

## SHARED VISION / SHARED COMMITMENT



COUNTY OF SAN MATEO

FY 2017-18  
FY 2018-19

RECOMMENDED BUDGET



# COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

## RECOMMENDED BUDGET



## BOARD OF SUPERVISORS

DAVE PINE, 1ST DISTRICT

CAROLE GROOM, 2ND DISTRICT

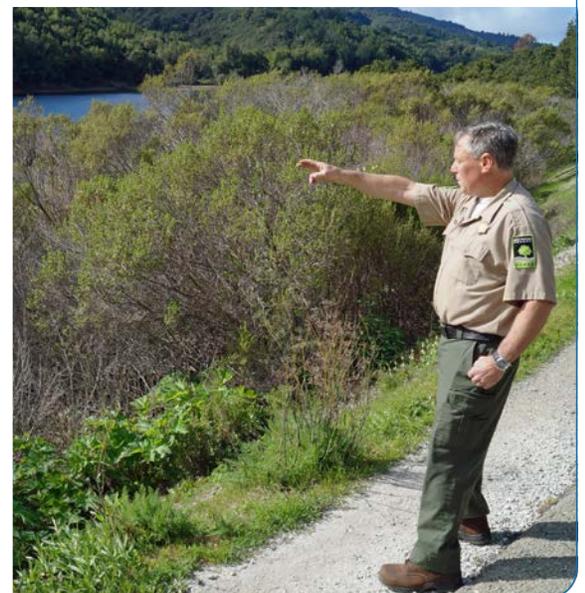
DON HORSLEY, 3RD DISTRICT

WARREN SLOCUM 4TH DISTRICT

DAVID CANEPA, 5TH DISTRICT

RECOMMENDED BY:

JOHN L. MALTBIE, COUNTY MANAGER



# COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

## RECOMMENDED BUDGET

### RECOMMENDED BY:

**JOHN L. MALTBIÉ,  
COUNTY MANAGER**

**MICHAEL CALLAGY,  
ASSISTANT COUNTY MANAGER**

**REYNA FARRALES,  
DEPUTY COUNTY MANAGER**

**PEGGY JENSEN,  
DEPUTY COUNTY MANAGER**

### PREPARED BY THE COUNTY MANAGER'S OFFICE

**JIM SACO  
*Budget Director***

**ROBERT MANCHIA  
*Budget Director (Interim)***  
Revenue / Budget Forecasting  
Debt Financing  
Budget System Replacement\*\*  
Mid-Year Report\*\*

**HEATHER LEDESMA  
*Principal Management Analyst***  
County Support of the Courts\*  
Health System  
Non-Departmental Services  
Private Defender Program  
Center for Continuous Process Improvement\*\*  
Budget Production\*\*  
Socrata Administrator\*\*

**MATTHEW CHIDESTER  
*Principal Management Analyst***  
Construction Funds  
Department of Public Works  
Capital Projects  
5-Year Capital Improvement Plan\*\*  
Project Development Unit  
County Library (Co-Lead)  
Budget Production\*\*  
Big Lift\*\*

**ALISON HOLT  
*Management Analyst***  
Coroner's Office  
District Attorney  
Fire Protection / CSA #1  
Message Switch  
Probation Department  
Sheriff / Office of Emergency Services  
Public Safety Communications  
Measure K\*\*  
AB109\*\*  
Community Vulnerability Index\*\*  
BRASS Administrator\*\*

**ROLANDO JORQUERA  
*Management Analyst***  
Assessor-County Clerk-Recorder  
Controller's Office  
County Counsel  
Information Services Department  
Treasurer- Tax Collector  
5-Year Technology Improvement Plan\*\*  
Recommended Budget\*\*  
Student Consultants Program\*\*

**MICHAEL LEACH  
*Management Analyst***  
Department of Child Support Services  
First 5 Commission  
Human Services Agency  
Retirement (SamCERA)  
Children's Budget\*\*

**SOPHIE MINTIER  
*Management Analyst***  
Department of Housing  
LAFCo\*  
Office of Sustainability  
Parks Department, Parks Fund, Coyote Point  
Planning and Building Department  
Real Property Services

**ALICIA GARCIA  
*Management Analyst***  
Agricultural Commissioner / Sealer  
Board of Supervisors  
County Manager's Office  
County Library (Co-Lead)  
Human Resources Department  
Grand Jury\*/\*\*

**MICHAEL BOLANDER  
*Financial Services Manager II***  
BRASS Administrator\*\*  
Office of Sustainability\*/CMO\*/BOS\*/  
County Fire- CSA 1\*

**JOY LIMIN  
*Senior Accountant***  
Trial Court Funding  
Fiscal Support for Office of Sustainability/ CMO/ BOS/  
Non-Departmental

**DIVINA NICADO  
*Fiscal Office Specialist***  
Fiscal Support for Fire, CSA #1 and Coroner's Office

**INTERGOVERNMENTAL & PUBLIC AFFAIRS**  
Connie Juarez-Diroll, Michelle Durand

**CONTROLLER'S OFFICE**  
Ngoc Nguyen

**SPECIAL THANKS TO:**  
Finite Matters Limited,  
Cartwright Design Studio

\*Fiscal Officer assignment

\*\*Project Manager assignment



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of San Mateo  
California**

For the Biennium Beginning

**July 1, 2015**

*Jeffrey R. Esser*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **County of San Mateo, California** for its biennial budget for the biennium beginning **July 1, 2015**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



*Leaders at the Core of Better Communities*

This  
Certificate of Excellence

is presented to

*San Mateo County, CA*

for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented at the 102nd ICMA Annual Conference  
Kansas City, Missouri  
26 September 2016

ROBERT J. O'NEILL JR.  
ICMA EXECUTIVE DIRECTOR

PATRICIA E. MARTEL  
ICMA PRESIDENT

## A Special Thank You to Jim Saco for 30 Years of Outstanding Public Service



James N. Saco joined the County of San Mateo as an Accountant with the County Clerk-Recorder's Office in 1987. He joined the County Manager's Office in 1997, where he served as a Principal Management Analyst and Assistant Budget Director. In 2006, Jim became the County of San Mateo's Budget Director. In this capacity, Jim oversaw the County's new two-year budget process, forecasted countywide revenues and expenditures, coordinated the issuance of construction debt, and managed the advanced paydown of unfunded pension liabilities. Jim Saco will officially retire on March 31, 2018.

Jim is one of the most beloved County employees because of his strong work ethic, knowledge, sense of humor, and kindness. This FY 2017-19 Recommended Budget is being submitted in his honor.

Jim, we wish you a well-deserved, happy retirement.

**FISCAL YEAR 2017-19  
RECOMMENDED BUDGET**

**TABLE OF CONTENTS**

|                                       | <b><u>PAGE</u></b> |
|---------------------------------------|--------------------|
| County Manager's Budget Message ..... | A-1                |
| Shared Vision 2025.....               | A-11               |
| STARS Awards .....                    | A-37               |
| County Profile .....                  | A-41               |

**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 Funds .....    | B-11 |
| All Funds Summary .....                          | B-12 |
| General Fund Summaries .....                     | B-13 |
| Capital Projects Summary.....                    | B-19 |
| IT Project Summary.....                          | B-31 |
| Revenues by Type .....                           | B-35 |
| Expenditures by Type.....                        | B-48 |
| Changes in Projected Fund Balance.....           | B-49 |
| Authorized Position Summary .....                | B-51 |
| Supplemental Information .....                   | B-56 |
| Budget Balancing Principles.....                 | B-65 |
| Long-Term Financial Policies.....                | B-69 |
| County Budget Process.....                       | B-75 |

**CRIMINAL JUSTICE**

|                                   |      |
|-----------------------------------|------|
| Criminal Justice Summary .....    | 1-1  |
| Sheriff's Office.....             | 1-3  |
| Message Switch .....              | 1-39 |
| Probation Department .....        | 1-43 |
| District Attorney's Office .....  | 1-63 |
| Private Defender Program.....     | 1-71 |
| County Support of the Courts..... | 1-75 |
| Coroner's Office .....            | 1-79 |

**HEALTH SERVICES**

|                                |      |
|--------------------------------|------|
| Health Services Summary.....   | 2-1  |
| Health System.....             | 2-3  |
| First 5 San Mateo County ..... | 2-85 |

# FISCAL YEAR 2017-19 RECOMMENDED BUDGET

## TABLE OF CONTENTS

|  | <u>PAGE</u> |
|--|-------------|
| <br><b><u>SOCIAL SERVICES</u></b>                    |             |
| Social Services Summary .....                        | 3-1         |
| Human Services Agency .....                          | 3-3         |
| Department of Child Support Services .....           | 3-41        |
| <br><b><u>COMMUNITY SERVICES</u></b>                 |             |
| Community Services Summary .....                     | 4-1         |
| Planning and Building Department .....               | 4-3         |
| Local Agency Formation Commission .....              | 4-23        |
| Parks Department .....                               | 4-29        |
| County Library .....                                 | 4-53        |
| Office of Sustainability .....                       | 4-63        |
| Department of Public Works .....                     | 4-95        |
| Capital Projects .....                               | 4-145       |
| Accumulated Capital Outlay Fund .....                | 4-155       |
| Courthouse Construction Fund .....                   | 4-159       |
| Criminal Justice Construction Fund .....             | 4-163       |
| Other Capital Construction Fund .....                | 4-165       |
| Real Property Services .....                         | 4-171       |
| Agricultural Commissioner / Sealer .....             | 4-179       |
| Public Safety Communications .....                   | 4-189       |
| Structural Fire .....                                | 4-199       |
| Fire Protection Services .....                       | 4-204       |
| County Service Area #1 .....                         | 4-208       |
| Department of Housing .....                          | 4-212       |
| <br><b><u>ADMINISTRATION AND FISCAL SERVICES</u></b> |             |
| Administration and Fiscal Services Summary .....     | 5-1         |
| Board of Supervisors .....                           | 5-3         |
| County Manager/Clerk of the Board .....              | 5-9         |
| Assessor-County Clerk-Recorder .....                 | 5-31        |
| Controller's Office .....                            | 5-51        |
| Treasurer-Tax Collector .....                        | 5-73        |
| Retirement Office (SamCERA) .....                    | 5-89        |
| County Counsel's Office .....                        | 5-93        |
| Human Resources Department .....                     | 5-101       |
| Information Services Department .....                | 5-129       |
| Grand Jury .....                                     | 5-153       |
| Non-Departmental Services .....                      | 5-157       |
| Debt Service Fund .....                              | 5-163       |

FISCAL YEAR 2017-19  
RECOMMENDED BUDGET

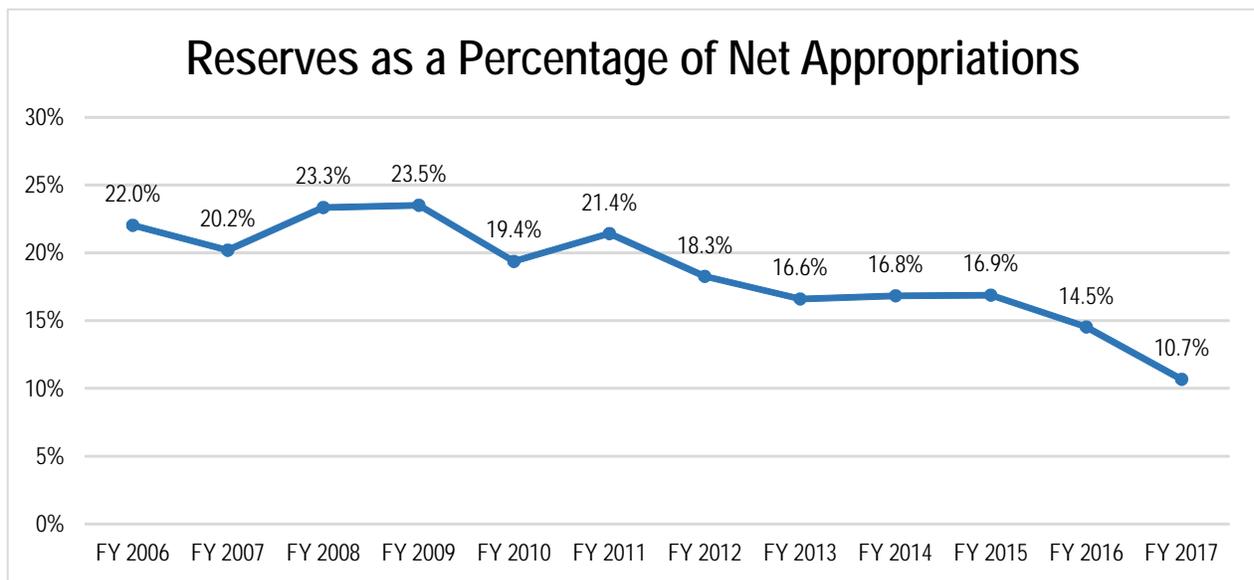
TABLE OF CONTENTS

|  | <u>PAGE</u> |
|--|-------------|
| <u>BUDGET UNIT AND PROGRAM SUMMARIES</u> ..... | 6-1         |
| <u>GLOSSARY OF BUDGET TERMS</u> .....          | 7-1         |

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## Honorable Board of Supervisors,

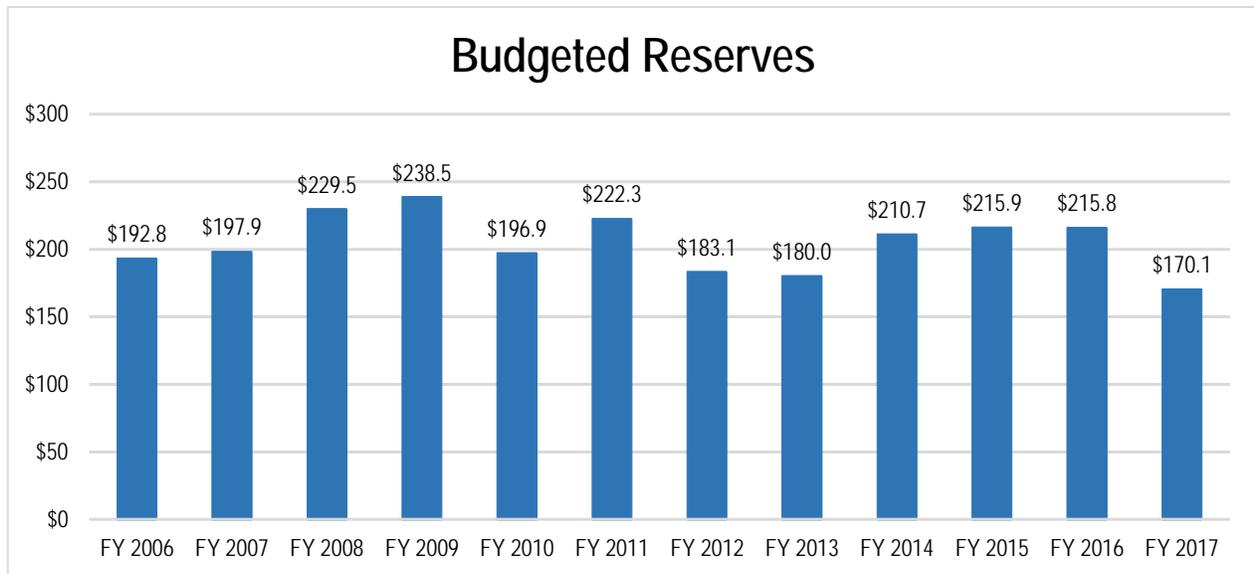
I am pleased to submit the Recommended Budget for FYs 2017-19 to the Board of Supervisors and to report that the County's fiscal position remains strong. Projected reserves and contingencies are above the 10 percent required by Board policy. Having said that, I am concerned that the General Fund Contingencies/Departmental Reserves are declining due to significant one-time spending over the past several years for capital projects, as well as loans and contributions to outside agencies. The good news is that these are one-time outlays. Perhaps of greater concern moving forward is to control the cost of ongoing expenditures. Though this budget includes moderate position growth, there has been a significant increase in General Fund positions since the County recovered from the Great Recession, with 477 authorized positions being added between FY 2011-12 and FY 2016-17. This has all but eliminated the County's structural surplus. It will be important for the County to control the growth of ongoing costs.



While all the economic indicators for the County remain positive, we are in one of the longest sustained grow cycles of the post-war era. A recession is inevitable and the County needs to be prepared. Moreover, the uncertainty involving federal funding for health and human service programs and the social and economic disruption that may result from the new Administration's immigration policies have yet to be felt locally.

Deepak Chopra once wrote, "All great changes are preceded by chaos." Accordingly, these budgets reflect our best estimates of what is likely to happen, while preparing for the worst. This uncertainty has the greatest impact on the County's most vulnerable populations. These budgets include sufficient resources and reserves to maintain the present service levels for our most vulnerable populations while significantly increasing funding for affordable housing.

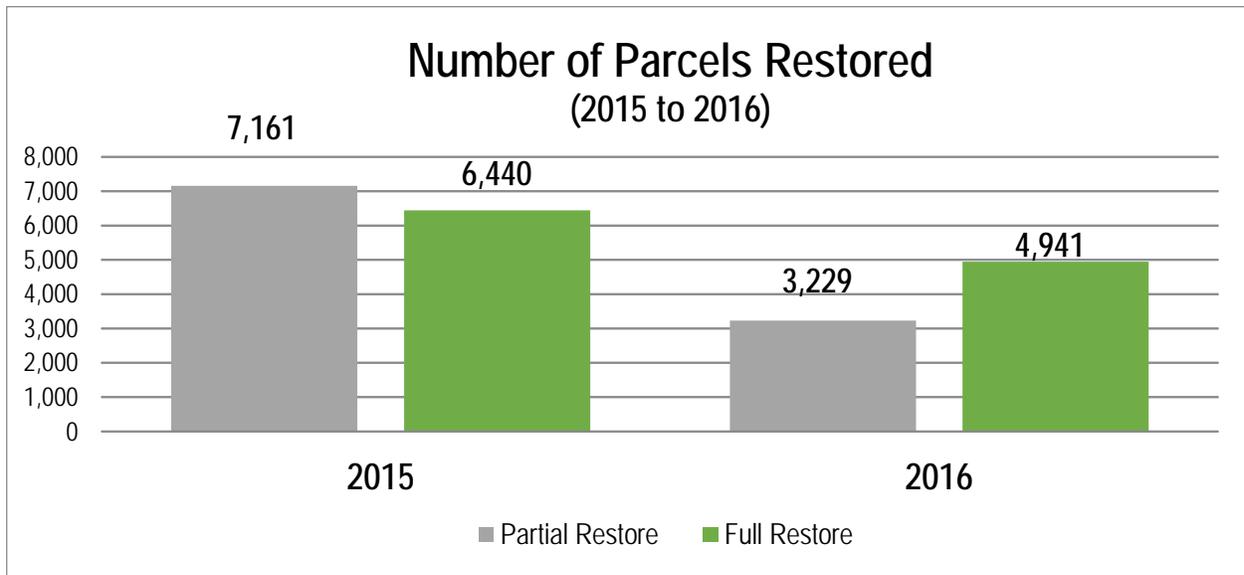
The total Recommended Budgets (All Funds) for FY 2017-18 are \$2.65 billion and for FY 2018-19 \$2.5 billion. These budgets include a modest increase of 14 positions over two years. The Recommended Budgets for the General Fund are \$1.7 billion in FY 2017-18 and \$1.6 billion in FY 2018-19. The decline in spending is primarily due to the elimination of significant one-time outlays in year two for capital construction and maintenance (\$41 million), IT projects (\$30 million), and loans and project contributions (\$32 million). Both budgets maintain General Fund Reserves and Contingencies slightly above the 10 percent required by Board policy to provide some flexibility to respond to future fiscal uncertainties.



### New Funding Demands

1. **Correctional Health:** In the aftermath of AB109, counties now are responsible for housing some inmates previously housed in State prisons. As a result, the average length of stay in County jails is much longer and there is greater need for more intensive treatment of mentally ill inmates. The County has responded to this need by opening 128 beds on the first floor at the Maple Street Correctional Center. In addition, this budget includes funds for expanding the number of treatment beds from 32 to 38 within the Behavioral Health Pod at the Maguire Correctional Facility. Finally, an Acute Psychiatric Lanterman Petris Short (LPS) Unit with 10 beds will be established at the Maguire facility to treat the acutely mentally ill. The cost of these changes is \$3.9 million in FY 2017-18 and \$6.1 million in FY 2018-19.
2. **In-Home Supportive Services (IHSS):** In December, counties were notified that the State was terminating the prior IHSS funding statute due to increasing costs. As a result, Aging and Adult Services estimated that the costs for this program would increase by \$6.9 million in FY 2017-18. In the May revise, the Governor is proposing to increase State IHSS funding over the next five years to cover some of the costs that would be shifted to counties. We have sufficient reserves in the IHSS Trust Fund to cover the estimated increase in the Net County Costs, \$980,973 in FY 2017-18, and \$1,991,306 in FY 2018-19, for this program during the next two years.
3. **Assessor / Elections Workload:** The Assessor projects that there will be an additional 12.3 million square feet of new development that is now under construction and will be completed over the next three years. Additionally, the Assessor estimates that failure to assess the value of this property and future construction, within the statutory time frame, could result in the loss of \$132.1 million to the property taxing jurisdictions in the county over the next 10 years. Due to this high level of construction activity and potential loss, it is recommended that one Principal Appraiser, one Auditor-Appraiser, and one Assessor Recorder Technician III be added to the Appraisal Services Program. The cost associated with these positions totals \$387,603.

In FY 2012-13, five Unclassified Appraiser II positions were added to reduce the Assessment Appeals backlog, which has since been reduced; therefore it is recommended that the Appraisal Services Program convert three out of the five Unclassified Appraiser II positions to three Senior Appraisers. The position count would remain unchanged for these conversions and the cost of the add/delete would be \$43,578. The Program would keep the remaining two Unclassified Appraiser II positions to assist with residential or small commercial projects. The additional cost for the positions can be partially offset by a 25 percent Property Tax Administration Fee reimbursement from other jurisdictions. Overall, Net County Cost would increase by about \$323,386 per year as a result of converting and adding the positions to the Appraisal Services Program.



There have been a number of significant changes to elections law—all mail ballot, even-year local elections, and accessibility for the disabled—putting a greater demand on the Elections Program. It is recommended that one Management Analyst and one Elections Specialist III be added. The two additional positions would provide management support and enable the program and department to begin focusing on succession planning. The cost of \$282,908 per year would largely be offset in FY 2017-18 by postponing the SharePoint Analysis. (Additions to the Appraisal and Elections budgets will be submitted as a June Revision.)

