	49,515
Number of prescriptions	---	---	220,010	224,410	228,898
How Well We Do It (Quality)					
Cost per lab test (data development)	---	---	---	---	---
Cost per imaging procedure (data development)	---	---	---	---	---
Cost per prescription (data development)	---	---	---	---	---
Percent of OB Ultrasound imaging scheduling occurring within two months	---	80%	90%	85%	85%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better					
- Patients	---	---	93%	90%	90%
- Physicians	---	---	---(1)	90%	90%

(1) Survey was not completed in FY2004-05. The survey is planned to be completed in FY2005-06.

Clinical Ancillary and Support Services (6640B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	236.0	232.0	232.0	242.0	10.0	242.0
Funded FTE	232.1	228.2	228.2	233.5	5.4	233.5
Total Requirements	37,377,136	40,985,793	39,218,495	44,157,633	4,939,138	44,633,124
Total Sources	55,261,535	70,534,985	60,130,233	80,041,481	19,911,248	79,991,481
Net County Cost	(17,884,399)	(29,549,192)	(20,911,738)	(35,883,848)	(14,972,110)	(35,358,357)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Ancillary and Support Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; and position adjustments resulting in a net decrease of three positions. Non-labor appropriations have been increased by \$1,014,189 based on projected increases in patient volume.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,880,708	0	0	2,880,708	(3)

2. Add Positions for Regulatory and Quality Initiatives

A total of nine positions have been added to promote quality improvement initiatives and respond to regulatory requirements. Two half-time Pharmacists have been added for performance of monitoring activities for regulatory agencies and to upgrade and maintain the Pharmacy information systems. Five radiology and imaging positions have been added to improve operational efficiency and ensure clinical quality, based on Employee and Public Services study recommendations to address span of control concerns—one Patient Services Supervisor-E, two Radiologic Technicians, one Imaging Specialist, and one Patient Services Assistant II. One Medical Technologist has been added to address increased service requirements in the Blood Bank. One Psychologist-U is transferred in from Ambulatory and Medical Staff Services to the Clinical Trials and Research Unit; this State grant-funded position will be perform AIDS research activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	601,826	0	0	601,826	9

3. Add Positions Related to Increased BLTC Census

Addition of three positions supports the program priority of expanding rehabilitation services to include BLTC by responding to increasing patient volume and complementing the nursing care being received by patients at that facility: one Physical Therapist II, one Occupational Therapist II, and one Creative Arts Therapist.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	233,358	0	0	233,358	3

4. Convert Extra Help Position to Permanent Status

Conversion of one Extra Help Electrograph Technician I position to permanent status supports meeting performance targets by addressing long-term workload needs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	50,604	0	0	50,604	1

5. Appropriation Adjustments to Reflect Operational Requirements

Appropriations for drugs and pharmaceuticals have been increased to reflect price increases estimated at 7-11%, consistent with the continuing nationwide upward trend and projected utilization that includes newer and more expensive drugs. Blood product expenses are anticipated to increase by 10% due to inflation. Census-driven appropriation increases in various other expense categories are reflected in higher volumes of lab tests, diagnostic images, and other ancillary services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,372,374	0	0	1,372,374	0

6. Adjustments to Gross Patient Revenue

Gross Patient Revenue has been increased by \$18,851,878 which supports the Department priorities of achieving an annual net income target of 0% and holding General Fund contributions to the current level. A 5% increase across all items in the Medical Center's charge description master has been included. It is anticipated that service enhancements and improved operational efficiencies will result in increased patient volume that will also contribute additional revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
18,851,878	0	0	0	(18,851,878)	0

7. 340B Drug Discount Program

Funding to increase the County's participation in the 340B drug discount program has been added in Ancillary Support. This item was earmarked during June budget hearings as an add-back in September. General Fund Reserves have been used to fund this item.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	50,000	0	0	0	0

8. Edison Clinic and Other Miscellaneous Adjustments

Revenue and expenditure accounts have been moved and reclassified to more appropriate organizational units and accounts. Operating revenue has been added to increase extra help, contract providers and payouts to employees who cash out compensatory time.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,009,370	(249,732)	0	0	(1,259,102)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
19,911,248	4,939,138	0	0	(14,972,110)	10

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

9. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	525,491	0	0	525,491	0

10. Elimination of Drug Discount Funding

Prior year one-time funding and appropriations for the 340B drug discount program have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(50,000)	(50,000)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(50,000)	475,491	0	0	525,491	0

Long-Term Care Services (6680B)

Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services

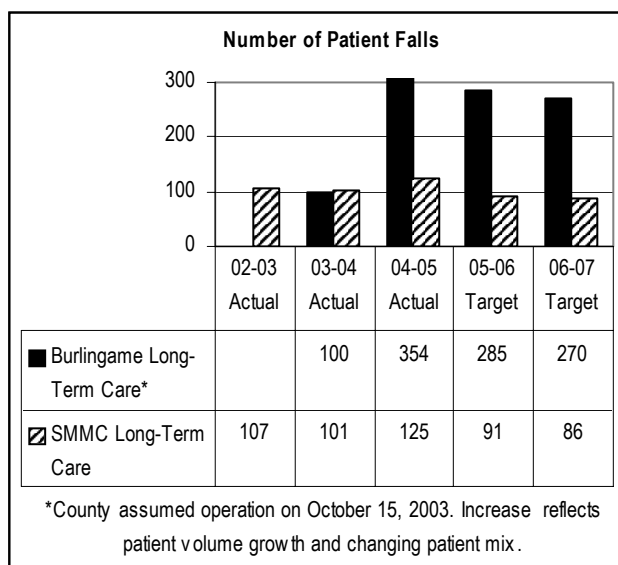
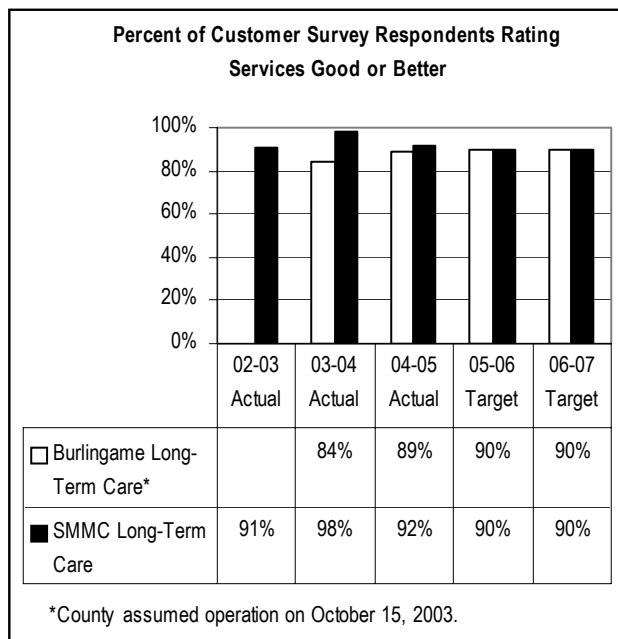
Patient Care Services

Clinical Ancillary and Support Services

▷ **Long-Term Care Services**

Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Long-Term Care (LTC) Services provides licensed nursing care and rehabilitation services on a 24-hour basis to seniors so that their long-term health care needs are met with dignity and privacy in a safe, comfortable, and compassionate environment.

Services and Accomplishments

LTC Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating two Distinct Part Skilled Nursing Facilities (SNF) providing long-term nursing care and rehabilitation on a 24/7 basis. The two campuses have a combined licensed occupancy of 345 beds—SMMC Long Term Care 1AB with 64 beds and Burlingame Long Term Care (BLTC) with 281 beds. Both campuses provide skilled rehabilitation, skilled nursing, end-of life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy. The population consists of approximately 80% long-term care and 20% rehabilitation patients.

The following are major accomplishments in the current year:

- Achieved compliance with all State regulations governing long-term care campuses in annual State Department of Health Services annual surveys, with no substandard care identified
- Increased Average Daily Census (ADC) at the BLTC campus from 175 to 249
- Maintained a physical restraint-free environment at both campuses
- Maintained an attack rate of less than 5% through infection control surveillance
- Significantly upgraded the BLTC physical plant

Story Behind Baseline Performance

The delivery of care is continually monitored through the quality improvement process by the nursing staff, together with other members of an interdisciplinary team. Customer satisfaction surveys are given annually, with the results shown in Headline Measure 1. The satisfaction rating is currently 89% at BLTC and 92% at SMMC LTC. The long-range goal is to sustain customer satisfaction ratings of at least 90% at both campuses.

Headline Measure 2 tracks an important goal of Long Term Care Services—to minimize patient falls through preventive measures such as physical therapy evaluation, restorative nursing, observation, safety devices including bed alarms, inspection of wheelchairs and walkers, physician evaluation of medications being taken that might lead to instability, and general safety education for both staff and residents. Implementation of the Falling Leaves program has reinforced and improved these preventive measures. The target is a 5% annual reduction in falls at both campuses.

Major challenges over the next two years will be:

- To build and maintain the necessary patient census volume at BLTC to meet projections and budgetary requirements
- To hire and retain qualified staff at all levels
- To complete construction and campus improvements at BLTC
- To meet the Life Safety Standards: 2000 regulations for both campuses through development of protocols, policies, and structural improvements
- To complete required infrastructure upgrades at BLTC necessary to support daily operations
- To develop programs to meet the specific needs of a diverse resident population

Program Priorities

Long-Term Care Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at least 90% at Both Campuses

- Review prior survey results and develop/monitor corrective plans
- Ensure all systems and programs are in place to meet patient safety and regulatory requirements
- Develop dementia and acute rehabilitation programs at both campuses

Reduce Patient Falls by 5% at SMMC and BLTC Campuses

- Continue the success of the Falling Leaves program in identifying residents who are at greater risk of falls
- Continue to inspect equipment such as wheelchairs and walkers for proper operation
- Ensure installation of safety devices such as bed alarms
- Evaluate physical therapy sessions and revise systems and processes accordingly

Increase Occupancy to 275 at BLTC by FY 2005-06

- Implement the operational plan for campus management
- Develop community contacts for promotion of available services

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Patient Days:					
- Burlingame Long Term Care	--- (1)	175	229	275	275
- SMMC Long Term Care	59	59	58	59	60
How Well We Do It (Quality)					
Cost per patient day (data development)	---	---	---	---	---
Percent of customer survey respondents rating services good or better:					
- Burlingame Long Term Care ⁽¹⁾	---	84%	89%	90%	90%
- SMMC Long Term Care	91%	98%	92%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of patient falls:					
- Burlingame Long Term Care	---	100	354 ⁽²⁾	285	270
- SMMC Long Term Care	107	101	125	91	86

(1) County assumed full operation of Burlingame Long Term Care on October 15, 2003.

(2) Reflects increased patient volume and changing patient mix, as well as some patients experiencing repeat falls.

Long-Term Care Services (6680B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	261.0	259.0	259.0	297.0	38.0	297.0
Funded FTE	208.2	206.2	206.2	224.5	18.3	224.5
Total Requirements	17,560,274	23,395,609	20,718,616	22,646,182	1,927,566	23,339,995
Total Sources	44,637,790	64,536,582	61,889,543	70,316,381	8,426,838	70,316,381
Net County Cost	(27,077,515)	(41,140,973)	(41,170,927)	(47,670,199)	(6,499,272)	(46,976,386)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Long-Term Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; and position adjustments resulting in a net increase of one position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,373,600	0	0	1,373,600	1

2. Increase BLTC Staffing for Patient Census Growth

Addition of 37 positions—two Staff Nurses, five Licensed Vocational Nurses, and 30 Medical Services Assistant IIs—supports the program priorities of increasing BLTC occupancy to 275 and achieving an overall patient satisfaction rating of at least 90% by providing sufficient staffing to meet the needs of a growing patient census. As operations continue to ramp up, patient volume at BLTC will increase from an FY 2004-05 estimate of 249 to a projected Average Daily Census (ADC) of 275 in FY 2005-06. The increase in patient days is expected to generate approximately \$8.4 million in additional revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,426,838	1,091,835	0	0	(7,335,003)	37

3. Adjustments to Balance Budget

Reductions that have been made to balance the SMMC budget support the Department-wide priorities of holding General Fund contributions to the current level and achieving an annual net income target of 0%. Overtime and Extra Help expenses have been decreased. Increase operating costs related to projected census levels have been partially offset with reductions in contract services, primarily registry labor and consulting.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(537,869)	0	0	(537,869)	0

4. Other Miscellaneous Adjustments

Revenue and expenditure accounts have been moved and reclassified to more appropriate organizational units and accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	37,597	0	0	37,597	0
0	(37,597)	0	0	(37,597)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,426,838	1,927,566	0	0	(6,499,272)	38

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	693,813	0	0	693,813	0

Ambulatory and Medical Staff Services (6850B)

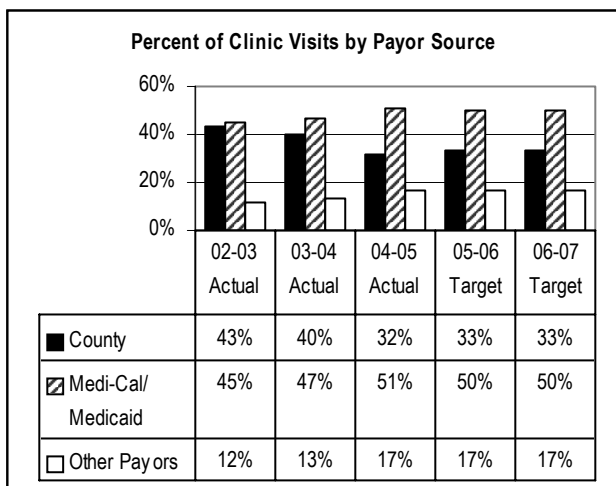
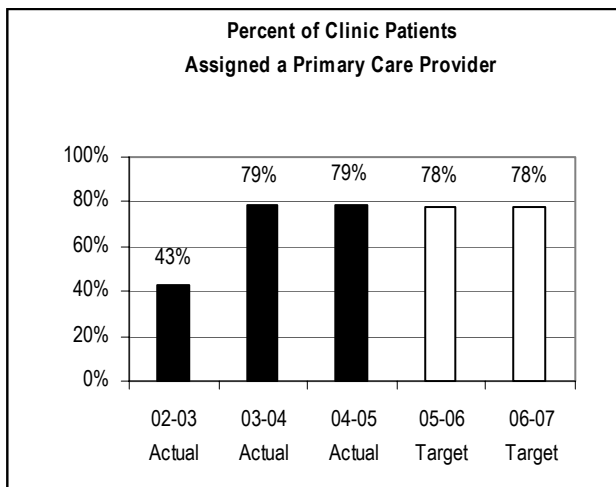
Program Locator

County

San Mateo Medical Center—Operating Budget
 Administrative and Quality Management Services
 Patient Care Services
 Clinical Ancillary and Support Services
 Long-Term Care Services

► **Ambulatory and Medical Staff Services**

Headline Measures



Program Outcome Statement

Ambulatory and Medical Staff Services provides high quality, patient-focused outpatient healthcare services through a system of accessible community-based clinics throughout the County. The Division provides primary care for adults, women and children, as well as a full spectrum of medical and surgical specialty care based at the state-of-the-art SMMC. The overriding goal is to open doors to excellence in healthcare, including those to whom doors have traditionally been closed, resulting in improved health and well-being throughout the County.

Services and Accomplishments

Ambulatory and Medical Staff Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating 11 clinics throughout the County that provide primary healthcare, preventive services, and limited public health services. Geographically, this includes three North County Clinics (Daly City, South San Francisco, and Daly City Youth Clinic); three Mid County clinics (39th Avenue Main Campus, Ron Robinson Senior Care Center, and Coastsides); and five South County clinics (Willow, Belle Haven, Fair Oaks Adult Clinic, Fair Oaks Children's Clinic, and Sequoia Teen Wellness Center). At the 39th Avenue Main Campus Clinics, a full range of specialty services are provided including Ob-Gyn, family planning, HIV, dental, optometry, cardiology, oncology, otolaryngology, ophthalmology, urology, orthopedics, dermatology, podiatry, pulmonology, gastroenterology, rheumatology, neurosurgery, and neurology. Ambulatory and Medical Staff Services also includes the Methadone Treatment Program located in Menlo Park, which serves approximately 300 clients daily.

The following are major accomplishments in the current year:

- Expanded outreach and children's services to meet community needs and leverage new local and State funding programs such as Healthy Kids and Healthy Families
- Participated in innovative joint research projects with Stanford and the National Institutes of Health to improve the delivery of care for diabetes and heart disease
- Continued growth of patient volume at the Ron Robinson Senior Care Center, which opened in March 2004
- Secured Federal funding to implement the "rapid cycle improvement" model to reduce clinic cycle times from 100 to 45 minutes
- Established participation in a regional children's computerized immunization registry to ensure that national goals for children's immunization rates are achieved
- Partnered with the Peninsula Foundation and the University of the Pacific Dental School to improve access to adult dental services, an area traditionally underserved by safety net healthcare systems

- Secured a UCSF Cultural Competence Grant to improve language access for non-English speaking patients in the Emergency Department

Story Behind Baseline Performance

Ambulatory and Medical Staff Services provides high quality care to 40,000 individuals each year in approximately 205,000 patient visits, and this figure is rising by 5-10% annually. This program is essentially the sole provider of outpatient medical care to indigent persons residing in the County, serving as the safety net provider for a medically underserved, uninsured and underinsured, diverse population consisting largely of the working poor and their families who are often mono-lingual, non-English speaking persons. The culturally diverse program staff mirrors its customer demographics. Ambulatory and Medical Staff Services continues to see a nearly endless influx of persons meeting the WELL Program (Wellness, Education, Linkage, Low Cost) eligibility criteria for services. In the absence of Federal or State solutions to the problem of the uninsured, these rising needs are being addressed through a combination of cost reduction, productivity improvement, aggressive linking of patients to available payor sources, and seeking of external grant funding in order to continue meeting the needs of the community in a high quality manner. Approximately 92% of patients rate overall service quality as good or better.

Headline Measure 1, assignment of a Primary Care Provider (PCP) to clinic patients, is an important indicator of quality and coordination of care and also leads to reduced healthcare costs. An aggressive program has been implemented to monitor and increase the percent of patients assigned to a PCP. The success of this effort is reflected in a dramatic increase in assignment percentage in recent years, from 43% in FY 2002-03 to 79% for FY 2004-05.

Identifying external payor sources outside the County's WELL indigent program, shown in Headline Measure 2, is a critical indicator of the financial health of the Medical Center and the County. Through expanded use of Community Health Advocates (CHA) and joint pilot projects with the Health Department, more patients are being linked to State and Federal funding sources for which they may be eligible, thus reducing reliance on the County's General Fund.

Major challenges over the next two years will be:

- To meet the growing demand for low cost medical care while maintaining high levels of quality
- To reduce the cost of indigent healthcare by increasing non-County payor sources and improving operational efficiency

Program Priorities

Ambulatory and Medical Staff Services will meet performance targets by doing the following:

Assign 78% of Patients to a Primary Care Provider (PCP)

- Continue with procedures to further increase PCP assignment of all appropriate patients

- Continue to monitor and assess the percentage of patients assigned a PCP

Increase Non-County Payor Sources to 67%

- Educate staff at all levels on eligibility requirements of all available payor programs
- Implement "One-E-App," a web-based application that facilitates simultaneous application to a large spectrum of State and local payor programs
- Monitor the accuracy of payor plan assignment through quality control of patient registrations

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Decrease clinic wait times through focused and continuous review of patient flow from check-in to check-out
- Standardize and optimize telephone systems to allow improved customer communications
- Continue customer service training for all staff, specifically in the areas of service recovery and complaint resolution

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of clinic outpatient visits	194,019	206,152	216,879	217,074	217,074
Number of Senior Center visits ⁽¹⁾	---	988	6,383	6,078	6,078
How Well We Do It (Quality)					
Cost per clinic visit (data development)	---	---	---	---	---
Percent of clinic visits by payor:					
- County	43%	40%	32%	33%	33%
- Medi-Cal/Medicaid	45%	47%	51%	50%	50%
- Other Payor Sources	12%	13%	17%	17%	17%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better ⁽²⁾	87%	92%	92%	90%	90%
Percent of clinic patients assigned a Primary Care Provider (PCP)	43%	79%	79%	78%	78%

⁽¹⁾ Ron Robinson Senior Center opened in March 2004.

⁽²⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction.

Ambulatory and Medical Staff Services (6850B)
Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	294.0	300.0	300.0	310.0	10.0	310.0
Funded FTE	275.4	278.9	278.9	285.4	6.4	285.4
Total Requirements	31,308,243	30,681,739	31,434,019	34,255,775	2,821,756	34,854,028
Total Sources	39,882,349	51,385,519	40,752,329	59,450,965	18,698,636	59,450,965
Net County Cost	(8,574,107)	(20,703,780)	(9,318,310)	(25,195,190)	(15,876,880)	(24,596,937)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. These contributions are appropriated in General Fund budget unit 5850B—Contributions to Medical Center. Ambulatory and Medical Staff Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; and position adjustments resulting in a net increase of two positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,890,571	0	0	2,890,571	2

2. Add Positions to Enhance Clinical and Service Quality

Ten additional positions—one Medical Services Assistant II, three Patient Services Assistant IIs, one Staff Physician, one Medical Records Technician I, one Patient Services Specialist, one Licensed Vocational Nurse, and one Lead Patient Services Assistant—supports the program priority of achieving an overall patient satisfaction rating of at least 90% by shortening patient wait times, expanding clinic capacity, and improving patient throughput.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	400,358	0	0	400,358	9

3. Convert Extra Help Position to Permanent Status

Conversion of one Extra Help Patient Services Assistant II position to permanent status supports meeting performance targets by addressing long-term workload needs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	47,963	0	0	47,963	1

4. Adjustments to Balance Budget

Various adjustments and reallocations based on recent expenditure history result in a net reduction in appropriations and support the Department-wide priorities of holding General Fund contributions to the current level and achieving an annual net income target of 0%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(510,861)	0	0	(510,861)	0

5. Adjustments to Gross Patient Revenue

Gross Patient Revenue has been increased by \$18,698,636 which supports the Department net income and General Fund contributions priorities. A 5% increase across all items in the Medical Center's charge description master has been included. It is anticipated that service enhancements and improved operational efficiencies will result in increased patient volume that will also provide additional revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
18,698,636	0	0	0	(18,698,636)	0

6. Position Adjustment

One Lead Patient Services Assistant that was added in the FY 2005-06 Recommended Budget is being downgraded to a Patient Services Assistant II following review with Employee and Public Services. The cost differential is appropriated in regular pay adjustments within the same budget unit, with no change in Net County Cost resulting from this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	56,548	0	0	56,548	0
0	(56,548)	0	0	(56,548)	0

7. Staffing Adjustments to Reconcile with Salary Ordinance

Staffing adjustments are being made in order to reconcile to the Salary Ordinance. Two part-time Staff Nurse positions are being converted into one full-time Staff Nurse and one half-time Staff Physician position is being deleted. There is no change in Net County Cost resulting from these actions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	94,548	0	0	94,548	1
0	(94,548)	0	0	(94,548)	(3)

8. Other Miscellaneous Adjustments

A number of revenue and expenditure accounts have been moved and reclassified to more appropriate organizational units and accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(6,275)	0	0	(6,275)	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
18,698,636	2,821,756	0	0	(15,876,880)	10

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

9. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	598,253	0	0	598,253	0

Medical Center Capital Purchases (6750D)

Budget Unit Locator

County

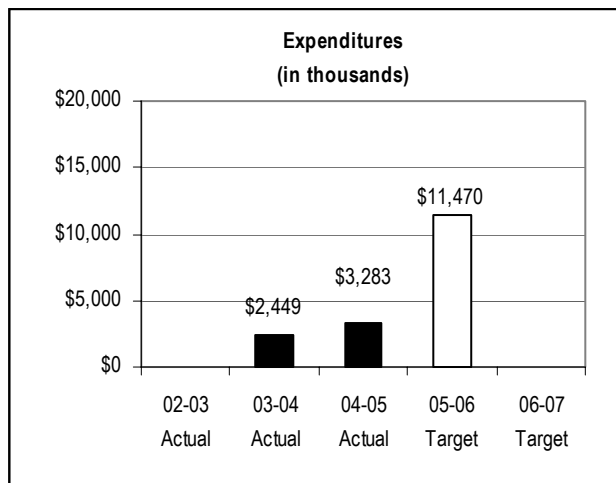
Health

San Mateo Medical Center

▷ **Medical Center Capital Purchases**

Budget Unit Description

A separate budget unit for capital purchases has been established by the Medical Center. These expenditures were previously shown as Fixed Assets appropriations within the operating budget of the Medical Center.



Net County Cost

Funding is currently provided from the Line of Credit, for which a repayment schedule is being negotiated. In future years, capital purchases will be funded from net income generated within the SMMC operating budget.

FY 2005-06 Funding Adjustments

1. Medical Center Capital Projects

This budget will be completed as a June Revision. Details are currently being finalized as to facility and equipment priorities, and availability of funding sources.

Revenue/Sources	(5,405,853)
Appropriations	(5,405,853)
Re-Appropriations	0
Intrafund Transfers	0

Reserves	0
Net County Cost	0
Positions	0

2. Medical Center Capital Projects

Appropriations for new capital projects include \$6,800,000 for conversion of currently unused space into the Keller Women and Children's Center, a labor and delivery and newborn services facility that will consist of 24 beds and one delivery room; and \$300,000 for Burlingame Long Term Care security improvements including cardkey access and camera system, and electrical and mechanical upgrades. Funds have been re-appropriated in the amount of \$2,118,387 for hospital and clinics projects not completed in the prior year. Funding sources for these projects includes \$5,000,000 from the Hospital and Keller Foundations, \$3,418,387 in available balance from the 1994 Hospital Construction Bond proceeds, and \$800,000 in federal grant funding from the Health Resources and Services Administration (HRSA).

Revenue/Sources	9,218,387
Appropriations	9,218,387
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. Medical Center Capital Projects

Adjustments to the Medical Center Capital Budget have been made for the Keller Women and Children's Center, priority technology projects and major equipment purchases. Funding will come from the Keller family, federal grants, and remaining balances from bonds issued for the Health Center construction project.

Revenue/Sources	2,251,613
Appropriations	2,251,613
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	6,064,147
Appropriations	6,064,147
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments**4. Medical Center Capital Projects**

All one-time capital projects and purchases have been eliminated in FY2006-07.

Revenue/Sources	(11,470,000)
Appropriations	(11,470,000)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Medical Center Capital Purchases (6750D) **Medical Center Enterprise Fund**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues		3,026,317		3,800,000	3,800,000	
Interfund Revenue	3,154,507					
Miscellaneous Revenue		256,425	1,638,681	7,670,000	6,031,319	
Other Financing Sources			3,000,000		(3,000,000)	
Total Revenue	3,154,507	3,282,742	4,638,681	11,470,000	6,831,319	
Fund Balance			767,172		(767,172)	
TOTAL SOURCES	3,154,507	3,282,742	5,405,853	11,470,000	6,064,147	
REQUIREMENTS						
Services and Supplies	1,537,987	653,185		850,000	850,000	
Other Charges	855,636	862,975		800,000	800,000	
Fixed Assets		793,811	3,405,853	4,820,000	1,414,147	
Other Financing Uses	55,685	972,771	2,000,000	5,000,000	3,000,000	
Net Appropriations	2,449,308	3,282,742	5,405,853	11,470,000	6,064,147	
Non-General Fund Reserves	761,173					
TOTAL REQUIREMENTS	3,210,481	3,282,742	5,405,853	11,470,000	6,064,147	
NET COUNTY COST	55,974					

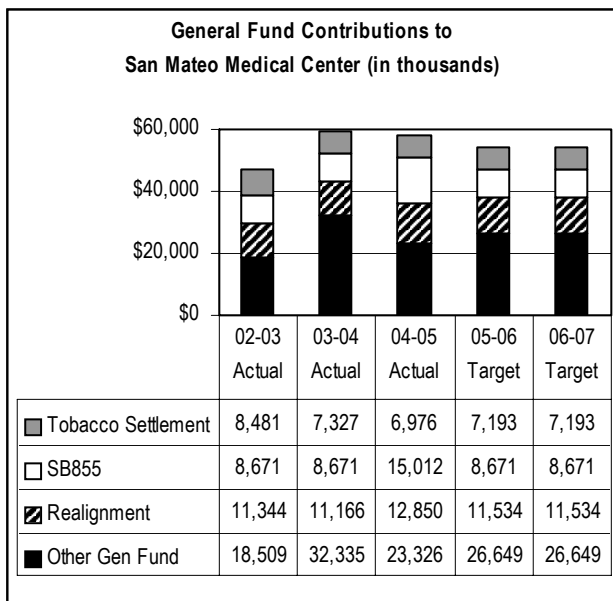
Contributions to Medical Center (5850D)

Budget Unit Locator

County
Health
San Mateo Medical Center
Contributions to Medical Center

Budget Unit Description

This budget unit contains the General Fund contribution to the San Mateo Medical Center (SMMC) for services provided 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. SMMC includes a 228-bed acute and long-term care hospital, eleven clinics and the 281-bed Burlingame Long Term Care skilled nursing facility. A portion of the General Fund contribution is funded by revenue from Tobacco Settlement funds and Realignment Vehicle License Fees (VLF). The remainder is Net County Cost, which is funded by local general purpose revenue in the General Fund such as property tax and sales tax.



Net County Cost

The portion of this budget unit's FY 2005-06 Adopted Budget that is Net County Cost (NCC) and is funded by the General Fund is \$34,974,051 or 64.7%. Of this amount, \$21,010,104 is discretionary; in addition, the Tobacco Settlement revenue in this budget unit in the amount of \$7,193,499 is also discretionary because it can be used for other General Fund services. Discretionary services include Mandated Services in excess of maintenance-of-effort (MOE) or local match requirements.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Revenue Sources and Contribution Amounts

Realignment VLF revenues have been increased by \$346,025 using a three-percent growth assumption. Budgeted contributions have been increased by \$2,224,904 to reconcile with amounts budgeted in the Medical Center operating budget. Total contributions of \$54,047,737, which include base payments toward the SB855 Disproportionate Share Hospital (DSH) program, have been included.

Revenue/Sources	346,025
Appropriations	2,224,904
Intrafund Transfers	0
Reserves	0
Net County Cost	1,878,879
Positions	0

FY 2006-07 Funding Adjustments

No change.

Contributions to Medical Center (5850D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	12,959,732	19,191,081	11,534,162	11,880,187	346,025	11,880,187
Miscellaneous Revenue	7,327,092	6,976,004	7,193,499	7,193,499		7,193,499
TOTAL SOURCES	20,286,824	26,167,085	18,727,661	19,073,686	346,025	19,073,686
REQUIREMENTS						
Services and Supplies	10,464,334	15,012,150	8,670,833	8,670,833		8,670,833
Other Charges		4,549,152				
Other Financing Uses	50,828,417	43,152,000	43,152,000	45,376,904	2,224,904	45,376,904
Gross Appropriations	61,292,751	62,713,302	51,822,833	54,047,737	2,224,904	54,047,737
Intrafund Transfers	(1,000,000)					
TOTAL REQUIREMENTS	60,292,751	62,713,302	51,822,833	54,047,737	2,224,904	54,047,737
NET COUNTY COST	40,005,927	36,546,217	33,095,172	34,974,051	1,878,879	34,974,051



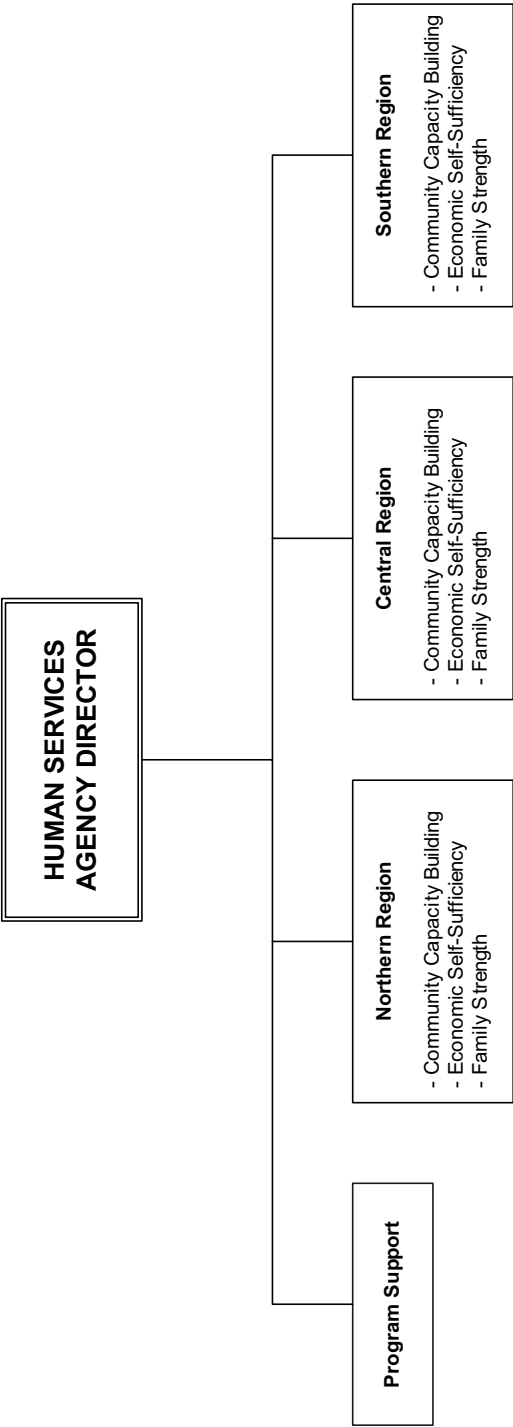
Human Services Agency

*Adopted Budget
FY 2005-2006
FY 2006-2007*



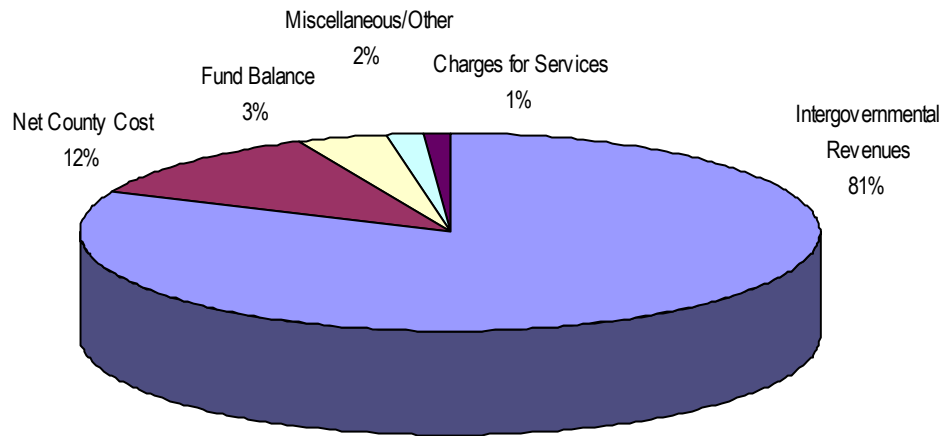
People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

HUMAN SERVICES AGENCY

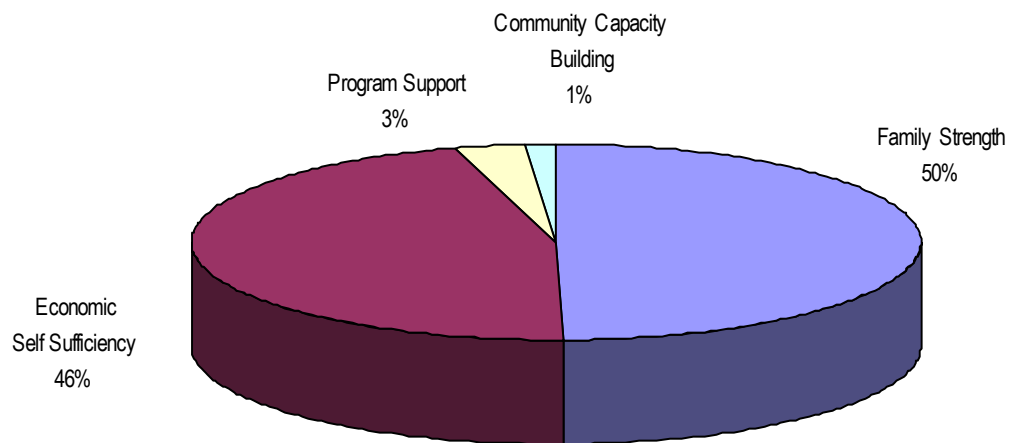


Human Services Agency

FY 2005-06 Adopted Sources



FY 2005-06 Adopted Requirements



Human Services Agency FY 2005-06 and 2006-07 All Funds Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
Program Support	5,231,605	4,794,158	5,403,581	5,975,761	572,180	5,341,338
Community Capacity Building	1,820,145	2,168,350	1,962,693	2,518,816	556,123	2,453,422
Economic Self-Sufficiency	73,269,053	76,591,666	78,437,799	87,706,658	9,268,859	86,984,629
Family Strength	75,909,995	76,928,391	83,859,161	95,059,098	11,199,937	92,239,857
Total General Fund	156,230,797	160,482,564	169,663,234	191,260,333	21,597,099	187,019,246
Total Requirements	156,230,797	160,482,564	169,663,234	191,260,333	21,597,099	187,019,246
Total Sources	138,891,790	144,132,551	149,452,699	168,850,928	19,398,229	163,239,684
Net County Cost	17,339,007	16,350,014	20,210,535	22,409,405	2,198,870	23,779,562
AUTHORIZED POSITIONS						
Salary Resolution	736.0	738.0	737.0	797.0	60.0	797.0
Funded FTE	724.7	732.3	731.3	783.3	52.0	783.3

Agency Locator

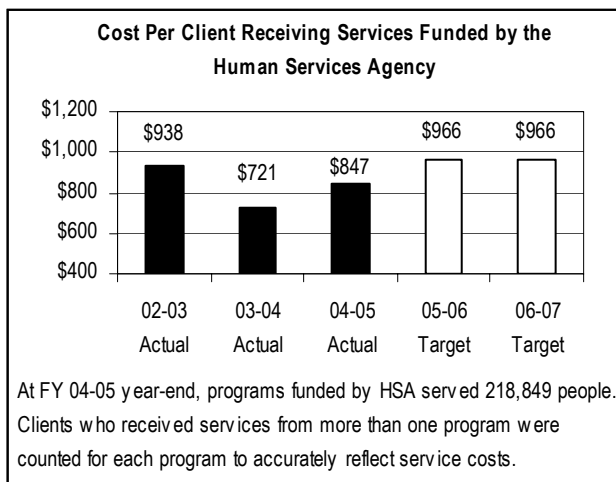
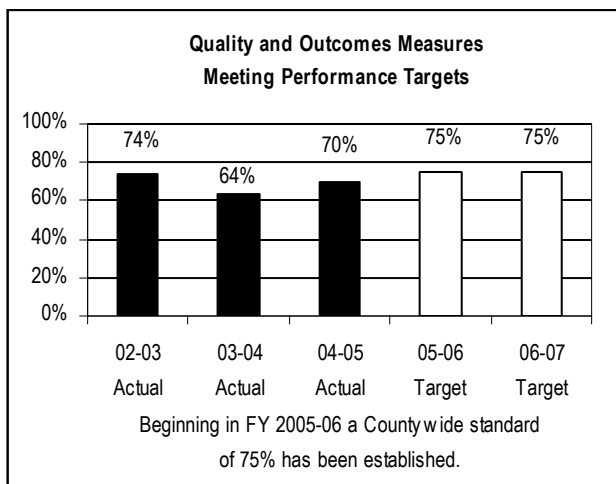
County

Administration and Fiscal
Criminal Justice
Environmental Services
Housing
Public Works
Health

► Human Services

Program Support
Community Capacity Building
Economic Self-Sufficiency
Family Strength
Non-Departmental Services

Agency Measures



Agency Mission Statement

The Human Services Agency serves as a catalyst for public and private efforts to ensure that all individuals and families become healthy, productive and contributing members of society.

Contributions to Shared Vision 2010 Goals

The Human Services Agency contributes to the following goals of the Shared Vision 2010 commitments:

Commitment: Provide Equal Access to Educational Opportunity

Goal 3: The Human Services Agency and its partners provide direct client subsidies and support expansion of neighborhood-based facilities offering child care, early learning, and support services for low-income working families that contribute to children entering kindergarten ready to learn. These programs are located in the program outcome areas of Community Capacity Building and Family Strength.

Goal 4: County residents can access job training, career development and education programs offered in collaboration with local community colleges, private businesses and other partners at all PeninsulaWorks one-stop employment centers. Agency staff are eligible to enroll in advanced degree and credential programs in the human services developed in collaboration with local community colleges. These programs are located in the program outcome areas of Economic Self-Sufficiency and Program Support.

Commitment: Ensure Basic Health and Safety for All

Goal 5: Workers conduct outreach and assist families enroll in no- and low-cost medical insurance programs to increase access to healthcare and preventive care. This program is located in the program outcome area of Family Strength.

Goal 6: The Human Services Agency partners with community-based organizations to provide a wide array of child abuse prevention, early intervention and family support services, and alcohol and other drug prevention and treatment programs to assure children grow up healthy in safe and supportive homes and neighborhoods. These programs are located in the program outcome areas of Community Capacity Building and Family Strength.

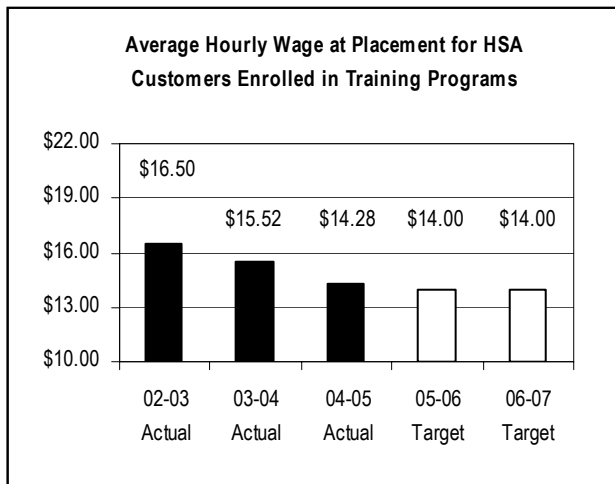
Goal 8: The County's most vulnerable residents achieve an improved quality of life through a variety of emergency, transitional and supported housing options; vocational rehabilitation services for the mentally and physically disabled; special initiatives supporting victims of domestic violence, child maltreatment, and youth who are at-risk of entering or are involved with the foster care and juvenile justice systems; and emergency in-kind assistance and voucher programs that provide temporary subsistence and shelter supports. These programs are located in the program outcome areas of Community Capacity Building, Economic Self-Sufficiency, and Family Strength.

Commitment: Create Opportunities for Every Household to Participate in Our Prosperity

Goal 17: A complete range of career counseling, skill assessment, job training, job search assistance, and support services are available at four PeninsulaWorks one-stop employment centers to assist all County residents experience real gains in income. Employment readiness services, intensive job training, and financial management and savings programs are targeted to meet special needs of individuals re-entering the workforce and low-income workers. Cash assistance programs provide basic income support to aged, disabled and very low-income families. These programs are located in the program outcome area of Economic Self-Sufficiency.

Commitment: Sow the Seeds of Our Future Prosperity

Goal 19: The Adolescent Collaborative Action Team and Youth Council of the Workforce Investment Board plan and support training and career education options for youth that supplement traditional K-12 classroom learning and expand the skill level of new workers. These programs are located in the program outcome areas of Economic Self-Sufficiency and Family Strength.



Story Behind Baseline Performance

The Human Services Agency includes the following programs:

- Program Support
- Community Capacity Building
- Economic Self-Sufficiency
- Family Strength

Accomplishments that have contributed to improved performance and progress in the current year include:

Utilized Technology to Streamline and Improve the Quality of Service Delivery

- Launched One-e-App to expand access to health insurance enrollment in the Healthy Kids program, Healthy Families program, and Medi-Cal for children and pregnant women.
- Implemented Housing Our People Effectively (HOPE), a web-based application used by service providers in support of San Mateo County's homeless population to improve coordination of services among providers.

- Launched a newly designed Intranet in October 2004, with user-friendly menus and enhanced search capabilities that allow staff quick access to important information.
- Began electronic case file imaging to improve timely access to Medi-Cal and Food Stamp cases. Approximately 1,000 Medi-Cal and 1,400 Food Stamps case files have been imaged to date.
- Improved performance outcome measure tracking of clients receiving alcohol and drug treatment services.
- Expanded the Continuous Quality Improvement (CQI) process to encourage best practices, improve services, and prepare for Agency Accreditation.
- Released "Neighbors in Need, 2005: Income and Outcomes", a comprehensive assessment of San Mateo County's low-income and HSA's client populations.
- In support of short-term and long-term planning: increased staff ability to develop competitive funding proposals; initiated an Alcohol Tobacco and Other Drug (ATOD) environmental assessment; coordinated a ten-year plan to end homelessness; completed a needs assessment with community stakeholders for youth employment services; and updated the Human Service Agency's 2000 Strategic Plan.

Enhanced Staff Skills to Improve Client Outcomes

- Ensured ongoing quality customer service by providing skill-based leadership development through the second Leadership Conference, attended by over 350 Agency staff and community partners.
- Conducted leadership development training for 112 Managers and Supervisors in the Values in Practice program to promote quality service delivery.

Increased Housing with Supportive Services through Collaborative Partnerships

- Developed 20 units to support clients struggling with substance abuse in partnership with Alcohol and Other Drug Services.
- Secured \$1 million in Proposition 46 Emergency Housing Assistance Program funds to upgrade the 90 bed Safe Harbor Emergency Shelter.
- Partnered with the Mental Health Association and County Mental Health Services to create 14 units of supportive housing for residents with co-occurring mental health and drug and/or alcohol abuse issues.
- Partnered with Shelter Network and supported funding for the renovated First-Step for Families transitional housing facility, increasing the capacity from 18 families to 39 families and making First Step one of only a handful of transitional housing sites with a licensed child care center.
- Expanded the transitional housing capacity through the creation of Catherine's Center, a 6 bed facility serving women being released from jail and prison.
- Implemented Project HOPE (Housing Our People Effectively), the San Mateo County Homeless Management Information System, through a collaborative effort to improve the coordination and quality of services.

- Participated in the creation of the Community Connections Project, a new collaborative planning body including representation from County departments, medical centers, and housing to focus on systems planning to reduce the number of homeless frequent users of emergency room services.

Expanded Employment, Training and Benefits for the Community

- Provided employment services to over 24,000 participants at PeninsulaWorks.
- Facilitated eligibility redeterminations and casework through the Health Insurance Telecenter for over 23,000 Medi-Cal clients.
- Served over 5,000 dislocated airline workers and funded skills re-training for 282 clients through the Workforce Investment Board's special airport project.
- In partnership with Genentech, trained over 100 dislocated workers for careers in biotech manufacturing with over a 90% graduation rate and 80% of those graduates being hired.
- Secured over \$2.2 million dollars in special grant funding to create new educational, training, and career opportunities for disadvantaged youth and adults.
- Broadened access for families to receive free tax assistance, build assets, and claim Earned Income Tax Credits (EITC) and other tax credits by forming a coalition with the IRS, businesses, and local community based organizations, resulting in 500 individuals and families filing for \$187,000 in EITC.
- Began training users in CalWIN to develop, test and implement an automated benefit determination system for CalWORKS, Food Stamps, Medi-Cal, General Assistance (GA), Cash Assistance Program for Immigrants (CAPI) and Foster Care.

Strengthened Families by Expanding Family-Focused Community-Based Services

- Partnered with First 5 San Mateo County, County Office of Education, and other partners in the Preschool for All (PFA) Initiative to increase the quality and availability of preschool programs.
- Implemented the Differential Response pilot in Daly City and Redwood City, a new community approach for situations where referrals are received and the children are safe, but the family has physical, social, and economic support needs.
- Conducted a community-wide Self-Assessment of Children and Family Services (CFS) and developed an extensive System Improvement Plan (SIP).
- Integrated ATOD with Domestic Violence services to ensure holistic services for families.
- Reduced illegal youth access to tobacco products in retail stores by approximately 20% in Pacifica, San Mateo, and South San Francisco in partnership with the Youth Coalition for Tobacco Prevention.
- Developed and implemented a five-year child care pilot program with State and local child care providers that adapts contracting reimbursement and eligibility rules to the needs of County residents.

- Completed the Tobacco Education Coalition Strategic Plan in collaboration with community partners.
- Partnered with Horizon Services to provide new ATOD outpatient treatment in two shelters.
- Conducted 129 Team Decision Making (TDM) Meetings, multi-disciplinary meetings which are required to make placement decisions for children involved with the Child Welfare System.

Major challenges anticipated over the next two years will be:

Supporting Program and Policy Changes

- To implement CalWIN, the mandated statewide CalWORKS Welfare Information Network in October 2005.
- To plan for a decrease in supportive and training services for laid off workers due to expiring grants.
- To develop strategies to address the economic impact and decrease in employment opportunities.
- To respond to programmatic and structural changes resulting from the implementation of Child Welfare System Improvements.
- To continue compliance with State performance standards in Medi-Cal.
- To respond to TANF reauthorization changes which will modify CalWORKS and result in an increase in participation of work requirements.

Meeting Increasing Service Demands with Limited Resources

- To develop the capacity of community-based organizations to meet additional service demands.
- To identify Federal, State and private resources to sustain and enhance programs impacted by proposed funding cuts and expiring grants.
- To expand Differential Response Countywide.
- To address the lack of alcohol and other drug treatment capacity in a budget reduction environment.
- To identify sufficient child care resources to meet the need resulting from anticipated increase in work demands under CalWORKS, Differential Response, and possibly TANF Reauthorization.
- To maximize customer satisfaction while minimizing the impact of continuous budget reductions and hiring freezes.

Planning for an Improved Service Delivery System

- To explore supportive housing options for emancipated youth.
- To implement a strategic approach to ensure safety net services in the County.
- To develop a ten year plan to end homelessness in San Mateo County.
- To assess and revamp the ATOD treatment system to better meet changing community needs.
- To align policies and prepare procedures and resources with Council on Accreditation standards.
- To integrate information from the SHARP Data Warehouse with external data from the Health Services Agency and San Mateo Medical Center.

Agency Priorities

The Human Services Agency will meet performance targets by doing the following:

Program Support

- Achieve an overall customer satisfaction of 90% or better

Community Capacity Building

- Provide assistance to 96% of clients in need of food and 65% of clients in need of housing

Economic Self-Sufficiency

- Assist 60% of PeninsulaWorks participants to obtain jobs and 60% of CalWORKs participants to leave cash aid with employment
- Provide employment services to 20,000 PeninsulaWorks participants

Family Strength

- Ensure that children served do not experience a recurrence of maltreatment
- Maintain percentage of clients reducing or abstaining from alcohol or drug use at 60% at 6-months post-intake and 45% at 12-months post-intake
- Provide child care assistance to 3,100 children

Human Services Agency General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	27,017		27,017	27,828	811	27,828
Intergovernmental Revenues	128,295,238	132,839,674	137,415,108	156,021,446	18,606,338	153,529,334
Charges for Services	1,310,527	1,356,590	1,643,747	2,064,188	420,441	2,064,188
Interfund Revenue	41,054	43,210	50,000	50,000		50,000
Miscellaneous Revenue	3,452,673	3,726,600	4,150,350	3,252,125	(898,225)	3,129,306
Total Revenue	133,126,509	137,966,074	143,286,222	161,415,587	18,129,365	158,800,656
Fund Balance	5,765,281	6,166,477	6,166,477	7,435,341	1,268,864	4,439,028
TOTAL SOURCES	138,891,790	144,132,551	149,452,699	168,850,928	19,398,229	163,239,684
REQUIREMENTS						
Salaries and Benefits	58,768,476	65,688,907	67,430,660	75,922,410	8,491,750	77,714,255
Services and Supplies	35,007,422	35,557,747	39,471,929	48,167,558	8,695,629	44,245,843
Other Charges	74,468,204	74,491,380	77,670,883	85,222,831	7,551,948	83,196,761
Fixed Assets	712,104	152,218	224,000	504,000	280,000	
Other Financing Uses	311,859	293,196	341,947	313,473	(28,474)	313,473
Gross Appropriations	169,268,066	176,183,449	185,139,419	210,130,272	24,990,853	205,470,332
Intrafund Transfers	(17,634,895)	(19,787,618)	(19,562,918)	(23,200,245)	(3,637,327)	(22,781,392)
Net Appropriations	151,633,171	156,395,831	165,576,501	186,930,027	21,353,526	182,688,940
Contingencies/Dept Reserves	4,597,626	4,086,733	4,086,733	4,330,306	243,573	4,330,306
TOTAL REQUIREMENTS	156,230,797	160,482,564	169,663,234	191,260,333	21,597,099	187,019,246
NET COUNTY COST	17,339,007	16,350,014	20,210,535	22,409,405	2,198,870	23,779,562
AUTHORIZED POSITIONS						
Salary Resolution	736.0	738.0	737.0	797.0	60.0	797.0
Funded FTE	724.7	732.3	731.3	783.3	52.0	783.3

FY 2005-06 Budget Overview

TOTAL SOURCES

Total Sources increased by \$19,398,229 or 13.0% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Use of Money and Property

There is an increase of \$811 in this funding source due to an increase in reimbursements for rent of a County-owned facility occupied by Daytop, a residential substance abuse treatment provider, commensurate with a 3% increase in facilities maintenance and operational expenditures.

Intergovernmental Revenues

There is a net increase of \$18,606,338 in this funding source due to increased reimbursements related to a \$4.7 million increase in projected Stage I and Stage II Child Care expenditures; a \$1.5 million increase in projected CalWORKs cash assistance payments; a \$4.8 million increase in eligibility determination costs; \$1.3 million for creation of Benefit Analyst and Social Worker training units; a \$4.9 million net increase in Child Welfare Services funding including increases in Realignment, Child Welfare Services Redesign, Promoting Safe and Stable Families, Adoptions and Independent Living Programs, offset in part by reductions in other funding such as Targeted Case Management, Licensing, TANF Incentive Funds and Title XIX. Other increases include \$900,000 in CalWORKs employment services funding and Workforce Investment Act grants; and a \$510,000 net increase in Alcohol, Tobacco and Other Drug funding resulting from adjustments for unexpended prior-year Proposition 36 funding, a new Center for Substance Abuse and Treatment (CSAT) Homeless grant, and increased Substance Abuse Prevention and Treatment Block Grant funding, offset in part by expiring Tobacco, Juvenile Drug Court and Safe and Drug Free Schools grants.

Charges for Services

There is an increase of \$420,441 in this funding source due to a \$340,441 increase in projected First Offender Program, Multiple Offender Program, and Deferred Entry of Judgment fees; an increase in Drug Medi-Cal reimbursements; and \$80,000 in anticipated revenue from the new E-Waste program, a collaboration between Goodwill and the Vocational Rehabilitation Services WorkCenter.

Miscellaneous Revenue

There is a net decrease of \$898,225 in this funding source due to a decrease of \$77,000 in expiring grants from William and Flora Hewlett Foundation and Walter S. Johnson Foundation; \$433,000 in expiring grants from the Stuart Foundation for the Family to Family Initiative, the Packard Foundation for the Violence Initiative Program, and concurrent planning activities; and a decrease of \$451,000 for the First Five grant; a decrease in Foster Family Agency revenue, and a reduction of \$157,000 in Family Resource Center revenue. These decreases are offset in part by an increase of \$180,000 in alcohol and drug trust fund revenue and \$70,000 in WorkCenter and job coaching revenue.

Fund Balance

There is an increase of \$1,268,864 in this funding source. This increase is primarily due to salary savings, lower than budgeted General Assistance payments, savings in various operating expense accounts, and unanticipated child welfare services revenue.

TOTAL REQUIREMENTS

Total Requirements increased by \$21,597,099 or 12.7% from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$8,491,750 in this expenditure category. Merit increases and negotiated labor costs increased by \$2.8 million; other salary and benefit increases include adjustments needed to correct under-budgeting of salary costs in the current year. For FY 2004-05 the County's automated budgeting system was changed to project the cost of vacancies at the third rather than fifth step of the salary range which reduced salary savings that the Agency traditionally relied on to partially fund salary differentials, overtime, on-call pay, and Extra Help expenses. Correcting adjustments include \$606,000 in differentials, \$544,000 in overtime, and \$109,000 in on-call pay. Other increases include \$1 million in Extra Help to cover current understaffing of the current eligibility determination workload and \$200,000 to staff projected caseload growth through FY 2005-06, \$600,000 in Extra Help for the enhanced staffing required to support the conversion to CalWIN in October 2005, and \$270,000 for miscellaneous Extra Help staffing.

The Adopted Budget includes the conversion of long-term Extra Help funding into 11 permanent Benefit Analyst positions, one Human Services Supervisor, and one Office Assistant II in eligibility determination to staff current caseload growth; and one Administrative Assistant and one Office Assistant II in child welfare services to support critical casework activities. Also included are the deletion of a vacant Information Technology Technician and the addition of an Information Technology Analyst position needed to assume maintenance of automated systems currently under contract; the deletion of a Community Program Specialist III and addition of a Human Services Analyst II position to provide for

monitoring of child welfare services community service provider contracts; the deletion of a vacant Administrative Secretary position and addition of an Administrative Assistant I to provide clerical supervision at the Health Insurance Telecenter; the addition of two Benefit Analysts for the CAPI program to staff current caseload; the creation of Benefit Analyst and Social Worker training units with the addition of 14 Benefit Analyst trainees, one Human Services Supervisor, and seven Social Worker trainee positions; the addition of two Public Services Specialist positions and one Office Assistant II for additional clerical support; the deletion of one vacant Social Worker position and addition of one Social Worker Supervisor, one Psychiatric Social Worker, two Social Worker IIIs, four Community Worker Is, one Human Services Analyst II, and one Senior Accountant for implementation of Child Welfare Redesign; deletion of one vacant Social Worker and addition of one Management Analyst III to serve as the Foster Parent Liaison; deletion of one vacant Office Assistant and addition of one Office Specialist to provide a higher level of support to the Foster Care Health Nurses; deletion of one vacant part-time Case Management/Assessment Specialist and addition of one part-time Human Services Analyst II to more accurately reflect duties performed; addition of one Case Services Analyst II for a Center for Substance Abuse Treatment (CSAT) Homeless grant; conversion of one Extra Help Community Worker II position to permanent status in order to meet demands of increased Rapid Response activity; and conversion of two Extra Help Employment Services Specialist positions to permanent status to provide services and support to high risk population of Foster Youth.

Services and Supplies

There is a net increase of \$8,695,629 this expenditure category due to increases of \$500,000 in CalWIN implementation costs and \$907,000 increase in Shelter and Safety Net Services resulting from the transfer of \$432,000 in Community Development Grant (CDBG) funded shelter and safety net services; a \$145,413 increase in community-based services providers based on the 3% Cost of Business Increase (COBI) granted by the Board of Supervisors; and transfer of \$412,000 in homeless shelter costs from Other Charges to Services and Supplies. These increases have been offset in part by elimination of other professional services contract costs. Other increases include \$750,000 for transitional housing for foster youth, \$450,000 for integrating client case management systems, \$30,000 for start-up costs for a new core services agency to serve East Palo Alto, \$50,000 for conducting a needs assessment for safety net services, \$500,000 for an imaging contract, \$1,250,000 for a contribution to First 5 of San Mateo County for the Preschool for All program, \$97,136 in a MOU with Probation for an additional Deputy Probation Officer to support the Proposition 36 substance abuse treatment program, \$96,731 for an MOU with The Health Department for clinical supervision of nine Psychiatric Social Workers, \$100,000 in bridge funding for Redwood City Family Centers, restoration of \$50,000 in past reductions for Core Service Agencies, \$94,000 for the Ten-Year Plan to End Homelessness, \$30,000 for the Day Worker program, \$50,000 for a kitchen expansion at the VRS WorkCenter, \$412,000 for one-time costs for the new Receiving Home at the Youth Services Center, \$360,380 for a contract with the Edgewood Center to provide supportive services to relative caregivers, \$2.5 million in internal charging for services provided to other program units, and a net increase of \$894,000 in general operating expenses. A decrease of \$421,423—used as a placeholder for the Child Welfare Redesign implementation costs—partially offsets these increases.

Other Charges

There is a net increase of \$7,551,948 in this expenditure category due to an increase of \$4.5 million in projected Stage I and Stage II Child Care payments, \$217,000 increase in projected General Assistance and Interim Aid case costs, \$1.5 million in projected CalWORKs cash assistance payments, \$365,627 net increase in Workforce Investment Act and CalWORKs employment and training services, \$878,658 in Alcohol, Tobacco and Other Drug funding for substance abuse treatment services, \$220,048 based on the 3% COBI for community-based services providers, and \$260,000 increase in internal service charges. These increases are partially offset by the transfer of \$412,000 in homeless shelter costs to Services and Supplies, \$83,318 in one-time automation service charges for the new Receiving Home at the Youth Services Center, restoration of \$142,140 in funding for the Women's Enrichment Center (WEC), addition of \$180,000 for stipends for emancipating Foster Youth, and \$150,000 in other miscellaneous changes.

Fixed Assets

There is an increase of \$280,000 in this expenditure category. This is primarily due to the need to replace servers that will go out-of-warranty in the next fiscal year, expand the Storage Area Network to accommodate growth in imaged case files, and enhance the technical infrastructure to accommodate newly added programs. Other increases include \$64,000 for scanners for the Records Center to continue the Agency's effort to provide program case files in an electronic format as well as reduce storage space, related costs for historical/archived records, and \$50,000 for fixed assets associated with the integration of client case management systems.

Other Financing Uses

There is a decrease of \$28,474 in this expenditure category. Debt Service for the County-owned facility at 2500 Middlefield Road in Redwood City is distributed among program occupants; there are Housing Authority staff located at this site and their share of this expense is now budgeted within the new Department of Housing budget.

Intrafund Transfers

There is an increase of \$3,637,327 in this expenditure category due to a \$2.8 million increase in internal charging for services provided to other program units within the Agency and \$800,000 in increased charges for services provided through MOUs to other departments, including

charges to Department of Housing for CDBG funded shelter and safety net services, and the Health Department for eligibility determination and vocational rehabilitation services.

Contingencies/Departmental Reserves

There is a net increase of \$243,573 in this expenditure category. Year-end Fund Balance of \$7,435,341 will be used to restore \$4,330,306 in Agency Reserves, \$605,335 in Agency Child Care Reserves and \$384,507 in Collaborative Reserves. Other uses include \$145,665 for an additional year of funding for seven small child care contracts, \$137,649 for an additional year of funding for adult substance abuse treatment services, \$495,318 for one-time costs for the new Receiving Home at the Youth Services Center, \$100,000 in bridge funding for the Redwood City Family Centers, \$360,380 in bridge funding for the Edgewood Center contract, \$94,000 for a planning contract for the Ten-Year Plan to End Homelessness, \$30,000 for extension of the Day Worker Center contract, \$50,000 for kitchen expansion at the VRS WorkCenter, \$25,000 for a safety net needs assessment, \$30,000 for start-up costs for the new Core Services Agency in East Palo Alto, \$500,000 for the integration of client case management systems, \$750,000 for developing transitional housing for Foster Care youth, and \$244,883 to reduce Net County Cost in the Shelter and Safety Net Services budget unit. The balance in General Fund Reserves represents 2.3 percent of Net Appropriations, and exceeds the 2 percent County Reserves policy requirement by \$591,705.

NET COUNTY COST

There is a net increase of \$2,198,870 or 10.9% in this Agency's General Fund allocation. Net County Cost has been increased by \$365,461 to cover a 3% COBI for community-based service providers, a \$6,639 shortfall in Proposition 172 revenue, and \$1,776,530 for the unfunded portion of negotiated salary and benefit increases. A reduction of \$179,751 in Net County Cost results from transfer of the Needle Exchange Program to the Health Department. In addition, at the June Budget Hearings, the Board of Supervisors increased funding for the Core Service Agencies by \$50,000 and added \$180,000 in stipends for emancipating Foster Youth through increases in Net County Cost.

FY 2006-07 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$5,611,244 or 3.3% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$2,492,112 in this funding source. Decreases include elimination of \$581,947 in one-time Proposition 36 revenue; \$1,588,724 in expiring grants including \$85,166 for Bay Area Bioscience Career (Bay ABC) grant, \$97,886 for two expiring Low Income Flexible Transportation (LIFT) grants, \$472,467 for Department of Labor grant, \$600,000 for Bay Area Workforce Collaborative grant, \$118,163 for Juvenile Drug Court Expansion grant, and \$215,042 in Safe and Drug Free Schools grant; and \$64,000 for elimination of funding for one-time fixed assets. Increases include \$500,000 for a one-time imaging contract, \$538,113 for partial reimbursement of higher negotiated labor and merit increases, \$108,721 in potential revenue increases to cover increased Net County Cost in Homeless and Safety Net Services resulting from the creation of the Department of Housing, \$235,345 in revenue for fixed costs previously funded by expiring grants, and \$360,380 in revenue for the Edgewood Center contract previously funded with Fund Balance.

Miscellaneous Revenue

There is a net decrease of \$122,819 in this funding source. Decreases include elimination of \$25,000 in one-time funding for the safety net needs assessment; and \$236,239 for expiring grants including \$75,000 for Walter S. Johnson Foundation grant, \$73,690 for Stuart Foundation Grant for Family to Family initiative, and \$87,549 for Packard Grant for Violence in Families Project. Partially offsetting these decreases is an increase of \$138,420 in alcohol and drug trust fund revenue for fixed costs previously funded by expiring grants.

Fund Balance

There is a decrease of \$2,996,313 in this funding source, primarily due to elimination of Fund Balance used in FY 2005-06 for one-time expenses including: \$25,000 for the safety net needs assessment, \$500,000 for the integration of client case management systems, \$30,000 for startup costs for a new core services agency, \$108,721 to cover Net County Cost increase in the Homeless and Safety Net Services unit, \$145,665 for one-year funding of seven child care center contracts, \$137,649 for bridge funding for adult substance abuse treatment services, \$750,000 for transitional housing for emancipating foster care youth, \$495,318 for one-time costs for the new Receiving Home, \$94,000 for a planning contract for the 10-Year Plan to End Homelessness, \$30,000 for the extension of the Day Worker contract, \$50,000 for expansion of the kitchen at the VRS WorkCenter, \$100,000 in bridge funding for the Redwood City Family Centers, \$360,380 for Edgewood Center contract to be funded with state and federal revenue, and \$142,140 for the Women's Enrichment Center.

TOTAL REQUIREMENTS

Total Requirements decreased by \$4,241,087 or 2.2% from the FY 2005-06 to the FY 2006-07 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$1,791,845 in this expenditure category due to merit increases and increases in negotiated labor costs.

Services and Supplies

There is a net decrease of \$3,921,715 in this expenditure category. Decreases include elimination of \$50,000 for the safety net needs assessment, \$450,000 for integrating client case management systems, \$30,000 for start-up costs for a new core services agency, \$750,000 for transitional housing for emancipating foster care youth, \$429,618 for expiring grant-funded services and supplies, \$178,000 for one-time facilities expenses, \$412,000 in one-time costs for the new Receiving Home at YSC, \$94,000 for a planning contract for the Ten-Year Plan to End Homelessness, \$30,000 for the extension of the Day Worker contract, \$50,000 for the Core Services Agencies, \$500,000 for an imaging contract, \$50,000 for expansion costs for the kitchen at the VRS WorkCenter, \$100,000 in bridge funding for the Redwood City Family Centers, \$1 million for a one-time contribution to the First 5 of San Mateo County for the Preschool for All program, and \$142,140 for the Women's Enrichment Center. Increases include \$224,267 for labor costs in Program Support that are applied to other programs in the Agency, and \$149,776 for a 3% COBI for community-based service providers.

Other Charges

There is a net decrease of \$2,026,070 in this expenditure category. Decreases include elimination of \$982,000 in grant-funded employment in training and substance abuse treatment and prevention services, \$145,665 for one-year funding of seven child care center contracts, \$137,649 in bridge funding for County-funded adult substance abuse treatment services, \$581,947 in substance abuse treatment services funded with one-time Proposition 36 revenue, \$83,318 for one-time costs for the new Receiving Home, and \$142,140 for the Women's Enrichment Center. Increases include \$226,649 for a 3% COBI for community-based service providers.

Fixed Assets

There is a decrease of \$504,000 in this expenditure category due to elimination of prior one-time costs for fixed assets.

Intrafund Transfers

There is a net decrease of \$418,853 in this expenditure category. Decreases include elimination of \$390,000 in prior one-time fixed assets in Program Support transferred to other programs in the Agency; elimination of \$142,140 in internal charges for the Women's Enrichment Center applied from the Alcohol and Drug Services unit to the Children and Family Services unit; and elimination of \$138,420 in alcohol and drug services provided to the Department of Housing due to expiration of the Housing Plus grant, and to Children and Family Services due to expiration of the Packard Grant for the Violence in Families Project. Increases include \$224,267 for negotiated labor costs in Program Support applied to other programs in the Agency.

Contingencies/Departmental Reserves

No change.

NET COUNTY COST

There is an increase of \$1,370,157 or 6.1% in the Agency's General Fund allocation due to negotiated labor increases of \$1,791,845, offset in part by \$538,113 in State and Federal reimbursements and \$376,425 for a 3% COBI for community-based service providers.

Program Support (7301B)

Program Locator

County

Human Services

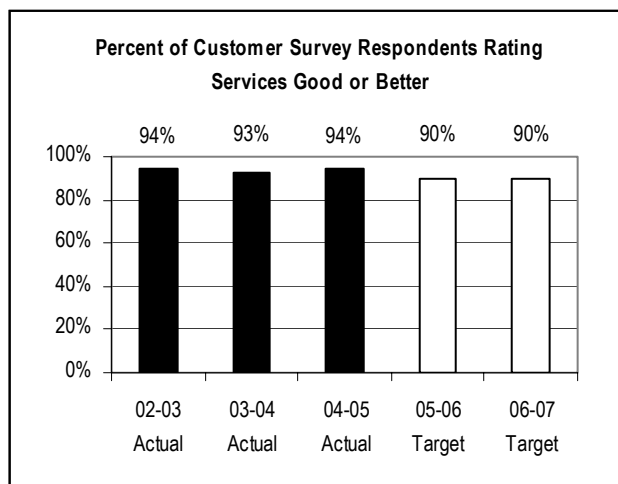
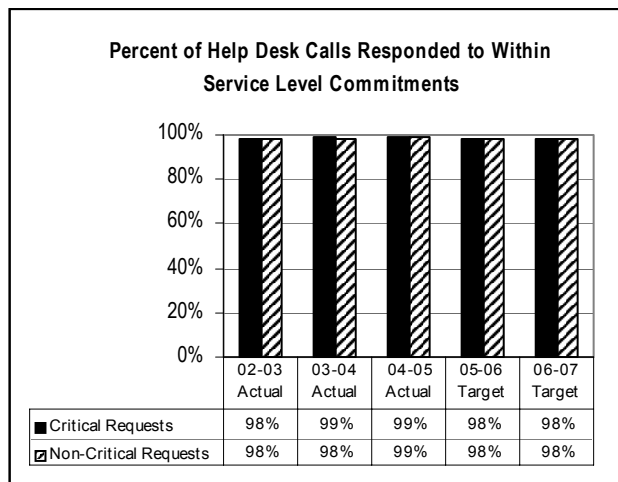
► Program Support

Community Capacity Building

Economic Self-Sufficiency

Family Strength

Headline Measures



Program Outcome Statement

Program Support promotes the delivery of effective and efficient services to families by providing human resources, individual and organization development, planning and evaluation, facilities and contracts management, financial services, technological support, and public information to Human Services Agency staff, community partners, and federal, state, and local constituencies.