4. **Stormwater Compliance:** The San Francisco Bay Area Regional Water Quality Control Board has revised its runoff discharge regulations. The total cost to comply with the new requirements is \$2.6 million in FY 2017-18 and \$1.8 million in FY 2018-19. It is expected that these costs will average approximately \$2.8 million a year thereafter. Public Works costs for compliance will result in no increase in Net County Cost due to the new State Transportation Tax funding. This budget includes Net County Cost adjustments of \$506,000 in FY 2017-18 and \$299,000 in FY 2018-19 for the Parks and Planning and Building Departments.

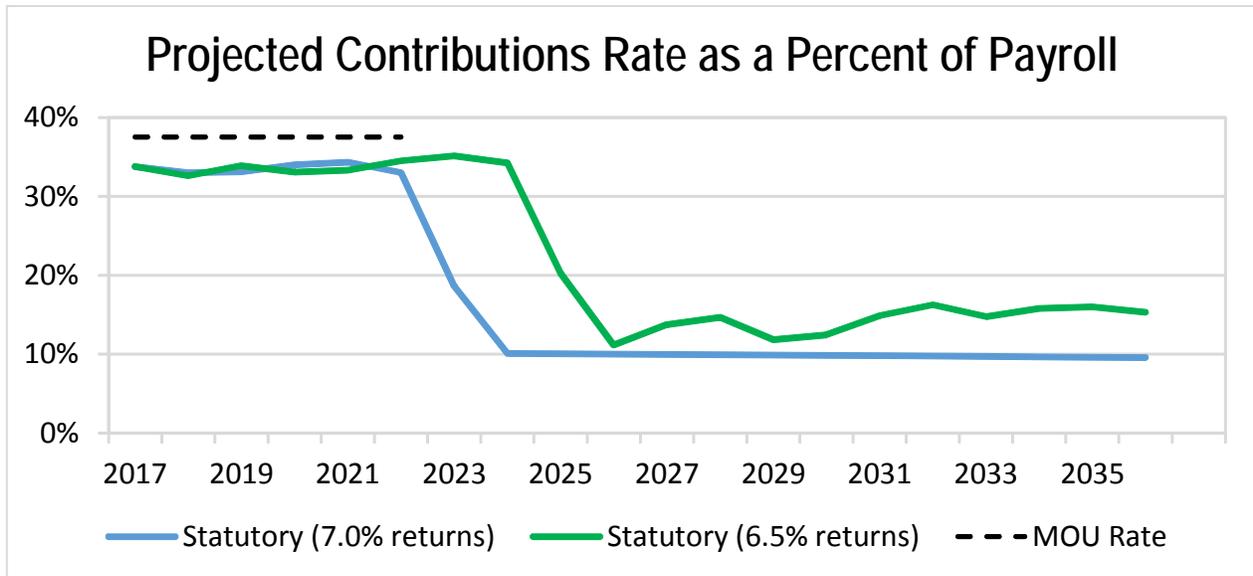
5. **Property Tax Systems Replacement:** The County's property tax systems are over 25 years old and in need of replacement. The systems are shared by the Assessor, Controller, and Treasurer-Tax Collector. The systems are critical to providing for the timely assessment, property tax collection, and distribution of receipts to the various property taxing jurisdictions in the County. Last year, \$2.3 billion was collected and allocated to these jurisdictions.

This budget includes \$14.7 million for the Treasurer-Tax Collector's new property tax system and \$3.1 million for enhancements to the Assessor's EZ Access System or new property tax system. The cost to replace the Assessor and Controller systems could exceed \$40 million. Both departments are developing cost estimates for their respective systems. Once the numbers are finalized, they will be included in future recommendations.

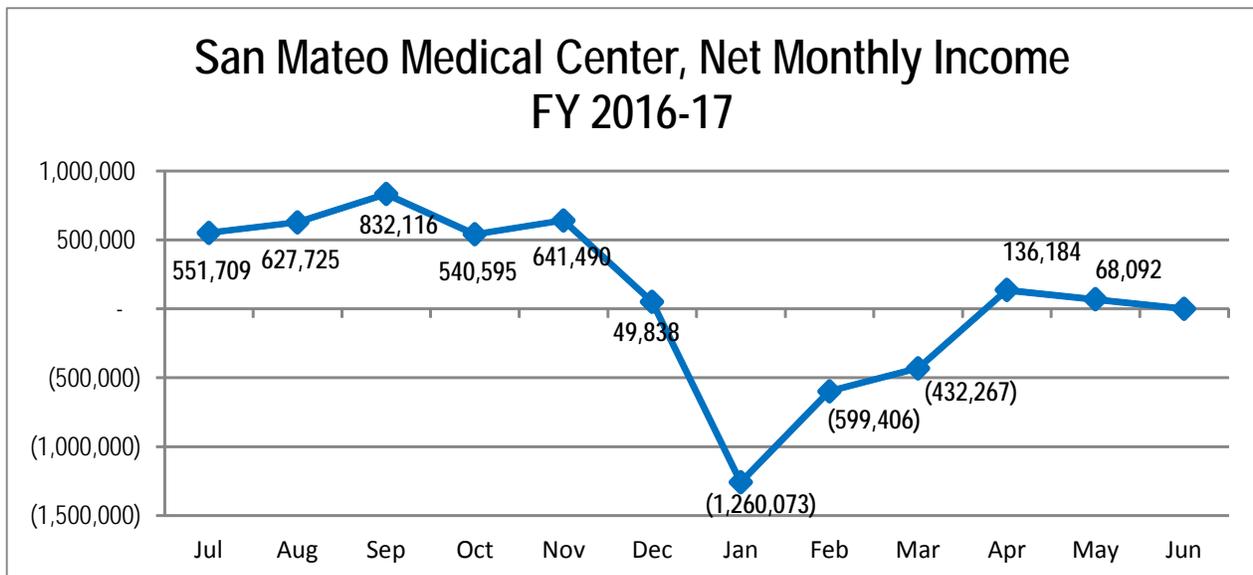
6. **Post-Employment Benefits:** The County remains on track to substantially reduce or eliminate its Unfunded Actuarial Accrued Liability (UAAL) by the end of FY 2022-23 and should see a substantial drop in its Annual Required Contribution (ARC).

The San Mateo County Employees Retirement Association (SamCERA) Board is considering a reduction of the earnings assumptions to 6.75 percent and a change in the method of calculating the generational mortality assumption. Together, these changes would result in a \$20 to 25 million increase in annual retirement costs.

Even with a lower earnings rate and changing the generational mortality assumptions, the County would still expect to realize a significant reduction from the current statutory rate of 33.9 percent to approximately 14 to 15 percent, beginning in FY 2023-24. Using \$500 million as the current benchmark for pensionable earnings, this should result in annual savings approaching \$90 million to \$100 million.



- Affordable Care Act (ACA): The future of the ACA is still very uncertain. The House has passed a replacement bill but it will likely be changed substantially in the Senate. At present, our best estimates are that any replacement in the next six to nine months will have little fiscal impact on the budget for the next two years that cannot be covered by San Mateo Medical Center (SMMC) and Measure K reserves. So for the next two years, we are assuming that the General Fund subsidy to the San Mateo Medical Center will remain at \$58.1 million a year. (This notwithstanding, it should be noted that recent SMMC financials have shown monthly deficits due to changes in the Health Plan of San Mateo's Medi-Cal reimbursement rates.)



We will continue to monitor the SMMC Enterprise Fund and keep the Board advised.

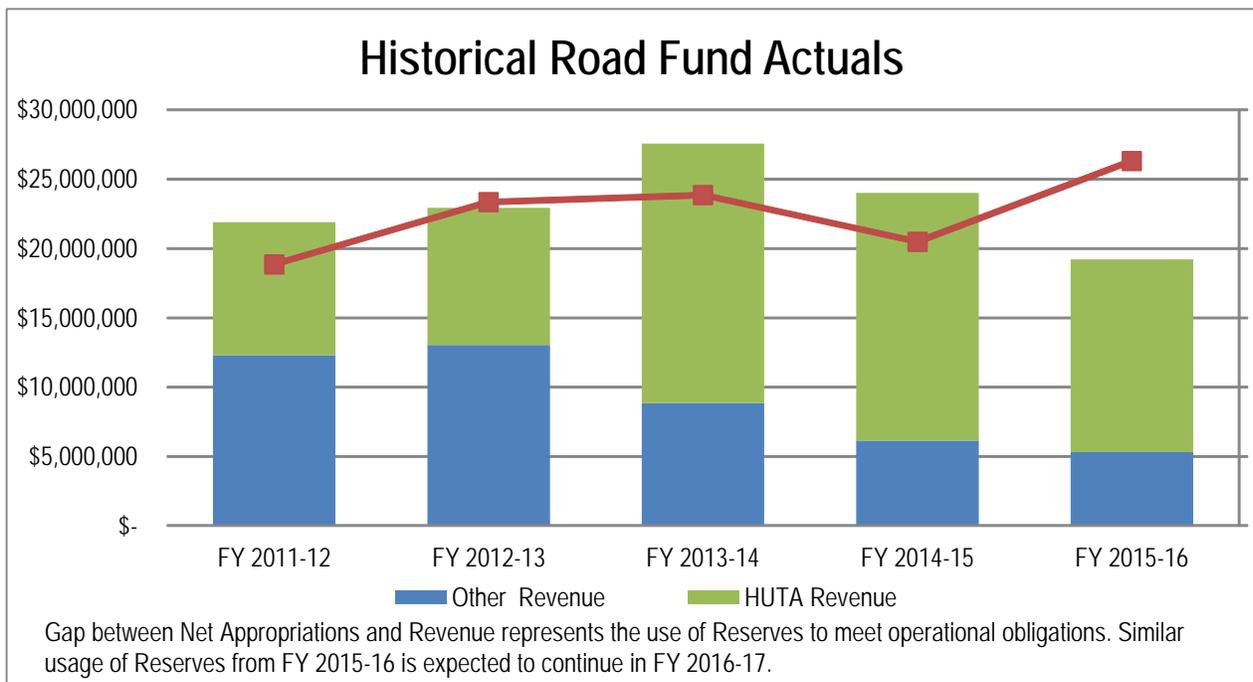
8. **Affordable Housing:** On May 16, 2017, the Board approved a Measure K allocation for affordable housing of \$40.5 million over two years with the possibility of increasing that amount by \$3.25 million if Peninsula Clean Energy repays its loan to the County early. All together, affordable housing will receive about 25 percent of Measure K appropriations over the next two years. Unlike in other counties, these funds come from existing resources, resulting in the reduction of Measure K contributions for other program and projects.

It is anticipated that these funds will support the construction of roughly 1,400 new housing units, which is a tiny fraction of the need for over 25,000 additional affordable housing units in the County. Not enough to change the trajectory of the increase in rents or housing costs. (Additions to the Housing Department budget will be submitted as a June Revision.)

### Investing in the Future

Franklin Delano Roosevelt once said, "The only limit to our realization of tomorrow will be our doubts of today." We are fortunate that the voters overwhelmingly extended Measure K for 20 years. That provides the resources to plan for replacement of aging County infrastructure and mission-critical technology.

AB 1 / SB 1, the Transportation Tax measures, were signed into law by the Governor on April 28, 2017. These measures are estimated to provide \$131 million in badly-needed funding for roads, bridges, and other transportation-related infrastructure over the next 10 years. As can be seen from the following chart, starting in FY 2015-16, the County has been spending down its Road Fund reserves to meet operational obligations no longer covered by existing revenues.



With the infusion of new gas tax revenues that are projected to be received beginning in late 2017 or early 2018, the fund is anticipated to stabilize. This will enable the County to improve driving and drainage conditions in the unincorporated area and address a backlog of deferred maintenance needs.

Five-year Capital and Information Technology Improvement Plans will be transmitted to the Board under separate cover, totaling more than \$500 million. Major capital projects for the first two years of the plan are included in the budgets for FY 2017-18 and FY 2018-19, including:

- 1) Regional Operations Center, \$55 million (under construction, FY 2017-18)
- 2) Animal Shelter, \$22 million (FY 2018-19)
- 3) Cordilleras County Mental Health Center, \$125.7 million (FY 2020-21)
- 4) San Mateo Medical Center Campus, \$120.8 million (FY 2021-22)
- 5) County Center Campus (COB3, parking structure, Lathrop House relocation), \$132.5 million (FYs 2017-21)
- 6) Repurpose "Old" Maguire Building, \$32 million (FY 2019-20)
- 7) Skylonda Fire Station, \$8.5 million (FY 2017-18)
- 8) Parks Repair and Improvements, \$16.8 million (FYs 2017-22)
- 9) Coastside Flooding / Environmental Protection, \$4 million (FY 2017-18)
- 10) CSA11 Water Supply, \$1.0 million (FY 2017-18)
- 11) San Carlos Airport Hangars, \$2.7 million (FY 2018-19)
- 12) IT Systems, \$52.7 million (\$22.1 million from departmental reserves) (FYs 2017-22)
- 13) Other Capital facilities and maintenance projects, \$30 million (FYs 2017-19)

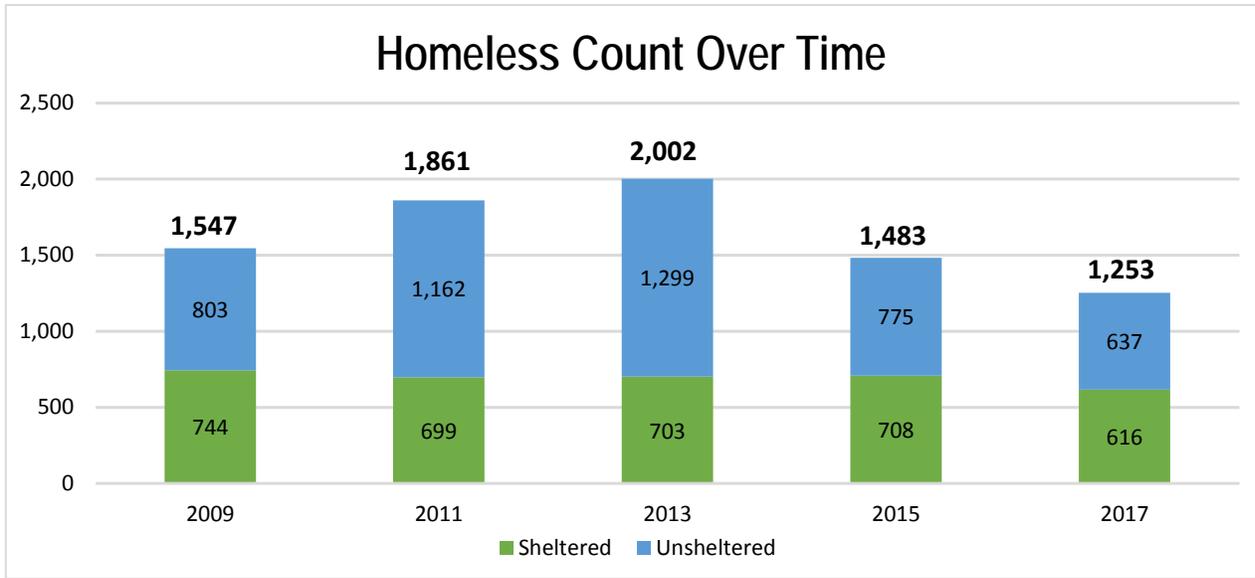
In addition, in FY 2017-19, the County is making contributions to capital projects with partner agencies, including \$12 million for the Half Moon Bay Library (\$6 million remaining County share, \$6 million loan to the City, re-appropriated from prior years), \$2.4 million for the San Mateo Event Center parking lot reconstruction, \$1.7 million loan for the Brisbane Library, and \$600 thousand to replenish reserves for the Crystal Springs Sanitation District.

Over the next two years, approximately 10 percent of new Measure K funds will be spent on capital and IT improvement projects.

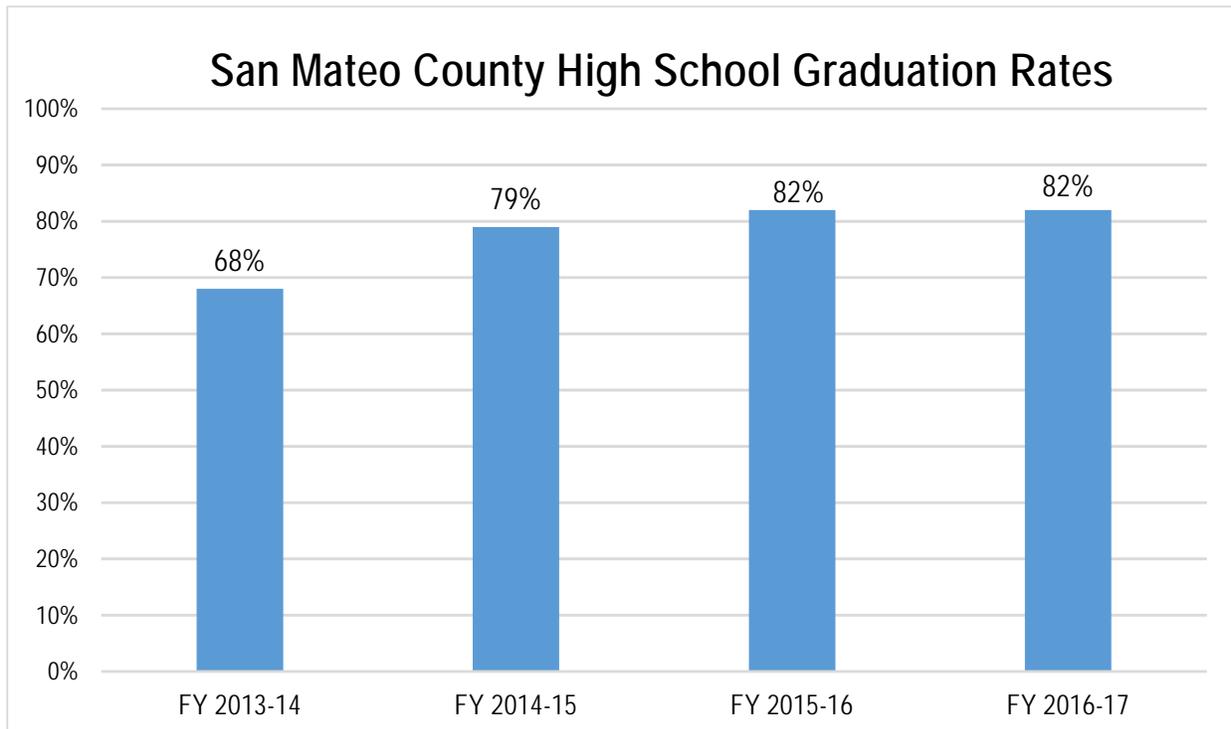
### **Investing in People**

John Kennedy once said, "If a free society cannot help the many who are poor, it cannot save the few who are rich." Two years ago, your Board set forth an agenda to end homelessness, help foster kids get a good start in life, and improve reading scores of third graders by 2020. I am pleased to report we are making good progress toward these goals.

The most recent homeless count showed a continued drop in the unsheltered homeless population:



The County is nearing functional zero for homeless families and veterans. There is \$6 million budgeted for a homeless shelter being planned for the eastside of Highway 101. The overall project cost is expected to be substantially higher. (At this time there are some unknowns to the project as the Human Services Agency is reassessing occupancy need, before the facility is built, while a possible land swap deal is being discussed with Redwood City.) The Recommended Budgets for the next two years include \$27 million for (\$13.4 million in FY 2017-18 and \$13.5 million in FY 2018-19) for homeless services such as coordinated entry, diversion services, rapid re-housing, employment, shelter options, outreach, and other safety net services via the Core Service Agencies. We are also making progress on insuring that all emancipated foster children graduate from high school or earn a GED and receive assistance in continuing their education or vocational training.



We have been working collaboratively between our departments (Housing, Mental Health, and Human Services Agency) to release a NOFA to procure and develop affordable units for foster youth in our communities. Other programs for assistance include education and employment services such as tutoring and mentorships to support these foster youth as they enter into adulthood.

The Big Lift's goal is to raise reading proficiency scores so that at least 80 percent of the County's third graders are reading at grade level by 2020. To date, the County has contributed over \$15 million in Measure K funds to this effort. The Recommended Budget for Measure K includes an additional \$5 million over the next two years. There are now seven school districts with over 10,500 children participating in high-quality preschool, summer enrichment, family engagement, and attendance programs.

The summer enrichment program partners with the San Mateo County Library System. Recent program evaluations have shown major improvements in children's reading retention ability after completing the summer program.

The Social Innovation Fund has committed \$7.5 million to the Big Lift for three years. Unfortunately, there are no funds in the new federal budget for this effort. To date, more than 68 percent of all funds committed to the Big Lift have come from the County and the Social Innovation Fund. To be successful, the Big Lift needs to identify long-term, sustainable funding from our other partners: the Silicon Valley Community Foundation and the County Office of Education - as well as other stakeholders in this effort.

### **Conclusion**

I am constantly reminded of the uniqueness of San Mateo County. The vibrant economy brimming with innovation and energy, a climate and geography second to none, and citizens who are enlightened and engaged. Of course, there are problems: high housing costs, traffic congestion and growing income disparity, but what sets us apart is our ability to come together in the search for real solutions by engaging the entire community in the process. We understand that our success is a result of contributions made over many years by many people and that it should be shared by all who are willing to work for the betterment of the community.

The aftermath of the 2016 Presidential Election has revealed great differences in how people in different regions view our Country and its future. As author and sociologist Peter L. Berger wrote, "The basic fault lines today are not between people with different beliefs, but between people who hold those beliefs with an element of uncertainty and people who hold those beliefs with the pretense of certitude." What this has underscored for me is that the fiscal and political realities of this time mean that we are going to have to solve our problems without much help from outside the Bay Area.

The Recommended Budgets for the next two years fund programs that protect our most vulnerable citizens, advance the education of our children, and create opportunities for everyone to succeed. We do this by engaging the community in this work with the realization that through this collaboration meaningful, sustainable solutions can be achieved.

This budget will mark Jim Saco's final budget with the County. I want to thank him for his 30 years of dedicated service to the people of San Mateo County. He leaves this County in sound fiscal condition. Thank you Jim, and best wishes in your retirement. I also want to welcome Robert Manchia to his new role as County Budget Director. My thanks also to Jim's staff, Heather Ledesma, Matthew Chidester, Alicia Garcia, Alison Holt, Rolando Jorquera, Michael Leach, Sophie Mintier, and Paniz Amirasiri, who work so hard on the budget and so many other projects throughout the year. Good decisions are based on good information, and they are the staff who always insure we have that information. I also want to thank Mike Callagy; Reyna Farrales; Peggy Jensen; Michelle Durand and her team of Marshall Wilson, Christa Bigue, and Eric Forgaard; and Connie Juarez-Diroll for their guidance in preparing this budget. My appreciation also to our outstanding support staff of Betsy Jack, Kim Hurst, Sukhmani Purewal, Sherry Golestan, Raquel Barrades, and Fresia Limin.

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Finally, I want to acknowledge the ongoing direction of the Board of Supervisors in the development of sound policies to meet the challenges we face and your confidence in your management team to execute these policies. I feel very blessed in being asked to return to the County and work with your Board. I am reminded of what Theodore Roosevelt said years ago, "Far and away the best prize that life has to offer is the chance to work hard at work worth doing."

Sincerely,



John L. Maltbie,  
County Manager

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## SHARED VISION 2025

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

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

### Healthy and Safe Community

- Reduce Crime
- Increase Life Expectancy

### Prosperous Community

- Improve Housing Affordability and Basic Needs
- Close Education Achievement Gaps

### Livable Community

- Make Transit More Accessible
- Increase Community Engagement

### Environmentally Conscious Community

- Reduce Greenhouse Gas Emissions
- Conserve and Protect Natural Resources

### Collaborative Community

- Responsive, Effective, and Collaborative Government

## SHARED VISION 2025

### Nine Community Impact Goals



## Clear Line of Sight – Goal Alignment

Individual Contribution to Community Goals



To make Shared Vision 2025 a reality, the County creates a clear line of sight that connects individual contributions to the most important goals in the community. The County Manager’s Office continues to work together with departments to foster a performance management culture that:

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

## SMC Performance Dashboards

Community Impact Measures

<https://performance.smcgov.org>



### External Dashboards

- Shared Vision 2025
- SMC Performance
- Measure K
- Open Data Portal
- Other Dashboards
- External Data Sources



### Internal Dashboards

- Operational Metrics
- Departmental Performance
  - Outcomes
  - Productivity/Efficiency
  - Customer Satisfaction
  - Benchmarks
  - People Management
- Manager/Supervisor Goals
- Staff Goals

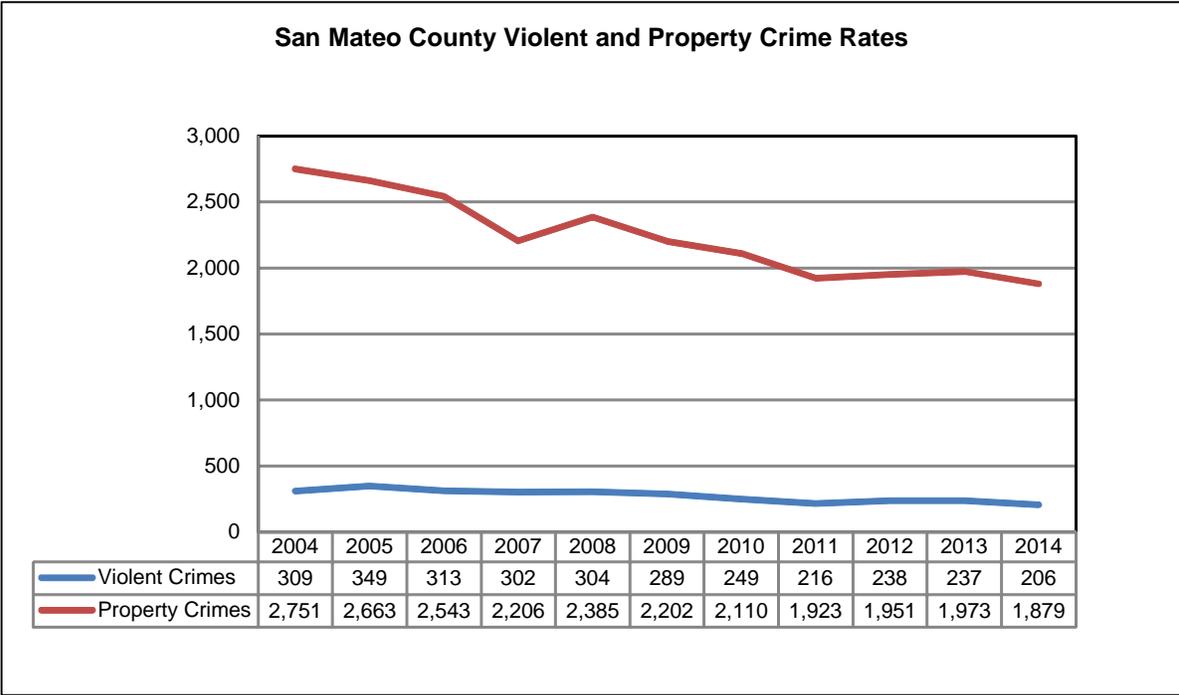


### HEALTHY AND SAFE COMMUNITY

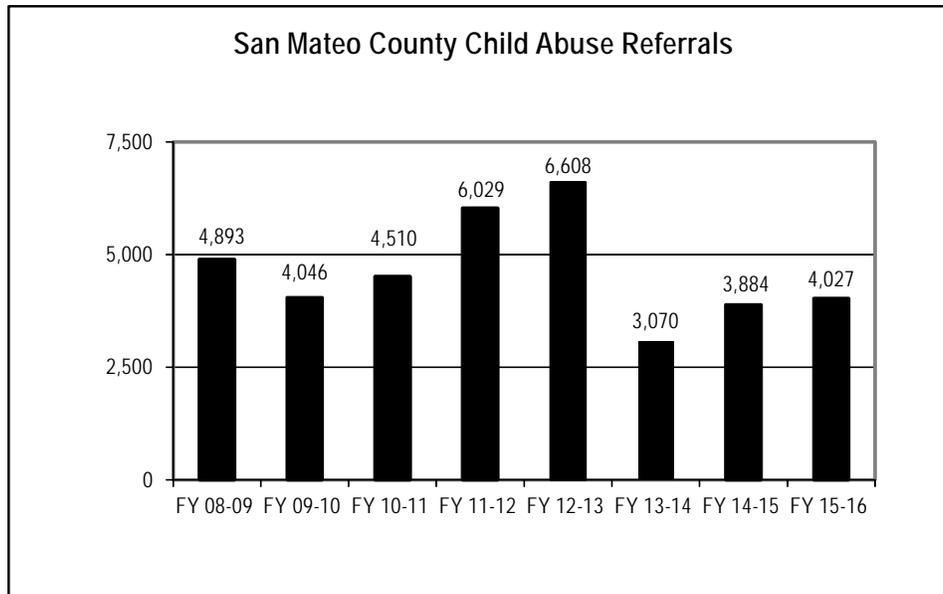
Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

**Community Impact Goals:**

- 1. Reduce crime
- 2. Increase life expectancy



Source: San Mateo County Sheriff's Office / Department of Justice



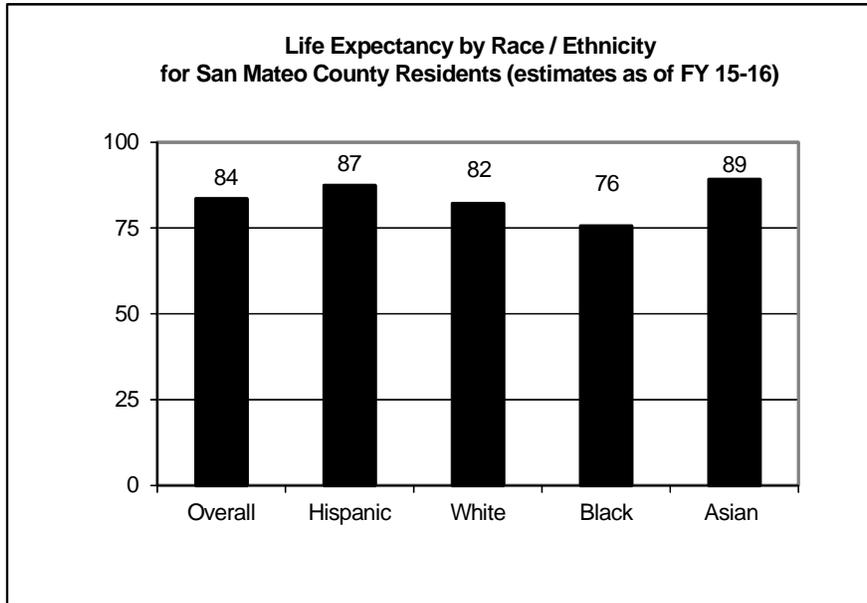
Source: San Mateo County Human Services Agency

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

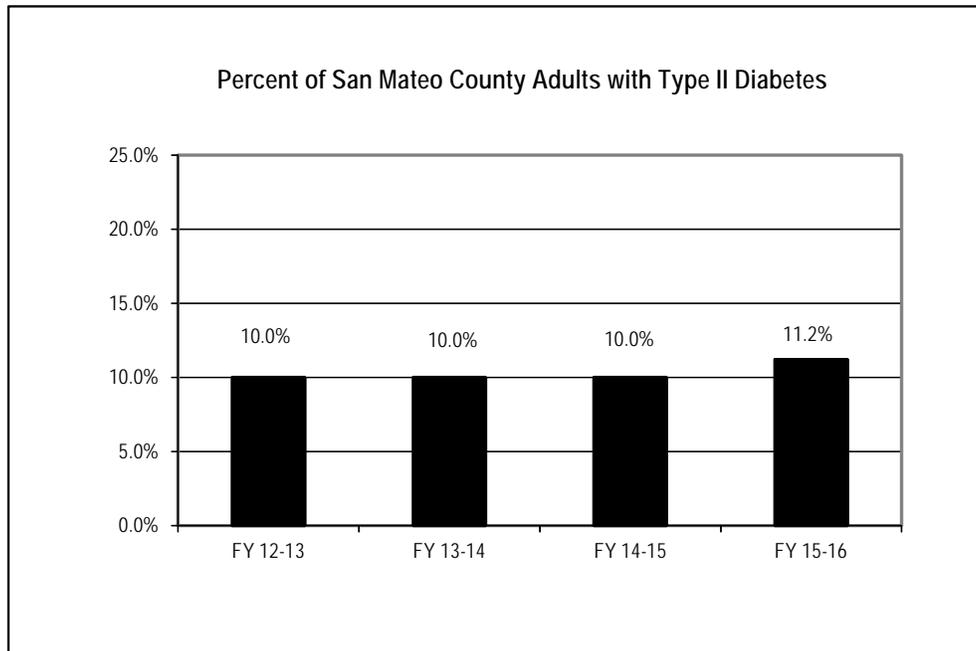
- Support formerly incarcerated individuals in the community so they can become self-sufficient with stable housing, basic needs, employment and healthcare
- Collaborate with community partners to provide effective supervision for medium and high risk AB109 supervisees
- Place eligible offenders in appropriate alternatives to custody in a timely manner
- Track and measure outcomes to ensure continued reduction in recidivism
- Target prevention and early intervention strategies in high violent crime rate areas
- Utilize technology within the community to more quickly solve crimes
- Invest in assessments of at-risk families
- Identify ways to more aggressively intervene in mental health cases
- Educate and engage residents in programs to keep their neighborhoods safe
- Ensure school safety and reduce truancy through mental health services, stakeholder outreach and collaboration, and teacher and parent education
- Target prevention and early intervention strategies in areas with higher rates of child abuse and out of home placements
- Address the complex needs of commercially sexually exploited children
- Increase coordination of health care for children and youth in foster care
- Expand Family Resource Centers to prevent child maltreatment
- Provide trauma-informed therapy for all victims of child abuse

| Key Performance Measures   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>Public Safety Dispatch:</b> High Priority calls dispatched within established timeframes  | 79%                  | 76%                  | 80%                    | 80%                  | 80%                  |
| <b>Sheriff Patrol:</b> Average response time for priority one calls (emergency calls, armed robbery, major in- progress calls) for urban/rural areas (in minutes) <sup>1</sup>     | ---                  | ---                  | 8.38                   | 8.00                 | 8.00                 |
| <b>Adult Services (Probation):</b> Percent of adult probationers completing probation without new sustained law violation  | 69%                  | 78%                  | 78%                    | 69%                  | 69%                  |
| <b>Realignment (Probation):</b> Percent of realignment offenders without new felony law violations   | 77%                  | 85%                  | 79%                    | 70%                  | 70%                  |
| <b>Juvenile Hall (Probation):</b> Percent of juvenile probationers completing probation without new sustained law violations   | 80%                  | 86%                  | 81%                    | 80%                  | 80%                  |
| <b>Children &amp; Family Services (Human Services Agency):</b><br><br>Rate of child abuse reports per 1,000 children:<br><br>Rate of substantiated allegations per 1,000 children: | 27.3<br><br>2.5      | 24.3<br><br>2.4      | 24.3<br><br>2.4        | 25.8<br><br>2.3      | 25.8<br><br>2.3      |
| <b>Children &amp; Family Services (Human Services Agency):</b> Percent of children who exited to a permanent home within 12 months of entering foster care                         | 51.7%                | 52.4%                | 51.8%                  | >40.5%               | >40.5%               |

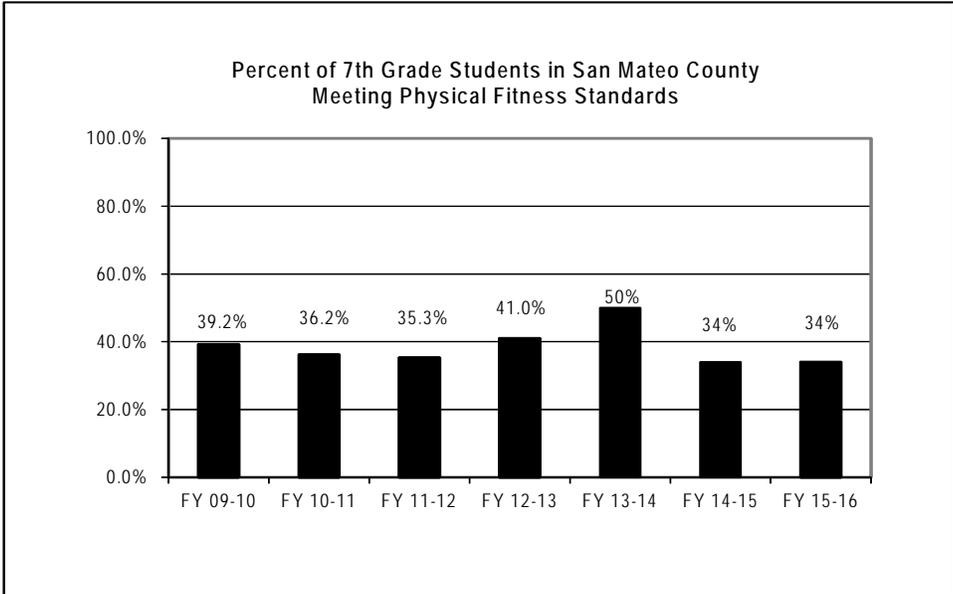
<sup>1</sup> Data not available



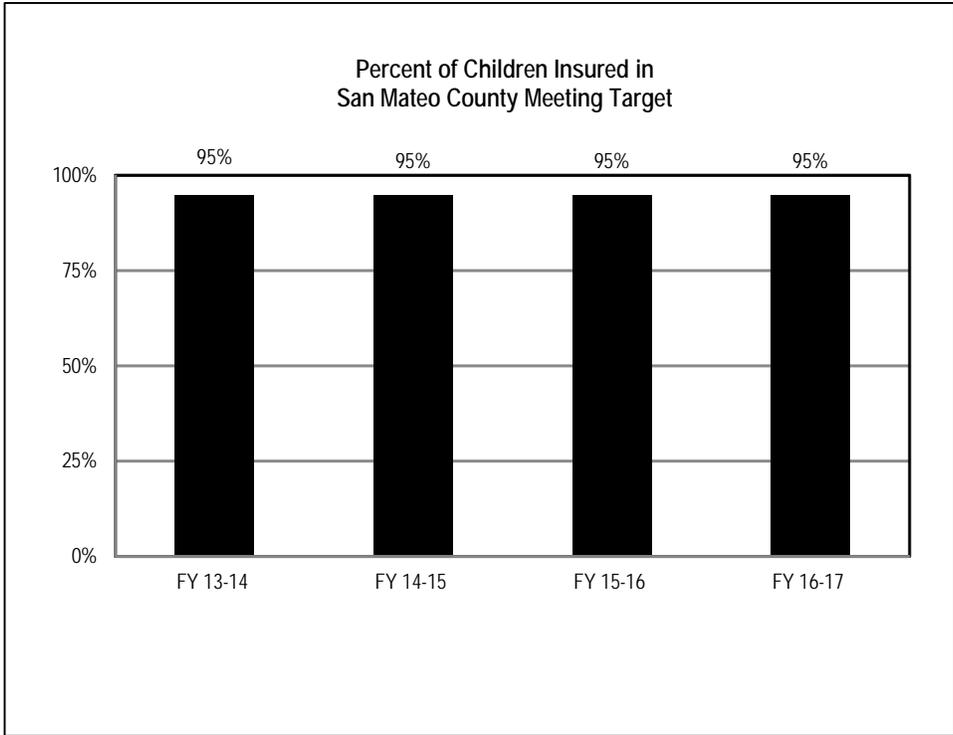
Source: San Mateo County Health System



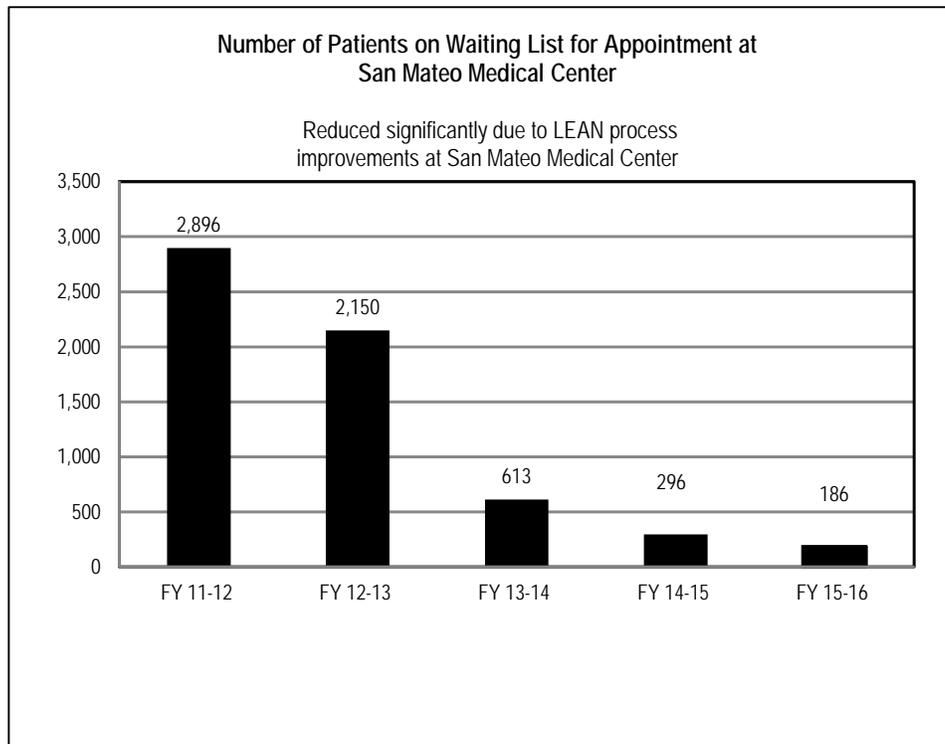
Source: San Mateo County Health System



Source: San Mateo County Health System



Source: San Mateo County Health System / Human Services Agency



Source: San Mateo Health System / San Mateo Medical Center

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

- Make improvements in communities with life expectancies below the county average
- Provide culturally responsive services to race and ethnic groups with life expectancies below the county average
- Enhance mental health support for youth and adults, including prevention and early intervention services
- Keep children and adults at home and out of institutions
- Rebuild Cordilleras for the 21st Century
- Support enrollment and retention of health coverage, including Medi-Cal, Covered California health plans, Healthy Kids, and Access to Care for Everyone (ACE)
- Sustain our successes as one of only three counties in California with universal health coverage for children, and achieving an insurance coverage rate for children of 95 percent
- Continue outreach and assistance to connect low-income residents to health coverage
- Promote physical fitness of our youth in areas with high rates of obesity and students who do not meet physical fitness standards
- Make the healthy choice the easiest choice through policy changes on sugar-loaded drinks and healthy transportation
- Assess the proximity of parks and open space to schools and neighborhoods

| Key Performance Measures  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>Family Health Services:</b><br>Percent of live births to SMC residents that were low birth weight (Healthy People 2020 benchmark of 7.8 percent)                               | 6.5%                 | 6.9%                 | 7.5%                   | 7.8%                 | 7.8%                 |
| <b>San Mateo Medical Center:</b><br>Likelihood to recommend SMMC to family and friends as a great place to receive care   | 83%                  | 83%                  | 90%                    | 88%                  | 90%                  |
| <b>Public Health:</b> Percent of HIV patients with a clinically undetectable viral load (under 200 per ml blood)  | 93%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| <b>Alcohol and Other Drug Services:</b> Percent of adults who attend a follow up visit with a clinical provider within seven days of being discharged from a psychiatric hospital | 84%                  | 63%                  | 90%                    | 91%                  | 92%                  |

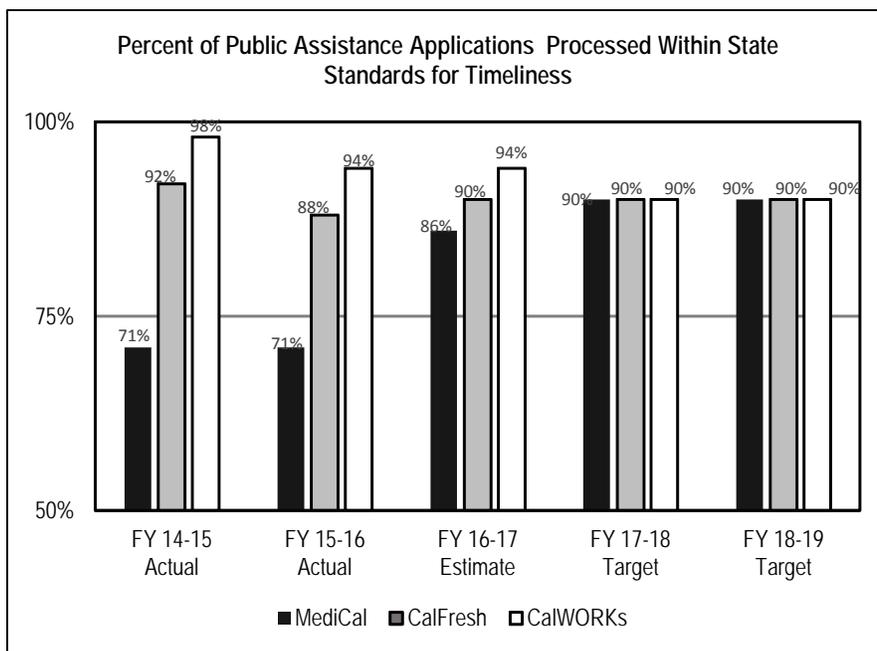


### PROSPEROUS COMMUNITY

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

#### Community Impact Goals:

- 1. Improve affordability of housing and basic needs
- 2. Close education achievement gaps