Services and Accomplishments

Program Support primarily contributes to the goals of the Shared Vision 2010 commitments to be a Responsive, Effective and Collaborative Government, and to Provide Equal Access to Educational Opportunity by securing and providing administrative and operational resources that assist Human Services Agency (HSA) staff in the design and delivery of effective client and community services and provides centralized support for programs. Program Support provides human resources, individual and organization development, planning and evaluation, facilities and contracts management, financial services, technological support and public information to staff and stakeholders.

The following are major accomplishments in the current year:

- Ensured ongoing customer service excellence by providing skill-based leadership development through the second Leadership Conference, attended by over 350 Agency staff and community partners
- Promoted leadership development by training 112 Managers and Supervisors in the Values in Practice program
- Expanded the Continuous Quality Improvement (CQI) process to promote best practices, improve services, and prepare for Agency Accreditation
- Released "Neighbors in Need, 2005: Income and Outcomes", a comprehensive assessment of San Mateo County's low-income and HSA's Client populations
- Launched One-e-App to expand access to health insurance enrollment in the Healthy Kids program, Healthy Families program, and Medi-Cal for children and pregnant women
- Implemented Housing Our People Effectively (HOPE), a web-based application used by service providers in support of San Mateo County's homeless population
- Improved performance outcome measure tracking of clients receiving alcohol and drug treatment services
- Imaged 1,000 Medi-Cal and 1,400 Food Stamps case files electronically to improve timely access to case information
- Launched a newly designed Intranet with user-friendly menus and enhanced search capabilities that allow staff quick access to important information
- In support of short-term and long-term planning: increased staff ability to develop competitive funding proposals; initiated an alcohol and drug services environmental assessment; coordinated a ten-year plan to end homelessness; completed a needs assessment with community stakeholders for youth employment services; and updated HSA's 2000 Strategic Plan

Story Behind Baseline Performance

The Human Services Agency has continued its commitment to improve client service and promote effective programs. Customer service and satisfaction is often a reflection of proper staffing, training and service environment. Organizational success is

bolstered by attention to finances, technological advances, and short and long term planning.

The Business Systems Group (BSG) provides automation, network and desktop support, client case file records storage and retrieval, systems and data development, and data reporting to meet the needs of staff and community partners. The use of technology to meet ongoing business needs is increasing, resulting in a higher number of IT devices supported by BSG. Future targets are estimated to increase particularly with the implementation of CalWIN. Customer service remains a top priority, with the percent of user satisfaction with the IT Help Desk at 98%. In addition, BSG is focused on improving data reporting capabilities. The latest phase of the SHARP Data Warehouse is integrating new source systems including alcohol and drug services data.

Financial Services provide fiscal support to the HSA in the areas of general accounting, budget development and monitoring, cost accounting and claiming, audit coordination and revenue enhancement. Finance staff conducts revenue enhancement activities and advocates the State for allocation policies which equitably distribute funds to counties, including regional variations. In order to design a framework for "match-able" pool of funds, HSA analyzes funding streams organized by outcome and service areas that can be leveraged or matched with private dollars, program strategies that are comparable with community needs assessments, and client outcomes that correspond to local foundation's areas of giving.

Administrative Services provides program support regarding special investigations and hearings, contract development, facility management, and human resources and development. In support of the Agency's contracted providers, the Contract Team ensures contracts meet or exceed County standards and are processed in an efficient and customer friendly manner. The Facilities Team provides support services in space planning, ADA physical accessibility compliance, VDT policy coordination and building maintenance. Fair Hearings ensures that administrative hearings are conducted fairly, objectively, promptly and efficiently so that all individuals involved in the hearing process are treated impartially and with respect. The Human Resources and Development unit provides training for employees to ensure the delivery of quality services and consistent implementation of policies and procedures.

The Planning and Evaluation (P&E) unit reviews, analyzes and reports data on the characteristics of HSA clients, program outcomes and Agency needs to support program planning, legislative advocacy, customer satisfaction, grant seeking and resource development. The ability to track demographic data on community characteristics serves as a program planning tool and enhances the ability to monitor community need over time. In addition to providing supports for Outcome Based Management, this year P&E played a key role in implementing an Agency-wide Continuous Quality Improvement (CQI) process and assisting in the Children and Family Services' Self Evaluation Report and Systems Improvement Plan.

Major challenges over the next two years will be:

- To implement CalWIN, the mandated statewide CalWORKs Welfare Information Network
- To meet increasing demand for services with decreasing revenues
- To maximize customer satisfaction while minimizing the impact of continuous budget reductions
- To align policies and preparing procedures and resources with Council on Accreditation standards
- To integrate information from the SHARP Data Warehouse with external data from the Health Services Agency and San Mateo Medical Center

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Implement and deploy the CalWORKs Welfare Information Network (CalWIN) System
- Implement strategy to integrate separate automated client case management systems
- Develop a financing strategy that maximizes private and public funding to support the implementation of child welfare services redesign
- Design and provide skill development training for HSA staff and community partners to meet changing business needs

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of community partners submitting data for outcome measures	43	45	53	53	53
Number of IT Devices supported by BSG that are used by HSA and community partner staff ⁽¹⁾	1,250	1,300	1,500	1,500	1,500
How Well We Do It (Quality)					
Percent of help desk calls responded to within service level commitments: ⁽²⁾					
- Critical calls	98%	99%	99%	98%	98%
- Non-critical calls	98%	98%	99%	98%	98%
Percent of customer survey respondents rating services good or better ⁽³⁾	94%	93%	94%	90%	90%
Is Anyone Better Off? (Outcome)					
Number and percent of community partners submitting automated data needed for outcome measures	43 / 67%	45 / 79%	53 / 100%	53 / 100%	53 / 100%
Percent of user satisfaction with IT help desk services rated as good or better ⁽⁴⁾	99%	99%	98%	98%	98%

⁽¹⁾ Devices include personal computers, printers, faxes, laptops, and PDAs.

⁽²⁾ A critical issue is one that creates a work stoppage for the requestor or prevents the ability to provide a service to the public, and has a deadline of two hours. Non-critical issues do not create a work stoppage, such as assistance in document formatting or assistance in synching PocketPC with desktop; these issues require response from the help desk within four to eight hours.

⁽³⁾ Beginning in FY 2005-06 a Countywide standard of 90% has been established for customer satisfaction. Survey respondents are customers receiving direct services from HSA staff.

⁽⁴⁾ Users include HSA staff and community partners.

Program Support (7301B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	108.0	111.0	111.0	114.0	3.0	114.0
Funded FTE	107.7	110.5	110.5	113.1	2.5	113.1
 Total Requirements	5,231,605	4,794,158	5,403,581	5,975,761	572,180	5,341,338
Total Sources	5,818,281	5,808,927	4,973,706	5,568,299	594,593	4,902,214
Net County Cost	(586,676)	(1,014,769)	429,875	407,462	(22,413)	439,124
 NCC Breakdown						
Mandated Services			429,875	407,462	(22,413)	439,124

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$407,462 or 6.8% of Total Requirements. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort and funds the County share of Staff Development costs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; elimination of budgeted salary savings; increases in automation equipment and facilities improvements; deletion of Fixed Assets; and an increase in reimbursements (Intrafund Transfers).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(404,862)	1,783,979	(2,129,372)	(81,882)	(22,413)	0

2. Adjustment to Fund Balance for Integrating Client Case Management Systems

Obtaining consulting services, software and hardware in order to integrate existing case data systems supports the program priority of achieving an overall customer satisfaction rating of at least 90%. The implementation of various data systems presents challenges in data transfer and collection for the Agency's integrated service delivery system. Funds will be used to further integrate data systems to meet the case tracking, data management and performance outcome requirements, and to increase the ability of staff to access client information across a wider range of programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
500,000	500,000	0	0	0	0

3. Adjustment to Fund Balance for Safety Net Services Needs Assessment

Conducting a comprehensive needs assessment and developing recommendations for the provision of safety net services (emergency shelter, food, clothing, rental and utility assistance) supports the program priority of achieving an overall customer satisfaction rating of at least 90%. Safety net services provided by community partners are often the earliest intervention for families and individuals in need. Basic data is not available regarding the many people who may be in need of safety net services, but are not seeking support. The assessment will collect and

synthesize information to determine current client population, service availability and utilization, potential gaps in service, and funding strategies. By increasing the awareness of service demands and gaps, a more responsive and strategic approach will be developed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	50,000	0	0	0	0

4. **Conversion of Extra Help Staffing in Program Support to Permanent Positions**

This adjustment supports meeting performance targets by addressing operational requirements. Three long term extra help positions in Program Support, one Accountant II position and two Record Clerk II positions, will be converted to permanent Accountant II and Record Clerk II positions, respectively. The duties of the Accountant II involve monitoring expense reimbursements for various alcohol and drug prevention and treatment programs, the CalWIN automation project, child care programs, Violence in Families Initiative program, and School Nutrition program at the Children's Receiving Home. The duties of the extra help Accountant II have been critical to proper financial management and the continuation of the work performed will ensure financial responsibility. The Record Clerk II positions have continually supported eligibility determination, child welfare assessment, and fraud investigations by managing the retrieval, filing, purging and delivery of case records throughout the County. Cost of permanent positions will be offset by eliminating extra help and other salary costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	170,580	0	0	170,580	3
0	(170,580)	0	0	(170,580)	0

5. **Elimination of Information Technology (IT) Technician Position and Addition of Information Technology Analyst Position**

The elimination of one vacant IT Technician position and addition of one IT Analyst II position supports the program priorities of better meeting service needs by assuming database administration and analysis services currently provided by external contractors. The IT Analyst position will provide continued database support and maintenance of web-based applications which are critical to business systems operations. The increased costs will be offset by reductions in contractual service expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	89,865	0	0	89,865	1
0	(89,865)	0	0	(89,865)	(1)

6. **Addition of Fixed Assets for Business Systems Equipment Needs**

The purchase of replacement servers that will go out-of-warranty in the next fiscal year and expanding the Storage Area Network to accommodate growth in imaged case files supports the program priority of better meeting service needs by enhancing the technical infrastructure to accommodate newly added programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	390,000	0	0	390,000	0
0	(390,000)	0	0	(390,000)	0

7. **Adjustments to Fund Balance**

Increased Fund Balance is being set aside in Reserves for contract services in development of a Ten-Year Plan to End Homelessness, conformance with County fiscal policy on General Fund Reserves, construction costs associated with the new Receiving Home at the YSC, funding for Redwood City Community School Site Coordinators, and contributions to the operation of the Day Worker Center in Redwood City.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
449,455	124,000	0	325,455	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
594,593	2,457,979	(2,129,372)	243,573	(22,413)	3

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

8. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increases due to negotiated labor and merit increases, an increase in Intergovernmental Revenue commensurate with increased staff development labor costs, and a net decrease in Intrafund Transfers related to the elimination of one-time costs for fixed assets and increased labor costs that are applied to other programs in the Agency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(542,085)	(676,156)	165,733	0	31,662	0

9. Adjustments to Fund Balance

One-time increases in Fund Balance and associated appropriations and Reserves have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(124,000)	(124,000)	0	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(666,085)	(800,156)	165,733	0	31,662	0

Community Capacity Building (7201B)

Program Locator

County

Human Services

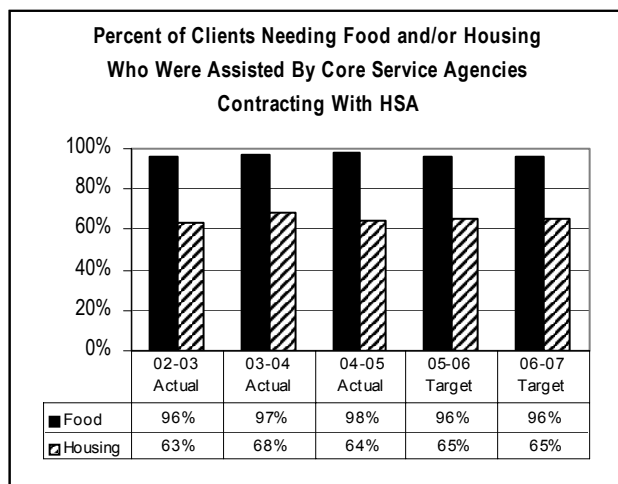
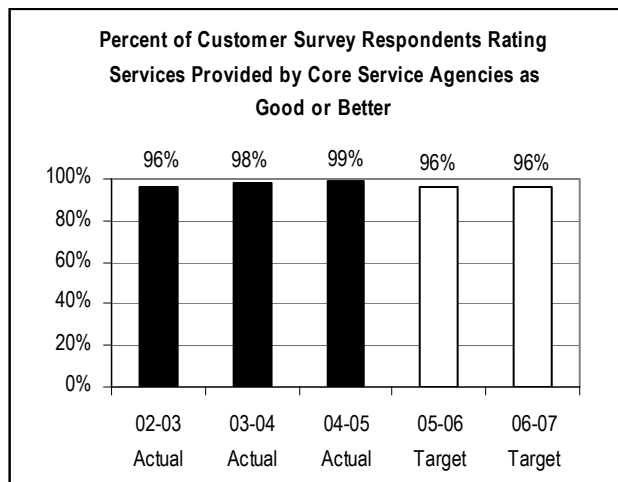
Program Support

▷ Community Capacity Building

Economic Self-Sufficiency

Family Strength

Headline Measures



Program Outcome Statement

Community Capacity Building works intensively with communities to identify areas of need and strengthen the social infrastructure that enables residents to achieve a healthy quality of life by providing emergency shelter care and supportive services, transitional housing, and safety net services.

Services and Accomplishments

The Community Capacity Building outcome area primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by working with community organizations and residents to provide emergency shelter care and supportive services, transitional housing, and safety-net services in the County. Community Capacity Building includes the Center on Homelessness, which plans and coordinates the activities of the County and non-profit service providers to meet the needs of homeless individuals and families in San Mateo County. Through contracts with the Core Services Agencies, emergency shelter, food, clothing, rental and utility assistance is provided to County residents.

The following are major accomplishments in the current year:

- Expanded the transitional housing inventory through the creation of Catherine's Center, a six bed facility serving women being released from jail and prison
- Partnered with Shelter Network and supported funding for the renovated First-Step for Families transitional housing facility, increasing the capacity from 18 families to 39 families and making First Step one of only a handful of transitional housing sites with a licensed child care center
- Secured \$1 million in Proposition 46 Emergency Housing Assistance Program funds to remodel the 90 bed Safe Harbor Emergency Shelter
- Participated in the creation of the Community Connections Project, a new collaborative planning body including representation from County departments, medical centers, and housing to focus on systems planning to reduce the number of homeless frequent users of emergency room services
- Partnered with the Mental Health Association and County Mental Health Services to create 14 units of supportive housing for residents with co-occurring mental health and drug and/or alcohol abuse issues
- Developed 20 units to support clients struggling with substance abuse in partnership with Alcohol and Other Drug Services
- Implemented Project HOPE (Housing Our People Effectively), the San Mateo County Homeless Management Information System

Story Behind Baseline Performance

The County created a new Department of Housing in order to provide greater emphasis on the development of workforce and affordable housing throughout the county. This resulted in the organizational realignment of the Human Services Agency in February 2005 and the departure of the Office of Housing. Programs that remain with Community Capacity Building are homeless, shelter, and core agency services.

The Human Services Agency developed collaborative relationships with developers, non-profits and service providers to address housing challenges for residents, whether homeless, low- or middle-

income in this extremely high cost-of-living county. A \$1 million grant was awarded by the Emergency Housing Assistance Program to renovate the Safe Harbor homeless shelter to support clients' transition to independence through counseling and treatment. The award will also enhance counseling, health, vocational, and other services designed to help people transition to self-sufficiency or to more intensive treatment.

In 2005, the Center on Homelessness conducted a one-night count of the homeless; the count found 1,385 people, 815 were in temporary shelters. According to the Healthy Community Collaborative Community Assessment Health and Quality of Life Survey conducted in June 2004, about 5% of HSA clients have lived on the street, in a car, or in a shelter in the previous two years. This survey also found that 5% of the general population and 15% of HSA clients have lived with a friend or a relative due to an emergency in the last two years. The Health and Quality of Life Survey also found that about 2% of the general population and 10% of HSA clients do not have enough food on a regular basis, and that one-in-seven (16%) of clients have received free meals in the past year.

The Partnership between the Office of Housing and the CalWORKs self-sufficiency program was recognized by the California State Assembly when the Office of Housing and the non-profit partner, the Human Investment Project, were invited to testify as a "best practice" in moving people from homelessness to self-sufficiency.

There remains an ongoing need for safety net services in the County. The number of individuals seeking services continues to increase, yet service capacity is limited due to resource constraints. Core Agency providers are unable to fully meet the needs of individuals requesting food when food pantries cannot be fully stocked. It is estimated that 68% of individuals in need of housing will receive assistance. The availability of shelter beds, availability of housing funds for all populations and specific requirements for granting housing assistance restrict the Core Agency providers' ability to meet the housing needs of all those seeking assistance. Due to the uncertain nature of funding from Federal, State, local and private sources, it remains difficult to establish performance targets.

Budget constraints continue to challenge the Core Agency providers. Financial issues contributed to the closure of Family Support Center of Mid-Peninsula. Other Core Agency providers are also struggling with organizational stability. HSA is supporting the Core Agency providers by reviewing business plans, supporting the development of agency boards and investigating other possible sources of funding for core agencies. A needs assessment and analysis of the entire safety net support structure will be conducted in the upcoming fiscal year, resulting in a strategic approach to address these critical service needs.

Major challenges over the next two years will be:

- To implement a strategic approach to ensure safety net services in the County
- To develop a ten-year plan to end homelessness in San Mateo County

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

Provide Assistance to 96% of Clients in Need of Food and 65% of Clients in Need of Housing

- Conduct a needs assessment and implement a strategic approach to ensure emergency shelter, food, clothing, rental and utility assistance services in the County

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of clients served by community based providers contracting with the Human Services Agency: ⁽¹⁾					
- Individuals	28,242	28,127	22,553	23,000	25,000
- Families	9,582	9,580	8,271	8,300	9,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services provided by Core Service Agencies as good or better	96%	98%	99%	96%	96%
Is Anyone Better Off? (Outcome)					
Percent of clients needing food and/or housing who were assisted by Core Service Agencies contracting with the Human Services Agency: ⁽²⁾					
- Food	96%	97%	98%	96%	96%
- Housing	63%	68%	64%	65%	65%

⁽¹⁾ Data from El Concilio was provided only from October 1, 2004 through June 30, 2005.

⁽²⁾ Assistance with housing includes referrals to shelters, motel vouchers, and financial assistance for Section 8 deposits, move-in costs, and rent. The Core Service Agencies provide additional assistance with transportation costs and utility bills, and information and referral to link clients with community resources.

**Community Capacity Building (7201B)
Resource Allocation Summary**

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	1.0	1.0	1.0	2.0	1.0	2.0
Funded FTE	1.0	1.0	1.0	2.0	1.0	2.0
Total Requirements	1,820,145	2,168,350	1,962,693	2,518,816	556,123	2,453,422
Total Sources	382,313	556,096	518,913	785,996	267,083	728,556
Net County Cost	1,437,832	1,612,254	1,443,780	1,732,820	289,040	1,724,866
NCC Breakdown						
Non-Mandated Services			1,443,780	1,732,820	289,040	1,724,866

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,732,820 or 68.8% of Total Requirements. Of this amount, 100% is for Non-Mandated Services. Non-Mandated Net County Cost funds \$555,500 for Core Service Agencies, \$59,652 for Second Harvest Food Bank, \$370,260 for emergency shelter services, \$455,900 for the Safe Harbor year-round shelter, \$95,481 for motel vouchers for homeless families and \$196,027 for operating expenses.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; transfer of positions, operating costs, and internal service charges previously budgeted in part of the County budget that is now within the newly created Department of Housing; and a 3% Cost of Business Increase (COBI) for community-based service providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(7,800)	586,917	(138,234)	0	456,483	1

2. Adjustment of Fund Balance for Shelter and Safety Net Services Net County Cost

The use of Fund Balance to cover operating expenses supports the program priority of ensuring that 96% of clients in need of food and 68% of clients in need of housing receive services. A loss of funding flexibility and economies of scale with the creation of the new Department of Housing and separation of Shelter and Safety Net Services resulted in an increase in Net County Cost. Using Fund Balance for operating expenses will reduce the Net County Cost until an ongoing solution can be determined.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
217,443	0	0	0	(217,443)	0

3. Adjustment of Fund Balance for New Core Service Agency

The use of Fund Balance to fund one-time start-up costs for a new core service agency serving East Palo Alto and Menlo Park supports the program priority of ensuring that 96% of clients in need of food and 68% of clients in need of housing receive services. Through a Request for Proposal (RFP) process, a new core service agency provider will replace the Family Support Center and require funding for start-up costs for management information equipment, supplies and other costs. A new core service agency provider is vital to the provision of safety net services (emergency shelter, food, clothing, rental and utility assistance) in East Palo Alto and Menlo Park, as safety net services provided by community partners are often the earliest intervention for families and individuals in need.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	30,000	0	0	0	0

4. Additional Funding for Core Service Agencies

An additional \$50,000 in appropriations were approved for the seven Core Service Agencies at the June Budget Hearings. Reserves will be used to bridge the gap created by loss of Community Development Block Grant (CDBG) funding for one year until the Safety Net Needs Assessment is completed during FY 2005-06. Intrafund Transfers from the Department of Housing are reduced by \$27,440.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,440	50,000	27,440	0	50,000	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
267,083	666,917	(110,794)	0	289,040	1

FY 2006–07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor and merit increases, a 3% COBI for community-based service providers, and the elimination of one-time start-up costs for new core service agency. During FY 2005-06, the Agency will re-examine operating expenses in an attempt to identify funding sources to offset the increase in Net County Cost resulting from the creation of the Department of Housing. The FY 2006-07 Adopted Budget assumes that Intergovernmental Revenue will increase to cover half the increased Net County Cost; the remaining cost will continue to be offset with Agency Fund Balance. One-time increases have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(57,440)	(37,954)	(27,440)	0	(7,954)	0

Economic Self-Sufficiency (7001B)

Program Locator

County

Human Services

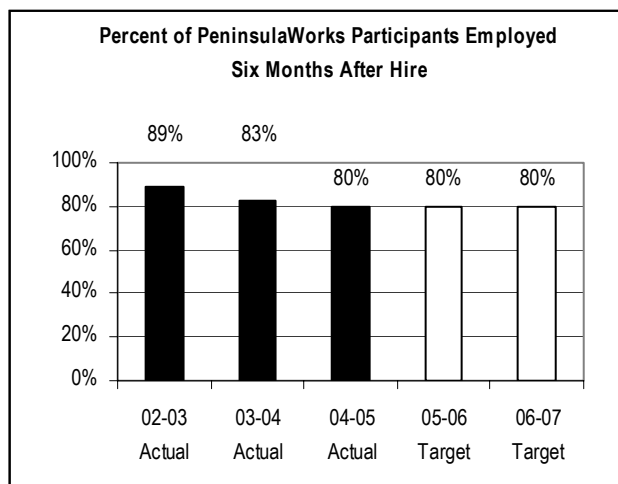
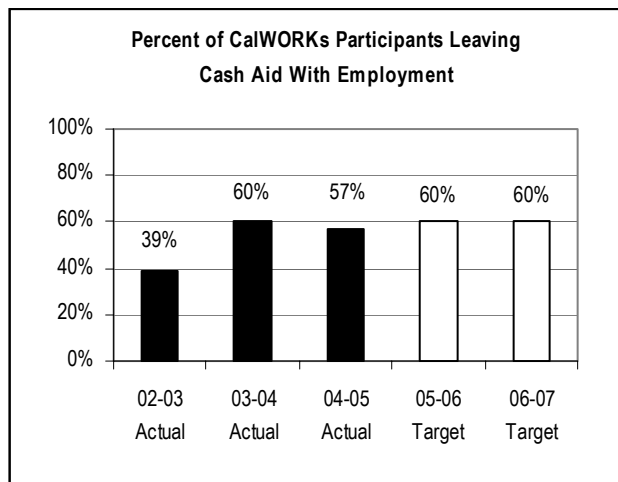
Program Support

Community Capacity Building

▷ **Economic Self-Sufficiency**

Family Strength

Headline Measures



Program Outcome Statement

Economic Self-Sufficiency programs and community partners promote economic self-sufficiency for individuals and families by providing employment related support and career development services while providing temporary financial assistance to those in need.

Services and Accomplishments

The Economic Self-Sufficiency Program primarily contributes to the goals of the Shared Vision 2010 commitment to Create Opportunities for Every Household to Participate in Our Prosperity by partnering with the community to provide a wide range of services that assist County residents locate and retain jobs and attain self-sufficiency. Economic Self-Sufficiency includes Employment Services (also encompassing Workforce Investment), CalWORKs, Food Stamps, Medi-Cal, and other health insurance programs. San Mateo County operates four one-stop multi-service employment centers, known as PeninsulaWorks, as well as Vocational Rehabilitation Services.

The following are major accomplishments in the current year:

- Provided employment services to over 24,000 participants at PeninsulaWorks
- Facilitated eligibility redeterminations and casework through the Health Insurance Telecenter for over 23,000 Medi-Cal clients
- Served over 5,000 dislocated airline workers and funded skills re-training for 282 clients through the Workforce Investment Board's special airport project
- In partnership with Genentech, trained over 100 dislocated workers for careers in biotech manufacturing with over a 90% graduation rate and 80% of those graduates being hired
- Secured over \$2.2 million dollars in special grant funding to create new educational, training, and career opportunities for disadvantaged youth and adults
- Broadened access for families to receive free tax assistance, build assets, and claim Earned Income Tax Credits (EITC) and other tax credits by forming a coalition with the IRS, businesses, and local community based organizations, resulting in 500 individuals and families filing for \$197,000 in EITC
- Began training users in CalWIN to develop, test and implement an automated benefit determination system for CalWORKs, Food Stamps, Medi-Cal, General Assistance (GA), Cash Assistance Program for Immigrants (CAPI) and Foster Care

Story Behind Baseline Performance

While some indicators point to an economic recovery in San Mateo County, this recovery has yet to significantly improve the fortune of the County's most vulnerable families. In February 2005, the unemployment rate reached 4.7%. In 2004, approximately 3,900 workers were added to the employment rolls. Unfortunately, between June 2001 and December 2004, the County lost over 23,000 employed workers with a 5.8% decrease in the number of people employed. San Mateo County has a growing number of people in poverty and the majority are children.

There is evidence that suggests that the lowest income residents are being increasingly burdened. While the median household income is \$69,219, more than a quarter of the County's families earn less than \$50,000 per year. HSA estimates that a family of three would need to

earn \$62,568 to be self-sufficient. While that amount is a 5.7% decrease since 2003, it does not meet working-class wages. The decrease is attributed to lower rental costs with the average price for a two-bedroom unit at \$1,436 per month. At minimum wage, a worker would need to work an unattainable 178 hours per week to be self-sufficient.

Caseloads in economic support programs are increasing. The average monthly caseload for CalWORKs, California's Temporary Assistance for Needy Families (TANF) program, increased 12.7% to an average of 2,408 cases per month. In spite of HSA's increased enforcement of CalWORKs participation requirements, the effects of the current economic environment have resulted in longer amounts of time for clients to obtain full-time jobs. The Food Stamp program is the fastest growing and is considered a safety net program for low-income working families. There are also more people receiving General Assistance (GA) and Medi-Cal than last year. In medical insurance programs, families are paying increasing co-payments to access medical care.

The Workforce Investment Act (WIA) authorizes employment services for adults, youth and laid-off workers to be administered by PeninsulaWorks. The number of individuals accessing one-stop employment services from the various PeninsulaWorks sites continues to increase. Last year, more than 121,000 visits were made by PeninsulaWorks participants who received career planning and job search services, vocational skills assessment, and résumé writing, interviewing skills and financial literacy seminars. Over 2,400 PeninsulaWorks enrolled participants also received intensive case management and training services provided through WIA.

A greater proportion of clients in PeninsulaWorks (70%) are hired in jobs; a higher percentage of these jobs are lasting for more than six months (87%). The rate of CalWORKs participants leaving with employment increased from 60% to 75%. These increases may be attributed to efforts in the WorkFirst program and increased integration of services. However, there is limited data available on whether clients are being employed in jobs that provide the benefits and supports that contribute to long-term self-sufficiency (e.g., living wage, health benefits). Once clients leave CalWORKs, it is difficult to successfully contact them for follow-up information.

Major challenges over the next two years will be:

- To respond to the reauthorization of TANF which will modify CalWORKs, resulting in a change in the definition and increases in the participation of work requirements, as well as potential increases in the demand for child care
- To identify Federal, State and private resources to sustain and enhance programs impacted proposed by funding cuts
- To plan for expiring grants which will decrease supportive and training services for laid off workers
- To implement CalWIN in October 2005
- To provide continual compliance with new State performance standards in Medi-Cal
- To develop strategies to address the decrease in employment opportunities as a result of outsourced and offshored jobs,

limited jobs with full-time hours, benefits and a living wage, and closures in the coastside agriculture industry

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

Assist 60% of PeninsulaWorks Enrolled Participants to Obtain Jobs and 60% of CalWORKs Participants to Leave Cash Aid With Employment

- Promote employment of CalWORKs applicants by providing rapid enrollment in employment programs and improving linkages to services that address barriers to employment
- Evaluate and redesign employment services to comply with California's welfare reform changes
- Enhance the Earned Income Tax Credit (EITC) public education campaign in collaboration with the EITC coalition

Provide Employment Services to 20,000 PeninsulaWorks Participants

- Increase dislocated workers' access to employment and job opportunities in biotechnology and health industries
- Provide workforce preparation services that support Virgin America's operations, including outreach, recruiting, assessment and applicant preparation support
- Market PeninsulaWorks services to job seekers and businesses

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of participants using PeninsulaWorks Centers:					
- Number of participants	22,460	24,426	24,794	20,000	20,000
- Number of visits by participants	111,936	121,651	130,290	100,000	100,000
Number of enrolled participants in PeninsulaWorks Intensive and Training services ⁽¹⁾	2,458	2,431	1,003	1,100	1,100
How Well We Do It (Quality)					
Percent of PeninsulaWorks participants enrolled in Intensive and Training services participating in training and/or educational programs ⁽²⁾	70%	64%	42%	40%	40%
Percent of PeninsulaWorks enrolled participants leaving Intensive and Training services with employment ⁽³⁾	65%	60%	62%	60%	60%
Is Anyone Better Off? (Outcome)					
Percent of PeninsulaWorks enrolled participants employed six months after leaving Intensive and Training services ⁽⁴⁾	89%	83%	80%	80%	80%
Percent of California Work Opportunity and Responsibility to Kids (CalWORKs) participants leaving cash aid with employment	39%	60%	57%	60%	60%

⁽¹⁾ This measure currently includes data for PeninsulaWorks participants only.

⁽²⁾ This measure currently includes data for WIA participants only.

⁽³⁾ This measure reports the percent of PeninsulaWorks participants enrolled in WIA training and/or educational programs who exit WIA with employment.

⁽⁴⁾ This measure reports the percent of PeninsulaWorks participants enrolled in WIA training and/or educational programs who had a 6-month follow-up after exiting WIA.

Economic Self-Sufficiency (7001B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	370.0	370.0	370.0	404.0	34.0	404.0
Funded FTE	364.2	367.0	367.0	397.1	30.0	397.1
 Total Requirements	73,269,053	76,591,666	78,437,799	87,706,658	9,268,859	86,984,629
Total Sources	66,010,469	68,652,381	72,446,720	80,825,318	8,378,598	79,507,134
Net County Cost	7,258,584	7,939,285	5,991,079	6,881,340	890,261	7,477,495
 NCC Breakdown						
State Grants Match			223,635	404,993	181,358	406,172
CalWORKS MOE			1,186,755	1,453,281	266,526	1,852,482
Mandated Services			4,322,273	4,800,427	478,154	4,800,427
Non-Mandated Services			258,416	222,639	(35,777)	418,414

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,881,340 or 7.8% of Total Requirements. Of this amount, \$4,800,427 represents the County's share of Mandated Services for entitlement programs such as CalWORKs, General Assistance and Interim Aid cash assistance and Food Stamps Employment and Training. Non-Mandated Services totaling \$222,639 include \$200,000 for employment services for General Assistance clients and \$22,639 for Jobs for Youth and Veterans Services programs.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases; annualization of mid-year staffing changes; elimination of budgeted salary savings; an increase in Extra Help for CalWIN conversion and other costs related to the "go live" date of October 2005; adjustments to revenue and programmatic expenses for the new Bay Area Workforce Collaboration grant and expiring William and Flora Hewlett and Walter S. Johnson Foundation grants; increased reimbursements to Program Support for increased labor, automation and other costs; increases in General Assistance and CalWORKs cash assistance and employment services and supplies; increases in reimbursements (Intrafund Transfers) from Health Services Agency and internal Agency programs for eligibility and vocational services, and deletion of Fund Balance and one-time costs to determine base funding for current level of services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,753,752	8,580,701	(936,688)	0	890,261	(3)

2. Addition of One Benefit Analyst II

The addition of one Benefit Analyst II position to serve as a Disability Services Advocate for CAPI recipients and applicants who become eligible for benefits under the Supplemental Security Income/State Supplementary Payment (SSI/SSP) program supports meeting performance targets by addressing operational requirements. This action will allow CAPI recipients and applicants to receive assistance in

becoming eligible under the SSI/SSP programs, and ensure compliance with the requirement for advocacy programs mandated by legislation. Since CAPI is a State program and SSI is a Federal program, substantial State savings will be obtained.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
74,703	74,703	0	0	0	1

3. **Conversion of Extra Help Staffing in Economic Self-Sufficiency to Permanent Positions**

The conversion of thirteen long-term Extra Help positions in Economic Self-Sufficiency (11 Benefit Analyst positions, one Human Services Supervisor, and one Office Assistant II) to permanent positions supports meeting performance targets by addressing operational requirements. The total workload has increased over the past several years and staffing needs were met through use of extra help staff. This action will convert experienced Extra Help to classified positions, and promote retention of staff that will help the County in its critical activities supporting increased health insurance among County residents; these efforts have been helpful in leveraging State/Federal funds for Hospitals and Clinics by decreasing the number of uninsured patients. The costs will be offset by eliminating extra help expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	975,411	0	0	975,411	13
0	(975,411)	0	0	(975,411)	0

4. **Addition of Fixed Assets for Records Center**

This adjustment supports meeting performance targets by improving service efficiency. Additional funding will be appropriated towards the purchase of scanners for the Record Room and will support the availability and accessibility of client information electronically. This funding adjustment reduces operating costs and adds appropriation for fixed assets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	64,000	0	0	64,000	0
0	(64,000)	0	0	(64,000)	0

5. **Contract Imaging Services for CalWIN System Conversion**

This adjustment adds appropriation for contract imaging services to obtain a quicker and more cost-effective conversion of paper case files to electronic images. Implementation this year of the CalWIN "paperless" computer system requires the conversion of paper case files from the current system to the new system. Through a service contract, the conversion can be completed in four months. Doing the work in-house would require up to 14 additional staff and related costs (i.e., work space), which would ultimately cost more and take longer to complete.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
500,000	500,000	0	0	0	0

6. **Indigent Healthcare Pilot**

Based on the May 2005 recommendations from the County Indigent Healthcare Work Group, a full screening and verification process pilot study will be conducted from October 2005-March 2006. All uninsured applicants will be screened for eligibility in Adult Medi-Cal, the County's medically indigent program (WELL), Discounted Health Care (charity care), and other programs using the One-e-App web-based application screening tool. The Human Services Agency will verify 20% of applications that have been found eligible for the WELL and Discounted Health Care programs. Costs include Extra Help Benefits Analysts (1.25 FTEs) and Office Specialist (0.50 FTE). Reimbursement will come from Non-Departmental General Fund where funds were set aside for this purpose in the Recommended Budget. These changes result in no increase to Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	104,694	(104,694)	0	0	0

7. Additional Staffing for Eligibility Determination

This adjustment supports meeting performance targets by addressing operational requirements. Fourteen Benefit Analyst I training positions are being added to lower staff turnover and enhance customer service by attracting a more qualified applicant pool. One Human Services Supervisor-E is also being added and will be responsible for new worker training units and reducing the workload of the existing Program Specialists, who are currently required to lead new worker training units in addition to performing their daily programmatic duties. The costs will be fully covered by State Medi-Cal revenue, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
822,506	822,506	0	0	0	15

8. Reduction in Workforce Investment Act (WIA) Funding

Appropriations are being decreased to reflect reduced Federal allocations for WIA Adult, Dislocated Worker, and Youth programs. The changes have been reviewed and approved by the Workforce Investment Board. Several of the reductions are for future projects, with no immediate direct client impact. However, the reduced training allocation will result in approximately 65 fewer training opportunities for clients.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(578,000)	(578,000)	0	0	0	0

9. Increase in WIA Special Grants

This adjustment supports the program priority of assisting 60% of participants enrolled in PeninsulaWorks to obtain jobs and 60% of CalWorks participants to leave cash aid with employment. Appropriations are being added to reflect increased allocations and prior-year rollover for WIA Special Grants as follows: \$144,417 Department of Labor grant through a partnership with Alameda County; \$37,471 Bay ABC grant; \$75,000 Walter S. Johnson Foundation grant; \$53,800 Bay Area Workforce Collaborative grant; and \$180,939 National Emergency Transportation grant. This funding supports the continuation of services to clients in a number of successful grant-funded projects, including the biotech workforce training partnership and the Gateway project for disadvantaged clients. Over 100 clients will receive additional services as a result of these grants, including customized training and supportive services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
491,627	491,627	0	0	0	0

10. Additional Benefit Analysts for California Assistance Program for Immigrants (CAPI)

This adjustment supports meeting performance targets by addressing operational requirements. Two Benefit Analyst positions are being added for the Bay Area CAPI Consortium to manage caseloads that are higher than other CAPI Consortium counties and provide appropriate levels of customer service. With the implementation of CalWIN, an initial increase in the amount of work per case is also anticipated. Additionally, because of specific CAPI regulations, an increase in the number of client contacts is also expected. The costs will be fully covered by State CAPI allocations, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
106,550	106,550	0	0	0	2

11. Public Services Specialist for Fair Hearings

This adjustment supports meeting performance targets by addressing operational requirements. One Public Service Specialist position is being added to provide receptionist duties and to address a shortage of support staff at the Fair Hearings Unit. Currently, an existing Office Assistant supports thirteen staff, far exceeding the recommended standard ratio of eight to one. The costs will be fully covered by State Welfare Administration revenue, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
47,623	47,623	0	0	0	1

12. Public Services Specialist for Redwood City Regional Office

This adjustment supports meeting performance targets by addressing operational requirements. One Public Services Specialist position is being added to meet the public service and clerical support needs of the Agency regional office in Redwood City. This position will serve approximately 3,300 people a month who frequent the site to apply for aid programs and participate in PeninsulaWorks, and will also provide the public contact point required by CalWIN. The costs will be fully covered by State Welfare Administration revenue, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
47,623	47,623	0	0	0	1

13. Office Assistant for Foster Care

This adjustment supports meeting performance targets by addressing operational requirements. One Office Assistant II position is being added to the Foster Care Unit for issuing assistance payments and ensuring timely issuance of Medi-Cal benefits to foster parents, an issue that has been raised both by foster parents and the Grand Jury. In addition, the Unit is preparing to "go live" on CalWIN in October; therefore, strong clerical support is vital in minimizing disruption of payments to foster parents. The costs will be fully covered by State Welfare Administration revenue, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
45,659	45,659	0	0	0	1

14. Extra Help Conversion for Foster Youth Employment and Education

Conversion of two Extra Help Employment Services Specialist II-U positions to permanent status supports the program priority of ensuring that children served do not experience a recurrence of maltreatment by implementing a recommendation of the June 2005 Grand Jury to further strengthen the County's ability to provide services and support to the high risk population of foster youth. These positions work one-on-one with foster youth and emancipated foster youth to prevent poverty, homelessness, lack of education, and drug/alcohol addiction by focusing on increasing job skills and opportunities. The program has served over 120 youth to date and expects to serve approximately 50 more in the coming year. The costs will be fully offset by other expenditure reductions, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(44,866)	35,592	(80,458)	0	0	2

15. Extra Help Conversion and Training Services for WIA Rapid Response Program

This adjustment supports meeting performance targets by addressing operational requirements. One Extra Help Community Worker II position is being converted to permanent status for the WIA Rapid Response Program. The position will support increased program activity and reporting requirements. Additional contract services appropriations will be used to develop outreach materials for providing business leaders, dislocated workers, and residents of San Mateo County with information on layoff assistance, layoff aversion strategies, and employment resources. The costs are be fully covered by additional Federal WIA funding, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
56,099	56,099	0	0	0	1

16. Staffing Adjustment for Health Insurance Telecenter (HIT)

This adjustment supports meeting performance targets by addressing operational requirements. One Administrative Secretary II position is being deleted and one Administrative Assistant I added in order to provide a supervisory level position for 16 clerical staff at the Health Insurance Telecenter (HIT). The costs will be fully covered by State Welfare Administration revenue, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,322	5,322	0	0	0	0

17. Staffing Adjustments in Jobs for Youth Program

This adjustment supports meeting performance targets by addressing operational requirements. Staffing adjustments being made in the Jobs for Youth (JFY) program that operates out of the four PeninsulaWorks One-Stops in Daly City, San Carlos, Redwood City, and Menlo Park and has been expanded to provide services to East Palo Alto, San Mateo, and the Coastside. The changes include: deletion of one vacant Community Worker II-Unclassified position and addition of one Human Services Analyst II for improved coordination and tracking of services provided to over 1,500 youth annually, including many at-risk teens and foster youth; and conversion of four Unclassified positions to Classified status (one Office Assistant II and three Community Worker IIs) to reflect their roles in integral, ongoing youth services programs of the Agency. There is no increase in Net County Cost associated with these changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	194,727	0	0	194,727	5
0	(194,727)	0	0	(194,727)	(5)

18. Expansion of Catering Kitchen Capacity

Increased Fund Balance is set aside in Reserves for one-time expenses associated with expansion of catering kitchen capacity. The expansion is necessary to preserve the current customer base, enable increased consumer training opportunities, and allow flexibility for future growth.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	50,000	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,378,598	10,390,699	(1,121,840)	0	890,261	34

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

19. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor and merit increases, offset in part by increased State and Federal reimbursements. Decreases include elimination of one-time costs for Fixed Assets and facilities expenses, reduction in operating costs for five expiring grants, the Bay Area Bioscience Career (Bay ABC), Department of Labor (DOL) Biotech training, Bay Area Workforce Collaborative (BAWC), Walter S. Johnson (WSJ), and two Low Income Flexible Transportation (LIFT) grants. Specialized services funded by the expiring ABC, DOL, BAWC, and WSJ grants will no longer be available; however, other Workforce Investment Act services will continue to be provided through One-Stop Centers. Transportation services provided by the LIFT grant will no longer be provided; however, CalWORKs clients will continue to have access to limited transportation services. Intergovernmental Revenue was adjusted for fixed costs funded by expiring grants. One-time increases have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,318,184)	(722,029)	0	0	596,155	0

Family Strength (7101B)

Program Locator

County

Human Services

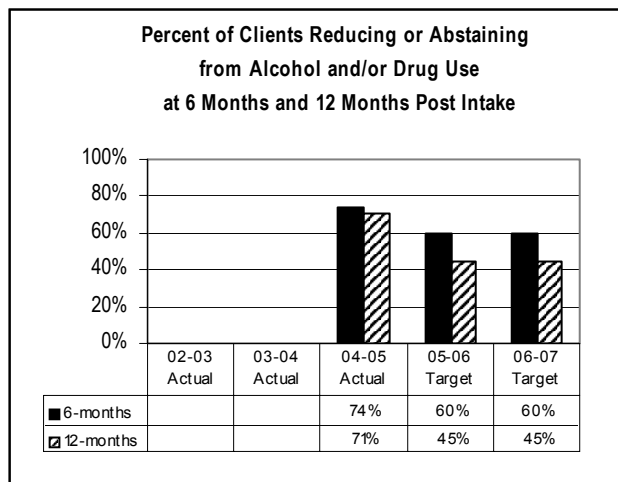
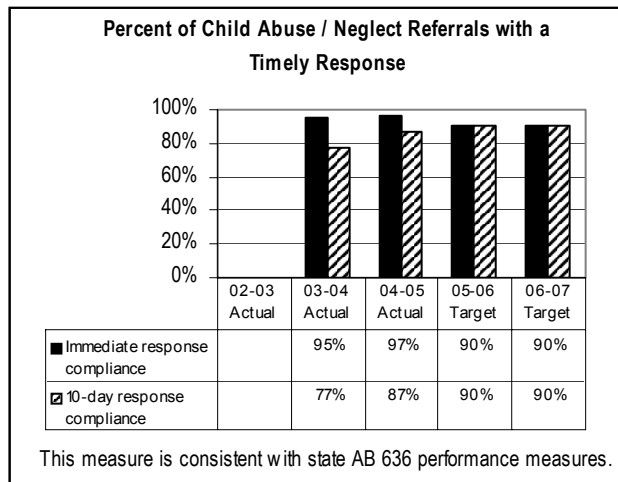
Program Support

Community Capacity Building

Economic Self-Sufficiency

► **Family Strength**

Headline Measures



Program Outcome Statement

Family Strength programs in collaboration with community partners promote individual and family strength by providing a continuum of prevention, assessment, intervention, and treatment services that maximize child well-being, family stability, and self-reliance.

Services and Accomplishments

The Family Strength outcome area primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering community-based prevention, early intervention, and supportive family-focused services to enhance family strength and child well being. In collaboration with community partners, Family Strength promotes individual and family strength by providing a continuum of prevention, assessment, intervention, and treatment services. Family Strength includes Alcohol, Tobacco and Other Drug (ATOD) Prevention and Treatment Services, Domestic Violence Services, Child Care, Afterschool Programs, Out of Home Placement, and Children and Family Services (CFS).

The following are major accomplishments in the current year:

- Implemented the Differential Response pilot in Daly City and Redwood City, a new community approach for situations where referrals are received and the children are safe, but the family has physical, social, and economic support needs
- Conducted 129 Team Decision Making (TDM) Meetings, multi-disciplinary meetings which are required to make placement decisions for children involved with the Child Welfare System
- Conducted a community-wide Self-Assessment of CFS and developed an extensive System Improvement Plan (SIP)
- Integrated Alcohol Tobacco and Other Drug (ATOD) services with Domestic Violence services to ensure holistic services for families
- Partnered with Horizon Services to provide new ATOD outpatient treatment in two shelters
- Reduced illegal youth access to tobacco products in retail stores by approximately 20% in Pacifica, San Mateo, and South San Francisco in partnership with the Youth Coalition for Tobacco Prevention
- Completed the Tobacco Education Coalition Strategic Plan in collaboration with community partners
- Partnered with First 5 San Mateo County, County Office of Education, and other partners in the Preschool for All (PFA) Initiative to increase the quality and availability of preschool programs
- Developed and implemented a five-year child care pilot program with State and local child care providers that adapts contracting reimbursement and eligibility rules to the needs of County residents.

Story Behind Baseline Performance

Economic pressures placed on families increase the potential for family violence; therefore referrals for child abuse and neglect are expected to increase during economic downturns. CFS continues to work to prevent child abuse and neglect by strengthening families through community and family-focused services. A community-wide planning process resulted in the development of the SIP, which includes Differential Response, a strategy to design and pilot three

paths of service response to expand the service array. This new approach represents a service shift that increases access to preventive and early interventions to help families achieve increased safety, well-being and stability before violent or abusive behavior becomes so severe it warrants initiating more intensive levels of intervention. To maintain a high standard of service provision, CFS constantly monitors performance measures to improve service provision. It is anticipated that CFS will achieve 95% success in providing a timely response to cases that need immediate response, and will achieve 90% success in 10-day response cases. It is also anticipated that 89% of children served will not be subject to further maltreatment within 12 months.

ATOD treatment capacity continues to decrease due to the expiration of time-limited grant funding. As a result, targets for the number of clients entering treatment were decreased accordingly. For FY 2005-06, the follow-up time frame for the number of clients reducing or abstaining from alcohol and drug use will align with the Federal and State standard of 6 and 12 months. This change has resulted in the lowering of target percentages in future years. Clients entering treatment under Proposition 36 tend to spend less time in treatment and often present with lengthy and severe treatment problems. Outpatient, day treatment, and residential care settings were initially indicated for their treatment needs, but the high cost of services created a financial crisis. An interim outpatient-only model was implemented during FY 2003-04 which enabled the program to live within its budgeted allocation and provided the opportunity to redesign the program within the FY 2004-05 allocation. This new model provides limits to the use of higher levels of treatment and will need to be evaluated against the original model to assess effectiveness in achieving desired outcomes. Proposition 36 is not funded beyond FY 2005-06, and will need to be authorized by the Legislature.

Increasing access to quality child care remains a priority. HSA actively participated in the design and development of Preschool for All (PFA), whose goal is to have preschool programs available to all three and four year-olds in San Mateo County by 2010. HSA contributed \$1.75 million to be used in the PFA effort over the first three years of this ongoing initiative. HSA will continue to support PFA by working with First 5, the County Office of Education and other stakeholder groups to implement the initiative throughout the County.

Major challenges over the next two years will be:

- To expand Differential Response county-wide with limited resources while developing the capacity of community-based organizations to meet the additional service demands
- To address the lack of alcohol and other drug treatment capacity
- To assess and revamp the ATOD treatment system to better meet changing community needs
- To identify sufficient child care resources to meet the need resulting from anticipated increase in work demands under CalWORKs, Differential Response, and possibly TANF Reauthorization
- To explore supportive housing options for emancipated youth

Program Priorities

The Human Services Agency will meet performance targets by doing the following:

Ensure that Children Served do not Experience a Recurrence of Maltreatment

- Develop a multi-year project plan to fully implement a new system of providing different levels of response to increase children's safety, stability, and well being
- In collaboration with Health Services and community partners, continue to implement three paths of differential response to reports of child abuse and neglect as part of a holistic approach to improve family linkages to appropriate prevention and early intervention services
- Assure appropriate linkages to mental health assessment and mental health treatment services for children and families
- Improve team-based case planning processes
- Promote stable family connections by recruiting, and enhancing resources that support foster, kin and adoptive parents
- Enhance resources needed by adolescents to support their placement in the least restrictive care settings possible

Maintain Percentage of Clients Reducing or Abstaining from Alcohol or Drug Use at 60% at 6-Months Post-intake and 45% at 12-Months Post-intake

- Conduct an Alcohol and Other Drug environmental assessment to identify the needs of priority populations in underserved communities in collaboration with community stakeholders and the Drug and Alcohol Advisory Board

Provide Child Care Assistance to 3,100 Children

- Continue to partner with First 5 and the County Office of Education to implement Preschool For All

Performance Measures Summary Table

Performance Measures	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Target	FY 2006-07 Target
What/How Much We Do					
Number of children with referrals for child abuse/neglect	---	4,030	4,162	4,100	4,100
Number of children who received child care assistance: ⁽¹⁾					
- Human Services Agency	1,578	1,520	1,600	1,400	1,400
- Child Care Coordinating Council/PACE	1,800	2,144	1,841	1,700	1,700
Number of clients entering treatment:					
- Number of times clients enter treatment	4,266	4,421	3,904	4,000	4,000
- Unduplicated individuals served	3,504	3,590	3,130	3,200	3,200
How Well We Do It (Quality)					
Percent of child abuse/neglect referrals with a timely response:					
- Immediate response compliance	---	95%	97%	90%	90%
- 10 day response compliance	---	77%	87%	90%	90%
Percent of children receiving CalWORKs who are eligible for child care payment assistance and receive it (excludes recipients who decline the service) ⁽²⁾	46%	48%	77%	60%	60%
Percent of clients receiving alcohol and drug treatment services with a successful treatment outcome	60%	58%	57%	55%	55%
Is Anyone Better Off? (Outcome)					
Percent of children served who do not experience a recurrence of maltreatment within 12 months	---	89%	88%	90%	90%
Percent of children receiving child care payment assistance who are cared for by licensed providers or providers who passed a background screening: ⁽³⁾					
- HSA	---	88%	77%	75%	75%
- Child Care Coordinating Council	82%	83%	95%	83%	83%
- PACE	74%	65%	75%	67%	67%
Percent of clients receiving alcohol and drug treatment services who reduce or abstain from alcohol and/or drug use at 6 months and 12 months post-intake ⁽⁴⁾	---	---	74% / 71%	60% / 45%	60% / 45%

(1) Measure of children served by the following subsidy programs: HSA - Report of children who received Stage 1 child care. Child Care Coordinating Council - Stages 2 and 3, and FAPP/GAPP subsidies.

(2) This measure is the percent of children who were eligible and received child care assistance in the last month of the reporting period.

(3) HSA - This measure includes Stage 1 and FAPP/GAPP payments and excludes payments that were made to "unknown" provider classifications.

(4) This measure is changed to align with Federal follow-up standards. Previously, this measure measured the percent of clients receiving alcohol and drug treatment services who reduce or abstain from alcohol and/or other drug use at 3 months and 9 months post-intake. The follow-up time frame is changed to 6 months and 12 months post-intake. This measure includes adult individuals ages 18 and over and captures only those individuals who were located post-intake.

Family Strength (7101B) Resource Allocation Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
Salary Resolution	257.0	256.0	255.0	277.0	22.0	277.0
Funded FTE	251.8	253.8	252.8	271.2	18.4	271.2
Total Requirements	75,909,995	76,928,391	83,859,161	95,059,098	11,199,937	92,239,857
Total Sources	66,680,727	69,115,147	71,513,360	81,671,315	10,157,955	78,101,780
Net County Cost	9,229,267	7,813,244	12,345,801	13,387,783	1,041,982	14,138,077
NCC Breakdown						
Federal Grants Match				30,105	30,105	
State Grants Match			116,118	123,486	7,368	123,486
Child Care Services MOE			59,581	76,054	16,473	76,054
Mandated Services			3,688,835	3,896,098	207,263	3,915,472
Non-Mandated Services			8,481,267	9,262,040	780,773	10,023,065

Program Net County Cost

The portion of this program's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$13,387,783 or 14.1% of Total Requirements. Of this amount, \$3,896,098 represents the County's share of Mandated child protective services, foster care placement costs and Stage I child care based on State and Federal allocations. Non-Mandated Services totaling \$9,082,040 include: \$2,142,151 in substance abuse treatment services, \$6,939,889 in child welfare services overmatch, including \$3,286,621 for child protective services, child abuse prevention, adoptions, licensing, the independent living program for emancipating youth; \$2,870,297 for family resource centers, and \$962,971 for the Receiving Home.

FY 2005-06 Program Funding Adjustments

The following are significant changes from the FY 2004-05 Revised to the FY 2005-06 Adopted Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, negotiated labor increases; annualization of mid-year staffing changes; elimination of budgeted salary savings; increases in projected Stage I and Stage II child care costs; an increase in funding for Child Welfare Redesign costs; annualization of new Center for Substance Abuse Treatment (CSAT) Homeless grant; decreases for expiring CSAT Juvenile Drug Court, Safe and Drug Free Schools and Young Adult Action tobacco grants, as well as expiration of the Stuart Foundation grant for the Family to Family initiative and the Packard grant for the Violence in Families (VIP) initiative; elimination of budgeted

First Five Grant for Therapeutic Child Care, an adjustment in funding for Proposition 36 substance abuse treatment services for unexpended prior-year allocations, a 3% Cost of Business Increase (COBI) for community-based service providers, increased reimbursements to Program Support for increased labor, automation and other costs; increases in Foster Care caseload costs; deletion of one-time costs; and an adjustment to debt service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,076,727	7,217,555	(133,181)	0	1,007,647	2

2. Adjustment to Fund Balance for Seven Child Care Contracts

The extension of funding for seven child care contracts supports the program priority of providing child care assistance to 3,100 children. Fund Balance will be used to extend the seven child care contracts for one more year and allow these services to continue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
145,665	0	0	0	(145,665)	0

3. Conversion of Extra Help Staffing in Children and Family Services to Permanent Positions

This adjustment supports meeting performance targets by addressing operational requirements. Two long term Extra Help positions in Children and Family Services, Office Assistant II and Administrative Assistant I will be converted to permanent positions. The Office Assistant II position notifies families and other interested parties of court dates and hearings related to dependency, and provides support for the required Live Scan fingerprint checks and clearances. Continuation of the work performed by the Office Assistant II will help ensure notification mandates are met and expedite fingerprint clearance process. The Administrative Assistant I position has been providing critical direct support to staff in obtaining emergency and non-emergency services for families and children; recording, reimbursing and reporting expenditures made on behalf of families and children; and navigating procurement procedures. Given the implementation of Differential Response and the Agency's Self-Improvement Plan, the ongoing need for direct support to staff will continue. The small remaining cost is being offset by anticipated salary and benefits savings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,089	5,089	0	0	0	2

4. Elimination of Community Program Specialist III Position and Addition of Human Services Analyst II Position

The elimination of one vacant Community Program Specialist III position in Children and Family Services and addition of a Human Services Analyst II position supports the program priority of ensuring that children served do not experience a recurrence of maltreatment by better meeting program needs. As the Agency implements a Differential Response strategy to respond to community reports of potential abuse and neglect, it will be critical to support and monitor the performance of contractors who provide prevention, early intervention and treatment services. Elimination of the Community Program Specialist position will decrease support to the San Mateo County Child Abuse Prevention Council (CCAT). Duties will be absorbed through a contracted position funded by CCAT. The small remaining cost is being offset by anticipated salary and benefits savings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
293	293	0	0	0	0

5. Utilization of Fund Balance to Obtain Transitional Housing for Emancipating Youth

The purchase of supportive housing for emancipated foster youth supports the program priority of ensuring that affordable housing and on-site supportive services are available for emancipated foster youth. In collaboration with the Department of Housing and community partners, appropriated funds will be used to attract and leverage other funding sources for the total development or purchase cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
750,000	750,000	0	0	0	0

6. Adjustment to Fund Balance for Alcohol and Drug Treatment

Utilizing one-time bridge funding for adult residential alcohol and drug treatment services supports the program priority of maintaining the percent of clients reducing or abstaining from alcohol or drug use at 60% at 6 months post-intake and 45% at 12 months post-intake. The funding will cover a proposed reduction in adult residential treatment services for FY 2005-06 and will allow Agency staff to work with stakeholders to re-engineer the contracting and delivery of services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,649	137,649	0	0	0	0

7. Funding for First 5 San Mateo County's Preschool for All (PFA)

First 5 San Mateo County is the lead agency for PFA. PFA classrooms opened in March 2005, serving 172 children in Redwood City. The PFA plans are to make preschool available to 1,500 children by 2008, and to all three to four year olds in the County within 10 years. This action appropriates \$1 million in one-time seed funding and \$250,000 per year for three years, beginning in FY 2005-06, to support PFA—a total of \$1.75 million over three years. Realignment revenue, which had been set aside for this purpose, is the source of funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,250,000	1,250,000	0	0	0	0

8. Position Adjustments for Alcohol and Other Drug Services

Drug Court: This action deletes a vacant part-time Case Management/Assessment Specialist (Assessor) and adds a part-time Human Services Analyst II to match the assigned duties and responsibilities of the position with the appropriate job classification. This position will serve as grant coordinator, act as liaison to the substance abuse treatment providers, the drug courts, and the Probation Department; and maintain project records and prepare required reports. This position is fully funded under the Drug Court Partnership (DCP) and Comprehensive Drug Court Implementation (CDCI) grants.

Center for Substance Abuse Treatment (CSAT) Homeless Grant: This action recognizes one Human Services Analyst II added mid-year to serve as grant coordinator, act as liaison to the substance abuse treatment providers and two homeless shelters, supervise and monitor data collection, convene meetings, maintain project records, and prepare required reports. This position is fully funded under the CSAT Homeless Grant.

Proposition 36: This action adds one Case Management/Assessment Specialist (Assessor) position and provides funding for a Deputy Probation Officer III in the Probation Department for the Proposition 36 substance abuse treatment program. These positions will provide increased services to clients served in the jail/courts, as well as follow-up on referrals and probation violations. Appropriation is being transferred from unallocated contractual services to Salaries and Benefits and is fully funded through the Proposition ongoing allocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
91,647	276,992	0	0	185,345	3
0	(185,345)	0	0	(185,345)	(1)

9. Addition of Positions for Child Welfare Services Redesign Implementation

San Mateo County is one of the eleven counties piloting the redesign of the California welfare system to provide preventive services to more families before crises occur that necessitate more invasive and expensive intervention services. This adjustment reflects the activities and changes necessary for the Agency to continue the pilot in FY 2005-06. The major components of this package include: (1) addition of a Human Services Analyst to coordinate and oversee activities and to monitor compliance with the Child Welfare Outcomes and Accountability Act (AB 636) and the Federal and State-mandated System Improvement Plan (SIP) that are companion elements of the redesign pilot; (2) addition of two intake Social Workers to conduct the more in-depth screening, assessment, and categorization of risk for all child abuse telephone hot-line referrals that are required under the pilot's Differential Response strategy; (3) addition of four Community Workers that will be located at school-based sites to provide overall case management and supportive services to the low-risk families identified through the pilot that currently are not referred for assessment and services; (4) addition of a Psychiatric Social Worker to staff the Hoover Family Resource Center in Redwood City to meet the anticipated increase in referrals; and (5) deletion of a vacant Social Worker position and addition of a Social Work Supervisor position to provide greater coordination between the Agency's permanency unit, the Independent Living Program, and youth

employment services that serve adolescents ages 14 and older. A placeholder budget for the CWS Redesign Project was previously included in the FY 2005-06 Recommended Budget; reductions in Services and Supplies have been made to offset the cost of these additional positions. There is no additional Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	509,119	0	0	509,119	8
0	(509,119)	0	0	(509,119)	0

10. Contract Clinical Supervision at Family Resource Centers

There is a current need for clinical supervision of nine Psychiatric Social Worker Interns (PSWI), as well as the ability to provide case consultation to six licensed Psychiatric Social Worker IIs, located at Family Resource Centers throughout the County. A Memorandum of Understanding (MOU) will be developed between the Agency and Mental Health Services to provide clinical supervision and consultation services. Currently, a licensed Clinician is providing supervision to the interns through a contract with the Redwood City Family Centers that expires in June 2005. Legally, all PSW interns involved in case management and therapy must be provided with a minimum of one hour of individual, or two hours of group supervision, per 20 clients. This expenditure is offset by reductions in Salaries and Benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	96,731	0	0	96,731	0
0	(96,731)	0	0	(96,731)	0

11. Additional Staffing for Child Welfare Social Worker Training

Addition of seven Social Worker III positions in Children and Family Services supports the program priority of ensuring that children served do not experience a recurrence of maltreatment by covering caseload shortages caused by significant staff turnover in recent years. The Child Welfare Services training allocation allows the hiring of Social Work trainees, which will remedy the problem of caseload coverage caused by delays in filling vacancies and avoid the use of Extra Help Social Workers. The costs will be fully covered by Federal Welfare Administration and Realignment revenue, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
522,116	522,116	0	0	0	7

12. Senior Accountant for Child Welfare Improvement Plan

This adjustment supports meeting performance targets by addressing operational requirements. One Senior Accountant position is being added in the Child Welfare Improvement Program to provide support in responding to the dramatic growth in volume and complexity of financial reporting requirements over the last several years including: increasingly complex State and Federal financial tracking and claiming processes; increased emphasis on overall fiscal accountability, tracking, storage, and dissemination of fiscal data; and mandates requiring that counties develop mechanisms blending federal, state, local, and private funding streams into a countywide network of support for program mandates. The costs will be fully covered by Child Welfare Services allocations, with no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
80,931	80,931	0	0	0	1

13. Restoration of Women's Enrichment Center (WEC) Services

This adjustment supports the program priority of maintaining the percentage of clients reducing or abstaining from alcohol or drug use at 60% at 6-months post-intake and 45% at 12-months post-intake. Prior year Fund Balance is being appropriated as one-time funding to restore \$142,140 to the WEC intensive day treatment program, which provides services to women who have been referred through Children and Family Services for treatment, mental health services, case management, and supportive and aftercare services. Of the current 60 WEC program clients, 30% of the families served are active to Child Welfare Services. These intensive day treatment services provided by WEC are critical to the success of child welfare families and are a key to the reduction of re-entry levels mandated by AB 636. The Recommended

Budget had initially eliminated these services due to a reduction in Proposition 36 and TANF funding; however, due to their critical nature, they are being restored using available Fund Balance until a sustainable funding source can be identified. Services provided through the Alcohol and Drug Services unit are being charged to Children and Family Services through an Intrafund Transfer. There is no increase in Net County Cost associated with this action.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
142,140	284,280	(142,140)	0	0	0

14. Staffing Adjustment for Foster Care Public Health Nursing (PHN) Support

This adjustment supports meeting performance targets by addressing operational requirements. One vacant Office Assistant II position is being deleted and an Office Specialist is added to enable the Public Health Nurses to maintain the health records for the Health and Education Passports that are required to be provided to foster parents, support foster parents in securing appropriate medical and dental care for foster care children, and provide technical support to the Receiving Home Nurse and the Senior Public Health Nurse in clinical supervision.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	49,780	0	0	49,780	1
0	(49,780)	0	0	(49,780)	(1)

15. Staffing Adjustment for Foster Parent Liaison

Deletion of one Social Worker III position and addition of one Management Analyst III supports the program priority of ensuring that children served do not experience a recurrence of maltreatment by responding to recommendations from the Foster Parents Association and the current Grand Jury that this position be empowered to provide effective services to foster parents. The position was originally established in response to a Grand Jury Report issued in 2004 and was designed to act as an ombudsman to foster parents to improve communication between foster parents and the Children and Family Services (CFS) staff. The current position is filled at the Social Worker level and reports to a line supervisor; upgrading this position and having it report to the Director of CFS will address the concerns that have been raised. The Agency will continue to work with the Foster Parent Association to improve the current roles and responsibilities of the Liaison position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	83,701	0	0	83,701	1
0	(83,701)	0	0	(83,701)	(1)

16. Increase in Emancipated Foster Youth Stipends

Appropriation to increase the emancipated foster youth monthly stipends was added at the June Budget Hearings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	180,000	0	0	180,000	0

17. Adjustments to Fund Balance

Increased Fund Balance is set aside in Reserves for one-time costs associated with construction of the new Receiving Home as part of the Youth Services Center project; funding the Redwood City Community School Site Coordinators to facilitate the integration of services on school campuses and improve family functioning; and one-time bridge funding to cover loss of Federal and State revenue and enable continued operation of the Edgewood Center for Children and Families until alternate funding sources can be identified.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
955,698	955,698	0	0	0	0

TOTAL FY 2005-06 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,157,955	11,475,258	(275,321)	0	1,041,982	22

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

18. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increases in Salaries and Benefits due to negotiated labor and merit increases, offset in part by increased State and Federal reimbursements. Decreases include elimination of Fund Balance and appropriation for one-time funding of transitional housing for emancipating foster care youth, one-year funding of seven child care center contracts and bridge funding for adult substance abuse treatment services; elimination of one-time Proposition 36 revenue and appropriation for substance abuse treatment services, elimination of revenue and appropriation for five expiring grants, the Juvenile Drug Court Expansion grant, two Safe and Drug Free Schools grants, Stuart Foundation grant for the Family to Family initiative and the Packard Foundation grant for the Violence in Families project. Family to Family activities will be incorporated into the Child Welfare Services Redesign plans and while some of the activities of the Violence in Families project will be continued by Agency staff and community partners. Remaining services funded by expiring grants will no longer be available. Miscellaneous Revenue was increased to cover fixed costs funded by expiring grants; additional funding will be pursued in an attempt to sustain expiring grant-funded services. One-time increases have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,569,535)	(3,099,801)	280,560	0	750,294	0



Non-Departmental Services

*Adopted Budget
FY 2005-2006
FY 2006-2007*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

Non-Departmental Services FY 2005-06 and 2006-07 All Funds Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
General Fund Budgets						
Non-Departmental Services	77,478,263	99,003,735	135,556,255	210,386,320	74,830,065	169,344,010
Contingencies	23,198,948	23,501,594	23,501,594	26,242,710	2,741,116	25,637,122
Total General Fund	100,677,211	122,505,329	159,057,849	236,629,030	77,571,181	194,981,132
Non-General Fund Budgets						
Sergeants/Teamsters Retiree Health	195,169	168,156	180,889	113,352	(67,537)	18,092
Accumulated Capital Outlay Fund	8,783	7,857	7,635	4,378	(3,257)	
Courthouse Construction Fund	3,902,787	4,622,482	4,095,738	4,154,186	58,448	3,754,957
Criminal Justice Construction Fund	3,617,976	3,552,483	3,306,511	3,237,976	(68,535)	2,518,150
Capital Projects	9,476,388	7,565,359	15,964,575	30,799,267	14,834,692	16,092,112
Debt Service Fund	52,140,449	45,763,800	44,251,277	45,961,871	1,710,594	45,050,515
Total Non-General Fund	69,341,551	61,680,139	67,806,625	84,271,030	16,464,405	67,433,826
Total Requirements	170,018,762	184,185,468	226,864,474	320,900,060	94,035,586	262,414,957
Total Sources	461,959,131	490,966,928	431,908,929	555,505,903	123,596,974	497,583,878
Net County Cost	(291,940,369)	(306,781,460)	(205,044,456)	(234,605,844)	(29,561,388)	(235,168,921)

Non-Departmental Services (8000B)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

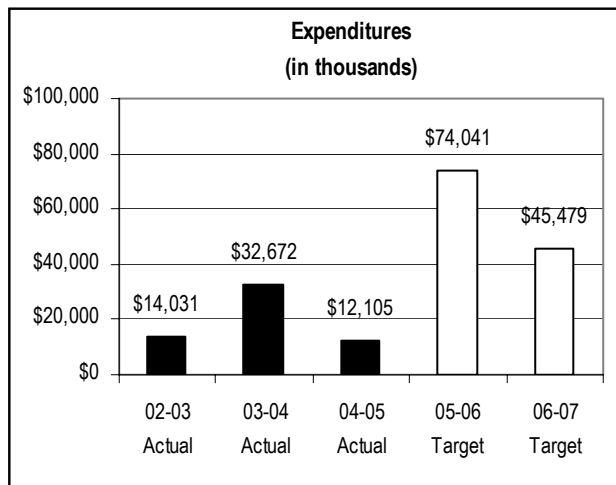
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenue, including property tax, sales and use tax, transient occupancy tax (TOT) and interest earnings. Revenue transfers from other funds are budgeted here, including the Solid Waste Fund and A-87 indirect overhead cost recovery from Non-General Fund departments. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. Non-Departmental Reserves and appropriations that benefit many or all County departments such as information technology, facility repairs, capital improvement projects and debt service payments, are budgeted in this unit.



Net County Cost

The Net County Cost in this budget unit is always negative because it includes more revenue and Fund Balance than it does appropriations and Reserves. This negative amount offsets Net County Cost budgeted in other General Fund departments. For FY 2005-06, this budget includes \$4,964,532 for debt service and \$2,000,000 in reserves for technology and capital improvement projects as required by the County Reserves Policy. The discretionary portion of this budget includes \$69,076,558 in appropriations for Countywide technology and capital improvement

projects, and other costs for Mandated Services with no maintenance-of-effort requirements, and \$134,345,230 in Reserves in excess of minimum County Reserves Policy requirements.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Current Level Budget Adjustments

Budget adjustments have been made as follows: Fund Balance carryover and Reserves have been increased based on updated estimates; prior year assumption for State funding loss and one-time appropriations have been reversed; debt service transfers have been adjusted using updated payment schedules, and capital and technology projects in progress have been re-appropriated.