Source: San Mateo County Human Services Agency

| <b>First-time Buyer Housing Affordability Index by Region</b> | <b>4th Quarter 2015</b> | <b>4th Quarter 2016</b> |
|---|-------------------------|-------------------------|
| United States   | 75%                     | 74%                     |
| California  | 51%                     | 51%                     |
| SF Bay Area*  | 46%                     | 45%                     |
| Alameda   | 43%                     | 42%                     |
| Contra Costa  | 59%                     | 59%                     |
| Marin   | 33%                     | 37%                     |
| Napa  | 44%                     | 49%                     |
| Santa Clara   | 41%                     | 42%                     |
| San Francisco   | 24%                     | 26%                     |
| <b>San Mateo County</b>                                       | <b>29%</b>              | <b>29%</b>              |
| Solano  | 67%                     | 65%                     |
| Sonoma  | 50%                     | 47%                     |

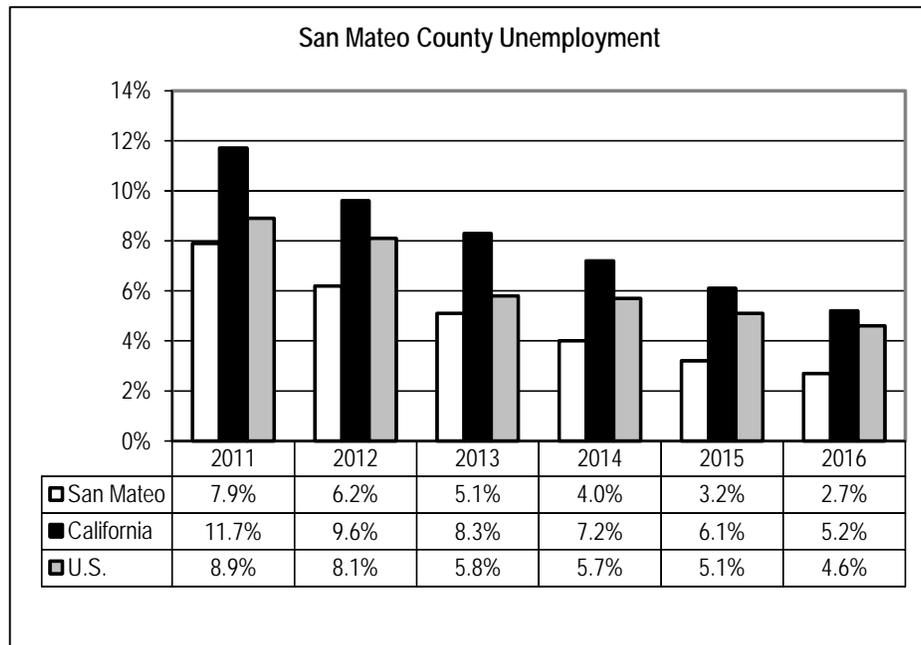
Source: CA Association of Realtors [www.car.org](http://www.car.org)

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

- Address the housing needs of low-income residents who spend more than 30 percent of their income on housing or have mental health and/or medical needs for supported housing and board and care placements
- Provide supportive housing for older foster youth who are transitioning to independence
- Explore a pilot rapid rehousing program
- Stimulate new affordable housing projects by working directly with partners through development funding (Affordable Housing Fund)
- Identify opportunities to support residents aging in place
- Explore the impacts of living wage and rent control ordinances
- Provide employment opportunities, services and resources for individuals and families seeking employment or training to move into industries with higher wages
- Continue the Employability Improvement Program (EIP) for clients to leverage counseling and job-supervision resources
- Connect unemployed residents with local businesses through job search support, interview preparation, apprenticeships and training and work experience
- Pursue partnerships with regional employers to create job opportunities for clients
- Help individuals with significant barriers gain and maintain employment
- Help low-income residents meet their basic needs through safety net services
- Determine strategies for handling the limited supply of affordable housing and the high cost of living, which remain a challenge for low-income families
- Prevent and address homelessness, and provide support towards stability and self-sufficiency for low-income and vulnerable populations including those released from jail, discharged from the hospital and other institutions, emancipating foster youth, veterans, immigrants, older adults, individuals with disabilities and victims of violence
- Assess safety net needs in the county
- Approve revisions to the Fiscal Year 2017-19 Measure K Allocation Plan and Affordable Housing Plan
- Increase residents in Affordable Housing Development and Preservation Fund
- Continue to fund tenant assistance programs

| Key Performance Measures  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>Child Support Services:</b><br>Percent of Current Support Collected  | 70%                  | 71.3%                | 72%                    | 69%                  | 69%                  |
| <b>Housing &amp; Community Development:</b> Number of households benefitting directly from county-administered loans and grants for home purchase, repair, or rehabilitation.                         | 285                  | 182                  | 350                    | 350                  | 350                  |
| <b>Housing Authority:</b> Number of individuals and families assisted through Provider-Based Assistance (PBA) program   | 46                   | 45                   | 45                     | 45                   | 45                   |
| <b>Housing Authority:</b> Number of families exiting housing subsidy programs as a result of self-sufficiency   | 46                   | 35                   | 40                     | 40                   | 40                   |
| <b>Homeless and Safety Net Services (<i>Human Services Agency</i>):</b> Percent of clients in homeless transitional shelters that are connected to mainstream services and benefits                   | 80%                  | 87%                  | 85%                    | 78%                  | 78%                  |
| <b>Measure K - Homeless Outreach Teams (<i>Human Services Agency</i>):</b> Number of Clients Receiving Case Management Services Who Move to Emergency, Transitional or Permanent Housing <sup>1</sup> | ---                  | 18                   | 45                     | 60                   | 75                   |

<sup>1</sup> Data not available



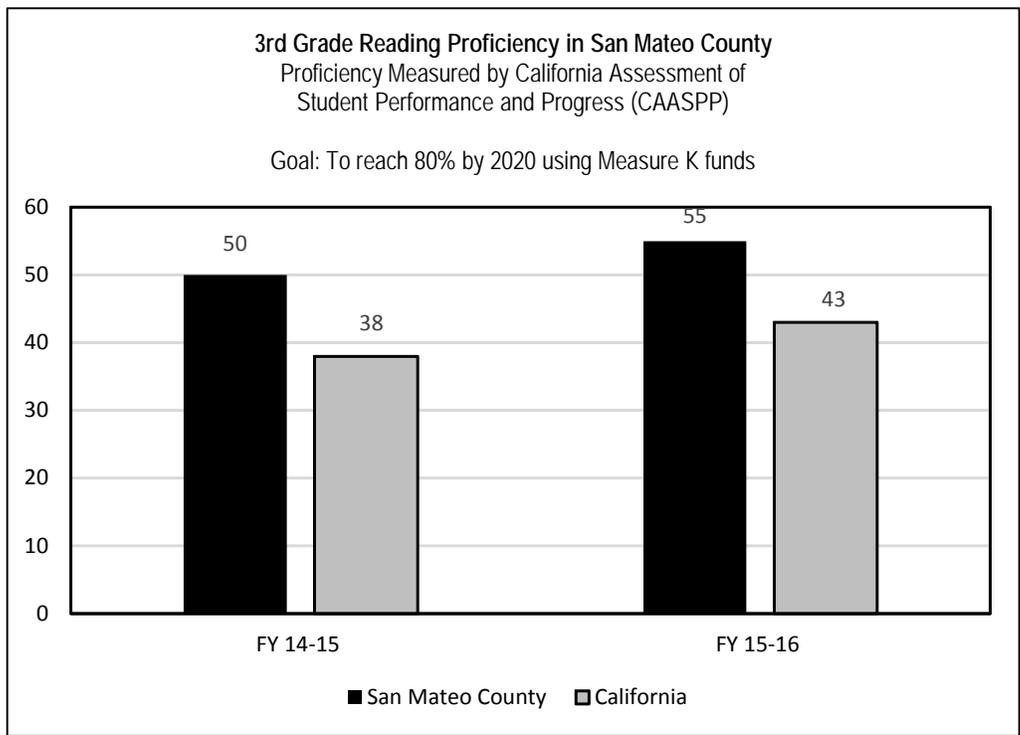
Source: <http://www.calmis.ca.gov/file/lfmonth/countyur-400c.pdf>

#### ***Major Initiatives to Close Education Achievement Gaps:***

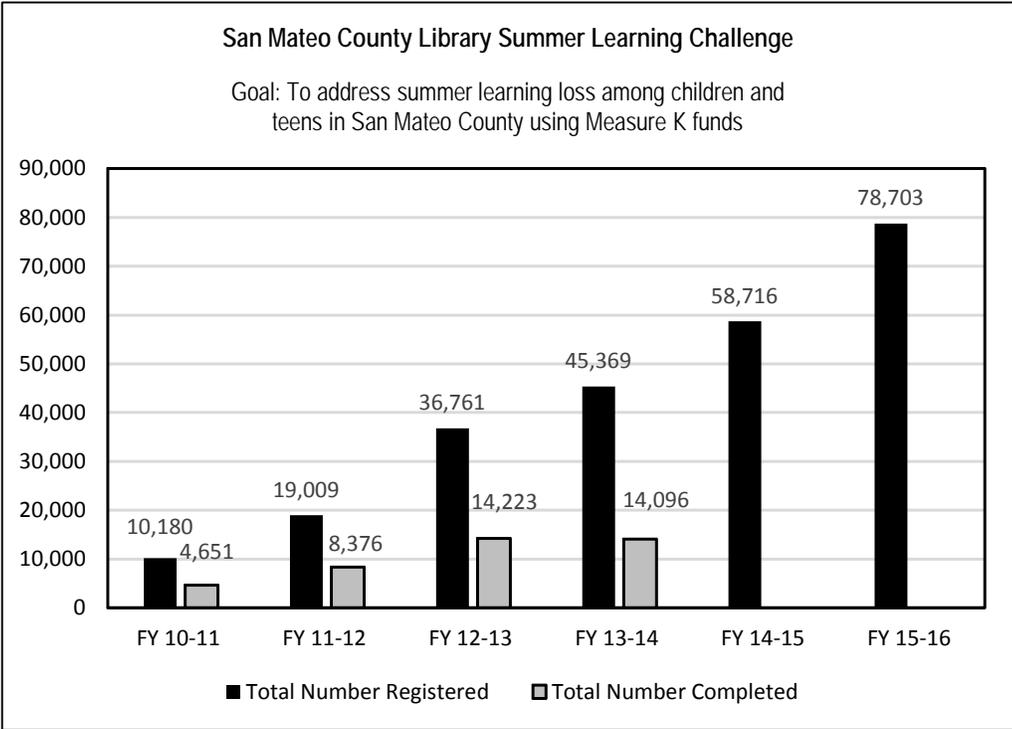
- Improve access to and quality of early childhood education focused in school districts that are below the goal of 80 percent of students meeting third grade reading standards
- Collaborate with community partners on early childhood education and achievement
- Continue summer learning opportunities that enable children to maintain their academic and developmental gains
- Reduce truancy and improve school attendance and academic performance
- Encourage youth to participate in local government and community organizations to promote leadership and positive development

| Key Performance Measures  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>Child Care (<i>Human Services Agency</i>):</b> Percent of preschool aged children assisted with child care that enroll in licensed early childhood education providers | 68%                  | 71%                  | 67%                    | 60%                  | 60%                  |
| <b>Vocational Rehabilitation Services (<i>Human Services Agency</i>):</b> Percent of clients served in vocational programs securing employment                            | 51.7%                | 52.4%                | 51.8%                  | >40.5%               | >40.5%               |

| Key Performance Measures  | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|---|-------------------|-------------------|---------------------|-------------------|-------------------|
| <b>Employment Services</b><br><i>(Human Services Agency):</i><br>Percent of placements in unsubsidized employment                             | 30%               | 42%               | 48%                 | 43%               | 43%               |
| <b>Community Capacity</b> <i>(Human Services Agency):</i> Percent of Service Connect participants in the 550Jobs! program securing employment | 66%               | 63%               | 52%                 | 60%               | 60%               |



Source: San Mateo County Office of Education



Source: San Mateo County Library Joint Powers Authority

<sup>1</sup> Data not available in FY 2014-15 and FY 2015-16

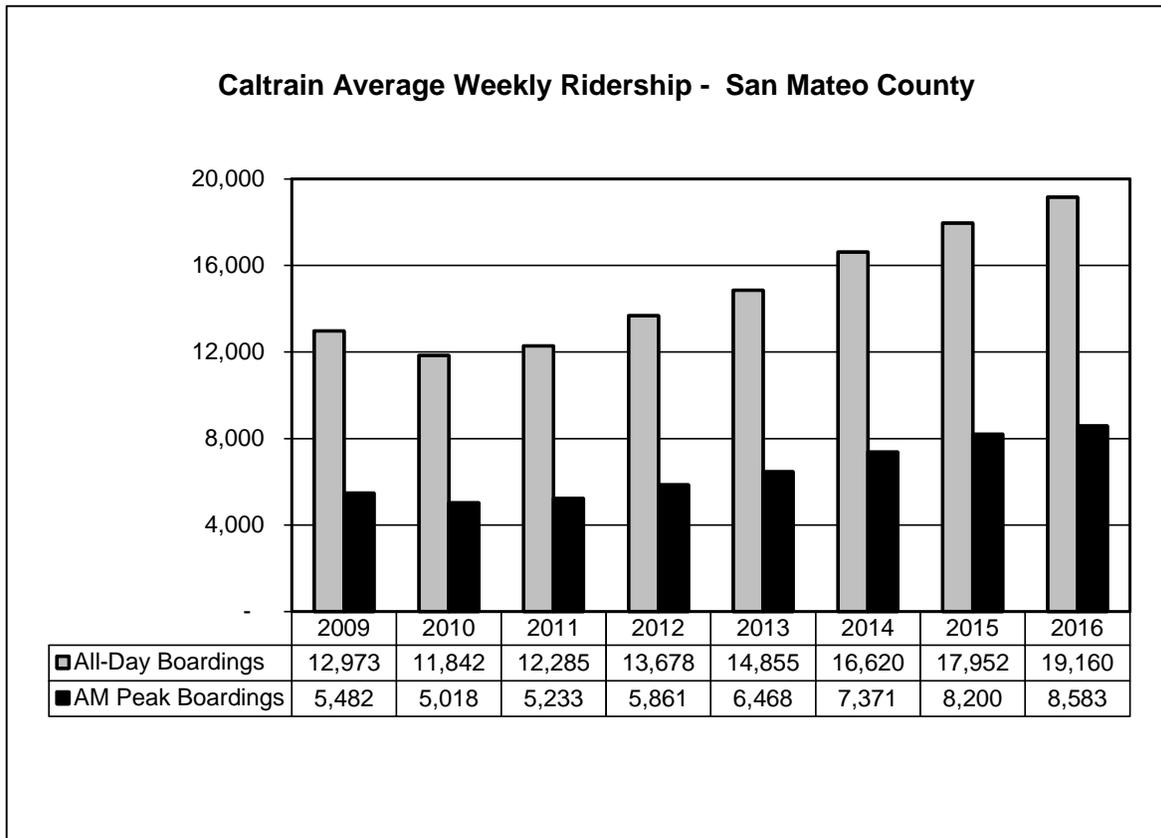


**LIVABLE COMMUNITY**

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

**Community Impact Goals:**

1. Make transit accessible
2. Increase community engagement

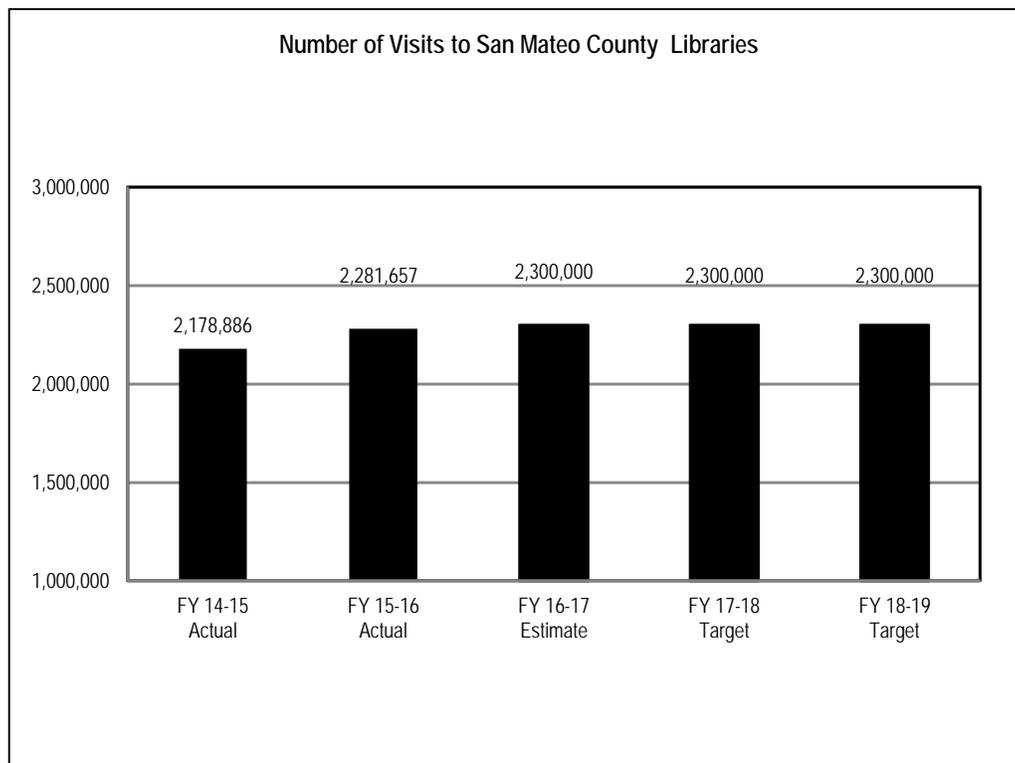


Source: Caltrain Annual Passenger Counts Key Findings 2009-2016  
[www.caltrain.com/about/statsandreports/Ridership.html](http://www.caltrain.com/about/statsandreports/Ridership.html)

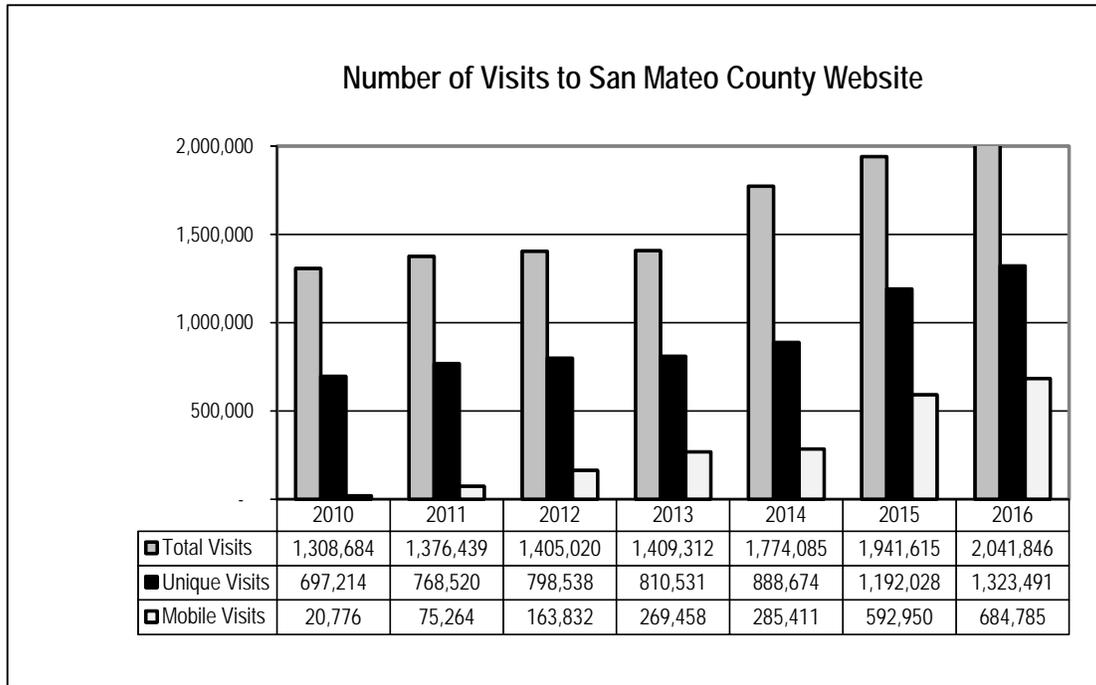
**Major Initiatives to Make Transit Accessible:**

- Maintain and increase public transportation options and reduce congestion
- Support healthy commutes including biking and public transit for residents and employees
- Support access to public transportation for older adults and individuals with disabilities
- Support bicycle and pedestrian safety

| Key Performance Measures  | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|---|-------------------|-------------------|---------------------|-------------------|-------------------|
| <b>Paratransit Services</b><br><i>(SamTrans):</i> Total number of redi-wheels trips | 291,802           | 319,602           | 325,000             | 328,250           | 331,532           |



Source: San Mateo County Library Joint Powers Authority



Source: Information Services Department

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

- Increase opportunities for citizen participation in community decisions
- Evaluate existing and alternative voting systems
- Complete and implement the Parks Strategic Master Plan
- Expand programs focused on youth, health and environmental literacy
- Increase access to County Parks through transportation alternatives
- Establish volunteer stewardship corps
- Apply a business approach to park management to increase revenue streams
- Increase library programs and services that support the literacy, health and economic needs of all residents
- Improve and expand public access to technology and online experiences
- Cultivate increased involvement and advocacy in support of library services
- Deliver library collections that reflect the diverse interests of the community
- Support facility improvements that promote learning, creativity and community pride

| Key Performance Measures   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>Volunteer Hours (<i>Parks</i>):</b><br>Number of annual volunteer hours   | 30,340               | 34,247               | 33,000                 | 33,250               | 33,500               |
| <b>Road Construction and Operations (<i>Public Works</i>):</b><br>Percent of maintained miles with Pavement Condition Index greater than baseline: |                      |                      |                        |                      |                      |
| Primary Roads (55 and above):  | 93%                  | 92%                  | 95%                    | 90%                  | 90%                  |
| Secondary Roads (40 and above):  | 87%                  | 86%                  | 87%                    | 85%                  | 85%                  |

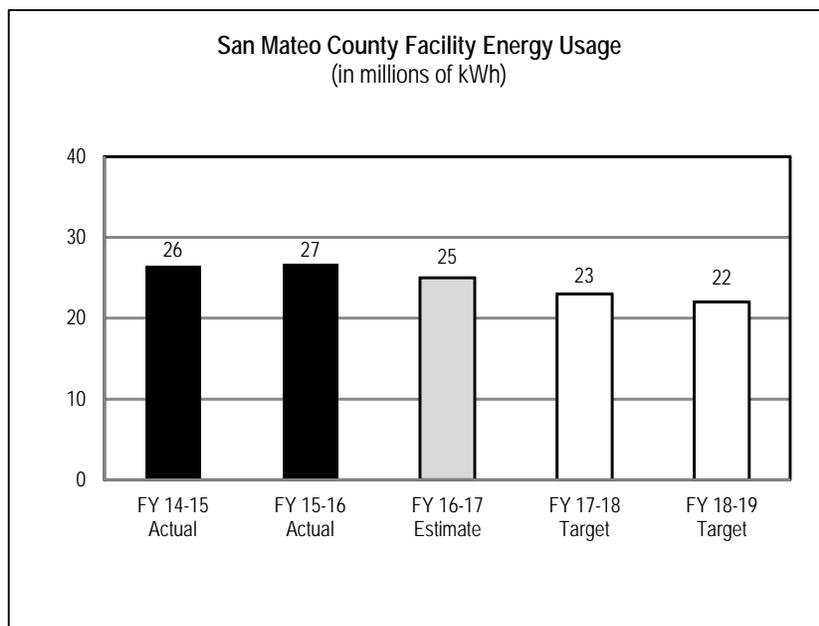


### ENVIRONMENTALLY CONSCIOUS COMMUNITY

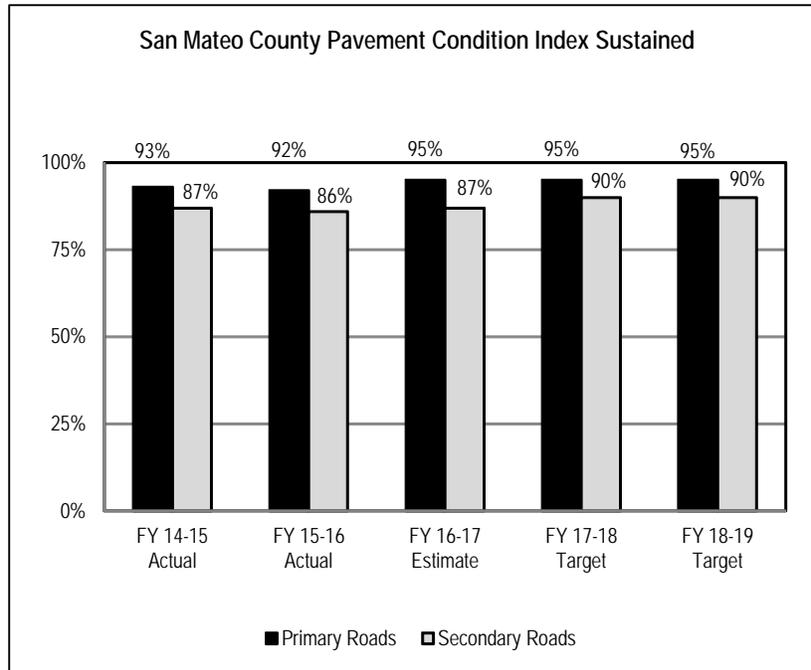
Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

#### Community Impact Goals:

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



Source: Public Works



Source: Public Works

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

- Prevent and prepare for climate change (Adaptation/Emergency Preparedness)
- Work collaboratively with public and private partners to prepare for and prevent sea level rise resulting from climate change to protect infrastructure and assets
- Implement the Climate Action Plan for government operations and the Energy Efficiency Climate Action Plan for unincorporated areas to reduce greenhouse gas emissions
- Maintain healthy urban and natural forests in County parks
- Expand telecommute and flex schedule options for County employees where appropriate
- Reduce emissions from the County vehicle and equipment fleet through acquisition of electric and hybrid vehicles and promotion of car share for employees
- Increase the energy efficiency of County facilities through the implementation of the Strategic Energy Master Plan
- Explore renewable energy projects such as solar photovoltaic and wind energy systems
- Explore the impacts of establishing a Community Choice Aggregation program

| Key Performance Measures  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>Energy and Water (Office of Sustainability):</b> San Mateo County Energy Watch Cost per Kilowatt Hour Saved  | \$0.48               | \$0.40               | \$0.37                 | \$0.35               | \$0.33               |
| <b>Energy and Water (Office of Sustainability):</b> Ranking (1-7 high-low) Among Bay Area Regional Energy Watch Programs for Highest Program Kilowatt Hour Savings Per Capita | 4                    | 4                    | 2                      | 2                    | 2                    |
| <b>RecycleWorks Program (Office of Sustainability):</b> Percent of customers satisfied with their hotline and/or website experience   | 92%                  | 96%                  | 95%                    | 95%                  | 95%                  |

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

- Reduce water consumption in high use communities
- Collaboratively manage surface water and groundwater quantity and quality
- Ensure all areas of the county have long term access to adequate potable water supplies
- Improve air quality by reducing harmful emissions from wood smoke
- Plant the right trees in the right spaces in urban County parks
- Comply with AB 939 solid waste disposal limits and minimize waste generated
- Divert 75 percent of all waste from landfills by 2020 through recycling and composting
- Work towards zero waste through waste diversion and waste-to-energy technologies
- Work collaboratively with public and private landowners to develop a network of connected trails through property acquisitions, easements and cooperative agreements
- Protect open spaces through expansion of the County Park system

| Key Performance Measures  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>Agriculture Weights and Measures:</b> Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements                           | 93%                  | 95%                  | 96%                    | 95%                  | 95%                  |
| <b>Waste Management (Office of Sustainability):</b> Tons of Solid Waste Materials Collected Curbside by Recology for the County Franchised Area.                            |                      |                      |                        |                      |                      |
| Disposal: <sup>1</sup>  | ---                  | 4,030                | 4,000                  | 4,000                | 4,000                |
| Recycling: <sup>1</sup>   | ---                  | 7,073                | 7,100                  | 7,200                | 7,300                |
| <b>Waste Management (Office of Sustainability):</b> AB 939 Solid Waste Diversion Rate for Unincorporated San Mateo County, Daily Disposal Rate Per Person (lbs./person/day) |                      |                      |                        |                      |                      |
| Residential:  | 2.9                  | 2.5                  | 2.7                    | 2.5                  | 2.5                  |
| Commercial:   | 6.6                  | 5.7                  | 6.0                    | 6.0                  | 6.0                  |

<sup>1</sup> Data not available

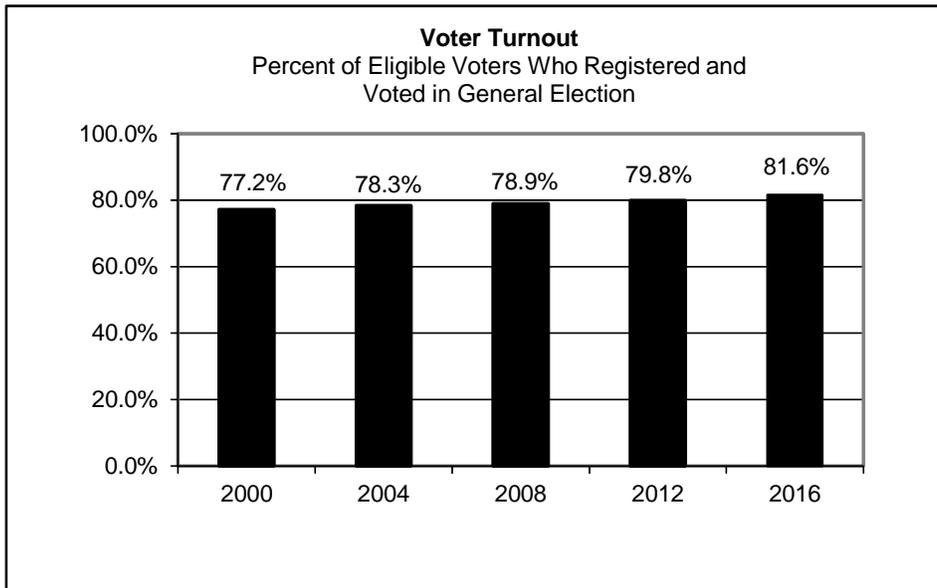


### COLLABORATIVE COMMUNITY

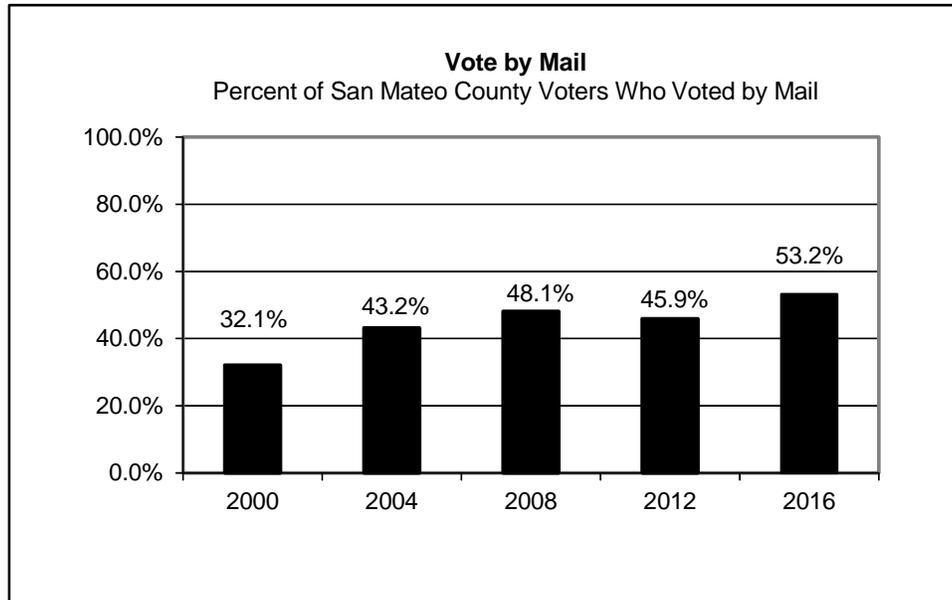
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

**Community Impact Goal:**

1. Open, responsive, and effective government



Source: <https://www.shapethefuture.org/elections/results/archive/>



Source: <https://www.shapethefuture.org/elections/results/archive/>

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

- Continue the County's ten-year plan to pay down its pension obligations by 2023
- Maintain operating reserves of at least 15 percent in addition to 3 percent contingency reserves
- Evaluate programs to continuously improve services and set priorities for funding
- Improve capacity to collect and use performance data to manage toward outcomes
- Implement an open Data strategic plan
- Make more County services, data and information available online and expand automation
- Expand presence in social media and interactive media
- Continue existing Measure K initiatives that are making an impact in the community
- Continue modernization and maintenance of capital and technology infrastructure
- Prioritize and implement suggestions for improvement from customer surveys
- Set clear customer satisfaction expectations with staff and provide training
- Improve communication and engagement so residents feel connected to their government
- Track, measure and report County collaborative efforts that produce tangible results
- Deliver culturally responsive services to address the needs of our diverse communities

| Key Performance Measures  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| <b>RecycleWorks Program</b><br><i>(Office of Sustainability):</i><br>Percent of customers satisfied with their hotline and/or website experience  | 92%                  | 96%                  | 95%                    | 95%                  | 95%                  |
| <b>Center for Continuous Process Improvement</b><br><i>(County Manager's Office):</i><br>Number and percent of events resulting in increased productivity and/or reduced processing time <sup>1</sup> | ---                  | ---                  | 90%                    | 90%                  | 90%                  |
| <b>Workforce Resources and Diversity</b><br><i>(Human Resources):</i><br>Percent of training participants utilizing skills or reporting change in behavior after attending training classes           | 100%                 | 99%                  | 99%                    | 90%                  | 90%                  |
| <b>County Facilities</b><br><i>(Public Works):</i> Percent of construction projects completed within budget and scheduled working days  | 83%                  | 100%                 | 100%                   | 90%                  | 90%                  |
| <b>Employee Engagement Survey:</b> Percent of County employees stating they would recommend the County as a great place to work   | 85%                  | 77%                  | 79%                    | 80%                  | 80%                  |
| <b>Highest Credit Ratings:</b> Issuer credit ratings from Moody's and Standard & Poor's   | Aaa / AAA            | Aaa / AAA            | Aaa / AAA              | Aaa / AAA            | Aaa / AAA            |

<sup>1</sup> Data not available



## San Mateo County STARS Awards FY 2015-16

The STARS Awards consist of five award categories: Program Performance, Customer Service, Green, Employee Suggestion, and Diversity. In 2006, the Board of Supervisors approved the San Mateo County STARS Awards to recognize exceptional program performance and customer service strategies in alignment with County goals. The program initially began with the Program Performance and Customer Service Award categories. In 2008, the program was expanded to recognize outstanding sustainability projects and employees that submit viable, cost-effective suggestions that contribute to improved efficiencies. Most recently, in 2016, the Diversity Award was added to recognize programs that promote inclusion and diversity. Below are the program entries and employee suggestions that received recognition:

### Program Performance Award

| Description  | Award Amount |
|--|--------------|
| <p><b>SAFE Incident Reporting System</b><br/>Health System / San Mateo Medical Center (SMMC)</p> <p>The online reporting system has helped SMMC identify and address safety issues, including trends, and ultimately provide safer care to SMMC patients. Through the use of Safety Alert From Employees (SAFE), SMMC has met the goal of increased resolution of safety issues. The majority of SAFE reports are resolved within 30 days and many SAFE reports lead to permanent fixes to a safety issue. In addition to the increased resolution rates, the percentage of anonymous reports has decreased significantly over the last few months. Findings reflect that the better the quality of resolution, the lower the percentage of anonymous reports.</p>   | \$20,000     |
| <p><b>Pathways Mental Health Treatment Court</b><br/>Probation Department (in collaboration with District Attorney's Office, Sheriff's Office, Health System's Behavioral Health and Recovery Services and Correctional Health, Private Defender Program, and Superior Court)</p> <p>The program uses evidence-based practices such as rewards and sanctions, judicial reviews, and different treatment methods. Through intensive supervision and case management services provided by the Pathways staff, recidivism has been reduced. Since its inception, there have been 90 clients that have graduated from Pathways, requiring participants to successfully complete their full probation term (two to five years) while continuously participate in psychiatric treatment and therapy. In addition, the program has achieved the goal of securing and maintaining housing for all participants mainly through collective planning and resources. In FY 2015-16, Pathways served a total of 42 clients, and of those, 9 successfully completed probation and all participants were connected to or maintained medical and mental health services.</p> | \$20,000     |

|  |         |
|--|---------|
| Honorable Mention:<br><b>Women's Culinary Program - Sheriff's Office</b> | \$7,500 |
|--|---------|

### Customer Service Award

| Description   | Award Amount       |
|---|--------------------|
| <b>WE CARE</b><br>Health System / San Mateo Medical Center (SMMC)<br><br>The program, which includes offering evidence-based training sessions on customer service standards, started with registration staff and was then expanded to all SMMC staff. To date, more than 900 staff (almost 70 percent) have received training and more than 550 staff/patient interactions have been validated. The program has been well-received by staff and successful in improving patient experience scores. SMMCs patient perception of the courtesy of registration staff has increased from 85.8 percent in July 2015 to 91.7 percent in September 2016. Patient perception of the helpfulness of the registration staff has increased from 84.4 percent in July 2015 to 86.5 percent in September 2016. Future training sessions, which will include role-playing and expand customer service concepts, are anticipated. | \$10,000           |
| Honorable Mentions:<br><b>Pathways to Well-Being - Human Services Agency</b><br><b>Employee and Labor Relations (ER) App - Human Resources Department</b>   | \$2,500<br>\$2,500 |

### Green Award

| Description   | Award Amount |
|---|--------------|
| <b>Tuberculosis Control Program</b><br>Health System / Public Health, Policy and Planning<br><br>During FY 2015-16, Tuberculosis Control Program staff completed 1,354 Video Observed Therapy (VOT) patient encounters. Each VOT encounter takes an average of 5 minutes for a total of 6,770 minutes spent on VOT by staff in FY 2015-16. Traditional in-person Direct Observed Therapy (DOT) takes an average of 30 minutes when you include drive time. When compared to traditional DOT, VOT saved 564 hours of staff time and 13,540 staff miles driven which saved the County \$7,433 in mileage related expenses in FY 2015-16. These results meet outcomes to decrease program expenses, save staff time to enable the TB Control Program resources to expand VOT to high risk latent TB contacts, and provide more flexibility to patients to increase compliance. The 13,540 miles saved in FY 2015-16 equates to a 7.44 tons of CO2 reduction. | \$5,000      |
| Honorable Mention:<br><b>Coastal Clean-up Day - Health System / Environmental Health</b>  | \$2,500      |

## Employee Suggestion Award / Innovation Summit

| Description   | Award Amount          |
|---|-----------------------|
| <p><b>SMC Serves - Volunteer Hours = Training Credit (1st Prize)</b><br/>           Team Members: Avana Andrade (Office of Sustainability), Samantha Broom (Health), Dave Jaeckel (Office of Sustainability), Uyen Ngo (Health), and Alessandra Thompson (Housing)</p> <p>Promote community engagement by offering a portal for County employees to sign up for volunteer opportunities, track volunteer hours, convert a portion of these hours to meet the annual 20-hour training requirement and establish a volunteer day in the County.</p> | \$2,500               |
| <p><b>Housing Options for County Employees (2nd Prize)</b><br/>           Team Members: Kevin Lu (Office of Sustainability), Manjit Singh (Parks), Scott Gerdes (Human Resources), and Tephiny Jones (Human Services Agency)</p> <p>Offer County employees housing options, including identifying available properties near County facilities to address housing needs, reduce commute times, and attract and retain staff.</p>   | \$1,500               |
| <p><b>Parking Garage Counter / Display (3rd Prize)</b><br/>           Team Members: Darryl Fredrick (ISD), Elizabeth Kimmel (Planning), Ericka Gosha, Bonnie Tendencia, Yvonne Alvidrez, and Lucy Fung (Human Resources)</p> <p>Install a parking display with push alerts to indicate the number of spaces available, which would save time locating parking spaces around County facilities and can also be used to track and collect data on commute times to aid in scheduling commute alternatives.</p>                                      | \$1,000               |
| <p><i>People's Choice Award:</i></p> <p><b>San Mateo Child Care Center</b><br/>           Team Members: Emily Van de Water, Emma Vivero, Leilani Dunton, Helen Manlai Koon, Jeanette Santiago, and Kiiya Shibata (Health)</p> <p>Establish a child care center at the San Mateo campus that would be based on a 5210 model - five servings of fruit/vegetables per day, two hours or less of screen time, at least one hour of physical activity and zero sweetened beverages or juices.</p>  | \$100 per team member |

## Diversity Award

| Description  | Award Amount |
|--|--------------|
| <p><b>Office of Diversity and Equity (ODE)</b><br/>Health System / Behavioral Health and Recovery Services (BHRS)</p> <p>ODE has received numerous commendations and awards from both local and statewide agencies for efforts related to LGBTQ issues, increasing parental skills especially father involvement and engagement, and engaging immigrant populations. ODE has had significant impact on outcomes. A few key results include: The Parent Project program aims to decrease unhealthy or dangerous behaviors in children and strengthen the relations within families. Since its inception in 2013, 650 parents/caregivers have attended with a graduation rate of 77 percent. Survey results indicate that parents feel more satisfied with their skills (96 percent increase), spend time with their children (91 percent), report their child's school attendance has increased (83 percent) and that their child is experiencing fewer suspensions (94 percent) and expulsions (99 percent). The Lived Experience Academy program provides training, education, empowerment and support to individuals and families that have lived with mental health and/or substance abuse issues. There have been 39 graduates from the program since it was established in 2012; and ODE developed a plan to align health system standards with the National Culturally and Linguistically Appropriate Services (CLAS) standards, which included incorporating a Culture Competence Plan requirement in all BHRS service contracts.</p> | \$2,500      |
| <p><b>Health Care Interpreter Services</b><br/>Health System / San Mateo Medical Center (SMMC)</p> <p>In the past year, SMMCs remote interpreter services have been utilized more than 45,000 times to better serve San Mateo Medical Center patients and their families. SMMC also created a more accurate and meaningful way to collect cultural information, called the Race, Ethnicity and Language (REAL) Data Project. REAL Data helps SMMC to know what language is preferred and whether a patient and doctor require an interpreter to serve as a communication bridge. It informs SMMC about patients' cultural backgrounds so that they can be served more appropriately. It also affords SMMC an opportunity to discover cultural disparities in healthcare and address them. SMMC was also early innovators in this regard, and REAL Data is now a standard of care throughout the country.</p>   | \$2,500      |



# COUNTY OF SAN MATEO 2017 - 2019 PROFILE





## FAST FACTS

|  |  |  |   |   |
|--|--|--|---|---|
| <p><b>Founded</b><br/>April 19, 1856</p>   | <p><b>Land square miles</b><br/>455</p>  | <p><b>Water square miles</b><br/>292</p>                               | <p><b>Incorporated Cities</b><br/>20</p>  | <p><b>Coastline</b><br/>57.7 miles</p>  |
| <p><b>ELEVATION</b><br/>Sea level to 2,629 ft<br/>(near Long Ridge Road,<br/>La Honda)</p> | <p><b>POPULATION</b><br/>764,797<sup>1</sup></p>   | <p><b>NUMBER OF<br/>HOUSING UNITS</b><br/>274,837<sup>2</sup></p>      | <p><b>UNEMPLOYMENT RATE</b><br/>2.8%<br/>(April 2017)<sup>3</sup></p>               | <p><b>PER CAPITA INCOME</b><br/>\$48,278<sup>4</sup></p>                      |
| <p><b>MEDIAN HOUSEHOLD<br/>INCOME</b><br/>\$93,623<sup>5</sup></p>                         | <p><b>ASSESSED VALUE OF<br/>TAXABLE PROPERTY</b><br/>\$191 billion<br/>in 2016<sup>6</sup></p> | <p><b>TAXABLE SALES</b><br/>\$15.5 billion<br/>in 2015<sup>7</sup></p> | <p><b>AGRICULTURAL<br/>PRODUCTION</b><br/>\$132 million<br/>in 2015<sup>8</sup></p> | <p><b>MEDIAN HOME VALUE</b><br/>\$1,105,000<br/>in March 2017<sup>9</sup></p> |

# SAN MATEO COUNTY OVERVIEW

San Mateo County is located in the Bay Area and is bordered by the Pacific Ocean to the west and San Francisco Bay to the east. The County was formed in April 1856 out of the southern portion of then-San Francisco County.