Revenue/Sources	57,538,615
Appropriations	(25,464,909)
Intrafund Transfers	0
Reserves	78,584,540
Net County Cost	(4,418,983)
Positions	0

2. General Revenue Adjustments

General revenue sources have been adjusted based on historical and current year receipts as well as anticipated trends. Growth in these revenues is being used to offset growth in ongoing General Fund expenditures such as negotiated labor increases. In consultation with the Assessor's Office, secured property tax growth of 8.5 percent is included, and unsecured property tax revenue, primarily from airlines and businesses at San Francisco Airport, has been reduced by 5 percent; an estimate for potential tax refunds due to outstanding airline litigation has been reduced from these amounts. Revenues from supplemental and property transfer tax have been adjusted based on actual receipts in the current year and continued growth in prices and appraised values. The Taxes revenue category has increased significantly due to revenue from non-Realignment vehicle license fees (VLF), which has historically been budgeted in Intergovernmental Revenue, being permanently "swapped" with property tax as enacted in the State budget in FY 2004-05. Beginning in FY 2005-06, this revenue source will be increased by growth in property tax; a six percent growth factor has been used until the first "true-up" adjustments occur in September. Sales tax has been kept flat, reflecting the annualized loss of \$1.2 million in jet fuel sales tax to the City of Oakland, offset by increases in sales within the unincorporated area, including businesses at San Francisco Airport where passenger activity has increased over 10 percent in the last year. Pursuant to the Triple Flip, which the State implemented 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. Transient occupancy tax (TOT) has been increased by five percent. The budget for interest earnings has been reduced based on actual trends. Interfund Revenue and Intrafund Transfers have been increased due to additional reimbursement from Non-General Fund and other departments for indirect costs (A-87 County overhead charges).

Revenue/Sources	20,666,274
Appropriations	0
Intrafund Transfers	(25,865)
Reserves	0
Net County Cost	(20,692,139)
Positions	0

3. Final Year Property Tax Shift (ERAF III)

As part of the State's budget solution in FY 2004-05, the Governor agreed to support local government efforts to pass Proposition 1A to ensure long-term local revenue protection in return for \$1.3 billion in local property tax for education for two fiscal years. The County's portion of the second and last year of property tax loss to ERAF III is \$6.7 million, which will be covered by Reserves.

Revenue/Sources	(6,704,877)
Appropriations	0
Intrafund Transfers	0
Reserves	(6,704,877)
Net County Cost	0
Positions	0

4. Return of Local Property Tax (Excess ERAF)

Property tax contributions made in excess of mandated school funding levels will be returned to the County in FY 2005-06. These funds will be set aside in Reserves and used for one-time purposes as directed by the Board during mid-year budget review.

Revenue/Sources	14,000,000
Appropriations	0
Intrafund Transfers	0
Reserves	14,000,000
Net County Cost	0
Positions	0

5. Contribution to Reduce Retiree Health Liability

A new government accounting standard (GASB 45) will require public agencies to begin reporting their liability related to retiree health costs. A "pay as you go" approach is currently being used by most jurisdictions, but the new standard will most likely lead to the requirement to amortize and fund retiree health benefits that have been accrued by employees, similar to how retirement contributions are funded. The budget includes funds for an actuarial analysis as well as the County's first contribution toward the reduction of this liability. A separate trust fund will be established for this purpose. This amount represents about half of the liability estimated by the Controller's Office as of June 30, 2004.

Revenue/Sources	
Appropriations	29,239,292
Intrafund Transfers	0
Reserves	(29,239,292)
Net County Cost	0
Positions	0

6. Youth Services Center Start-Up Costs

The new Youth Services Center will be completed and occupied by Summer 2006. Reserves have been reduced in this budget for one-time start-up costs for Probation, Mental Health and Correctional Health. Costs include equipment, infrastructure, furnishings, moving and training costs. A number of departments, including District Attorney, Human Services Agency, Information Services and Food and Nutrition, will cover their startup costs with revenue or Fund Balance. Funding for the security checkpoint has been included in this budget unit, and a \$1 million contingency reserve has also been established. Current efforts to implement electronic home confinement will be reviewed along with juvenile hall population estimates in the Fall to determine appropriate staffing levels. Funding for staffing and other costs for the first few months of YSC operations will be distributed to departments in November.

Revenue/Sources	0
Appropriations	1,072,141
Intrafund Transfers	0
Reserves	(5,500,000)
Net County Cost	(4,427,859)
Positions	0

7. Technology and Capital Improvement Projects

The County mainframe, which houses major applications such as payroll (PIPS) and the criminal justice information system (CJIS), will no longer be supported by FY 2007-08. Funds have been budgeted

to replace the mainframe and transition the remaining applications to other platforms. Funding has also been included to implement a Countywide automated time keeping and scheduling system pending contract negotiations with the selected vendor and identification of methodology to measure savings from this project. New capital projects include maintenance and improvements to various County-owned facilities. A list of funded projects can be found in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	9,776,970
Intrafund Transfers	0
Reserves	(9,776,970)
Net County Cost	0
Positions	0

8. Special Studies

Funds have been budgeted for efforts related to developing a financially viable business model to provide indigent healthcare, replacing the women's jail, implementing recommendations to address disproportionate minority confinement, and planning for redevelopment in North Fair Oaks.

Revenue/Sources	0
Appropriations	1,000,000
Intrafund Transfers	0
Reserves	(1,000,000)
Net County Cost	0
Positions	0

9. Maguire Jail Debt Service and Capital Projects Adjustments

An adjustment to Maguire Jail debt service payment due dates for funds to be transferred to the County's trustee bank results in the need to budget additional funds in FY 2005-06. Additional funds in the amount of \$16,000 have also been budgeted for various Hall of Justice projects.

Revenue/Sources	0
Appropriations	1,755,485
Intrafund Transfers	0
Reserves	(1,755,485)
Net County Cost	0
Positions	0

10. Elimination of Contribution to Criminal Justice Council

Net savings from the elimination of the County's contribution to the Criminal Justice Council has been placed in Reserves.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	17,000
Net County Cost	17,000
Positions	0

11. Board Adjustments during June Budget Hearings

Reserves are reduced by \$455,817 to offset increases in Net County Cost due to the following changes approved by the Board during June budget hearings: funding for seven core service agencies in the amount of \$50,000; transitional services for emancipated foster youth in the amount of \$180,000; spay/neuter vouchers for feral cats in the amount of \$26,000; increase in agreement with the Historical Association - County contribution \$38,000; additional increase in County contribution in the amount of \$30,000 to the Historical Association for the Sesquicentennial celebration; addition of Probation Group Supervisor for Weekend Work Program \$85,567; feasibility study for a viewing room for the County morgue \$10,000; Sojourn to the Past \$20,000; Math, Science & Technology series (\$45,000 less \$30,000 Fund Balance carryforward); and increase in contribution to the Half Moon Bay Chamber of Commerce \$1,250.

Revenue/Sources	0
Appropriations	10,000
Intrafund Transfers	0
Reserves	(455,817)
Net County Cost	(445,817)
Positions	0

12. Final Fund Balance Adjustments

Additional fund balance carried forward from FY 2004-05 will be allocated as follows: Increase Reserves (\$5,732,783); provide funding to ISD for FileNet upgrade (\$400,000), property tax settlement with airlines (\$400,000), Fire Protection to cover property

tax shortfall (\$286,140), and reimburse LAFCo for prior year General Fund contribution (\$41,364).

Revenue/Sources	6,860,287
Appropriations	1,086,140
Intrafund Transfers	0
Reserves	5,732,783
Net County Cost	(41,364)
Positions	0

13. Early Repayment by State of Vehicle License Fee (VLF) Gap Loan

The County received early repayment of the VLF gap loan from the State in July 2005. The loan was created when the State stopped VLF backfill payments to local government agencies from July through September 2004. The Governor, who was elected in November 2004, committed to repaying the loan to local government in August 2006, but early repayment this year was possible with higher than anticipated State revenues, primarily from a tax amnesty program. These funds have been set aside for potential property tax refunds to cities and other taxing agencies. The remaining funds have been used to increase General Fund contingencies (budgeted in 8100B Appropriation for Contingencies) and to cover increased staffing costs for the Women's Jail, Planning and District Attorney's Office.

Revenue/Sources	14,772,270
Appropriations	13,138,827
Intrafund Transfers	0
Reserves	0
Net County Cost	(1,633,443)
Positions	0

14. Add-Backs from June Budget Hearings and Other Adjustments

The following items were held by the Board at June budget hearings pending year-end financial closing status; these have been funded from Reserves: \$75,000 for the Elder Abuse ombudsman program which has been budgeted in Aging and Adult Services; \$50,000 for the 340B Drug Discount Program which has been budgeted in this budget unit for transfer to the San Mateo Medical Center; and \$80,000 for the Day Worker Center operator contract which has been budgeted in the County Manager's Office/Memberships and Contributions budget; \$20,000 has been added in this budget unit for Day Worker Center outreach, follow-up community survey, and issuance of request for proposals. The County's contribution to the

Housing Endowment and Regional Trust Fund (HEART) has also increased by \$1,029. This has been included in the Memberships and Contributions budget.

Revenue/Sources	0
Appropriations	70,000
Intrafund Transfers	0
Reserves	(226,029)
Net County Cost	(156,029)
Positions	0

15. Board Adjustments during September Final Budget Hearing

The Board made the following adjustments at the September 27 final budget hearing: one-time assistance to the City of Millbrae in the amount of \$102,000 for costs related to the city's migration to the County's emergency dispatch system, and other transition-related costs; one-time assistance to the non-profit organization Community Overcoming Relationship Abuse (CORA) in the amount of \$86,411 to fill the six-month funding gap caused by the unexpected loss of a grant from the State Office of Emergency Services; an ongoing 3 percent increase in the amount of \$25,000 agreements with community-based organizations (CBOs) funded by the General Fund in the Probation Department as was done for CBOs in Health and Human Services budgets; and ongoing funding for the creation of a special gang task force.

Revenue/Sources	0
Appropriations	102,000
Intrafund Transfers	0
Reserves	(605,869)
Net County Cost	(503,869)
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	107,132,569
Appropriations	31,785,946
Intrafund Transfers	(25,865)
Reserves	43,069,984
Net County Cost	(32,302,504)
Positions	0

FY 2006–07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

16. Current Level Budget Adjustments and FY 2006-07

Assumptions

Assumptions for general revenue include a six percent increase in secured property tax; two percent increase in unsecured property tax; five percent growth in sales tax, property tax in-lieu of vehicle license fees, and transient occupancy tax (TOT); and two percent increase in reimbursements for indirect costs. Funding for the first full year of Youth Services Center operations has been included in this budget unit, as well as an additional three percent increase for community-based providers, and an assumption for growth in General Fund salaries and benefits. Budget adjustments have been made as follows: Reserves from the prior year have been carried over into Fund Balance, one-time revenue and appropriations have

been removed, debt service transfers have been updated, and capital improvement appropriations have been reduced assuming completion of some projects.

Revenue/Sources	(41,084,820)
Appropriations	(28,550,079)
Intrafund Transfers	(11,913)
Reserves	(12,480,318)
Net County Cost	42,510
Positions	0

Non-Departmental Services (8000B) General Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	188,002,427	264,547,187	163,346,403	238,747,060	75,400,657	240,133,647
Licenses, Permits and Franchises	354,924	357,472	330,000	350,000	20,000	350,000
Use of Money and Property	8,626,696	11,037,690	9,608,366	9,030,000	(578,366)	9,255,000
Intergovernmental Revenues	39,588,143	5,247,977	43,059,091	16,182,270	(26,876,821)	1,410,000
Charges for Services	23,695	22,051				
Interfund Revenue	5,531,834	4,996,454	5,345,134	6,340,653	995,519	6,413,466
Miscellaneous Revenue	484,900	664,645				
Other Financing Sources	1,680,581					
Total Revenue	244,293,202	286,873,477	221,688,994	270,649,983	48,960,989	257,562,113
Fund Balance	148,324,378	142,413,310	142,413,310	200,584,890	58,171,580	172,587,940
TOTAL SOURCES	392,617,580	429,286,787	364,102,304	471,234,873	107,132,569	430,150,053
REQUIREMENTS						
Salaries and Benefits	24,209	11,830	6,036,000	4,036,000	(2,000,000)	22,536,000
Services and Supplies	6,247,389	4,692,764	21,540,526	12,971,849	(8,568,677)	10,918,028
Other Charges	11,106,213	292,012	5,088,354	14,197,082	9,108,728	944,460
Fixed Assets	25,394			3,502,000	3,502,000	
Other Financing Uses	15,782,900	7,473,751	10,185,938	39,929,833	29,743,895	11,688,197
Gross Appropriations	33,186,105	12,470,358	42,850,818	74,636,764	31,785,946	46,086,685
Intrafund Transfers	(514,035)	(365,590)	(569,809)	(595,674)	(25,865)	(607,587)
Net Appropriations	32,672,070	12,104,768	42,281,009	74,041,090	31,760,081	45,479,098
Contingencies/Dept Reserves	44,806,193	86,898,967	93,275,246	136,345,230	43,069,984	123,864,912
TOTAL REQUIREMENTS	77,478,263	99,003,735	135,556,255	210,386,320	74,830,065	169,344,010
NET COUNTY COST	(315,139,317)	(330,283,053)	(228,546,050)	(260,848,554)	(32,302,504)	(260,806,044)

Sergeants/Teamsters Retiree Health (8050B)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

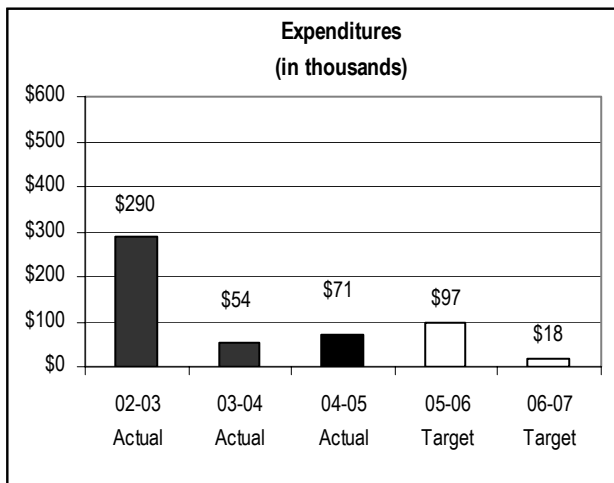
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Teamster and Sergeants Retiree Health Trust Funds contain negotiated employee contributions and any matching County contributions toward retiree health costs for employees retiring from these bargaining units.



Net County Cost

This budget unit consists of two separate trust funds that were formerly receiving contributions from the County General Fund and employees in these bargaining units for payment of retiree health premiums. Contributions to both funds have been discontinued, and remaining balances will be used toward retiree health costs until exhausted.

FY 2005-06 Funding Adjustments

A very small balance remains in the Teamsters trust fund, which is still earning interest. Distribution of these funds will be made in this fiscal year in order to close out the fund. The Sergeants trust fund no longer receives contributions from the County or employees, so all revenue accounts have been zeroed out with the exception of interest earnings. Fund Balance has been reduced based on retiree health spending in the prior year. Sufficient balances remain to continue monthly payments of retiree health costs this fiscal year.

FY 2006-07 Funding Adjustments

The Teamsters trust fund contains no balance, and Sergeants trust fund is anticipated to have sufficient balance for a few months of payments before fully exhausted. The Sergeants fund should be closed out by the end of this fiscal year.

Sergeants/Teamsters Retiree Health (8050B)
Sergeants/Teamsters Retiree Health Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	3,996	3,607		3,200	3,200	2,000
Interfund Revenue	24,209	11,830	20,000		(20,000)	
Miscellaneous Revenue	24,209	11,830	20,000		(20,000)	
Total Revenue	52,414	27,267	40,000	3,200	(36,800)	2,000
Fund Balance	142,755	140,889	140,889	110,152	(30,737)	16,092
TOTAL SOURCES	195,169	168,156	180,889	113,352	(67,537)	18,092
REQUIREMENTS						
Salaries and Benefits	54,279	70,515	51,230	97,260	46,030	18,092
Net Appropriations	54,279	70,515	51,230	97,260	46,030	18,092
Contingencies/Dept Reserves	140,890	97,641	129,659	16,092	(113,567)	
TOTAL REQUIREMENTS	195,169	168,156	180,889	113,352	(67,537)	18,092

Contingencies (8100B)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

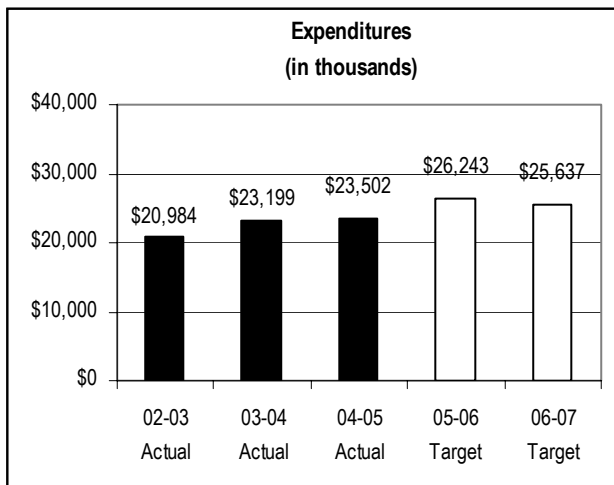
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

This budget unit contains the minimum General Fund appropriation for contingencies required under the County Reserves Policy, which has been set at three percent of General Fund net appropriations, to be used for economic uncertainties, emergencies and unanticipated mid-year funding losses.



Net County Cost

The portion of this budget unit's FY 2005-06 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$26,242,710 or 100%. This amount represents three percent of General Fund net appropriations, and is required under the County Reserves Policy.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	2,741,116
Net County Cost	2,741,116
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(605,588)
Net County Cost	(605,588)
Positions	0

Contingencies (8100B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
REQUIREMENTS						
Contingencies/Dept Reserves	23,198,948	23,501,594	23,501,594	26,242,710	2,741,116	25,637,122
TOTAL REQUIREMENTS	23,198,948	23,501,594	23,501,594	26,242,710	2,741,116	25,637,122
NET COUNTY COST	23,198,948	23,501,594	23,501,594	26,242,710	2,741,116	25,637,122

Accumulated Capital Outlay Fund (8200B)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

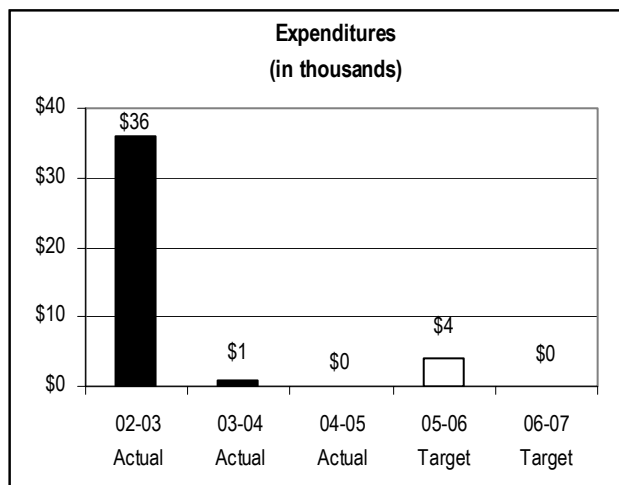
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Accumulated Capital Outlay Fund contains appropriations for County capital improvements, facilities maintenance projects and debt service payments. Revenue is generated from the sale of real property and from interest earnings on Fund Balance. The most recent sale of property that generated a significant amount of revenue (\$16.3 million) was the sale of the County's property at Polhemus in 1989. Reimbursement was also received from San Francisco International Airport for building renovations made to the Palcare Childcare Center through April 1998. This Fund is nearly depleted without a stable funding source.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from the sale of County property and interest earnings on Fund Balances.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(3,257)
Appropriations	(7,635)
Re-Appropriations	4,378
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Elimination of One-Time Capital Projects

One-time projects have been eliminated.

Revenue/Sources	(4,378)
Appropriations	(4,378)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	222	222				
Total Revenue	222	222				
Fund Balance	8,561	7,635	7,635	4,378	(3,257)	
TOTAL SOURCES	8,783	7,857	7,635	4,378	(3,257)	
REQUIREMENTS						
Other Financing Uses	1,148		7,635	4,378	(3,257)	
Net Appropriations	1,148		7,635	4,378	(3,257)	
Non-General Fund Reserves	7,635	7,857				
TOTAL REQUIREMENTS	8,783	7,857	7,635	4,378	(3,257)	

Courthouse Construction Fund (8300B)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

Criminal Justice Construction Fund

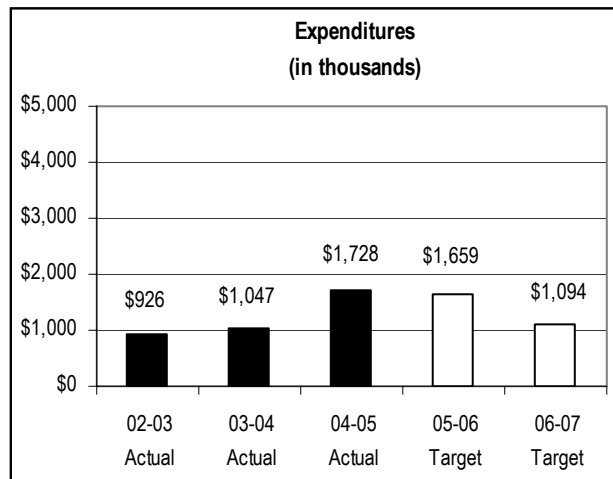
Capital Projects

Debt Service

Budget Unit Description

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 courtrooms. 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 in fines collected pursuant to Government Code 76004.

Pursuant to G.C. Section 70404, the Administrative Office of the Courts (AOC) must approve appropriation of Courthouse Construction Funds after January 1, 2004. Exceptions to this rule include appropriations approved by the Board of Supervisors prior to January 1, 2004 (re-appropriations) and future appropriations for new or ongoing projects to correct deficiencies that could be used as grounds for rejection of the transfer of responsibility for that court facility to the State. The Hall of Justice Seismic Retrofit Project falls within these exception guidelines, as prior phases of the Seismic Retrofit Project have been appropriated by the Board and the Hall of Justice has been found to be seismically deficient by the AOC in its review of the County's court facilities. The County has also received approval from the Administrative Office of the Courts to use the Courthouse Construction Fund to pay debt service for the Court's portion of the new Youth Services Campus, beginning in 2006.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal and traffic fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(173,052)
Appropriations	(2,008,387)
Re-Appropriations	1,112,524
Intrafund Transfers	0
Reserves	939,897
Net County Cost	0
Positions	0

2. Adjustments to Fund New Capital Projects

Funds have been added for new projects. Projected Fund Balance has been used to fully offset costs. A list of new projects funded by

this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	231,500
Appropriations	231,500
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. **Debt Service Payment**

An adjustment has been made to debt service for bonds issued in 1995 for the renovation of courtroom facilities in the Hall of Justice building. Reserves have been decreased.

Revenue/Sources	0
Appropriations	2,564
Re-Appropriations	0
Intrafund Transfers	0
Reserves	(2,564)
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	58,448
Appropriations	(1,774,323)
Re-Appropriations	895,438
Intrafund Transfers	0
Reserves	937,333
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. **Adjustments to Fund Re-Appropriated Capital Projects**

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior

year. Project reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(399,229)
Appropriations	(1,126,938)
Re-Appropriations	563,469
Intrafund Transfers	0
Reserves	164,240
Net County Cost	0
Positions	0

5. **Debt Service Payment**

The following adjustments have been made to debt service for court projects. Reserves have been increased accordingly.

Revenue/Sources	0
Appropriations	(1,332)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	1,332
Net County Cost	0
Positions	0

TOTAL FY 2006-07 FUNDING ADJUSTMENTS

Revenue/Sources	(399,229)
Appropriations	(1,126,938)
Re-Appropriations	562,137
Intrafund Transfers	0
Reserves	165,572
Net County Cost	0
Positions	0

Courthouse Construction Fund (8300B)

Courthouse Temporary Construction Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	68,400	80,966	40,000	60,000	20,000	60,000
Charges for Services	1,281,346	1,435,779	1,200,000	1,200,000		1,200,000
Total Revenue	1,349,746	1,516,745	1,240,000	1,260,000	20,000	1,260,000
Fund Balance	2,553,041	3,105,738	2,855,738	2,894,186	38,448	2,494,957
TOTAL SOURCES	3,902,787	4,622,483	4,095,738	4,154,186	58,448	3,754,957
REQUIREMENTS						
Other Financing Uses	1,047,049	1,728,296	2,538,114	1,659,229	(878,885)	1,094,428
Net Appropriations	1,047,049	1,728,296	2,538,114	1,659,229	(878,885)	1,094,428
Non-General Fund Reserves	2,855,738	2,894,186	1,557,624	2,494,957	937,333	2,660,529
TOTAL REQUIREMENTS	3,902,787	4,622,482	4,095,738	4,154,186	58,448	3,754,957

Criminal Justice Construction Fund (8400B)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

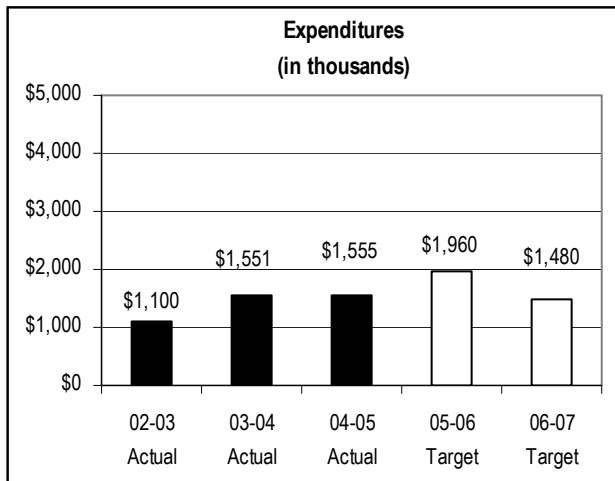
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

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 Facilities 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 in fines collected pursuant to Government Code 76004. 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. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(68,535)
Appropriations	(1,214,689)
Re-Appropriations	759,826
Intrafund Transfers	0
Reserves	386,328
Net County Cost	0
Positions	0

2. Contribution to Regional Law Enforcement Academy Project

A one-time contribution to the Regional Law Enforcement Training Academy, which will be located at Canada College in Redwood City, has been included. Other contributions to this project include the state, cities, San Mateo Community College District and private donations.

Revenue/Sources	0
Appropriations	100,000
Re-Appropriations	0
Intrafund Transfers	0
Reserves	(100,000)
Net County Cost	0
Positions	0

3. Adjustments to Fund Re-Appropriated Debt Service

Appropriation for the Maguire Correctional Facility prior year debt service payment has been eliminated and the current debt service

payment has been added. The Debt Service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

Revenue/Sources	0
Appropriations	(1,100,000)
Re-Appropriations	1,100,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	(68,535)
Appropriations	(2,214,689)
Re-Appropriations	1,859,826
Intrafund Transfers	0
Reserves	286,328
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in FY 2005-06. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(140,000)
Appropriations	(759,826)
Re-Appropriations	379,913
Intrafund Transfers	0
Reserves	(239,913)
Net County Cost	0
Positions	0

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	60,442	52,679	40,000	40,000		40,000
Charges for Services	1,281,218	1,433,293	1,200,000	1,200,000		1,200,000
Total Revenue	1,341,660	1,485,973	1,240,000	1,240,000		1,240,000
Fund Balance	2,276,316	2,066,511	2,066,511	1,997,976	(68,535)	1,278,150
TOTAL SOURCES	3,617,976	3,552,484	3,306,511	3,237,976	(68,535)	2,518,150
REQUIREMENTS						
Other Financing Uses	1,551,465	1,554,507	2,314,689	1,959,826	(354,863)	1,479,913
Net Appropriations	1,551,465	1,554,507	2,314,689	1,959,826	(354,863)	1,479,913
Non-General Fund Reserves	2,066,511	1,997,976	991,822	1,278,150	286,328	1,038,237
TOTAL REQUIREMENTS	3,617,976	3,552,483	3,306,511	3,237,976	(68,535)	2,518,150

Capital Projects (8500D)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

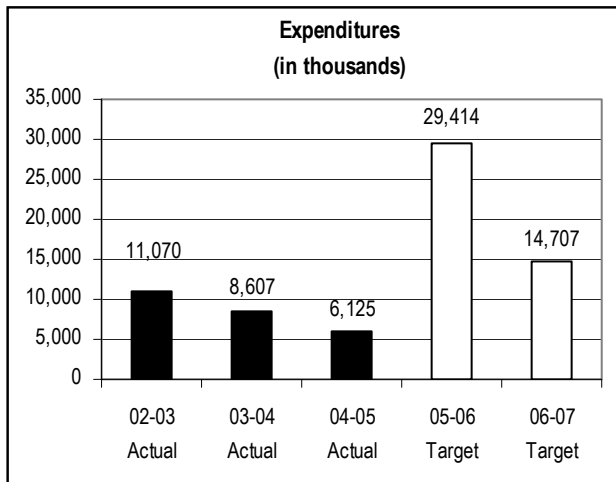
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Capital Projects Fund was established in FY 1995-96 to centrally budget capital improvement projects in the County.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund capital improvement projects.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

Fund Balance and one-time projects have been eliminated. Funds have been re-appropriated for projects not completed in the prior

year. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(5,648,421)
Appropriations	(15,964,575)
Re-Appropriations	10,316,154
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

2. Adjustments to Fund New Capital Projects

Funds have been added for new projects. A list of new projects can be viewed in the following pages.

Revenue/Sources	19,098,162
Appropriations	19,098,162
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

3. Adjustment to Fund Balance

Fund Balance due to facility surcharges has been set aside in Reserves for future facility improvements.

Revenue/Sources	1,384,951
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	1,384,951
Net County Cost	0
Positions	0

TOTAL FY 2005-06 FUNDING ADJUSTMENTS

Revenue/Sources	14,834,692
Appropriations	3,133,587
Re-Appropriations	10,316,154
Intrafund Transfers	0
Reserves	1,384,951
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

4. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in FY 2005-06. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(14,707,155)
Appropriations	(29,414,316)
Re-Appropriations	14,707,161
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Project Description	Reapprop	New Approp	Total Approp
CRIMINAL JUSTICE PROJECTS			
Crime Laboratory	46,793		46,793
Countywide Emergent Special Jobs		16,000	16,000
Hall of Justice Bird Barrier	30,000		30,000
Hall of Justice Fire Alarm Panel		105,000	105,000
Hall of Justice Replace Lighting Distribution Panel	6,763		6,763
Hall of Justice Reroof 8th Floor		231,000	231,000
Hall of Justice Seismic Upgrades	580,429		580,429
Hall of Justice; Maguire; County Office Building HVAC Consultant	53,496		53,496
Maguire Correctional Facility Cogeneration Project	18,956		18,956
Maguire Correctional Facility Elevator		16,000	16,000
Maguire Correctional Facility Generator		75,000	75,000
Maguire Correctional Facility Security Cameras		25,000	25,000
Maguire Correctional Facility Water Repellent Panels		25,000	25,000
Medium Security Facility La Honda Fire Alarm	7,827		7,827
North County Probation Painting		56,000	56,000
Women's Correctional Center Replace Laundry Equipment		39,000	39,000
Women's Correctional Center Fire Alarm Phase Two		35,000	35,000

Project Description	Reapprop	New Approp	Total Approp
Youth Services Center Planning	688,385		688,385
Subtotal Criminal Justice - General Fund	1,432,649	623,000	2,055,649
Central Courts Entrances	30,098		30,098
County Office Building Annex Drainage	75,000		75,000
County Office Building Annex Electrical Upgrades	3,245		3,245
Countywide Emergent Special Jobs	15,000	500	15,500
Hall of Justice 4th Floor Deck Repairs	16,000		16,000
Hall of Justice Fire Alarm Panel	105,000		105,000
Hall of Justice Interior Sign Project	12,788		12,788
Hall of Justice Replace Lighting Distribution Panel	6,973		6,973
Hall of Justice Reroof 8th Floor		231,000	231,000
Hall of Justice Seismic Upgrades	556,462		556,462
North Courts Roof Replacement Phase Two	74,872		74,872
Subtotal Criminal Justice - Courthouse Construction Funds	895,438	231,500	1,126,938
Hall of Justice Seismic Upgrades	740,000		740,000
Maguire Correctional Facility Lighting and Electrical Upgrades	2,294		2,294
Maguire Correctional Facility Lobby Doors and Vestibule	6,215		6,215
Maguire Correctional Facility Windows	11,317		11,317
Subtotal Criminal Justice - Temporary Construction Funds	759,826	0	759,826
Hall of Justice Alarm Panel Dispatch Center	12,190		12,190
Hillcrest Juvenile Facility Repair Parking Lot	44,731		44,731
Maguire Correctional Facility Fire Protection	24,371		24,371
Women's Correctional Center Upgrade Security Camera	28,213		28,213
Subtotal Criminal Justice - Proposition 172	109,505		109,505
Maguire Correctional Facility Cogeneration Project	122,404		122,404
Subtotal Criminal Justice - Loan Proceeds	122,404		122,404

Project Description	Reapprop	New Approp	Total Approp
Coroner's Office Morgue Viewing Room Feasibility Study		10,000	10,000
Countywide Emergent Special Jobs		16,000	16,000
Hall of Justice Interior Sign Project	2,322		2,322
Hall of Justice Seismic Upgrades	97,681		97,681
Hall of Justice Seismic Upgrades	116,109		116,109
Honor Camp La Honda Wells Monitoring	2,066	8,000	10,066
Maguire Correctional Facility Cogeneration Project	2,674		2,674
Maguire Correctional Facility Sewer Screen		4,187	4,187
Maguire Correctional Facility Sewage Separation		324,000	324,000
Women's Correctional Center Upgrade Security Camera	15,000		15,000
Subtotal Other County Projects - Facility Surcharge	235,852	362,187	598,039
TOTAL CRIMINAL JUSTICE PROJECTS	3,555,674	1,216,687	4,772,361
HEALTH SERVICES PROJECTS			
San Mateo Medical Center Cogeneration		3,000,000	3,000,000
Subtotal Health Services Projects - Loan Proceeds	0	3,000,000	3,000,000
Cordilleras Fire Alarm Upgrade		400,000	400,000
Public Health Building 37th Avenue San Mateo Exterior Paint		100,000	100,000
Public Health Building 37th Avenue San Mateo HVAC		10,000	10,000
Subtotal Health Services - General Fund	0	510,000	510,000
Burlingame Long Term Care ADA Compliance	3,569		3,569
Burlingame Long Term Care Security Project	116,420		116,420
Fair Oaks Clinic New Office	19,282		19,282
Chem Pack Storage		44,245	44,245
Fair Oaks Clinic Door/Lockers/Fence	2,756		2,756
Health Services Emergency Generator		184,550	184,550
Main Campus Clinics	19,046		19,046
North County Health Center Flooring/Lobby/Clinic	17,038		17,038

Project Description	Reapprop	New Approp	Total Approp
North County Health Center Paint Clinic/Lobby/Exterior	30,353		30,353
San Mateo Medical Center 1954 Building Fire Separation	37,266		37,266
San Mateo Medical Center Building Fire Separation	8,750		8,750
San Mateo Medical Center Expand Hospital Blood Bank	10,078		10,078
San Mateo Medical Center Gift Shop Door Modifications	5,000		5,000
San Mateo Medical Center Low Radiation Mammography Unit	4,915		4,915
San Mateo Medical Center New Olympus Chemistry	9,945		9,945
San Mateo Medical Center Parking Study	59,709		59,709
San Mateo Medical Center Three A/B T-Stats Relocation	250		250
San Mateo Medical Center Various Projects	1,283,399		1,283,399
San Mateo Medical Center Keller Women and Children's Center	378,147	6,800,000	7,178,147
Willow Clinic Work Station	20,022		20,022
Subtotal Health Services - Department Funded	2,025,945	7,028,795	9,045,740
Cordilleras Ceiling Replacement	25,350		25,350
Cordilleras Emergency Generator Replacement	57,602		57,602
Daly City Clinic Monument and Exterior Signage	7,006		7,006
Day Top Drug Treatment Center Replace Fire Control	43,709		43,709
Day Top Drug Treatment Center Electrical Services		31,319	31,319
Subtotal Other County Projects - Facility Surcharges	133,667	31,319	164,986
TOTAL HEALTH PROJECTS	2,159,612	10,570,114	12,729,726
PARKS AND MARINA PROJECTS			
Coyote Point Captain's House Repairs and ADA Upgrades		45,000	45,000
Coyote Point Park Knoll Playground Compliance		145,000	145,000
Coyote Point Promenade Repair Plans and Specifications		100,000	100,000
Coyote Point Park Magic Mountain Playground	569,899	79,016	648,915
Crystal Springs Trail Extension to Canada Road	445,000		445,000
Crystal Springs Trail Extension to Highway 35	418,448	60,448	478,896
Crystal Springs Trail Extension to Highway 92	154,717	56,717	211,434

Project Description	Reapprop	New Approp	Total Approp
Crystal Springs Trail Water Supply	175,606	145,000	320,606
Edgewood Park Interpretive Center		1,000,000	1,000,000
Fitzgerald Seal Cove Trail and Stairway		100,000	100,000
Flood Park Parking Lot and Pathway ADA Improvements Phase 2		70,000	70,000
Junipero Serra Park DeAnza Play Structure and ADA Compliance	77,400	281,180	358,580
Marina Maintenance and Dredging		500,000	500,000
Memorial Park Old Haul Road Drainage Compliance	45,106		45,106
Memorial Park Campground Restroom Replacement Phase 1		544,000	544,000
Parks Wash Down Racks	180,235		180,235
Pescadero Performing Arts Center	246,000		246,000
Subtotal Parks and Marina - Parks Acquisition Fund	2,312,411	3,126,361	5,438,772
Memorial Park Electrical Upgrades	62,185		62,185
Subtotal Parks and Marina Projects - Risk Management	62,185		62,185
Parks Fixed Assets Capital Projects	88,000		88,000
Parks and Marina Projects - Facility Surcharge	88,000	0	88,000
TOTAL PARKS AND MARINA PROJECTS	2,462,596	3,126,361	5,588,957
FIRE PROTECTION PROJECTS			
Pescadero Forestry Station Building Replacement		300,000	300,000
Skyllonda Forestry Station Building Replacement	1,400,000	1,600,000	3,000,000
Subtotal Fire Protection Projects - State Funding	1,400,000	1,900,000	3,300,000
TOTAL FIRE PROTECTION PROJECTS	1,400,000	1,900,000	3,300,000
OTHER COUNTY PROJECTS			
ADA Compliance Countywide Projects		250,000	250,000
ADA Compliance Belle Haven Clinic Menlo Park	8,909		8,909
ADA Compliance Coast Health Center	8,244		8,244

Project Description	Reapprop	New Approp	Total Approp
ADA Compliance Health Clinic/WIC Spruce Street South San Francisco	8,865		8,865
ADA Compliance Health Services 225 37th Ave San Mateo	15,227		15,227
ADA Compliance Health Services WIC 380 90th Ave. Daly City	1,720		1,720
ADA Compliance Human Services Agency 1487 Huntington SSF	30,252		30,252
ADA Compliance Human Services Agency 2500 Middlefield Redwood City	9,042		9,042
ADA Compliance Human Services Agency San Carlos	27,534		27,534
ADA Compliance Mental Health 375 89th Ave. Daly City	6,226		6,226
ADA Compliance Mental Health Region 4 Redwood City	9,290		9,290
ADA Compliance Peninsula Works 92nd Ave. Daly City	11,446		11,446
ADA Compliance Planning and Other Projects	2,753		2,753
ADA Compliance San Mateo Expo Center Phase One	11,631		11,631
ADA Compliance San Mateo Expo Center Phase Two	4,813		4,813
Child Care Center Fire Alarm Panel		60,000	60,000
County Office Building Southeast Porch Investigation	42,126		42,126
Countywide Emergent Special Jobs	30,346		30,346
East Palo Alto Security		50,000	50,000
Subtotal Other County Projects - Facility Surcharge	228,424	360,000	588,424
Energy Projects Administration Green Lights	4,378		4,378
Subtotal Other County Projects - Accumulated Capital Outlay Fund	4,378	0	4,378
Countywide Radio Upgrade	85,588		85,588
Subtotal Other County Projects - Fund Balance	85,588	0	85,588
Agriculture Building Exterior Paint and Windows		35,000	35,000
Agriculture Building Replace Furnace		32,000	32,000
California Department of Forestry Station Temporary Facilities	2,390		2,390
County Office Building Development Review Center		195,000	195,000
County Government Center Parking Structure Lighting	6,463		6,463
County Government Center Parking Structure Seal Roadway	10,410		10,410
County Government Center Parking Structure - Pump and Generator		25,000	25,000

Project Description	Reapprop	New Approp	Total Approp
County Office Building One Elevator One and Two		300,000	300,000
County Office Building One Exterior Paint		115,000	115,000
County Office Building One Replace Multi Zone AHU's		425,000	425,000
County Office Building One Revenue Services HVAC		158,500	158,500
County Office Building Two Telephone Rooms Exhaust Fans		40,000	40,000
Countywide Emergent Special Jobs	55,987	200,000	255,987
Countywide Energy Retrofit Projects	24,139		24,139
Countywide Facility Assessment Study		150,000	150,000
East Palo Alto Center Parking Lot Lights		7,500	7,500
East Palo Alto Center Police Compound Gate		7,500	7,500
East Palo Alto Center Replace Variable Frequency Drive	19,218		19,218
Energy Projects Administration Green Lights	7,275		7,275
Maple Street Homeless Shelter Roof*		34,500	34,500
Radio Sites Maintenance Electrical Grounding	174,000		174,000
Tower Road Trunked Sewer Rehabilitation	120,000		120,000
Subtotal Other County Projects - General Fund	419,882	1,725,000	2,144,882
Countywide Energy Projects		200,000	200,000
Subtotal Other County Projects - Department Funded	0	200,000	200,000
TOTAL OTHER COUNTY PROJECTS	738,272	2,285,000	3,023,272
TOTAL ALL PROJECTS ALL FUNDS	10,316,154	19,098,162	29,414,316

Capital Projects (8500B) Capital Project Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property		22,769				
Intergovernmental Revenues	195,040	68,070	1,764,254	3,409,505	1,645,251	1,704,753
Charges for Services	915	767	217,312	1,120,720	903,408	560,360
Miscellaneous Revenue	23,055	41,371	300,000	3,168,465	2,868,465	1,584,233
Other Financing Sources	8,124,229	6,449,514	12,813,865	21,691,058	8,877,193	10,857,814
Total Revenue	8,343,239	6,582,491	15,095,431	29,389,748	14,294,317	14,707,160
Fund Balance	1,133,149	982,869	869,144	1,409,519	540,375	1,384,951
TOTAL SOURCES	9,476,388	7,565,360	15,964,575	30,799,267	14,834,692	16,092,111
REQUIREMENTS						
Fixed Assets	8,607,244	6,126,812	15,964,575	29,414,316	13,449,741	14,707,161
Gross Appropriations	8,607,244	6,126,812	15,964,575	29,414,316	13,449,741	14,707,161
Intrafund Transfers		(1,624)				
Net Appropriations	8,607,244	6,125,188	15,964,575	29,414,316	13,449,741	14,707,161
Contingencies/Dept Reserves				1,384,951	1,384,951	1,384,951
Non-General Fund Reserves	869,144	1,440,171				
TOTAL REQUIREMENTS	9,476,388	7,565,359	15,964,575	30,799,267	14,834,692	16,092,112

Debt Service Fund (8900B)

Budget Unit Locator

County

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

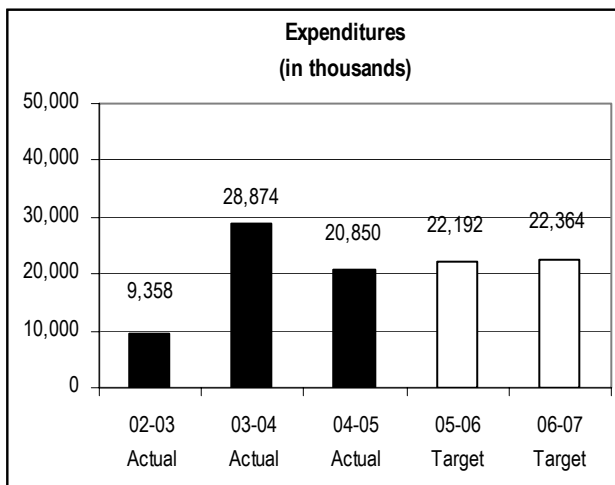
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Debt Service Fund was established in Fiscal Year 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 which caps annual debt service payments at 4% of the County Budget average for the last five years.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund debt service.

FY 2005-06 Funding Adjustments

The following are significant changes from the FY 2004-05 Revised Budget to the FY 2005-06 Adopted Budget:

1. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. A complete list of payments can be viewed on the next page.

Revenue/Sources	(1,675,896)
Appropriations	(1,082,336)
Intrafund Transfers	0
Reserves	(593,560)
Net County Cost	0
Positions	0

FY 2006-07 Funding Adjustments

The following are significant changes from the FY 2005-06 to the FY 2006-07 Adopted Budget:

2. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. A complete list of payments can be viewed on the next page.

Revenue/Sources	794,064
Appropriations	1,877,439
Intrafund Transfers	0
Reserves	(1,083,575)
Net County Cost	0
Positions	0

Debt Service Fund (8900B)

Debt Service Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	521,239	616,555				
Miscellaneous Revenue	6,523,391	81,364				
Other Financing Sources	23,589,500	21,958,476	20,985,094	21,048,683	63,589	21,280,887
Total Revenue	30,634,130	22,656,396	20,985,094	21,048,683	63,589	21,280,887
Fund Balance	21,506,318	23,107,405	23,266,183	24,913,188	1,647,005	23,769,628
TOTAL SOURCES	52,140,448	45,763,801	44,251,277	45,961,871	1,710,594	45,050,515
REQUIREMENTS						
Other Charges	28,874,266	20,850,612	21,535,094	22,192,243	657,149	22,364,462
Net Appropriations	28,874,266	20,850,612	21,535,094	22,192,243	657,149	22,364,462
Non-General Fund Reserves	23,266,183	24,913,188	22,716,183	23,769,628	1,053,445	22,686,053
TOTAL REQUIREMENTS	52,140,449	45,763,800	44,251,277	45,961,871	1,710,594	45,050,515

Calculation of Annual Debt Service Limit	
Fiscal Year	Adopted Budget
FY 2000-01	1,043,025,955
FY 2001-02	1,170,024,701
FY 2002-03	1,230,900,080
FY 2003-04	1,265,702,073
FY 2004-05	1,339,748,646
Five-Year Average	1,209,880,291
Debt Limit 4.0%	48,395,212
FY 2005-06 Debt Service Limit Subject to the Debt Limit	\$18,421,066
Under Limit by This Amount	29,974,146
% Under Limit	62%

FY 2005-06 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Maguire Jail Facility	407,462	2,970,829	3,378,291	General Fund/Criminal Justice Facilities Fund
North County Clinic	285,000	301,028	586,028	FQHC Reimbursement/Tobacco Settlement
Health Center	3,044,349	6,139,827	9,184,176	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	126,558	245,488	372,046	Income Maintenance (claimable)
Courts Relocation Project	181,068	351,223	532,291	Courthouse Construction Fund
Equipment Project	15,563	30,188	45,751	General Fund/User Departments
Colma Creek Flood Control (1)	250,000	1,231,692	1,481,692	Colma Creek Flood Control Special District
New Office Building	285,000	1,390,484	1,675,484	Facilities Surcharge/Rent from County
Mutual Aid ESC JPA/Admin	495,000	384,347	879,347	Reserves/User Departments/Cities
Crime Lab	285,000	618,851	903,851	General Fund/Fees
Sheriff's Radio Project	635,000	228,801	863,801	General Fund
TOTAL DEBT SERVICE	6,010,000	13,892,758	19,902,758	

FY 2006-07 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Maguire Jail Facility	2,151,023	2,934,489	5,085,512	General Fund/Criminal Justice Facilities Fund
North County Clinic	320,020	289,676	609,676	FQHC Reimbursement/Tobacco Settlement
Health Center	3,273,515	6,002,984	9,276,499	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	131,364	239,752	371,116	Income Maintenance (claimable)
Courts Relocation Project	187,944	343,015	530,959	Courthouse Construction Fund
Equipment Project	16,154	29,483	45,637	General Fund/User Departments
Colma Creek Flood Control (1)	295,000	1,219,866	1,514,866	Colma Creek Flood Control Special District
New Office Building	315,000	1,377,163	1,692,163	Facilities Surcharge/Rent from County
Mutual Aid ESC JPA/Admin	515,000	369,197	884,197	Reserves/User Departments/Cities
Crime Lab	295,000	610,321	905,321	General Fund/Fees
Sheriff's Radio Project	655,000	209,451	864,451	General Fund
TOTAL DEBT SERVICE	8,155,020	13,625,397	21,780,397	

This page intentionally left blank



Budget Unit Summaries

*Adopted Budget
FY 2005-2006
FY 2006-2007*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

Board of Supervisors (1100B)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	397	502				
Total Revenue	397	502				
Fund Balance	89,675	75,058	75,058	60,785	(14,273)	60,785
TOTAL SOURCES	90,072	75,560	75,058	60,785	(14,273)	60,785
REQUIREMENTS						
Salaries and Benefits	1,531,013	1,589,017	1,622,097	1,660,423	38,326	1,701,259
Services and Supplies	133,719	214,075	151,579	153,686	2,107	153,686
Other Charges	150,653	142,769	159,263	152,871	(6,392)	152,871
Net Appropriations	1,815,385	1,945,861	1,932,939	1,966,980	34,041	2,007,816
Contingencies/Dept Reserves	37,207	38,659	38,659	60,785	22,126	60,785
TOTAL REQUIREMENTS	1,852,592	1,984,520	1,971,598	2,027,765	56,167	2,068,601
NET COUNTY COST	1,762,520	1,908,960	1,896,540	1,966,980	70,440	2,007,816
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

BOS District 1 (1110P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue		63				
Total Revenue		63				
Fund Balance	31,212	21,116	21,116	7,992	(13,124)	7,992
TOTAL SOURCES	31,212	21,179	21,116	7,992	(13,124)	7,992
REQUIREMENTS						
Salaries and Benefits	301,525	322,939	324,733	331,303	6,570	335,982
Services and Supplies	26,139	42,343	31,592	32,540	948	32,540
Other Charges	28,727	28,203	33,142	30,953	(2,189)	30,953
Net Appropriations	356,391	393,486	389,467	394,796	5,329	399,475
Contingencies/Dept Reserves	7,473	7,789	7,789	7,992	203	7,992
TOTAL REQUIREMENTS	363,864	401,275	397,256	402,788	5,532	407,467
NET COUNTY COST	332,652	380,096	376,140	394,796	18,656	399,475
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 2 (1120P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fund Balance	7,586	7,846	7,846	7,736	(110)	7,736
TOTAL SOURCES	7,586	7,846	7,846	7,736	(110)	7,736
REQUIREMENTS						
Salaries and Benefits	314,309	331,269	321,561	329,973	8,412	337,141
Services and Supplies	21,964	31,337	29,173	27,488	(1,685)	27,488
Other Charges	29,466	28,102	30,059	29,335	(724)	29,335
Net Appropriations	365,739	390,708	380,793	386,796	6,003	393,964
Contingencies/Dept Reserves	7,311	7,616	7,616	7,736	120	7,736
TOTAL REQUIREMENTS	373,050	398,324	388,409	394,532	6,123	401,700
NET COUNTY COST	365,464	390,478	380,563	386,796	6,233	393,964
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 3 (1130P)
General Fund
FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fund Balance	24,464	20,819	20,819	7,736	(13,083)	7,736
TOTAL SOURCES	24,464	20,819	20,819	7,736	(13,083)	7,736
REQUIREMENTS						
Salaries and Benefits	290,575	316,092	317,123	324,552	7,429	329,566
Services and Supplies	26,220	56,984	30,859	31,807	948	31,807
Other Charges	31,801	28,230	32,811	30,437	(2,374)	30,437
Net Appropriations	348,596	401,305	380,793	386,796	6,003	391,810
Contingencies/Dept Reserves	7,311	7,616	7,616	7,736	120	7,736
TOTAL REQUIREMENTS	355,907	408,921	388,409	394,532	6,123	399,546
NET COUNTY COST	331,443	388,102	367,590	386,796	19,206	391,810
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 4 (1140P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fund Balance	6,097	12,632	12,632	29,035	16,403	29,035
TOTAL SOURCES	6,097	12,632	12,632	29,035	16,403	29,035
REQUIREMENTS						
Salaries and Benefits	302,533	286,949	319,288	325,335	6,047	335,190
Services and Supplies	30,938	36,414	29,965	30,913	948	30,913
Other Charges	30,636	28,871	31,540	30,548	(992)	30,548
Net Appropriations	364,107	352,234	380,793	386,796	6,003	396,651
Contingencies/Dept Reserves	7,401	7,616	7,616	29,035	21,419	29,035
TOTAL REQUIREMENTS	371,508	359,850	388,409	415,831	27,422	425,686
NET COUNTY COST	365,411	347,218	375,777	386,796	11,019	396,651
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

BOS District 5 (1150P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	397	439				
Total Revenue	397	439				
Fund Balance	20,316	12,645	12,645	8,286	(4,359)	8,286
TOTAL SOURCES	20,713	13,084	12,645	8,286	(4,359)	8,286
REQUIREMENTS						
Salaries and Benefits	322,071	331,768	339,392	349,260	9,868	363,380
Services and Supplies	28,458	46,997	29,990	30,938	948	30,938
Other Charges	30,024	29,362	31,711	31,598	(113)	31,598
Net Appropriations	380,553	408,127	401,093	411,796	10,703	425,916
Contingencies/Dept Reserves	7,711	8,022	8,022	8,286	264	8,286
TOTAL REQUIREMENTS	388,264	416,149	409,115	420,082	10,967	434,202
NET COUNTY COST	367,551	403,065	396,470	411,796	15,326	425,916
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

County Manager/Clerk of the Board (1200B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	338,075	293,901	340,249	470,372	130,123	470,372
Intergovernmental Revenues	98,390					
Charges for Services	203,514	140,714	213,945	218,053	4,108	220,021
Interfund Revenue	1,745,824	2,892,321	3,069,442	3,325,766	256,324	3,230,538
Miscellaneous Revenue	12,430	105,789	17,350		(17,350)	
Total Revenue	2,398,233	3,432,725	3,640,986	4,014,191	373,205	3,920,931
Fund Balance	302,811	470,409	470,409	618,832	148,423	272,589
TOTAL SOURCES	2,701,044	3,903,134	4,111,395	4,633,023	521,628	4,193,520
REQUIREMENTS						
Salaries and Benefits	3,010,771	3,048,798	3,020,666	3,317,745	297,079	3,381,407
Services and Supplies	545,690	513,971	889,938	1,007,887	117,949	1,036,154
Other Charges	11,155,679	12,687,848	12,566,589	13,512,521	945,932	13,272,760
Fixed Assets		5,398		10,000	10,000	
Gross Appropriations	14,712,140	16,256,015	16,477,193	17,848,153	1,370,960	17,690,321
Intrafund Transfers	(8,811,983)	(9,155,863)	(8,719,261)	(9,351,345)	(632,084)	(9,595,868)
Net Appropriations	5,900,157	7,100,152	7,757,932	8,496,808	738,876	8,094,453
Contingencies/Dept Reserves	104,233	104,233	104,233	229,415	125,182	143,125
TOTAL REQUIREMENTS	6,004,390	7,204,385	7,862,165	8,726,223	864,058	8,237,578
NET COUNTY COST	3,303,346	3,301,251	3,750,770	4,093,200	342,430	4,044,058
AUTHORIZED POSITIONS						
Salary Resolution	23.0	24.0	24.0	24.0		24.0
Funded FTE	23.0	23.5	23.5	23.0	(0.5)	23.0

County Management (1210P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	117,132	117,929	115,000	115,000		115,000
Intergovernmental Revenues	98,390					
Charges for Services	112,467		120,945	125,053	4,108	127,021
Interfund Revenue	282,484	243,306	340,695	467,981	127,286	367,981
Miscellaneous Revenue	346	17,106	17,350		(17,350)	
Total Revenue	610,819	378,341	593,990	708,034	114,044	610,002
Fund Balance	206,032	251,085	251,085	487,122	236,037	140,879
TOTAL SOURCES	816,851	629,426	845,075	1,195,156	350,081	750,881
REQUIREMENTS						
Salaries and Benefits	2,283,487	2,231,374	2,212,885	2,369,869	156,984	2,414,331
Services and Supplies	330,901	360,580	483,208	680,382	197,174	708,649
Other Charges	1,595,583	1,400,866	1,835,854	1,954,346	118,492	1,485,466
Fixed Assets				10,000	10,000	
Gross Appropriations	4,209,971	3,992,820	4,531,947	5,014,597	482,650	4,608,446
Intrafund Transfers	(121,001)	(54,921)	(140,750)	(158,762)	(18,012)	(162,086)
Net Appropriations	4,088,970	3,937,899	4,391,197	4,855,835	464,638	4,446,360
Contingencies/Dept Reserves	71,950	71,950	71,950	196,409	124,459	110,119
TOTAL REQUIREMENTS	4,160,920	4,009,849	4,463,147	5,052,244	589,097	4,556,479
NET COUNTY COST	3,344,070	3,380,422	3,618,072	3,857,088	239,016	3,805,598
AUTHORIZED POSITIONS						
Salary Resolution	16.0	16.0	16.0	16.0		16.0
Funded FTE	16.0	16.0	16.0	15.0	(1.0)	15.0

Clerk of the Board (1215P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services		31,599	43,000	43,000		43,000
Miscellaneous Revenue	12,084	35,168				
Total Revenue	12,084	66,766	43,000	43,000		43,000
Fund Balance	15,000					
TOTAL SOURCES	27,084	66,766	43,000	43,000		43,000
REQUIREMENTS						
Salaries and Benefits	147,806	233,886	169,602	272,663	103,061	276,289
Services and Supplies	46,789	65,216	53,656	50,458	(3,198)	50,458
Other Charges	18,622	16,099	24,440	31,082	6,642	31,082
Fixed Assets		5,398				
Gross Appropriations	213,218	320,599	247,698	354,203	106,505	357,829
Intrafund Transfers	(72,000)	(72,412)	(72,000)	(75,091)	(3,091)	(76,369)
TOTAL REQUIREMENTS	141,218	248,187	175,698	279,112	103,414	281,460
NET COUNTY COST	114,134	181,420	132,698	236,112	103,414	238,460
AUTHORIZED POSITIONS						
Salary Resolution	2.0	3.0	3.0	3.0		3.0
Funded FTE	2.0	2.5	2.5	3.0	0.5	3.0

Special Services (1220P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	220,944	175,972	225,249	355,372	130,123	355,372
Charges for Services	91,047	109,116	50,000	50,000		50,000
Interfund Revenue	1,463,340	2,649,015	2,728,747	2,857,785	129,038	2,862,557
Miscellaneous Revenue		53,516				
Total Revenue	1,775,331	2,987,618	3,003,996	3,263,157	259,161	3,267,929
Fund Balance	81,779	219,324	219,324	131,710	(87,614)	131,710
TOTAL SOURCES	1,857,110	3,206,942	3,223,320	3,394,867	171,547	3,399,639
REQUIREMENTS						
Salaries and Benefits	579,477	583,538	638,179	675,213	37,034	690,787
Services and Supplies	168,000	88,176	353,074	277,047	(76,027)	277,047
Other Charges	9,541,474	11,270,883	10,706,295	11,527,093	820,798	11,756,212
Gross Appropriations	10,288,951	11,942,597	11,697,548	12,479,353	781,805	12,724,046
Intrafund Transfers	(8,618,982)	(9,028,530)	(8,506,511)	(9,117,492)	(610,981)	(9,357,413)
Net Appropriations	1,669,969	2,914,067	3,191,037	3,361,861	170,824	3,366,633
Contingencies/Dept Reserves	32,283	32,283	32,283	33,006	723	33,006
TOTAL REQUIREMENTS	1,702,252	2,946,350	3,223,320	3,394,867	171,547	3,399,639
NET COUNTY COST	(154,858)	(260,592)				

AUTHORIZED POSITIONS

Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Assessor-County Clerk-Recorder (1300D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,246,514	2,234,755	2,220,001	6,789,943	4,569,942	2,220,001
Charges for Services	10,586,738	11,653,481	10,153,020	10,541,969	388,949	10,684,454
Miscellaneous Revenue	54,485	43,024	15,500	15,500		15,500
Total Revenue	12,887,738	13,931,260	12,388,521	17,347,412	4,958,891	12,919,955
Fund Balance	3,837,329	2,442,279	2,442,279	1,594,449	(847,830)	110,234
TOTAL SOURCES	16,725,067	16,373,539	14,830,800	18,941,861	4,111,061	13,030,189
REQUIREMENTS						
Salaries and Benefits	12,528,074	12,391,376	13,171,976	13,544,944	372,968	13,630,345
Services and Supplies	5,739,902	4,591,496	3,295,979	4,119,788	823,809	3,302,788
Other Charges	1,976,208	1,972,259	1,977,569	2,072,664	95,095	2,072,664
Fixed Assets	40,366	123,168		6,356,838	6,356,838	
Gross Appropriations	20,284,550	19,078,299	18,445,524	26,094,234	7,648,710	19,005,797
Intrafund Transfers	(570,978)					
Net Appropriations	19,713,572	19,078,299	18,445,524	26,094,234	7,648,710	19,005,797
Contingencies/Dept Reserves	1,112,832	919,173	919,173	110,234	(808,939)	110,234
TOTAL REQUIREMENTS	20,826,404	19,997,472	19,364,697	26,204,468	6,839,771	19,116,031
NET COUNTY COST	4,101,337	3,623,933	4,533,897	7,262,607	2,728,710	6,085,842
AUTHORIZED POSITIONS						
Salary Resolution	123.0	123.0	123.0	122.0	(1.0)	122.0
Funded FTE	123.0	122.8	122.8	121.9	(0.9)	121.9

Appraisal Services (1310P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,100,001	2,091,827	2,091,827	2,085,015	(6,812)	2,085,015
Charges for Services	3,441,101	4,237,926	3,794,036	4,117,800	323,764	4,117,800
Miscellaneous Revenue	6,547	14,402	5,000	5,000		5,000
Total Revenue	5,547,649	6,344,155	5,890,863	6,207,815	316,952	6,207,815
Fund Balance	1,102,461	577,486	577,486	200,000	(377,486)	
TOTAL SOURCES	6,650,110	6,921,641	6,468,349	6,407,815	(60,534)	6,207,815
REQUIREMENTS						
Salaries and Benefits	7,274,747	7,157,293	8,394,602	8,394,392	(210)	8,570,209
Services and Supplies	1,125,503	1,347,134	1,117,508	1,242,365	124,857	1,042,365
Other Charges	1,166,799	1,130,650	1,102,052	1,123,880	21,828	1,123,880
Fixed Assets	7,205					
TOTAL REQUIREMENTS	9,574,254	9,635,077	10,614,162	10,760,637	146,475	10,736,454
NET COUNTY COST	2,924,144	2,713,436	4,145,813	4,352,822	207,009	4,528,639
AUTHORIZED POSITIONS						
Salary Resolution	79.0	77.0	77.0	76.0	(1.0)	76.0
Funded FTE	79.0	77.0	77.0	76.0	(1.0)	76.0

Administration and Support (1320P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	120,000	128,174	128,174	134,986	6,812	134,986
Charges for Services	209,758	246,130	246,130	267,347	21,217	272,180
Miscellaneous Revenue	28,639	5,761				
Total Revenue	358,397	380,065	374,304	402,333	28,029	407,166
Fund Balance	2,568					
TOTAL SOURCES	360,965	380,065	374,304	402,333	28,029	407,166
REQUIREMENTS						
Salaries and Benefits	1,229,420	1,331,344	1,292,775	1,349,544	56,769	1,376,463
Services and Supplies	56,601	42,388	36,320	36,320		36,320
Other Charges	3,200	3,531	3,531	4,261	730	4,261
TOTAL REQUIREMENTS	1,289,221	1,377,263	1,332,626	1,390,125	57,499	1,417,044
NET COUNTY COST	928,256	997,198	958,322	987,792	29,470	1,009,878
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	11.0	11.0	10.9	(0.2)	10.9

Elections (1330P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	26,513	14,754		4,569,942	4,569,942	
Charges for Services	1,815,816	2,063,711	790,000	1,142,700	352,700	1,028,830
Miscellaneous Revenue	1,024	1,367	7,500	7,500		7,500
Total Revenue	1,843,354	2,079,832	797,500	5,720,142	4,922,642	1,036,330
Fund Balance	1,264,497	1,200,947	1,200,947	1,301,245	100,298	110,234
TOTAL SOURCES	3,107,851	3,280,779	1,998,447	7,021,387	5,022,940	1,146,564
REQUIREMENTS						
Salaries and Benefits	2,068,617	1,848,272	1,461,319	1,808,807	347,488	1,644,384
Services and Supplies	3,360,452	2,195,383	1,375,696	2,263,828	888,132	1,646,828
Other Charges	222,997	206,650	222,209	262,425	40,216	262,425
Fixed Assets	33,161			6,263,634	6,263,634	
Gross Appropriations	5,685,227	4,250,304	3,059,224	10,598,694	7,539,470	3,553,637
Intrafund Transfers	(570,978)					
Net Appropriations	5,114,249	4,250,304	3,059,224	10,598,694	7,539,470	3,553,637
Contingencies/Dept Reserves	1,112,832	919,173	919,173	110,234	(808,939)	110,234
TOTAL REQUIREMENTS	6,227,081	5,169,477	3,978,397	10,708,928	6,730,531	3,663,871
NET COUNTY COST	3,119,230	1,888,699	1,979,950	3,687,541	1,707,591	2,517,307
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	11.0	11.0	11.0		11.0

County Clerk-Recorder (1340P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	5,120,063	5,105,714	5,322,854	5,014,122	(308,732)	5,265,644
Miscellaneous Revenue	18,275	21,494	3,000	3,000		3,000
Total Revenue	5,138,338	5,127,209	5,325,854	5,017,122	(308,732)	5,268,644
Fund Balance	1,467,803	663,846	663,846	93,204	(570,642)	
TOTAL SOURCES	6,606,141	5,791,055	5,989,700	5,110,326	(879,374)	5,268,644
REQUIREMENTS						
Salaries and Benefits	1,955,290	2,054,467	2,023,280	1,992,201	(31,079)	2,039,289
Services and Supplies	1,197,346	1,006,592	766,455	577,275	(189,180)	577,275
Other Charges	583,212	631,428	649,777	682,098	32,321	682,098
Fixed Assets		123,168		93,204	93,204	
TOTAL REQUIREMENTS	3,735,847	3,815,655	3,439,512	3,344,778	(94,734)	3,298,662
NET COUNTY COST	(2,870,294)	(1,975,399)	(2,550,188)	(1,765,548)	784,640	(1,969,982)
AUTHORIZED POSITIONS						
Salary Resolution	22.0	24.0	24.0	24.0		24.0
Funded FTE	22.0	23.8	23.8	24.0	0.2	24.0

Controller's Office (1400B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	1,179,371	1,266,261	1,206,177	1,230,933	24,756	1,230,933
Interfund Revenue	68,890	124,389	113,649	113,649		113,649
Miscellaneous Revenue	6,081	22,462				
Total Revenue	1,254,341	1,413,112	1,319,826	1,344,582	24,756	1,344,582
Fund Balance	1,177,878	814,223	814,223	928,389	114,166	928,389
TOTAL SOURCES	2,432,219	2,227,335	2,134,049	2,272,971	138,922	2,272,971
REQUIREMENTS						
Salaries and Benefits	4,010,818	4,116,701	4,126,897	4,255,419	128,522	4,358,787
Services and Supplies	424,034	378,661	971,227	1,224,089	252,862	1,224,089
Other Charges	956,771	928,995	950,657	892,137	(58,520)	892,137
Fixed Assets		877,754				
Gross Appropriations	5,391,622	6,302,112	6,048,781	6,371,645	322,864	6,475,013
Intrafund Transfers	(200,559)	(150,000)	(359,890)	(364,587)	(4,697)	(364,587)
Net Appropriations	5,191,063	6,152,112	5,688,891	6,007,058	318,167	6,110,426
Contingencies/Dept Reserves	111,265	74,177	74,177	79,543	5,366	79,543
TOTAL REQUIREMENTS	5,302,328	6,226,289	5,763,068	6,086,601	323,533	6,189,969
NET COUNTY COST	2,870,108	3,998,954	3,629,019	3,813,630	184,611	3,916,998
AUTHORIZED POSITIONS						
Salary Resolution	41.0	41.0	41.0	41.0		41.0
Funded FTE	40.5	40.3	40.3	40.1	(0.2)	40.1

Administration (1411P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services		1,500				
Total Revenue		1,500				
Fund Balance	751,373	248,180	248,180	227,109	(21,071)	227,109
TOTAL SOURCES	751,373	249,680	248,180	227,109	(21,071)	227,109
REQUIREMENTS						
Salaries and Benefits	749,137	754,236	768,657	799,090	30,433	811,862
Services and Supplies	170,661	179,028	146,640	148,485	1,845	148,485
Other Charges	204,289	190,267	185,032	190,513	5,481	190,513
Gross Appropriations	1,124,088	1,123,531	1,100,329	1,138,088	37,759	1,150,860
Intrafund Transfers	(47,059)	(150,000)	(84,059)	(84,059)		(84,059)
Net Appropriations	1,077,029	973,531	1,016,270	1,054,029	37,759	1,066,801
Contingencies/Dept Reserves	111,265	74,177	74,177	79,543	5,366	79,543
TOTAL REQUIREMENTS	1,188,294	1,047,708	1,090,447	1,133,572	43,125	1,146,344
NET COUNTY COST	436,921	798,028	842,267	906,463	64,196	919,235
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Internal Audit (1421P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	37,624	18,100	40,410	40,410		40,410
Interfund Revenue	54,590	57,830	57,890	57,890		57,890
Miscellaneous Revenue	4,714	10,497				
TOTAL SOURCES	96,928	86,427	98,300	98,300		98,300
REQUIREMENTS						
Salaries and Benefits	943,100	983,797	1,095,437	1,138,800	43,363	1,171,804
Services and Supplies	27,025	42,046	17,605	17,350	(255)	17,350
Other Charges	66,824	66,647	66,602	68,692	2,090	68,692
Gross Appropriations	1,036,949	1,092,490	1,179,644	1,224,842	45,198	1,257,846
Intrafund Transfers	(3,500)		(125,831)	(130,528)	(4,697)	(130,528)
TOTAL REQUIREMENTS	1,033,449	1,092,490	1,053,813	1,094,314	40,501	1,127,318
NET COUNTY COST	936,520	1,006,063	955,513	996,014	40,501	1,029,018
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	10.0	9.9	9.9	9.8	(0.1)	9.8

Payroll Services (1431P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	107					
TOTAL SOURCES	107					
REQUIREMENTS						
Salaries and Benefits	548,350	567,566	512,460	500,759	(11,701)	511,563
Services and Supplies	9,797	7,287	10,695	10,995	300	10,995
Other Charges	412,519	424,143	408,092	364,854	(43,238)	364,854
TOTAL REQUIREMENTS	970,666	998,996	931,247	876,608	(54,639)	887,412
NET COUNTY COST	970,559	998,996	931,247	876,608	(54,639)	887,412
AUTHORIZED POSITIONS						
Salary Resolution	6.0	6.0	6.0	6.0		6.0
Funded FTE	6.0	6.0	6.0	6.0		6.0

Controller Information Systems (1432P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	9,150		9,500	10,138	638	10,138
Miscellaneous Revenue		300				
TOTAL SOURCES	9,150	300	9,500	10,138	638	10,138
REQUIREMENTS						
Salaries and Benefits	430,271	455,673	432,264	460,703	28,439	469,314
Services and Supplies	14,220	13,234	13,030	10,280	(2,750)	10,280
Other Charges	37,417	37,442	40,114	38,388	(1,726)	38,388
Fixed Assets		877,754				
TOTAL REQUIREMENTS	481,908	1,384,104	485,408	509,371	23,963	517,982
NET COUNTY COST	472,758	1,383,804	475,908	499,233	23,325	507,844
AUTHORIZED POSITIONS						
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0

General Accounting (1441P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	26,819	1,500				
Interfund Revenue	12,000	66,559	53,459	53,459		53,459
Miscellaneous Revenue	932	1,044				
TOTAL SOURCES	39,751	69,103	53,459	53,459		53,459
REQUIREMENTS						
Salaries and Benefits	652,589	630,275	600,986	615,643	14,657	635,942
Services and Supplies	24,757	6,869	150,550	245,700	95,150	245,700
Other Charges	120,900	126,876	115,719	119,805	4,086	119,805
TOTAL REQUIREMENTS	798,245	764,020	867,255	981,148	113,893	1,001,447
NET COUNTY COST	758,494	694,917	813,796	927,689	113,893	947,988
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.5	7.4	7.4	7.5	0.1	7.5

Property Tax/Special Accounting (1461P) **General Fund**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	1,105,778	1,245,161	1,156,267	1,180,385	24,118	1,180,385
Interfund Revenue	2,300		2,300	2,300		2,300
Miscellaneous Revenue	328	10,622				
Total Revenue	1,108,405	1,255,783	1,158,567	1,182,685	24,118	1,182,685
Fund Balance	426,505	566,043	566,043	701,280	135,237	701,280
TOTAL SOURCES	1,534,910	1,821,826	1,724,610	1,883,965	159,355	1,883,965
REQUIREMENTS						
Salaries and Benefits	687,371	725,154	717,093	740,424	23,331	758,302
Services and Supplies	177,573	130,198	632,707	791,279	158,572	791,279
Other Charges	114,822	83,620	135,098	109,885	(25,213)	109,885
Gross Appropriations	979,766	938,972	1,484,898	1,641,588	156,690	1,659,466
Intrafund Transfers	(150,000)		(150,000)	(150,000)		(150,000)
TOTAL REQUIREMENTS	829,766	938,972	1,334,898	1,491,588	156,690	1,509,466
NET COUNTY COST	(705,144)	(882,854)	(389,712)	(392,377)	(2,665)	(374,499)
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	7.8	(0.2)	7.8

Treasurer - Tax Collector (1500B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	7,540	9,540	3,650	3,650		3,650
Intergovernmental Revenues	150,000	150,000				
Charges for Services	4,039,955	4,340,006	3,012,242	3,133,597	121,355	3,192,034
Miscellaneous Revenue	121,333	123,325	56,000	56,000		56,000
Total Revenue	4,318,828	4,622,871	3,071,892	3,193,247	121,355	3,251,684
Fund Balance	2,151,288	2,957,470	2,957,470	3,614,639	657,169	2,592,639
TOTAL SOURCES	6,470,116	7,580,341	6,029,362	6,807,886	778,524	5,844,323
REQUIREMENTS						
Salaries and Benefits	2,448,675	2,686,723	2,731,332	2,926,064	194,732	2,959,501
Services and Supplies	991,070	620,047	2,571,843	2,639,211	67,368	2,508,211
Other Charges	575,643	569,279	623,103	700,078	76,975	660,078
Fixed Assets		334,919		826,000	826,000	
Gross Appropriations	4,015,388	4,210,968	5,926,278	7,091,353	1,165,075	6,127,790
Intrafund Transfers	(130,000)	(130,000)	(280,000)	(274,577)	5,423	(274,577)
Net Appropriations	3,885,388	4,080,968	5,646,278	6,816,776	1,170,498	5,853,213
Contingencies/Dept Reserves	901,610	1,153,043	1,153,043	717,492	(435,551)	717,492
TOTAL REQUIREMENTS	4,786,998	5,234,011	6,799,321	7,534,268	734,947	6,570,705
NET COUNTY COST	(1,683,117)	(2,346,330)	769,959	726,382	(43,577)	726,382
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	28.0	29.0	1.0	29.0
Funded FTE	28.0	28.0	28.0	29.0	1.0	29.0

Tax Collector (1510P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	7,540	9,540	3,650	3,650		3,650
Intergovernmental Revenues	150,000	150,000				
Charges for Services	1,179,799	1,547,201	1,106,460	1,184,474	78,014	1,225,253
Miscellaneous Revenue	58,689	62,646	56,000	56,000		56,000
Total Revenue	1,396,027	1,769,388	1,166,110	1,244,124	78,014	1,284,903
Fund Balance	1,252,707	2,666,881	2,666,881	3,087,465	420,584	2,157,465
TOTAL SOURCES	2,648,734	4,436,269	3,832,991	4,331,589	498,598	3,442,368
REQUIREMENTS						
Salaries and Benefits	1,525,721	1,665,142	1,699,083	1,819,355	120,272	1,835,134
Services and Supplies	817,679	455,165	2,284,943	2,268,311	(16,632)	2,221,311
Other Charges	427,262	425,989	480,054	533,060	53,006	501,060
Fixed Assets		334,919		826,000	826,000	
Gross Appropriations	2,770,662	2,881,216	4,464,080	5,446,726	982,646	4,557,505
Intrafund Transfers	(130,000)	(130,000)	(280,000)	(274,577)	5,423	(274,577)
Net Appropriations	2,640,662	2,751,216	4,184,080	5,172,149	988,069	4,282,928
Contingencies/Dept Reserves	288,433	418,870	418,870	346,066	(72,804)	346,066
TOTAL REQUIREMENTS	2,929,095	3,170,086	4,602,950	5,518,215	915,265	4,628,994
NET COUNTY COST	280,362	(1,266,183)	769,959	1,186,626	416,667	1,186,626
AUTHORIZED POSITIONS						
Salary Resolution	18.0	18.0	18.0	18.0		18.0
Funded FTE	18.0	18.0	18.0	18.0		18.0

Treasurer (1520P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	2,860,156	2,792,805	1,905,782	1,949,123	43,341	1,966,781
Miscellaneous Revenue	62,645	60,679				
Total Revenue	2,922,801	2,853,484	1,905,782	1,949,123	43,341	1,966,781
Fund Balance	898,581	290,589	290,589	527,174	236,585	435,174
TOTAL SOURCES	3,821,382	3,144,073	2,196,371	2,476,297	279,926	2,401,955
REQUIREMENTS						
Salaries and Benefits	922,954	1,021,580	1,032,249	1,106,709	74,460	1,124,367
Services and Supplies	173,392	164,882	286,900	370,900	84,000	286,900
Other Charges	148,380	143,290	143,049	167,018	23,969	159,018
Net Appropriations	1,244,726	1,329,753	1,462,198	1,644,627	182,429	1,570,285
Contingencies/Dept Reserves	613,177	734,173	734,173	371,426	(362,747)	371,426
TOTAL REQUIREMENTS	1,857,903	2,063,926	2,196,371	2,016,053	(180,318)	1,941,711
NET COUNTY COST	(1,963,479)	(1,080,147)		(460,244)	(460,244)	(460,244)
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	10.0	11.0	1.0	11.0
Funded FTE	10.0	10.0	10.0	11.0	1.0	11.0

County Counsel (1600B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	2,726,171	3,532,173	3,066,558	3,110,050	43,492	3,110,050
Miscellaneous Revenue	8,277	1,650	1,000	1,000		1,000
Total Revenue	2,734,448	3,533,823	3,067,558	3,111,050	43,492	3,111,050
Fund Balance	668,123	895,095	895,095	1,149,485	254,390	865,885
TOTAL SOURCES	3,402,571	4,428,918	3,962,653	4,260,535	297,882	3,976,935
REQUIREMENTS						
Salaries and Benefits	5,113,772	5,603,482	5,808,388	5,936,072	127,684	5,904,323
Services and Supplies	272,458	291,088	476,590	378,752	(97,838)	278,752
Other Charges	293,394	282,034	296,206	298,149	1,943	298,149
Gross Appropriations	5,679,625	6,176,604	6,581,184	6,612,973	31,789	6,481,224
Intrafund Transfers	(1,389,816)	(1,317,866)	(924,229)	(1,104,753)	(180,524)	(1,104,753)
Net Appropriations	4,289,809	4,858,738	5,656,955	5,508,220	(148,735)	5,376,471
Contingencies/Dept Reserves	73,796	146,590	146,590	608,599	462,009	608,599
TOTAL REQUIREMENTS	4,363,605	5,005,328	5,803,545	6,116,819	313,274	5,985,070
NET COUNTY COST	961,034	576,410	1,840,892	1,856,284	15,392	2,008,135
AUTHORIZED POSITIONS						
Salary Resolution	38.0	38.0	38.0	38.0		38.0
Funded FTE	36.1	37.5	37.5	35.0	(2.6)	35.0

Employee and Public Services (1700D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	487,130	518,474	587,845	635,481	47,636	640,155
Use of Money and Property	38,167	54,264	38,000	43,000	5,000	43,000
Intergovernmental Revenues	2,569,636	2,493,801	2,603,508	2,501,581	(101,927)	2,501,581
Charges for Services	3,065,804	3,107,416	3,074,226	3,205,463	131,237	3,205,463
Interfund Revenue	4,263,065	3,980,711	4,939,710	5,088,020	148,310	5,141,806
Miscellaneous Revenue	209,112	257,453	165,650	149,000	(16,650)	149,000
Other Financing Sources		2,897	100,000	77,323	(22,677)	61,823
Total Revenue	10,632,913	10,415,016	11,508,939	11,699,868	190,929	11,742,828
Fund Balance	822,294	716,571	716,571	698,367	(18,204)	565,435
TOTAL SOURCES	11,455,207	11,131,587	12,225,510	12,398,235	172,725	12,308,263
REQUIREMENTS						
Salaries and Benefits	14,710,214	15,009,880	15,647,210	16,587,105	939,895	16,987,989
Services and Supplies	2,798,414	2,499,356	3,262,776	3,207,193	(55,583)	3,064,743
Other Charges	1,391,199	1,387,488	1,470,960	1,541,008	70,048	1,541,008
Fixed Assets		8,370		38,500	38,500	
Gross Appropriations	18,899,827	18,905,094	20,380,946	21,373,806	992,860	21,593,740
Intrafund Transfers	(3,424,832)	(3,619,632)	(4,045,994)	(4,143,075)	(97,081)	(4,203,911)
Net Appropriations	15,474,995	15,285,461	16,334,952	17,230,731	895,779	17,389,829
Contingencies/Dept Reserves	485,218	515,190	515,190	516,127	937	516,127
TOTAL REQUIREMENTS	15,960,213	15,800,651	16,850,142	17,746,858	896,716	17,905,956
NET COUNTY COST	4,505,006	4,669,065	4,624,632	5,348,623	723,991	5,597,693
AUTHORIZED POSITIONS						
Salary Resolution	175.0	171.0	171.0	171.0		171.0
Funded FTE	164.2	159.5	159.5	158.8	(0.6)	158.8

Administration and Support (1710P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	50,597	25,152	30,000	30,000		30,000
Interfund Revenue	368,986	313,483	388,900	384,900	(4,000)	384,900
Miscellaneous Revenue	6,471	13,851				
Other Financing Sources			100,000	77,323	(22,677)	61,823
Total Revenue	426,054	352,486	518,900	492,223	(26,677)	476,723
Fund Balance	670,248	564,498	564,498	586,255	21,757	565,435
TOTAL SOURCES	1,096,302	916,984	1,083,398	1,078,478	(4,920)	1,042,158
REQUIREMENTS						
Salaries and Benefits	1,131,819	1,253,800	1,224,791	1,294,808	70,017	1,318,694
Services and Supplies	170,646	154,717	212,062	212,499	437	191,679
Other Charges	436,513	437,536	444,730	417,092	(27,638)	417,092
Fixed Assets				15,500	15,500	
Gross Appropriations	1,738,978	1,846,053	1,881,583	1,939,899	58,316	1,927,465
Intrafund Transfers	(451,989)	(468,515)	(539,736)	(565,472)	(25,736)	(565,472)
Net Appropriations	1,286,989	1,377,538	1,341,847	1,374,427	32,580	1,361,993
Contingencies/Dept Reserves	485,218	515,190	515,190	516,127	937	516,127
TOTAL REQUIREMENTS	1,772,207	1,892,728	1,857,037	1,890,554	33,517	1,878,120
NET COUNTY COST	675,905	975,744	773,639	812,076	38,437	835,962
AUTHORIZED POSITIONS						
Salary Resolution	9.0	9.0	9.0	9.0		9.0
Funded FTE	8.4	8.4	8.4	8.3	(0.1)	8.3

Human Resources (1720P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	5,786	10,342	10,500	10,500		10,500
Interfund Revenue	2,344,594	2,504,259	3,086,759	3,187,918	101,159	3,241,704
Miscellaneous Revenue	17,212	545				
Total Revenue	2,367,592	2,515,146	3,097,259	3,198,418	101,159	3,252,204
Fund Balance		101,873	101,873		(101,873)	
TOTAL SOURCES	2,367,592	2,617,019	3,199,132	3,198,418	(714)	3,252,204
REQUIREMENTS						
Salaries and Benefits	4,094,709	3,923,762	4,381,043	4,699,386	318,343	4,804,435
Services and Supplies	877,570	959,616	1,173,137	1,160,115	(13,022)	1,140,597
Other Charges	186,778	161,555	180,844	188,868	8,024	188,868
Fixed Assets		8,370				
Gross Appropriations	5,159,057	5,053,303	5,735,024	6,048,369	313,345	6,133,900
Intrafund Transfers	(272,183)	(324,718)	(393,279)	(443,141)	(49,862)	(443,141)
TOTAL REQUIREMENTS	4,886,874	4,728,585	5,341,745	5,605,228	263,483	5,690,759
NET COUNTY COST	2,519,282	2,111,566	2,142,613	2,406,810	264,197	2,438,555
AUTHORIZED POSITIONS						
Salary Resolution	56.0	53.0	53.0	54.0	1.0	54.0
Funded FTE	48.2	44.6	44.6	45.5	0.9	45.5

Public Safety Communications (1730P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,569,636	2,493,801	2,603,508	2,501,581	(101,927)	2,501,581
Charges for Services	2,957,556	3,019,036	2,985,226	3,116,463	131,237	3,116,463
Interfund Revenue	19,812	59,620	19,620	20,514	894	20,514
Miscellaneous Revenue	135,639	139,593	129,150	112,500	(16,650)	112,500
TOTAL SOURCES	5,682,642	5,712,051	5,737,504	5,751,058	13,554	5,751,058
REQUIREMENTS						
Salaries and Benefits	5,817,977	6,137,487	5,839,647	6,354,335	514,688	6,521,038
Services and Supplies	311,345	239,617	338,660	266,156	(72,504)	263,156
Other Charges	352,856	376,234	425,700	423,918	(1,782)	423,918
Fixed Assets				10,000	10,000	
Gross Appropriations	6,482,178	6,753,338	6,604,007	7,054,409	450,402	7,208,112
Intrafund Transfers	(139,320)	(148,747)	(138,325)	(178,823)	(40,498)	(165,823)
TOTAL REQUIREMENTS	6,342,858	6,604,591	6,465,682	6,875,586	409,904	7,042,289
NET COUNTY COST	660,216	892,541	728,178	1,124,528	396,350	1,291,231
AUTHORIZED POSITIONS						
Salary Resolution	58.0	57.0	57.0	56.0	(1.0)	56.0
Funded FTE	56.0	55.0	55.0	53.6	(1.4)	53.6

Revenue Services Collections Unit (1741P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	34,148	52,168	30,000	35,000	5,000	35,000
Charges for Services	49,641	51,101	45,500	45,500		45,500
Interfund Revenue	1,349,976	939,834	1,257,000	1,305,570	48,570	1,305,570
Miscellaneous Revenue	33,123	50,214	15,500	15,500		15,500
Total Revenue	1,466,887	1,093,316	1,348,000	1,401,570	53,570	1,401,570
Fund Balance				48,965	48,965	
TOTAL SOURCES	1,466,887	1,093,316	1,348,000	1,450,535	102,535	1,401,570
REQUIREMENTS						
Salaries and Benefits	2,464,332	2,455,933	2,838,111	2,827,460	(10,651)	2,899,463
Services and Supplies	720,639	505,050	718,040	705,005	(13,035)	669,040
Other Charges	203,762	203,521	206,295	289,975	83,680	289,975
Fixed Assets				13,000	13,000	
Gross Appropriations	3,388,732	3,164,504	3,762,446	3,835,440	72,994	3,858,478
Intrafund Transfers	(1,996,815)	(2,232,170)	(2,524,998)	(2,495,457)	29,541	(2,567,460)
TOTAL REQUIREMENTS	1,391,917	932,335	1,237,448	1,339,983	102,535	1,291,018
NET COUNTY COST	(74,970)	(160,981)	(110,552)	(110,552)		(110,552)
AUTHORIZED POSITIONS						
Salary Resolution	33.0	33.0	33.0	33.0		33.0
Funded FTE	33.0	33.0	33.0	33.0		33.0

Revenue Services Animal Licensing Unit (1742P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	487,130	518,474	587,845	635,481	47,636	640,155
Charges for Services	2,120	1,549	3,000	3,000		3,000
Miscellaneous Revenue	10					
Total Revenue	489,260	520,023	590,845	638,481	47,636	643,155
Fund Balance	63,796	50,200	50,200	63,147	12,947	
TOTAL SOURCES	553,056	570,223	641,045	701,628	60,583	643,155
REQUIREMENTS						
Salaries and Benefits	147,538	167,613	219,312	235,797	16,485	240,471
Services and Supplies	276,599	323,856	404,437	446,978	42,541	383,831
Other Charges	14,924	15,607	17,296	18,853	1,557	18,853
TOTAL REQUIREMENTS	439,060	507,075	641,045	701,628	60,583	643,155
NET COUNTY COST	(113,996)	(63,148)				
AUTHORIZED POSITIONS						
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0

EPS Special Services (1750P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	4,019	2,096	8,000	8,000		8,000
Charges for Services	104	236				
Interfund Revenue	179,697	163,515	187,431	189,118	1,687	189,118
Miscellaneous Revenue	16,657	53,250	21,000	21,000		21,000
Other Financing Sources		2,897				
Total Revenue	200,478	221,994	216,431	218,118	1,687	218,118
Fund Balance	88,250					
TOTAL SOURCES	288,728	221,994	216,431	218,118	1,687	218,118
REQUIREMENTS						
Salaries and Benefits	1,053,841	1,071,285	1,144,306	1,175,319	31,013	1,203,888
Services and Supplies	441,615	316,498	416,440	416,440		416,440
Other Charges	196,365	193,035	196,095	202,302	6,207	202,302
Gross Appropriations	1,691,821	1,580,819	1,756,841	1,794,061	37,220	1,822,630
Intrafund Transfers	(564,524)	(445,482)	(449,656)	(460,182)	(10,526)	(462,015)
TOTAL REQUIREMENTS	1,127,297	1,135,337	1,307,185	1,333,879	26,694	1,360,615
NET COUNTY COST	838,569	913,343	1,090,754	1,115,761	25,007	1,142,497
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	14.5	14.5	14.5	14.5	(0.0)	14.5

Information Services Department (1800B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	67,032	86,897	77,000	88,060	11,060	88,060
Charges for Services	519,323	1,410,898	546,773	546,773		546,773
Interfund Revenue	9,951,822	9,848,332	10,377,451	11,311,335	933,884	10,366,495
Miscellaneous Revenue	47,540	23,163				
Other Financing Sources	1,428					
Total Revenue	10,587,145	11,369,291	11,001,224	11,946,168	944,944	11,001,328
Fund Balance	3,683,981	4,314,614	4,314,614	5,054,027	739,413	7,460,012
TOTAL SOURCES	14,271,126	15,683,905	15,315,838	17,000,195	1,684,357	18,461,340
REQUIREMENTS						
Salaries and Benefits	14,110,204	14,727,358	15,865,866	16,153,150	287,284	16,546,300
Services and Supplies	17,784,165	18,077,853	21,405,432	23,612,020	2,206,588	18,995,835
Other Charges	1,081,340	1,013,431	1,149,745	1,099,298	(50,447)	1,092,798
Fixed Assets	303,877	388,803	1,560,393	1,739,522	179,129	455,200
Other Financing Uses	286,577	287,079	324,000	324,000		324,000
Gross Appropriations	33,566,164	34,494,524	40,305,436	42,927,990	2,622,554	37,414,133
Intrafund Transfers	(23,394,758)	(24,179,326)	(29,117,490)	(33,161,171)	(4,043,681)	(24,659,225)
Net Appropriations	10,171,406	10,315,199	11,187,946	9,766,819	(1,421,127)	12,754,908
Contingencies/Dept Reserves	4,099,720	5,368,706	4,127,892	7,233,376	3,105,484	5,706,432
TOTAL REQUIREMENTS	14,271,126	15,683,905	15,315,838	17,000,195	1,684,357	18,461,340
AUTHORIZED POSITIONS						
Salary Resolution	144.0	135.0	135.0	132.0	(3.0)	132.0
Funded FTE	143.1	134.1	134.1	131.1	(3.0)	131.1

Information and Technology Availability (1830P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	67,032	86,897	77,000	88,060	11,060	88,060
Charges for Services	422,197	1,333,462	514,541	514,541		514,541
Interfund Revenue	1,860,993	1,127,667	5,358,207	5,321,804	(36,403)	5,321,804
Miscellaneous Revenue	42,173	9,638				
Total Revenue	2,392,395	2,557,663	5,949,748	5,924,405	(25,343)	5,924,405
Fund Balance	3,389,829	4,024,424	4,024,424	4,193,049	168,625	7,200,707
TOTAL SOURCES	5,782,224	6,582,087	9,974,172	10,117,454	143,282	13,125,112
REQUIREMENTS						
Salaries and Benefits	8,264,214	8,013,139	8,737,672	8,548,612	(189,060)	8,736,871
Services and Supplies	11,361,238	12,508,986	11,958,857	14,181,635	2,222,778	11,774,114
Other Charges	630,109	614,874	752,725	682,434	(70,291)	675,934
Fixed Assets	275,770	376,362	1,442,893	1,006,828	(436,065)	439,200
Other Financing Uses	286,577	287,079	324,000	324,000		324,000
Gross Appropriations	20,817,908	21,800,439	23,216,147	24,743,509	1,527,362	21,950,119
Intrafund Transfers	(8,488,641)	(7,965,777)	(17,183,724)	(21,600,126)	(4,416,402)	(14,272,134)
Net Appropriations	12,329,267	13,834,662	6,032,423	3,143,383	(2,889,040)	7,677,985
Contingencies/Dept Reserves	3,986,739	5,182,563	3,941,749	6,974,071	3,032,322	5,447,127
TOTAL REQUIREMENTS	16,316,006	19,017,225	9,974,172	10,117,454	143,282	13,125,112
NET COUNTY COST	10,533,782	12,435,138				
AUTHORIZED POSITIONS						
Salary Resolution	88.0	77.0	77.0	74.0	(3.0)	74.0
Funded FTE	87.3	76.3	76.3	73.1	(3.2)	73.1

Project Management (1840P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	97,126	77,437	32,232	32,232		32,232
Interfund Revenue	8,090,830	8,720,666	5,019,244	5,989,531	970,287	5,044,691
Miscellaneous Revenue	5,366	13,525				
Other Financing Sources	1,428					
Total Revenue	8,194,750	8,811,628	5,051,476	6,021,763	970,287	5,076,923
Fund Balance	294,152	290,190	290,190	860,978	570,788	259,305
TOTAL SOURCES	8,488,902	9,101,818	5,341,666	6,882,741	1,541,075	5,336,228
REQUIREMENTS						
Salaries and Benefits	5,845,991	6,714,220	7,128,194	7,604,538	476,344	7,809,429
Services and Supplies	6,422,927	5,568,868	9,446,575	9,430,385	(16,190)	7,221,721
Other Charges	451,231	398,557	397,020	416,864	19,844	416,864
Fixed Assets	28,107	12,441	117,500	732,694	615,194	16,000
Gross Appropriations	12,748,256	12,694,085	17,089,289	18,184,481	1,095,192	15,464,014
Intrafund Transfers	(14,906,117)	(16,213,548)	(11,933,766)	(11,561,045)	372,721	(10,387,091)
Net Appropriations	(2,157,861)	(3,519,463)	5,155,523	6,623,436	1,467,913	5,076,923
Contingencies/Dept Reserves	112,981	186,143	186,143	259,305	73,162	259,305
TOTAL REQUIREMENTS	(2,044,880)	(3,333,320)	5,341,666	6,882,741	1,541,075	5,336,228
NET COUNTY COST	(10,533,782)	(12,435,138)				
AUTHORIZED POSITIONS						
Salary Resolution	56.0	58.0	58.0	58.0		58.0
Funded FTE	55.9	57.8	57.8	58.0	0.2	58.0

Grand Jury (1920B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Interfund Revenue	25,000			50,000	50,000	50,000
Total Revenue	25,000			50,000	50,000	50,000
Fund Balance	21,543	32,064	32,064	32,056	(8)	18,403
TOTAL SOURCES	46,543	32,064	32,064	82,056	49,992	68,403
REQUIREMENTS						
Salaries and Benefits	50,781	58,765	68,381	72,039	3,658	73,372
Services and Supplies	369,843	371,919	395,515	410,434	14,919	412,969
Other Charges	4,306	671	10,200	10,200		10,200
TOTAL REQUIREMENTS	424,930	431,356	474,096	492,673	18,577	496,541
NET COUNTY COST	378,387	399,292	442,032	410,617	(31,415)	428,138

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

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	943,801	1,004,508	850,000	800,000	(50,000)	750,000
Intergovernmental Revenues	9,745,516	11,343,876	10,769,701	10,002,051	(767,650)	9,502,051
Miscellaneous Revenue	506,204	139,445		1,250,000	1,250,000	(500,000)
Total Revenue	11,195,521	12,487,829	11,619,701	12,052,051	432,350	9,752,051
Fund Balance	32,523,111	34,424,465	34,424,465	36,407,777	1,983,312	32,726,125
TOTAL SOURCES	43,718,632	46,912,294	46,044,166	48,459,828	2,415,662	42,478,176

REQUIREMENTS

Salaries and Benefits	692,743	874,903	885,459	1,026,543	141,084	1,065,051
Services and Supplies	1,623,184	2,050,200	2,272,356	3,514,061	1,241,705	2,093,941
Other Charges	7,999,235	7,579,414	11,547,850	11,257,750	(290,100)	11,766,060
Gross Appropriations	10,315,161	10,504,518	14,705,665	15,798,354	1,092,689	14,925,052
Intrafund Transfers				(64,651)	(64,651)	(64,651)
Net Appropriations	10,315,161	10,504,518	14,705,665	15,733,703	1,028,038	14,860,401
Non-General Fund Reserves	33,403,470	36,407,777	31,338,501	32,726,125	1,387,624	27,617,775
TOTAL REQUIREMENTS	43,718,631	46,912,294	46,044,166	48,459,828	2,415,662	42,478,176

AUTHORIZED POSITIONS

Salary Resolution	8.0	10.0	10.0	11.0	1.0	11.0
Funded FTE	8.0	9.2	9.2	10.5	1.3	10.5

Retirement Office (2000B)
Retirement Trust Fund (Information Only)

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	1,948,799	2,213,758				
Other Financing Sources			2,763,310	2,488,200	(275,110)	2,525,661
TOTAL SOURCES	1,948,799	2,213,758	2,763,310	2,488,200	(275,110)	2,525,661
REQUIREMENTS						
Salaries and Benefits	1,108,896	1,389,482	1,632,412	1,522,968	(109,444)	1,560,429
Services and Supplies	729,557	771,093	940,398	815,732	(124,666)	815,732
Other Charges	82,334	53,183	175,500	134,500	(41,000)	134,500
Fixed Assets	28,012		15,000	15,000		15,000
TOTAL REQUIREMENTS	1,948,799	2,213,758	2,763,310	2,488,200	(275,110)	2,525,661
AUTHORIZED POSITIONS						
Salary Resolution	11.0	13.0	13.0	13.0		13.0
Funded FTE	11.0	13.0	13.0	13.0		13.0

Message Switch (1940B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	422,351	470,141	450,548	520,325	69,777	541,138
Interfund Revenue	27,050	926	20,335	1,145	(19,190)	1,191
Miscellaneous Revenue	18,776	7,540				
Total Revenue	468,177	478,607	470,883	521,470	50,587	542,329
Fund Balance	474,598	486,480	486,480	537,021	50,541	537,021
TOTAL SOURCES	942,775	965,087	957,363	1,058,491	101,128	1,079,350
REQUIREMENTS						
Services and Supplies	337,569	321,797	399,261	421,288	22,027	421,288
Other Charges	217,538	206,203	215,379	231,426	16,047	256,665
Fixed Assets		5,024		66,894	66,894	66,894
Gross Appropriations	555,107	533,025	614,640	719,608	104,968	744,847
Intrafund Transfers	(98,809)	(106,078)	(105,642)	(109,482)	(3,840)	(113,862)
Net Appropriations	456,298	426,946	508,998	610,126	101,128	630,985
Contingencies/Dept Reserves	486,477	538,141	448,365	448,365		448,365
TOTAL REQUIREMENTS	942,775	965,087	957,363	1,058,491	101,128	1,079,350

District Attorney/Public Administrator (2510B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	610,863	601,459	342,720	342,720		342,720
Use of Money and Property	145,993	80,724	85,500	85,500		85,500
Intergovernmental Revenues	11,767,717	11,566,522	12,268,281	11,906,297	(361,984)	11,906,297
Charges for Services	345,283	228,957	198,000	188,000	(10,000)	188,000
Miscellaneous Revenue	59,356	128,480	20,000	168,890	148,890	20,000
Total Revenue	12,929,212	12,606,141	12,914,501	12,691,407	(223,094)	12,542,517
Fund Balance	4,244,005	4,708,110	4,708,110	4,257,271	(450,839)	4,257,271
TOTAL SOURCES	17,173,217	17,314,251	17,622,611	16,948,678	(673,933)	16,799,788
REQUIREMENTS						
Salaries and Benefits	14,567,916	15,736,984	16,698,169	17,651,359	953,190	18,116,169
Services and Supplies	657,533	724,979	866,936	983,544	116,608	875,102
Other Charges	1,618,834	1,582,915	1,586,158	1,542,818	(43,340)	1,502,370
Fixed Assets				90,000	90,000	
Net Appropriations	16,844,283	18,044,879	19,151,263	20,267,721	1,116,458	20,493,641
Contingencies/Dept Reserves	3,106,051	3,047,707	3,047,707	2,596,868	(450,839)	2,596,868
TOTAL REQUIREMENTS	19,950,334	21,092,586	22,198,970	22,864,589	665,619	23,090,509
NET COUNTY COST	2,777,118	3,778,335	4,576,359	5,915,911	1,339,552	6,290,721
AUTHORIZED POSITIONS						
Salary Resolution	123.0	125.0	125.0	126.0	1.0	126.0
Funded FTE	120.2	121.1	121.1	121.6	0.5	121.6

Department of Child Support Services (2600B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
TOTAL SOURCES	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
REQUIREMENTS						
Salaries and Benefits	8,913,445	9,103,795	9,279,891	9,356,347	76,456	9,356,347
Services and Supplies	2,173,598	616,846	596,941	606,253	9,312	606,253
Other Charges	1,400,064	1,431,267	1,445,865	1,506,951	61,086	1,506,951
Fixed Assets	36,051					
TOTAL REQUIREMENTS	12,523,159	11,151,907	11,322,697	11,469,551	146,854	11,469,551
AUTHORIZED POSITIONS						
Salary Resolution	121.0	112.0	112.0	107.0	(5.0)	107.0
Funded FTE	120.4	111.2	111.2	105.2	(6.0)	105.2

County Support of the Courts (2700B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	5,907,519	5,752,900	5,483,190	5,483,190		5,483,190
Charges for Services	5,327,449	4,734,250	4,499,269	3,024,269	(1,475,000)	3,024,269
Miscellaneous Revenue		44,550	20,000	20,000		20,000
TOTAL SOURCES	11,234,968	10,531,699	10,002,459	8,527,459	(1,475,000)	8,527,459
REQUIREMENTS						
Salaries and Benefits	319,092	324,340	340,000	360,000	20,000	360,000
Services and Supplies	1,163,923	631,103	1,084,180	764,180	(320,000)	764,180
Other Charges	20,448,799	21,298,031	21,303,006	20,131,114	(1,171,892)	20,131,114
TOTAL REQUIREMENTS	21,931,814	22,253,474	22,727,186	21,255,294	(1,471,892)	21,255,294
NET COUNTY COST	10,696,846	11,721,775	12,724,727	12,727,835	3,108	12,727,835

Private Defender Program (2800B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	456,590	496,841	375,000	375,000		375,000
Interfund Revenue	365,883	335,676	325,000	325,000		325,000
TOTAL SOURCES	822,474	832,517	700,000	700,000		700,000
REQUIREMENTS						
Services and Supplies	11,636,110	12,257,336	12,257,336	12,992,777	735,441	12,992,777
Gross Appropriations	11,636,110	12,257,336	12,257,336	12,992,777	735,441	12,992,777
Intrafund Transfers	(73,857)		(98,476)	(98,476)		(98,476)
TOTAL REQUIREMENTS	11,562,253	12,257,336	12,158,860	12,894,301	735,441	12,894,301
NET COUNTY COST	10,739,779	11,424,819	11,458,860	12,194,301	735,441	12,194,301

Sheriff's Office (3000B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	12,728	11,250	11,250	11,000	(250)	11,000
Fines, Forfeitures and Penalties	318,569	425,818	310,000	387,700	77,700	355,000
Use of Money and Property	36,000	36,000	36,010	36,000	(10)	36,000
Intergovernmental Revenues	37,286,638	37,508,245	41,827,258	40,727,636	(1,099,622)	40,727,636
Charges for Services	6,722,634	7,984,766	7,775,653	7,370,400	(405,253)	7,370,400
Interfund Revenue	9,200,133	10,107,924	10,289,650	11,301,875	1,012,225	12,000,875
Miscellaneous Revenue	484,675	517,800	563,918	382,850	(181,068)	382,850
Total Revenue	54,061,377	56,591,803	60,813,739	60,217,461	(596,278)	60,883,761
Fund Balance	3,782,050	5,106,971	5,106,971	3,536,209	(1,570,762)	3,536,209
TOTAL SOURCES	57,843,427	61,698,774	65,920,710	63,753,670	(2,167,040)	64,419,970
REQUIREMENTS						
Salaries and Benefits	76,622,850	84,793,874	80,868,449	86,744,934	5,876,485	88,638,661
Services and Supplies	7,974,680	7,807,846	14,171,912	12,220,049	(1,951,863)	12,220,049
Other Charges	14,011,934	14,356,636	15,155,049	16,115,177	960,128	16,781,477
Fixed Assets	224,941	790,479	538,121	453,942	(84,179)	453,942
Other Financing Uses	441,531	906,778	905,032	903,851	(1,181)	903,851
Gross Appropriations	99,275,935	108,655,612	111,638,563	116,437,953	4,799,390	118,997,980
Intrafund Transfers	(333,500)	(253,466)	(491,410)	(500,468)	(9,058)	(500,468)
Net Appropriations	98,942,435	108,402,146	111,147,153	115,937,485	4,790,332	118,497,512
Contingencies/Dept Reserves	694,709	774,508	774,508	878,587	104,079	878,587
TOTAL REQUIREMENTS	99,637,144	109,176,654	111,921,661	116,816,072	4,894,411	119,376,099
NET COUNTY COST	41,793,716	47,477,879	46,000,951	53,062,402	7,061,451	54,956,129
AUTHORIZED POSITIONS						
Salary Resolution	595.0	586.0	585.0	614.0	29.0	614.0
Funded FTE	591.2	579.2	578.2	608.3	30.1	608.3

Administrative and Support Services (3011P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	9,027					
Intergovernmental Revenues	149,243	225,154	139,004	134,809	(4,195)	134,809
Charges for Services	103,479	207,766	37,600	36,900	(700)	36,900
Interfund Revenue	403,309	420,276	446,674	448,744	2,070	478,744
Miscellaneous Revenue	13,744	34,430	5,500	7,500	2,000	7,500
Total Revenue	678,802	887,626	628,778	627,953	(825)	657,953
Fund Balance	3,782,050	5,106,971	5,106,971	3,536,209	(1,570,762)	3,536,209
TOTAL SOURCES	4,460,852	5,994,597	5,735,749	4,164,162	(1,571,587)	4,194,162
REQUIREMENTS						
Salaries and Benefits	3,689,358	3,408,114	3,586,649	3,591,013	4,364	3,657,111
Services and Supplies	366,382	568,239	1,185,560	510,861	(674,699)	510,861
Other Charges	434,652	423,363	535,777	325,668	(210,109)	355,668
Fixed Assets		20,026				
Gross Appropriations	4,490,392	4,419,742	5,307,986	4,427,542	(880,444)	4,523,640
Intrafund Transfers	(102,240)					
Net Appropriations	4,388,152	4,419,742	5,307,986	4,427,542	(880,444)	4,523,640
Contingencies/Dept Reserves	694,709	774,508	774,508	878,587	104,079	878,587
TOTAL REQUIREMENTS	5,082,861	5,194,250	6,082,494	5,306,129	(776,365)	5,402,227
NET COUNTY COST	622,008	(800,347)	346,745	1,141,967	795,222	1,208,065
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	27.0	26.7	26.7	26.9	0.2	26.9

Professional Standards Bureau (3013P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	3,526	11,250	11,250	11,000	(250)	11,000
Intergovernmental Revenues	1,140,448	1,055,689	1,102,131	1,058,983	(43,148)	1,058,983
Charges for Services	148,259	180,045	161,370	183,875	22,505	183,875
Interfund Revenue						22,000
Miscellaneous Revenue	87,930	86,838	317,600	306,000	(11,600)	306,000
TOTAL SOURCES	1,380,164	1,333,822	1,592,351	1,559,858	(32,493)	1,581,858
REQUIREMENTS						
Salaries and Benefits	1,613,686	2,244,773	2,224,239	3,315,508	1,091,269	3,348,382
Services and Supplies	418,066	572,031	569,945	726,472	156,527	726,472
Other Charges	352,686	389,087	379,499	420,126	40,627	442,126
Fixed Assets	14,415					
TOTAL REQUIREMENTS	2,398,853	3,205,891	3,173,683	4,462,106	1,288,423	4,516,980
NET COUNTY COST	1,018,690	1,872,069	1,581,332	2,902,248	1,320,916	2,935,122
AUTHORIZED POSITIONS						
Salary Resolution	11.0	10.0	10.0	23.0	13.0	23.0
Funded FTE	10.8	9.7	9.7	20.6	10.9	20.6

Technical Support Services (3015P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	175					
Fines, Forfeitures and Penalties	42,990	74,529	25,000	35,000	10,000	35,000
Intergovernmental Revenues	821,677	491,382	241,317	725,191	483,874	725,191
Charges for Services	120,115	156,917	113,384	128,220	14,836	128,220
Interfund Revenue	420,206	408,662	402,349	530,211	127,862	562,211
Miscellaneous Revenue	10,615	20,669	3,400	4,350	950	4,350
TOTAL SOURCES	1,415,778	1,152,159	785,450	1,422,972	637,522	1,454,972
REQUIREMENTS						
Salaries and Benefits	2,381,173	2,538,665	2,550,593	2,708,835	158,242	2,777,800
Services and Supplies	1,412,350	527,243	787,949	979,847	191,898	979,847
Other Charges	899,289	934,058	944,849	882,106	(62,743)	914,106
Fixed Assets		442,700		74,960	74,960	74,960
Gross Appropriations	4,692,813	4,442,666	4,283,391	4,645,748	362,357	4,746,713
Intrafund Transfers		(91,246)	(95,473)	(99,555)	(4,082)	(99,555)
TOTAL REQUIREMENTS	4,692,813	4,351,420	4,187,918	4,546,193	358,275	4,647,158
NET COUNTY COST	3,277,035	3,199,262	3,402,468	3,123,221	(279,247)	3,192,186
AUTHORIZED POSITIONS						
Salary Resolution	33.0	28.0	28.0	28.0		28.0
Funded FTE	33.0	28.0	28.0	28.0		28.0

Sheriff's Forensic Laboratory (3017P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,195,799	2,012,976	2,061,429	2,020,741	(40,688)	2,020,741
Charges for Services	537,953	929,570	1,067,134	1,115,350	48,216	1,115,350
Interfund Revenue	267,170	457,930	320,673	499,810	179,137	544,810
Miscellaneous Revenue	17,090	25,005				
TOTAL SOURCES	3,018,012	3,425,480	3,449,236	3,635,901	186,665	3,680,901
REQUIREMENTS						
Salaries and Benefits	2,757,944	2,747,151	2,842,601	3,397,452	554,851	3,532,556
Services and Supplies	399,901	595,309	442,458	342,313	(100,145)	342,313
Other Charges	487,970	483,808	487,519	509,763	22,244	554,763
Fixed Assets		14,499				
Other Financing Uses	314,066	906,778	905,032	903,851	(1,181)	903,851
Gross Appropriations	3,959,880	4,747,544	4,677,610	5,153,379	475,769	5,333,483
Intrafund Transfers			(50,203)		50,203	
TOTAL REQUIREMENTS	3,959,880	4,747,544	4,627,407	5,153,379	525,972	5,333,483
NET COUNTY COST	941,868	1,322,064	1,178,171	1,517,478	339,307	1,652,582
AUTHORIZED POSITIONS						
Salary Resolution	26.0	26.0	25.0	29.0	4.0	29.0
Funded FTE	25.8	25.8	24.8	28.7	3.9	28.7

Patrol Bureau (3051P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	275,580	351,289	285,000	320,000	35,000	320,000
Intergovernmental Revenues	8,327,941	8,034,302	8,206,207	8,166,738	(39,469)	8,166,738
Charges for Services	2,220,823	2,924,097	2,739,871	3,005,669	265,798	3,005,669
Interfund Revenue						146,000
Miscellaneous Revenue	62,549	56,348	103,488	50,000	(53,488)	50,000
TOTAL SOURCES	10,886,892	11,366,037	11,334,566	11,542,407	207,841	11,688,407
REQUIREMENTS						
Salaries and Benefits	14,152,872	15,804,852	15,029,416	15,428,116	398,700	15,760,889
Services and Supplies	459,059	570,916	832,376	1,107,624	275,248	1,107,624
Other Charges	1,757,929	1,946,869	1,935,804	2,182,816	247,012	2,328,816
Other Financing Uses	127,465					
TOTAL REQUIREMENTS	16,497,324	18,322,637	17,797,596	18,718,556	920,960	19,197,329
NET COUNTY COST	5,610,432	6,956,600	6,463,030	7,176,149	713,119	7,508,922
AUTHORIZED POSITIONS						
Salary Resolution	103.0	97.0	97.0	98.0	1.0	98.0
Funded FTE	101.6	97.5	97.5	98.0	0.5	98.0

Investigations Bureau (3053P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties				32,700	32,700	
Use of Money and Property	36,000	36,000	36,010	36,000	(10)	36,000
Intergovernmental Revenues	6,512,854	6,223,029	6,357,079	7,847,678	1,490,599	7,847,678
Charges for Services	682,908	746,323	899,672	753,412	(146,260)	753,412
Interfund Revenue	430,231	475,084	502,391	528,536	26,145	640,536
Miscellaneous Revenue	11,220	72,283	55,000		(55,000)	
TOTAL SOURCES	7,673,213	7,552,719	7,850,152	9,198,326	1,348,174	9,277,626
REQUIREMENTS						
Salaries and Benefits	8,016,493	9,000,805	8,418,678	9,189,995	771,317	9,371,602
Services and Supplies	464,581	683,315	743,937	1,544,995	801,058	1,544,995
Other Charges	772,395	721,292	1,058,816	1,615,404	556,588	1,694,704
Fixed Assets	79,776	97,760	50,000	50,000		50,000
TOTAL REQUIREMENTS	9,333,246	10,503,172	10,271,431	12,400,394	2,128,963	12,661,301
NET COUNTY COST	1,660,032	2,950,453	2,421,279	3,202,068	780,789	3,383,675
AUTHORIZED POSITIONS						
Salary Resolution	63.0	57.0	57.0	58.0	1.0	58.0
Funded FTE	63.0	53.7	53.7	57.8	4.2	57.8

Office of Emergency Services (3055P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,561,190	2,202,291	7,122,173	4,447,357	(2,674,816)	4,447,357
Charges for Services	50,000	52,500	52,500	52,500		52,500
Interfund Revenue		30,000				31,000
Miscellaneous Revenue	2,694	4,192				
TOTAL SOURCES	2,613,884	2,288,983	7,174,673	4,499,857	(2,674,816)	4,530,857
REQUIREMENTS						
Salaries and Benefits	1,442,354	1,387,296	1,162,556	1,355,479	192,923	1,383,740
Services and Supplies	1,416,084	777,293	5,775,325	3,134,245	(2,641,080)	3,134,245
Other Charges	593,216	579,069	627,533	621,036	(6,497)	652,036
Fixed Assets	130,750	182,004	443,121	283,982	(159,139)	283,982
Gross Appropriations	3,582,404	2,925,663	8,008,535	5,394,742	(2,613,793)	5,454,003
Intrafund Transfers			(170,141)	(90,000)	80,141	(90,000)
TOTAL REQUIREMENTS	3,582,404	2,925,663	7,838,394	5,304,742	(2,533,652)	5,364,003
NET COUNTY COST	968,520	636,679	663,721	804,885	141,164	833,146
AUTHORIZED POSITIONS						
Salary Resolution		9.0	9.0	9.0		9.0
Funded FTE		8.9	8.9	8.9		8.9

Maguire Correctional Facility (3101P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	11,657,523	12,840,149	12,687,075	12,568,406	(118,669)	12,568,406
Charges for Services	1,758,318	1,794,390	1,660,900	873,500	(787,400)	873,500
Interfund Revenue	154,359	165,559	184,078	88,895	(95,183)	254,895
Miscellaneous Revenue	118,754	136,979				
TOTAL SOURCES	13,688,953	14,937,078	14,532,053	13,530,801	(1,001,252)	13,696,801
REQUIREMENTS						
Salaries and Benefits	27,406,398	31,229,300	29,117,959	30,237,826	1,119,867	30,945,555
Services and Supplies	872,938	860,463	1,042,295	1,028,109	(14,186)	1,028,109
Other Charges	7,142,295	7,223,034	7,352,925	7,534,909	181,984	7,700,909
TOTAL REQUIREMENTS	35,421,631	39,312,797	37,513,179	38,800,844	1,287,665	39,674,573
NET COUNTY COST	21,732,678	24,375,719	22,981,126	25,270,043	2,288,917	25,977,772
AUTHORIZED POSITIONS						
Salary Resolution	229.0	224.0	224.0	226.0	2.0	226.0
Funded FTE	229.0	224.0	224.0	226.0	2.0	226.0

Custody Programs (3150P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,270,678	2,822,660	2,239,818	2,152,128	(87,690)	2,152,128
Charges for Services	919,752	888,221	857,300	1,006,800	149,500	1,006,800
Interfund Revenue						55,000
Miscellaneous Revenue	112,663	61,060	78,930	15,000	(63,930)	15,000
TOTAL SOURCES	3,303,093	3,771,940	3,176,048	3,173,928	(2,120)	3,228,928
REQUIREMENTS						
Salaries and Benefits	4,929,363	5,586,827	5,238,073	6,077,927	839,854	6,186,255
Services and Supplies	173,715	205,720	315,022	339,992	24,970	339,992
Other Charges	1,066,525	1,095,975	1,202,605	1,342,497	139,892	1,397,497
TOTAL REQUIREMENTS	6,169,602	6,888,523	6,755,700	7,760,416	1,004,716	7,923,744
NET COUNTY COST	2,866,509	3,116,582	3,579,652	4,586,488	1,006,836	4,694,816
AUTHORIZED POSITIONS						
Salary Resolution	36.0	36.0	36.0	41.0	5.0	41.0
Funded FTE	36.0	36.0	36.0	40.0	4.0	40.0

Court and Security Services (3158P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	1,649,285	1,600,611	1,671,025	1,605,605	(65,420)	1,605,605
Charges for Services	181,027	104,938	185,922	214,174	28,252	214,174
Interfund Revenue	7,524,858	8,150,413	8,433,485	9,205,679	772,194	9,265,679
Miscellaneous Revenue	47,416	19,997				
TOTAL SOURCES	9,402,585	9,875,959	10,290,432	11,025,458	735,026	11,085,458
REQUIREMENTS						
Salaries and Benefits	10,233,210	10,846,091	10,697,685	11,442,783	745,098	11,674,771
Services and Supplies	1,991,603	2,447,318	2,477,045	2,505,591	28,546	2,505,591
Other Charges	504,976	560,079	629,722	680,852	51,130	740,852
Fixed Assets		33,490	45,000	45,000		45,000
Gross Appropriations	12,729,789	13,886,978	13,849,452	14,674,226	824,774	14,966,214
Intrafund Transfers	(231,260)	(162,220)	(175,593)	(310,913)	(135,320)	(310,913)
TOTAL REQUIREMENTS	12,498,529	13,724,757	13,673,859	14,363,313	689,454	14,655,301
NET COUNTY COST	3,095,944	3,848,798	3,383,427	3,337,855	(45,572)	3,569,843
AUTHORIZED POSITIONS						
Salary Resolution	66.0	71.0	71.0	74.0	3.0	74.0
Funded FTE	65.0	69.0	69.0	73.5	4.5	73.5

Probation Department (3200B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	101,129	85,220	121,700	127,500	5,800	127,500
Intergovernmental Revenues	30,192,734	31,590,565	30,014,983	30,004,862	(10,121)	30,004,862
Charges for Services	1,167,395	1,308,716	1,149,931	1,421,304	271,373	1,421,304
Miscellaneous Revenue	325,054	209,022	257,558	250,000	(7,558)	250,000
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
Total Revenue	32,016,313	33,423,524	31,774,172	32,033,666	259,494	32,033,666
Fund Balance	1,897,037	2,096,753	2,096,753	2,258,514	161,761	2,045,186
TOTAL SOURCES	33,913,350	35,520,277	33,870,925	34,292,180	421,255	34,078,852
REQUIREMENTS						
Salaries and Benefits	39,557,695	42,435,898	40,624,421	43,179,586	2,555,165	43,192,817
Services and Supplies	6,838,333	7,077,806	10,116,036	13,212,600	3,096,564	10,682,424
Other Charges	6,854,658	6,748,717	6,607,780	7,317,444	709,664	6,692,503
Fixed Assets	29,352	8,041	412,000	578,627	166,627	412,000
Gross Appropriations	53,280,038	56,270,463	57,760,237	64,288,257	6,528,020	60,979,744
Intrafund Transfers	(3,650,707)	(4,537,468)	(7,304,061)	(7,251,310)	52,751	(7,251,310)
Net Appropriations	49,629,331	51,732,995	50,456,176	57,036,947	6,580,771	53,728,434
Contingencies/Dept Reserves		511,851	511,851	511,851		511,851
TOTAL REQUIREMENTS	49,629,331	52,244,846	50,968,027	57,548,798	6,580,771	54,240,285
NET COUNTY COST	15,715,981	16,724,569	17,097,102	23,256,618	6,159,516	20,161,433
AUTHORIZED POSITIONS						
Salary Resolution	439.0	429.0	429.0	446.0	17.0	446.0
Funded FTE	425.8	415.8	415.8	433.9	18.1	433.9

Administrative Services (3211P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	1,088,561	972,545	1,015,329	931,233	(84,096)	931,233
Charges for Services	1,062	(2,147)	1,000		(1,000)	
Miscellaneous Revenue	7,638	1,399	2,000		(2,000)	
Total Revenue	1,097,260	971,797	1,018,329	931,233	(87,096)	931,233
Fund Balance	1,897,037	2,096,753	2,096,753	2,258,514	161,761	2,045,186
TOTAL SOURCES	2,994,297	3,068,550	3,115,082	3,189,747	74,665	2,976,419
REQUIREMENTS						
Salaries and Benefits	2,231,419	2,342,599	2,355,900	2,545,874	189,974	2,597,880
Services and Supplies	525,016	511,546	598,521	1,122,049	523,528	744,070
Other Charges	859,447	1,033,682	874,659	744,815	(129,844)	744,815
Fixed Assets	21,774					
Gross Appropriations	3,637,657	3,887,826	3,829,080	4,412,738	583,658	4,086,765
Intrafund Transfers	(442,064)		2,240,182		(2,240,182)	
Net Appropriations	3,195,593	3,887,826	6,069,262	4,412,738	(1,656,524)	4,086,765
Contingencies/Dept Reserves		511,851	511,851	511,851		511,851
TOTAL REQUIREMENTS	3,195,593	4,399,677	6,581,113	4,924,589	(1,656,524)	4,598,616
NET COUNTY COST	201,295	1,331,127	3,466,031	1,734,842	(1,731,189)	1,622,197
AUTHORIZED POSITIONS						
Salary Resolution	103.0	22.0	22.0	23.0	1.0	23.0
Funded FTE	103.6	22.0	22.0	23.0	1.0	23.0

Court Services (3223P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	62,296	63,830	73,500	72,500	(1,000)	72,500
Intergovernmental Revenues	2,276,015	3,425,601	3,446,164	3,026,223	(419,941)	3,026,223
Charges for Services			65,781		(65,781)	
Miscellaneous Revenue	1,163	1,330	4,800		(4,800)	
TOTAL SOURCES	2,339,474	3,490,762	3,590,245	3,098,723	(491,522)	3,098,723
REQUIREMENTS						
Salaries and Benefits	5,987,534	6,493,456	6,006,676	5,608,473	(398,203)	5,705,174
Services and Supplies	922,784	869,526	1,560,808	1,508,184	(52,624)	1,508,184
Other Charges	171,208	135,313	111,868	109,542	(2,326)	109,542
TOTAL REQUIREMENTS	7,081,526	7,498,295	7,679,352	7,226,199	(453,153)	7,322,900
NET COUNTY COST	4,742,051	4,007,533	4,089,107	4,127,476	38,369	4,224,177
AUTHORIZED POSITIONS						
Salary Resolution	80.0	61.0	61.0	58.0	(3.0)	58.0
Funded FTE	75.2	58.3	58.3	54.3	(4.0)	54.3

Adult Supervision Services (3227P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	36,643	12,203	47,500	52,000	4,500	52,000
Intergovernmental Revenues	5,041,865	4,388,264	4,885,723	4,582,070	(303,653)	4,582,070
Charges for Services	457,036	530,996	581,750	610,750	29,000	610,750
Miscellaneous Revenue	260,916	141,863		250,000	250,000	250,000
TOTAL SOURCES	5,796,461	5,073,326	5,514,973	5,494,820	(20,153)	5,494,820
REQUIREMENTS						
Salaries and Benefits	8,756,988	9,044,994	9,534,268	9,858,092	323,824	10,021,324
Services and Supplies	2,199,739	1,762,419	2,636,360	3,151,464	515,104	2,938,136
Other Charges	949,969	948,655	917,949	952,231	34,282	952,231
Fixed Assets			412,000	412,000		412,000
Gross Appropriations	11,906,696	11,756,069	13,500,577	14,373,787	873,210	14,323,691
Intrafund Transfers	(2,024,643)	(2,138,229)	(5,400,744)	(3,427,253)	1,973,491	(3,427,253)
TOTAL REQUIREMENTS	9,882,054	9,617,840	8,099,833	10,946,534	2,846,701	10,896,438
NET COUNTY COST	4,085,593	4,544,514	2,584,860	5,451,714	2,866,854	5,401,618
AUTHORIZED POSITIONS						
Salary Resolution	58.0	94.0	94.0	97.0	3.0	97.0
Funded FTE	58.9	93.3	93.2	96.3	3.1	96.3

Juvenile Supervision Services (3253P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	2,191	9,186	700	3,000	2,300	3,000
Intergovernmental Revenues	15,482,832	14,472,454	12,461,120	12,558,685	97,565	12,558,685
Charges for Services	66,190	51,221	36,400	50,000	13,600	50,000
Miscellaneous Revenue	33,114	56,328	242,258		(242,258)	
Other Financing Sources	230,000	230,000	230,000	230,000		230,000
TOTAL SOURCES	15,814,327	14,819,189	12,970,478	12,841,685	(128,793)	12,841,685
REQUIREMENTS						
Salaries and Benefits	11,302,571	12,136,872	12,285,641	12,780,839	495,198	12,978,999
Services and Supplies	2,371,989	2,126,806	4,589,653	5,463,762	874,109	4,662,252
Other Charges	1,853,127	1,548,934	1,783,477	1,754,440	(29,037)	1,754,440
Fixed Assets		8,041				
Gross Appropriations	15,527,687	15,820,654	18,658,771	19,999,041	1,340,270	19,395,691
Intrafund Transfers	(755,390)	(834,885)	(3,702,243)	(3,253,565)	448,678	(3,253,565)
TOTAL REQUIREMENTS	14,772,297	14,985,769	14,956,528	16,745,476	1,788,948	16,142,126
NET COUNTY COST	(1,042,030)	166,579	1,986,050	3,903,791	1,917,741	3,300,441
AUTHORIZED POSITIONS						
Salary Resolution	76.0	133.0	133.0	134.0	1.0	134.0
Funded FTE	70.8	125.5	125.5	129.3	3.9	129.3

Institutions Services (3283P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	6,303,461	8,331,700	8,206,647	8,906,651	700,004	8,906,651
Charges for Services	643,106	728,647	465,000	760,554	295,554	760,554
Miscellaneous Revenue	22,223	8,103	8,500		(8,500)	
TOTAL SOURCES	6,968,791	9,068,449	8,680,147	9,667,205	987,058	9,667,205
REQUIREMENTS						
Salaries and Benefits	11,279,183	12,417,977	10,441,936	12,386,308	1,944,372	11,889,440
Services and Supplies	818,805	1,807,509	730,694	1,967,141	1,236,447	829,782
Other Charges	3,020,907	3,082,134	2,919,827	3,756,416	836,589	3,131,475
Fixed Assets	7,578			166,627	166,627	
Gross Appropriations	15,126,472	17,307,619	14,092,457	18,276,492	4,184,035	15,850,697
Intrafund Transfers	(428,610)	(1,564,355)	(441,256)	(570,492)	(129,236)	(570,492)
TOTAL REQUIREMENTS	14,697,862	15,743,265	13,651,201	17,706,000	4,054,799	15,280,205
NET COUNTY COST	7,729,071	6,674,816	4,971,054	8,038,795	3,067,741	5,613,000
AUTHORIZED POSITIONS						
Salary Resolution	122.0	119.0	119.0	134.0	15.0	134.0
Funded FTE	117.3	116.8	116.8	130.9	14.1	130.9

Coroner's Office (3300B) **General Fund**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	10,763	10,902	11,000	11,000		11,000
Intergovernmental Revenues	516,052	500,822	522,854	502,384	(20,470)	502,384
Charges for Services	121,368	160,896	142,000	152,000	10,000	152,000
Miscellaneous Revenue	4,541	17,328	5,000	5,100	100	5,100
Total Revenue	652,724	689,948	680,854	670,484	(10,370)	670,484
Fund Balance	206,714	206,714	206,714	183,732	(22,982)	183,732
TOTAL SOURCES	859,438	896,662	887,568	854,216	(33,352)	854,216
REQUIREMENTS						
Salaries and Benefits	1,575,460	1,637,405	1,494,567	1,599,696	105,129	1,646,508
Services and Supplies	473,079	477,281	544,733	584,811	40,078	584,811
Other Charges	209,039	214,826	206,640	217,955	11,315	217,955
Fixed Assets		12,438		38,000	38,000	38,000
Net Appropriations	2,257,579	2,341,949	2,245,940	2,440,462	194,522	2,487,274
Contingencies/Dept Reserves	164,162	164,162	164,162	103,180	(60,982)	103,180
TOTAL REQUIREMENTS	2,421,741	2,506,111	2,410,102	2,543,642	133,540	2,590,454
NET COUNTY COST	1,562,303	1,609,449	1,522,534	1,689,426	166,892	1,736,238
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	14.9		14.9

Coroner Investigations (3316P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	10,763	10,902	11,000	11,000		11,000
Intergovernmental Revenues	513,296	498,148	520,062	499,592	(20,470)	499,592
Charges for Services	19,486	27,906	17,000	17,000		17,000
Miscellaneous Revenue	1,541	12,106	5,000	5,100	100	5,100
Total Revenue	545,086	549,062	553,062	532,692	(20,370)	532,692
Fund Balance	206,714	206,714	206,714	183,732	(22,982)	183,732
TOTAL SOURCES	751,800	755,776	759,776	716,424	(43,352)	716,424
REQUIREMENTS						
Salaries and Benefits	1,391,471	1,421,798	1,289,277	1,382,150	92,873	1,422,319
Services and Supplies	91,881	79,926	125,266	117,766	(7,500)	117,766
Other Charges	208,778	214,653	149,188	158,146	8,958	158,146
Fixed Assets		12,438		38,000	38,000	38,000
Net Appropriations	1,692,129	1,728,815	1,563,731	1,696,062	132,331	1,736,231
Contingencies/Dept Reserves	164,162	164,162	164,162	103,180	(60,982)	103,180
TOTAL REQUIREMENTS	1,856,291	1,892,977	1,727,893	1,799,242	71,349	1,839,411
NET COUNTY COST	1,104,491	1,137,201	968,117	1,082,818	114,701	1,122,987
AUTHORIZED POSITIONS						
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	12.0	12.0	12.0	11.9	(0.0)	11.9

Coroner Pathology (3321P) **General Fund**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,756	2,674	2,792	2,792		2,792
Charges for Services	101,882	132,990	125,000	135,000	10,000	135,000
Miscellaneous Revenue	3,000	5,222				
TOTAL SOURCES	107,638	140,886	127,792	137,792	10,000	137,792
REQUIREMENTS						
Salaries and Benefits	183,989	215,607	205,290	217,546	12,256	224,189
Services and Supplies	381,199	397,355	419,467	467,045	47,578	467,045
Other Charges	262	173	57,452	59,809	2,357	59,809
TOTAL REQUIREMENTS	565,450	613,134	682,209	744,400	62,191	751,043
NET COUNTY COST	457,812	472,248	554,417	606,608	52,191	613,251
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

Environmental Services Administration (3500B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue	167	406		200	200	200
Total Revenue	167	406		200	200	200
Fund Balance	36,945	23,340	23,340	11,757	(11,583)	11,757
TOTAL SOURCES	37,112	23,746	23,340	11,957	(11,383)	11,957
REQUIREMENTS						
Salaries and Benefits	393,313	428,617	404,470	434,434	29,964	441,540
Services and Supplies	10,372	12,049	18,461	63,384	44,923	63,384
Other Charges	16,566	17,098	20,410	16,695	(3,715)	16,695
Gross Appropriations	420,250	457,763	443,341	514,513	71,172	521,619
Intrafund Transfers	(44,465)	(63,466)	(63,419)	(136,554)	(73,135)	(136,554)
Net Appropriations	375,785	394,297	379,922	377,959	(1,963)	385,065
Contingencies/Dept Reserves	8,000	10,546	10,546	8,434	(2,112)	8,434
TOTAL REQUIREMENTS	383,785	404,843	390,468	386,393	(4,075)	393,499
NET COUNTY COST	346,673	381,097	367,128	374,436	7,308	381,542
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	2.7	2.7	2.6	2.7	0.1	2.7

Agricultural Commissioner/Sealer (3520B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	256,982	286,554	249,000	270,000	21,000	270,000
Fines, Forfeitures and Penalties	11,980	12,483				
Intergovernmental Revenues	2,213,078	1,597,856	1,630,225	1,816,121	185,896	1,816,121
Charges for Services	152,588	160,318	148,500	171,700	23,200	171,700
Miscellaneous Revenue	19,499	1,909	200	200		200
Total Revenue	2,654,126	2,059,119	2,027,925	2,258,021	230,096	2,258,021
Fund Balance	175,318	284,293	284,293	78,002	(206,291)	36,183
TOTAL SOURCES	2,829,444	2,343,412	2,312,218	2,336,023	23,805	2,294,204
REQUIREMENTS						
Salaries and Benefits	2,658,248	2,589,870	2,551,737	2,688,719	136,982	2,752,620
Services and Supplies	951,950	800,987	973,072	1,003,365	30,293	973,787
Other Charges	312,557	252,954	270,368	277,059	6,691	277,059
Gross Appropriations	3,922,756	3,643,811	3,795,177	3,969,143	173,966	4,003,466
Intrafund Transfers	(806,061)	(752,134)	(868,897)	(885,588)	(16,691)	(897,829)
Net Appropriations	3,116,695	2,891,677	2,926,280	3,083,555	157,275	3,105,637
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	3,152,878	2,927,860	2,962,463	3,119,738	157,275	3,141,820
NET COUNTY COST	323,434	584,448	650,245	783,715	133,470	847,616
AUTHORIZED POSITIONS						
Salary Resolution	33.0	28.0	28.0	28.0		28.0
Funded FTE	31.8	26.4	26.3	26.4		26.4

Administration and Support (3521P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services		25				
Total Revenue		25				
Fund Balance	175,318	55,435	55,435	78,002	22,567	36,183
TOTAL SOURCES	175,318	55,460	55,435	78,002	22,567	36,183
REQUIREMENTS						
Salaries and Benefits	437,480	460,647	533,140	558,146	25,006	570,387
Services and Supplies	56,024	35,316	65,389	95,202	29,813	53,383
Other Charges	312,557	252,936	270,368	277,059	6,691	277,059
Gross Appropriations	806,061	748,899	868,897	930,407	61,510	900,829
Intrafund Transfers	(806,061)	(752,134)	(868,897)	(885,588)	(16,691)	(897,829)
Net Appropriations		(3,235)		44,819	44,819	3,000
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	36,183	32,948	36,183	81,002	44,819	39,183
NET COUNTY COST	(139,135)	(22,512)	(19,252)	3,000	22,252	3,000
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Environmental Protection (3522P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	130	350				
Intergovernmental Revenues	2,179,013	1,561,923	1,593,433	1,779,329	185,896	1,779,329
Charges for Services	148,124	154,148	144,000	166,500	22,500	166,500
Miscellaneous Revenue	3,079	1,509				
Total Revenue	2,330,346	1,717,930	1,737,433	1,945,829	208,396	1,945,829
Fund Balance		228,858	228,858		(228,858)	
TOTAL SOURCES	2,330,346	1,946,788	1,966,291	1,945,829	(20,462)	1,945,829
REQUIREMENTS						
Salaries and Benefits	1,850,106	1,742,224	1,640,016	1,741,013	100,997	1,783,962
Services and Supplies	738,778	588,028	775,911	799,891	23,980	810,296
Other Charges		18				
TOTAL REQUIREMENTS	2,588,884	2,330,269	2,415,927	2,540,904	124,977	2,594,258
NET COUNTY COST	258,538	383,482	449,636	595,075	145,439	648,429
AUTHORIZED POSITIONS						
Salary Resolution	24.0	19.0	19.0	19.0		19.0
Funded FTE	22.8	17.4	17.4	17.4		17.4

Consumer Protection (3523P)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	256,982	286,554	249,000	270,000	21,000	270,000
Fines, Forfeitures and Penalties	11,850	12,133				
Intergovernmental Revenues	34,065	35,932	36,792	36,792		36,792
Charges for Services	4,464	6,145	4,500	5,200	700	5,200
Miscellaneous Revenue	16,420	400	200	200		200
TOTAL SOURCES	323,780	341,164	290,492	312,192	21,700	312,192
REQUIREMENTS						
Salaries and Benefits	370,663	386,999	378,581	389,560	10,979	398,271
Services and Supplies	157,148	177,643	131,772	108,272	(23,500)	110,108
TOTAL REQUIREMENTS	527,811	564,642	510,353	497,832	(12,521)	508,379
NET COUNTY COST	204,031	223,479	219,861	185,640	(34,221)	196,187
AUTHORIZED POSITIONS						
Salary Resolution	4.0	4.0	4.0	4.0		4.0
Funded FTE	4.0	4.0	4.0	4.0		4.0

Animal Control Services (3530B)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	24,175	28,216	24,650	24,650		24,650
Intergovernmental Revenues	3,682,277	3,568,517	3,681,103	3,876,762	195,659	3,994,134
Charges for Services	336,176	323,682	300,587	300,587		300,587
Miscellaneous Revenue	66,274	97,283				
Total Revenue	4,108,901	4,017,698	4,006,340	4,201,999	195,659	4,319,371
Fund Balance	79,970	112,325	112,325	123,383	11,058	123,383
TOTAL SOURCES	4,188,871	4,130,023	4,118,665	4,325,382	206,717	4,442,754
REQUIREMENTS						
Salaries and Benefits	16,626	18,507	18,610	18,610		18,610
Services and Supplies	4,500,634	4,481,329	4,595,775	4,791,650	195,875	4,907,047
Other Charges	22,190	20,588	22,237	20,503	(1,734)	20,503
Gross Appropriations	4,539,449	4,520,423	4,636,622	4,830,763	194,141	4,946,160
Intrafund Transfers	(189,768)	(231,172)	(231,172)	(180,972)	50,200	(180,972)
TOTAL REQUIREMENTS	4,349,681	4,289,251	4,405,450	4,649,791	244,341	4,765,188
NET COUNTY COST	160,810	159,229	286,785	324,409	37,624	322,434

U.C. Cooperative Extension (3540B) **General Fund**

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Miscellaneous Revenue		1,339				
Total Revenue		1,339				
Fund Balance	20,367	1,554	1,554	7,373	5,819	6,804
TOTAL SOURCES	20,367	2,893	1,554	7,373	5,819	6,804
REQUIREMENTS						
Salaries and Benefits	62,915	52,097	64,353	74,127	9,774	75,828
Services and Supplies	18,134	18,313	15,462	16,466	1,004	15,897
Other Charges	63,979	47,134	49,842	51,432	1,590	51,432
Net Appropriations	145,028	117,544	129,657	142,025	12,368	143,157
Contingencies/Dept Reserves		1,554	1,554	2,827	1,273	2,827
TOTAL REQUIREMENTS	145,028	119,098	131,211	144,852	13,641	145,984
NET COUNTY COST	124,661	116,205	129,657	137,479	7,822	139,180
AUTHORIZED POSITIONS						
Salary Resolution	2.0	2.0	2.0	2.0		2.0
Funded FTE	1.4	1.2	1.2	1.3		1.3