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

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

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

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

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

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

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

## HISTORY

Members of a Spanish exploration team in 1769 were the first Europeans to set foot on what is now San Mateo County. Led by Gaspar de Portola, the team was also the first to discover San Francisco Bay, spotting it from a hill now called Sweeney Ridge between San Bruno and Pacifica.

The Spanish found the Peninsula inhabited by up to 2,400 Native Americans called the Ohlone. The Spanish developed a pathway linking missions along the California coast. This pathway grew into El Camino Real, or The King’s Highway, and played a central role in shaping the development of the region.

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

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

## OUR MISSION

San Mateo County government protects and enhances the health, safety, welfare and natural resources of the community, and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

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





## THE BIRTH OF SAN MATEO COUNTY

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

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

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

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

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

## RAPID GROWTH

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

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

The outbreak of World War II fueled a new wave of growth along the Peninsula. After the war, thousands of new homes were built as the county's population swelled from 115,000 in 1940 to 235,000 in 1950. The largest rate of growth followed, swelling to nearly 450,00 in the following decade. New cities continued to form to provide municipal services.



## POST-WAR BOOM

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

Public schools and colleges, libraries, recreation centers, and parks were built to keep pace with the soaring population. The fast pace of development had other consequences. A strong conservation movement sprang up to preserve the coast and open spaces from sprawl. Residents worked to limit air and water pollution, to halt filling the Bay for more homes and office parks and to fight freeway expansions.

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

## INNOVATION

Long a home to innovators, the Peninsula continues to evolve. During the 1980s and 1990s biotechnology companies moved into South San Francisco while computer software, Internet, and gaming companies shifted the boundary of Silicon Valley to the north. San Francisco International Airport opened a \$1 billion international terminal in 2000 as the region's gateway to the Pacific Rim.<sup>10,11,12</sup>

Today, San Mateo County is home to more than 764,000 people who live in 20 cities and numerous unincorporated areas, from leafy suburbs to isolated coastal hamlets.<sup>13</sup>

The vibrant economy, mild climate, and quality of life attract people from all over the world. More than a third of the population was born in another country.<sup>14</sup>

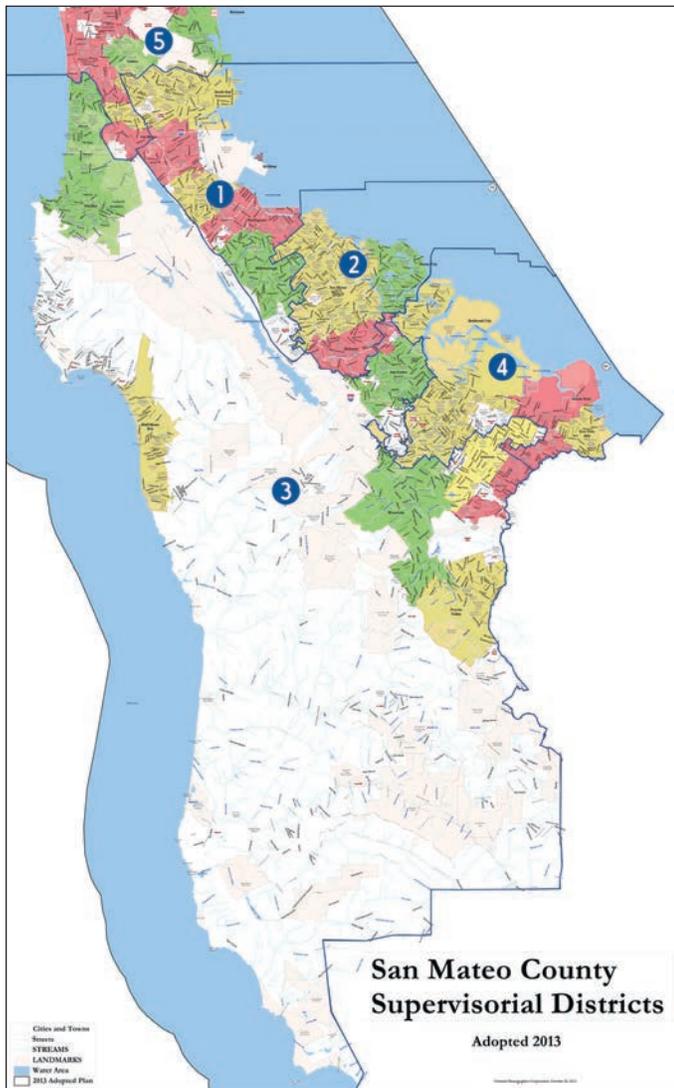
# SAN MATEO COUNTY BOARD OF SUPERVISORS

San Mateo County is governed by a five-member Board of Supervisors. Each supervisor must live in and represent one of five districts, which are roughly equal in population (approximately 147,000 residents in each) but vary greatly in size.

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

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

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



## DAVE PINE, 1ST DISTRICT

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



## CAROLE GROOM, 2ND DISTRICT

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



## DON HORSLEY, 3RD DISTRICT

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



## WARREN SLOCUM, 4TH DISTRICT

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



## DAVID CANEPA, 5TH DISTRICT

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

# COUNTY STATISTICAL PROFILE POPULATION

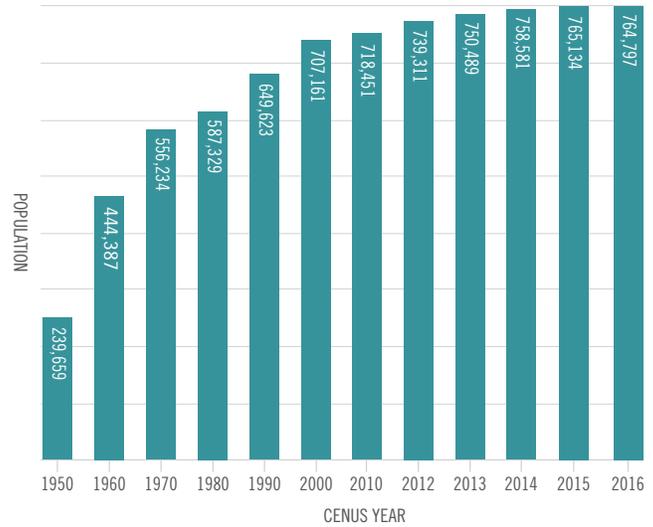
The 2010 Census tallied 718,451 people living in San Mateo County, a modest 1.6 percent increase from the 2000 Census. The 2015 population estimated by the U.S. Census Bureau was 765,135 and by 2016 that number had fallen slightly to 764,797 — still 6.4 percent over the last official count in 2010.

Within San Mateo County, Daly City remains the most populous city followed by San Mateo and Redwood City. The smallest city by population is Colma.

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

| CENSUS POPULATION     | 2010           | 2015           | % CHANGE   |
|-----------------------|----------------|----------------|------------|
| San Mateo County      | 718,498        | 765,135        | 6.5        |
| Atherton              | 6,914          | 7,167          | 3.6        |
| Belmont               | 25,835         | 27,218         | 5.3        |
| Brisbane              | 4,282          | 4,282          | 0.0        |
| Burlingame            | 28,806         | 30,459         | 5.7        |
| Colma                 | 1,792          | 1,571          | -12.3      |
| Daly City             | 101,123        | 106,562        | 5.4        |
| East Palo Alto        | 28,155         | 29,662         | 5.4        |
| Foster City           | 30,567         | 33,477         | 9.5        |
| Half Moon Bay         | 11,324         | 12,657         | 11.8       |
| Hillsborough          | 10,825         | 11,451         | 5.8        |
| Menlo Park            | 32,026         | 33,449         | 4.4        |
| Millbrae              | 21,532         | 22,795         | 5.9        |
| Pacifica              | 37,234         | 39,260         | 5.4        |
| Portola Valley        | 4,353          | 4,353          | 0.0        |
| Redwood City          | 76,815         | 85,288         | 11.0       |
| San Bruno             | 41,114         | 43,185         | 5.0        |
| San Carlos            | 28,406         | 29,931         | 5.4        |
| San Mateo             | 97,207         | 105,536        | 8.6        |
| South San Francisco   | 63,632         | 67,271         | 5.7        |
| Woodside              | 5,287          | 5,561          | 5.2        |
| <b>TOTAL CITIES</b>   | <b>657,229</b> | <b>701,135</b> | <b>6.7</b> |
| <b>UNINCORPORATED</b> | <b>61,222</b>  | <b>64,000</b>  | <b>4.5</b> |

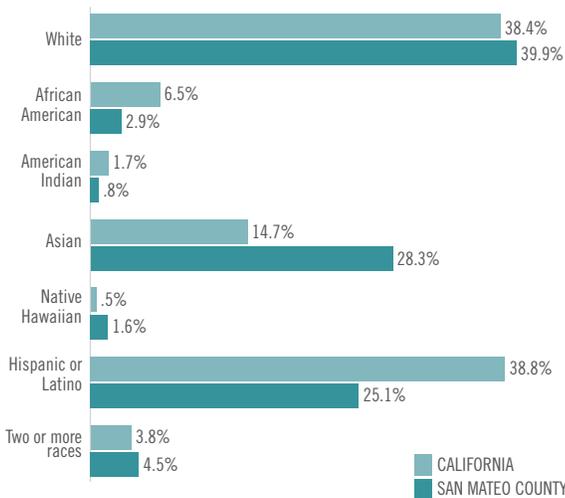
SAN MATEO COUNTY POPULATION<sup>16</sup>  
1950-2016



## RACE DISTRIBUTION

San Mateo County's racial and ethnic composition continues to shift, keeping it as diverse as its geography.

RACE/ETHNIC DISTRIBUTION<sup>17</sup>

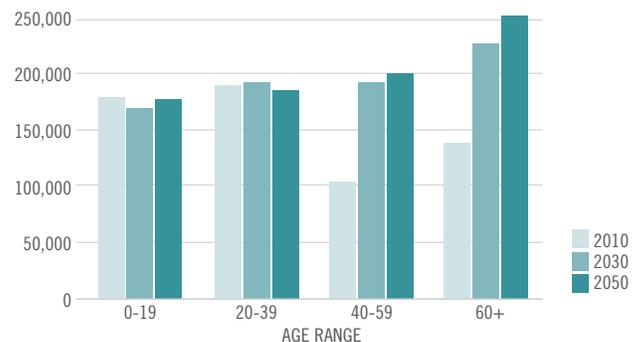


## POPULATION BY AGE AND GENDER

The 2010 Census found that the median age of San Mateo County residents was 39.3 years compared to the state's median age of 35.2 years. Portola Valley had the highest median age of 51.3 years while East Palo Alto had the lowest at 28.1 years. The chart below projects that future decades will see a significant spike in the county's population 65 years and older.

The most recent figures from the U.S. Census Bureau estimates that 50.8 percent of those living in San Mateo County were female in 2015 — exactly on par with the United States' 50.8 percent female population. In 2015, the Census estimated 6 percent of the population was under 5 years old, 21.2 percent were under 18 and 15 percent were 65 or older.<sup>18</sup>

SAN MATEO COUNTY POPULATION PROJECTIONS<sup>19</sup>



# EMPLOYMENT AND INDUSTRY

San Mateo County is home to diverse businesses, from international corporations to small shops and manufacturers. The county's largest employers include Facebook, Box Inc., Gilead Sciences, Inc., Franklin Templeton Investments, Oracle Corp., the County of San Mateo, Kaiser Permanente, Electronic Arts, Inc., Visa, Inc., and the San Francisco International Airport.<sup>20</sup> As the social media realm continues to expand, some county businesses like Facebook's headquarters in Menlo Park become tourist attractions in their own right.

The western side of San Mateo County tends toward more rural uses like agriculture, game preserve, watershed, parks, and undeveloped land. The more densely populated eastern half houses more major transportation arteries and facilities, including Interstate 280, Highway 101, the Dumbarton and Hayward-San Mateo bridges, San Francisco International Airport, and the Port of Redwood City.<sup>21</sup>

Occupations with the fastest job growth projections for the San Francisco-Redwood City-South San Francisco region include biomedical engineers, statisticians, biochemists and biophysicists, personal care aides, and interpreters and translators.<sup>22</sup>

At the same time, areas of San Mateo County are undergoing a building boom with development and cranes filling the skies to fill the demand for more office space and housing near jobs and transit.

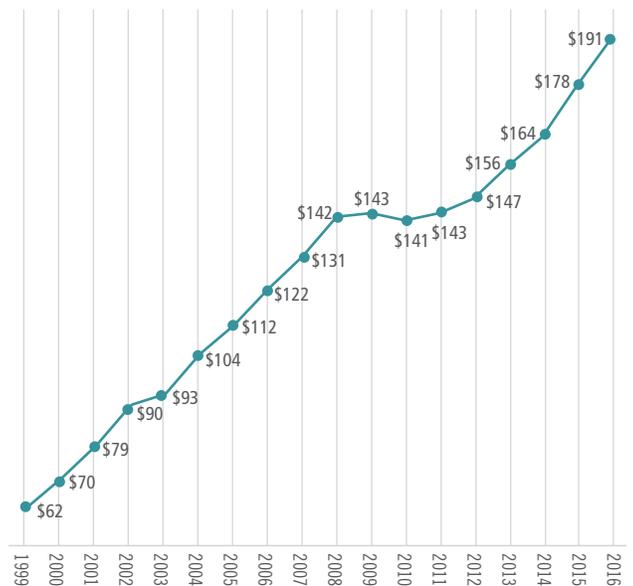
The unemployment rate in San Mateo County in March 2017 stood at 2.8 percent, an ongoing drop from April 2015 when it was 3.2 percent.<sup>23</sup> At that time, San Mateo County had nudged ahead of Marin County as the lowest in the state and has since remained in that position.<sup>24</sup> But success is not without its challenges. The need for housing coupled with a growing job market has led the County, its cities, partners, and businesses to focus on options for narrowing the gap between available housing units and jobs.



SAN MATEO COUNTY'S UNEMPLOYMENT RATE<sup>25</sup>



TOTAL TAXABLE ASSESSED VALUE<sup>26</sup>  
(IN BILLIONS)



## INCOME AND HOUSING

Income is relatively higher in San Mateo County than the rest of California but that figure is tempered by the cost to live here.

The average weekly wage in San Mateo County during the third quarter of 2016 was \$2,098, slightly less than the \$2,260 high of neighboring Santa Clara County but more than double the national average of \$1,027.<sup>27</sup> The median household income stood at \$93,623 in San Mateo County compared to the state median of \$61,818. The per capita income in the county was \$48,278 versus \$30,318 in California.<sup>28</sup>

The median home value in San Mateo County as of March 2017 was \$1,105,000.<sup>29</sup> The median real estate transaction recorded in the county as of February 2017 was \$1,027,500, a 12.9 percent increase over February 2016.<sup>30</sup>

Rental rates continue to push San Mateo County and the San Francisco metro area to record highs. The county was the second-highest market in the second quarter of 2016.<sup>31</sup> By March 2017, the median rent price in San Mateo County was \$3,800, which was higher than the San Francisco median of \$3,300.<sup>32</sup>

### REAL ESTATE TRANSACTIONS<sup>33</sup>

| ALL HOMES     | NUMBER SOLD | MEDIAN PRICE  |               |       |
|---------------|-------------|---------------|---------------|-------|
|               |             | FEBRUARY 2016 | FEBRUARY 2017 | %CHNG |
| Alameda       | 966         | \$639,000     | \$682,000     | 6.7%  |
| Contra Costa  | 984         | \$475,000     | \$508,000     | 6.9%  |
| Marin         | 164         | \$855,000     | \$815,000     | -4.7% |
| Napa          | 88          | \$550,000     | \$551,250     | .2%   |
| Santa Clara   | 1,067       | \$775,000     | \$825,000     | 9%    |
| San Francisco | 341         | \$1,146,500   | \$1,157,500   | 1%    |
| San Mateo     | 384         | \$910,000     | \$1,027,500   | 12.9% |
| Solano        | 445         | \$359,000     | \$361,000     | .6%   |
| Sonoma        | 366         | \$475,000     | \$526,250     | 10.8% |



# TRANSPORTATION

The county is home to the second-largest airport in California and the only deepwater port in the southern part of San Francisco Bay. Thousands of people a day board three major mass transit systems that serve the county: BART, Caltrain and SamTrans. The network of roads include busy freeways linking the county to San Francisco and Silicon Valley, two bridges to the East Bay, and rural roads that wind through farmland and redwoods.

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

## PORT OF REDWOOD CITY

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

Total tonnage during the first two quarters of Fiscal Year 2017 was more or less flat over the same period the previous year but more than budgeted. Forty-nine vessels — 36 ships and 13 barges— made port calls during the first two quarters of the 2017 fiscal year.<sup>34</sup>

The Port operates a public boat launch with access to San Francisco Bay and hosts numerous recreational opportunities and events. The port is a department of the city of Redwood City.

## SAN FRANCISCO INTERNATIONAL AIRPORT

Located along San Francisco Bay east of San Bruno, San Francisco International is one of the world’s busiest airports with more than three dozen airlines serving destinations around the world.

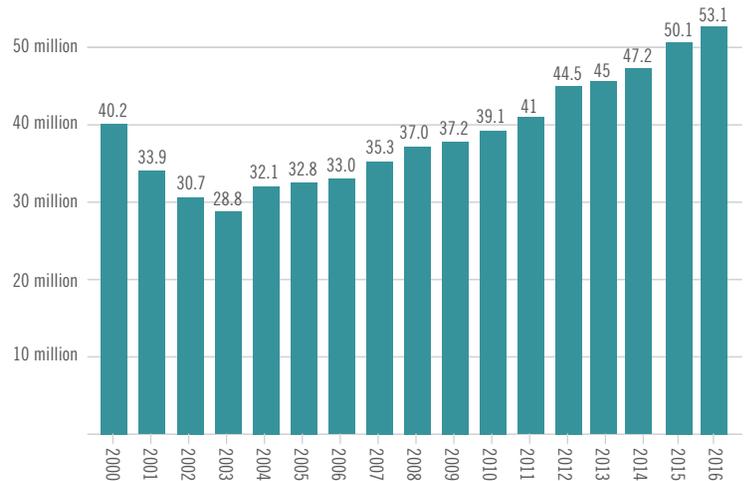
The airport is owned and operated by the City and County of San Francisco despite being located within the boundaries of San Mateo County. The airport, known by its international code of SFO, is a significant economic engine for the entire region and provides job opportunities for tens of thousands of people either at the airport or at importers, exporters, warehouses, food service companies, tourist attractions, and other industries. SFO’s direct impacts include more than 39,000 jobs and \$7.9 billion in business activity at the airport itself, and 158,000 jobs and \$34.6 billion in off-site business activity.<sup>35</sup>

SFO ranked as the seventh leading passenger airport in the United States and the 17th largest air cargo airport. Traffic continues to climb. In 2016, more than 53 million passengers visited the airport and more than 420,000 metric tons of cargo were moved.<sup>36</sup>



SAN FRANCISCO INTERNATIONAL AIRPORT  
COMPARATIVE TRAFFIC REPORTS<sup>37</sup>

Total Enplaned and Deplaned Passengers



## PUBLIC TRANSIT OPTIONS

### BART

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

BART is operated by the Bay Area Rapid Transit District. Fiscal Year 2016 saw more than 128 million annual exits by passengers.<sup>38</sup>

### Caltrain

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

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

With an ever-increasing pool of tech workers using Caltrain, the average weekday ridership jumped 3.2 percent between Fiscal Year 2015 and Fiscal Year 2016. In Fiscal Year 2016, more than 19 million passengers used Caltrain to get around.<sup>39</sup>

### SamTrans

In 1976, a total of 11 separate municipal bus systems were consolidated into the San Mateo County Transit District, commonly referred to as SamTrans. Today, SamTrans operates bus service throughout San Mateo County and into parts of San Francisco and Palo Alto.

In the 2016 fiscal year, more than 12.7 million passengers used SamTrans on fixed-route trips. An even 360,000 passengers used Redi-Wheels, its paratransit service.<sup>40</sup>



# SAFETY

Public safety is a top priority of the County of San Mateo where the violent crime rate remains among the lowest in the state. The County of San Mateo also remains responsive to legal changes in criminal justice, like the state realignment shift of prison inmates to local control, and the community’s desire to emphasize services and treatment. In March 2016, the County opened its new Maple Street Correctional Center in Redwood City. In 2017, the County broke ground on a new Regional Operations Center at County Center to house its 9-1-1 Dispatch Center and a seismically safe, state-of-the-art Emergency Operations Center.



| SAN MATEO COUNTY CRIMES <sup>41</sup> |        |        |        |        |        |        |        |        |        |        |        |
|---------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Category/crime                        | 2005   | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | 2012   | 2013   | 2014   | 2015   |
| Violent crimes                        | 2,447  | 2,195  | 2,129  | 2,167  | 2,072  | 1,795  | 1,576  | 1,764  | 1,776  | 1,561  | 1,707  |
| Homicide                              | 30     | 22     | 13     | 18     | 16     | 20     | 16     | 10     | 11     | 11     | 14     |
| Forcible rape                         | 155    | 155    | 144    | 142    | 128    | 128    | 135    | 106    | 132    | 222    | 219    |
| Robbery                               | 715    | 716    | 700    | 731    | 734    | 594    | 492    | 508    | 502    | 487    | 538    |
| Agg. Assault                          | 1,547  | 1,302  | 1,272  | 1,276  | 1,194  | 1,053  | 933    | 1,140  | 1,131  | 841    | 936    |
| Property crimes                       | 18,628 | 17,792 | 15,540 | 16,967 | 15,772 | 15,184 | 14,015 | 14,433 | 14,751 | 14,186 | 15,548 |
| Burglary                              | 3,335  | 2,969  | 2,547  | 2,854  | 3,072  | 3,092  | 3,196  | 3,273  | 3,107  | 3,113  | 3,305  |
| Vehicle Theft                         | 2,732  | 2,749  | 2,219  | 2,415  | 1,988  | 1,888  | 1,488  | 1,566  | 1,627  | 1,683  | 1,913  |
| Total Larceny-theft                   | 12,561 | 12,074 | 10,774 | 11,698 | 10,712 | 10,204 | 9,331  | 9,594  | 10,017 | 9,390  | 10,330 |
| Over \$400                            | 3,677  | 3,786  | 3,656  | 4,194  | 3,617  | 3,640  | 3,568  | 3,823  | 4,296  | 3,762  | 4,318  |
| \$400 And under                       | 8,884  | 8,288  | 7,118  | 7,504  | 7,095  | 6,564  | 5,763  | 5,771  | 5,721  | 5,628  | 6,012  |
| Arson                                 | 151    | 149    | 149    | 118    | 125    | 96     | 88     | 84     | 109    | 79     | 78     |

# HEALTH

San Mateo County is committed to building a healthy community. The County collaborates with community-based partners to provide access to health care services, especially those who need them the most. With the rising rates of chronic diseases such as obesity, diabetes, and heart disease, the County also works with communities to promote the health and well being of all residents by creating safe and convenient opportunities for everyday physical activities and healthy food choices.