Structural Fire (3550B) Structural Fire Protection Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	5,028,186	4,582,046	5,284,024	4,490,405	(793,619)	4,490,405
Use of Money and Property	87,857	105,834	77,600	79,460	1,860	79,460
Intergovernmental Revenues	137,562	319,095	123,277	65,000	(58,277)	65,000
Charges for Services	111,187	145,974	100,000	175,000	75,000	175,000
Interfund Revenue	137,237			286,140	286,140	286,140
Miscellaneous Revenue	12,635	117,291		49,000	49,000	49,000
Total Revenue	5,514,665	5,270,240	5,584,901	5,145,005	(439,896)	5,145,005
Fund Balance	1,765,606	1,513,956	1,513,956	306,453	(1,207,503)	306,453
TOTAL SOURCES	7,280,271	6,784,196	7,098,857	5,451,458	(1,647,399)	5,451,458
REQUIREMENTS						
Services and Supplies	5,766,314	6,377,744	6,037,708	5,451,458	(586,250)	5,451,458
Other Charges		100,000	100,000		(100,000)	
Net Appropriations	5,766,314	6,477,744	6,137,708	5,451,458	(686,250)	5,451,458
Non-General Fund Reserves	1,513,956	306,453	961,149		(961,149)	
TOTAL REQUIREMENTS	7,280,270	6,784,197	7,098,857	5,451,458	(1,647,399)	5,451,458

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

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	1,486,905	1,597,988	1,492,950	1,683,806	190,856	1,683,806
Use of Money and Property	37,714	42,118	25,000	32,300	7,300	32,300
Intergovernmental Revenues	14,458	13,965	13,952	13,893	(59)	13,893
Charges for Services	92,183	92,183	93,000	93,000		93,000
Interfund Revenue	(21)					
Miscellaneous Revenue	6,900	20,455				
Total Revenue	1,638,138	1,766,708	1,624,902	1,822,999	198,097	1,822,999
Fund Balance	1,238,170	1,228,283	1,035,687	1,295,481	259,794	753,776
TOTAL SOURCES	2,876,308	2,994,991	2,660,589	3,118,480	457,891	2,576,775
REQUIREMENTS						
Services and Supplies	1,500,163	1,230,860	1,978,415	2,782,928	804,513	2,241,223
Other Charges		26	100	100		100
Fixed Assets	169,710	217,199				
Net Appropriations	1,669,874	1,448,085	1,978,515	2,783,028	804,513	2,241,323
Non-General Fund Reserves	1,206,435	1,546,906	682,074	335,452	(346,622)	335,452
TOTAL REQUIREMENTS	2,876,309	2,994,991	2,660,589	3,118,480	457,891	2,576,775

Local Agency Formation Commission (3570B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	82,878	100,070	100,984	126,680	25,696	128,635
Charges for Services	42,436	26,749	20,000	20,000		20,000
Interfund Revenue				4,000	4,000	4,000
Total Revenue	125,314	126,819	120,984	150,680	29,696	152,635
Fund Balance	54,947	56,586	56,586	(38,924)	(95,510)	11,568
TOTAL SOURCES	180,261	183,405	177,570	111,756	(65,814)	164,203
REQUIREMENTS						
Salaries and Benefits	132,475	138,293	138,159	142,953	4,794	145,886
Services and Supplies	18,845	11,744	38,173	38,975	802	38,975
Other Charges	13,054	72,292	41,000	28,344	(12,656)	28,344
Gross Appropriations	164,374	222,330	217,332	210,272	(7,060)	213,205
Intrafund Transfers	(40,699)		(50,492)	(113,832)	(63,340)	(64,318)
Net Appropriations	123,675	222,330	166,840	96,440	(70,400)	148,887
Contingencies/Dept Reserves	17,798	10,730	10,730	15,316	4,586	15,316
TOTAL REQUIREMENTS	141,473	233,060	177,570	111,756	(65,814)	164,203
NET COUNTY COST	(38,788)	49,655				
AUTHORIZED POSITIONS						
Salary Resolution	1.0	1.0	1.0	1.0		1.0
Funded FTE	1.0	1.0	1.0	1.0		1.0

Fire Protection Services (3580B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Interfund Revenue	5,734,966	6,347,077	6,007,041	5,451,457	(555,584)	5,451,457
Total Revenue	5,734,966	6,347,077	6,007,041	5,451,457	(555,584)	5,451,457
Fund Balance				504,153	504,153	504,153
TOTAL SOURCES	5,734,966	6,347,077	6,007,041	5,955,610	(51,431)	5,955,610
REQUIREMENTS						
Services and Supplies	5,267,821	4,595,919	5,775,049	5,799,798	24,749	5,799,798
Other Charges	215,172	240,361	231,992	155,812	(76,180)	155,812
Fixed Assets	251,974	106,538				
Net Appropriations	5,734,967	4,942,818	6,007,041	5,955,610	(51,431)	5,955,610
Contingencies/Dept Reserves		1,404,259				
TOTAL REQUIREMENTS	5,734,967	6,347,077	6,007,041	5,955,610	(51,431)	5,955,610

County Library (3700B) County Library Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	12,455,311	13,750,057	12,081,380	13,245,250	1,163,870	13,588,565
Use of Money and Property	129,125	159,678	153,000	153,000		153,800
Intergovernmental Revenues	835,465	717,597	718,164	616,664	(101,500)	616,664
Charges for Services	624,076	727,897	702,000	725,070	23,070	751,750
Interfund Revenue	546,200	341,234	341,234	240,565	(100,669)	140,000
Miscellaneous Revenue	712,621	539,581	566,000	397,000	(169,000)	427,000
Total Revenue	15,302,798	16,236,044	14,561,778	15,377,549	815,771	15,677,779
Fund Balance	4,606,790	5,944,200	5,944,200	6,889,524	945,324	4,962,225
TOTAL SOURCES	19,909,588	22,180,244	20,505,978	22,267,073	1,761,095	20,640,004
REQUIREMENTS						
Salaries and Benefits	8,973,093	9,521,823	9,750,556	10,479,243	728,687	11,052,309
Services and Supplies	3,860,994	4,638,543	5,153,577	5,513,014	359,437	4,515,931
Other Charges	982,393	1,055,484	1,045,602	1,132,638	87,036	1,170,434
Fixed Assets	148,908	74,870	50,000	112,537	62,537	50,000
Net Appropriations	13,965,388	15,290,720	15,999,735	17,237,432	1,237,697	16,788,674
Contingencies/Dept Reserves	5,264,200	6,669,524	4,286,243	4,469,641	183,398	3,321,330
Non-General Fund Reserves	680,000	220,000	220,000	560,000	340,000	530,000
TOTAL REQUIREMENTS	19,909,588	22,180,244	20,505,978	22,267,073	1,761,095	20,640,004
AUTHORIZED POSITIONS						
Salary Resolution	123.0	124.0	124.0	127.0	3.0	127.0
Funded FTE	107.9	108.2	108.2	111.1	3.0	111.1

Planning and Building (3800B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	2,511,187	3,475,170	2,897,853	3,142,049	244,196	3,142,049
Fines, Forfeitures and Penalties	55,288	54,026	30,000	50,000	20,000	50,000
Intergovernmental Revenues	57,909	57,909	212,474	212,474		50,000
Charges for Services	1,462,925	2,687,563	2,094,204	2,385,057	290,853	2,385,057
Interfund Revenue	147,466	152,431	163,667	160,595	(3,072)	161,068
Miscellaneous Revenue	233,049	486,287	366,140	436,528	70,388	231,377
Total Revenue	4,467,825	6,913,386	5,764,338	6,386,703	622,365	6,019,551
Fund Balance	1,151,488	618,172	618,172	2,360,294	1,742,122	2,014,294
TOTAL SOURCES	5,619,313	7,531,558	6,382,510	8,746,997	2,364,487	8,033,845
REQUIREMENTS						
Salaries and Benefits	4,058,010	4,262,323	4,484,878	5,049,104	564,226	5,194,756
Services and Supplies	2,952,735	2,938,637	3,695,988	4,471,533	775,545	3,322,886
Other Charges	626,559	554,490	573,933	717,337	143,404	675,015
Fixed Assets	5,590					
Other Financing Uses				195,000	195,000	
Gross Appropriations	7,642,894	7,755,451	8,754,799	10,432,974	1,678,175	9,192,657
Intrafund Transfers	(2,396,512)	(2,115,431)	(2,110,260)	(2,401,446)	(291,186)	(2,094,146)
Net Appropriations	5,246,382	5,640,020	6,644,539	8,031,528	1,386,989	7,098,511
Contingencies/Dept Reserves	204,176	618,172	618,172	1,765,694	1,147,522	1,765,694
TOTAL REQUIREMENTS	5,450,558	6,258,192	7,262,711	9,797,222	2,534,511	8,864,205
NET COUNTY COST	(168,755)	(1,273,366)	880,201	1,050,225	170,024	830,360
AUTHORIZED POSITIONS						
Salary Resolution	44.0	45.0	45.0	47.0	2.0	47.0
Funded FTE	43.5	44.8	44.7	46.5	1.8	46.5

Administration and Support (3810P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	(104,565)	57,909				
Interfund Revenue	28,761	30,667	30,667	31,595	928	32,068
Miscellaneous Revenue	(4,160)	1,373				
Total Revenue	(79,964)	89,949	30,667	31,595	928	32,068
Fund Balance	562,870	618,172	618,172	2,119,294	1,501,122	2,014,294
TOTAL SOURCES	482,906	708,121	648,839	2,150,889	1,502,050	2,046,362
REQUIREMENTS						
Salaries and Benefits	1,083,722	1,123,774	1,191,965	1,224,031	32,066	1,261,800
Services and Supplies	371,739	338,029	596,132	944,867	348,735	478,878
Other Charges	532,830	465,334	478,094	566,560	88,466	542,688
Fixed Assets	5,590					
Other Financing Uses				195,000	195,000	
Gross Appropriations	1,993,881	1,927,137	2,266,191	2,930,458	664,267	2,283,366
Intrafund Transfers	(1,840,507)	(2,115,431)	(2,110,260)	(2,401,446)	(291,186)	(2,094,146)
Net Appropriations	153,374	(188,294)	155,931	529,012	373,081	189,220
Contingencies/Dept Reserves	204,176	618,172	618,172	1,765,694	1,147,522	1,765,694
TOTAL REQUIREMENTS	357,550	429,878	774,103	2,294,706	1,520,603	1,954,914
NET COUNTY COST	(125,356)	(278,243)	125,264	143,817	18,553	(91,448)
AUTHORIZED POSITIONS						
Salary Resolution	13.0	13.0	13.0	13.0		13.0
Funded FTE	12.9	12.9	12.9	12.7	(0.1)	12.7

Long Range Planning Services (3830P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	162,474		162,474	162,474		
Interfund Revenue	118,705	121,764	133,000	129,000	(4,000)	129,000
Miscellaneous Revenue	132,385	366,811	175,360	224,160	48,800	220,000
Total Revenue	413,564	488,575	470,834	515,634	44,800	349,000
Fund Balance	84,238					
TOTAL SOURCES	497,802	488,575	470,834	515,634	44,800	349,000
REQUIREMENTS						
Salaries and Benefits	588,630	665,247	697,905	706,516	8,611	723,416
Services and Supplies	92,719	380,991	524,766	582,203	57,437	414,069
Other Charges	3,076	2,745	3,100	5,240	2,140	5,240
Gross Appropriations	684,425	1,048,983	1,225,771	1,293,959	68,188	1,142,725
Intrafund Transfers	(556,005)					
TOTAL REQUIREMENTS	128,420	1,048,983	1,225,771	1,293,959	68,188	1,142,725
NET COUNTY COST	(369,382)	560,408	754,937	778,325	23,388	793,725
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.7	5.0	5.0	4.9		4.9

Development Review Services (3840P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	2,511,187	3,475,170	2,897,853	3,142,049	244,196	3,142,049
Fines, Forfeitures and Penalties	55,288	54,026	30,000	50,000	20,000	50,000
Intergovernmental Revenues			50,000	50,000		50,000
Charges for Services	1,462,925	2,687,563	2,094,204	2,385,057	290,853	2,385,057
Miscellaneous Revenue	104,825	118,103	190,780	212,368	21,588	11,377
Total Revenue	4,134,225	6,334,862	5,262,837	5,839,474	576,637	5,638,483
Fund Balance	504,380			241,000	241,000	
TOTAL SOURCES	4,638,605	6,334,862	5,262,837	6,080,474	817,637	5,638,483
REQUIREMENTS						
Salaries and Benefits	2,385,659	2,473,303	2,595,008	3,118,557	523,549	3,209,540
Services and Supplies	2,488,277	2,219,617	2,575,090	2,944,463	369,373	2,429,939
Other Charges	90,653	86,412	92,739	145,537	52,798	127,087
TOTAL REQUIREMENTS	4,964,589	4,779,331	5,262,837	6,208,557	945,720	5,766,566
NET COUNTY COST	325,984	(1,555,531)		128,083	128,083	128,083
AUTHORIZED POSITIONS						
Salary Resolution	26.0	27.0	27.0	29.0	2.0	29.0
Funded FTE	25.9	26.9	26.9	28.9	2.0	28.9

Parks and Recreation (3900B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	8,087	7,419	6,000	6,000		6,000
Use of Money and Property	106,627	89,509	81,750	87,350	5,600	87,350
Charges for Services	1,231,158	1,129,897	1,259,410	1,267,368	7,958	1,279,368
Interfund Revenue	174,417	136,334	166,478	227,499	61,021	227,499
Miscellaneous Revenue	116,971	67,645	57,282	35,970	(21,312)	35,970
Total Revenue	1,637,260	1,430,802	1,570,920	1,624,187	53,267	1,636,187
Fund Balance	706,805	448,084	448,084	363,794	(84,290)	363,794
TOTAL SOURCES	2,344,065	1,878,886	2,019,004	1,987,981	(31,023)	1,999,981
REQUIREMENTS						
Salaries and Benefits	5,081,574	5,002,929	5,334,314	5,692,387	358,073	5,816,964
Services and Supplies	949,567	828,974	875,262	829,640	(45,622)	829,640
Other Charges	819,268	807,809	794,877	977,417	182,540	977,417
Fixed Assets	66,314	31,330	84,985		(84,985)	
Net Appropriations	6,916,722	6,671,043	7,089,438	7,499,444	410,006	7,624,021
Contingencies/Dept Reserves	135,668	138,031	138,031	150,031	12,000	150,031
TOTAL REQUIREMENTS	7,052,390	6,809,074	7,227,469	7,649,475	422,006	7,774,052
NET COUNTY COST	4,708,325	4,930,187	5,208,465	5,661,494	453,029	5,774,071
AUTHORIZED POSITIONS						
Salary Resolution	55.0	55.0	55.0	55.0		55.0
Funded FTE	54.6	54.8	54.8	54.8		54.8

Administration and Support (3910P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	8,087	7,419	6,000	6,000		6,000
Use of Money and Property	39,465	41,254	54,000	59,600	5,600	59,600
Charges for Services	21,660	17,915	18,160	16,160	(2,000)	28,160
Interfund Revenue	79,154	66,393	57,826	73,061	15,235	73,061
Miscellaneous Revenue	570	337	8,545	500	(8,045)	500
Total Revenue	148,936	133,317	144,531	155,321	10,790	167,321
Fund Balance	468,513	155,378	155,378	147,564	(7,814)	147,564
TOTAL SOURCES	617,449	288,695	299,909	302,885	2,976	314,885
REQUIREMENTS						
Salaries and Benefits	550,507	447,245	603,138	583,816	(19,322)	595,843
Services and Supplies	84,221	107,008	69,912	80,091	10,179	80,091
Other Charges	289,320	250,675	135,103	180,686	45,583	180,686
Net Appropriations	924,048	804,928	808,153	844,593	36,440	856,620
Contingencies/Dept Reserves	57,965	60,328	60,328	60,328		60,328
TOTAL REQUIREMENTS	982,013	865,256	868,481	904,921	36,440	916,948
NET COUNTY COST	364,564	576,561	568,572	602,036	33,464	602,063
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.9	5.0	5.0	5.0		5.0

Operations and Maintenance (3930P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	67,163	48,255	27,750	27,750		27,750
Charges for Services	1,209,498	1,111,982	1,241,250	1,251,208	9,958	1,251,208
Interfund Revenue	95,263	69,940	108,652	154,438	45,786	154,438
Miscellaneous Revenue	116,401	67,308	48,737	35,470	(13,267)	35,470
Total Revenue	1,488,324	1,297,485	1,426,389	1,468,866	42,477	1,468,866
Fund Balance	238,292	292,706	292,706	216,230	(76,476)	216,230
TOTAL SOURCES	1,726,616	1,590,191	1,719,095	1,685,096	(33,999)	1,685,096
REQUIREMENTS						
Salaries and Benefits	4,531,067	4,555,685	4,731,176	5,108,571	377,395	5,221,121
Services and Supplies	865,346	721,966	805,350	749,549	(55,801)	749,549
Other Charges	529,948	557,134	659,774	796,731	136,957	796,731
Fixed Assets	66,314	31,330	84,985		(84,985)	
Net Appropriations	5,992,675	5,866,115	6,281,285	6,654,851	373,566	6,767,401
Contingencies/Dept Reserves	77,703	77,703	77,703	89,703	12,000	89,703
TOTAL REQUIREMENTS	6,070,378	5,943,818	6,358,988	6,744,554	385,566	6,857,104
NET COUNTY COST	4,343,761	4,353,627	4,639,893	5,059,458	419,565	5,172,008
AUTHORIZED POSITIONS						
Salary Resolution	50.0	50.0	50.0	50.0		50.0
Funded FTE	49.7	49.8	49.8	49.8		49.8

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	10,895	8,433	5,000	6,500	1,500	6,500
Use of Money and Property	2,187	2,396	1,500	1,500		1,500
Miscellaneous Revenue	(1,254)					
Total Revenue	11,828	10,830	6,500	8,000	1,500	8,000
Fund Balance	72,879	77,863	77,863	82,489	4,626	82,489
TOTAL SOURCES	84,707	88,693	84,363	90,489	6,126	90,489
REQUIREMENTS						
Services and Supplies	7,129	6,203	25,000	25,000		25,000
Net Appropriations	7,129	6,203	25,000	25,000		25,000
Non-General Fund Reserves	77,578	82,489	59,363	65,489	6,126	65,489
TOTAL REQUIREMENTS	84,707	88,692	84,363	90,489	6,126	90,489

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	9,479	8,996	7,500	7,500		7,500
Intergovernmental Revenues	17,309	12,629	20,000	20,000		20,000
Total Revenue	26,788	21,625	27,500	27,500		27,500
Fund Balance	316,447	297,687	297,687	297,843	156	297,843
TOTAL SOURCES	343,235	319,312	325,187	325,343	156	325,343
REQUIREMENTS						
Services and Supplies	45,548	21,469	74,000	66,650	(7,350)	66,650
Net Appropriations	45,548	21,469	74,000	66,650	(7,350)	66,650
Non-General Fund Reserves	297,687	297,843	251,187	258,693	7,506	258,693
TOTAL REQUIREMENTS	343,235	319,312	325,187	325,343	156	325,343

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	19,736	64,743	15,000	20,000	5,000	20,000
Intergovernmental Revenues	4,237,804	1,528,229	3,122,844	3,377,706	254,862	3,377,706
Miscellaneous Revenue	319,348	288,124	165,925	1,169,866	1,003,941	1,169,866
Other Financing Sources	1,228,607					
Total Revenue	5,805,496	1,881,096	3,303,769	4,567,572	1,263,803	4,567,572
Fund Balance	946,939	3,187,300	3,187,300	2,698,832	(488,468)	1,964,093
TOTAL SOURCES	6,752,435	5,068,396	6,491,069	7,266,404	775,335	6,531,665
REQUIREMENTS						
Services and Supplies	493,549	68,011	864,918	968,684	103,766	785,000
Fixed Assets	3,067,998	1,878,558		4,843,409	4,843,409	4,659,723
Other Financing Uses	393,734	422,997	5,570,145	1,358,815	(4,211,330)	991,446
Net Appropriations	3,955,280	2,369,565	6,435,063	7,170,908	735,845	6,436,169
Non-General Fund Reserves	2,797,155	2,698,832	56,006	95,496	39,490	95,496
TOTAL REQUIREMENTS	6,752,435	5,068,397	6,491,069	7,266,404	775,335	6,531,665

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	76,870	53,822	46,500	47,500	1,000	47,500
Intergovernmental Revenues	10,009					
Charges for Services	1,014,842	1,075,429	1,117,350	1,130,967	13,617	1,130,967
Miscellaneous Revenue	4,760	490	1,700	1,700		1,700
Other Financing Sources		9				
Total Revenue	1,106,482	1,129,749	1,165,550	1,180,167	14,617	1,180,167
Fund Balance	2,119,271	1,339,076	1,101,126	1,217,823	116,697	1,024,765
TOTAL SOURCES	3,225,753	2,468,825	2,266,676	2,397,990	131,314	2,204,932
REQUIREMENTS						
Salaries and Benefits	464,296	441,978	509,291	491,322	(17,969)	500,685
Services and Supplies	273,327	172,795	207,651	238,638	30,987	202,580
Other Charges	380,021	496,097	263,141	253,752	(9,389)	253,752
Fixed Assets	17,116	27,185		147,000	147,000	
Other Financing Uses	1,102,381		500,000	540,000	40,000	530,000
Gross Appropriations	2,237,140	1,138,055	1,480,083	1,670,712	190,629	1,487,017
Intrafund Transfers	105,900	110,127	111,296	137,604	26,308	137,604
Net Appropriations	2,343,040	1,248,182	1,591,379	1,808,316	216,937	1,624,621
Contingencies/Dept Reserves	300,000					
Non-General Fund Reserves	582,712	1,220,643	675,297	589,674	(85,623)	580,311
TOTAL REQUIREMENTS	3,225,752	2,468,825	2,266,676	2,397,990	131,314	2,204,932
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Administrative Services (4510P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,736			300,000	300,000	
Charges for Services	52					
Interfund Revenue	3,782,667	3,621,700	4,731,386	4,983,397	252,011	4,813,963
Miscellaneous Revenue	56,345	38,875				
Other Financing Sources	35,000	37,165	35,000	35,000		35,000
Total Revenue	3,876,800	3,697,739	4,766,386	5,318,397	552,011	4,848,963
Fund Balance	92,797	85,338	85,338	11,341	(73,997)	11,341
TOTAL SOURCES	3,969,597	3,783,077	4,851,724	5,329,738	478,014	4,860,304
REQUIREMENTS						
Salaries and Benefits	2,470,353	2,518,375	2,701,847	2,810,556	108,709	2,876,166
Services and Supplies	724,011	634,249	919,117	1,352,466	433,349	859,422
Other Charges	1,302,128	1,061,803	1,378,633	1,348,589	(30,044)	1,330,589
Fixed Assets	17,781	109,649	88,000	54,000	(34,000)	30,000
Gross Appropriations	4,514,272	4,324,077	5,087,597	5,565,611	478,014	5,096,177
Intrafund Transfers	(372,690)	(320,246)				
TOTAL REQUIREMENTS	4,141,582	4,003,830	5,087,597	5,565,611	478,014	5,096,177
NET COUNTY COST	171,985	220,753	235,873	235,873		235,873
AUTHORIZED POSITIONS						
Salary Resolution	29.0	28.0	28.0	28.0		28.0
Funded FTE	29.0	27.9	27.9	27.9		27.9

Engineering Services (4600P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Charges for Services	1,752	19,147	15,000	15,000		15,000
Interfund Revenue	4,159,586	4,096,232	4,706,476	4,035,900	(670,576)	4,191,218
Miscellaneous Revenue	1,537	1,465	556	556		556
Other Financing Sources		8,071				
Total Revenue	4,162,876	4,124,915	4,722,032	4,051,456	(670,576)	4,206,774
Fund Balance		15,224	15,224		(15,224)	
TOTAL SOURCES	4,162,876	4,140,139	4,737,256	4,051,456	(685,800)	4,206,774
REQUIREMENTS						
Salaries and Benefits	3,652,832	3,847,056	3,998,067	3,113,256	(884,811)	3,268,574
Services and Supplies	418,142	418,777	294,222	466,462	172,240	466,462
Other Charges	452,029	525,656	535,665	562,436	26,771	562,436
Fixed Assets	9,568	9,639				
Gross Appropriations	4,532,572	4,801,128	4,827,954	4,142,154	(685,800)	4,297,472
Intrafund Transfers	(282,295)	(585,516)				
TOTAL REQUIREMENTS	4,250,277	4,215,613	4,827,954	4,142,154	(685,800)	4,297,472
NET COUNTY COST	87,402	75,474	90,698	90,698		90,698
AUTHORIZED POSITIONS						
Salary Resolution	40.0	36.0	36.0	32.0	(4.0)	32.0
Funded FTE	39.4	35.5	35.5	31.5	(4.0)	31.5

Facilities Services (4730P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	367,519	407,339	413,361	422,099	8,738	426,392
Charges for Services	26,885	1,865	33,580	33,580		33,580
Interfund Revenue	5,241,434	5,579,837	4,514,610	4,869,189	354,579	5,003,621
Miscellaneous Revenue	3,123,032	196,474	150,600	114,600	(36,000)	114,600
Other Financing Sources		6,758				
Total Revenue	8,758,871	6,192,272	5,112,151	5,439,468	327,317	5,578,193
Fund Balance	2	2,082,480	2,082,480	1,136,622	(945,858)	1,136,622
TOTAL SOURCES	8,758,873	8,274,752	7,194,631	6,576,090	(618,541)	6,714,815
REQUIREMENTS						
Salaries and Benefits	7,576,713	7,916,914	8,070,725	8,564,543	493,818	8,786,696
Services and Supplies	10,419,379	9,924,692	10,350,077	9,889,141	(460,936)	10,238,457
Other Charges	1,597,316	1,541,793	1,606,602	1,888,518	281,916	1,888,518
Fixed Assets		10,966	10,000	30,000	20,000	20,000
Other Financing Uses	3,439,890	3,890,421	3,943,618	3,760,576	(183,042)	3,867,406
Gross Appropriations	23,033,298	23,284,787	23,981,022	24,132,778	151,756	24,801,077
Intrafund Transfers	(15,996,239)	(15,907,624)	(17,509,264)	(18,041,411)	(532,147)	(18,570,985)
Net Appropriations	7,037,059	7,377,162	6,471,758	6,091,367	(380,391)	6,230,092
Contingencies/Dept Reserves	1,591	961,904	961,904	761,904	(200,000)	761,904
TOTAL REQUIREMENTS	7,038,650	8,339,066	7,433,662	6,853,271	(580,391)	6,991,996
NET COUNTY COST	(1,720,223)	64,314	239,031	277,181	38,150	277,181
AUTHORIZED POSITIONS						
Salary Resolution	95.0	94.0	94.0	97.0	3.0	97.0
Funded FTE	94.6	93.3	93.3	96.4	3.2	96.4

Road Construction and Operations (4520P) Road Construction Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises		100				
Use of Money and Property	324,311	238,760	335,224	281,897	(53,327)	281,897
Intergovernmental Revenues	14,538,543	12,643,853	12,501,706	15,040,055	2,538,349	12,683,254
Charges for Services	662,160	793,857	518,906	654,188	135,282	654,188
Interfund Revenue	535,125	579,363	610,434	611,934	1,500	611,934
Miscellaneous Revenue	1,067,370	1,226,298	373,741	93,741	(280,000)	93,741
Total Revenue	17,127,509	15,482,231	14,340,011	16,681,815	2,341,804	14,325,014
Fund Balance	12,791,753	7,392,446	5,336,150	5,432,487	96,337	5,907,540
TOTAL SOURCES	29,919,262	22,874,677	19,676,161	22,114,302	2,438,141	20,232,554
REQUIREMENTS						
Salaries and Benefits	5,534,043	5,751,125	6,292,659	6,642,695	350,036	6,833,573
Services and Supplies	10,912,575	8,758,099	8,681,741	8,526,762	(154,979)	8,004,136
Other Charges	1,324,528	556,189	763,726	735,597	(28,129)	735,597
Fixed Assets	3,364,082	1,327,432	995,000	2,421,000	1,426,000	871,000
Gross Appropriations	21,135,228	16,392,845	16,733,126	18,326,054	1,592,928	16,444,306
Intrafund Transfers		(1,919)	(287,577)	(354,945)	(67,368)	(354,945)
Net Appropriations	21,135,228	16,390,925	16,445,549	17,971,109	1,525,560	16,089,361
Contingencies/Dept Reserves	400,000	400,000	400,000	1,400,000	1,000,000	1,400,000
Non-General Fund Reserves	6,992,446	5,032,487	2,830,612	2,743,193	(87,419)	2,743,193
TOTAL REQUIREMENTS	28,527,674	21,823,412	19,676,161	22,114,302	2,438,141	20,232,554
NET COUNTY COST	(1,391,587)	(1,051,264)				
AUTHORIZED POSITIONS						
Salary Resolution	73.0	68.0	68.0	69.0	1.0	69.0
Funded FTE	73.0	68.0	68.0	69.0	1.0	69.0

Construction Services (4740P)

Construction Services Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	(4,899)	(5,995)				
Charges for Services	242,877	26,435	301,425	301,425		301,425
Interfund Revenue	3,477,698	3,569,472	3,676,895	4,064,554	387,659	4,128,407
Miscellaneous Revenue	6,284	55,978				
Total Revenue	3,721,959	3,645,890	3,978,320	4,365,979	387,659	4,429,832
Fund Balance	258,656	339,681	339,681	121,476	(218,205)	116,436
TOTAL SOURCES	3,980,615	3,985,571	4,318,001	4,487,455	169,454	4,546,268
REQUIREMENTS						
Salaries and Benefits	2,227,220	2,499,801	2,699,213	3,007,262	308,049	3,071,115
Services and Supplies	1,215,672	1,153,700	1,407,295	1,188,841	(218,454)	1,183,801
Other Charges	219,138	222,522	203,493	211,916	8,423	211,916
Fixed Assets			8,000	19,500	11,500	19,500
Gross Appropriations	3,662,031	3,876,023	4,318,001	4,427,519	109,518	4,486,332
Intrafund Transfers	(21,097)	(11,929)				
Net Appropriations	3,640,934	3,864,094	4,318,001	4,427,519	109,518	4,486,332
Contingencies/Dept Reserves	60,000	121,476		59,936	59,936	59,936
Non-General Fund Reserves	279,681					
TOTAL REQUIREMENTS	3,980,615	3,985,570	4,318,001	4,487,455	169,454	4,546,268
AUTHORIZED POSITIONS						
Salary Resolution	26.0	27.0	27.0	29.0	2.0	29.0
Funded FTE	25.8	26.6	26.6	28.8	2.2	28.8

Vehicle and Equipment Services (4760P)

All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	197,446	224,152	140,000	100,000	(40,000)	105,964
Intergovernmental Revenues	21,696	4,556				
Charges for Services	2,103	9,495	10,000	10,000		10,000
Interfund Revenue	5,353,570	5,339,223	4,791,920	4,745,433	(46,487)	4,820,960
Miscellaneous Revenue	129,875	185,998	56,000	52,200	(3,800)	52,200
Other Financing Sources		14	3,000	3,000		3,000
Total Revenue	5,704,690	5,763,437	5,000,920	4,910,633	(90,287)	4,992,124
Fund Balance	6,248,026	6,919,970	6,919,971	7,480,460	560,489	6,462,632
TOTAL SOURCES	11,952,716	12,683,407	11,920,891	12,391,093	470,202	11,454,756
REQUIREMENTS						
Salaries and Benefits	2,188,011	2,430,795	2,457,939	2,446,941	(10,998)	2,508,432
Services and Supplies	2,538,983	2,975,566	3,044,228	3,045,677	1,449	3,065,677
Other Charges	578,161	564,829	583,284	624,458	41,174	624,458
Fixed Assets	2,301,697	1,390,553	2,226,418	3,312,828	1,086,410	2,158,300
Gross Appropriations	7,606,851	7,361,743	8,311,869	9,429,904	1,118,035	8,356,867
Intrafund Transfers	(1,182,519)	(1,107,530)	(2,796,100)	(2,719,805)	76,295	(2,748,805)
Net Appropriations	6,424,333	6,254,213	5,515,769	6,710,099	1,194,330	5,608,062
Non-General Fund Reserves	6,919,970	7,480,460	6,405,122	5,680,994	(724,128)	5,846,694
TOTAL REQUIREMENTS	13,344,303	13,734,673	11,920,891	12,391,093	470,202	11,454,756
NET COUNTY COST	1,391,587	1,051,266				
AUTHORIZED POSITIONS						
Salary Resolution	26.0	26.0	26.0	25.0	(1.0)	25.0
Funded FTE	26.0	26.0	26.0	25.0	(1.0)	25.0

Waste Management (4820P)

Solid Waste Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	3,882,862	5,703,268	4,800,000	5,400,000	600,000	5,400,000
Use of Money and Property	359,125	344,597	400,000	300,000	(100,000)	300,000
Intergovernmental Revenues	202,411	207,282	168,321	218,321	50,000	192,114
Charges for Services	49,265	36,363	75,000	75,000		75,000
Interfund Revenue	19,475	19,762				
Miscellaneous Revenue	16,349	18,795	25,000	25,000		25,000
Total Revenue	4,529,488	6,330,066	5,468,321	6,018,321	550,000	5,992,114
Fund Balance	13,023,717	10,964,776	10,964,776	10,491,157	(473,619)	9,773,745
TOTAL SOURCES	17,553,205	17,294,842	16,433,097	16,509,478	76,381	15,765,859
REQUIREMENTS						
Salaries and Benefits	886,113	946,115	1,207,735	1,071,099	(136,636)	1,095,195
Services and Supplies	2,045,547	3,950,548	7,733,563	7,776,622	43,059	7,796,344
Other Charges	1,830,697	1,830,227	1,833,389	1,885,383	51,994	1,885,383
Fixed Assets			350,000	185,000	(165,000)	
Other Financing Uses	1,826,071	76,795	110,000	110,000		110,000
Net Appropriations	6,588,428	6,803,684	11,234,687	11,028,104	(206,583)	10,886,922
Contingencies/Dept Reserves	390,000	390,000	390,000	390,000		390,000
Non-General Fund Reserves	10,574,776	10,101,157	4,808,410	5,091,374	282,964	4,488,937
TOTAL REQUIREMENTS	17,553,204	17,294,841	16,433,097	16,509,478	76,381	15,765,859
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.4	9.4	9.4	9.5	0.1	9.5

Transportation Services (4830P) Half-Cent Transportation Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	1,444,593	1,533,526	1,381,720	1,492,258	110,538	1,507,621
Use of Money and Property	87,426	74,135	114,000	80,000	(34,000)	80,000
Intergovernmental Revenues	209,539	148,000	150,000		(150,000)	
Charges for Services	571,571	686,248	590,562	600,000	9,438	600,000
Miscellaneous Revenue	399					
Total Revenue	2,313,529	2,441,909	2,236,282	2,172,258	(64,024)	2,187,621
Fund Balance	3,131,507	2,657,638	2,657,638	2,241,314	(416,324)	2,241,314
TOTAL SOURCES	5,445,036	5,099,547	4,893,920	4,413,572	(480,348)	4,428,935
REQUIREMENTS						
Salaries and Benefits	583,257	638,506	632,253	675,625	43,372	690,988
Services and Supplies	1,190,928	1,278,895	1,605,579	1,195,579	(410,000)	1,505,579
Other Charges	460,433	388,052	390,500	725,597	335,097	415,597
Other Financing Uses	552,780	552,780	572,780	572,780		572,780
Net Appropriations	2,787,397	2,858,233	3,201,112	3,169,581	(31,531)	3,184,944
Non-General Fund Reserves	2,657,638	2,241,314	1,692,808	1,243,991	(448,817)	1,243,991
TOTAL REQUIREMENTS	5,445,035	5,099,547	4,893,920	4,413,572	(480,348)	4,428,935
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	4.8	4.8	4.8	4.9	0.1	4.9

Utilities (4840P)

All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	3,905,440	3,907,525	3,074,991	3,023,275	(51,716)	3,023,275
Licenses, Permits and Franchises	377,225	385,333	373,904	373,904		373,904
Use of Money and Property	843,186	633,538	593,809	587,330	(6,479)	547,330
Intergovernmental Revenues	41,322	849,453	1,136,890	36,688	(1,100,202)	36,688
Charges for Services	5,309,794	5,534,842	5,194,000	5,696,406	502,406	5,703,300
Interfund Revenue	1,404,249	1,504,416	1,530,860	1,872,544	341,684	1,913,638
Miscellaneous Revenue	184,393	4,624,866				
Other Financing Sources	1,471,311	1,432,696	1,676,801	1,710,000	33,199	1,710,000
Total Revenue	13,536,920	18,872,668	13,581,255	13,300,147	(281,108)	13,308,135
Fund Balance	31,239,904	28,133,495	27,673,661	26,831,525	(842,136)	26,831,525
TOTAL SOURCES	44,776,824	47,006,163	41,254,916	40,131,672	(1,123,244)	40,139,660
REQUIREMENTS						
Salaries and Benefits	1,194,854	1,392,674	1,388,256	1,603,866	215,610	1,644,960
Services and Supplies	6,580,475	6,880,660	8,157,228	9,172,900	1,015,672	8,565,400
Other Charges	845,418	981,300	1,983,719	1,942,009	(41,710)	430,759
Fixed Assets	6,234,816	8,230,171	14,763,329	5,226,129	(9,537,200)	3,327,400
Other Financing Uses	2,488,007	2,550,947	2,590,156	3,262,593	672,437	3,142,579
Gross Appropriations	17,343,571	20,035,753	28,882,688	21,207,497	(7,675,191)	17,111,098
Intrafund Transfers	(509,598)	(47,956)	(575,062)	(626,834)	(51,772)	(626,834)
Net Appropriations	16,833,973	19,987,797	28,307,626	20,580,663	(7,726,963)	16,484,264
Contingencies/Dept Reserves	27,660,272	26,802,458	12,812,986	19,402,586	6,589,600	23,506,973
Non-General Fund Reserves	13,389	27,067	13,598	27,717	14,119	27,717
TOTAL REQUIREMENTS	44,507,634	46,817,322	41,134,210	40,010,966	(1,123,244)	40,018,954
NET COUNTY COST	(269,191)	(188,841)	(120,706)	(120,706)		(120,706)

AUTHORIZED POSITIONS

Salary Resolution	13.0	13.0	13.0	15.0	2.0	15.0
Funded FTE	12.9	13.0	13.0	14.9	1.9	14.9

Airports (4850P) County Airports Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	15,500	15,500				
Use of Money and Property	1,799,804	1,863,876	1,618,923	1,684,500	65,577	1,684,500
Intergovernmental Revenues	44,427	1,064,444	2,725,347	3,760,260	1,034,913	
Charges for Services	49,452	29,590	38,000	68,700	30,700	68,700
Miscellaneous Revenue	28,943	37,677	13,000	24,800	11,800	24,800
Total Revenue	1,938,126	3,011,087	4,395,270	5,538,260	1,142,990	1,778,000
Fund Balance	1,660,085	2,018,090	1,772,568	2,184,571	412,003	2,184,571
TOTAL SOURCES	3,598,211	5,029,177	6,167,838	7,722,831	1,554,993	3,962,571
REQUIREMENTS						
Salaries and Benefits	642,327	652,661	738,452	783,613	45,161	804,453
Services and Supplies	470,030	435,040	692,177	694,640	2,463	694,640
Other Charges	587,173	581,964	358,380	369,421	11,041	369,421
Fixed Assets	126,113	1,200,286	2,899,396	3,859,626	960,230	
Gross Appropriations	1,825,642	2,869,951	4,688,405	5,707,300	1,018,895	1,868,514
Intrafund Transfers		(25,345)				
Net Appropriations	1,825,642	2,844,606	4,688,405	5,707,300	1,018,895	1,868,514
Non-General Fund Reserves	1,772,568	2,184,571	1,479,433	2,015,531	536,098	2,094,057
TOTAL REQUIREMENTS	3,598,210	5,029,177	6,167,838	7,722,831	1,554,993	3,962,571
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	8.0		8.0

Health Administration (5500B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	920,424	856,506	995,437	634,959	(360,478)	634,959
Charges for Services	63,000		63,000	63,000		63,000
Interfund Revenue	134,216	143,327	142,633	44,668	(97,965)	44,668
Miscellaneous Revenue	3,702,490	5,105,910	5,576,075	5,660,468	84,393	5,660,468
Total Revenue	4,820,130	6,105,743	6,777,145	6,403,095	(374,050)	6,403,095
Fund Balance		237,176	237,176	521,128	283,952	457,411
TOTAL SOURCES	4,820,130	6,342,919	7,014,321	6,924,223	(90,098)	6,860,506
REQUIREMENTS						
Salaries and Benefits	2,386,844	2,589,450	2,727,376	2,540,187	(187,189)	2,604,867
Services and Supplies	6,018,100	7,783,789	8,877,727	8,790,139	(87,588)	8,790,139
Other Charges	700,642	907,884	990,939	952,268	(38,671)	888,551
Gross Appropriations	9,105,586	11,281,123	12,596,042	12,282,594	(313,448)	12,283,557
Intrafund Transfers	(4,757,960)	(5,276,095)	(5,484,532)	(5,610,079)	(125,547)	(5,674,759)
Net Appropriations	4,347,626	6,005,028	7,111,510	6,672,515	(438,995)	6,608,798
Contingencies/Dept Reserves		31,473	31,473	251,708	220,235	251,708
TOTAL REQUIREMENTS	4,347,626	6,036,501	7,142,983	6,924,223	(218,760)	6,860,506
NET COUNTY COST	(472,505)	(306,417)	128,662		(128,662)	
AUTHORIZED POSITIONS						
Salary Resolution	20.0	24.0	21.0	21.0		21.0
Funded FTE	20.0	24.0	21.0	20.3	(0.7)	20.3

Health Policy, Planning & Promotion (5550B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues				225,303	225,303	225,303
Miscellaneous Revenue				546,676	546,676	546,676
TOTAL SOURCES				771,979	771,979	771,979
REQUIREMENTS						
Salaries and Benefits				1,701,593	1,701,593	1,740,848
Services and Supplies				634,028	634,028	634,028
Other Charges				64,911	64,911	64,911
Gross Appropriations				2,400,532	2,400,532	2,439,787
Intrafund Transfers				(680,103)	(680,103)	(687,954)
TOTAL REQUIREMENTS				1,720,429	1,720,429	1,751,833
NET COUNTY COST				948,450	948,450	979,854
AUTHORIZED POSITIONS						
Salary Resolution				17.0	17.0	17.0
Funded FTE				16.6	16.6	16.6

Emergency Medical Services GF (5600B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	7,293	6,905	5,500	5,500		5,500
Fines, Forfeitures and Penalties	182,426	170,914	321,500	330,280	8,780	346,637
Intergovernmental Revenues	45,427	62,403	75,000	837,042	762,042	837,042
Miscellaneous Revenue	401,612	484,235	375,115	395,143	20,028	395,143
TOTAL SOURCES	636,758	724,457	777,115	1,567,965	790,850	1,584,322
REQUIREMENTS						
Salaries and Benefits	553,175	493,284	590,698	493,330	(97,368)	509,687
Services and Supplies	192,860	218,914	274,686	1,474,387	1,199,701	1,474,387
Other Charges	54,176	50,461	50,673	93,597	42,924	93,597
Gross Appropriations	800,211	762,659	916,057	2,061,314	1,145,257	2,077,671
Intrafund Transfers	(147,907)	(38,202)	(138,942)	(493,349)	(354,407)	(493,349)
Net Appropriations	652,305	724,457	777,115	1,567,965	790,850	1,584,322
TOTAL REQUIREMENTS	652,305	724,457	777,115	1,567,965	790,850	1,584,322
NET COUNTY COST	15,547					
AUTHORIZED POSITIONS						
Salary Resolution	5.0	4.0	5.0	4.0	(1.0)	4.0
Funded FTE	5.0	4.0	5.0	4.0	(1.0)	4.0

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	1,089,275	1,106,231	1,030,000	1,143,572	113,572	1,143,572
Use of Money and Property	40,649	30,726	90,000	40,000	(50,000)	40,000
Miscellaneous Revenue	337,038	369,020	325,529	325,529		325,529
Total Revenue	1,466,961	1,505,977	1,445,529	1,509,101	63,572	1,509,101
Fund Balance	2,229,433	882,226	882,226	1,238,619	356,393	1,238,619
TOTAL SOURCES	3,696,394	2,388,203	2,327,755	2,747,720	419,965	2,747,720
REQUIREMENTS						
Services and Supplies	2,814,168	1,149,584	1,067,460	1,496,944	429,484	1,496,944
Net Appropriations	2,814,168	1,149,584	1,067,460	1,496,944	429,484	1,496,944
Non-General Fund Reserves	882,226	1,238,619	1,260,295	1,250,776	(9,519)	1,250,776
TOTAL REQUIREMENTS	3,696,394	2,388,203	2,327,755	2,747,720	419,965	2,747,720

Aging and Adult Services (5700B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	57,486	83,561	70,000	80,000	10,000	80,000
Use of Money and Property	502,103	343,585	565,000	500,000	(65,000)	500,000
Intergovernmental Revenues	9,930,802	10,679,981	9,266,772	9,688,974	422,202	9,744,065
Charges for Services	1,209,749	1,467,545	2,472,833	2,538,886	66,053	2,538,886
Interfund Revenue	182,396	138,957	221,672	230,000	8,328	230,000
Miscellaneous Revenue	351,616	276,710	549,000	612,000	63,000	612,000
Other Financing Sources	34,380	33,690	40,000	40,000		40,000
Total Revenue	12,268,531	13,024,028	13,185,277	13,689,860	504,583	13,744,951
Fund Balance	337,612	337,612	337,612	829,693	492,081	829,693
TOTAL SOURCES	12,606,143	13,361,640	13,522,889	14,519,553	996,664	14,574,644
REQUIREMENTS						
Salaries and Benefits	10,149,607	10,689,790	11,260,227	11,844,892	584,665	12,120,349
Services and Supplies	2,457,598	2,638,624	3,114,777	3,442,107	327,330	3,442,107
Other Charges	4,238,962	4,033,480	3,999,936	4,067,107	67,171	4,067,107
Gross Appropriations	16,846,167	17,361,894	18,374,940	19,354,106	979,166	19,629,563
Intrafund Transfers	(1,405,566)	(1,400,966)	(1,597,148)	(1,621,249)	(24,101)	(1,621,249)
Net Appropriations	15,440,601	15,960,928	16,777,792	17,732,857	955,065	18,008,314
Contingencies/Dept Reserves	72,579			492,081	492,081	492,081
TOTAL REQUIREMENTS	15,513,180	15,960,928	16,777,792	18,224,938	1,447,146	18,500,395
NET COUNTY COST	2,907,036	2,599,287	3,254,903	3,705,385	450,482	3,925,751
AUTHORIZED POSITIONS						
Salary Resolution	117.0	118.0	118.0	119.0	1.0	119.0
Funded FTE	117.0	118.2	118.2	118.5	0.3	118.5

Conservatorship Program (5700P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	502,103	343,585	565,000	500,000	(65,000)	500,000
Intergovernmental Revenues	(62,423)	99,355	210,000	110,000	(100,000)	110,000
Charges for Services	1,086,398	1,341,585	2,340,345	2,398,886	58,541	2,398,886
Interfund Revenue			43,194	46,237	3,043	46,237
Miscellaneous Revenue	192,425	254,090	470,822	473,430	2,608	473,430
Other Financing Sources		33,690	40,000	40,000		40,000
TOTAL SOURCES	1,718,502	2,072,305	3,669,361	3,568,553	(100,808)	3,568,553
REQUIREMENTS						
Salaries and Benefits	3,570,713	3,806,637	3,964,946	4,087,095	122,149	4,185,425
Services and Supplies	903,383	1,042,831	1,395,668	1,657,260	261,592	1,657,260
Other Charges	225,296	246,834	451,900	452,570	670	452,570
Gross Appropriations	4,699,392	5,096,303	5,812,514	6,196,925	384,411	6,295,255
Intrafund Transfers	(1,124,603)	(1,124,603)	(1,156,047)	(1,162,895)	(6,848)	(1,162,895)
Net Appropriations	3,574,789	3,971,700	4,656,467	5,034,030	377,563	5,132,360
Contingencies/Dept Reserves	29,850					
TOTAL REQUIREMENTS	3,604,639	3,971,700	4,656,467	5,034,030	377,563	5,132,360
NET COUNTY COST	1,886,137	1,899,395	987,106	1,465,477	478,371	1,563,807
AUTHORIZED POSITIONS						
Salary Resolution	46.0	46.0	46.0	45.0	(1.0)	45.0
Funded FTE	46.0	46.0	46.0	45.0	(1.0)	45.0

Community-Based Programs (5720P)

General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Fines, Forfeitures and Penalties	57,486	83,561	70,000	80,000	10,000	80,000
Intergovernmental Revenues	9,993,225	10,580,625	9,056,772	9,578,974	522,202	9,634,065
Charges for Services	123,351	125,960	132,488	140,000	7,512	140,000
Interfund Revenue	182,396	138,957	178,478	183,763	5,285	183,763
Miscellaneous Revenue	159,191	22,620	78,178	138,570	60,392	138,570
Other Financing Sources	34,380					
Total Revenue	10,550,029	10,951,723	9,515,916	10,121,307	605,391	10,176,398
Fund Balance	337,612	337,612	337,612	829,693	492,081	829,693
TOTAL SOURCES	10,887,641	11,289,335	9,853,528	10,951,000	1,097,472	11,006,091
REQUIREMENTS						
Salaries and Benefits	6,578,894	6,883,153	7,295,281	7,757,797	462,516	7,934,924
Services and Supplies	1,554,215	1,595,793	1,719,109	1,784,847	65,738	1,784,847
Other Charges	4,013,666	3,786,646	3,548,036	3,614,537	66,501	3,614,537
Gross Appropriations	12,146,775	12,265,591	12,562,426	13,157,181	594,755	13,334,308
Intrafund Transfers	(280,963)	(276,363)	(441,101)	(458,354)	(17,253)	(458,354)
Net Appropriations	11,865,812	11,989,228	12,121,325	12,698,827	577,502	12,875,954
Contingencies/Dept Reserves	42,729			492,081	492,081	492,081
TOTAL REQUIREMENTS	11,908,541	11,989,228	12,121,325	13,190,908	1,069,583	13,368,035
NET COUNTY COST	1,020,900	699,893	2,267,797	2,239,908	(27,889)	2,361,944
AUTHORIZED POSITIONS						
Salary Resolution	71.0	72.0	72.0	74.0	2.0	74.0
Funded FTE	71.0	72.2	72.2	73.6	1.3	73.6

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	(5,677)	1,778	40,000	23,407	(16,593)	30,562
Intergovernmental Revenues	5,797,836	7,539,055	7,709,797	7,686,348	(23,449)	7,699,348
Interfund Revenue	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	7,334	2,037				
Total Revenue	10,287,017	12,030,393	12,237,320	12,197,278	(40,042)	12,217,433
Fund Balance	1,436,434	1,355,331	1,346,434	3,060,215	1,713,781	3,060,215
TOTAL SOURCES	11,723,451	13,385,724	13,583,754	15,257,493	1,673,739	15,277,648
REQUIREMENTS						
Salaries and Benefits	138,773	142,845	391,056	311,079	(79,977)	318,234
Services and Supplies	2,393,951	2,406,294	2,423,331	2,438,250	14,919	2,438,250
Other Charges	7,835,394	7,776,371	9,631,824	9,656,840	25,016	9,669,840
Net Appropriations	10,368,119	10,325,510	12,446,211	12,406,169	(40,042)	12,426,324
Non-General Fund Reserves	1,355,332	3,060,215	1,137,543	2,851,324	1,713,781	2,851,324
TOTAL REQUIREMENTS	11,723,451	13,385,725	13,583,754	15,257,493	1,673,739	15,277,648

Environmental Health Services (5900B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	872,079	847,539	680,750	762,220	81,470	780,887
Fines, Forfeitures and Penalties	78,405	91,753	49,999	89,999	40,000	89,999
Intergovernmental Revenues	1,438,426	1,398,855	1,742,243	1,759,508	17,265	1,706,687
Charges for Services	6,664,906	6,905,077	6,785,878	6,966,273	180,395	7,031,613
Interfund Revenue			76,795		(76,795)	
Miscellaneous Revenue	269,441	363,748	140,000	225,560	85,560	225,560
Other Financing Sources	76,795	76,795		76,795	76,795	76,795
Total Revenue	9,400,052	9,683,767	9,475,665	9,880,355	404,690	9,911,541
Fund Balance	821,279	922,516	922,516	1,193,696	271,180	990,727
TOTAL SOURCES	10,221,331	10,606,283	10,398,181	11,074,051	675,870	10,902,268
REQUIREMENTS						
Salaries and Benefits	7,085,557	7,513,365	7,751,885	8,108,959	357,074	8,268,636
Services and Supplies	2,257,039	1,740,540	1,893,170	2,046,325	153,155	2,029,234
Other Charges	515,403	541,234	632,043	567,966	(64,077)	567,966
Fixed Assets	7,294	28,497		36,000	36,000	25,000
Other Financing Uses	379,078	180,857	180,922	89,307	(91,615)	
Gross Appropriations	10,244,372	10,004,492	10,458,020	10,848,557	390,537	10,890,836
Intrafund Transfers	(863,188)	(394)	(198,803)		198,803	
Net Appropriations	9,381,184	10,004,098	10,259,217	10,848,557	589,340	10,890,836
Contingencies/Dept Reserves	674,934	706,624	706,624	990,727	284,103	810,331
TOTAL REQUIREMENTS	10,056,118	10,710,722	10,965,841	11,839,284	873,443	11,701,167
NET COUNTY COST	(165,213)	104,440	567,660	765,233	197,573	798,899
AUTHORIZED POSITIONS						
Salary Resolution	76.0	75.0	75.0	75.0		75.0
Funded FTE	75.8	74.8	74.8	74.2	(0.6)	74.2

Food and Nutrition Services (6000B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Interfund Revenue			12,600		(12,600)	
Miscellaneous Revenue	705,772	841,939	748,312	865,915	117,603	888,215
Total Revenue	705,772	841,939	760,912	865,915	105,003	888,215
Fund Balance	43,048	43,048	43,048	43,048		43,048
TOTAL SOURCES	748,820	884,987	803,960	908,963	105,003	931,263
REQUIREMENTS						
Salaries and Benefits	2,450,574	2,495,307	2,510,022	2,715,188	205,166	2,741,423
Services and Supplies	2,334,862	2,507,907	2,324,823	2,677,260	352,437	2,683,225
Other Charges	95,402	91,396	90,868	106,563	15,695	102,363
Fixed Assets	28,946			5,000	5,000	
Gross Appropriations	4,909,785	5,094,609	4,925,713	5,504,011	578,298	5,527,011
Intrafund Transfers	(4,173,225)	(4,246,607)	(4,121,753)	(4,595,048)	(473,295)	(4,595,748)
TOTAL REQUIREMENTS	736,560	848,002	803,960	908,963	105,003	931,263
NET COUNTY COST	(12,261)	(36,986)				
AUTHORIZED POSITIONS						
Salary Resolution	35.0	35.0	35.0	37.0	2.0	37.0
Funded FTE	32.3	32.3	32.3	34.3	2.0	34.3

Mental Health Services (6100B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	42,610,912	46,854,302	46,781,010	49,923,165	3,142,155	49,994,427
Charges for Services	23,785,328	23,421,079	24,571,729	27,595,278	3,023,549	27,645,106
Interfund Revenue	2,000	(182)				
Miscellaneous Revenue	132,379	213,091	87,232	175,340	88,108	175,340
Other Financing Sources	35,174	35,611	50,000	35,200	(14,800)	35,200
Total Revenue	66,565,793	70,523,902	71,489,971	77,728,983	6,239,012	77,850,073
Fund Balance	5,384,659	5,406,721	5,406,721	6,092,564	685,843	6,092,564
TOTAL SOURCES	71,950,452	75,930,623	76,896,692	83,821,547	6,924,855	83,942,637
REQUIREMENTS						
Salaries and Benefits	25,476,904	27,355,874	27,767,642	30,853,885	3,086,243	31,454,340
Services and Supplies	37,781,373	39,306,787	40,506,825	45,096,626	4,589,801	44,859,064
Other Charges	13,688,720	14,172,673	14,355,980	14,997,078	641,098	14,940,389
Gross Appropriations	76,946,996	80,835,334	82,630,447	90,947,589	8,317,142	91,253,793
Intrafund Transfers	(1,840,785)	(1,642,572)	(2,368,549)	(2,295,068)	73,481	(2,295,068)
Net Appropriations	75,106,212	79,192,763	80,261,898	88,652,521	8,390,623	88,958,725
Contingencies/Dept Reserves	5,373,295	5,406,721	5,406,721	6,092,564	685,843	6,092,564
TOTAL REQUIREMENTS	80,479,507	84,599,484	85,668,619	94,745,085	9,076,466	95,051,289
NET COUNTY COST	8,529,055	8,668,861	8,771,927	10,923,538	2,151,611	11,108,652
AUTHORIZED POSITIONS						
Salary Resolution	295.0	303.0	297.0	317.0	20.0	317.0
Funded FTE	274.1	280.9	274.9	290.9	16.0	290.9

Mental Health Administration (6110P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	2,112,228	4,903,449	5,183,724	5,172,644	(11,080)	5,172,644
Charges for Services	3,508,963	1,942,805	1,604,389	1,806,642	202,253	1,820,934
Interfund Revenue		(182)				
Miscellaneous Revenue	18,756	45,364	22,333	42,540	20,207	42,540
Other Financing Sources	35,174	35,611	50,000	35,200	(14,800)	35,200
Total Revenue	5,675,121	6,927,047	6,860,446	7,057,026	196,580	7,071,318
Fund Balance	5,384,659	5,406,721	5,406,721	6,092,564	685,843	6,092,564
TOTAL SOURCES	11,059,780	12,333,768	12,267,167	13,149,590	882,423	13,163,882
REQUIREMENTS						
Salaries and Benefits	3,013,639	3,446,943	3,135,819	3,668,435	532,616	3,739,897
Services and Supplies	2,345,665	2,705,090	2,576,727	2,796,575	219,848	2,796,575
Other Charges	1,007,538	1,018,470	1,420,372	942,016	(478,356)	942,016
Net Appropriations	6,366,843	7,170,503	7,132,918	7,407,026	274,108	7,478,488
Contingencies/Dept Reserves	5,373,295	5,406,721	5,406,721	6,092,564	685,843	6,092,564
TOTAL REQUIREMENTS	11,740,138	12,577,224	12,539,639	13,499,590	959,951	13,571,052
NET COUNTY COST	680,358	243,456	272,472	350,000	77,528	407,170
AUTHORIZED POSITIONS						
Salary Resolution	30.0	31.0	31.0	37.0	6.0	37.0
Funded FTE	29.1	30.1	30.1	35.0	4.9	35.0

Mental Health Youth Services (6130P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	8,326,265	9,120,026	10,428,407	11,570,378	1,141,971	11,613,795
Charges for Services	2,870,047	3,242,750	4,177,615	3,909,228	(268,387)	3,925,377
Interfund Revenue	2,000					
Miscellaneous Revenue	41,132	61,722	12,655	54,000	41,345	54,000
TOTAL SOURCES	11,239,444	12,424,499	14,618,677	15,533,606	914,929	15,593,172
REQUIREMENTS						
Salaries and Benefits	11,128,693	11,735,560	12,644,581	14,368,607	1,724,026	14,661,438
Services and Supplies	3,215,849	3,502,491	5,040,514	5,311,989	271,475	5,074,427
Other Charges	1,819,464	1,863,504	1,862,678	2,237,233	374,555	2,180,544
Gross Appropriations	16,164,006	17,101,554	19,547,773	21,917,829	2,370,056	21,916,409
Intrafund Transfers	(1,675,786)	(1,512,572)	(1,918,549)	(1,865,068)	53,481	(1,865,068)
TOTAL REQUIREMENTS	14,488,220	15,588,982	17,629,224	20,052,761	2,423,537	20,051,341
NET COUNTY COST	3,248,776	3,164,484	3,010,547	4,519,155	1,508,608	4,458,169
AUTHORIZED POSITIONS						
Salary Resolution	142.0	143.0	141.0	153.0	12.0	153.0
Funded FTE	131.1	132.3	130.2	140.3	10.0	140.3

Mental Health Adult Services (6140P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	32,172,419	32,830,827	31,168,879	33,180,143	2,011,264	33,207,988
Charges for Services	17,406,318	18,235,524	18,789,725	21,879,408	3,089,683	21,898,795
Miscellaneous Revenue	72,491	106,005	52,244	78,800	26,556	78,800
TOTAL SOURCES	49,651,228	51,172,356	50,010,848	55,138,351	5,127,503	55,185,583
REQUIREMENTS						
Salaries and Benefits	11,334,571	12,173,372	11,987,242	12,816,843	829,601	13,053,005
Services and Supplies	32,219,859	33,099,206	32,889,584	36,988,062	4,098,478	36,988,062
Other Charges	10,861,718	11,290,699	11,072,930	11,817,829	744,899	11,817,829
Gross Appropriations	54,416,147	56,563,277	55,949,756	61,622,734	5,672,978	61,858,896
Intrafund Transfers	(164,999)	(130,000)	(450,000)	(430,000)	20,000	(430,000)
TOTAL REQUIREMENTS	54,251,149	56,433,277	55,499,756	61,192,734	5,692,978	61,428,896
NET COUNTY COST	4,599,921	5,260,921	5,488,908	6,054,383	565,475	6,243,313
AUTHORIZED POSITIONS						
Salary Resolution	123.0	129.0	125.0	127.0	2.0	127.0
Funded FTE	113.9	118.5	114.5	115.6	1.1	115.6

Public Health Services (6200B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	11,966	12,151	14,000	14,000		14,000
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	17,909,484	21,218,404	19,375,334	19,783,180	407,846	19,712,024
Charges for Services	2,652,688	3,875,221	3,864,917	4,583,785	718,868	4,645,548
Interfund Revenue	339,087	425,582	727,364	767,330	39,966	767,330
Miscellaneous Revenue	2,189,056	2,532,095	2,148,533	1,695,187	(453,346)	1,669,187
Total Revenue	23,102,281	28,063,452	26,205,148	26,918,482	713,334	26,883,089
Fund Balance	1,069,987	1,640,380	1,640,380	2,952,465	1,312,085	1,437,696
TOTAL SOURCES	24,172,268	29,703,832	27,845,528	29,870,947	2,025,419	28,320,785
REQUIREMENTS						
Salaries and Benefits	21,373,898	23,734,924	24,490,359	25,754,963	1,264,604	26,314,101
Services and Supplies	7,138,676	7,098,066	6,265,050	6,240,971	(24,079)	5,820,137
Other Charges	3,249,541	4,316,410	4,669,791	5,430,893	761,102	4,809,737
Fixed Assets	24,367	131,431	150,000	620,000	470,000	
Other Financing Uses				230,000	230,000	230,000
Gross Appropriations	31,786,482	35,280,831	35,575,200	38,276,827	2,701,627	37,173,975
Intrafund Transfers	(779,608)	(729,754)	(1,009,449)	(1,086,389)	(76,940)	(1,086,389)
Net Appropriations	31,006,873	34,551,077	34,565,751	37,190,438	2,624,687	36,087,586
Contingencies/Dept Reserves	635,194	681,500	681,500	1,120,166	438,666	1,120,166
TOTAL REQUIREMENTS	31,642,067	35,232,577	35,247,251	38,310,604	3,063,353	37,207,752
NET COUNTY COST	7,469,799	5,528,745	7,401,723	8,439,657	1,037,934	8,886,967
AUTHORIZED POSITIONS						
Salary Resolution	272.0	272.0	273.0	266.0	(7.0)	266.0
Funded FTE	256.0	254.6	255.6	254.9	(0.7)	254.9

Disease Control and Prevention (6220P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Licenses, Permits and Franchises	11,966	12,151	14,000	14,000		14,000
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	9,973,749	10,169,725	10,824,688	10,290,306	(534,382)	10,219,150
Charges for Services	1,036,118	1,465,907	1,329,707	1,875,085	545,378	1,875,085
Interfund Revenue	339,087	425,582	727,364	767,330	39,966	767,330
Miscellaneous Revenue	707,313	690,864	628,540	42,444	(586,096)	42,444
Total Revenue	12,068,233	12,764,228	13,599,299	13,064,165	(535,134)	12,993,009
Fund Balance	1,029,996	1,600,389	1,600,389	2,912,474	1,312,085	1,397,705
TOTAL SOURCES	13,098,229	14,364,617	15,199,688	15,976,639	776,951	14,390,714
REQUIREMENTS						
Salaries and Benefits	8,769,885	10,130,102	10,547,812	10,654,753	106,941	10,905,074
Services and Supplies	3,472,103	3,661,579	3,355,723	3,045,834	(309,889)	2,651,000
Other Charges	2,337,194	3,135,608	3,531,778	4,140,542	608,764	3,519,386
Fixed Assets	24,367	131,431	150,000	620,000	470,000	
Other Financing Uses				230,000	230,000	230,000
Gross Appropriations	14,603,549	17,058,720	17,585,313	18,691,129	1,105,816	17,305,460
Intrafund Transfers	(636,228)	(574,732)	(927,562)	(1,004,502)	(76,940)	(1,004,502)
Net Appropriations	13,967,321	16,483,988	16,657,751	17,686,627	1,028,876	16,300,958
Contingencies/Dept Reserves	595,203	641,509	641,509	1,080,175	438,666	1,080,175
TOTAL REQUIREMENTS	14,562,524	17,125,497	17,299,260	18,766,802	1,467,542	17,381,133
NET COUNTY COST	1,464,295	2,760,880	2,099,572	2,790,163	690,591	2,990,419
AUTHORIZED POSITIONS						
Salary Resolution	115.0	119.0	119.0	109.0	(10.0)	109.0
Funded FTE	112.3	114.5	114.5	107.4	(7.1)	107.4

Family Health Services (6240P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	7,935,735	11,048,680	8,550,646	9,492,874	942,228	9,492,874
Charges for Services	1,616,570	2,409,314	2,535,210	2,708,700	173,490	2,770,463
Miscellaneous Revenue	1,481,743	1,841,231	1,519,993	1,652,743	132,750	1,626,743
Total Revenue	11,034,048	15,299,224	12,605,849	13,854,317	1,248,468	13,890,080
Fund Balance	39,991	39,991	39,991	39,991		39,991
TOTAL SOURCES	11,074,039	15,339,215	12,645,840	13,894,308	1,248,468	13,930,071
REQUIREMENTS						
Salaries and Benefits	12,604,013	13,604,822	13,942,547	15,100,210	1,157,663	15,409,027
Services and Supplies	3,666,573	3,436,487	2,909,327	3,195,137	285,810	3,169,137
Other Charges	912,347	1,180,802	1,138,013	1,290,351	152,338	1,290,351
Gross Appropriations	17,182,933	18,222,111	17,989,887	19,585,698	1,595,811	19,868,515
Intrafund Transfers	(143,381)	(155,022)	(81,887)	(81,887)		(81,887)
Net Appropriations	17,039,552	18,067,089	17,908,000	19,503,811	1,595,811	19,786,628
Contingencies/Dept Reserves	39,991	39,991	39,991	39,991		39,991
TOTAL REQUIREMENTS	17,079,543	18,107,080	17,947,991	19,543,802	1,595,811	19,826,619
NET COUNTY COST	6,005,504	2,767,865	5,302,151	5,649,494	347,343	5,896,548
AUTHORIZED POSITIONS						
Salary Resolution	157.0	153.0	154.0	157.0	3.0	157.0
Funded FTE	143.7	140.1	141.1	147.5	6.5	147.5

Correctional Health Services (6300B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	322,125	376,435	341,141	350,719	9,578	350,719
Charges for Services	897	1,477	429	429		429
Interfund Revenue	420,645	375,726	366,048	372,324	6,276	372,324
Miscellaneous Revenue	52,443	65,685	39,302	39,302		39,302
Total Revenue	796,110	819,323	746,920	762,774	15,854	762,774
Fund Balance	117,472	372,311	372,311	55,000	(317,311)	55,000
TOTAL SOURCES	913,582	1,191,634	1,119,231	817,774	(301,457)	817,774
REQUIREMENTS						
Salaries and Benefits	5,658,822	5,935,601	6,189,722	6,420,857	231,135	6,417,680
Services and Supplies	1,554,590	2,434,063	1,691,138	2,533,667	842,529	2,291,557
Other Charges	490,789	428,970	441,599	483,951	42,352	483,951
Gross Appropriations	7,704,201	8,798,634	8,322,459	9,438,475	1,116,016	9,193,188
Intrafund Transfers	(2,653,143)	(3,292,230)	(2,793,317)	(3,807,720)	(1,014,403)	(3,807,720)
Net Appropriations	5,051,058	5,506,404	5,529,142	5,630,755	101,613	5,385,468
Contingencies/Dept Reserves	117,472					
TOTAL REQUIREMENTS	5,168,530	5,506,404	5,529,142	5,630,755	101,613	5,385,468
NET COUNTY COST	4,254,949	4,314,769	4,409,911	4,812,981	403,070	4,567,694
AUTHORIZED POSITIONS						
Salary Resolution	55.0	56.0	56.0	57.0	1.0	57.0
Funded FTE	52.1	51.3	51.3	52.5	1.2	52.5

IHSS Public Authority GF (6900B)
General Fund
FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
REQUIREMENTS						
Other Charges	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
TOTAL REQUIREMENTS	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
NET COUNTY COST	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523

San Mateo Medical Center (6600D)
Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	15,079	261	28,463	35,000	6,537	35,000
Use of Money and Property	17,837	3,458	1,368	5,000	3,632	5,000
Intergovernmental Revenues	28,993,752	32,952,522	34,763,494	37,223,133	2,459,639	37,178,611
Charges for Services	84,392,743	99,590,679	98,423,793	109,529,711	11,105,918	109,529,711
Interfund Revenue	2,333,214	1,835,943	3,083,220	3,117,837	34,617	2,571,419
Miscellaneous Revenue	2,731,774	2,732,819	2,626,693	3,369,586	742,893	7,020,681
Other Financing Sources	54,165,685	48,011,462	43,402,000	44,452,000	1,050,000	44,452,000
Total Revenue	172,650,085	185,127,144	182,329,031	197,732,267	15,403,236	200,792,422
Fund Balance	(2,813,509)	3,532				
TOTAL SOURCES	169,836,576	185,130,676	182,329,031	197,732,267	15,403,236	200,792,422
REQUIREMENTS						
Salaries and Benefits	91,788,490	103,894,550	103,227,058	112,842,849	9,615,791	114,948,727
Services and Supplies	49,156,913	51,723,991	48,273,297	53,166,174	4,892,877	53,003,456
Other Charges	18,719,105	19,895,494	20,898,002	21,759,661	861,659	22,850,076
Other Financing Uses	10,230,222	9,616,641	9,930,674	9,963,583	32,909	9,990,163
Net Appropriations	169,894,730	185,130,676	182,329,031	197,732,267	15,403,236	200,792,422
Non-General Fund Reserves	(114,128)					
TOTAL REQUIREMENTS	169,780,602	185,130,676	182,329,031	197,732,267	15,403,236	200,792,422
AUTHORIZED POSITIONS						
Salary Resolution	1,232.0	1,222.0	1,222.0	1,308.0	86.0	1,308.0
Funded FTE	1,110.1	1,100.0	1,099.9	1,150.1	50.1	1,150.1