# EDUCATION

San Mateo County is home to 183 public schools and many private schools. Public school enrollment rose from 95,187 in 014-2015 to 95,502 in the 2015-16 school year.<sup>42</sup>

In the 2015-2016 school year, California saw record high graduation rates for a sixth year in a row and San Mateo County's rate increased 0.8 percent to 88.9 percent, according to the San Mateo County Office of Education. Through collaborative childhood literacy initiatives like The Big Lift, the County has committed to having 80 percent of its third-grade students reading at or above proficiency by 2020. As of February 2016, 55 percent of third-graders met this goal.

In 2015, 88.3 percent of people 25 years and older had at least graduated from high school and 45.6 percent had a bachelor's degree or higher.<sup>43</sup>



PERCENTAGE OF HIGH SCHOOL GRADUATES WITH UC/CSU REQUIRED COURSES<sup>44</sup>



Increase 3rd Grade Students Reading at or Above Proficient to 80 Percent by 2020<sup>45</sup>



## SOURCES

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### PHOTO CREDITS:

Eric Forgaard, Gino De Grandis, Scott Buschman Photography, Jack Yaco, Marshall Wilson, Preston Merchant, Hal Kataoka, Kelly Mayer



# COUNTY SUMMARIES

## COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

### RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



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## SAN MATEO COUNTY MISSION

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San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

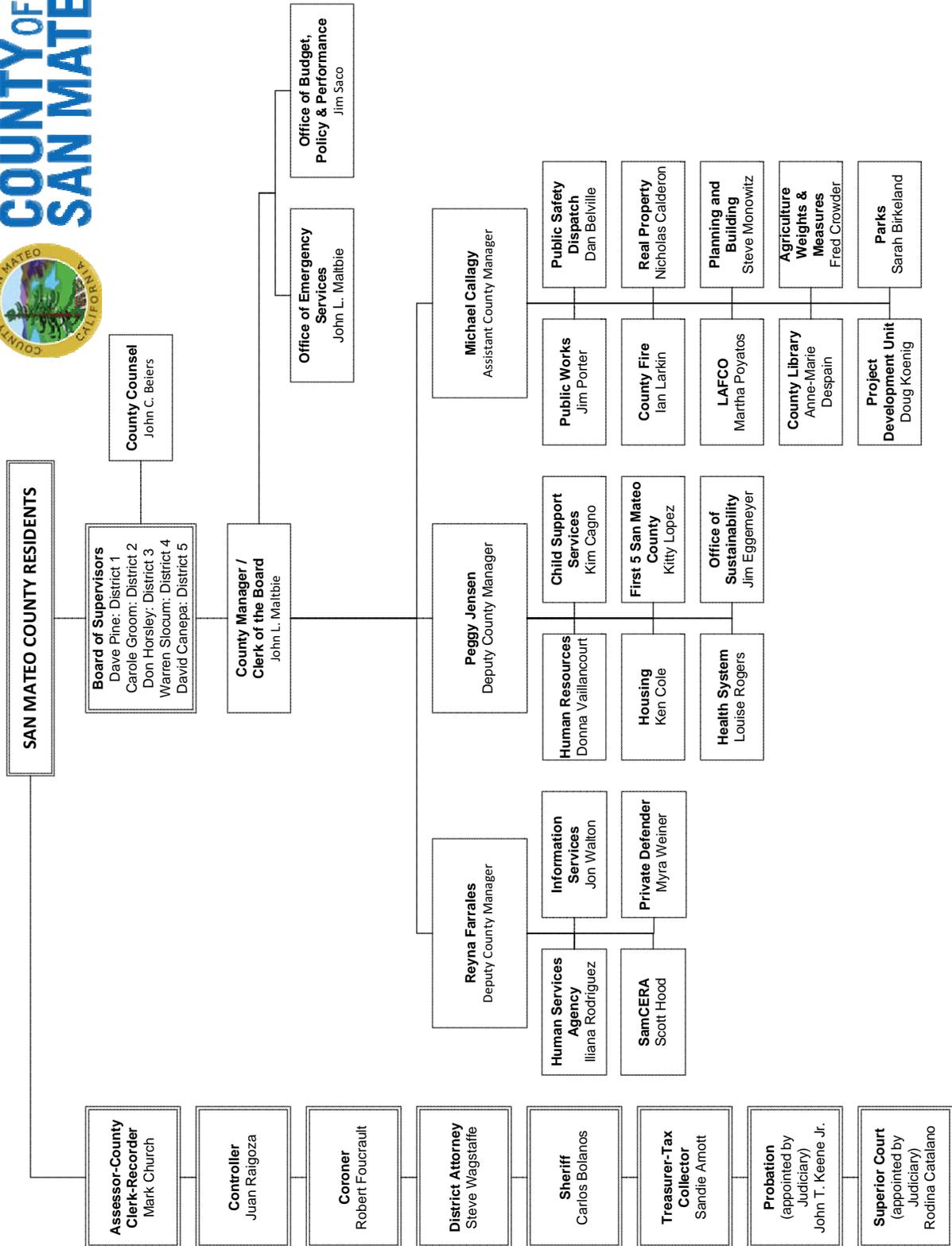
The highest standards  
of public service

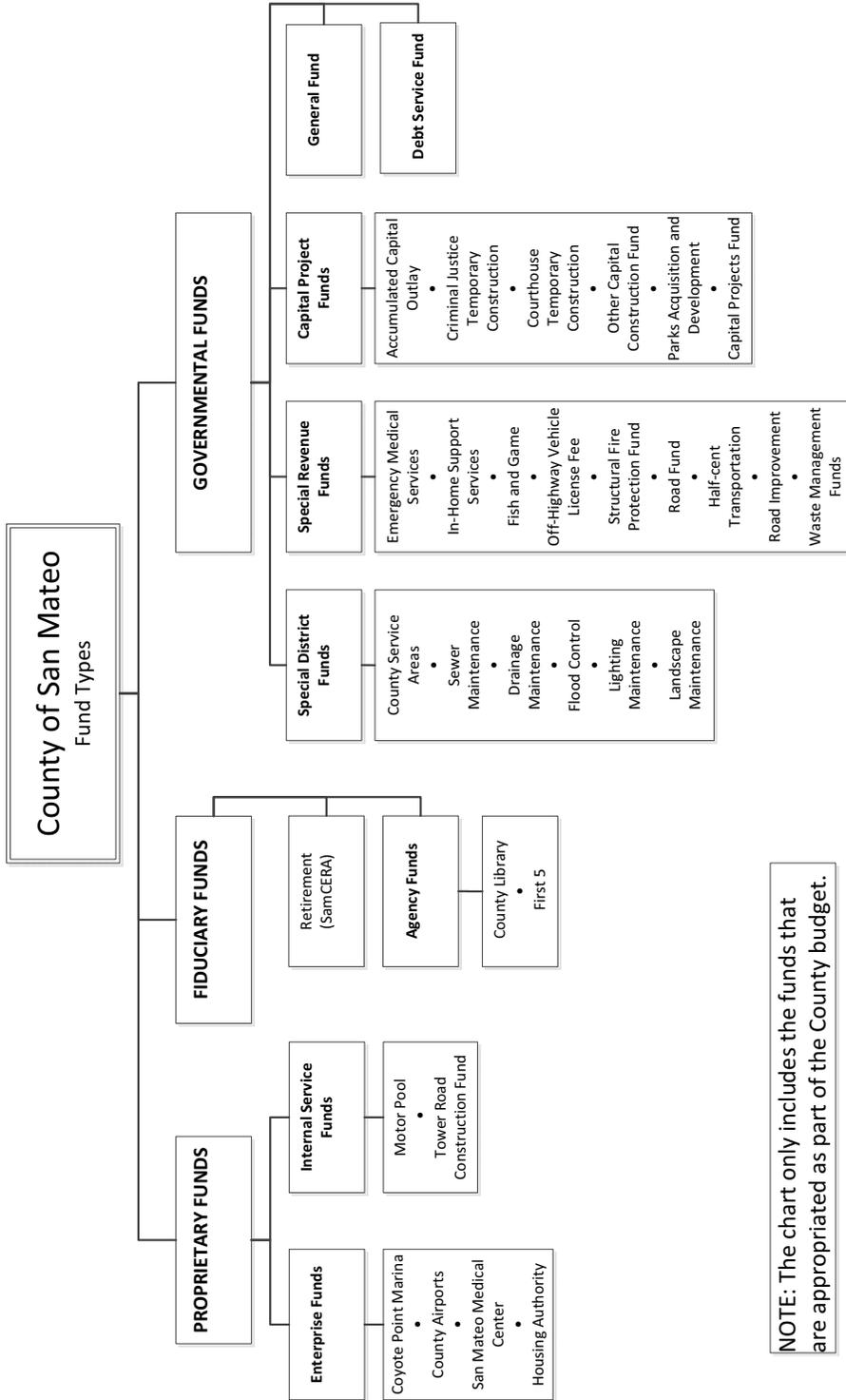
A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with respect  
and dignity







NOTE: The chart only includes the funds that are appropriated as part of the County budget.

## Governmental Funds

### 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.

### Debt Service Fund

The *Debt Service Fund* is used to account for the 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.

### 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 *Accumulated Capital Outlay Fund* accounts for appropriations for County capital improvement and facilities maintenance projects. Revenues are derived from selling County real property and interest earnings.

The *Criminal Justice Temporary Construction Fund* was established to finance the construction, reconstruction, expansion, improvements, operation, or maintenance of criminal justice facilities. Sources of revenue for this fund are identical to the Courthouse Temporary Construction Fund below.

The *Courthouse Temporary Construction Fund* was established to support the construction, rehabilitation, lease, and financing of 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 in the amount of \$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 *Capital Projects Fund* was established to centrally budget capital improvement projects in the County. It includes major capital construction projects managed by the Project Development Unit (PDU) and capital maintenance projects managed by Department of Public Works.

The *Other Capital Construction Fund* was established to provide additional capital funding from County sources to bonded projects and is currently being used for the Warm Shell project at the new Maple Street Correctional Center and the Skylonda Fire Station project.

The *Parks Acquisition Fund* is used for the acquisition of land for the County Parks system and the development of County park facilities. Revenue in this fund originally came from a one-time sale of land at San Bruno Mountain. Current revenues come from grants and interest earnings.

### Special Revenue and Trust Funds

Special Revenue Funds are used to account for revenues that are restricted by law or administrative action and expenditures for specified purposes.

The *Emergency Medical Services Fund* was established under Senate Bill 12/612 to provide financial assistance for individuals. This fund is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees, and used to pay physicians for uncompensated emergency care and hospitals providing disproportionate emergency and trauma care.

The *IHSS Public Authority Fund* provides for consumer assistance in finding qualified In-Home Supportive Services (IHSS) personnel, and training as well as support for providers and recipients of IHSS via the maintenance of a registry and referral system. This fund is primarily financed by state grants.

The *Structural Fire Protection Fund* provides for fire protection services to both cities and unincorporated areas in the County. Revenues are derived from property taxes on all parcels within the County's fire protection districts.

The *Road Fund* provides for planning, design, construction, maintenance, and administration of the County's transportation activities. Revenues come from the County's share of state highway user taxes and federal grants.

The *County Half-Cent Transportation Fund* accounts for a half-cent sales tax approved by the voters of San Mateo County in 1988. This fund is restricted for transportation programs sponsored by other County departments and outside agencies.

The *Road Improvement Fund* accounts for mitigation fees imposed on building permits to finance road improvements in the County.

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

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

The *Waste Management Programs Fund* accounts for revenues derived from Garbage Collection Franchise Fees. Funds will be used for garbage and recyclable collection expenses in unincorporated franchised areas.

Other Special Revenue Funds include the *Fish and Game Propagation Fund* and the *Off-Highway Vehicle License Fees Fund*.

### **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 public safety 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 landscape maintenance and drainage district funds.

## Fiduciary Funds

### 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 *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 the unincorporated areas of the County.

### Proprietary Funds

#### Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments on a cost reimbursement basis.

The *Motor Pool Internal Service Fund* provides vehicle and equipment acquisition, replacement, maintenance, repair, and fuel services to all County agencies. Full service repair facilities are operated in Belmont and Redwood City.

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

#### Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is to have the costs of providing goods or services (including depreciation and amortization) to the general public be financed primarily through user charges on a continuing basis or where the County has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The *San Mateo Medical Center (SMMC) Fund* accounts for the hospital and clinical services provided to county residents. SMMC's revenues are principally fees for patient services, payments from federal and state programs such as Medicare, Medi-Cal, Interfund Revenue, realignment revenues, and subsidies from the General Fund.

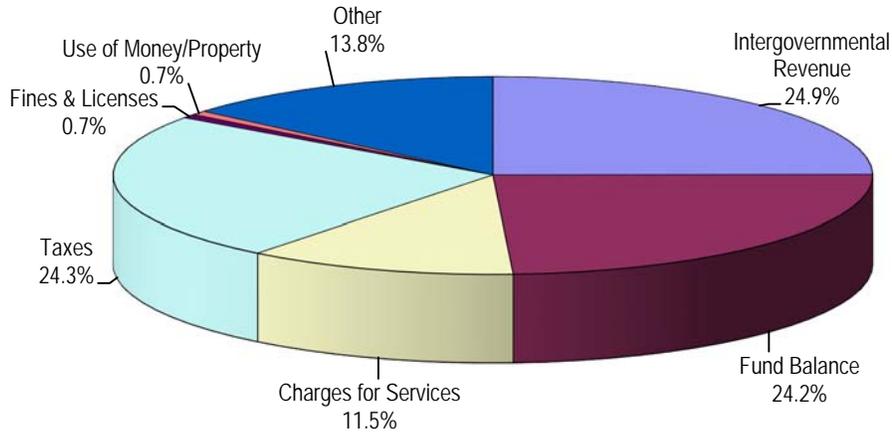
The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget displays the Department's total costs of providing housing services. The Housing Authority is a separate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

by the Board of Supervisors as the Housing Authority Board of Commissioners. Funding is primarily provided by the U.S. Department of Housing (HUD) and tenants.

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 fees and federal aid.

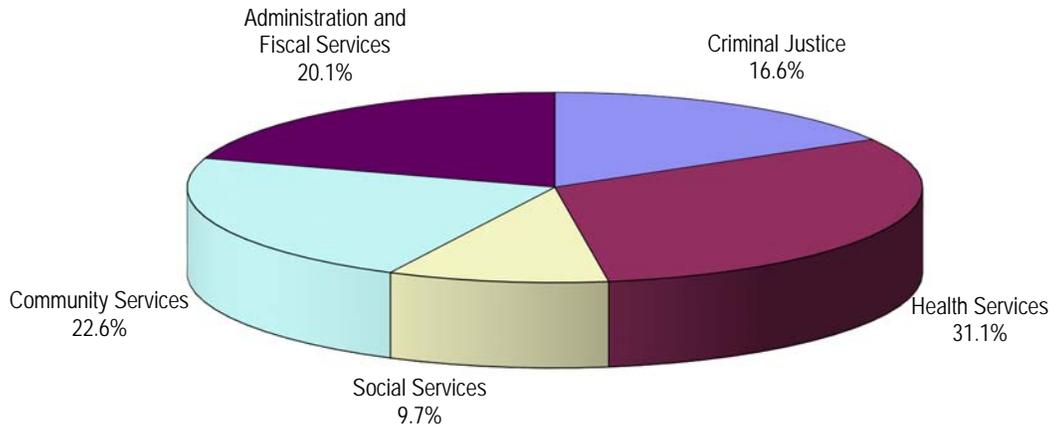
The *Coyote Point Marina Fund* provides and maintains a fully utilized recreational facility for the boating public. Revenues are collected from berth and facility rentals and interest earnings.

### All County Funds FY 2017-18 Recommended Sources



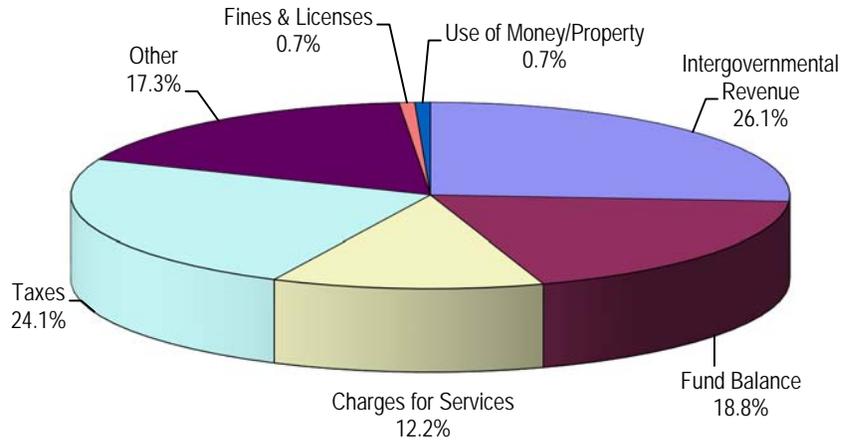
| Sources of Funds                  | Recommended FY 2017-18 | Percent of Total |
|-----------------------------------|------------------------|------------------|
| Taxes                             | 644,959,375            | 24.3%            |
| Licenses, Permits, and Franchises | 9,958,367              | 0.4%             |
| Fines, Forfeitures, and Penalties | 7,472,526              | 0.3%             |
| Use of Money and Property         | 17,434,240             | 0.7%             |
| Intergovernmental Revenues        | 661,808,993            | 24.9%            |
| Charges for Services              | 304,170,597            | 11.5%            |
| Interfund Revenue                 | 101,507,939            | 3.8%             |
| Miscellaneous Revenue             | 45,178,024             | 1.7%             |
| Other Financing Sources           | 219,942,362            | 8.3%             |
| Fund Balance                      | 643,488,799            | 24.2%            |
| <b>TOTAL SOURCES</b>              | <b>2,655,921,222</b>   | <b>100.0%</b>    |

### All County Funds FY 2017-18 Recommended Requirements



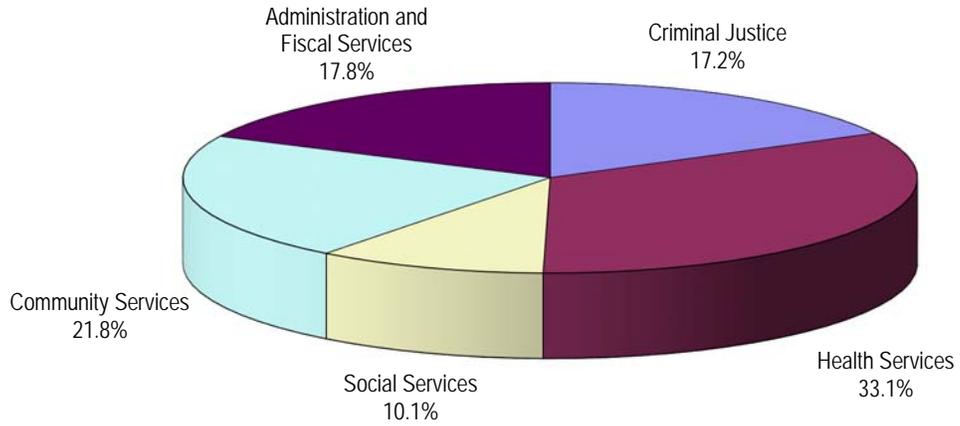
| Use of Funds                       | Recommended FY 2017-18 | Percent of Total |
|------------------------------------|------------------------|------------------|
| Criminal Justice                   | 441,097,204            | 16.6%            |
| Health Services                    | 824,838,040            | 31.1%            |
| Social Services                    | 257,488,798            | 9.7%             |
| Community Services                 | 599,158,929            | 22.6%            |
| Administration and Fiscal Services | 533,338,251            | 20.1%            |
| <b>TOTAL REQUIREMENTS</b>          | <b>2,655,921,222</b>   | <b>100.00%</b>   |

### All County Funds FY 2018-19 Recommended Sources



| Sources of Funds                  | Recommended FY 2018-19 | Percent of Total |
|-----------------------------------|------------------------|------------------|
| Taxes                             | 654,097,860            | 26.1%            |
| Licenses, Permits, and Franchises | 10,173,540             | 0.4%             |
| Fines, Forfeitures, and Penalties | 7,472,526              | 0.3%             |
| Use of Money and Property         | 17,417,431             | 0.7%             |
| Intergovernmental Revenues        | 654,097,860            | 26.1%            |
| Charges for Services              | 305,870,939            | 12.2%            |
| Interfund Revenue                 | 103,945,410            | 4.1%             |
| Miscellaneous Revenue             | 44,256,230             | 1.8%             |
| Other Financing Sources           | 286,204,808            | 11.4%            |
| Fund Balance                      | 471,408,398            | 18.8%            |
| <b>TOTAL SOURCES</b>              | <b>2,505,296,150</b>   | <b>100.0%</b>    |

### All County Funds FY 2018-19 Recommended Requirements



| Use of Funds                       | Recommended<br>FY 2018-19 | Percent of<br>Total |
|------------------------------------|---------------------------|---------------------|
| Criminal Justice                   | 432,130,602               | 17.2%               |
| Health Services                    | 828,107,448               | 33.1%               |
| Social Services                    | 253,189,174               | 10.1%               |
| Community Services                 | 545,102,196               | 21.8%               |
| Administration and Fiscal Services | 446,766,730               | 17.8%               |
| <b>TOTAL REQUIREMENTS</b>          | <b>2,505,296,150</b>      | <b>100.0%</b>       |