Administrative and Quality Management Services (6601B) Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	114	37				
Use of Money and Property	13,560	27				
Intergovernmental Revenues	27,745,813	31,971,847	32,847,821	35,248,295	2,400,474	35,203,773
Charges for Services	(108,258,237)	(171,599,223)	(128,055,386)	(194,538,468)	(66,483,082)	(194,538,468)
Interfund Revenue	1,189,137	733,428	1,390,000	1,454,311	64,311	957,893
Miscellaneous Revenue	1,101,033	435,295	516,209	687,931	171,722	4,339,026
Other Financing Sources	53,467,152	47,707,046	43,152,000	44,452,000	1,300,000	44,452,000
Total Revenue	(24,741,426)	(90,751,543)	(50,149,356)	(112,695,931)	(62,546,575)	(109,585,776)
Fund Balance	(4,503,766)	3,532				
TOTAL SOURCES	(29,245,192)	(90,748,011)	(50,149,356)	(112,695,931)	(62,546,575)	(109,585,776)
REQUIREMENTS						
Salaries and Benefits	14,444,761	15,286,485	15,981,640	17,441,725	1,460,085	17,413,993
Services and Supplies	16,597,124	19,366,545	19,856,222	19,884,021	27,799	19,771,303
Other Charges	11,643,335	11,873,471	12,096,277	12,543,635	447,358	13,634,050
Other Financing Uses	10,230,222	9,616,641	9,930,674	9,963,583	32,909	9,990,163
Net Appropriations	52,915,443	56,143,143	57,864,813	59,832,964	1,968,151	60,809,509
Non-General Fund Reserves	(114,128)					
TOTAL REQUIREMENTS	52,801,315	56,143,143	57,864,813	59,832,964	1,968,151	60,809,509
NET COUNTY COST	82,046,507	146,891,154	108,014,169	172,528,895	64,514,726	170,395,285
AUTHORIZED POSITIONS						
Salary Resolution	187.0	181.0	181.0	193.0	12.0	193.0
Funded FTE	185.6	180.6	180.6	187.3	6.7	187.3

Patient Care Services (6610B)
Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	(6)					
Intergovernmental Revenues	32,420	11,423				
Charges for Services	59,167,325	89,377,657	69,252,189	100,490,102	31,237,913	100,490,102
Miscellaneous Revenue	104,605	81,321	454,093	129,269	(324,824)	129,269
Other Financing Sources	(4,250)	(48,800)				
TOTAL SOURCES	59,300,095	89,421,601	69,706,282	100,619,371	30,913,089	100,619,371
REQUIREMENTS						
Salaries and Benefits	22,577,882	24,001,269	24,226,943	26,937,822	2,710,879	27,253,875
Services and Supplies	7,851,938	9,600,904	8,418,387	9,583,477	1,165,090	9,583,477
Other Charges	303,814	322,220	447,758	318,414	(129,344)	318,414
TOTAL REQUIREMENTS	30,733,635	33,924,392	33,093,088	36,839,713	3,746,625	37,155,766
NET COUNTY COST	(28,566,460)	(55,497,209)	(36,613,194)	(63,779,658)	(27,166,464)	(63,463,605)
AUTHORIZED POSITIONS						
Salary Resolution	254.0	250.0	250.0	266.0	16.0	266.0
Funded FTE	208.8	206.0	206.0	219.4	13.4	219.4

Clinical Ancillary and Support Services (6640B) Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	14,951	221	28,463	35,000	6,537	35,000
Use of Money and Property	4,283	3,431	1,368	5,000	3,632	5,000
Charges for Services	53,092,855	68,553,884	58,240,891	77,255,842	19,014,951	77,255,842
Interfund Revenue	320,258	293,671	289,752	547,910	258,158	497,910
Miscellaneous Revenue	1,122,254	1,597,814	1,319,759	2,197,729	877,970	2,197,729
Other Financing Sources	706,934	85,962	250,000		(250,000)	
TOTAL SOURCES	55,261,535	70,534,985	60,130,233	80,041,481	19,911,248	79,991,481
REQUIREMENTS						
Salaries and Benefits	17,353,441	19,489,333	19,296,445	20,806,578	1,510,133	21,332,069
Services and Supplies	16,302,409	17,701,222	15,269,321	19,031,784	3,762,463	18,981,784
Other Charges	3,721,286	3,795,239	4,652,729	4,319,271	(333,458)	4,319,271
TOTAL REQUIREMENTS	37,377,136	40,985,793	39,218,495	44,157,633	4,939,138	44,633,124
NET COUNTY COST	(17,884,399)	(29,549,192)	(20,911,738)	(35,883,848)	(14,972,110)	(35,358,357)
AUTHORIZED POSITIONS						
Salary Resolution	236.0	232.0	232.0	242.0	10.0	242.0
Funded FTE	232.1	228.2	228.2	233.5	5.4	233.5

Long-Term Care Services (6680B)
Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	860	(263,260)				
Charges for Services	44,593,177	64,468,864	61,889,543	70,283,057	8,393,514	70,283,057
Miscellaneous Revenue	43,753	60,715		33,324	33,324	33,324
Other Financing Sources		270,264				
TOTAL SOURCES	44,637,790	64,536,582	61,889,543	70,316,381	8,426,838	70,316,381
REQUIREMENTS						
Salaries and Benefits	13,546,055	18,807,989	17,228,256	18,410,457	1,182,201	19,104,270
Services and Supplies	2,427,463	2,190,078	1,933,590	1,655,581	(278,009)	1,655,581
Other Charges	1,586,756	2,397,543	1,556,770	2,580,144	1,023,374	2,580,144
TOTAL REQUIREMENTS	17,560,274	23,395,609	20,718,616	22,646,182	1,927,566	23,339,995
NET COUNTY COST	(27,077,515)	(41,140,973)	(41,170,927)	(47,670,199)	(6,499,272)	(46,976,386)
AUTHORIZED POSITIONS						
Salary Resolution	261.0	259.0	259.0	297.0	38.0	297.0
Funded FTE	208.2	206.2	206.2	224.5	18.3	224.5

Ambulatory and Medical Staff Services (6850B) Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	14	2				
Intergovernmental Revenues	1,214,660	1,232,512	1,915,673	1,974,838	59,165	1,974,838
Charges for Services	35,797,623	48,789,497	37,096,556	56,039,178	18,942,622	56,039,178
Interfund Revenue	823,818	808,844	1,403,468	1,115,616	(287,852)	1,115,616
Miscellaneous Revenue	360,129	557,674	336,632	321,333	(15,299)	321,333
Other Financing Sources	(4,151)	(3,010)				
Total Revenue	38,192,092	51,385,519	40,752,329	59,450,965	18,698,636	59,450,965
Fund Balance	1,690,257					
TOTAL SOURCES	39,882,349	51,385,519	40,752,329	59,450,965	18,698,636	59,450,965
REQUIREMENTS						
Salaries and Benefits	23,866,350	26,309,475	26,493,774	29,246,267	2,752,493	29,844,520
Services and Supplies	5,977,980	2,865,243	2,795,777	3,011,311	215,534	3,011,311
Other Charges	1,463,914	1,507,021	2,144,468	1,998,197	(146,271)	1,998,197
TOTAL REQUIREMENTS	31,308,243	30,681,739	31,434,019	34,255,775	2,821,756	34,854,028
NET COUNTY COST	(8,574,107)	(20,703,780)	(9,318,310)	(25,195,190)	(15,876,880)	(24,596,937)
AUTHORIZED POSITIONS						
Salary Resolution	294.0	300.0	300.0	310.0	10.0	310.0
Funded FTE	275.4	278.9	278.9	285.4	6.4	285.4

Medical Center Capital Purchases (6750D)
Medical Center Enterprise Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues		3,026,317		3,800,000	3,800,000	
Interfund Revenue	3,154,507					
Miscellaneous Revenue		256,425	1,638,681	7,670,000	6,031,319	
Other Financing Sources			3,000,000		(3,000,000)	
Total Revenue	3,154,507	3,282,742	4,638,681	11,470,000	6,831,319	
Fund Balance			767,172		(767,172)	
TOTAL SOURCES	3,154,507	3,282,742	5,405,853	11,470,000	6,064,147	
REQUIREMENTS						
Services and Supplies	1,537,987	653,185		850,000	850,000	
Other Charges	855,636	862,975		800,000	800,000	
Fixed Assets		793,811	3,405,853	4,820,000	1,414,147	
Other Financing Uses	55,685	972,771	2,000,000	5,000,000	3,000,000	
Net Appropriations	2,449,308	3,282,742	5,405,853	11,470,000	6,064,147	
Non-General Fund Reserves	761,173					
TOTAL REQUIREMENTS	3,210,481	3,282,742	5,405,853	11,470,000	6,064,147	

Contributions to Medical Center (5850D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	12,959,732	19,191,081	11,534,162	11,880,187	346,025	11,880,187
Miscellaneous Revenue	7,327,092	6,976,004	7,193,499	7,193,499		7,193,499
TOTAL SOURCES	20,286,824	26,167,085	18,727,661	19,073,686	346,025	19,073,686
REQUIREMENTS						
Services and Supplies	10,464,334	15,012,150	8,670,833	8,670,833		8,670,833
Other Charges		4,549,152				
Other Financing Uses	50,828,417	43,152,000	43,152,000	45,376,904	2,224,904	45,376,904
Gross Appropriations	61,292,751	62,713,302	51,822,833	54,047,737	2,224,904	54,047,737
Intrafund Transfers	(1,000,000)					
TOTAL REQUIREMENTS	60,292,751	62,713,302	51,822,833	54,047,737	2,224,904	54,047,737
NET COUNTY COST	40,005,927	36,546,217	33,095,172	34,974,051	1,878,879	34,974,051

Human Services Agency (7000D) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	27,017		27,017	27,828	811	27,828
Intergovernmental Revenues	128,295,238	132,839,674	137,415,108	156,021,446	18,606,338	153,529,334
Charges for Services	1,310,527	1,356,590	1,643,747	2,064,188	420,441	2,064,188
Interfund Revenue	41,054	43,210	50,000	50,000		50,000
Miscellaneous Revenue	3,452,673	3,726,600	4,150,350	3,252,125	(898,225)	3,129,306
Total Revenue	133,126,509	137,966,074	143,286,222	161,415,587	18,129,365	158,800,656
Fund Balance	5,765,281	6,166,477	6,166,477	7,435,341	1,268,864	4,439,028
TOTAL SOURCES	138,891,790	144,132,551	149,452,699	168,850,928	19,398,229	163,239,684
REQUIREMENTS						
Salaries and Benefits	58,768,476	65,688,907	67,430,660	75,922,410	8,491,750	77,714,255
Services and Supplies	35,007,422	35,557,747	39,471,929	48,167,558	8,695,629	44,245,843
Other Charges	74,468,204	74,491,380	77,670,883	85,222,831	7,551,948	83,196,761
Fixed Assets	712,104	152,218	224,000	504,000	280,000	
Other Financing Uses	311,859	293,196	341,947	313,473	(28,474)	313,473
Gross Appropriations	169,268,066	176,183,449	185,139,419	210,130,272	24,990,853	205,470,332
Intrafund Transfers	(17,634,895)	(19,787,618)	(19,562,918)	(23,200,245)	(3,637,327)	(22,781,392)
Net Appropriations	151,633,171	156,395,831	165,576,501	186,930,027	21,353,526	182,688,940
Contingencies/Dept Reserves	4,597,626	4,086,733	4,086,733	4,330,306	243,573	4,330,306
TOTAL REQUIREMENTS	156,230,797	160,482,564	169,663,234	191,260,333	21,597,099	187,019,246
NET COUNTY COST	17,339,007	16,350,014	20,210,535	22,409,405	2,198,870	23,779,562
AUTHORIZED POSITIONS						
Salary Resolution	736.0	738.0	737.0	797.0	60.0	797.0
Funded FTE	724.7	732.3	731.3	783.3	52.0	783.3

Program Support (7301B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	1,676,030	2,382,123	1,539,688	1,553,835	14,147	1,561,750
Miscellaneous Revenue	29,951	88,913	96,127	25,000	(71,127)	
Total Revenue	1,705,981	2,471,036	1,635,815	1,578,835	(56,980)	1,561,750
Fund Balance	4,112,300	3,337,891	3,337,891	3,989,464	651,573	3,340,464
TOTAL SOURCES	5,818,281	5,808,927	4,973,706	5,568,299	594,593	4,902,214
REQUIREMENTS						
Salaries and Benefits	9,825,238	10,938,920	10,817,939	11,621,514	803,575	11,885,358
Services and Supplies	2,017,185	2,610,616	3,312,943	4,753,349	1,440,406	4,129,349
Other Charges	2,241,279	2,271,471	2,398,971	2,391,969	(7,002)	2,391,969
Fixed Assets	511,626	96,623	219,000	440,000	221,000	
Gross Appropriations	14,595,329	15,917,631	16,748,853	19,206,832	2,457,979	18,406,676
Intrafund Transfers	(13,036,369)	(14,220,364)	(14,442,163)	(16,571,535)	(2,129,372)	(16,405,802)
Net Appropriations	1,558,960	1,697,267	2,306,690	2,635,297	328,607	2,000,874
Contingencies/Dept Reserves	3,672,645	3,096,891	3,096,891	3,340,464	243,573	3,340,464
TOTAL REQUIREMENTS	5,231,605	4,794,158	5,403,581	5,975,761	572,180	5,341,338
NET COUNTY COST	(586,676)	(1,014,769)	429,875	407,462	(22,413)	439,124
AUTHORIZED POSITIONS						
Salary Resolution	108.0	111.0	111.0	114.0	3.0	114.0
Funded FTE	107.7	110.5	110.5	113.1	2.5	113.1

Community Capacity Building (7201B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	351,113	512,296	518,913	511,113	(7,800)	619,834
Miscellaneous Revenue	31,200	43,800				
Total Revenue	382,313	556,096	518,913	511,113	(7,800)	619,834
Fund Balance				274,883	274,883	108,722
TOTAL SOURCES	382,313	556,096	518,913	785,996	267,083	728,556
REQUIREMENTS						
Salaries and Benefits	146,892	93,224	161,786	227,952	66,166	234,958
Services and Supplies	1,407,232	1,787,220	1,698,644	2,685,182	986,538	2,640,222
Other Charges	598,405	529,601	552,469	166,682	(385,787)	166,682
Gross Appropriations	2,152,529	2,410,045	2,412,899	3,079,816	666,917	3,041,862
Intrafund Transfers	(332,384)	(241,695)	(450,206)	(561,000)	(110,794)	(588,440)
TOTAL REQUIREMENTS	1,820,145	2,168,350	1,962,693	2,518,816	556,123	2,453,422
NET COUNTY COST	1,437,832	1,612,254	1,443,780	1,732,820	289,040	1,724,866
AUTHORIZED POSITIONS						
Salary Resolution	1.0	1.0	1.0	2.0	1.0	2.0
Funded FTE	1.0	1.0	1.0	2.0	1.0	2.0

Economic Self-Sufficiency (7001B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	64,052,465	66,357,038	70,491,568	78,945,767	8,454,199	77,752,583
Charges for Services	687,319	836,330	1,020,000	1,100,000	80,000	1,100,000
Interfund Revenue	41,054	43,210	50,000	50,000		50,000
Miscellaneous Revenue	951,631	1,218,409	687,759	679,551	(8,208)	604,551
Total Revenue	65,732,469	68,454,988	72,249,327	80,775,318	8,525,991	79,507,134
Fund Balance	278,000	197,393	197,393	50,000	(147,393)	
TOTAL SOURCES	66,010,469	68,652,381	72,446,720	80,825,318	8,378,598	79,507,134
REQUIREMENTS						
Salaries and Benefits	26,990,449	31,449,885	31,281,753	36,537,064	5,255,311	37,389,649
Services and Supplies	18,124,862	17,106,022	17,957,709	20,932,097	2,974,388	20,180,158
Other Charges	31,157,568	31,838,106	32,814,682	34,907,542	2,092,860	34,148,867
Fixed Assets	200,478	55,595	5,000	64,000	59,000	
Other Financing Uses	197,791	217,566	224,175	233,315	9,140	233,315
Gross Appropriations	76,671,148	80,667,174	82,283,319	92,674,018	10,390,699	91,951,989
Intrafund Transfers	(3,402,095)	(4,075,508)	(3,845,520)	(4,967,360)	(1,121,840)	(4,967,360)
TOTAL REQUIREMENTS	73,269,053	76,591,666	78,437,799	87,706,658	9,268,859	86,984,629
NET COUNTY COST	7,258,584	7,939,285	5,991,079	6,881,340	890,261	7,477,495
AUTHORIZED POSITIONS						
Salary Resolution	370.0	370.0	370.0	404.0	34.0	404.0
Funded FTE	364.2	367.0	367.0	397.1	30.0	397.1

Family Strength (7101B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	27,017		27,017	27,828	811	27,828
Intergovernmental Revenues	62,215,629	63,588,216	64,864,939	75,010,731	10,145,792	73,595,167
Charges for Services	623,208	520,260	623,747	964,188	340,441	964,188
Miscellaneous Revenue	2,439,892	2,375,477	3,366,464	2,547,574	(818,890)	2,524,755
Total Revenue	65,305,746	66,483,954	68,882,167	78,550,321	9,668,154	77,111,938
Fund Balance	1,374,981	2,631,193	2,631,193	3,120,994	489,801	989,842
TOTAL SOURCES	66,680,727	69,115,147	71,513,360	81,671,315	10,157,955	78,101,780
REQUIREMENTS						
Salaries and Benefits	21,805,897	23,206,879	25,169,182	27,535,880	2,366,698	28,204,290
Services and Supplies	13,458,143	14,053,888	16,502,633	19,796,930	3,294,297	17,296,114
Other Charges	40,470,952	39,852,203	41,904,761	47,756,638	5,851,877	46,489,243
Other Financing Uses	114,068	75,630	117,772	80,158	(37,614)	80,158
Gross Appropriations	75,849,060	77,188,600	83,694,348	95,169,606	11,475,258	92,069,805
Intrafund Transfers	(864,046)	(1,250,051)	(825,029)	(1,100,350)	(275,321)	(819,790)
Net Appropriations	74,985,014	75,938,549	82,869,319	94,069,256	11,199,937	91,250,015
Contingencies/Dept Reserves	924,981	989,842	989,842	989,842		989,842
TOTAL REQUIREMENTS	75,909,995	76,928,391	83,859,161	95,059,098	11,199,937	92,239,857
NET COUNTY COST	9,229,267	7,813,244	12,345,801	13,387,783	1,041,982	14,138,077
AUTHORIZED POSITIONS						
Salary Resolution	257.0	256.0	255.0	277.0	22.0	277.0
Funded FTE	251.8	253.8	252.8	271.2	18.4	271.2

Department of Housing All Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	998,148	1,024,775	1,080,672	1,281,334	200,662	1,281,334
Intergovernmental Revenues	78,085,343	73,680,206	82,251,748	75,669,198	(6,582,550)	76,957,910
Miscellaneous Revenue	4,685,084	3,077,044	2,856,307	3,081,262	224,955	3,081,262
Other Financing Sources	464,032		774,088	1,182,650	408,562	
Total Revenue	84,232,607	77,782,025	86,962,815	81,214,444	(5,748,371)	81,320,506
Fund Balance		1,968,722		84,606	84,606	84,606
TOTAL SOURCES	84,232,607	79,750,747	86,962,815	81,299,050	(5,663,765)	81,405,112
REQUIREMENTS						
Salaries and Benefits	5,605,263	5,535,975	5,822,239	6,097,963	275,724	6,244,513
Services and Supplies	2,587,023	2,409,283	3,349,441	3,463,957	114,516	3,463,957
Other Charges	75,265,170	71,790,776	77,866,343	72,435,456	(5,430,887)	72,394,968
Fixed Assets	725,710		74,000		(74,000)	
Other Financing Uses		20,162				
Gross Appropriations	84,183,166	79,756,196	87,112,023	81,997,376	(5,114,647)	82,103,438
Intrafund Transfers	(119,424)	(110,785)	(268,420)	(782,932)	(514,512)	(782,932)
Net Appropriations	84,063,742	79,645,411	86,843,603	81,214,444	(5,629,159)	81,320,506
Contingencies/Dept Reserves				84,606	84,606	84,606
TOTAL REQUIREMENTS	84,063,742	79,645,411	86,843,603	81,299,050	(5,544,553)	81,405,112
NET COUNTY COST	(168,865)	(105,337)	(119,212)		119,212	
AUTHORIZED POSITIONS						
Salary Resolution	77.0	79.0	79.0	77.0	(2.0)	77.0
Funded FTE	77.0	77.8	77.8	77.0	(0.8)	77.0

This summary combines financial information for both Housing and Community Development and the Housing Authority. Housing and Community Development is a unit of the County General Fund, whereas the Housing Authority is a separate legal entity under State law, administered by the Board of Supervisors and the Housing Authority Board of Commissioners. Although the Housing Authority is a non-County entity, its financial information 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.

Housing & Community Development (7920P) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Intergovernmental Revenues	8,866,825	6,916,836	13,132,722	10,818,281	(2,314,441)	10,818,281
Miscellaneous Revenue	4,536,118	2,956,424	2,699,307	2,947,262	247,955	2,947,262
Total Revenue	13,402,943	9,873,260	15,832,029	13,765,543	(2,066,486)	13,765,543
Fund Balance				84,606	84,606	84,606
TOTAL SOURCES	13,402,943	9,873,260	15,832,029	13,850,149	(1,981,880)	13,850,149
REQUIREMENTS						
Salaries and Benefits	1,621,225	1,677,817	1,816,595	1,847,024	30,429	1,887,512
Services and Supplies	1,073,778	623,101	1,469,008	1,384,184	(84,824)	1,384,184
Other Charges	9,932,789	7,557,629	12,695,634	11,317,267	(1,378,367)	11,276,779
Fixed Assets	725,710					
Other Financing Uses		20,162				
Gross Appropriations	13,353,502	9,878,709	15,981,237	14,548,475	(1,432,762)	14,548,475
Intrafund Transfers	(119,424)	(110,785)	(268,420)	(782,932)	(514,512)	(782,932)
Net Appropriations	13,234,078	9,767,924	15,712,817	13,765,543	(1,947,274)	13,765,543
Contingencies/Dept Reserves				84,606	84,606	84,606
TOTAL REQUIREMENTS	13,234,078	9,767,924	15,712,817	13,850,149	(1,862,668)	13,850,149
NET COUNTY COST	(168,865)	(105,337)	(119,212)		119,212	
AUTHORIZED POSITIONS						
Salary Resolution	16.0	18.0	18.0	16.0	(2.0)	16.0
Funded FTE	16.0	16.8	16.8	16.0	(0.8)	16.0

Housing Authority (7930P)

Housing Authority Fund (Information Only)

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	998,148	1,024,775	1,080,672	1,281,334	200,662	1,281,334
Intergovernmental Revenues	69,218,518	66,763,370	69,119,026	64,850,917	(4,268,109)	66,139,629
Miscellaneous Revenue	148,966	120,620	157,000	134,000	(23,000)	134,000
Other Financing Sources	464,032		774,088	1,182,650	408,562	
Total Revenue	70,829,664	67,908,765	71,130,786	67,448,901	(3,681,885)	67,554,963
Fund Balance		1,968,722				
TOTAL SOURCES	70,829,664	69,877,487	71,130,786	67,448,901	(3,681,885)	67,554,963
REQUIREMENTS						
Salaries and Benefits	3,984,038	3,858,158	4,005,644	4,250,939	245,295	4,357,001
Services and Supplies	1,513,245	1,786,182	1,880,433	2,079,773	199,340	2,079,773
Other Charges	65,332,381	64,233,147	65,170,709	61,118,189	(4,052,520)	61,118,189
Fixed Assets			74,000		(74,000)	
TOTAL REQUIREMENTS	70,829,664	69,877,487	71,130,786	67,448,901	(3,681,885)	67,554,963
AUTHORIZED POSITIONS						
Salary Resolution	61.0	61.0	61.0	61.0		61.0
Funded FTE	61.0	61.0	61.0	61.0		61.0

For information only - the Housing Authority is a non-County fund.

Non-Departmental Services (8000B) General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Taxes	188,002,427	264,547,187	163,346,403	238,747,060	75,400,657	240,133,647
Licenses, Permits and Franchises	354,924	357,472	330,000	350,000	20,000	350,000
Use of Money and Property	8,626,696	11,037,690	9,608,366	9,030,000	(578,366)	9,255,000
Intergovernmental Revenues	39,588,143	5,247,977	43,059,091	16,182,270	(26,876,821)	1,410,000
Charges for Services	23,695	22,051				
Interfund Revenue	5,531,834	4,996,454	5,345,134	6,340,653	995,519	6,413,466
Miscellaneous Revenue	484,900	664,645				
Other Financing Sources	1,680,581					
Total Revenue	244,293,202	286,873,477	221,688,994	270,649,983	48,960,989	257,562,113
Fund Balance	148,324,378	142,413,310	142,413,310	200,584,890	58,171,580	172,587,940
TOTAL SOURCES	392,617,580	429,286,787	364,102,304	471,234,873	107,132,569	430,150,053
REQUIREMENTS						
Salaries and Benefits	24,209	11,830	6,036,000	4,036,000	(2,000,000)	22,536,000
Services and Supplies	6,247,389	4,692,764	21,540,526	12,971,849	(8,568,677)	10,918,028
Other Charges	11,106,213	292,012	5,088,354	14,197,082	9,108,728	944,460
Fixed Assets	25,394			3,502,000	3,502,000	
Other Financing Uses	15,782,900	7,473,751	10,185,938	39,929,833	29,743,895	11,688,197
Gross Appropriations	33,186,105	12,470,358	42,850,818	74,636,764	31,785,946	46,086,685
Intrafund Transfers	(514,035)	(365,590)	(569,809)	(595,674)	(25,865)	(607,587)
Net Appropriations	32,672,070	12,104,768	42,281,009	74,041,090	31,760,081	45,479,098
Contingencies/Dept Reserves	44,806,193	86,898,967	93,275,246	136,345,230	43,069,984	123,864,912
TOTAL REQUIREMENTS	77,478,263	99,003,735	135,556,255	210,386,320	74,830,065	169,344,010
NET COUNTY COST	(315,139,317)	(330,283,053)	(228,546,050)	(260,848,554)	(32,302,504)	(260,806,044)

Sergeants/Teamsters Retiree Health (8050B)

Sergeants/Teamsters Retiree Health Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	3,996	3,607		3,200	3,200	2,000
Interfund Revenue	24,209	11,830	20,000		(20,000)	
Miscellaneous Revenue	24,209	11,830	20,000		(20,000)	
Total Revenue	52,414	27,267	40,000	3,200	(36,800)	2,000
Fund Balance	142,755	140,889	140,889	110,152	(30,737)	16,092
TOTAL SOURCES	195,169	168,156	180,889	113,352	(67,537)	18,092
REQUIREMENTS						
Salaries and Benefits	54,279	70,515	51,230	97,260	46,030	18,092
Net Appropriations	54,279	70,515	51,230	97,260	46,030	18,092
Contingencies/Dept Reserves	140,890	97,641	129,659	16,092	(113,567)	
TOTAL REQUIREMENTS	195,169	168,156	180,889	113,352	(67,537)	18,092

Contingencies (8100B)
General Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
REQUIREMENTS						
Contingencies/Dept Reserves	23,198,948	23,501,594	23,501,594	26,242,710	2,741,116	25,637,122
TOTAL REQUIREMENTS	23,198,948	23,501,594	23,501,594	26,242,710	2,741,116	25,637,122
NET COUNTY COST	23,198,948	23,501,594	23,501,594	26,242,710	2,741,116	25,637,122

Accumulated Capital Outlay Fund (8200B)

Accumulated Capital Outlay Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	222	222				
Total Revenue	222	222				
Fund Balance	8,561	7,635	7,635	4,378	(3,257)	
TOTAL SOURCES	8,783	7,857	7,635	4,378	(3,257)	
REQUIREMENTS						
Other Financing Uses	1,148		7,635	4,378	(3,257)	
Net Appropriations	1,148		7,635	4,378	(3,257)	
Non-General Fund Reserves	7,635	7,857				
TOTAL REQUIREMENTS	8,783	7,857	7,635	4,378	(3,257)	

Courthouse Construction Fund (8300B)
Courthouse Temporary Construction Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	68,400	80,966	40,000	60,000	20,000	60,000
Charges for Services	1,281,346	1,435,779	1,200,000	1,200,000		1,200,000
Total Revenue	1,349,746	1,516,745	1,240,000	1,260,000	20,000	1,260,000
Fund Balance	2,553,041	3,105,738	2,855,738	2,894,186	38,448	2,494,957
TOTAL SOURCES	3,902,787	4,622,483	4,095,738	4,154,186	58,448	3,754,957
REQUIREMENTS						
Other Financing Uses	1,047,049	1,728,296	2,538,114	1,659,229	(878,885)	1,094,428
Net Appropriations	1,047,049	1,728,296	2,538,114	1,659,229	(878,885)	1,094,428
Non-General Fund Reserves	2,855,738	2,894,186	1,557,624	2,494,957	937,333	2,660,529
TOTAL REQUIREMENTS	3,902,787	4,622,482	4,095,738	4,154,186	58,448	3,754,957

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund
FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	60,442	52,679	40,000	40,000		40,000
Charges for Services	1,281,218	1,433,293	1,200,000	1,200,000		1,200,000
Total Revenue	1,341,660	1,485,973	1,240,000	1,240,000		1,240,000
Fund Balance	2,276,316	2,066,511	2,066,511	1,997,976	(68,535)	1,278,150
TOTAL SOURCES	3,617,976	3,552,484	3,306,511	3,237,976	(68,535)	2,518,150
REQUIREMENTS						
Other Financing Uses	1,551,465	1,554,507	2,314,689	1,959,826	(354,863)	1,479,913
Net Appropriations	1,551,465	1,554,507	2,314,689	1,959,826	(354,863)	1,479,913
Non-General Fund Reserves	2,066,511	1,997,976	991,822	1,278,150	286,328	1,038,237
TOTAL REQUIREMENTS	3,617,976	3,552,483	3,306,511	3,237,976	(68,535)	2,518,150

Capital Projects (8500B)
Capital Projects Funds

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property		22,769				
Intergovernmental Revenues	195,040	68,070	1,764,254	3,409,505	1,645,251	1,704,753
Charges for Services	915	767	217,312	1,120,720	903,408	560,360
Miscellaneous Revenue	23,055	41,371	300,000	3,168,465	2,868,465	1,584,233
Other Financing Sources	8,124,229	6,449,514	12,813,865	21,691,058	8,877,193	10,857,814
Total Revenue	8,343,239	6,582,491	15,095,431	29,389,748	14,294,317	14,707,160
Fund Balance	1,133,149	982,869	869,144	1,409,519	540,375	1,384,951
TOTAL SOURCES	9,476,388	7,565,360	15,964,575	30,799,267	14,834,692	16,092,111
REQUIREMENTS						
Fixed Assets	8,607,244	6,126,812	15,964,575	29,414,316	13,449,741	14,707,161
Gross Appropriations	8,607,244	6,126,812	15,964,575	29,414,316	13,449,741	14,707,161
Intrafund Transfers		(1,624)				
Net Appropriations	8,607,244	6,125,188	15,964,575	29,414,316	13,449,741	14,707,161
Contingencies/Dept Reserves				1,384,951	1,384,951	1,384,951
Non-General Fund Reserves	869,144	1,440,171				
TOTAL REQUIREMENTS	9,476,388	7,565,359	15,964,575	30,799,267	14,834,692	16,092,112

Debt Service Fund (8900B)

Debt Service Fund

FY 2005-06 and 2006-07 Budget Unit Summary

	Actual 2003-04	Actual 2004-05	Revised 2004-05	Adopted 2005-06	Change 2005-06	Adopted 2006-07
SOURCES						
Use of Money and Property	521,239	616,555				
Miscellaneous Revenue	6,523,391	81,364				
Other Financing Sources	23,589,500	21,958,476	20,985,094	21,048,683	63,589	21,280,887
Total Revenue	30,634,130	22,656,396	20,985,094	21,048,683	63,589	21,280,887
Fund Balance	21,506,318	23,107,405	23,266,183	24,913,188	1,647,005	23,769,628
TOTAL SOURCES	52,140,448	45,763,801	44,251,277	45,961,871	1,710,594	45,050,515
REQUIREMENTS						
Other Charges	28,874,266	20,850,612	21,535,094	22,192,243	657,149	22,364,462
Net Appropriations	28,874,266	20,850,612	21,535,094	22,192,243	657,149	22,364,462
Non-General Fund Reserves	23,266,183	24,913,188	22,716,183	23,769,628	1,053,445	22,686,053
TOTAL REQUIREMENTS	52,140,449	45,763,800	44,251,277	45,961,871	1,710,594	45,050,515



Controller's Schedules

*Adopted Budget
FY 2005-2006
FY 2006-2007*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

**County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF COUNTY BUDGET
FOR FISCAL YEAR 2005-2006**

**COUNTY BUDGET FORM
SCHEDULE 1**

COUNTY FUNDS (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated 6/30/05 (2)	Cancellation of Prior Year Reserves/ Designations (3)	Estimated Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and Designations (new or incr) (7)	Total Financing Requirements (8)
00001 GENERAL FUND	248,874,002		819,686,404	1,068,560,406	1,068,560,406		1,068,560,406
00102 EMERGENCY MEDICAL SERVICES FD	1,238,619		1,509,101	2,747,720	1,496,944	1,250,776	2,747,720
00105 IHSS PUBLIC AUTHORITY FD	3,060,215		12,197,278	15,257,493	12,406,169	2,851,324	15,257,493
00106 FISH AND GAME PROPAGATION FD	82,489		8,000	90,489	25,000	65,489	90,489
00107 OFF-HIGHWAY VEHICLE LICENSE FEES F	297,843		27,500	325,343	66,650	258,693	325,343
00108 STRUCTURAL FIRE PROTECTION FD	306,453		5,145,005	5,451,458	5,451,458	0	5,451,458
00109 LIBRARY	6,889,524		15,377,549	22,267,073	17,237,432	5,029,641	22,267,073
00110 ROAD FUND	1,646,294		15,974,815	17,621,109	16,221,109	1,400,000	17,621,109
00111 HALF-CENT TRANSPORTATION FD	2,241,314		2,172,258	4,413,572	3,169,581	1,243,991	4,413,572
00114 ROAD IMPROVEMENT FUND	3,786,193		707,000	4,493,193	1,750,000	2,743,193	4,493,193
00115 SOLID WASTE FUND	10,491,157		6,018,321	16,509,478	11,028,104	5,481,374	16,509,478
00301 DEBT SERVICE FUND	24,913,188		21,048,683	45,961,871	22,192,243	23,769,628	45,961,871
00400 ACCUMULATED CAPITAL OUTLAY FD	4,378		0	4,378	4,378	0	4,378
00401 CRIMINAL JUSTICE TEMP CONST FD	1,997,976		1,240,000	3,237,976	1,959,826	1,278,150	3,237,976
00402 COURTHOUSE TEMP CONSTRUCTION FD	2,894,186		1,260,000	4,154,186	1,659,229	2,494,957	4,154,186
00404 PARKS ACQUISITION & DEVELOPMENT F	2,698,832		4,567,572	7,266,404	7,170,908	95,496	7,266,404
00410 CAPITAL PROJECTS FD	1,409,519		29,389,748	30,799,267	29,414,316	1,384,951	30,799,267
00500 COYOTE POINT MARINA	0		1,180,167	1,180,167	590,493	589,674	1,180,167
00501 AIRPORTS	2,184,571		5,538,260	7,722,831	5,707,300	2,015,531	7,722,831
00610 MOTOR POOL INTERNAL SERVICE FUND	7,480,460		4,518,708	11,999,168	6,318,174	5,680,994	11,999,168
00611 TOWER ROAD CONSTRUCTION FUND	121,476		4,365,979	4,487,455	4,427,519	59,936	4,487,455
Appropriation Limit (including districts under control of the Board of Supervisors) \$332,318,896							
Appropriations Subject to the Limitation \$163,400,417							
TOTAL	322,618,689	0	951,932,348	1,274,551,037	1,216,857,239	57,693,798	1,274,551,037

**COUNTY BUDGET FORM
SCHEDULE 2**

**County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED
AS OF JUNE 30, 2005**

COUNTY FUNDS (1)	Fund Balance (per auditor) as of June 30, 2005 Actual (2)	LESS FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2005 Actual (6)
		Encumbrances (3)	General & Other Reserves (4)	Designations (5)	
00001 GENERAL FUND	263,173,853	9,140,655		5,159,196	248,874,002
00102 EMERGENCY MEDICAL SERVICES FUND	1,238,619				1,238,619
00105 IHSS PUBLIC AUTHORITY FUND	3,060,215				3,060,215
00106 FISH AND GAME PROPAGATION FUND	82,489				82,489
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	297,843				297,843
00108 STRUCTURAL FIRE PROTECTION FUND	1,392,144		1,085,691		306,453
00109 LIBRARY	8,631,582		1,742,058		6,889,524
00110 ROAD FUND	1,646,294				1,646,294
00111 HALF-CENT TRANSPORTATION FUND	2,241,314				2,241,314
00114 ROAD IMPROVEMENT FUND	3,786,193				3,786,193
00115 SOLID WASTE FUND	10,491,157				10,491,157
00301 DEBT SERVICE FUND	24,913,188				24,913,188
00400 ACCUMULATED CAPITAL OUTLAY FUND	3,007,858	3,480	3,000,000		4,378
00401 CRIMINAL JUSTICE TEMP CONST FUND	1,997,976				1,997,976
00402 COURTHOUSE TEMP CONSTRUCTION	2,894,186				2,894,186
00404 PARKS ACQUISITION & DEVELOPMENT	2,698,832				2,698,832
00410 CAPITAL PROJECTS FUND	1,440,171	30,652			1,409,519
00500 COYOTE POINT MARINA					-
00501 AIRPORTS FUND	16,506,816		14,322,245		2,184,571
00610 MOTOR POOL INTERNAL SERVICE FUND	12,362,018		4,881,558		7,480,460
00611 TOWER ROAD CONSTRUCTION FUND	121,476				121,476
TOTAL	361,984,224	9,174,787	25,031,552	5,159,196	322,618,689

COUNTY BUDGET FOR

SCHEDULE 3

County of San Mateo
STATE OF CALIFORNIA
DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS
(With Supplemental Data Affecting Reserve/Designation Balances)
FOR FISCAL YEAR 2005-2006

Description (Identify Reserves and Designations) (1)	Reserves/ Designations Balance as of 6/30/05 (2)	Amount Made Available for Financing by Cancellation		Increase or New Reserves/Desig to be Provided in Budget Year		Total Reserves/ Designations for Budget Year (7)	Fund (8)
		Recommended (3)	Approved/ Adopted by the Board of Supervisors (4)	Recommended (5)	Approved/ Adopted by the Board of Supervisors (6)		
00102 GENERAL RESERVES			0	1,250,776	1,250,776	1,250,776	00102
00105 GENERAL RESERVES			0	2,851,324	2,851,324	2,851,324	00105
00106 GENERAL RESERVES			0	65,489	65,489	65,489	00106
00107 GENERAL RESERVES			0	258,693	258,693	258,693	00107
00109 GENERAL RESERVES			0	5,029,641	5,029,641	5,029,641	00109
00110 GENERAL RESERVES			0	1,400,000	1,400,000	1,400,000	00110
00111 GENERAL RESERVES			0	1,243,991	1,243,991	1,243,991	00111
00114 GENERAL RESERVES			0	2,743,193	2,743,193	2,743,193	00114
00115 GENERAL RESERVES			0	5,481,374	5,481,374	5,481,374	00115
00301 GENERAL RESERVES			0	23,769,628	23,769,628	23,769,628	00301
00401 GENERAL RESERVES			0	1,278,150	1,278,150	1,278,150	00401
00402 GENERAL RESERVES			0	2,494,957	2,494,957	2,494,957	00402
00404 GENERAL RESERVES			0	95,496	95,496	95,496	00404
00410 GENERAL RESERVES			0	1,384,951	1,384,951	1,384,951	00410
00500 GENERAL RESERVES			0	589,674	589,674	589,674	00500
00501 GENERAL RESERVES			0	2,015,531	2,015,531	2,015,531	00501
00610 GENERAL RESERVES			0	5,680,994	5,680,994	5,680,994	00610
00611 GENERAL RESERVES			0	59,936	59,936	59,936	00611
TOTAL	0	0	0	57,693,798	57,693,798	57,693,798	

County of San Mateo
STATE OF CALIFORNIASUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)
BUDGET FOR FISCAL YEAR 2005-2006

DESCRIPTION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/ Adopted by the Board of Supervisors 2005-2006
(1)	(2)	(3)	(4)	(5)
SUMMARIZATION BY SOURCE				
Taxes	206,930,517	284,412,816	258,178,429	257,974,973
Licenses, Permits and Franchises	8,769,449	11,616,375	10,940,550	10,940,550
Fines, Forfeitures and Penalties	8,431,922	8,400,216	8,047,461	8,047,461
Revenue from Use of Money and Property	14,046,069	16,361,621	13,783,973	13,783,973
Intergovernmental Revenues				
State	285,400,564	257,564,833	294,774,717	299,454,173
Federal	95,310,470	103,722,476	98,579,220	99,077,093
Other	11,813,865	11,128,924	8,987,494	24,001,918
Charges for Services	81,716,446	88,614,966	90,822,784	90,304,337
Miscellaneous Revenues	31,239,617	29,564,918	30,073,472	30,552,172
Other Financing sources	66,857,687	68,519,402	73,426,471	74,558,639
Operating Transfers In	35,035,695	28,838,999	43,991,825	43,237,059
TOTAL	845,552,301	908,745,547	931,606,396	951,932,348

County of San Mateo
STATE OF CALIFORNIASUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)
BUDGET FOR FISCAL YEAR 2005-2006

DESCRIPTION (1)	Actual 2003-2004 (2)	Actual 2004-2005 (3)	Recommended 2005-2006 (4)	Approved/ Adopted by the Board of Supervisors 2005-2006 (5)
SUMMARIZATION BY FUND				
00001 GENERAL FUND	735,876,358	802,115,455	801,343,847	819,686,404
00102 EMERGENCY MEDICAL SERVICES FUND	1,466,961	1,505,977	1,509,101	1,509,101
00105 IHSS PUBLIC AUTHORITY FUND	10,287,017	12,030,392	12,197,278	12,197,278
00106 FISH AND GAME FUND	11,828	10,830	8,000	8,000
00107 OFF-HIGHWAY LICENSE FEES	26,788	21,625	27,500	27,500
00108 STRUCTURAL FIRE PROTECTION	5,514,665	5,270,240	5,113,310	5,145,005
00109 COUNTY LIBRARY	15,302,798	16,236,044	15,377,549	15,377,549
00110 ROAD FUND	16,839,116	15,008,279	13,618,014	15,974,815
00111 SMC HALF-CENT TRANSPORTATION FUND	2,313,529	2,441,909	2,172,258	2,172,258
00114 ROADWAY IMPROVEMENT FUND	625,375	861,286	707,000	707,000
00115 SOLID WASTE FUND	4,529,488	6,330,066	6,018,321	6,018,321
00301 DEBT SERVICE FUND	24,110,739	22,656,395	21,048,683	21,048,683
00400 ACCUMULATED CAPITAL OUTLAY	222	222	0	0
00401 CRIMINAL JUSTICE FAC TEMP CONST FUND	1,341,660	1,485,973	1,240,000	1,240,000
00402 COURTHOUSE TEMP CONSTRUCTION FUND	1,349,746	1,516,745	1,260,000	1,260,000
00404 PARKS ACQ & DEVELOPMENT FUND	5,805,496	1,881,096	4,567,572	4,567,572
00410 CAPITAL PROJECTS FUND	8,368,322	6,582,491	29,794,849	29,389,748
00500 COYOTE POINT MARINA OPERATING FUND	1,106,482	1,129,749	1,180,167	1,180,167
00501 AIRPORTS FUND	1,938,126	3,011,087	5,538,260	5,538,260
00610 MOTOR POOL INTERNAL SERVICE FUND	5,015,629	5,003,796	4,518,708	4,518,708
00611 TOWER ROAD INTERNAL SERVICE FUND	3,721,959	3,645,890	4,365,979	4,365,979
TOTAL	845,552,301	908,745,547	931,606,396	951,932,348

**County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006**

**COUNTY BUDGET FORM
SCHEDULE 5
Page 1**

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
TAXES						
Current Year Secured	1021	121,497,692	129,370,343	140,693,235	140,693,235	
	1021	4,387,961	4,027,167	4,173,345	3,985,606	00108
	1021	10,148,654	10,785,830	11,555,250	11,555,250	00109
Prior Yr Sec - State Redemption	1024	364,095	129,863	0	0	
	1024	19,709	5,815	0	0	00109
ERAF III SHIFT	1027	0	(6,704,877)	(6,704,877)	(6,704,877)	
Current Year Unsecured	1031	12,182,098	10,349,057	10,189,107	9,689,107	
	1031	456,924	342,346	348,016	335,499	00108
	1031	1,125,732	891,946	900,000	900,000	00109
Prior Year Unsecured	1033	(217,583)	(62,809)	0	0	
	1033	(7,912)	(2,416)	0	0	00108
	1033	(17,842)	(5,725)	0	0	00109
Current Yr Secure Supplemental	1041	4,939,477	8,353,240	4,500,000	5,000,000	
	1041	171,108	198,992	160,000	156,800	00108
	1041	394,997	546,350	400,000	400,000	00109
Current Yr Unsec Supplemental	1042	153,752	121,257	100,000	100,000	
	1042	5,716	4,423	5,000	5,000	00108
	1042	12,568	9,990	10,000	10,000	00109
Prior Yr Sec Supp - State Redemp	1043	321,621	264,188	0	0	
	1043	12,851	10,197	7,500	7,500	00108
	1043	26,960	21,981	30,000	30,000	00109
Prior Yr Unsec Supp - State Redemp	1045	39,918	29,896	20,000	20,000	
	1045	1,537	1,087	0	0	00108
	1045	3,333	2,451	0	0	00109
ERAF Rebate	1046	24,841,327	47,526,159	14,000,000	14,000,000	
	1046	0	250	0	0	00108
	1046	741,199	1,491,418	350,000	350,000	00109
Other Delinquent Tax Penalties	1055	922,985	1,099,790	900,000	900,000	
Unclaimed Property Tax Refunds	1056	(13,696)	0	0	0	
Sales & Use Taxes	1121	14,318,924	11,172,373	10,500,000	10,500,000	
	1121	1,444,593	1,533,526	1,492,258	1,492,258	00111
Aircraft Taxes	1122	1,017,422	813,838	823,668	823,668	
Property Transfer Tax	1123	7,002,464	8,110,609	6,417,249	6,417,249	
Transient Occupancy Tax	1124	631,931	700,240	729,880	729,880	
In-Lieu Sales & Use Tax Revenue	1128	0	3,199,682	3,500,000	3,500,000	
Property Tax In-Lieu of VLF	1129	0	50,074,338	53,078,798	53,078,798	
TOTAL TAXES		206,930,517	284,412,816	258,178,429	257,974,973	
LICENSES, PERMITS AND FRANCHISES						
Dog Licenses	1221	451,603	485,091	596,859	596,859	
Cat Licenses	1222	35,527	33,384	38,622	38,622	
Dangerous/Vicious Animal Permit	1223	19,916	23,928	16,000	16,000	
Animal Quarantine Fees	1224	3,949	3,738	8,350	8,350	
Other Animal Permits & Fees	1225	310	550	300	300	
Misc Business Lic - Massage	1231	4,820	5,150	3,500	3,500	
Building Permits - Bldg	1241	1,580,980	2,272,228	2,098,682	2,098,682	
Underground Tank Permits	1242	416,116	394,010	342,220	342,220	
Well & Septic Permits - Septic	1243	307,444	292,792	280,000	280,000	
Reinstatement Fees	1244	182,097	126,165	60,000	60,000	
Reinspection Fees	1245	1,487	3,354	2,922	2,922	
Building Permits Appeals	1246	1,395	2,552	2,015	2,015	
Road Privileges and Permits	1251	0	100	0	0	
Zoning Permits	1262	250,858	399,873	381,741	381,741	
Grading/Land Clearing Permits	1263	68,579	25,959	25,670	25,670	
Resource Permits	1264	44,057	63,797	52,881	52,881	
Variances & Exceptions	1265	55,873	89,155	74,829	74,829	
Land Division Permits	1266	92,344	138,103	125,157	125,157	
Stable & Kennel Permits	1267	1,656	5,132	4,000	4,000	
Architecture/Design Revisions	1268	181,752	280,616	248,288	248,288	

* General Unless Otherwise Indicated

**County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006**

**COUNTY BUDGET FORM
SCHEDULE 5
Page 2**

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
Other zoning Fees	1269	50,108	68,236	65,864	65,864	
	1269	450	0	0	0	
Death Certificate Filing Fees	1272	22,729	23,053	25,000	25,000	
Device Registration Fees	1273	129,075	133,659	126,500	126,500	
Gun & Shooting Fees	1274	3,066	1,954	2,000	2,000	
Other Registration Fees	1275	135,400	160,050	149,150	149,150	
Misc Licenses & Permits	1276	160,251	174,173	149,000	149,000	
	1276	15,500	15,500	0	0	00501
Franchise Fees	1321	669,245	690,806	661,000	661,000	
	1321	3,882,862	5,703,268	5,400,000	5,400,000	00115
TOTAL LICENSES, PERMITS & FRANCHISES		8,769,449	11,616,375	10,940,550	10,940,550	
FINES, FORFEITURES & PENALTIES						
Court Fines	1421	6,079,467	6,005,768	5,648,905	5,648,905	
	1421	1,089,282	1,106,231	1,143,572	1,143,572	00102
Juvenile Traffic Fines	1422	60,484	70,231	70,000	70,000	
	1422	(8)	0	0	0	00102
Vehicle Violations - SB 1372	1423	3,175	0	5,000	5,000	
Other Vehicle Code Fines	1424	179,252	170,914	325,280	325,280	
Equip Violation Fines	1425	1,894	1,538	2,500	2,500	
Municipal Court Fines	1433	211,595	200,241	292,285	292,285	
Juvenile Court Fines	1434	2,191	2,610	3,000	3,000	
Fish & Game Fines	1435	10,895	8,433	6,500	6,500	00106
Bail Forfeitures	1461	(5,830)	0	0	0	
Jury Fee Forfeitures	1462	130	0	0	0	
Narcotics Forfeitures	1463	78,405	91,753	89,999	89,999	
Other Forfeitures	1464	42,990	74,529	67,700	67,700	
Agricultural Penalties	1466	11,850	12,483	0	0	
Other Penalties	1467	666,151	655,486	392,720	392,720	
TOTAL FINES, FORFEITURES & PENALTIES		8,431,922	8,400,216	8,047,461	8,047,461	
REVENUE FROM USE OF MONEY & PROPERTY						
Interest Earned	1521	6,737,709	7,978,909	7,575,000	7,575,000	
	1521	40,649	30,726	40,000	40,000	00102
	1521	(5,677)	1,778	23,407	23,407	00105
	1521	2,187	2,396	1,500	1,500	00106
	1521	9,479	8,996	7,500	7,500	00107
	1521	70,257	72,166	50,000	50,000	00108
	1521	121,325	152,678	145,000	145,000	00109
	1521	163,108	65,539	133,094	133,094	00110
	1521	87,426	74,135	80,000	80,000	00111
	1521	117,673	126,617	107,000	107,000	00114
	1521	359,125	344,597	300,000	300,000	00115
	1521	521,239	616,555	0	0	00301
	1521	222	222	0	0	00400
	1521	60,442	52,679	40,000	40,000	00401
	1521	68,400	80,966	60,000	60,000	00402
	1521	19,736	64,743	20,000	20,000	00404
	1521	25,083	22,769	0	0	00410
	1521	45,408	28,950	20,000	20,000	00500
	1521	48,379	58,072	35,000	35,000	00501
	1521	197,446	224,152	100,000	100,000	00610
	1521	(4,899)	(5,995)	0	0	00611
Interest Earned - PA/PG	1523	648,095	424,309	585,500	585,500	
Other Interest Earned	1525	34,148	52,168	35,000	35,000	
Other Investment Income	1532	1,881,004	3,049,804	1,530,000	1,530,000	
Aircraft Hangar Rentals	1551	704,789	703,843	685,000	685,000	00501
Airport Tiedown Rentals	1552	396,477	406,268	360,000	360,000	00501
Airport Concessions	1553	128,735	127,891	125,000	125,000	00501
Airport Transient Use Fees	1554	33,421	40,556	31,500	31,500	00501

* General Unless Otherwise Indicated

**County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006**

**COUNTY BUDGET FORM
SCHEDULE 5
Page 3**

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
Fueling Concessions	1555	56,973	54,470	50,000	50,000	00501
County Land/Building Rentals	1556	603,591	530,765	738,649	738,649	
	1556	7,800	7,000	8,000	8,000	00109
	1556	41,130	46,604	41,803	41,803	00110
	1556	23,117	18,650	21,000	21,000	00500
	1556	336,084	392,324	310,000	310,000	00501
Public Telephone Concessions	1557	6,169	5,820	7,000	7,000	
Service Machines Concessions	1558	16,139	24,814	26,000	26,000	
Other Rents & Concessions	1559	320,391	354,342	368,060	368,060	
	1559	17,600	33,668	29,460	29,460	00108
	1559	2,400	0	0	0	00110
	1559	8,345	6,222	6,500	6,500	00500
	1559	94,947	80,451	88,000	88,000	00501
TOTAL REV FR USE OF MONEY & PROPERTY		14,046,072	16,361,621	13,783,973	13,783,973	
INTERGOVERNMENTAL REVENUES						
State Aids						
Highway Users Tax - SCA 1	1631	3,874,498	3,826,138	3,776,261	3,776,261	00110
Highway Users Tax - 1-5/8	1632	8,037,789	7,994,456	7,872,707	7,872,707	00110
Highway Users Tax - 1 04	1633	423,564	405,866	405,205	405,205	00110
Motor Vehicle in-Lieu Tax	1641	34,898,881	2,789,678	0	0	
Motor Vehicle-Sp Supply Subvention	1642	3,055,623	934,655	0	0	
	1642	72,530	22,181	72,530	22,224	00108
	1642	183,164	56,010	183,164	183,164	00109
Highway Property Tax Rental	1661	0	6,304	0	0	
	1661	0	919	0	0	00109
State Block Grant	1671	2,633,854	2,074,377	2,337,366	2,337,366	
Realignment VLF	1681	14,190,116	15,379,025	16,923,701	16,923,701	
Realignment Sales Tax - Health	1682	1,412,967	973,380	1,422,613	1,422,613	
Realignment Sales Tax - Mental Hlth	1683	27,975,927	29,121,101	30,866,188	31,131,792	
Realignment Sales Tax - Pub Asst	1684	8,901,487	11,588,823	13,787,065	13,923,427	
	1684	2,792,375	4,424,720	4,109,806	4,109,806	00105
State Welfare Administration	1691	40,863,535	36,904,201	55,645,097	56,760,845	
State Staff Development	1692	436,133	709,221	853,539	853,539	
Assistance Payments - AFDC	1711	18,631,887	18,664,362	26,992,017	26,992,017	
State IHSS	1713	1,395,379	1,364,666	1,800,811	1,800,811	00105
Child Abuse Services	1714	95,553	500,416	206,998	206,998	
State Child Care	1716	2,608,605	3,332,075	2,944,025	2,944,025	
Misc Welfare Programs	1718	240,831	(135,156)	0	0	
CCS State Subvention	1731	3,055,918	3,614,839	3,509,738	3,509,738	
Mental Health Short Doyle	1741	2,432,149	3,114,570	3,193,125	3,211,650	
Other State Mental Health	1749	9,147,598	9,950,100	10,714,223	10,714,223	
State Public Health Grant	1751	1,149,665	2,015,636	1,758,796	1,758,796	
State Aid - CHDP	1752	666,509	1,336,122	1,098,633	1,098,633	
State Aid - WIC	1753	1,941,419	2,318,841	1,761,501	1,761,501	
State Aid - Infectious Disease	1754	269,701	392,038	414,737	414,737	
State AIDS Master Grant	1756	1,480,456	1,360,232	1,378,914	1,450,070	
State AIDS Drug Asst Program	1757	9,272	7,932	9,272	9,272	
State PH Categorical Aid	1758	103,494	357,878	205,408	355,408	
State - Other Public Health	1759	247,061	383,631	429,248	429,248	
SB855 Transfer Payments	1763	1,793,501	6,341,317	0	0	
A,cohol and Drug Programs	1764	0	138,990	415,781	415,781	
Other State AIDS Program	1765	64,264	59,724	60,000	60,000	
SB 910 Case Management	1766	34,768	129,705	200,000	200,000	
State Aid - Aging	1767	795,445	811,246	972,825	972,825	
Other State Health Programs	1768	1,421,707	1,560,783	1,366,357	1,366,357	
State Aid - Agriculture	1771	1,056,014	948,452	994,375	1,034,728	
State Aid - Waste Management	1772	17,919	17,706	50,000	50,000	00115
State Aid - Roads & Bridges	1781	1,186,490	267,402	202,000	2,558,801	00110

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 4

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
State Aid-Parks Acquisition & Dev	1785	2,164,598	243,229	3,377,706	3,377,706	00404
	1785	10,009	0	0	0	00500
State Aid-Construction	1788	0	0	3,300,000	3,300,000	00410
State Aid - Corrections	1791	3,040,933	2,198,948	3,799,799	3,799,799	
Court Ward Travel	1792	477	265	0	0	
Homeowners' Property Tax Relief	1831	1,419,756	1,350,714	1,400,000	1,400,000	
	1831	48,724	39,802	39,776	39,776	00108
	1831	116,684	110,462	112,000	112,000	00109
State Aid - Public Safety	1851	64,290,200	62,392,879	62,591,604	62,591,604	
	1851	140,763	68,070	112,777	109,505	00410
OCJP Grant - Various	1853	974,480	803,242	1,063,668	1,063,668	
Career Criminal Program	1855	12,341	151	0	40,017	
Tobacco Tax	1861	783,305	566,373	487,063	487,063	
School Lunch Program	1862	253,888	385,329	325,000	325,000	
Child Support Incentive Program	1863	4,302,485	3,785,051	3,899,648	3,899,648	
State Mandated Cost Reimbursement	1864	(1,337,642)	51,318	0	0	
Off-Highway License Fees	1865	17,309	12,629	20,000	20,000	00107
Abandoned Vehicle Service Fees	1866	49,882	49,403	41,500	41,500	
Open Space Tax Loss Reimbursement	1867	57,909	57,909	50,000	50,000	
Timber Yield Guaranty	1868	13,368	10,058	10,000	10,000	
	1868	2,759	2,076	3,000	3,000	00108
	1868	1,689	1,271	1,500	1,500	00109
Misc State Reimb/Subsidies	1869	528,569	538,739	551,750	551,750	
	1869	7,414	0	0	0	00108
	1869	21,696	4,556	0	0	00110
All Other State Aid	1871	7,193,719	6,950,621	13,258,212	13,009,638	
	1871	524,724	520,200	320,000	320,000	00109
	1871	0	45,190	0	0	00110
	1871	27,000	0	0	0	00111
State Aid - Anti Terrorism	1872	1,135,474	1,311,786	945,560	1,732,602	
State Aid p TCM-MAA	1873	0	0	130,128	130,128	
Total State Aids		285,400,564	257,564,833	294,774,717	299,454,173	
Federal Aids						
Federal Welfare Administration	1891	24,963,516	31,512,397	25,037,611	25,469,664	
Child Support Enforcement Program	1892	8,220,673	7,366,857	7,569,903	7,569,903	
Federal Staff Development	1893	1,257,254	1,589,682	663,170	663,170	
Assistance Payments - Other	1912	17,780,483	17,697,821	13,005,539	13,005,539	
	1913	1,610,082	1,749,670	1,775,731	1,775,731	00105
IRAP Assistance	1914	9,849	7,033	10,000	10,000	
Title IV - A Payments	1916	3,320,132	4,581,244	3,603,102	3,819,062	
Title IV - E Payments	1917	4,117,873	5,144,940	4,018,945	4,018,945	
Misc Welfare Programs-Fed	1919	0	454,505	250,000	250,000	
Other Federal Health Programs	1922	556,444	504,548	777,015	777,015	
Federal Aid - Roads & Bridges	1931	0	400,668	1,905,000	1,905,000	
	1931	527,000	0	386,000	386,000	00110
Federal Aid - Other Transportation	1932	182,539	148,000	0	0	00111
Federal Aid - Water Resource Grant	1933	120,064	0	30,850	30,850	
Federal Aid - Aviation Project	1934	0	55,394	0	0	
Federal Aid - Disaster Relief	1941	239,768	122,612	116,584	116,584	
	1941	391,571	0	0	0	00110
Federal Aid - Anti Terrorism	1942	1,016,597	1,020,692	3,407,120	3,407,120	
OCJP Grant - Federal	1951	491,294	581,277	553,630	553,630	
	1951	2,256	0	0	0	00501
Federal Aid - Aging	1952	2,563,805	2,433,002	2,440,860	2,440,860	
Fed JTPA Program	1953	5,093,743	4,926,042	6,020,245	5,870,105	
Federal Comm Dev HUD Grant	1954	7,526,619	6,036,830	9,332,395	9,332,395	
Fed - Cateorical Programs	1955	3,152,041	3,686,527	2,968,366	2,968,366	
	1955	8,775	28,300	0	0	00109
	1955	54,276	0	0	0	00410
	1955	42,171	1,064,444	3,760,260	3,760,260	00501

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 5

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
All Other Federal Aid	1956	9,335,342	9,898,114	9,472,965	9,472,965	00108
All Other Federal Grants	1957	2,726,301	2,462,270	1,473,929	1,473,929	
		0	249,606	0	0	
Total Federal Aids		95,310,469	103,722,475	98,579,220	99,077,093	
Other In-Lieu Taxes	1971	25,582	27,654	0	0	00108
	1971	6,135	5,430	0	0	
	1971	429	435	0	0	00109
County Housing Auth Payments	1972	348,574	712,972	410,886	410,886	
Aid From Cities	1981	153,288	160,801	167,160	167,160	
Aid - Other Local Agencies	1983	4,467,125	4,403,480	4,755,139	4,697,293	
	1983	55,250	63,648	0	0	00110
Loan Repayments	1985	0	0	0	14,772,270	
	1985	42,381	41,152	41,081	41,081	00110
Ryan White I - Formula (CSF)	1987	2,370,666	2,325,989	2,120,215	2,120,215	
HOPWA Grant (CSF)	1989	652,712	1,041,289	740,235	740,235	
Misc Local Agency Grants	1991	331,460	404,462	128,923	128,923	
All Other Local Govt Revenue	1992	85,614	112,161	126,680	426,680	
	1992	184,492	189,576	168,321	168,321	00115
Realignment Subsidy - VLF	1994	291,240	354,876	328,854	328,854	
Capital Grants and Contributions	1997	725,710	0	0	0	00610
	1997	2,073,206	1,285,000	0	0	00611
Total Local Gov Agencies		11,813,863	11,128,925	8,987,494	24,001,918	
TOTAL INTERGOVERNMENTAL REVENUES		392,524,899	372,416,233	402,341,431	422,533,184	
CHARGES FOR SERVICES						
Assessment & Tax Collection Fees						
Property Tax Admin Fee	2021	2,642,575	2,937,951	2,790,000	2,790,000	
Tax/Assessment And Tax Fees	2022	637,017	679,490	735,000	735,000	
Redemption Fee - County Share	2025	43,786	95,882	96,000	96,000	
Supplemental Tax Admin Fee (5%)	2026	2,229,836	2,893,961	2,433,028	2,433,028	
Tax/Assessment Document Fee	2027	712,758	748,966	766,368	775,207	
Other Administrative Assessment	2028	193,731	211,730	203,275	203,275	
Special Tax Collector Fees	2029	81,136	294,770	303,014	303,014	
Special Assessments	2031	1,780,346	1,657,423	1,475,000	0	
Accounting Serv - Other Agencies	2061	92,930	59,920	81,405	81,405	
Audit Fees	2062	36,874	18,100	40,410	40,410	
Returned Check Charges	2063	39,940	65,941	47,410	47,410	
	2063	70	150	70	70	00109
	2063	0	50	50	50	00500
	2063	50	50	0	0	00501
Management Svcs - Other Agencies	2064	50,000	52,500	52,500	52,500	
	2064	511,019	618,872	512,000	512,000	00111
Proc Fee - Installment Account	2065	5,154	2,891	0	0	
Communication Services						
Telephone Services	2071	84,372	82,894	105,600	105,600	
Public Safety Comm Services	2072	3,248,755	3,444,674	3,588,213	3,588,213	
Network & Information Services	2073	427,151	484,997	557,497	557,497	
Radio Services	2074	366,296	1,252,731	410,941	410,941	
Election Services						
Candidate Filing Fee	2081	15,243	0	20,000	20,000	
Election Services-Other Agencies	2082	1,800,573	2,063,711	1,121,000	1,121,000	
Legal Services						
Public Admin legal Fees	2091	261,928	160,621	175,000	175,000	
Public Guardian Legal Fees	2092	441,745	872,766	920,000	920,000	
Legal Services - Other Agencies	2093	2,434,363	3,019,885	2,625,050	2,625,050	
Misc Legal Recoveries	2094	5,000	45,316	15,000	15,000	
Private Defender Fees	2095	456,590	496,841	375,000	375,000	
Human Resources Svcs - Various	2101	49,440	24,279	13,500	13,500	

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 6

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
Planning & Engineering Services						
Plan Report/Review Fee	2111	122	2,539	0	0	
Plan Research Fee	2112	10,842	13,327	11,709	11,709	
Ordinance/General Plan Fee	2113	13,822	0	0	0	
Geotechnical Fee	2114	7,406	5,716	7,026	7,026	
Plan/Inspection Fee	2115	46,205	51,290	51,906	51,906	
Other Planning Service Fees	2116	37,137	38,889	37,205	37,205	
Engineering Services	2117	345,567	548,008	477,793	477,793	
Misc Engineering Services Fees	2118	0	101,982	100,000	100,000	
Sale of Plans & Specs	2122	18,823	15,970	16,000	16,000	00110
	2122	915	767	0	0	00410
	2122	420	147	0	0	00501
Environmental Impact Report Fees	2123	71,688	93,765	91,088	91,088	
Plan Checking Fees	2124	930,012	1,690,449	1,458,180	1,458,180	
	2124	111,187	145,974	175,000	175,000	00108
Agricultural Inspection Fees	2131	150,388	159,168	171,200	171,200	
Civil Process Service						
Process Service Fees/Mileage	2142	143,392	148,494	140,000	140,000	
Court Fees						
Clerk & Superior Court Fees	2151	301,973	270,934	238,146	238,146	
Restitution Fee - 10%	2152	143,780	96,817	140,000	140,000	
	2152	228	224	0	0	00402
Municipal Court Fees	2153	1,410,396	1,389,635	1,367,817	1,367,817	
	2153	1,281,218	1,433,229	1,200,000	1,200,000	00401
	2153	1,281,021	1,435,491	1,200,000	1,200,000	00402
Diversion Admin Fee \$50/\$100	2154	38,250	41,485	41,646	41,646	
	2154	97	0	0	0	00402
Misc Court Fees	2155	1,756	1,051	0	0	
Financial Responsibility Fee	2156	3,516	9,462	9,500	9,500	
Night Traffic Court Fees	2158	48,918	52,388	36,271	36,271	
Other Court Fees & Costs	2159	236	5,681	4,000	4,000	
Family Court Fees	2161	0	(100)	0	0	
Reimbursement for Court Trials	2163	0	64	0	0	00401
	2163	0	64	0	0	00402
Estate Fees						
Public Admin for Estate Fees	2171	310,384	190,881	150,000	150,000	
Public Guardian Estate Fees	2173	674,533	958,623	1,938,886	1,938,886	
Other Estate Fees	2174	82,167	98,723	70,000	70,000	
Warehouse Service Fees	2175	33,648	38,076	38,000	38,000	
Humane Services						
Humane Services Fees	2181	336,176	323,682	300,387	300,387	
Misc Animal Services	2182	1,845	15,849	17,350	17,350	
Law Enforcement Services						
Misc Law Enforcement Fees	2191	3,493	32,264	6,680	6,680	
	2191	0	11	0	0	
Impound Admin Fee	2192	11,510	10,400	11,500	11,500	
Jail Booking Fees	2193	1,495,192	1,581,829	740,100	740,100	
Eichler Contract Patrol Svcs	2194	357,913	396,524	412,346	412,346	
Woodside Contract Patrol Svcs	2195	479,975	588,098	634,341	634,341	
Portola Contract Patrol Svcs	2196	378,162	449,843	486,626	486,626	
Other Agency Patrol Services	2197	700,720	910,254	761,412	761,412	
Work Program Processing Fees	2198	233,395	226,526	225,000	225,000	
Transportation of Prisoners	2199	40,745	52,939	45,000	45,000	
Traffic Patrol Fees - Woodside	2201	19,310	15,840	14,000	14,000	
Work Furlough Maint Fee	2202	629,472	651,620	765,000	765,000	
Fingerprinting Fees	2203	96,449	111,948	102,500	102,500	
Crime Lab Services	2204	111,866	118,555	98,500	98,500	
DUI Response Fee	2205	164,314	130,658	384,645	384,645	
Crime Investigation Services	2206	404,280	812,243	840,590	840,590	
Transportation Security Services	2207	914,548	1,200,388	1,225,506	1,225,506	
CSA & Policing Services	2208	0	0	198,500	198,500	
Document Recording Fees	2211	4,805,447	3,381,959	3,410,460	3,410,460	
Micrographic Conversion	2212	1,297,852	2,251,656	2,198,619	2,198,619	
Automation Trust Acct Fee	2213	13,500	14,000	14,500	14,500	

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 7

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
Vital Stats Document Fee	2214	225,059	231,914	235,000	235,000	
Road & Street Services						
Road Maintenance - Other Agencies	2221	0	5,353	0	0	
	2221	1,189	5,259	4,400	4,400	00110
Reimb - Public Works Services	2222	28,985	2,895	48,580	48,580	
	2222	4,765	2,118	3,406	3,406	00110
	2222	0	0	10,000	10,000	00610
	2222	242,877	26,435	301,425	301,425	00611
Health Fees						
Medical Report Fees	2231	897	1,441	429	429	
Misc Health Fees	2232	0	36	0	0	
Vaccination Fees	2233	40	0	0	0	
Other Health Fees	2237	39,080	42,585	40,000	40,000	
Laboratory Services	2238	12,301	12,139	0	0	
CHDP Fees	2239	18,464	2,813	30,000	30,000	
Other Health & Welfare Services						
Mental Health Service Fees	2241	18,073	41,475	67,875	67,875	
Residency Fees	2242	429,925	480,459	320,155	320,155	
CCS Client Fees	2251	6,837	7,582	10,000	10,000	
Vector Control Services	2261	456,896	456,896	456,897	456,897	
PH Solid Waste Services	2262	370,511	370,511	370,511	370,511	
Public Pool Inspection Fee	2263	297,627	290,008	292,087	292,087	
Hotel/Motel Inspection Fee	2264	571,033	580,614	562,787	562,787	
	2264	0	1	0	0	00109
Cross - Connection Fee	2265	218,891	223,786	215,895	215,895	
Hazardous Waste Inspection Fee	2267	1,460,145	1,390,102	1,505,678	1,505,678	
Household Hazardous Waste	2268	951,610	951,610	951,610	951,610	
Food Handling Fees	2269	1,977,380	2,103,733	2,025,685	2,025,685	
Filing Fees - Real Prop Alt	2271	12,933	20,927	10,000	10,000	
Adoption & Educational Fees						
Adoption Fees	2281	0	500	0	0	
Educational Fees	2282	63,136	99,007	92,000	92,000	
Library Services						
Library Fees & Fines	2291	499,809	469,691	500,000	500,000	00109
Library Services-Other Agency	2292	1,744	3,070	0	0	00109
Lost/Damaged Book Charges	2293	3,433	18	0	0	00109
Library Sales & Misc Recovery	2294	0	38	0	0	00109
Parks & Recreation Fees						
Marina Berth Rentals	2311	0	60	0	0	
	2311	1,003,332	1,053,661	1,125,217	1,125,217	00500
Camping Permits	2312	207,905	192,736	206,000	206,000	
Horse Camp Permits	2313	22,865	25,185	25,750	25,750	
Reservation Fees	2314	268,808	315,770	327,694	327,694	
	2314	75	241	0	0	00500
Park Concession Fees	2315	1,986	525	2,500	2,500	
Misc Park Sales	2316	157	191	150	150	
	2316	1,538	2,168	2,000	2,000	00500
Park Entry Fees	2317	662,627	527,549	663,991	663,991	
	2317	2,279	1,431	1,000	1,000	00500
Annual Pass Sales	2318	22,210	18,960	16,000	16,000	
	2318	0	60	0	0	00500
Rifle Range Fees	2319	68,048	67,387	66,000	66,000	
Other Parks & Recreation Fees	2321	45,401	48,921	25,273	25,273	
	2321	6,277	4,516	2,000	2,000	00500
Other Charges for Services						
Reimbursement for Burials	2331	5,090	7,373	4,000	4,000	
Body Removal & Storage	2332	101,882	138,490	135,000	135,000	
Other Coroner's Fees	2333	14,396	15,033	13,000	13,000	
Medi-Cal HPSM	2371	236,543	186,522	279,851	279,851	
Medi-Cal FFP	2372	22,706,171	22,012,482	26,112,708	26,196,931	
Medi-Cal State	2373	891,535	851,364	1,187,129	1,187,129	
Medicare	2374	174,308	243,261	270,500	270,500	
Third Party Reimbursements	2375	130,975	205,163	474,270	474,270	
Patient Fees	2376	0	0	0	400,000	

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 8

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
SSI/SSP Collections	2377	563,262	641,344	668,000	668,000	
Other Reimbursements	2378	1,590,157	2,411,315	2,627,945	2,627,945	
Medi-Cal FQHC	2379	182,973	600,579	389,939	389,939	
Institutional Care	2381	688,019	752,359	695,000	805,554	
Care of Inmates	2383	311,193	224,172	135,000	135,000	
Care of Court Ward	2384	14,514	7,493	13,500	13,500	
Other Institutional Care	2391	10,223	6,539	0	0	
Annexation Charges	2421	42,436	26,749	20,000	20,000	
Commissions	2423	2,860,156	2,792,805	1,949,123	1,949,123	
Connection Charges	2424	0	3,162	0	0	
Misc Insurance Recoveries	2425	5,341	0	0	0	
Mitigation Fees	2426	507,702	734,669	600,000	600,000	00114
Refuse Disposal Charges	2428	49,265	36,363	75,000	75,000	00115
Sewer Service Charges	2431	0	100	0	0	
Special Charges Bonds	2432	130,365	23,723	17,582	17,582	00110
Surcharges & Penalties	2436	0	0	767,783	1,120,720	00410
	2436	5,406	5,813	4,700	4,700	00501
Water Sales	2437	612	437	0	0	00500
Water Service Charge	2438	10,757	8,118	11,495	11,495	
	2438	730	594	700	700	00500
Other Special Charges	2439	0	12,800	12,800	12,800	00110
	2439	4,100	8,000	4,000	4,000	00501
Other Sales	2441	0	12,271	0	0	
		37,956	15,581	60,000	60,000	00501
Misc Services to Cities	2451	181,437	229,471	365,159	365,159	
	2451	119,020	254,918	225,000	225,000	00109
Other Charges for Services	2452	517,074	547,345	470,339	470,339	
	2452	60,553	67,376	88,000	88,000	00111
	2452	1,519	0	0	0	00501
	2452	1,419	8,812	0	0	00610
VRS Workcenter Charges	2453	687,319	836,330	1,100,000	1,100,000	
TOTAL CHARGES FOR SERVICES		81,716,443	88,614,964	90,822,784	90,304,337	
MISCELLANEOUS REVENUES						
Reimbursement - Basic Needs Loan	2622	2,214,735	1,606,187	2,000,000	2,000,000	
Other Client Reimbursements	2623	246,023	288,666	462,000	462,000	
Sale of Literature	2631	1,643	1,539	8,100	8,100	
	2631	3,343	2,299	2,000	2,000	00109
Sale of Surplus & Salvage	2632	16,557	24,048	21,000	21,000	
	2632	0	20,089	0	0	00108
	2632	25,161	66,892	0	0	00110
	2632	582	0	0	0	00500
	2632	64,986	99,896	40,000	40,000	00610
Sale of Property & Materials	2633	18,836	1,630	1,377	1,377	
	2633	399	0	0	0	00111
	2633	16,045	17,612	25,000	25,000	00115
Sale of Data/Microfiche	2634	58,825	61,555	56,000	56,000	
Photocopy Sales	2635	12,933	18,861	13,450	13,450	
Food Sales _ Cafeteria	2636	0				
Food Sales - Other	2637	699,518	820,964	865,915	865,915	
	2637	663	216	500	500	00500
Cash Overages	2641	35,277	26,776	0	0	
Stale Dated Checks	2642	54	0	0	0	00501
Bad Debt Recoveries	2643	123,839	181,806	120,000	120,000	
	2643	526	0	0	0	00501
Comp Insurance Refunds	2644	490,363	493,389	284,400	284,400	
	2644	74,697	71,183	58,000	58,000	00110
	2644	3,152	0	0	0	00500
	2644	2,730	33,104	0	0	00611

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 9

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
SDI Payments	2645	760,179	905,377	270,207	270,207	
	2645	4,502	0	0	0	00105
	2645	14,816	34,697	0	0	00109
	2645	14,127	10,558	0	0	00110
	2645	9,279	0	3,000	3,000	00610
	2645	0	18,525	0	0	00611
Gifts & Donations	2646	76,039	55,422	27,100	27,100	
	2646	75,350	70,168	80,000	80,000	00109
	2646	255,110	144,735	1,169,866	1,169,866	00404
Miscellaneous Reimbursements	2647	2,436,196	2,263,877	1,879,546	2,051,938	
	2647	5,753	48,353	38,683	43,000	00108
	2647	82,592	89,362	80,000	80,000	00109
	2647	454	11,550	0	0	00110
	2647	250	993	0	0	00115
	2647	2,002	141,431	0	0	00404
	2647	2,495	429	0	0	00410
	2647	45	0	200	200	00500
	2647	254	9,805	0	0	00501
	2647	1	0	5,000	5,000	00610
	2647	492	214	0	0	00611
Insurance Recoveries & Refunds	2648	492	25,698	8,266	8,266	
	2648	999	10,856	0	0	00110
	2648	62,185	0	0	0	00404
	2648	5,917	40,942	0	0	00410
	2648	0	1,940	0	0	00501
	2648	30,135	0	0	0	00610
Equipment Cost Reimbursement	2651	203,583	171,708	110,000	110,000	
Project Cost Reimb - Labor	2652	3,060,661	2,465,128	1,298,922	1,499,913	
	2652	944,842	1,140,611	35,741	35,741	00110
	2652	0	81,364	0	0	00301
	2652	10,100	0	0	0	00410
	2652	747	481	0	0	00501
Witness & Jury Fees	2653	4,838	6,161	140	140	
	2653	134	82	0	0	00110
	2653	54	0	0	0	00115
	2653	0	105	0	0	00611
	2653	0	135	200	200	00610
Other Foundation Grants	2655	4,183,605	5,340,412	5,414,895	5,489,895	
	2655	353,855	160,288	200,000	200,000	00109
Non-Government Program Funds	2656	165,697	162,205	10,000	10,000	00109
PG & E Rebates	2657	28,284	0	0	0	
	2657	4,543	0	0	0	00410
All Other Miscellaneous Revenues	2658	3,427,558	4,602,591	4,597,181	4,623,181	
	2658	337,038	369,020	325,529	325,529	00102
	2658	2,832	2,037	0	0	00105
	2658	(1,254)	0	0	0	00106
	2658	6,882	48,849	6,000	6,000	00108
	2658	16,967	20,561	25,000	25,000	00109
	2658	30,294	335	0	0	00110
	2658	0	136	0	0	00115
	2658	0	1,950	0	0	00404
	2658	0	0	3,000,000	3,000,000	00410
	2658	319	274	1,000	1,000	00500
	2658	27,362	25,345	24,800	24,800	00501
	2658	0	0	4,000	4,000	00610
	2658	2,599	1,074	0	0	00611
Rebates & Refunds	2659	3,020,021	130,407	0	0	
	2659	2,010	75	0	0	00110
	2659	0	54	0	0	00115
	2659	50	7	0	0	00404
	2659	0	0	168,465	168,465	00410
	2659	125	123	0	0	00610
	2659	464	3,062	0	0	00611

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 10

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
Tobacco Settlement	2661	7,454,854	7,108,696	7,331,989	7,331,989	
TOTAL MISCELLANEOUS REVENUES		31,239,617	29,564,920	30,073,472	30,552,172	
OTHER FINANCING SOURCES						
IFR - General Fund	2521	660,870	594,249	13,745	13,745	
	2521	4,487,523	4,487,523	4,487,523	4,487,523	00105
	2521	546,200	341,234	240,565	240,565	00109
	2521	383,419	363,462	20,000	20,000	00110
	2521	1,630,876	1,561,275	1,736,683	1,736,683	00610
	2521	1,514,358	1,177,321	220,262	220,262	00611
IFTR - Parks Fund	2522	16,985	45,996	0	0	
	2522	5,034	29,605	22,000	22,000	00611
IFTR - CJTCF	2524	420,645	375,726	372,324	372,324	
IFTR - Road Fund	2528	4,007,174	3,229,628	287,443	312,443	
	2528	2,221	0	0	0	00110
	2528	246	0	29,919	29,919	00610
	2528	58,094	78,221	53,000	53,000	00611
IFTR - Half Cent Fund	2529	313,829	224,781	120,000	120,000	
	2529	4,374	17,867	0	0	00110
	2529	0	0	825	825	00610
IFTR - Off-Road Fund	2532	41,611	18,442	56,650	56,650	
IFTR - Coyote Pt Marina Fund	2533	51,041	79,957	141,098	141,098	
	2533	0	49	3,274	3,274	00610
	2533	745	3,638	0	0	00611
IFTR - Road Improvement Fd	2534	2,606	2,211	0	0	
	2534	1,557	895	0	0	00110
	2534	43,882	34,322	0	0	00611
IFTR - Airports Fund	2535	257,892	239,669	160,338	160,338	
	2535	26,126	11,214	0	0	00110
	2535	18,557	0	68,035	68,035	00610
	2535	16,423	10,262	0	0	00611
IFTR - Solid Waste Fund	2536	536,441	2,460,083	3,234,294	3,234,294	
	2536	98,001	112,892	125,000	125,000	00110
	2536	0	621	0	0	00610
	2536	66,091	34,116	0	0	00611
IFTR - Fire Protection	2537	5,766,367	6,377,804	5,987,205	5,483,052	
IFTR - Library Fund	2538	529,580	545,637	472,511	472,511	
	2538	25,467	24,127	0	0	00110
	2538	894	2,492	9,207	9,207	00610
	2538	10,747	46,023	0	0	00611
IFTR - SMCGRH	2539	15,700,058	17,580,473	18,784,812	19,729,652	
	2539	1,870	0	0	0	00110
	2539	4,753	6,911	4,482	4,482	00610
	2539	792,853	1,070,544	0	0	00611
IFTR - CSRC	2541	83,985	67,213	425,613	425,613	
IFTR - Special District Fund	2542	1,496,607	1,613,246	1,172,416	1,172,416	
	2542	64,018	104,025	46,000	46,000	00110
	2542	19,475	19,762	0	0	00115
	2542	175,780	373,759	0	0	00611
Other Interfund Transfers	2545	16,595,793	14,516,361	20,787,398	21,172,739	
	2545	137,237	0	0	286,140	00108
	2545	217,324	241,118	420,934	420,934	00110
	2545	3,056,913	3,099,329	2,501,083	2,501,083	00610
	2545	793,689	711,661	3,769,292	3,769,292	00611
Loan Repayments - Other Funds	2547	0	0	5,000	0	
IFTR - Trial Court Funding - Municipal	2548	5,787,647	6,247,981	7,322,540	7,322,540	
IFTR - Trial Court Fund - Superior	2549	383,807	335,676	325,000	325,000	
Total Other Financing Sources		66,857,687	68,519,402	73,426,472	74,558,640	

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND
FOR THE FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 5
Page 11

SOURCE CLASSIFICATION	Revenue Number	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved/Adopted by the Board of Supervisors 2005-2006	Fund *
SALE OF FIXED ASSETS	2721	1,428	2,897	0	0	
	2721	0	0	3,000	3,000	00610
OPERATING TRANSFERS IN	2731	2,091,930	428,089	494,318	494,318	
	2731	0	14	0	0	00110
	2731	23,589,500	21,958,476	21,048,683	21,048,683	00301
	2731	1,228,607	0	0	0	00404
	2731	8,124,229	6,449,514	22,445,824	21,691,058	00410
	2731	0	9	0	0	00500
Total Operating Transfers In		35,035,694	28,838,999	43,991,825	43,237,059	
GRAND TOTAL REVENUE		845,552,301	908,745,547	931,606,396	951,932,348	

* General Unless Otherwise Indicated

County of San Mateo
STATE OF CALIFORNIA
ANALYSIS OF CURRENT PROPERTY TAXES AND ASSESSED VALUATION
FOR FISCAL YEAR 2005-2006

**COUNTY BUDGET FORM
SCHEDULE 6**

COUNTY FUNDS (1)	CURRENT SECURED PROPERTY TAXES				CURRENT UNSECURED PROPERTY TAXES			
	Apportionment from Countywide Tax Rate (2)	Voter Approved Dept		Total Secured (5)	Apportionment from Countywide Tax Rate (6)	Voter Approved Dept		Total Unsecured (9)
		Rate (3)	Amount (4)			Rate (7)	Amount (8)	
00001 GENERAL FUND	140,693,235			140,693,235	9,689,107			9,689,107
00108 COUNTY FIRE PROTECTION	3,985,606			3,985,606	335,499			335,499
00109 COUNTY LIBRARY	11,555,250			11,555,250	900,000			900,000
TOTAL	156,234,091			156,234,091	10,924,606			10,924,606

COUNTYWIDE TAX BASE					
(10)	SECURED ROLL			Unsecured Roll (14)	Total Secured and Unsecured (15)
	Locally Assessed (11)	State Assessed (12)	Total Secured (13)		
LAND	47,993,322,890	51,110,481	48,044,433,371	347,354,214	48,391,787,585
IMPROVEMENTS	58,094,347,105	4,015,380	58,098,362,485	3,439,386,805	61,537,749,290
PERSONAL PROPERTY	1,071,740,031	2,231,080	1,073,971,111	4,732,642,163	5,806,613,274
Total Assessed Valuation	107,159,410,026	57,356,941	107,216,766,967	8,519,383,182	115,736,150,149
LESS EXEMPTIONS					
Homeowners	937,634,463	0	937,634,463	1,275,573	938,910,036
Other	1,969,887,439	0	1,969,887,439	718,126,461	2,688,013,900
Total Assessed Valuation	104,251,888,124	57,356,941	104,309,245,065	7,799,981,148	112,109,226,213
LESS ALLOWANCES FOR					
Delin(11) 2.00%(12) 0% (13) 0% (14) 0%	2,088,165,319	0	2,088,165,319	170,643,245	2,258,808,564
Identify Redevelopment Agencies	8,027,058,159	0	8,027,058,159	923,257,744	8,950,315,903
(Adjusted Valuation for Estimated Tax Revenue Comp)	94,136,664,646	57,356,941	94,194,021,587	6,876,723,404	101,070,744,991

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND
FOR FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 7

DESCRIPTION (1)	Actual 2003-2004 (2)	Actual 2004-2005 (3)	Recommended 2005-2006 (4)	Approved/ Adopted by the Board of Supervisors 2005-2006 (5)
SUMMARIZATION BY FUNCTION				
General	106,302,555	108,993,746	157,363,876	164,632,116
Public Protection	245,881,138	258,711,011	287,288,512	287,468,483
Public Ways & Facilities	27,348,454	21,006,500	20,024,421	22,972,364
Health & Sanitation	219,684,980	231,468,676	248,381,120	252,310,619
Public Assistance	164,867,249	166,163,755	201,797,953	205,110,482
Education	14,110,416	15,408,263	17,582,862	17,382,284
Recreation	9,305,310	7,913,509	8,028,759	8,159,618
Debt Service	28,874,266	20,850,612	21,598,683	22,192,243
Other Financing Uses	32,672,070	12,104,768	191,088,468	210,386,320
Total Specific Financing Uses	849,046,438	842,620,840	1,153,154,654	1,190,614,529
Appropriation for Contingencies	0	0	31,965,154	33,947,238
Subtotal	849,046,438	842,620,840	1,185,119,808	1,224,561,767
Provision for Reserves & Designations	0	0	46,792,854	49,989,270
TOTAL FINANCING REQUIREMENTS	849,046,438	842,620,840	1,231,912,662	1,274,551,037
SUMMARIZATION BY FUND				
00001 GENERAL FUND	727,650,398	736,242,014	1,038,183,171	1,068,560,406
00102 EMERGENCY MEDICAL SERVICES FUND	2,814,168	1,149,584	2,719,396	2,747,720
00105 IHSS PUBLIC AUTHORITY FUND	10,368,119	10,325,509	13,543,712	15,257,493
00106 FISH AND GAME PROPAGATION FUND	7,129	6,203	79,285	90,489
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	45,548	21,469	297,687	325,343
00108 STRUCTURAL FIRE PROTECTION FUND	5,766,314	6,477,744	6,249,854	5,451,458
00109 COUNTY LIBRARY	13,965,388	15,290,719	21,944,822	22,267,073
00110 ROAD FUND	22,264,165	16,804,820	15,437,811	17,621,109
00111 HALF-CENT TRANSPORTATION FUND	2,787,397	2,858,232	3,865,066	4,413,572
00114 ROAD IMPROVEMENTS FUND	599,632	1,024,704	4,056,612	4,493,193
00115 SOLID WASTE FUND	6,588,428	6,803,684	16,958,364	16,509,478
00301 DEBT SERVICE FUND	28,874,266	20,850,612	44,314,866	45,961,871
00400 ACCUMULATED CAPITAL OUTLAY	1,148	0	7,385	4,378
00401 CRIMINAL JUSTICE TEMP CONST FUND	1,551,465	1,554,507	2,989,550	3,237,976
00402 COURTHOUSE TEMP CONSTRUCTION FUN	1,047,049	1,728,296	3,979,525	4,154,186
00404 PARK ACQUISITION & DEV FUND	3,955,280	2,369,565	6,531,665	7,266,404
00410 CAPITAL PROJECTS FUND	8,607,244	6,125,188	26,494,849	30,799,267
00500 COYOTE POINT MARINA OPERATING FUN	2,343,040	1,248,182	987,109	2,397,990
00501 AIRPORTS FUNDS	1,825,642	2,844,606	7,310,828	6,505,008
00610 MOTOR POOL INTERNAL SERVICE FUND	4,343,685	4,443,306	11,570,086	11,999,168
00611 TOWER ROAD INTERNAL SERVICE FUND	3,640,934	3,864,094	4,391,019	4,487,455
TOTAL FINANCING REQUIREMENTS	849,046,438	842,033,040	1,231,912,662	1,274,551,037

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND
FOR FISCAL YEAR 2005-2006

COUNTY BUDGET FORM
SCHEDULE 8

DESCRIPTION (1)	Actual 2003-2004 (2)	Actual 2004-2005 (3)	Recommended 2005-2006 (4)	Approved/ Adopted by the Board of Supervisors 2005-2006 (5)
Total Specific Financing Uses (Brought forward from Schedule 8A)	849,046,437	838,903,477	1,153,154,654	1,190,614,529
APPROPRIATION FOR CONTINGENCIES				
00001 GENERAL FUND	0	0	25,444,024	26,242,710
00109 COUNTY LIBRARY	0	0	4,286,243	4,469,641
00110 ROAD FUND	0	0	400,000	1,400,000
00115 SOLID WASTE	0	0	390,000	390,000
00410 CAPITAL PROJECTS	0	0	1,384,951	1,384,951
00611 TOWER ROAD CONSTRUCTION FUND	0	0	59,936	59,936
Subtotal - Total Estimated Financing Uses	849,046,437	838,903,477	1,185,119,808	1,224,561,767
PROVISION FOR RESERVES & DESIGNATIONS				
00102 EMERGENCY MEDICAL SERVICES	0	0	1,060,295	1,250,776
00105 IHSS PUBLIC AUTHORITY	0	0	1,137,543	2,851,324
00106 FISH & GAME	0	0	59,363	65,489
00107 OFF-HIGHWAY LICENSE FEES	0	0	251,187	258,693
00108 STRUCTURAL FIRE PROTECTION	0	0	851,149	0
00109 COUNTY LIBRARY	0	0	220,000	560,000
00111 HALF-CENT TRANSPORTATION FUND	0	0	1,692,808	1,243,991
00114 ROADWAY IMPROVEMENT	0	0	2,830,612	2,743,193
00115 SOLID WASTE FUND	0	0	4,808,410	5,091,374
00301 DEBT SERVICE	0	0	22,716,183	23,769,628
00401 CRIMINAL JUSTICE CONSTRUCTION	0	0	991,822	1,278,150
00402 COURTHOUSE CONSTRUCTION	0	0	1,557,624	2,494,957
00404 PARKS ACQ-DEV	0	0	56,006	95,496
00500 COYOTE POINT MARINA OPERATING	0	0	675,297	589,674
00501 AIRPORTS FUND	0	0	1,479,433	2,015,531
00610 MOTOR POOL INTERNAL SERVICE	0	0	6,405,122	5,680,994
TOTAL FINANCING REQUIREMENTS	849,046,437	838,903,477	1,231,912,662	1,274,551,037

**County of San Mateo
STATE OF CALIFORNIA**

**COUNTY BUDGET FORM
SCHEDULE 8A
Page 1**

**SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2005-2006**

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2003-2004 (2)	Actual 2004-2005 (3)	Recommended 2005-2006 (4)	Approved/ Adopted By the Board of Supervisors 2005-2006 (5)
GENERAL				
Legislation & Administration				
Board of Supervisors/Assessment Appeals	1,815,385	1,945,861	2,006,370	2,027,765
County Manager	5,900,157	7,100,152	8,309,371	8,726,223
Finance				
Controller	5,191,063	6,152,112	6,044,147	6,086,601
Tax Collector/Treasurer	3,885,388	4,080,968	6,877,099	7,534,268
Assessor-Co Clerk-Recorder	19,713,572	19,078,299	25,978,091	26,204,468
Counsel				
County Counsel	4,289,809	4,858,738	5,371,210	6,116,819
Personnel				
Employee and Public Services	15,474,995	15,285,461	17,562,481	17,746,858
Plant Acquisition				
Capital Projects 00110	2,269	1,325,577	1,343,647	16,000
Capital Projects 00404	264,390	589,424	1,984,682	4,843,409
Capital Projects 00410	8,607,244	6,125,188	28,324,310	29,328,728
Capital Projects 00500	0	27,185	29,185	147,000
Capital Projects 00501	126,113	1,200,286	2,899,396	3,859,626
Capital Projects 00610	61,841	65,048	166,200	308,000
Other General				
Information Systems	10,171,406	10,315,199	14,712,862	17,000,195
Public Works	16,585,593	16,951,152	17,421,399	18,211,943
Accumulated Capital Outlay 00400	1,148	0	7,385	4,378
Criminal Justice Facility 00401	1,551,465	1,554,507	1,997,728	1,959,826
Courthouse Temporary Construction 00402	1,047,049	1,728,296	2,421,901	1,659,229
Parks Acquisition & Development 00404	3,690,890	2,369,565	4,490,977	2,327,499
Capital Projects 00410	0	(1,624)	85,588	85,588
Motor Pool Internal Svc Fund 00610	4,281,844	4,378,258	4,998,764	6,010,174
Tower Road Construction Fund 00611	3,640,934	3,864,094	4,331,083	4,427,519
TOTAL GENERAL	106,302,555	108,993,746	157,363,876	164,632,116

County of San Mateo
STATE OF CALIFORNIA

COUNTY BUDGET FORM
SCHEDULE 8A
Page 2

SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2005-2006

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2003-2004 (2)	Actual 2004-2005 (3)	Recommended 2005-2006 (4)	Approved/ Adopted By the Board of Supervisors 2005-2006 (5)
PUBLIC PROTECTION				
Judicial				
County Support of the Court	21,931,814	22,253,474	22,652,186	21,255,294
District Attorney	16,844,283	18,044,879	23,262,648	22,864,589
Child Support Services	12,523,159	11,151,907	11,469,551	11,469,551
Grand Jury	424,930	431,356	479,020	492,673
Private Defender	11,562,253	12,257,336	12,894,301	12,894,301
Detention & Corrections				
Sheriff	98,942,435	108,402,146	115,811,042	116,816,072
Message Switch	456,298	426,946	991,597	1,058,491
Probation	49,629,331	51,732,995	56,945,037	57,548,798
Fire Protection				
State Fire Contract	5,734,967	4,942,818	5,955,610	5,955,610
County Fire Protection-Structural 00108	5,766,314	6,477,743	5,398,705	5,451,458
Protective Inspection				
Agricultural Commission	3,116,695	2,891,677	3,037,566	3,119,738
Other Protection				
Coroner & Public Administrator	2,257,579	2,341,949	2,540,411	2,543,642
Office of Emergency Services				
Planning	5,246,382	5,640,020	8,889,716	9,797,222
Fish & Game Propagation 00106	7,129	6,203	19,922	25,000
Animal Control Services	4,349,681	4,289,251	4,645,618	4,649,791
Local Agency Formation Commission	123,675	222,330	153,120	111,756
Solid Waste 00115	6,588,428	6,803,684	11,759,954	11,028,104
Environmental Management	375,785	394,297	382,508	386,393
TOTAL PUBLIC PROTECTION	245,881,138	258,711,011	287,288,512	287,468,483
PUBLIC WAYS & FACILITIES				
Public Ways				
Public Ways 00110	22,261,896	15,479,243	13,694,164	16,205,109
SMC Half-cent Transportation 00111	2,787,397	2,858,233	2,172,258	3,169,581
SM Co-wide Road Improvements 00114	599,632	1,024,704	1,226,000	1,750,000
Transportation Terminals				
Airports 00501	1,699,529	1,644,320	2,931,999	1,847,674
TOTAL PUBLIC WAYS & FACILITIES	27,348,454	21,006,500	20,024,421	22,972,364

**County of San Mateo
STATE OF CALIFORNIA**

**COUNTY BUDGET FORM
SCHEDULE 8A
Page 3**

**SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2005-2006**

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2003-2004 (2)	Actual 2004-2005 (3)	Recommended 2005-2006 (4)	Approved/ Adopted By the Board of Supervisors 2005-2006 (5)
HEALTH & SANITATION				
Health				
Business Administration-Health	4,347,626	6,005,028	6,467,879	6,924,223
Public Health Service	31,006,873	34,551,077	37,129,515	38,310,604
Health Family Plan Promotion	0	0	1,691,254	1,720,429
Environmental Health	9,381,184	10,004,098	11,542,951	11,839,284
Mental Health Service	75,106,212	79,192,763	93,698,577	94,745,085
Aging and Adult Services	15,440,601	15,960,928	17,652,024	18,224,938
Correctional Health	5,051,058	5,506,404	5,630,755	5,630,755
Emergency Medical Services 00102	2,814,168	1,149,584	1,659,101	1,496,944
Food Services	736,560	848,002	908,963	908,963
IHSS Public Authority	4,487,523	4,487,523	4,487,523	4,487,523
SB855 Transfer Payments	10,464,334	0	0	0
IHSS Public Authority 00105	10,368,119	10,325,510	12,406,169	12,406,169
Hospital Care				
In-patient/Out-patient Health Care	49,828,417	0	0	0
Contribution to Medical Center	0	62,713,302	54,047,737	54,047,737
Emergency Medical Services	652,305	724,457	1,058,672	1,567,965
TOTAL HEALTH & SANITATION	219,684,980	231,468,676	248,381,120	252,310,619
PUBLIC ASSISTANCE				
Administration				
Social Services	128,034,340	133,977,139	188,032,410	191,260,333
Job Training-Economic Development	21,778,686	22,418,692	0	0
Other Assistance				
Housing & Community Development	15,054,223	0	0	0
Department of Housing	0	9,767,924	13,765,543	13,850,149
TOTAL PUBLIC ASSISTANCE	164,867,249	166,163,755	201,797,953	205,110,482

County of San Mateo
STATE OF CALIFORNIA

COUNTY BUDGET FORM
SCHEDULE 8A
Page 4

SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY
FOR FISCAL YEAR 2005-2006

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2003-2004 (2)	Actual 2004-2005 (3)	Recommended 2005-2006 (4)	Approved/ Adopted By the Board of Supervisors 2005-2006 (5)
EDUCATION				
Library Services				
Library 00109	13,965,388	15,290,719	17,438,579	17,237,432
Cooperative Education				
Cooperative Extension Services	145,028	117,544	144,283	144,852
TOTAL EDUCATION	14,110,416	15,408,263	17,582,862	17,382,284
RECREATION				
Recreation Facilities				
Parks & Recreation	6,916,722	6,671,043	7,699,632	7,649,475
Off-Highway License Fees 00107	45,548	21,469	46,500	66,650
Coyote Point Marina Operating 00500	2,343,040	1,220,997	282,627	443,493
TOTAL RECREATION	9,305,310	7,913,509	8,028,759	8,159,618
OTHER FINANCING USES				
Debt Service Fund 00301	28,874,266	20,850,612	21,598,683	22,192,243
Non-Departmental	32,672,070	12,104,768	191,088,468	210,386,320
TOTAL OTHER FINANCING USES	61,546,336	32,955,380	212,687,151	232,578,563
TOTAL SPECIFIC EXPENDITURE REQUIREMENTS	849,046,438	842,620,840	1,153,154,654	1,190,614,529

COUNTY BUDGET FORM

**County of San Mateo
STATE OF CALIFORNIA
OPERATION OF ENTERPRISE FUND
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2005-2006**

SCHEDULE 11
Fund Title SMC General Hospital
Service Act Health & Sanitation
Hospital Care

OPERATING DETAIL	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
(1)	(2)	(3)	(4)	(5)
<u>REVENUES</u>				
Taxes	15,079	261	35,000	35,000
Use of Money and Property	(59,507)	6,990	5,000	5,000
Intergovernmental Revenues	28,993,752	35,978,839	37,978,611	41,023,133
Charges for Services	84,392,743	99,590,679	107,900,807	109,529,711
Interfund Revenue	5,487,721	1,835,943	2,409,519	3,117,837
Miscellaneous Revenue	2,731,774	2,989,244	9,799,410	11,039,586
Other Financing Sources	54,165,685	48,011,462	47,870,387	44,452,000
 TOTAL REVENUES	 175,727,247	 188,413,418	 205,998,734	 209,202,267
<u>EXPENDITURES</u>				
Salaries and Benefits	91,788,490	103,894,550	112,303,000	112,842,849
Services and Supplies	50,694,901	52,377,176	52,770,356	54,016,174
Other Charges	19,574,741	20,758,469	21,743,408	22,559,661
Fixed Assets	0	793,811	0	4,820,000
Other Financing Uses	10,285,907	10,589,412	19,181,970	14,963,583
Contingencies	0	0	0	0
Non-General Fund Reserves	0	0	0	0
 TOTAL EXPENDITURES	 172,344,039	 188,413,418	 205,998,734	 209,202,267

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF SPECIAL DISTRICT BUDGETS

SCHEDULE 13

FOR FISCAL YEAR 2005-2006

DISTRICT AND FUND (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated June 30, 2005 (2)	Cancellation of Prior Year Reserves/ Designations (3)	Estimation Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and/or Designations (new or incr) (7)	Total Financing Requirements (8)
COUNTY SERVICE AREA							
00131 County Service Area #1	1,295,481	0	1,822,999	3,118,480	2,783,028	335,452	3,118,480
00132 County Service Area #6	525,757	0	46,947	572,704	47,591	525,113	572,704
00133 County Service Area #7	162,277	0	43,656	205,933	87,284	118,649	205,933
00134 County Service Area #8	2,321,752	0	1,426,599	3,748,351	1,492,000	2,256,351	3,748,351
00135 County Service Area #11	139,981	0	43,400	183,381	69,773	113,608	183,381
SEWER & SANITATION							
00151 Burlingame Hills Sewer	47,132	0	295,314	342,446	321,711	20,735	342,446
00152 Emerald Lake Heights Sewer	1,185,964	0	627,854	1,813,818	605,300	1,208,518	1,813,818
00153 Fair Oaks Sewer	4,763,422	0	3,015,825	7,779,247	7,779,247	0	7,779,247
00154 Harbor Industrial Sewer	616,680	0	74,103	690,783	100,580	590,203	690,783
00155 Kensington Square Sewer	146,818	0	33,978	180,796	32,031	148,765	180,796
00156 Oak Knoll Sewer	109,507	0	50,279	159,786	54,309	105,477	159,786
00157 Crystal Springs Sanitation	299,378	0	752,059	1,051,437	595,176	456,261	1,051,437
00158 Devonshire County Sanitation	331,220	0	132,530	463,750	148,250	315,500	463,750
00159 Scenic Heights County Sanitation	35,389	0	21,781	57,170	24,780	32,390	57,170
DRAINAGE DISTRICTS							
00176 Baywood Park Drainage	1,013	0	0	1,013	492	521	1,013
00177 Campo-Bello University Park Drainage	36,277	0	2,129	38,406	17,255	21,151	38,406
00178 East Palo Alto Drainage	7,526	0	24,061	31,587	25,147	6,440	31,587
00179 Enchanted Hills Drainage	3,413	0	1,137	4,550	2,137	2,413	4,550
00180 Harbor Industrial Drainage	31,991	0	848	32,839	10,696	22,143	32,839
00181 Highland Drainage	20,020	0	807	20,827	5,828	14,999	20,827
00182 Palo Alto Gardens Drainage	15	0	0	15	12	3	15
00183 Sequoia Drainage	35,492	0	2,088	37,580	14,764	22,816	37,580
00184 University Heights Area Drainage	135,566	0	11,558	147,124	30,000	117,124	147,124
FLOOD CONTROL ZONES							
00201 Colma Creek Flood Control Zone	6,619,560	0	1,865,111	8,484,671	4,306,610	4,178,061	8,484,671
00202 Colma Creek Fld Control Sub-Zone #1	47,533	0	82,340	129,873	90,000	39,873	129,873
00203 Colma Creek Fld Control Sub-Zone #2	138,268	0	354,793	493,061	385,000	108,061	493,061
00204 Colma Creek Fld Control Sub-Zone #3	288,646	0	868,335	1,156,981	935,000	221,981	1,156,981
00205 Ravenswood Slough Flood Control Zone	255,774	0	9,895	265,669	32,390	233,279	265,669
00206 San Bruno Creek Flood Control Zone #1	187,264	0	300,336	487,600	487,600	0	487,600
00207 San Bruno Creek Flood Control Zone #2	422,390	0	149,402	571,792	312,000	259,792	571,792
00209 San Francisquito Creek Fld Control #2	1,948,167	0	183,488	2,131,655	1,610,345	521,310	2,131,655
00210 San Mateo Co Flood Control Zone 1	20,807	0	690	21,497	3,000	18,497	21,497
LIGHTING DISTRICTS							
00226 Bel Aire Lighting	373,018	0	36,919	409,937	38,198	371,739	409,937
00227 Belmont Lighting	123,019	0	6,377	129,396	17,510	111,886	129,396
00228 Colma Lighting	688,136	0	77,705	765,841	73,803	692,038	765,841
00229 Granada Lighting	467,898	0	46,315	514,213	30,499	483,714	514,213
00230 Emerald Lake Lighting	1,394,579	0	145,859	1,540,438	59,361	1,481,077	1,540,438
00231 Enchanted Hills Lighting	82,542	0	7,115	89,657	4,910	84,747	89,657
00232 La Honda Lighting	120,582	0	9,892	130,474	5,408	125,066	130,474
00233 Menlo Park Lighting	804,649	0	145,874	950,523	148,999	801,524	950,523
00234 Montara Lighting	757,139	0	69,825	826,964	34,446	792,518	826,964
00235 Pescadero Lighting	101,728	0	8,103	109,831	4,448	105,383	109,831
00236 Ravenswood Lighting	1,006,168	0	135,926	1,142,094	130,628	1,011,466	1,142,094
LANDSCAPE DISTRICTS							
00266 Highlands Landscape Maintenance	27,067	0	5,350	32,417	4,700	27,717	32,417
TOTAL	28,127,005	0	12,939,602	41,066,607	22,962,246	18 104 361	41,066,607

County of San Mateo

STATE OF CALIFORNIA

SPECIAL DISTRICTS

COUNTY SERVICE AREA NO 1 DISTRICT BUDGET DETAIL-00131

DISTRICT BUDGET FORM

SCHEDULE 16

GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors

☒

Other Appointed

☐

Other Elected

☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
566,988,484	44,620	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	1,207,566	1,005,082	1,295,481	1,295,481
CANCELLATION OF PRIOR YEAR RESERVE	29,246	29,246	0	0
Property Taxes - Current Secured	1,299,006	1,407,658	1,515,196	1,515,196
Property Taxes - Current Unsecured	135,579	120,117	121,610	121,610
Taxes - Special Augmentation Fund	0	0	0	0
Property Taxes - Prior	(2,121)	(713)	47,000	47,000
Interest Earned	37,714	42,118	32,300	32,300
Homeowner Property tax Relief	14,458	13,965	13,893	13,893
Special Tax	92,183	92,182	93,000	93,000
Property Taxes - Supplemental SB 813	54,442	70,894	0	0
Other Interfund Revenue	(21)	0	0	0
Miscellaneous Revenue	6,900	20,455	0	0
ERAF Rebate	0	32	0	0
TOTAL	2,874,952	2,801,036	3,118,480	3,118,480

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repairs and Maintenance	1,201,899	1,448,085	2,783,028	2,783,028
GENERAL RESERVES	0	0	335,452	335,452
TOTAL	1,201,899	1,448,085	3,118,480	3,118,480

County of San Mateo
 STATE OF CALIFORNIA
 SPECIAL DISTRICTS
 COUNTY SERVICE AREA NO 6 DISTRICT BUDGET DETAIL-00132

DISTRICT BUDGET FORM
 SCHEDULE 16
 GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
 Other Appointed ☐
 Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
89,699,838	1,170,729	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
 (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	452,400	483,807	525,757	525,757
CANCELLATION OF PRIOR YEAR RESERVE	0	0	0	0
Property Taxes - Current Secured	31,535	34,606	30,487	30,487
Property Taxes - Current Unsecured	3,265	2,930	2,947	2,947
Property Taxes - Prior	(59)	(17)	0	0
Interest Earned	13,244	14,415	13,176	13,176
Homeowner Property tax Relief	348	341	337	337
Property Taxes - Supplemental SB 813	2,608	1,750	0	0
ERAF Rebate	1,207	2,928	0	0
ERAF III Shift	0	3,991	0	0
TOTAL	504,548	544,751	572,704	572,704

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repairs and Maintenance	20,164	11,641	47,591	47,591
APPROPRIATION FOR CONTINGENCIES	0	0	525,113	525,113
TOTAL	20,164	11,641	572,704	572,704

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COUNTY SERVICE AREA NO 7 DISTRICT BUDGET DETAIL-00133

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
 Other Appointed ☐
 Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
15,709,071	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	116,367	116,367	162,277	162,277
CANCELLATION OF PRIOR YEAR RESERVE	0	0	0	
Interest Earned	3,448	4,107	3,656	3,656
Water Sales	43,055	44,493	40,000	40,000
Water Service Charges	50	200	0	0
Other Revenue	205	450	0	0
Miscellaneous Revenue	150	75	0	0
Interfund Revenue	0	0	0	0
Surcharges and Penalties	0	453	0	0
TOTAL	163,275	166,145	205,933	205,933

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair and Manintenance	21,887	29,043	87,284	87,284
APPROPRIATION FOR CONTINGENCIES	0	0	118,649	118,649
TOTAL	21,887	29,043	205,933	205,933

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COUNTY SERVICE AREA NO. 8 DISTRICT BUDGET DETAIL-00134

DISTRICT BUDGET FOLIO
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,068,949,996	46,158,780	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	1,693,250	1,693,250	2,321,752	2,321,752
Property Taxes - Current Secured	510,257	554,991	403,829	403,829
Property Taxes - Current Unsecured	52,612	46,853	44,035	44,035
Taxes - Special District Augmentation Fund	0	0	0	0
Property Taxes - Prior	(852)	(277)	296	296
Interest Earned	52,333	59,125	53,160	53,160
Homeowner Property Tax Relief	5,610	5,447	5,029	5,029
Refuse Disposal	733,272	828,076	840,000	840,000
Property Taxes - Supplemental SB 813	21,415	27,696	17,346	17,346
Franchise Fees	62,904	51,999	62,904	62,904
ERAF III Shift	0	135,386	0	0
ERAF Rebate	0	16,746	0	0
TOTAL	3,130,801	3,419,292	3,748,351	3,748,351

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
Repairs and Maintenance	1,029,090	1,235,228	1,492,000	1,492,000
APPROPRIATION FOR CONTINGENCIES	0	0	2,256,351	2,256,351
	1,029,090	1,235,228	3,748,351	3,748,351

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COUNTY SERVICE AREA NO 11 DISTRICT BUDGET DETAIL-00135

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
 Other Appointed ☐
 Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
21,139,993	306,658	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	124,236	124,236	139,981	139,981
Interest Earned	3,791	4,365	3,400	3,400
Water Sales	40,522	41,627	40,000	40,000
Special Charges	53,801	0	0	0
Bad Debt Recoveries	0	0	0	0
Misc Revenue	60	180	0	0
Connection Charges	600	0	0	0
Surcharges & Penalties	0	1,140	0	0
TOTAL	223,010	171,548	183,381	183,381

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2004-2005	Approved 2004-2005
SERVICES & SUPPLIES/DEBT SERVICE				
Repairs and Maintenance	91,798	81,607	69,773	69,773
APPROPRIATION FOR CONTINGENCIES	0	0	113,608	113,608
TOTAL	91,798	81,607	183,381	183,381

**County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BURLINGAME HILLS SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00151**

**DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD**

FOR FISCAL YEAR 2005-2006

Board of Supervisors

☒

Other Appointed

☐

Other Elected

☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
332,770,230	276,804	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	226,651	209,624	47,132	47,132
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	32,371	35,758	10,997	10,997
Property Taxes - Current Unsecured	3,373	3,047	3,065	3,065
Property Taxes - Prior	(53)	(18)		
Interest Earned	3,234	3,282	3,000	3,000
Homeowner Property tax Relief	360	354	350	350
Connection Charges	2,949	3,192	0	0
Sewer Service Charges	240,906	259,382	277,902	277,902
Other Special Charges	300	200	0	0
Property Taxes - Supplemental SB 813	1,347	1,787	0	0
ERAF Rebate	5,893	16,701	0	0
ERAF III Shift	0	(24,858)	0	0
TOTAL	517,331	508,451	342,446	342,446

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repairs & Maintenance	309,357	462,969	321,711	321,711
APPROPRIATION FOR CONTINGENCIES	0	0	20,735	20,735
RESERVES	0	0	0	0
TOTAL	309,357	462,969	342,446	342,446

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EMERALD LAKE HEIGHTS SEWER DISTRICT BUDGET DETAIL-00152

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,032,605,127	219,597	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2002-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	893,355	1,250,950	1,185,964	1,185,964
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	8,323	8,949	778	778
Property Taxes - Current Unsecured	862	759	763	763
Property Taxes - Prior	(13)	(4)	0	0
Interest Earned	29,748	30,832	30,844	30,844
Homeowner Property Tax Relief	92	88	87	87
Annexation Charges	1,600	1,600	0	0
Sewer Service Charges	514,685	574,976	595,382	595,382
Other Special Charges	119,002	4,237	0	0
Connection Charges	71,878	94,172	0	0
Property Taxes - Supplemental SB 813	340	447	0	0
ERAF Rebate	1,424	4,534	0	0
ERAF III Shift	0	(8,150)	0	0
TOTAL	1,641,296	1,963,390	1,813,818	1,813,818

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2002-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repairs & Maintenance	645,886	255,540	605,300	605,300
APPROPRIATION FOR CONTINGENCIES	0	0	1,208,518	1,208,518
TOTAL	645,886	255,540	1,813,818	1,813,818

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
FAIR OAKS MAINTENANCE DISTRICT BUDGET DETAIL-00153

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
4,210,718,116	164,918,691	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2004-2005	Approved 2004-2005
FUND BALANCE AVAILABLE	4,540,752	5,253,647	4,763,422	4,763,422
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	227,806	249,308	0	0
Property Taxes - Current Unsecured	21,601	18,811	14,341	14,341
Property Taxes - Prior	(393)	(126)	0	0
Interest Earned	138,929	137,855	100,000	100,000
Homeowner Property Tax Relief	2,547	2,488	2,431	2,431
Connection Charges	46,731	18,855	0	0
Sewer Service Charges	2,517,744	2,692,113	2,884,053	2,884,053
Charges for Services	15,987	0	0	0
Other Special Charges	7,651	4,650	0	0
Annexation Charges	1,600	800	0	0
Property Taxes - Supplemental SB 813	9,686	12,621	0	0
Other Administrative Assessment	0	15,953	15,000	15,000
Project Cost Reimbursement	0	2,579	0	0
ERAF Rebate	43,481	129,019	0	0
ERAF III Shift	0	(232,120)	0	0
TOTAL	7,574,122	8,306,453	7,779,247	7,779,247

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2004-2005	Approved 2004-2005
SERVICE & SUPPLIES				
Repair & Maintenance	2,441,708	3,668,805	7,779,247	7,779,247
TOTAL	2,441,708	3,668,805	7,779,247	7,779,247

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HARBOR INDUSTRIAL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00154

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
76,816,219	7,392,049	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2003-2004	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	586,988	646,829	616,680	616,680
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	5,757	5,794	0	0
Property Taxes - Current Unsecured	504	402	419	419
Property Taxes - Prior	(10)	(3)	0	0
Interest Earned	17,376	17,450	17,596	17,596
Sewer Service Charges	55,032	51,806	56,038	56,038
Property Taxes - Supplemental SB 813	244	278	0	0
Homeowner Property Tax Relief	58	52	50	50
Other Special Charges	582	0	0	0
ERAF Rebate	1,135	3,152	0	0
ERAF III Shift	0	(4,671)	0	0
TOTAL	667,666	721,089	690,783	690,783

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2003-2004	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	22,240	105,813	100,580	100,580
APPROPRIATION FOR CONTINGENCIES	0	0	590,203	590,203
TOTAL	22,240	105,813	690,783	690,783

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
KENSINGTON SQUARE SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00155

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
23,406,443	35,679	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	115,824	135,778	146,818	146,818
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	6,050	6,836	3,778	3,778
Property Taxes - Current Unsecured	629	582	585	585
Property Taxes - Prior	(10)	(2)	0	0
Interest Earned	3,556	3,879	3,584	3,584
Homeowner Property Tax Relief	67	68	67	67
Sewer Service Charges	23,022	24,502	25,964	25,964
Property Taxes - Supplemental SB 813	252	339	0	0
Other Special Charges	100	0	0	0
ERAF Rebate	1,087	2,862	0	0
ERAF III Shift	0	(3,067)	0	0
TOTAL	150,577	171,777	180,796	180,796

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	15,077	25,235	32,031	32,031
APPROPRIATION FOR CONTINGENCIES	0	0	148,765	148,765
TOTAL	15,077	25,235	180,796	180,796

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
OAK KNOLL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00156

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
60,203,645	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	77,935	100,326	109,507	109,507
Property Taxes - Current Secured	2,118	2,258	251	251
Property Taxes - Current Unsecured	221	193	194	194
Property Taxes - Prior	(3)	(1)	0	0
Interest Earned	2,517	2,790	2,548	2,548
Homeowner Property Tax Relief	24	22	22	22
Sewer Service Charges	40,200	43,586	47,264	47,264
Property Taxes - Supplemental SB 813	87	114	0	0
Annexation Charges	0	800	0	0
ERAF Rebate	371	1,156	0	0
ERAF III Shift	0	(2,019)		
TOTAL	123,470	149,225	159,786	159,786

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	23,545	40,119	54,309	54,309
APPROPRIATION FOR CONTINGENCIES	0	0	105,477	105,477
TOTAL	23,545	40,119	159,786	159,786

County of San Mateo
 STATE OF CALIFORNIA
 SPECIAL DISTRICTS
 CRYSTAL SPRINGS SANITATION DISTRICT BUDGET DETAIL-00157

DISTRICT BUDGET FORM
 SCHEDULE 16
 GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
 Other Appointed ☐
 Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
572,454,368	44,620	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	649,822	396,600	299,378	299,378
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	30,575	33,061	1,353	1,353
Property Taxes - Current Unsecured	3,181	2,813	2,830	2,830
Property Taxes - Prior	(50)	(17)	0	0
Interest Earned	11,464	11,803	8,000	8,000
Homeowner Property Tax Relief	339	327	323	323
Sewer Service Charges	655,659	696,048	739,553	739,553
Property Taxes - Supplemental SB 813	1,278	1,662	0	0
Connection Charges	2,167	0	0	0
Other Special Charges	600	700	0	0
ERAF Rebate	5,575	17,083	0	0
ERAF IIIShift	0	(31,105)	0	0
TOTAL	1,360,610	1,128,975	1,051,437	1,051,437

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repairs & Maintenance	975,760	845,264	595,176	595,176
APPROPRIATION FOR CONTINGENCIES	0	0	456,261	456,261
TOTAL	975,760	845,264	1,051,437	1,051,437

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
DEVONSHIRE COUNTY SANITATION DISTRICT BUDGET DETAIL-00158

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
138,242,938	11,464	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	351,144	432,798	331,220	331,220
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	14,281	16,241	4,667	4,667
Property Taxes - Current Unsecured	1,469	1,369	1,398	1,398
Property Taxes - Prior	(24)	(8)	0	0
Interest Earned	10,710	9,386	11,412	11,412
Homeowner Property Tax Relief	157	159	157	157
Sewer Service Charges	101,561	108,013	114,896	114,896
Property Taxes - Supplemental SB 813	593	798	0	0
Other Special Charges	300	100	0	0
ERAF Rebate	2,673	7,460	0	0
ERAF III Shift	0	(11,446)	0	0
TOTAL	482,864	564,870	463,750	463,750

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	53,354	236,939	148,250	148,250
APPROPRIATION FOR CONTINGENCIES	0	0	315,500	315,500
TOTAL	53,354	236,939	463,750	463,750

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SCENIC HEIGHTS COUNTY SANITATION DISTRICT BUDGET DETAIL-00159

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
20,113,467	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	36,465	51,725	35,389	35,389
CANCELLATION OF PRIOR YEAR RESERVES	0	0	0	0
Property Taxes - Current Secured	778	827	1	1
Property Taxes - Current Unsecured	80	70	70	70
Interest Earned	1,206	948	1,348	1,348
Homeowner Property Tax Relief	9	8	8	8
Sewer Service Charges	17,376	18,780	20,354	20,354
Property Taxes - Supplemental SB 813	32	42	0	0
ERAF Rebate	144	433	0	0
ERAF III Shift	0	(822)	0	0
Other Special Charges	0	1,839	0	0
TOTAL	56,090	73,850	57,170	57,170

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Maintenance & Repair	4,363	4,363	24,780	24,780
APPROPRIATION FOR CONTINGENCIES	0	0	32,390	32,390
TOTAL	4,363	4,363	57,170	57,170

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BAYWOOD PARK DRAINAGE DISTRICT BUDGET DETAIL-00176

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
18,920,230	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 200-2006
FUND BALANCE AVAILABLE	979	985	1,013	1,013
Interest Earned	6	29	0	0
TOTAL	985	1,014	1,013	1,013

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 200-2006
SERVICE & SUPPLIES				
Repair & Maintenance	0	0	492	492
APPROPRIATION FOR CONTINGENCIES	0	0	521	521
TOTAL	0	0	1,013	1,013

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
CAMPO-BELLO UNIVERSITY PARK DRAINAGE DISTRICT BUDGET DETAIL-00177

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
205,337,558	21,000	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	30,492	33,165	36,277	36,277
Property Taxes - Current Secured	1,557	1,735	1,070	1,070
Property Taxes - Current Unsecured	149	137	139	139
Property Taxes - Prior	(3)	(1)	0	0
Interest Earned	900	989	904	904
Property Taxes - Supplemental SB 813	62	80	0	0
Homeowner Property Tax Relief	16	16	16	16
ERAF Rebate	144	323	0	0
ERAF III Shift	0	(167)	0	0
TOTAL	33,317	36,277	38,406	38,406

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	151	0	17,255	17,255
APPROPRIATION FOR CONTINGENCIES	0	0	21,151	21,151
TOTAL	0	0	38,406	38,406

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00178

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors	X
Other Appointed	
Other Elected	

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
769,546,405	30,098,769	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	37,353	5,598	7,526	7,526
Property Taxes - Current Secured	17,131	23,200	21,854	21,854
Property Taxes - Current Unsecured	1,762	1,816	1,847	1,847
Property Taxes - Prior	47	(9)	0	0
Interest Earned	737	148	100	100
Property Taxes - Supplemental SB 813	787	1,265	0	0
Homeowner Property Tax Relief	224	267	260	260
ERAF Rebate	488	1,674	0	0
ERAF III Shift	0	(1,428)	0	0
TOTAL	58,529	32,531	31,587	31,587

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	52,930	25,006	25,147	25,147
APPROPRIATION FOR CONTINGENCIES	0	0	6,440	6,440
TOTAL	52,930	25,006	31,587	31,587

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
ENCHANTED HILLS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00179

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
91,711,970	31,857	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	1,326	2,078	3,413	3,413
Property Taxes - Current Secured	1,001	1,076	978	978
Property Taxes - Current Unsecured	105	92	92	92
Property Taxes - Prior	(1)	0	0	0
Interest Earned	252	75	56	56
Property Taxes - Supplemental SB 813	42	54	0	0
Homeowner Property Tax Relief	11	11	11	11
ERAF Rebate	52	132	0	0
ERAF III Shift	0	(104)	0	0
TOTAL	2,788	3,414	4,550	4,550

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repairs & Maintenance	2,709 00	0	2,137	2,137
APPROPRIATION FOR CONTINGENCIES	0	0	2,413	2,413
TOTAL	2,709	0	4,550	4,550

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HARBOR INDUSTRIAL DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00180

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
0	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	30,354	31,086	31,991	31,991
Interest Earned	875	905	848	848
TOTAL	31,229	31,991	32,839	32,839

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	143	0	10,696	10,696
APPROPRIATION FOR CONTINGENCIES	0	0	22,143	22,143
TOTAL	143	0	32,839	32,839

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00181

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
41,468,914	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	18,258	19,055	20,020	20,020
Property Taxes - Current Secured	266	285	259	259
Property Taxes - Current Unsecured	28	24	25	25
Interest Earned	530	560	520	520
Homeowner Property tax Relief	3	3	3	3
Property Taxes - Supplemental SB 813	11	14	0	0
ERAF Rebate	46	106	0	0
ERAF III Shift	0	(26)	0	0
TOTAL	19,142	20,021	20,827	20,827

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	87	0	5,828	5,828
APPROPRIATION FOR CONTINGENCIES	0	0	14,999	14,999
TOTAL	87	0	20,827	20,827

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
PALO ALTO GARDENS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00182

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
0	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	0	0	15	15
SB 813 Redemption	0	2	0	0
Interest Earned	0	0	0	0
TOTAL	0	2	15	15

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
5428 Misc Repair & Maintenance	0	0	12	12
APPROPRIATION FOR CONTINGENCIES	0	0	3	3
TOTAL	0	0	15	15

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SEQUOIA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00183

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
26,813,145	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	30,221	32,533	35,492	35,492
Property Taxes - Current Secured	1,049	1,208	1,086	1,086
Property Taxes - Current Unsecured	109	103	103	103
Property Taxes - Prior	(2)	0	0	0
Interest Earned	891	970	888	888
Homeowner Property Tax Relief	12	12	11	11
Property Taxes - Supplemental SB 813	44	59	0	0
ERAF Rebate	356	728	0	0
ERAF III Shift	0	(121)	0	0
TOTAL	32,680	35,492	37,580	37,580

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
Services and Supplies				
Repair & Maintenance	148	0	14,764	14,764
APPROPRIATION FOR CONTINGENCIES	0	0	22,816	22,816
TOTAL	148	0	37,580	37,580

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
UNIVERSITY HEIGHTS AREA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00184

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service
Secured	Unsecured	Tax Rate
682,738,891	1,506,818	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	103,188	124,169	135,566	135,566
Property Taxes - Current Secured	7,209	8,207	7,443	7,443
Property Taxes - Current Unsecured	750	698	702	702
Property Taxes - Prior	(12)	(4)	0	0
Interest Earned	5,738	3,670	3,332	3,332
Homeowner Property Tax Relief	80	81	81	81
Property Taxes - Supplemental SB 813	301	408	0	0
ERAF Rebate	462	1,114	0	0
ERAF III Shift	0	(776)	0	0
TOTAL	117,716	137,567	147,124	147,124

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	548	0	30,000	30,000
APPROPRIATION FOR CONTINGENCIES	0	0	117,124	117,124
TOTAL	548	0	147,124	147,124

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL ZONE DISTRICT BUDGET DETAIL-00201

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
10,391,242,875	535,726,855	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	12,200,215	7,681,807	6,619,560	6,619,560
Property Taxes - Current Secured	320,906	352,689	315,320	315,320
Property Taxes - Current Unsecured	25,730	25,626	26,440	26,440
Property Taxes - Prior	732	246	0	0
Interest Earned	292,427	69,783	100,000	100,000
Homeowner Property Tax Relief	3,995	3,896	3,771	3,771
Charges for Services	154	0	0	0
Other Taxes	0	875	0	0
Land & Building Rentals	10,565	9,960	9,580	9,580
Property Taxes - Supplemental SB 813	15,165	19,758	0	0
Project Cost Reimbursement	168,294	4,590,604	0	0
Operating Transfer in	1,323,078	1,362,696	1,410,000	1,410,000
Interfund Revenue	0	20,685	0	0
Federal Aid - Roads and Bridges	0	810,000	0	0
ERAF Rebate	17,050	42,425	0	0
ERAF III Shift	0	(33,361)	0	0
TOTAL	14,378,311	14,957,689	8,484,671	8,484,671

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repairs& Maintenance	7,051,694	8,552,369	4,306,610	4,306,610
APPROPRIATION FOR CONTINGENCIES	0	0	4,178,061	4,178,061
TOTAL	7,051,694	8,552,369	8,484,671	8,484,671

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL SUBZONE #1 DISTRICT BUDGET DETAIL-00202

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☒

Other Appointed ☐

Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
248,579,584	25,615,175	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	31,084	51,940	47,533	47,533
Property Taxes - Current Secured	91,098	94,339	74,283	74,283
Property Taxes - Current Unsecured	7,100	5,383	5,657	5,657
Property Taxes - Prior	(172)	(29)	0	0
Interest Earned	2,061	1,335	1,420	1,420
Homeowner Property Tax Relief	1,078	1,024	980	980
Property Taxes - Supplemental SB 813	4,117	5,217	0	0
ERAF Rebate	3,896	9,531	0	0
ERAF III Shift	0	(7,866)	0	0
TOTAL	140,262	160,874	129,873	129,873

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	88,323	113,341	90,000	90,000
APPROPRIATION FOR CONTINGENCIES	0	0	39,873	39,873
TOTAL	88,323	113,341	129,873	129,873

**County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL SUBZONE #2 DISTRICT BUDGET DETAIL-00203**

**DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD**

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,901,030,567	357,344,710	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	18,185	57,295	138,268	138,268
Property Taxes - Current Secured	390,516	392,198	339,903	339,903
Property Taxes - Current Unsecured	(7,825)	4,916	7,906	7,906
Property Taxes - Prior	8,674	2,327	0	0
Interest Earned	4,918	3,040	1,592	1,592
Homeowner Property Tax Relief	6,348	5,692	5,392	5,392
Property Taxes - Supplemental SB 813	24,338	29,637	0	0
Other In-Lieu Taxes	0	570	0	0
ERAF Rebate	11,395	31,738	0	0
ERAF III Shift	0	(36,162)	0	0
TOTAL	456,549	491,251	493,061	493,061

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Other Financing Uses				
Operating Transfer Out	399,255	352,981	385,000	385,000
APPROPRIATION FOR CONTINGENCIES	0	0	108,061	108,061
TOTAL	399,255	352,981	493,061	493,061

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA CREEK CONTROL SUBZONE #3 DISTRICT BUDGET DETAIL-00204

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
8,241,632,724	152,766,970	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	124,713	209,490	288,646	288,646
Property Taxes - Current Secured	762,914	859,124	778,572	778,572
Property Taxes - Current Unsecured	81,555	75,111	75,382	75,382
Property Taxes - Prior	(1,302)	(431)	0	0
Interest Earned	13,526	8,050	5,740	5,740
Homeowner Property Tax Relief	8,726	8,769	8,641	8,641
Property Taxes - Supplemental SB 813	33,006	44,078	0	0
ERAF Rebate	21,852	63,043	0	0
ERAF III Shift	0	(82,213)	0	0
TOTAL	1,044,990	1,185,021	1,156,981	1,156,981

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	835,500	896,374	935,000	935,000
APPROPRIATION FOR CONTINGENCIES	0	0	221,981	221,981
TOTAL	835,500	896,374	1,156,981	1,156,981

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
RAVENSWOOD SLOUGH FLOOD CONTROL ZONE DISTRICT BUDGET DETAIL-00205

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,547,254,950	157,548,950	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	238,624	248,348	255,774	255,774
Property Taxes - Current Secured	2,930	3,084	2,806	2,806
Property Taxes - Current Unsecured	246	272	272	272
Property Taxes - Prior	1	6	0	0
Interest Earned	6,921	7,275	6,768	6,768
Homeowner Property Tax Relief	65	61	49	49
Property Taxes - Supplemental SB 813	246	310	0	0
ERAF Rebate	456	1,042	0	0
ERAF III Shift	0	(295)	0	0
TOTAL	249,489	260,103	265,669	265,669

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	1,140	4,328	32,390	32,390
APPROPRIATION FOR CONTINGENCIES	0	0	233,279	233,279
TOTAL	1,140	4,328	265,669	265,669

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN BRUNO CREEK FLOOD CONTROL ZONE #1 DISTRICT BUDGET DETAIL-00206

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
7,028,493	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	181,036	10,159	187,264	187,264
Interest Earned	(2,980)	(493)	336	336
Othe In-Lieu Taxes	1,799	0	0	0
IFR - Solid Waste Fund	653	0	0	0
Operating Transfer In	148,233	70,000	300,000	300,000
Rebates and Refunds	0	10,274	0	0
TOTAL	328,741	89,940	487,600	487,600

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintainance	318,582	50,924	487,600	487,600
Other Intrafund Transfers				
APPROPRIATION FOR CONTINGENCIES	0	0	0	0
TOTAL	318,582	50,924	487,600	487,600

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN BRUNO FLOOD CONTROL ZONE #2 DISTRICT BUDGET DETAIL-00207

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

☒ X
☐
☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,963,877,286	55,180,023	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	799,026	518,487	422,390	422,390
Property Taxes - Current Secured	134,023	134,340	121,548	121,548
Property Taxes - Current Unsecured	14,693	12,274	12,262	12,262
Property Taxes - Prior	525	32	0	0
Interest Earned	24,749	16,891	14,192	14,192
Homeowner Property Tax Relief	1,567	1,427	1,400	1,400
Property Taxes - Supplemental SB 813	5,990	7,391	0	0
ERAF Rebate	4,637	11,631	0	0
ERAF III Shift	0	(12,828)	0	0
Other Taxes	0	1,799	0	0
TOTAL	985,210	691,444	571,792	571,792

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	318,487	120,805	12,000	12,000
Operating Transfer Out	0	0	300,000	300,000
APPROPRIATION FOR CONTINGENCIES	0	0	259,792	259,792
TOTAL	318,487	120,805	571,792	571,792

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN FRANCISQUITO CREEK FLOOD CONTROL ZONE #2 DISTRICT BUDGET DETAIL-00209

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒ X
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
8,219,668,049	237,385,796	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	1,738,578	1,835,250	1,948,167	1,948,167
Property Taxes - Current Secured	121,752	133,660	121,375	121,375
Property Taxes - Current Unsecured	12,708	10,822	11,471	11,471
Property Taxes - Prior	(203)	(67)	0	0
Interest Earned	49,668	53,416	49,332	49,332
Homeowner Property tax Relief	1,355	1,326	1,310	1,310
Property Taxes - Supplemental SB 813	5,117	6,711	0	0
All Other Local Government Revenue	0	0	0	0
ERAF Rebate	6,646	16,033	0	0
ERAF III Shift	0	(12,820)	0	0
TOTAL	1,935,621	2,044,331	2,131,655	2,131,655

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	100,372	96,165	1,610,345	1,610,345
APPROPRIATION FOR CONTINGENCIES	0	0	521,310	521,310
TOTAL	100,372	96,165	2,131,655	2,131,655

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO CO FLOOD CONTROL ZONE 1 - 00210

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
0	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2004	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	19,652	20,218	20,807	20,807
Interest Earned	566	589	690	690
TOTAL	20,218	20,807	21,497	21,497

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2004	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
Repair & Maintenance	0	0	3,000	3,000
APPROPRIATION FOR CONTINGENCIES	0	0	18,497	18,497
TOTAL	0	0	21,497	21,497

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BEL AIRE LIGHTING DISTRICT BUDGET DETAIL-00226

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
382,077,342	38,119	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	320,464	340,746	373,018	373,018
Property Taxes - Current Secured	25,570	27,615	25,025	25,025
Property Taxes - Current Unsecured	2,660	2,350	2,364	2,364
Property Taxes - Prior	(41)	(14)	0	0
Interest Earned	9,451	10,191	9,260	9,260
Homeowner Property tax Relief	284	273	270	270
Property Taxes - Supplemental SB 813	1,068	1,388	0	0
ERAF Rebate	6,701	14,324	0	0
ERAF III Shift	0	(2,624)	0	0
TOTAL	366,157	394,249	409,937	409,937

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENT	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	26,875	22,696	38,198	38,198
APPROPRIATION FOR CONTINGENCIES	0	0	371,739	371,739
TOTAL	26,875	22,696	409,937	409,937

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BELMONT LIGHTING DISTRICT BUDGET DETAIL-00227

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
70,915,999	6,988,079	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	112,764	117,006	123,019	123,019
Property Taxes - Current Secured	3,393	3,447	2,872	2,872
Property Taxes - Current Unsecured	341	273	285	285
Property Taxes - Prior	(7)	(2)	0	0
Interest Earned	3,274	3,437	3,188	3,188
Homeowner Property Tax Relief	36	33	32	32
Property Taxes - Supplemental SB 813	154	176	0	0
ERAF Rebate	952	1,596	0	0
ERAF III Shift	0	(460)	0	0
TOTAL	120,907	125,506	129,396	129,396

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	4,262	2,846	17,510	17,510
APPROPRIATION FOR CONTINGENCIES	0	0	111,886	111,886
TOTAL	4,262	2,846	129,396	129,396

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA LIGHTING DISTRICT BUDGET DETAIL-00228

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors X
Other Appointed -
Other Elected -

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
807,429,297	41,441,935	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	603,252	635,931	688,136	688,136
Property Taxes - Current Secured	52,201	60,673	54,690	54,690
Property Taxes - Current Unsecured	5,378	5,124	5,154	5,154
Property Taxes - Prior	(86)	(28)	0	0
Interest Earned	17,749	18,891	17,272	17,272
Homeowner Property Tax Relief	574	596	589	589
Property Taxes - Supplemental SB 813	2,188	2,975	0	0
ERAF Rebate	11,197	24,253	0	0
ERAF III Shift	0	(5,604)	0	0
TOTAL	692,453	742,811	765,841	765,841

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	59,467	57,619	73,803	73,803
APPROPRIATION FOR CONTINGENCIES	0	0	692,038	692,038
TOTAL	59,467	57,619	765,841	765,841

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
GRANADA LIGHTING DISTRICT BUDGET DETAIL-00229

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
4,881,800	889,426	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	392,852	425,429	467,898	467,898
Property Taxes - Current Secured	31,354	34,488	31,430	31,430
Property Taxes - Current Unsecured	3,272	2,942	2,959	2,959
Property Taxes - Prior	(52)	(17)	0	0
Interest Earned	11,576	12,730	11,588	11,588
Homeowner Property Tax Relief	349	342	338	338
Property Taxes - Supplemental SB 813	1,312	1,729	0	0
ERAF Rebate	1,525	3,852	0	0
ERAF IIIShift	0	(3,193)	0	0
TOTAL	442,188	478,302	514,213	514,213

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	17,445	11,090	30,499	30,499
APPROPRIATION FOR CONTINGENCIES	0	0	483,714	483,714
TOTAL	17,445	11,090	514,213	514,213

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EMERALD LAKE LIGHTING DISTRICT BUDGET DETAIL-00230

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,476,799,380	3,943,453	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	1,089,137	1,219,225	1,394,579	1,394,579
Property Taxes - Current Secured	101,970	112,117	101,917	101,917
Property Taxes - Current Unsecured	10,629	9,556	9,612	9,612
Property Taxes - Prior	(168)	(56)	0	0
Interest Earned	32,801	37,112	33,232	33,232
Homeowner Property Tax Relief	1,133	1,111	1,098	1,098
Property Taxes - Supplemental SB 813	4,256	5,613	0	0
ERAF Rebate	22,402	48,615	0	0
ERAF III Shift	0	(10,535)	0	0
TOTAL	1,262,160	1,422,758	1,540,438	1,540,438

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	45,180	30,424	59,361	59,361
APPROPRIATION FOR CONTINGENCIES	0	0	1,481,077	1,481,077
TOTAL	45,180	30,424	1,540,438	1,540,438

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
ENCHANTED HILLS LIGHTING DISTRICT BUDGET DETAIL-00231

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
68,924,701	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	70,390	74,710	82,542	82,542
Property Taxes - Current Secured	4,626	5,056	4,597	4,597
Property Taxes - Current Unsecured	481	430	433	433
Property Taxes - Prior	(7)	(2)	0	0
Interest Earned	2,058	2,243	2,036	2,036
Homeowner Property Tax Relief	51	50	49	49
Property Taxes - Supplemental SB 813	193	253	0	0
ERAF Rebate	973	2,158	0	0
ERAF III Shift	0	(465)	0	0
TOTAL	78,765	84,433	89,657	89,657

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Contingencies	4,265	2,099	4,910	4,910
APPROPRIATION FOR CONTINGENCIES	0	0	84,747	84,747
TOTAL	4,265	2,099	89,657	89,657

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
LA HONDA LIGHTING DISTRICT BUDGET DETAIL-00232

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
19,299,676	291,000	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	99,793	108,393	120,582	120,582
Property Taxes - Current Secured	6,977	7,510	6,270	6,270
Property Taxes - Current Unsecured	672	598	601	601
Property Taxes - Prior	(11)	(3)	0	0
Interest Earned	2,954	3,263	2,952	2,952
Homeowner Property Tax Relief	72	69	69	69
Property Taxes - Supplemental SB 813	273	352	0	0
ERAF Rebate	1,696	3,535	0	0
ERAF III Shift	0	(763)	0	0
TOTAL	112,426	122,954	130,474	130,474

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	4,202	2,544	5,408	5,408
APPROPRIATION FOR CONTINGENCIES	0	0	125,066	125,066
TOTAL	4,202	2,544	130,474	130,474

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK LIGHTING DISTRICT BUDGET DETAIL-00233

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,648,959,593	52,135,437	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	528,926	641,144	804,649	804,649
Property Taxes - Current Secured	116,221	128,872	116,198	116,198
Property Taxes - Current Unsecured	12,012	10,907	10,971	10,971
Property Taxes - Prior	(188)	(63)	0	0
Interest Earned	4,812	20,439	17,452	17,452
Homeowner Property Tax Relief	1,281	1,268	1,253	1,253
Property Taxes - Supplemental SB 813	4,812	6,391	0	0
ERAF Rebate	29,899	64,424	0	0
ERAF III Shift	0	(12,166)	0	0
TOTAL	697,775	861,216	950,523	950,523

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	88,588	76,731	148,999	148,999
APPROPRIATION FOR CONTINGENCIES	0	0	801,524	801,524
TOTAL	88,588	76,731	950,523	950,523

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MONTARA LIGHTING DISTRICT BUDGET DETAIL-00234

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
766,945,540	4,850,695	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	610,216	670,427	757,139	757,139
Property Taxes - Current Secured	47,502	51,598	46,668	46,668
Property Taxes - Current Unsecured	4,923	4,376	4,402	4,402
Property Taxes - Prior	(77)	(26)	0	0
Interest Earned	18,201	20,308	18,252	18,252
Homeowner Property Tax Relief	525	509	503	503
Property Taxes - Supplemental SB 813	1,968	2,578	0	0
Highway Property Tax Rental	0	418	0	0
ERAF Rebate	13,018	28,318	0	0
ERAF III Shift	0	(4,830)	0	0
TOTAL	696,276	773,676	826,964	826,964

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	27,057	24,513	34,446	34,446
APPROPRIATION FOR CONTINGENCIES	0	0	792,518	792,518
TOTAL	27,057	24,513	826,964	826,964

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
PESCADERO LIGHTING DISTRICT BUDGET DETAIL-00235

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☒
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
18,299,467	510,600	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	87,288	93,431	101,728	101,728
Property Taxes - Current Secured	5,192	6,125	5,029	5,029
Property Taxes - Current Unsecured	483	477	479	479
Property Taxes - Prior	(10)	0	0	0
Interest Earned	2,566	2,778	2,540	2,540
Homeowner Property Tax Relief	51	55	55	55
Property Taxes - Supplemental SB 813	209	277	0	0
ERAF Rebate	1,558	3,040	0	0
ERAF III Shift	0	(578)	0	0
TOTAL	97,337	105,605	109,831	109,831

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	4,073	4,040	4,448	4,448
APPROPRIATION FOR CONTINGENCIES	0	0	105,383	105,383
TOTAL	4,073	4,040	109,831	109,831

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
RAVENSWOOD LIGHTING DISTRICT BUDGET DETAIL-00236

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors
Other Appointed
Other Elected

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,443,376,497	33,191,588	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	806,342	868,434	1,006,168	1,006,168
Property Taxes - Current Secured	99,706	114,288	103,297	103,297
Property Taxes - Current Unsecured	13,620	10,151	10,045	10,045
Property Taxes - Prior	1,162	(39)	0	0
Interest Earned	21,536	24,066	20,984	20,984
Homeowner Property Tax Relief	2,028	2,076	1,600	1,600
Property Taxes - Supplemental SB 813	7,293	10,263	0	0
Project Cost Reimbursement	0	342	0	0
ERAF Rebate	26,393	57,919	0	0
ERAF III Shift	0	(10,898)	0	0
TOTAL	978,080	1,076,602	1,142,094	1,142,094

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	114,304	75,091	130,628	130,628
APPROPRIATION FOR CONTINGENCIES	0	0	1,011,466	1,011,466
TOTAL	114,304	75,091	1,142,094	1,142,094

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS LANDSCAPE MAINTENANCE DISTRICT BUDGET DETAIL-00266

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☒ X
Other Appointed ☐
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
31,947,159	0	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	16,090	21,437	27,067	27,067
Property Taxes - Current Secured	4,655	4,987	4,343	4,343
Property Taxes - Current Unsecured	461	406	409	409
Property Taxes - Prior	(7)	(2)	0	0
Interest Earned	493	652	552	552
Homeowner Property Tax Relief	49	47	46	46
Property Taxes - Supplemental SB 813	181	239	0	0
ERAF Rebate	114	349	0	0
ERAF III Shift	0	(439)	0	0
TOTAL	22,036	27,676	32,417	32,417

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICE & SUPPLIES				
Repair & Maintenance	600	610	4,700	4,700
RESERVES	0	0	27,717	27,717
TOTAL	600	610	32,417	32,417

SCHEDULE 13

County of San Mateo
STATE OF CALIFORNIA
SUMMARY OF SPECIAL DISTRICT BUDGETS

FOR FISCAL YEAR 2005-2006

DISTRICT AND FUND (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated June 30, 2005 (2)	Cancellation of Prior Year Reserves/ Designations (3)	Estimated Additional Financing Sources (4)	Total Available Financing (5)	Estimated Financing Uses (6)	Provisions for Reserves and/or Designations (new or incr) (7)	Total Financing Requirements (8)
<u>POLICE DISTRICT</u>							
02500 Broadmoor Police	340,939	582,477	1,640,450	2,563,866	1,842,468	721,398	2,563,866
<u>FIRE DISTRICTS</u>							
02512 Colma Fire	455,876	549,247	816,950	1,822,073	1,396,001	426,072	1,822,073
02513 Menlo Park Fire-US & R Cooperative	0	0	897,000	897,000	897,000		897,000
02514 Menlo Park Fire - Capital Improvement	1,010,742	0	751,187	1,761,929	803,375	958,554	1,761,929
02515 Menlo Park Fire	1,881,013	10,609,231	20,554,902	33,045,146	22,578,290	10,466,856	33,045,146
02517 Menlo Park Fire - FEMA -Coop	164,122	0	29,000	193,122	160,374	32,748	193,122
02518 Menlo Park Fire - Public Safety	44,072	0	0	44,072	40,000	4,072	44,072
02519 Menlo Park - US & A	0	0	237,707	237,707	237,707		237,707
02520 Half Moon Bay Fire	1,322,844	1,144,000	7,407,462	9,874,306	7,861,912	2,012,394	9,874,306
02526 Point Montara Fire	354,099	756,082	1,595,321	2,705,502	1,705,970	999,532	2,705,502
02530 Woodside Fire	1,252,865	5,080,268	9,835,460	16,168,593	10,650,263	5,518,330	16,168,593
<u>HEALTH AND SANITATION</u>							
02541 EPA Sanitary District - Sewer Connection	267,127	1,605,469	384,000	2,256,596	445,000	1,811,596	2,256,596
02542 EPA Sanitary District - Sewer - Rebate	0	25	0	25	0	25	25
02544 EPA Sanitary District - Payroll Taxes	0	55	0	55	0	55	55
02545 EPA Sanitary District - General Fund	951,486	631,951	2,739,750	4,323,187	3,178,511	1,144,676	4,323,187
02546 EPA Sanitary District - Construction	103,943	349,231	177,000	630,174	0	630,174	630,174
02547 EPA Sanitary District - Lateral Replacement	0	425	0	425	0	425	425
02548 EPA Sanitary District - Treatment Plant	11,563	540,571	59,500	611,634	0	611,634	611,634
02549 EPA Sanitary - Rate Stabilization Fund	0	17	50,000	50,017	0	50,017	50,017
<u>RECREATION DISTRICTS</u>							
02625 Highland Recreation	396,102	391,953	1,044,900	1,832,955	1,270,154	562,801	1,832,955
02635 Ladera Recreation	26,099	236,818	648,043	910,960	530,615	380,345	910,960
<u>MISCELLANEOUS DISTRICTS</u>							
02705 San Mateo County Mosquito Abatement	652,824	696,248	1,036,000	2,385,072	1,398,850	986,222	2,385,072
02706 San Mateo County Mosquito Abatement	0	1,826,180	3,265,427	5,091,607	3,534,819	1,556,788	5,091,607
TOTAL	9,235,716	25,000,248	53,170,059	87,406,023	58,531,309	28,874,714	87,406,023

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
381,920,355	2,125,580	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	910,738	907,732		340,939
CANCELLATION OF PRIOR YR RESERVES	0	0		582,477
Property Taxes - Current Secured	597,065	657,303		702,300
Property Taxes - Current Unsecured	61,814	55,702		57,500
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	(976)	910		0
Interest Earned	21,889	19,797		18,700
Homeowner Property tax Relief	6,592	6,476		6,250
Property Taxes - Supplemental SB 813	24,952	31,526		0
Court Fines	40,200	50,667		45,700
Miscellaneous Revenue	152,027	115,219		127,500
Miscellaneous Reimbursement	1,268	3,686		0
ERAF Rebate	0	124,717		0
Charges for Services	644,002	670,852		682,500
TOTAL AVAILABLE FOR FINANCING	2,459,570	2,644,587		2,563,866

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	726,628	792,772		878,999
4161 Extra Help Hours - Reg Pay	23,430	25,200		0
4171 OT-Straight Pay	17,086	14,042		0
4172 Overtime- 1 1/2 Time Pay	0	0		0
4172 Overtime- Special Duty Pay	1,290	0		0
4311 Fed Ins Contract (FICA)	1,533	0		0
4312 Medicare Contribution	7,910	9,307		7,988
4321 Retirement Contribution	249,873	288,916		324,308
4413 Employee Health Plan	87,280	114,673		124,740
4451 Unemployment Insurance	1,218	3,208		1,000
4511 Worker's Compensation Insurance	129,387	121,010		78,024
Total	1,245,633	1,369,128		1,415,059
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	6,331	22,601		13,225
5156 Other Household Expenses	0	0		500
5199 Other Office Expense	1,806	4,746		3,000
5331 Memberships	1,184	7,404		4,500
5341 Legal Notices	0	0		500
5416 Fuel & Lubrication	18,663	23,593		29,750
5424 Computer/Electronics Equipt Maint	0	547		3,000
5454 Food Service Equipment Maintenance	11,682	4,812		0
5455 Other General Maintenance	12,387	26,755		45,000
5478 Contract Maintenance Expense	0	0		16,526
5638 Other Utility Expense	19,262	19,432		16,000
5722 Misc Employee Exp Reimbursement	2,018	497		2,500
5858 Other Professional Contract Svcs	74,348	71,068		98,718
5876 Other Professional Services	3,940	25,454		26,200
5966 District Operating Expense	0	6,900		7,200
6731 All Other Insurance	91,623	102,253		105,790
6814 Misc Other Charges	0	195		0
Total	243,244	316,257		372,409
FIXED ASSETS				
7311 Fixed Assets Equipment	31,461	32,265		30,000
CONTINGENCIES				
8611 Appropriation for Contingencies	31,500	3,521		25,000
RESERVES				
0882 General Reserve (Non-Gen Fund)	0	0		721,398
Total	1,551,838	1,721,171		2,563,866

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA FIRE DISTRICT BUDGET DETAIL-02512

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
798,214,961	41,464,680	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	522,940	656,807		455,876
CANCELLATION OF PRIOR YR RESERVES	768,000	475,940		549,247
Property Taxes - Current Secured	361,728	421,525		400,000
Property Taxes - Current Unsecured	37,522	35,794		35,000
Taxes - Special District Augmentation Fund	0			0
Property Taxes - Prior	497	576		150
Interest Earned	32,032	28,838		20,000
Homeowner Property tax Relief	4,001	4,161		3,000
Property Taxes - Supplemental SB 813	14,172	19,994		15,000
Miscellaneous Revenue (EMS)	10,283	16,102		15,000
Other Special Charges (Public Safety Tax)	308,876	313,649		310,000
All Other Miscellaneous Revenue(Fire Prevention)	26,537	18,035		18,000
ERAF Rebate	0	1,068		0
SB 813 Unsecured	0	0		300
SB 813 Redemptio	0	0		500
TOTAL	2,086,589	1,992,489		1,822,073

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
COLMA FIRE DISTRICT BUDGET DETAIL-02512

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	473,352	475,740		600,000
4412 Kaiser Health Plan	93,307	64,838		100,000
4511 Worker's Comp Ins Contrib	31,390	57,491		70,000
Total	598,049	598,069		770,000
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	6,712	2,232		5,000
5132 Direct Communications Expense	28,324	25,930		35,000
5147 Miscellaneous GroceriesFood	784	693		2,000
5156 Other Household Expenses	2,966	1,902		4,000
5165 Other Clinical Exp-Medical Supplies	3,060	5,963		8,000
5199 Other Office Expense	4,886	4,072		6,000
5212 Computer Equipment	2,332	4,602		5,000
5231 Maintenance of Small Tools	3,541	4,972		6,000
5332 Professional Group & Assoc	5,324	5,329		6,000
5415 Vehicle Repairs & Towing	24,355	28,398		35,000
5416 Fuel & Lubrication	12,325	11,686		14,000
5417 Tires, Tuves and Recapping	0	38		0
5426 Maintenance of Office Equipment	460	184		2,000
5428 Misc Repairs & Maintenance	5,270	6,679		10,000
5517 Rents and Leases	3,958	3,366		6,000
5615 Other Misc Insurance Exp	27,967	0		35,000
5638 Other Utility Expense	8,779	9,572		12,000
5641 Telephone Expenses	11,317	12,249		15,000
5731 Employee Training Expense	5,888	5,084		9,000
5733 Training & Edu/Sup -Fire Prevention	9,041	11,294		14,000
5876 Other Professional Services	24,429	28,483		32,000
5966 District Operating Expense	25,993	26,024		35,000
Total	217,711	198,752		296,000
FIXED ASSETS				
7211 Fixed Assests-Structure/Improvements	24,189	44,027		160,000
7311 Fixed Assets - Equipment	113,893	96,517		140,000
Total	138,082	140,544		300,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		30,000
RESERVES				
0881 Capital Outlay Reserve	0	0		100,000
0882 General Reserve	0	0		326,072
Total	0	0		426,072
Total	953,842	937,365		1,822,073

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02513
US & R COOPERATIVE AGREEMENT
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE				0
CANCELLATION OF PRIOR YEAR RESERVES				0
Federal Categorical Programs				897,000
TOTAL				897,000

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour-Perm Positions				293,213
4172 Overtime				4,700
Total				297,913
SERVICES & SUPPLIES				
5199 Office Supplies				15,000
5232 Professional Tools & Equipment				5,000
5416 Bulk Fuel				5,000
5428 Misc Repairs & Maint				125,000
5731 Employee and Training Expense				206,000
5858 Other Professional Contract Svc				183,087
5872 In-House Administration & Accounting				4,000
Total				543,087
OTHER CHARGES				
6731 Insurance				56,000
Total				56,000
TOTAL				897,000

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02515
GENERAL FUND
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
15,411,931,035	672,632,657	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	2,000,360	4,468,569		1,881,013
CANCELLATION OF PRIOR YEAR RESERVES	5,785,757	5,178,683		10,609,231
Property Taxes - Current Secured	15,308,698	16,730,753		16,578,812
Property Taxes - Current Unsecured	1,538,294	1,385,135		1,600,000
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	27,577	24,161		0
Interest Earned	296,898	337,262		280,000
Homeowner Property Tax Relief	177,470	173,003		186,344
Property Taxes - Supplemental SB 813	638,780	855,438		668,304
Federal Grants	27,900	35,814		0
Rents and Concessions	33,249	35,754		70,000
Other Charges for Services	15,113	9,034		0
Miscellaneous Charges - Current Service	0	10		0
Gifts and Donations	0	1,664		0
Misc Licenses & Permit	192,505	259,449		250,000
Management Services	335,097	189,677		236,373
All Other Local Govern Revenue	231,470	238,784		250,000
Miscellaneous Revenue	658	4,773		0
Fee for Service Reimbursements	719,570	373,598		435,069
ERAF Rebate	0	1,202,008		0
TOTAL	27,329,396	31,503,569		33,045,146

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02515
GENERAL FUND
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Positions	9,217,134	9,649,793		10,304,693
4133 Annual Leave Vacation	342,249	475,354		382,395
4172 Overtime - 1 1/2 Time Pay	1,532,303	1,013,525		1,294,151
4321 Retirement Contribution	2,382,493	3,893,139		3,475,279
4411 Aetna Health Plan	996,272	1,046,053		1,142,496
4441 Life Insurance Plan	3,428	2,058		5,760
4443 State Disability Insurance	5,122	6,121		7,651
4511 Workers' Compensation Ins Contrib	387,193	421,553		463,398
Total	14,866,193	16,507,596		17,075,823
SERVICES & SUPPLIES				
5121 Clothing & Uniform	51,306	61,606		52,430
5122 Stipend	18,000	16,575		16,200
5156 Other Household Expense	10,353	12,290		12,600
5171 Medical Supplies	7,636	393		6,170
5199 Other Office Expense	39,907	36,091		46,170
5232 Professional Tools & Equipt	63,638	62,772		82,248
5314 Other Election Expense	47,996	10,500		60,000
5331 Membership/Association Dues	11,771	19,095		27,478
5416 Fuel & Lubrication	44,873	77,984		69,782
5417 Tires, Tubes & Recapping	6,618	9,495		8,044
5424 Radio/Telecom Equipt Maint	2,816	6,235		6,000
5426 Other Gen Office Equipt-Maint	17,205	18,694		22,540
5428 Misc Repairs & Maint	88,947	112,723		130,159
5459 Misc Other Maintenance Exp	25,048	19,006		20,000
5636 Haz/Bio Waste Disposal	0	1,153		0
5638 Other Utility Expense	74,013	66,073		81,875
5723 Board Expense	1,103	876		1,500
5731 Employee Training Expense	97,964	145,497		121,830
5732 Career Development	0	0		26,025
5733 Train & Educ Materials	58,916	27,856		27,325
5734 Educational Reimbursement	15,235	32,235		23,875
5858 Other Professional Contract Svc	481,517	476,861		539,622
5872 In-House Admin & Acctg Service	82,423	54,803		88,850
5966 District Special Expense	36,653	73,800		44,841
Total	1,283,937	1,342,613		1,515,564
OTHER CHARGES				
6712 Telephone Service Charges	84,457	72,414		85,000
6731 All Other Insurance	327,956	281,115		324,939
Total	412,413	353,529		409,939
FIXED ASSETS				
7211 Fixed Assets - Structure/Improv	105,857	10,617		12,000
7311 Fixed Assets - Equipment	344,780	223,076		323,364
Total	450,637	233,693		335,364
CONTINGENCIES				
8611 Appropriation for Contingencies	29,855	(29,855)		2,498,913
RESERVES				
0881 Capital Reserve	0	0		3,755,457
0882 General Reserve	0	0		2,500,000
0883 Insurance Reserve	0	0		4,211,399
Total	0	0		10,466,856
OTHER FINANCING USES				
7541 Operating Transfer Out	1,100,600	605,746		742,687
GRAND TOTAL	18,143,635	19,013,322		33,045,146

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02517
FEMA - COOP
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	3,004	131,407		164,122
CANCELLATION OF PRIOR YEAR RESERVES	0	0		0
Interest	2,099	6,816		0
Rents and Concessions	0	10,426		11,000
Other Federal Aid - Disaster Relief	44,856	90,813		0
Federal Categorical Programs	0	0		0
All Other Federal Aid	7,381	105,408		0
All Other Federal Grants	1,466,584	144,246		0
All Other Miscellaneous Revenue	225	10,421		0
Loan Proceeds - Non-County	30,367	0		0
Management Svcs - Other Agency	22,930	7,152		18,000
Other Reimbursements	(380)	12,904		0
TOTAL	1,577,066	519,593		193,122

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02517
FEMA - COOP
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Positions	87,041	93,720		34,500
4172 Overtime	93,074	6,884		0
Total	180,114	100,604		34,500
SERVICES & SUPPLIES				
5199 Office Supplies	33,756	7,281		0
5232 Small Tools	3,222	8,003		0
5416 Bulk Fuel	3,230	1,449		0
5428 Misc Repairs & Maint	73,572	38,379		11,000
5731 Employee Training Expense	180,859	49,529		0
5858 Contract Service	395,041	66,576		0
5872 In-House Administration & Accounting	27,684	11,034		5,000
Total	717,364	182,251		16,000
OTHER CHARGES				
6731 Insurance	23,485	21,920		5,000
Total	23,485	21,920		5,000
FIXED ASSETS				
7211 Fixed Assets - Structure/Improv	0	0		0
7311 Fixed Assets - Equipment	524,696	50,695		104,874
Total	524,696	50,695		104,874
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		0
RESERVES				
0882 General Reserve	0	0		32,748
GRAND TOTAL	1,445,660	355,470		193,122

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02518
PUBLIC SAFETY
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	58,424	45,468		44,072
CANCELLATION OF PRIOR YEAR'S RESERVE	0	0		0
Interest Earned	1,562	1,310		0
TOTAL	59,986	46,778		44,072

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
5199 Office Supplies	0	0		1,000
5428 Maint of Equipment	0	0		1,000
5733 Public Education	0	0		2,000
5858 Other Professional Contract Svc	14,518	2,706		36,000
Total	14,518	2,706		40,000
GENERAL RESERVES	0	0		4,072
TOTAL	29,036	5,412		44,072

**DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD**

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE		0		0
CANCELLATION OF PRIOR YEAR'S RESERVE		0		0
Federal Categorical Programs		785,309		237,707
TOTAL		785,309		237,707

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
MENLO PARK FIRE DISTRICT BUDGET DETAIL-02519
US & A
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour-Perm Positions		211,444		68,957
4172 Overtime		38,541		10,300
Total		249,985		79,257
SERVICES & SUPPLIES				
5199 Office Supplies		17,069		0
5232 Professional Tools & Equipment		2,676		2,582
5416 Bulk Fuel		4,575		0
5428 Misc Repairs & Maint		93,018		8,821
5731 Employee and Training Expense		112,595		59,618
5858 Other Professional Contract Svc		60,404		72,758
5872 In-House Administration & Accounting		0		4,000
Total		290,337		147,779
OTHER CHARGES				
6731 Insurance		45,353		10,671
Total		45,353		10,671
FIXED ASSETS				
7211 Fixed Assets - Structure/Improv		0		0
7311 Fixed Assets - Equipment		199,635		0
Total		199,635		0
CONTINGENCIES				
8611 Appropriation for Contingencies		0		0
RESERVES				
0882 General Reserve		0		0
GRAND TOTAL		785,310		237,707

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,868,786,947	40,914,585	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	2,136,541	1,897,081		1,322,844
CANCELLATION OF PRIOR YEAR RESERVES	0	0		1,144,000
Property Taxes - Current Secured	3,624,304	3,957,717		4,262,462
Property Taxes - Current Unsecured	377,261	336,587		340,000
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	(6,016)	5,345		0
Interest Earned	34,614	38,796		47,000
Homeowner Property tax Relief	40,229	39,169		35,000
Property Taxes - Supplemental SB 813	151,723	191,134		5,000
Plan Checking Fees	46,380	42,578		40,000
Special Charges - Fire Protection	1,401,364	1,422,654		1,474,000
Timber Tax Yield	0	19		30,000
Special Charges - Others	259,691	260,636		265,000
Reimbursement - Basic Needs Loan	0	237		0
Compensation Insurance Refunds	0	78,146		20,000
Miscellaneous Revenue	77,075	0		0
State Aid-Other	25	0		0
Weed Abatement	0	71,091		0
Miscellaneous Reimbursement	38,910	47,882		25,000
All Other Miscellaneous Revenue	759,309	1,095,104		605,000
Operating Transfer In	44,543	0		0
ERAF Rebate	142,848	309,322		104,000
Property Taxes - Supplemental SB 816	0	0		155,000
TOTAL	9,128,801	9,793,498		9,874,306

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Salaries & Wages	4,634,359	4,628,968		3,931,202
4137 Military Paid Leave	1,330	0		0
4138 Other Paid Leave	12,031	16,341		0
4161 Xtra Hlp Hr-Reg	9,311	10,774		14,000
4171 Overtime	0	0		541,000
4176 FLSA/Acting Pay	0	0		38,000
4192 Commissioner Pay	0	0		10,000
4312 Medicare Coverage	66,729	68,967		70,000
4321 Retirement & Social Security	441,495	735,812		860,174
4413 Health Plan	441,965	513,488		637,000
4422 Dental Plan	52,783	51,071		55,000
4441 Life Insurance	13,279	5,666		11,880
4511 Worker's Comp Insurance	340,076	413,597		510,700
Total	6,013,357	6,444,684		6,678,956
SERVICES & SUPPLIES				
5111 Agricultural Expense	16,114	14,485		12,000
5121 Clothing & Uniforms	10,077	7,983		18,000
5132 Direct Communications Expense	28,219	29,406		27,500
5156 Other Household Expense	15,822	14,550		16,000
5164 Medical Tools & Instruments	1,488	1,326		2,000
5165 Medical/Dental Supplies	179	205		2,500
5193 General Office Supplies	14,483	16,408		18,400
5195 Subscriptions & Periodicals	2,399	503		1,200
5197 Postage/Mail Exp	4,970	5,070		4,500
5211 Computer Supplies	6,515	4,958		1,500
5212 Computer Eq <\$5000	11,095	3,007		3,500
5213 Computer	0	0		4,200
5231 Maintenance Tools & Equipment	9,572	9,266		12,350
5331 Memberships	2,576	3,526		3,100
5341 Legal Notices	3,451	3,301		3,900
5351 Special District Expense	11,674	13,804		14,000
5413 Motor Vehicle Equipment Maint	11,094	3,948		16,500
5416 Fuel & Lubrication	27,682	33,451		33,000
5417 Tires, Tubes & Recapping	24,787	21,983		26,000
5419 Lab & Medical Equipment Maint	21	0		750
5424 Radio/Tel Eq Mnt	1,381	1,955		2,500
5426 Other Genl Office Equipt Maint	0	359		0
5428 Misc Repair/Maint	2,151	4,074		7,500
5438 Plumb & Pipe Expense	0	0		500
5455 Othr Genl Maint	8,520	13,016		7,500
5459 SCBA Maintenance	1,744	1,379		5,400
5478 Other Contract Maint	671	3,256		11,500
5483 Custodial Services	1,820	1,600		1,800
5521 Direct Facility Rental Expense	8,244	10,195		9,502
5611 Blanket Insurance Premium	85,858	58,109		68,500
5631 Electric & Gas Utilities	26,748	22,739		24,000

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HALF MOON BAY FIRE DISTRICT BUDGET DETAIL-02520

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

5731 Dept Employee Training	23,396	26,838	42,000
5732 Trainer & Workshop Expense	29,090	34,180	28,000
5733 Train/Ed Mtl/Sup	9,035	6,371	2,500
5737 Other Client Training Expense	3,038	2,140	5,000
5815 Contract Fire Protection	42,524	40,759	40,000
5834 Contract Legal Service	155,225	251,230	203,000
5839 Contract Human Resources	6,687	6,888	7,104
5842 Cont Audit Svcs	5,513	7,250	6,000
5856 Contract Special Program	0	0	3,000
5858 Other Professional Contract	625	0	0
5865 Employee Physical/Psych Svcs	5,779	6,294	20,000
5874 Interagency Agreements-County	14,933	460	500
5876 Other Prof Svcs	67,186	47,791	191,650
5961 Other Planning Expense	0	1,850	19,500
5971 Motor Vehicle Expense	91,041	49,987	53,100
Total	793,430	785,900	980,956
FIXED ASSETS			
7211 Fixed Assets - Structure/Improvements	27,960	50,208	22,000
7311 Fixed Assets - Equipment	96,974	45,862	30,000
Total	124,934	96,070	52,000
CONTINGENCIES			
8611 Appropriation for Contingencies	0	0	150,000
RESERVES			
0882 General Reserves (Non Gen Fund)	0	0	2,012,394
Total	0	0	2,012,394
GRAND TOTAL	6,931,721	7,326,654	9,874,306

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
POINT MONTARA FIRE DISTRICT BUDGET DETAIL-02526

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐

Other Appointed ☐

Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
767,764,085	4,850,695	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	208,552	415,355		354,099
CANCELLATION OF PRIOR YR RESERVES	551,082	556,082		756,082
Property Taxes - Current Secured	809,538	934,777		1,006,371
Property Taxes - Current Unsecured	95,423	79,492		79,500
Taxes - Special District Augmentation Fund	0	0		0
Property Taxes - Prior	0	(471)		(1,000)
Interest Earned	28,000	0		22,000
Homeowner Property Tax Relief	10,000	0		10,000
Property Taxes - Supplemental SB 813	36,300	46,820		44,000
Miscellaneous Income	5,000	0		5,000
Benefit Assessments	379,750	0		347,000
ALS Rimbursment	41,600	0		52,500
Sale of Fixed Assets	210,000	0		0
Property Taxes - SB 813 (1042)	0	0		750
Property Taxes - SB 813 (1043)	0	0		1,200
ERAF Rebate (1046)	0	83,332		28,000
TOTAL	2,375,245	2,115,387		2,705,502

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
POINT MONTARA FIRE DISTRICT BUDGET DETAIL-02526

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4116 On Call Perm Position	1,500	2,068		2,400
4192 Commissioners' Pay	4,000	6,205		7,500
4312 Medicare Contribution	300	775		950
4322 Annuity Contribution	0	280		0
4413 Health Plan	11,500	10,801		12,050
4441 Life Insurance Plan	3,500	3,788		4,000
4511 Workers Comp Insurance Contrib	4,500	5,451		7,100
Total	25,300	29,368		34,000
SERVICES & SUPPLIES				
5132 Communication/Telephone	1,200	1,267		1,600
5156 Other Household Expense	1,000	1,813		1,500
5164 Medical Supplies	1,000	0		1,000
5193 Genl Office Suply	500	365		500
5195 Subscriptions/Periodicals	200	25		100
5213 Computer Equipment	250	0		1,200
5231 Small Tools & Equipment	1,500	972		3,500
5331 Memberships	2,500	2,947		2,500
5341 Legal Notice	1,000	90		500
5351 Special District Expense	58,000	1,010		10,040
5413 Maintenance of Equipment	10,000	885		10,000
5416 Fuel Tax	5,000	3,289		5,000
5417 Maintenance & Equipment	2,500	3,311		3,000
5455 Maintenance of Facilities	10,500	180		2,500
5611 Insurance Premiums	8,200	11,814		14,000
5631 Electric & Gas Utilities	5,000	5,727		6,500
5731 Training & Educational Expense	2,500	871		2,500
5737 Public Education	500	0		500
5815 Dispatching	15,300	15,258		16,100
5834 Legal Fees	3,000	11,675		15,000
5872 In House Admin & Acctg Service	1,324,059	1,390,928		1,458,700
Total	1,453,709	1,452,427		1,556,240
FIXED ASSETS				
7211 Fixed Assests - Structure/Improve	15,500	564		5,000
7311 Fixed Assets - Equipment	199,500	0		0
Total	215,000	564		5,000
CONTINGENCIES				
8611 Appropriation for Contingencies	125,154	0		110,730
RESERVES				
0881 Capital Reserve (non-Gen Fund)	106,082	0		549,532
0882 General Reserve (non-Gen Fund)	450,000	0		450,000
Total	556,082	0		999,532
GRAND TOTAL	2,375,245	1,482,359		2,705,502

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530

FOR FISCAL YEAR 2004-2005

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
6,193,272,959	27,466,824	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2005-2006	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	933,900	437,326		1,252,865
CANCELLATION OF PRIOR YR RESERVES	5,354,572	5,488,792		5,080,268
Property Taxes - Current Secured	7,224,567	7,615,276		8,228,844
Property Taxes - Current Unsecured	724,483	649,872		649,872
Taxes - Special District Augmentation Fund	0			
Property Taxes - Prior	7,632	10,254		
Interest Earned	166,803	160,756		110,000
Homeowner Property Tax Relief	77,256	75,555		75,000
Property Taxes - Supplemental SB 813	272,245	963,301		346,248
Miscellaneous Revenue	331,372	365,596		425,496
TOTAL	15,092,831	15,766,728		16,168,593

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2004-2005	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2004-2005

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2004-2005	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	5,498,143	5,742,580		6,105,823
4321 Retirement Contribution	709,835	1,192,207		1,137,273
4413 Health Plan	698,313	709,424		861,321
4415 Medicare Health Insurance	58,361	65,297		62,922
4451 District Unemployment	0	0		4,032
4631 District Employee Benefits	15,668	18,321		16,878
Total	6,980,318	7,727,829		8,188,249
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	54,642	68,384		73,490
5156 Other Household Expense	15,720	19,618		20,775
5165 Medical/Dental Supplies	32,531	17,572		69,500
5199 Other Office Expense	12,814	14,847		15,600
5212 Comput Eq <\$3000	36,478	34,344		58,700
5231 Maintenance Tools & Equipment	6,567	10,074		6,500
5332 Professional Groups & Association	1,280	1,076		1,500
5341 Legal Notice	0	0		2,000
5415 Vehicle Repairs & Towing	45,174	116,489		62,000
5416 Fuel & Lubrication	32,995	36,504		41,475
5417 Tires, Tubes & Recapping	4,256	8,200		8,000
5424 Radio/Telecom Equip Maint	9,046	14,450		21,480
5426 Other General Office Maintenance	1,682	3,733		4,075
5428 Misc Repairs & Maintenance	32,093	26,848		61,500
5611 General Liability Insurance	63,132	49,220		65,000
5612 Other Special Insurance Prem	834,690	834,860		675,000
5638 Other Utility Expense	37,588	36,625		38,302
5639 Radio Service Charges	43,408	49,656		41,239
5641 Telephone Service Charges	52,300	51,737		54,988
5722 Misc Employee Training Exp	1,513	226		1,500
5731 Dept Employee Training Exp	33,782	39,556		26,200
5733 Fire Prevention	32,323	36,235		44,250
5876 Other Professional Services	6,560	8,010		9,000
5927 Program Activities Expense	216	(3,617)		1,500
5966 District Operating Expenses	33,827	21,003		25,500
Total	1,424,615	1,495,650		1,429,074
FIXED ASSETS				
7111 Fixed Assets -Land	163,573	86,536		
7211 Fixed Assests - Structure/Improve	13,293	39,247		15,000
7311 Fixed Assets - Equipment	584,914	84,332		134,000
Total	761,780	210,115		149,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		883,940
RESERVES				
0881 Capital Reserve (non-Gen Fund)	0	0		4,754,138
0881 Equipment Reserve(non-Gen Fund)	0	0		44,577
0882 General Reserve (non-Gen Fund)	0	0		469,615
0882 Retirement Reserve (non-Gen Fund)	0	0		250,000
Total	0	0		5,518,330
GRAND TOTAL	9,166,713	9,433,594		16,168,593

**DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD**

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	534,125	304,983		267,127
CANCELLATIONS OF PRIOR YR RESERVES	0	557,597		1,605,469
Interest Earned	22,447	48,245		34,000
Miscellaneous Revenue	0	125		0
Connection Fees	59,406	1,055,390		350,000
Special Charges	247,092	0		0
Planned Checking Fees	0	1,600		0
TOTAL	863,070	1,967,940		2,256,596

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
5459 Misc Other Maintenance Expense	0	8,132		0
5858 Contractual Services	0	47,404		445,000
5861 PW Engineering Services	490	36,710		0
5969 Other Special Dept Expense	0	3,098		0
Total	490	95,344		445,000
0882 General Reserves	0	0		1,811,596
TOTAL	980	95,344		2,256,596

**DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD**

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	62	0		0
CANCELLATIONS OF PRIOR YR RESERVES	1,798	25		25
Interest Earned	10	0		0
TOTAL	1,870	25		25

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
5969 Other Special Departmental Expense	0	0		0
5184 Refund - Prior Year Revenue	0	0		0
5193 Office Expense	0	0		0
5341 Printing & Publication	0	0		0
5858 Contractual Services	0	0		0
5982 Rebate Sewer Service Charge	0	0		0
7541 Operating Tsfr Out	0	0		0
8611 Appropriation for Contingencies	0	0		0
0882 General Reserves	0	0		25
TOTAL	0	0		25

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02544
(PAYROLL TAXES WITHHOLDING FUND)
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	136	0		0
CANCELLATION OF PRIOR YEARS RESERVE	3,925	53		55
Interest Earned	21	2		0
TOTAL	4,082	55		55

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
7541 Operating Transfer Out	0	0		0
0882 General Reserves	0	0		55
TOTAL	0	0		55

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545

FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,368,751,855	34,122,350	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	352,042	874,889		951,486
CANCELLATION OF PRIOR YR RESERVES	266,556	648,763		631,951
Property Taxes - Current Secured	206,733	202,308		150,000
Property Taxes - Current Unsecured	24,101	16,953		0
Property Taxes - Prior	2,385	(75)		0
Interest Earned	28,229	38,226		24,000
Homeowner Property Tax Relief	3,463	3,553		0
Property Taxes - Supplemental SB 813	11,858	17,557		0
Sewer Service Charges	2,121,247	2,450,544		2,565,750
Miscellaneous Revenue	60,075	127,954		0
Operating Transfers In	700,000	0		0
Plan/Inspection Fee	4,900	2,765		0
Plan Checking Fees	9,155	11,137		0
ERAF Rebate	0	100,872		0
ERAF III Shift	0	(170,073)		0
TOTAL	3,790,743	4,325,373		4,323,187

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hours Perm Position	182,259	168,655		375,000
4123 Experience Pay	0	185		0
4131 Employee Sick Lev	5,369	6,720		0
4133 Vacation Pay	17,107	11,861		0
4134 Holiday Pay	9,255	8,341		0
4135 Comp Time Used	2,002	3,455		0
4151 Terminal Vac Pay	0	0		0
4172 O T - 1 1/2 Pay	6,837	4,436		0
4192 Director's Fees	27,919	36,248		40,000
4312 Medicare Contrib	3,231	2,953		0
4631 Distric Employee Benefits	82,622	88,267		145,000
Total	336,602	331,121		560,000
SERVICES & SUPPLIES				
5188 Misc Other Expense	1,162	3,403		2,500
5193 General Office Expense	14,206	14,352		16,000
5314 Election Expense	9,523	0		10,000
5332 Professional Groups & Assoc	7,007	11,755		12,500
5341 Legal Notices	464	13,581		15,000
5416 Fuel & Lubrication	3,857	4,850		6,000
5459 Misc Other Maintenance Expense	13,122	21,368		15,000
5521 Direct Facility Rental Expenses	0	0		500
5638 Other Utility Expense	15,062	15,565		16,000
5721 Meetings & Conference Expense	10,126	27,718		25,000
5731 Dept Employee Training Expense	786	4,403		6,000
5817 Contract Sewage Services	1,048,713	1,039,201		1,273,700
5858 Other Professional Contract Services	76,785	108,200		20,000
5861 Engineering Services	52,245	44,478		40,000
5872 In-House Admin & Acct Services	64,400	67,286		55,000
5876 Other Professional Services	48,553	89,717		45,000
5958 Research & Monitoring	0	0		2,000
5966 District Operating Expense	5,515	1,945		2,000
5969 Other Special Department Expense	2,688	312,809		10,000
Total	1,374,215	1,780,631		1,572,200
OTHER CHARGES				
6322 Retirement of Long Term Debt	78,150	78,592		78,600
6731 All Other Insurance	6,491	39,544		40,000
6732 Legal Services	187,422	44,408		40,000
6814 Miscellaneous Other charges	0	7,995		7,800
Total	272,063	170,539		166,400
FIXED ASSETS				
7211 Fixed Assets - Structures/Improvements	283,310	283,113		283,400
7311 Fixed Assets - Equipment	902	76,532		120,000
Total	284,211	359,645		403,400
OTHER FINANCING USES				
7541 Operating Transfer Out	0	100,000		270,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		206,511
RESERVES				
0882 General Reserves	0	0		1,144,676
GRAND TOTAL	2,267,090	2,741,936		4,323,187

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02546
(CONSTRUCTION & REPLACEMENT FUND)
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	8,178	0		103,943
CANCELLATIONS OF PRIOR YR RESERVES	980,821	343,200		349,231
Interest Earned	13,045	9,974		7,000
Operating Transfer In	0	100,000		170,000
TOTAL	1,002,044	453,174		630,174

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
7541 Operating Transfer Out	0	0		0
0882 General Reserves	0	0		630,174
TOTAL	0	0		630,174

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02547
(LATERAL REPLACEMENT FUND
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	0	0		0
CANCELLATION OF PRIOR YEAR RESERVE	34,279	413		425
Interest Earned	189	12		0
Operating Transfer In - General Fund	0	0		0
Operating Transfer In - Other	0	0		0
Miscellaneous Revenue	0	0		0
TOTAL	34,468	425		425

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
5858 Other Professional Contract Svcs	0	0		0
7541 Operating Transfer Out	34,053	0		0
0882 General Reserves	0	0		425
TOTAL	34,053	0		425

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02548
(TREATMENT PLANT RESERVE FUND)
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	17,958	0		11,563
CANCELLATION OF PRIOR YR RESERVES	504,524	536,509		540,571
Interest Earned	15,027	15,625		9,500
Operating Transfer In	0	0		50,000
TOTAL	537,509	552,134		611,634

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
7541 Operating Transfer Out	0	0		0
0882 General Reserves	0	0		611,634
TOTAL	0	0		611,634

**DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD**

X

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	43	0		0
CANCELLATIONS OF PRIOR YR RESERVES	1,194	17		17
Interest Earned	7	0		0
Operating Transfer In	0	0		50,000
TOTAL	1,244	17		50,017

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
7541 Operating Transfer Out	0	0		0
0882 General Reserves	0	0		50,017
TOTAL	0	0		50,017

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
289,648,390	6,262	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	346,297	321,407		396,102
CANCELLATION OF PRIOR YEAR RESERVE	190,870	215,894		391,953
Property Taxes - Current Secured	191,618	207,353		180,000
Property Taxes - Current Unsecured	20,003	17,696		17,000
Property Taxes - Prior	232	(105)		0
Interest Earned	13,764	15,930		15,000
Homeowner Property Tax Relief	2,133	2,057		2,000
Property Taxes - Supplemental SB 813	7,492	10,451		8,000
Park & Recreation Fees	735,215	788,184		799,900
Miscellaneous Revenue	29,564	16,853		23,000
Operating Transfers In	4			0
ERAF Rebate	0	39,529		0
ERAF III Shift	0	(19,879)		0
TOTAL	1,537,192	1,615,370		1,832,955

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Approved 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Approved 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hours - Perm Positions	185,800	183,012		202,734
4161 Extra Help Hours - Reg Pay	372,525	345,409		394,917
4311 FICA	32,720	30,625		34,500
4312 Medicare Contribution	7,652	7,162		8,100
4451 Unemployment Insurance	0	0		500
4631 District Employee Benefits	9,904	15,576		24,428
Total	608,602	581,784		665,179
SERVICES & SUPPLIES				
5121 Clothing & Uniforms	3,884	2,250		3,900
5156 Other Household Expense	9,232	8,240		10,900
5193 General Office Supplies	35,263	34,186		49,950
5331 Memberships	3,381	3,876		4,000
5423 Computer/Electronics Equip Maint	1,773	3,536		4,000
5459 Misc Other Maintenance Expense	29,558	22,073		41,600
5638 Other Utility Expense	49,228	48,381		53,500
5722 Misc Employee Expense Reimb	1,385	1,540		2,000
5856 Contract Special Program Svcs	6,890	5,540		11,600
5966 District Operating Expense	58,506	55,487		70,050
6712 Telephone Service Charges	4,714	4,500		6,200
6731 All Other Insurance	37,478	26,172		52,720
Total	241,293	215,781		310,420
FIXED ASSETS				
7211 Fixed Assests - Structures/Improvements	116,220	12,753		122,500
7311 Fixed Assets - Equipment	33,776	16,997		17,055
Total	149,996	29,750		139,555
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		155,000
PROVISION FOR RESERVES				
0881 Capital Reserve	0	0		412,801
0882 General Reserve	0	0		150,000
Total	0	0		562,801
Grand Total	999,891	827,315		1,832,955

**County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
LADERA RECREATION DISTRICT BUDGET DETAIL-02635**

FOR FISCAL YEAR 2005-2006

**DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD**

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
360,162,474	3,207,841	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Approved 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	19,951	0		26,099
CANCELLATION OF PRIOR YR RESERVES	160,000	226,293		236,818
Property Taxes - Current Secured	73,010	73,086		80,866
Property Taxes - Current Unsecured	6,751	6,153		11,384
Property Taxes - Prior	76	(35)		0
Interest Earned	3,985	4,128		8,200
Homeowner Property Tax Relief	720	715		700
Miscellaneous Revenue	555	2,796		5,000
Property Taxes - Supplemental SB 813	2,514	3,598		0
Park and Recreation Fees	455,249	522,761		491,402
State Block Grant	52,109	0		50,088
Gift and Donations	0	0		403
Operating Transfer In	27,796	0		0
ERAF III Shift	0	(6,748)		0
ERAF Rebate	0	16,721		0
TOTAL	802,717	849,468		910,960

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Approved 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
LADERA RECREATION DISTRICT BUDGET DETAIL-02635

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Approved 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	101,839	114,138		109,200
4161 Extra Help Hours Regular Pay	137,632	112,159		147,646
4311 FICA	14,728	14,030		15,925
4312 Medicare Contribution	3,444	3,281		3,724
4649 Other Benefits	147	0		0
Total	257,791	243,608		276,495
SERVICES & SUPPLIES				
5188 Miscellaneous Other Expenses	0	8,453		0
5191 Outside Printing & Copying	4,124	2,808		1,850
5193 General Office Supplies	5,653	2,952		6,231
5427 Other Contract Maintenance	0	975		
5428 Misc Repair & Maintenance	21,043	16,788		24,696
5438 Plumbing and Piping Expense	1,082	(267)		0
5439 Paint, Solvent and Chemical	9,347	11,012		6,241
5457 Landscape Lawns	19,982	22,964		18,997
5478 Other Contract Maintenance	1,311	0		0
5483 Contract custodial Services	6,671	10,108		9,708
5631 Electric & Gas Utilities	17,131	15,815		20,738
5634 Scavenger & Recycling Service	0	26		
5635 Water Service	5,908	5,111		5,772
5638 Other Utilities	4,403	4,076		4,131
5721 Meeting and Conferences	0	9,703		7,220
5858 Other Professional Contract Services	4,559	5,595		6,990
5872 In-House Admin & Acctg Service	5,018	4,729		4,959
5916 California Childrens Services	3,263	4,376		5,407
5927 Program Activities Expense	10,027	17,249		19,085
5966 District Operating Expense	21,586	11,515		17,278
5995 Stores for Re-issue	3,027	3,962		3,457
5996 Sheriff purchase for Reissue	190	0		0
Total	144,326	157,950		162,760
OTHER CHARGES				
6332 Interest on Long Term Debt	26,700	26,700		26,700
6611 Taxes & Assessments	4,176	3,553		3,338
6712 Telephone Service Charges	5,492	2,781		4,710
6713 Automated Services	8	14		0
6731 All Other Insurance	17,366	20,255		16,762
Total	53,742	53,303		51,510
FIXED ASSETS				
7211 Fixed Assets - Structures/Improvements	46,945	11,237		31,850
7311 Fixed Assets - Equipment	4,858	10,454		8,000
Total	51,803	21,691		39,850
OPERATING TRANSFERS				
7541 Operating Transfers Out	148,500	110,000		0
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		0
Total	0	0		0
RESERVES				
0881 Capital Reserve	0	0		299,050
0882 General Reserve	0	0		81,295
Total	0	0		380,345
GRAND TOTAL	507,662	586,552		910,960

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02705
(CP PROJECT FUND)
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☒
Other Elected ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
74,510,455,679	5,942,411,787	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	1,313,248	346,560		652,824
CANCELLATION OF PRIOR YR RESERVES	0	710,688		696,248
Interest Earned	30,223	23,974		40,000
Miscellaneous Revenue	0	0		196,000
Operating Transfer In	300,000	850,000		800,000
TOTAL	1,643,471	1,931,222		2,385,072

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2003-2004	Approved 2004-2005	Recommended 2005-2006	Approved 2005-2006
SERVICES & SUPPLIES				
5188 Misc Other Expense	289,734	290,049		300,000
5233 Special Tools/Instruments	0	0		0
5428 Misc Repair	0	0		20,000
5631 Electricity & Gas Utilities	0	0		0
5834 Contract Legal Services	2,100	1,900		2,100
5856 Contract Special Contract Svcs	179,110	11,697		0
5966 District Operating Expenses	380	274		0
Total	471,324	303,920		322,100
7211 Fixed Assets - Structure/Improvement	14,917	150,139		887,500
7311 Fixed Assets - Equipment	99,983	128,090		189,250
Total	114,900	278,229		1,076,750
RESERVES	0	0		986,222
TOTAL	586,223	582,149		2,385,072

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02706
FOR FISCAL YEAR 2005-2006

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
74,510,455,679		

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
FUND BALANCE AVAILABLE	1,152,840	190,588		0
CANCELLATION OF PRIOR YR RESERVE	0	946,863		1,826,180
Property Taxes - Current Secured	992,158	1,079,359		1,129,972
Property Taxes - Current Unsecured	99,354	89,447		85,332
Property Taxes - Prior	2,695	1,108		0
Taxes - Special District Augmentation Fund	0	0		0
Interest Earned	32,616	45,013		35,000
Homeowner Property Tax Relief	12,186	11,405		11,841
Special Tax	440,042	440,044		440,000
Benefit Assessments	0	1,254,916		1,306,282
Property Taxes - Supplemental SB 813	42,102	59,070		45,000
Charges for Services	90,931	267,370		0
Miscellaneous Reimbursements	80,268	25,617		7,000
Miscellaneous Revenue	18,788	0		40,000
All Other Miscellaneous Revenue	0	141,317		15,000
ERAF Rebate	0	119,938		0
Other In-Lieu Taxes	0	162		0
Inspection Services	0	0		150,000
TOTAL	2,963,979	4,672,217		5,091,607

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENT	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
TOTAL				

County of San Mateo
STATE OF CALIFORNIA
SPECIAL DISTRICTS
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02706

DISTRICT BUDGET FORM
SCHEDULE 16
GOVERNING BOARD

FOR FISCAL YEAR 2005-2006

Board of Supervisors ☐
Other Appointed ☐
Other Elected ☒

EXPENDITURE CLASSIFICATION	Actual 2003-2004	Actual 2004-2005	Recommended 2005-2006	Approved 2005-2006
SALARIES & EMPLOYEE BENEFITS				
4111 Regular Hour - Perm Position	801,904	978,921	1,180,000	1,180,000
4161 Extra Help Hours - Reg Pay	74,432	94,379	100,707	100,707
4311 FICA	4,455	5,851	6,500	6,500
4321 County Retirement Plan	95,868	130,204	146,000	146,000
4412 Health Insurance	99,309	122,451	158,000	158,000
4415 Medicare Health Insurance	11,553	14,361	17,500	17,500
4422 Dental Plan	17,603	17,174	26,000	26,000
4431 Vision Insurance Plan	2,402	2,224	3,200	3,200
4442 Long Term Disability Insurance	8,610	8,830	13,500	13,500
4451 Unemployment Insurance	3,705	5,764	6,300	6,300
Total	1,119,840	1,380,159	1,657,707	1,657,707
SERVICES & SUPPLIES				
5111 Agricultural Expense	113,440	226,804		215,000
5121 Clothing & Uniforms	15,672	21,779		28,900
5156 Other Household Expense	1,360	1,452		2,200
5171 Other Clinical Expense	1,874	2,563		4,900
5199 Other Office Expense	20,043	16,190		28,370
5233 Inspection & Testing Equipment	8,516	13,789		20,300
5331 Memberships	11,643	12,883		13,235
5416 Fuel & Lubrication	24,416	34,697		56,500
5428 Misc Repairs & Maintenance	23,815	45,037		61,200
5472 Contract Plumbing Services	5,014	6,529		9,950
5631 Electricity & Gas Utilities	17,097	16,227		20,000
5635 Water Service	3,185	3,118		5,000
5721 Meetings & Conference Expense	37,739	41,303		84,200
5856 Contract Special Contract Svcs	87,624	138,135		184,450
5966 District Operating Expenses	16,650	13,389		175,000
6712 Telephone Charges	14,170	15,555		20,500
6725 General Liability Insurance	1,192	5,664		4,400
Total	403,449	615,114		934,105
FIXED ASSETS				
7211 Structures/Improvements	0	0		0
7311 Fixed Assets - Equipment	3,240	766		4,735
Total	3,240	766		4,735
OTHER FINANCING USES				
Operating Transfer Out	300,000	850,000		300,000
Total	300,000	850,000		300,000
CONTINGENCIES				
8611 Appropriation for Contingencies	0	0		638,272
Total	0	0		638,272
RESERVES				
0882 General Reserves (Non-General Fund)	0	0		1,556,788
Total	0	0		1,556,788
GRAND TOTAL	1,826,528	2,846,039		5,091,607

COUNTY BUDGET FORM
Schedule 18

County of San Mateo
STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2005-2006

(District Fund Issue, Etc) (1)	Actual Expenditures 2003-2004		Actual Expenditures 2004 -2005		Requirements for Budget Year 2005 2006			
	Interest (2)	Principal (3)	Interest (4)	Principal (5)	Interest (6)	Principal (7)	Provision for Reserves (8)	Total (9)
ELEMENTARY SCHOOL DISTRICTS								
Belmont (Series A) 1997	596,538 00	190,000 00	587,824 00	215,000 00	0 00	0 00	0 00	-
Belmont 2005 Refund Ser	0 00	0 00	0 00	0 00	488,938 00	280 000 00	587 369 00	1 356 307 00
Brisbane Ser 2004	0 00	0 00	168,626 00	0 00	336,903 00	35,000 00	253,276 00	625,179 00
Brisbane Ser 2005	0 00	0 00	0 00	0 00	23,922 00	0 00	17,575 00	41 497 00
Burlingame (Series) 1997	326,824 00	25,000 00	59,460 00	150,000 00	0 00	0 00	0 00	-
Burlingame Refund Ser 2000	567,655 00	365,000 00	552,360 00	390,000 00	535,650 00	420,000 00	718,468 00	1,674 118 00
Burlingame Refund Ser 2004	0 00	0 00	127,450 00	0 00	253,750 00	115 000 00	266 300 00	635 050 00
Hillsborough Ser 2003 A	377 044 00	0 00	495,925 00	680,000 00	480,425 00	870,000 00	1 210 863 00	2 561 288 00
Jefferson (Series A) 2002	745,613 00	500,000 00	704,613 00	950,000 00	674,988 00	50,000 00	436,932 00	1 161,920 00
Jefferson Series 2004	0 00	0 00	837,067 00	0 00	876,000 00	0 00	938,000 00	1 814,000 00
Jefferson Series 2005	0 00	0 00	0 00	0 00	407,063 00	0 00	407,063 00	814 126 00
Laguna Salada (Series A) 1997	734,843 00	120 000 00	729,620 00	140,000 00	722,962 00	175 000 00	1 249,622 00	2 147 584 00
Las Lomitas (Series A) 1999	259,350 00	105,000 00	249,825 00	180,000 00	239,925 00	180,000 00	302 938 00	722 863 00
Las Lomitas (Series B) 1999	281,763 00	145,000 00	269,688 00	150,000 00	262 825 00	155,000 00	289 669 00	707 494 00
Las Lomitas (Series 2002	855,244 00	260 000 00	560,613 00	290,000 00	551,763 00	300,000 00	573 631 00	1,425 394 00
Menlo Park (Series B) 1996	683,798 00	425,000 00	666,398 00	445 000 00	648,068 00	460 000 00	799 319 00	1 907 387 00
Menlo Park Refunding 2004	0 00	0 00	118,465 00	270,000 00	153,098 00	375 000 00	539 908 00	1 068 006 00
Portola Valley (Series A) 1999	277,750 00	110,000 00	272,125 00	115,000 00	266,250 00	120 000 00	256,625 00	642,875 00
Portola Valley (Series B) 1999	512,145 00	185,000 00	504,083 00	190,000 00	495,698 00	200,000 00	460,699 00	1 156,397 00
Portola Valley Series 2002	293,954 00	0 00	291 591 00	90 000 00	286 854 00	95,000 00	237,240 00	619 094 00
Ravenswood (Series A) 1996	138,183 00	80,000 00	133,233 00	85,000 00	128,095 00	90,000 00	157,754 00	375,849 00
Ravenswood (Series B) 1996	136,970 00	80,000 00	131,520 00	85,000 00	126,495 00	90,000 00	162,010 00	378,505 00
Ravenswood (Series A) 2000	122 948 00	75,000 00	120,310 00	80,000 00	117,430 00	80,000 00	142,975 00	340 405 00
Ravenswood (Series B) 2000	187,866 00	70,000 00	116,828 00	75,000 00	108,828 00	85,000 00	147,289 00	341,117 00
Ravenswood (Series C) 2000	0 00	0 00	0 00	0 00	181,918 00	60,000 00	116,604 00	358,522 00
Ravenswood (Series D) 2000	0 00	0 00	0 00	0 00	0 00	0 00	173 683 00	173,683 00
Redwood City (Series A) 1997	1 667,823 00	880,000 00	1,626,611 00	1,035,000 00	1,577,700 00	1,200,000 00	2,155,650 00	4 933,350 00
Redwood City (Series A) 2002	955 000 00	0 00	955,000 00	45,000 00	955,000 00	95,000 00	627,500 00	1 677 500 00
San Bruno Refunding Ser 1998	306,050 00	730,000 00	273,558 00	855,000 00	236,733 00	930,000 00	1,118 718 00	2,285,451 00
San Bruno (Series B) 1998	163,690 00	85,000 00	161,333 00	30,000 00	159,991 00	35,000 00	119,633 00	314,624 00
San Bruno (Series C) 1998	106,380 00	130,000 00	102,030 00	160,000 00	96,855 00	185,000 00	257,040 00	538,895 00
San Carlos (Series A) 1997	134,659 00	75,000 00	130,688 00	80,000 00	0 00	0 00	0 00	-
San Carlos (Series B) 1997	449,325 00	150,000 00	441,450 00	165,000 00	0 00	0 00	0 00	-
San Carlos (Series C) 1997	547,195 00	205,000 00	533,545 00	215,000 00	0 00	0 00	0 00	-
San Carlos 2005 Refunding Ser	0 00	0 00	0 00	0 00	836,990 00	590 000 00	1,129 914 00	2,556 904 00
San Mateo/Foster City (Series A)1997	533 250 00	200 000 00	516,975 00	220 000 00	499,538 00	230,000 00	485,313 00	1,214 851 00
San Mateo/Foster City (Series B) 1997	725,564 00	265,000 00	704 251 00	285 000 00	681,195 00	310 000 00	669,591 00	1 660 786 00
ELEM SCHOOL DIST SUB TOTAL	12 687 424 00	5 455,000 00	13 143 065 00	7 670,000 00	13 411 850 00	7 810,000 00	17,009 171 00	38 231 021 00

COUNTY BUDGET FORM
Schedule 18A

County of San Mateo
STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2005-2006

Available Financing						Amount to be Raised by Current Property			Tax Rate on Secured Roll (19)
Fund Balance as of June 30 2005 (10)	Less Reserved Amounts		Fund Balance Unreserved (13)	Estimated Additional Financing Sources (14)	Total Available Financing (15)	Tax Levy			
	Interest & Principal Due & Unpaid June 30,2005 (11)	Uncancelled General Reserve (12)				Total (16)	Unsecured (17)	Secured (18)	
536 574 00			536,574 00		536 574 00	819,733 00	0 00	819,733 00	0 0107
244 094 00			244,094 00		244 094 00	422,582 00	57 195 00	365 387 00	0 0267
1,146,486 00			1,146,486 00		1,146 486 00	1,162,682 00	64,845 00	1,097 837 00	0 0204
1 210 862 00			1 210,862 00		1,210,862 00	1,350 426 00	1,268 00	1,349,158 00	0 0265
1,025 361 00			1 025,361 00		1,025 361 00	2,764,685 00	60 012 00	2,704,673 00	0 0466
685,912 00			685,912 00		685,912 00	1 461,672 00	10,644 00	1,451,028 00	0 0417
1 355 442 00			1,355,442 00		1,355,442 00	1,500,309 00	49 491 00	1 450,818 00	0 0400
1 480 781 00			1,480,781 00		1 480,781 00	1,494,612 00	46 806 00	1,447 806 00	0 0209
1 092 740 00			1,092,740 00		1,092 740 00	1 325,626 00	8 888 00	1 316,738 00	0 0458
933,858 00			933,858 00		933,858 00	1,034,223 00	89,044 00	945 179 00	0 0374
3 012,029 00			3,012,029 00		3 012 029 00	3 598,821 00	189,702 00	3 409,119 00	0 0279
1,670,192 00			1,670,192 00		1,670,192 00	1,468,778 00	277 441 00	1,191 337 00	0 0335
1 036 261 00			1,036 261 00		1,036,261 00	1,520,643 00	0 00	1,520 643 00	0 0327
1,616,123 00			1 616 123 00		1,616 123 00	1,259,514 00	79,965 00	1,179,549 00	
17,046 715 00			17 046 715 00		17,046 715 00	21,184,306 00	935 301 00	20,249,005 00	

County of San Mateo
STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2005-2006

	Actual Expenditures 2003-2004		Actual Expenditures 2004 -2005		Requirements for Budget Year 2005-2006			
	Interest	Principal	Interest	Principal	Interest	Principal	Provision for Reserves	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
ELEMENTARY SCHOOL DISTRICTS								
San Mateo/Foster City (Series C) 1997	938,239 00	305,000 00	914,299 00	325,000 00	888,649 00	350,000 00	812,674 00	2,051 323 00
San Mateo/Foster City (Series A) 2001	787,370 00	265,000 00	768,120 00	285,000 00	747,470 00	305 000 00	693,398 00	1,745,868 00
San Mateo/Foster City (Series B) 2001	942,330 00	0 00	931,655 00	305,000 00	909,605 00	325,000 00	794,115 00	2,028 720 00
San Mateo/Foster City Refund Ser 2003	448,456 00	0 00	1 071,169 00	1,303,166 00	1,044,994 00	1,280,000 00	1 826 097 00	4,151,091 00
Woodside Elem Series 1999	278,828 00	65,000 00	273,578 00	85,000 00	-	-	-	-
Woodside Elem 2005 Refund Ser	-	-	-	-	202,396 00	150 000 00	293 906 00	646 302 00
TOTAL ELEM SCHOOL BONDS	16 082,647 00	6,090,000 00	17,101 886 00	9 973,166 00	17,204,964 00	10 220 000 00	21 429 361 00	48 854 325 00
HIGH SCHOOL DISTRICT BONDS								
Jefferson High (Series E) 1995	310,668 00	80,000 00	304,068 00	85 000 00	297,068 00	90,000 00	241,734 00	628,802 00
Jefferson High Refunding Ser A	1,301,664 00	380,000 00	1,279 814 00	390,000 00	1,256,840 00	405,000 00	662,135 00	2 323 975 00
Sequoia High (Series B) 1997	706,408 00	305,000 00	691,838 00	315,000 00	676,680 00	330,000 00	679,463 00	1,686,143 00
Sequoia High (Series C) 1997	568,925 00	230,000 00	567,763 00	240,000 00	546,125 00	250 000 00	535,094 00	1 331,219 00
Sequoia High (Series A) 2000	1,531,750 00	255,000 00	1,504,625 00	520,000 00	1,467,350 00	545,000 00	1,299 138 00	3,311,488 00
Sequoia High (Series B) 2000	2,490,244 00	0 00	2,716,630 00	0 00	2,708,305 00	740,000 00	2,109 990 00	5 558 295 00
Sequoia High (Refunding Ser 2003	332,308 00	0 00	735,365 00	380,000 00	716,378 00	395,000 00	773 350 00	1,884 728 00
Sequoia High Ser 2005	0 00	0 00	0 00	0 00	766 646 00	0 00	1,686,951 00	2 453,597 00
San Mateo High (Ser A) 2000	2 854 394 00	2,590,000 00	2,435 921 00	2,960,000 00	0 00	0 00	0 00	0 00
San Mateo High (Ser B) 2000	237,750 00	150,000 00	234,750 00	150,000 00	213,188 00	1,605 000 00	1 946,543 00	3 764 731 00
San Mateo High (Series C 02000	0 00	0 00	588,047 00	0 00	592,039 00	95,000 00	450 545 00	1,137 584 00
San Mateo High 2004 Refunding	0 00	0 00	0 00	0 00	2,448,493 00	1,970,000 00	2,644 397 00	7 062 890 00
TOTAL HIGH SCHOOL BONDS	10,334,111 00	3,990,000 00	11,058,821 00	5,040,000 00	11 689,112 00	6,425,000 00	13,029,340 00	31 143 452 00
UNIFIED SCHOOL DIST BONDS								
Cabrillo Unified (Series A) 1996	670 018 00	1,355,000 00	601,335 00	1 535,000 00	522,110 00	1 730 000 00	2,184,863 00	4 436 973 00
South San Francisco (Series A) 1997	391,370 00	90,000 00	387,438 00	95 000 00	383,195 00	100,000 00	295,498 00	778 693 00
South San Francisco (Series B) 1997	735,435 00	100,000 00	728,235 00	100,000 00	721,035 00	100,000 00	458 717 00	1 279 752 00
South San Francisco (Series C) 1997	643 896 00	181,104 00	246 730 00	668 270 00	319,726 00	690 275 00	1 105,000 00	2 115,001 00
TOTAL UNIFIED SCHOOL BONDS	2,440,719 00	1,726,104 00	1,963,738 00	2,398,270 00	1,946,066 00	2 620 275 00	4 044,078 00	8 610,419 00
COMMUNITY COLL DIST BOND								
SM Jr College Bond (Ser A) 2002	3,556,653 00	2,335,000 00	3,469,803 00	3,455,000 00	3,359,403 00	3,905,000 00	3,045,414 00	10,309 817 00
SM Jr College Bond (Ser B) 2005	0 00	0 00	0 00	0 00	2,077,654 00	0 00	2,056,244 00	4,133 898 00
TOTAL COMM COLL DIST BOND	3,556,653 00	2,335 000 00	3,469,803 00	3,455,000 00	5,437,057 00	3,905,000 00	5 101,658 00	14,443 715 00
GRAND TOTAL	32 414 130 00	14,141,104 00	33 594,248 00	20 866 436 00	36 277,199 00	23 170,275 00	43,604,437 00	103 051,911 00

County of San Mateo
STATE OF CALIFORNIA
DEBT SERVICE REQUIREMENTS DETAIL
FOR BOND ISSUES OF SPECIAL DISTRICTS
FOR FISCAL YEAR 2005-2006

Available Financing						Amount to be Raised by Current Property			
Fund Balance as of June 30,2005 (10)	Less Reserved Amounts		Fund Balance Unreserved Undesignated (13)	Estimated Additional Financing Sources (14)	Total Available Financing (15)	Tax Levy			
	Interest & Principal Due & Unpaid June 30,2005 (11)	Uncancelled General Reserve (12)				Total (16)	Unsecured (17)	Secured (18)	
4 177,095 00			4 177 095 00		4 177,095 00	5,799,907 00	269 011 00	5,530,896 00	0 0382
260,000 00			260,000 00		260,000 00	386,302 00	0 00	386 302 00	0 0221
21,483,810 00			21,483,810 00		21 483 810 00	27,370,515 00	1 204,312 00	26 166,203 00	
1 161 045 00			1 161 045 00		1 161,045 00	1 791 732 00	78 268 00	1 713,464 00	0 0153
6,449,117 00			6 449 117 00		6,449,117 00	9,776,353 00	303,244 00	9 473 109 00	0 0223
5 628 021 00			5 628,021 00		5 628,021 00	6 337 184 00	313,117 00	6 024 067 00	0 0174
13 238 183 00			13,238,183 00		13 238,183 00	17,905,269 00	381,512 00	17 523 757 00	
2,352,772 00			2,352 772 00		2 352 772 00	2,084,201 00	32,634 00	2,051 567 00	0 0523
2 118 751 00			2 118 751 00		2,118 751 00	2,054 695 00	257,478 00	1,797 217 00	0 0182
4 471 523 00			4,471 523 00		4,471 523 00	4,138,896 00	290 112 00	3,848 784 00	
7 269,713 00			7 269,713 00		7 269,713 00	7,174,002 00	507080 00	6,666,922 00	0 0065
7 269 713 00			7,269,713 00		7 269,713 00	7,174 002 00	507,080 00	6,666,922 00	
46,463 229 00			46,463,229 00		46 463,229 00	56,588,682 00	2,383,016 00	54 205,666 00	

ELEMENTARY SCHOOL DISTRICTS

- 111 -

			TOTAL	ISSUED DURING <u>YEAR</u>	REDEEMED DURING <u>YEAR</u>	(MEMO ONLY) MATURED & <u>UNREDEEMED</u>	OUTSTANDING TOTAL	DISTRICT <u>TOTAL</u>
			<u>06-30-04</u>				<u>06-30-05</u>	
Redwood City	Senes	A	1996	40,775,195			39,740,195	
Redwood City	Senes	A	2002	21,999,968	(1,035,000)		21,954,968	61,695,163
San Bruno	Senes	A	1998	12,239,734	(855,000)		11,384,734	
San Bruno	Senes	B	1998	7,754,644	(30 000)		7,724 644	
San Bruno	Senes	C	1998	6,754 189	(160 000)		6,594,189	25 703 567
San Carlos	Senes	A	1997	250,000			250,000	
San Carlos	Senes		2005	21,415,000			21,415,000	21,665,000
San Mateo/Foster City	Senes	A	1997	9,950,000	(220,000)		9,730,000	
San Mateo/Foster City	Senes	B	1997	14,060,000	(285 000)		13,775,000	
San Mateo/Foster City	Senes	C	1 887	17,655,000	(325 000)		17,330,000	
San Mateo/Foster City	Senes		2001	15 735,000	(285,000)		15,450,000	
San Mateo/Foster City	Senes	A	2002	18 675,000	(305,000)		18 370,000	101,035,000
San Mateo/Foster City	Senes		2003	27,305,000	(925,000)		26,380,000	
Woodside Refunding	Senes	C	2005	5,415,000			5,415,000	5 415 000
TOTAL- ELEMENTARY SCHOOLS				19,996,002	(8 835 000)	0	425,831 881	425,831,881

Entity	Series	Year	Value	Value
Jefferson Union High	Series E	1995	5,335,000	(85,000)
Jefferson Union High	Series A	2000	20,325,000	(390,000)
San Mateo High	Series A	2000	49,846,152	(150,000)
San Mateo High	Series C	2000	27,503,798	
San Mateo High Refunding	Series	2005	55,960,000	
				5,250,000
				19,935,000
				25,185,000
				49,696,152
				27,503,798
				55,960,000
				133,159,950

JUNE 30, 2005

UNITED SCHOOLS

SMC COMMUNITY COLL DIST

Series	A 2000		A 2005	
San Mateo Jr College	94,540,613	(3,455,000)		91,085,613
San Mateo Jr College	69,995,132	0		69,995,132
GRAND TOTAL	877,213,000	100,956,002	(16,768,270)	961,400,732

F:\Users\Singh\Tax\Bonds04-05.xls

This page intentionally left blank