County of San Mateo  
Total Requirements - All Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18   | Recomm<br>2018-19    | Change<br>2018-19    |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| <b>TOTAL REQUIREMENTS</b>        |                      |                      |                      |                      |                     |                      |                      |
| Criminal Justice Agency          | 342,336,536          | 365,859,771          | 427,382,847          | 441,097,204          | 13,714,357          | 432,130,602          | (8,966,602)          |
| Health System                    | 342,007,000          | 368,180,970          | 412,902,072          | 446,975,016          | 34,072,944          | 446,364,716          | (610,300)            |
| Social Services                  | 195,826,023          | 200,901,486          | 262,289,049          | 257,488,798          | (4,800,251)         | 253,189,174          | (4,299,624)          |
| Community Services               | 78,477,488           | 92,974,232           | 161,843,457          | 139,835,139          | (22,008,318)        | 120,518,128          | (19,317,011)         |
| Administration and Fiscal        | 572,824,855          | 603,138,423          | 501,713,581          | 458,052,990          | (43,660,591)        | 372,560,048          | (85,492,942)         |
| <b>Subtotal General Fund</b>     | <b>1,531,471,902</b> | <b>1,631,054,883</b> | <b>1,766,131,006</b> | <b>1,743,449,147</b> | <b>(22,681,859)</b> | <b>1,624,762,668</b> | <b>(118,686,479)</b> |
| Enterprise Funds                 | 282,527,270          | 316,275,655          | 333,187,540          | 362,583,815          | 29,396,275          | 361,503,239          | (1,080,576)          |
| Special Revenue Funds            | 111,114,384          | 111,437,791          | 115,215,692          | 101,551,770          | (13,663,922)        | 82,218,106           | (19,333,664)         |
| Capital Projects Funds           | 124,800,972          | 149,260,697          | 338,655,777          | 247,222,271          | (91,433,506)        | 254,586,733          | 7,364,462            |
| Debt Service Fund                | 48,336,687           | 49,216,864           | 74,552,897           | 75,285,261           | 732,364             | 74,206,682           | (1,078,579)          |
| Special Districts Funds          | 89,132,803           | 98,719,713           | 99,379,036           | 98,091,989           | (1,287,047)         | 81,104,238           | (16,987,751)         |
| Internal Service Funds           | 20,224,470           | 23,170,601           | 27,109,296           | 27,736,969           | 627,673             | 26,914,484           | (822,485)            |
| <b>Total Non-General Fund</b>    | <b>676,136,586</b>   | <b>748,081,322</b>   | <b>988,100,238</b>   | <b>912,472,075</b>   | <b>(75,628,163)</b> | <b>880,533,482</b>   | <b>(31,938,593)</b>  |
| <b>Total Req - All Funds</b>     | <b>2,207,608,488</b> | <b>2,379,136,205</b> | <b>2,754,231,244</b> | <b>2,655,921,222</b> | <b>(98,310,022)</b> | <b>2,505,296,150</b> | <b>(150,625,072)</b> |
| <b>Total Sources - All Funds</b> | <b>2,207,608,488</b> | <b>2,379,136,205</b> | <b>2,754,231,244</b> | <b>2,655,921,222</b> | <b>(98,310,022)</b> | <b>2,505,296,150</b> | <b>(150,625,072)</b> |
| <b>AUTHORIZED POSITIONS</b>      |                      |                      |                      |                      |                     |                      |                      |
| Salary Resolution                | 5,780.0              | 5,620.0              | 5,991.0              | 6,018.0              | 27.0                | 6,020.0              | 2.0                  |
| Funded FTE                       | 5,646.4              | 5,485.5              | 5,841.1              | 5,876.9              | 35.8                | 5,883.2              | 6.4                  |

County of San Mateo  
All Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18    | Recomm<br>2018-19    | Change<br>2018-19    |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                      |                      |                      |                      |
| Taxes                            | 545,151,449          | 571,375,904          | 665,748,888          | 644,959,375          | (20,789,513)         | 604,449,008          | (40,510,367)         |
| Licenses, Permits and Franchises | 9,981,774            | 7,966,879            | 9,949,674            | 9,958,367            | 8,693                | 10,173,540           | 215,173              |
| Fines, Forfeitures and Penalties | 10,834,026           | 8,797,360            | 9,532,815            | 7,472,526            | (2,060,289)          | 7,472,526            |                      |
| Use of Money and Property        | 14,530,929           | 18,018,516           | 15,760,840           | 17,434,240           | 1,673,400            | 17,417,431           | (16,809)             |
| Intergovernmental Revenues       | 537,901,334          | 546,223,939          | 568,634,588          | 661,808,993          | 93,174,405           | 654,097,860          | (7,711,133)          |
| Charges for Services             | 256,842,057          | 282,715,038          | 340,662,310          | 304,170,597          | (36,491,713)         | 305,870,939          | 1,700,342            |
| Interfund Revenue                | 73,174,731           | 86,007,712           | 105,422,701          | 101,507,939          | (3,914,762)          | 103,945,410          | 2,437,471            |
| Miscellaneous Revenue            | 18,823,888           | 40,522,270           | 40,706,103           | 45,178,024           | 4,471,921            | 44,256,230           | (921,794)            |
| Other Financing Sources          | 123,861,230          | 138,401,608          | 294,394,079          | 219,942,362          | (74,451,717)         | 286,204,808          | 66,262,446           |
| <b>Total Revenue</b>             | <b>1,591,101,417</b> | <b>1,700,029,226</b> | <b>2,050,811,998</b> | <b>2,012,432,423</b> | <b>(38,379,575)</b>  | <b>2,033,887,752</b> | <b>21,455,329</b>    |
| Fund Balance                     | 616,507,071          | 679,106,980          | 703,419,246          | 643,488,799          | (59,930,447)         | 471,408,398          | (172,080,401)        |
| <b>TOTAL SOURCES</b>             | <b>2,207,608,488</b> | <b>2,379,136,205</b> | <b>2,754,231,244</b> | <b>2,655,921,222</b> | <b>(98,310,022)</b>  | <b>2,505,296,150</b> | <b>(150,625,072)</b> |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                      |                      |                      |                      |
| Salaries and Benefits            | 793,983,258          | 861,746,811          | 977,376,610          | 1,026,601,510        | 49,224,900           | 1,044,201,614        | 17,600,104           |
| Services and Supplies            | 466,992,162          | 483,079,986          | 631,099,389          | 595,166,528          | (35,932,861)         | 521,777,370          | (73,389,158)         |
| Other Charges                    | 264,726,981          | 319,494,185          | 447,861,919          | 420,851,235          | (27,010,684)         | 384,527,515          | (36,323,720)         |
| Fixed Assets                     | 45,175,681           | 49,841,265           | 307,083,092          | 193,899,001          | (113,184,091)        | 197,238,986          | 3,339,985            |
| Other Financing Uses             | 132,776,179          | 141,006,001          | 247,399,593          | 242,215,749          | (5,183,844)          | 222,844,757          | (19,370,992)         |
| <b>Gross Appropriations</b>      | <b>1,703,654,260</b> | <b>1,855,168,247</b> | <b>2,610,820,603</b> | <b>2,478,734,023</b> | <b>(132,086,580)</b> | <b>2,370,590,242</b> | <b>(108,143,781)</b> |
| Intrafund Transfers              | (169,484,356)        | (185,060,847)        | (216,422,616)        | (189,634,007)        | 26,788,609           | (168,679,070)        | 20,954,937           |
| <b>Net Appropriations</b>        | <b>1,534,169,904</b> | <b>1,670,107,399</b> | <b>2,394,397,987</b> | <b>2,289,100,016</b> | <b>(105,297,971)</b> | <b>2,201,911,172</b> | <b>(87,188,844)</b>  |
| Contingencies/Dept Reserves      | 516,997,980          | 527,411,537          | 237,907,513          | 229,343,768          | (8,563,745)          | 211,974,587          | (17,369,181)         |
| Non-General Fund Reserves        | 156,440,603          | 181,617,269          | 121,925,744          | 137,477,438          | 15,551,694           | 91,410,391           | (46,067,047)         |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,207,608,488</b> | <b>2,379,136,205</b> | <b>2,754,231,244</b> | <b>2,655,921,222</b> | <b>(98,310,022)</b>  | <b>2,505,296,150</b> | <b>(150,625,072)</b> |
| <b>AUTHORIZED POSITIONS</b>      |                      |                      |                      |                      |                      |                      |                      |
| Salary Resolution                | 5,286.0              | 5,421.0              | 5,490.0              | 5,502.0              | 12.0                 | 5,504.0              | 2.0                  |
| Funded FTE                       | 5,169.7              | 5,297.7              | 5,356.4              | 5,377.2              | 20.8                 | 5,383.5              | 6.3                  |

County of San Mateo  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18   | Recomm<br>2018-19    | Change<br>2018-19    |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                      |                     |                      |                      |
| Taxes                            | 524,386,395          | 546,257,324          | 592,986,743          | 578,550,872          | (14,435,871)        | 581,485,165          | 2,934,293            |
| Licenses, Permits and Franchises | 7,000,823            | 7,369,089            | 7,089,603            | 7,030,866            | (58,737)            | 7,120,456            | 89,590               |
| Fines, Forfeitures and Penalties | 8,570,277            | 6,826,025            | 7,074,284            | 5,984,342            | (1,089,942)         | 5,984,342            |                      |
| Use of Money and Property        | 9,933,477            | 11,837,316           | 10,386,903           | 11,769,397           | 1,382,494           | 11,877,997           | 108,600              |
| Intergovernmental Revenues       | 420,711,613          | 417,456,796          | 466,559,486          | 495,502,167          | 28,942,681          | 479,858,105          | (15,644,062)         |
| Charges for Services             | 110,704,257          | 128,079,277          | 141,699,427          | 138,819,516          | (2,879,911)         | 141,528,269          | 2,708,753            |
| Interfund Revenue                | 51,910,209           | 62,948,113           | 77,855,295           | 77,138,157           | (717,138)           | 80,036,570           | 2,898,413            |
| Miscellaneous Revenue            | 25,850,692           | 32,968,165           | 33,649,923           | 37,020,336           | 3,370,413           | 35,998,542           | (1,021,794)          |
| Other Financing Sources          | 1,706,076            | 849,375              | 6,920,034            | 1,420,000            | (5,500,034)         | 1,401,000            | (19,000)             |
| <b>Total Revenue</b>             | <b>1,160,773,819</b> | <b>1,214,591,480</b> | <b>1,344,221,698</b> | <b>1,353,235,653</b> | <b>9,013,955</b>    | <b>1,345,290,446</b> | <b>(7,945,207)</b>   |
| Fund Balance                     | 370,698,083          | 416,463,403          | 421,909,308          | 390,213,494          | (31,695,814)        | 279,472,222          | (110,741,272)        |
| <b>TOTAL SOURCES</b>             | <b>1,531,471,902</b> | <b>1,631,054,883</b> | <b>1,766,131,006</b> | <b>1,743,449,147</b> | <b>(22,681,859)</b> | <b>1,624,762,668</b> | <b>(118,686,479)</b> |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                      |                     |                      |                      |
| Salaries and Benefits            | 627,193,545          | 676,821,363          | 778,623,880          | 814,130,106          | 35,506,226          | 828,674,775          | 14,544,669           |
| Services and Supplies            | 340,814,527          | 341,940,059          | 478,029,605          | 438,536,877          | (39,492,728)        | 372,138,047          | (66,398,830)         |
| Other Charges                    | 194,860,580          | 239,256,020          | 334,298,046          | 313,662,860          | (20,635,186)        | 278,018,656          | (35,644,204)         |
| Fixed Assets                     | 15,348,404           | 8,918,444            | 31,606,496           | 11,776,410           | (19,830,086)        | 9,426,074            | (2,350,336)          |
| Other Financing Uses             | 108,393,761          | 120,042,167          | 189,419,566          | 175,540,596          | (13,878,970)        | 130,477,778          | (45,062,818)         |
| <b>Gross Appropriations</b>      | <b>1,286,610,816</b> | <b>1,386,978,053</b> | <b>1,811,977,593</b> | <b>1,753,646,849</b> | <b>(58,330,744)</b> | <b>1,618,735,330</b> | <b>(134,911,519)</b> |
| Intrafund Transfers              | (167,688,745)        | (183,442,029)        | (214,643,674)        | (187,794,744)        | 26,848,930          | (166,883,093)        | 20,911,651           |
| <b>Net Appropriations</b>        | <b>1,118,922,071</b> | <b>1,203,536,023</b> | <b>1,597,333,919</b> | <b>1,565,852,105</b> | <b>(31,481,814)</b> | <b>1,451,852,237</b> | <b>(113,999,868)</b> |
| Contingencies/Dept Reserves      | 412,549,831          | 427,518,860          | 168,797,087          | 177,597,042          | 8,799,955           | 172,910,431          | (4,686,611)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>1,531,471,902</b> | <b>1,631,054,883</b> | <b>1,766,131,006</b> | <b>1,743,449,147</b> | <b>(22,681,859)</b> | <b>1,624,762,668</b> | <b>(118,686,479)</b> |
| <b>AUTHORIZED POSITIONS</b>      |                      |                      |                      |                      |                     |                      |                      |
| Salary Resolution                | 4,143.0              | 4,258.0              | 4,318.0              | 4,330.0              | 12.0                | 4,332.0              | 2.0                  |
| Funded FTE                       | 4,101.8              | 4,205.2              | 4,256.9              | 4,277.9              | 21.0                | 4,284.3              | 6.3                  |

## Criminal Justice General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19   |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|---------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                    |                   |                    |                     |
| Taxes                            | 486,645            | 1,413,423          | 2,069,748          | 1,994,255          | (75,493)          | 1,746,515          | (247,740)           |
| Licenses, Permits and Franchises | 14,829             | 15,972             | 13,600             | 13,600             |                   | 13,600             |                     |
| Fines, Forfeitures and Penalties | 7,543,125          | 6,467,131          | 6,895,742          | 5,779,242          | (1,116,500)       | 5,779,242          |                     |
| Intergovernmental Revenues       | 119,522,396        | 128,504,866        | 140,054,683        | 146,041,174        | 5,986,491         | 141,222,335        | (4,818,839)         |
| Charges for Services             | 14,987,084         | 14,967,110         | 14,576,007         | 14,767,664         | 191,657           | 15,009,178         | 241,514             |
| Interfund Revenue                | 4,612,774          | 4,134,717          | 3,084,440          | 2,939,480          | (144,960)         | 2,970,492          | 31,012              |
| Miscellaneous Revenue            | 2,862,156          | 4,172,741          | 2,049,381          | 3,857,803          | 1,808,422         | 3,858,098          | 295                 |
| Other Financing Sources          | 43,256             | 44,669             |                    |                    |                   |                    |                     |
| <b>Total Revenue</b>             | <b>150,072,264</b> | <b>159,720,629</b> | <b>168,743,601</b> | <b>175,393,218</b> | <b>6,649,617</b>  | <b>170,599,460</b> | <b>(4,793,758)</b>  |
| Fund Balance                     | 16,700,739         | 22,274,005         | 26,638,620         | 22,158,384         | (4,480,236)       | 14,158,384         | (8,000,000)         |
| <b>TOTAL SOURCES</b>             | <b>166,773,003</b> | <b>181,994,634</b> | <b>195,382,221</b> | <b>197,551,602</b> | <b>2,169,381</b>  | <b>184,757,844</b> | <b>(12,793,758)</b> |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                    |                   |                    |                     |
| Salaries and Benefits            | 227,408,267        | 240,117,413        | 259,380,377        | 277,839,133        | 18,458,756        | 283,870,089        | 6,030,956           |
| Services and Supplies            | 61,315,548         | 62,551,034         | 71,098,154         | 53,480,343         | (17,617,811)      | 51,490,980         | (1,989,363)         |
| Other Charges                    | 49,711,226         | 56,901,238         | 58,599,861         | 57,656,923         | (942,938)         | 57,332,034         | (324,889)           |
| Fixed Assets                     | 2,225,692          | 4,216,351          | 8,703,448          | 5,369,074          | (3,334,374)       | 2,069,074          | (3,300,000)         |
| Other Financing Uses             | 9,682,650          | 10,128,868         | 34,286,010         | 41,804,043         | 7,518,033         | 31,856,237         | (9,947,806)         |
| <b>Gross Appropriations</b>      | <b>350,343,384</b> | <b>373,914,904</b> | <b>432,067,850</b> | <b>436,149,516</b> | <b>4,081,666</b>  | <b>426,618,414</b> | <b>(9,531,102)</b>  |
| Intrafund Transfers              | (20,216,149)       | (20,772,619)       | (22,770,387)       | (5,798,569)        | 16,971,818        | (5,234,069)        | 564,500             |
| <b>Net Appropriations</b>        | <b>330,127,235</b> | <b>353,142,285</b> | <b>409,297,463</b> | <b>430,350,947</b> | <b>21,053,484</b> | <b>421,384,345</b> | <b>(8,966,602)</b>  |
| Contingencies/Dept Reserves      | 12,209,301         | 12,717,487         | 18,085,384         | 10,746,257         | (7,339,127)       | 10,746,257         |                     |
| <b>TOTAL REQUIREMENTS</b>        | <b>342,336,536</b> | <b>365,859,771</b> | <b>427,382,847</b> | <b>441,097,204</b> | <b>13,714,357</b> | <b>432,130,602</b> | <b>(8,966,602)</b>  |
| <b>NET COUNTY COST</b>           | <b>175,563,533</b> | <b>183,865,137</b> | <b>232,000,626</b> | <b>243,545,602</b> | <b>11,544,976</b> | <b>247,372,758</b> | <b>3,827,156</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                    |                   |                    |                     |
| Salary Resolution                | 1,312.0            | 1,329.0            | 1,362.0            | 1,371.0            | 9.0               | 1,373.0            | 2.0                 |
| Funded FTE                       | 1,303.5            | 1,313.2            | 1,335.2            | 1,354.6            | 19.4              | 1,360.6            | 6.0                 |

## Health Services General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19  |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                    |                   |                    |                    |
| Taxes                            | 3,118,858          | 7,125,456          | 9,968,141          | 10,160,941         | 192,800           | 9,736,692          | (424,249)          |
| Licenses, Permits and Franchises | 1,945,858          | 2,045,703          | 1,998,078          | 2,004,381          | 6,303             | 2,016,131          | 11,750             |
| Fines, Forfeitures and Penalties | 830,976            | 188,531            | 160,042            | 200,100            | 40,058            | 200,100            |                    |
| Use of Money and Property        | 294,515            | 309,539            | 287,775            | 287,775            |                   | 287,775            |                    |
| Intergovernmental Revenues       | 122,835,892        | 122,177,005        | 130,932,914        | 152,947,237        | 22,014,323        | 151,963,065        | (984,172)          |
| Charges for Services             | 59,188,982         | 72,494,624         | 87,753,234         | 84,262,267         | (3,490,967)       | 84,131,406         | (130,861)          |
| Interfund Revenue                | 4,405,999          | 9,037,595          | 8,949,003          | 8,653,683          | (295,320)         | 8,755,844          | 102,161            |
| Miscellaneous Revenue            | 17,276,971         | 22,686,396         | 26,751,887         | 29,965,341         | 3,213,454         | 28,827,506         | (1,137,835)        |
| <b>Total Revenue</b>             | <b>209,898,052</b> | <b>236,064,849</b> | <b>266,801,074</b> | <b>288,481,725</b> | <b>21,680,651</b> | <b>285,918,519</b> | <b>(2,563,206)</b> |
| Fund Balance                     | 5,193,847          | 3,670,840          | 7,892,900          | 8,158,951          | 266,051           | 6,021,826          | (2,137,125)        |
| <b>TOTAL SOURCES</b>             | <b>215,091,899</b> | <b>239,735,689</b> | <b>274,693,974</b> | <b>296,640,676</b> | <b>21,946,702</b> | <b>291,940,345</b> | <b>(4,700,331)</b> |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                    |                   |                    |                    |
| Salaries and Benefits            | 149,187,064        | 162,303,946        | 188,146,373        | 203,745,735        | 15,599,362        | 207,455,757        | 3,710,022          |
| Services and Supplies            | 96,071,757         | 102,458,628        | 114,887,525        | 116,965,193        | 2,077,668         | 114,946,548        | (2,018,645)        |
| Other Charges                    | 47,751,538         | 63,963,789         | 72,885,641         | 82,202,688         | 9,317,047         | 82,601,023         | 398,335            |
| Fixed Assets                     | 249,157            | 238,323            | 836,537            | 1,079,400          | 242,863           | 10,000             | (1,069,400)        |
| Other Financing Uses             | 69,862,484         | 59,269,426         | 59,448,124         | 58,702,011         | (746,113)         | 58,502,091         | (199,920)          |
| <b>Gross Appropriations</b>      | <b>363,122,000</b> | <b>388,234,112</b> | <b>436,204,200</b> | <b>462,695,027</b> | <b>26,490,827</b> | <b>463,515,419</b> | <b>820,392</b>     |
| Intrafund Transfers              | (23,945,718)       | (27,710,193)       | (26,186,592)       | (21,478,893)       | 4,707,699         | (21,361,104)       | 117,789            |
| <b>Net Appropriations</b>        | <b>339,176,283</b> | <b>360,523,919</b> | <b>410,017,608</b> | <b>441,216,134</b> | <b>31,198,526</b> | <b>442,154,315</b> | <b>938,181</b>     |
| Contingencies/Dept Reserves      | 2,830,717          | 7,657,051          | 2,884,464          | 5,758,882          | 2,874,418         | 4,210,401          | (1,548,481)        |
| <b>TOTAL REQUIREMENTS</b>        | <b>342,007,000</b> | <b>368,180,970</b> | <b>412,902,072</b> | <b>446,975,016</b> | <b>34,072,944</b> | <b>446,364,716</b> | <b>(610,300)</b>   |
| <b>NET COUNTY COST</b>           | <b>126,915,101</b> | <b>128,445,281</b> | <b>138,208,098</b> | <b>150,334,340</b> | <b>12,126,242</b> | <b>154,424,371</b> | <b>4,090,031</b>   |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                    |                   |                    |                    |
| Salary Resolution                | 1,113.0            | 1,153.0            | 1,143.0            | 1,148.0            | 5.0               | 1,148.0            |                    |
| Funded FTE                       | 1,085.4            | 1,122.2            | 1,121.7            | 1,115.1            | (6.6)             | 1,115.4            | 0.3                |

## Social Services General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18  | Recomm<br>2018-19  | Change<br>2018-19  |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>SOURCES</b>              |                    |                    |                    |                    |                    |                    |                    |
| Taxes                       | 3,535,846          | 6,101,250          | 18,017,808         | 14,193,319         | (3,824,489)        | 14,222,284         | 28,965             |
| Intergovernmental Revenues  | 146,904,622        | 149,229,097        | 174,413,758        | 171,019,125        | (3,394,633)        | 171,155,851        | 136,726            |
| Charges for Services        | 2,809,850          | 2,594,715          | 3,207,836          | 2,558,656          | (649,180)          | 2,558,656          |                    |
| Interfund Revenue           | 14,635             | 36,207             | 30,000             | 50,000             | 20,000             | 50,000             |                    |
| Miscellaneous Revenue       | 1,629,138          | 1,772,792          | 3,097,980          | 1,511,812          | (1,586,168)        | 1,676,806          | 164,994            |
| <b>Total Revenue</b>        | <b>154,894,090</b> | <b>159,734,063</b> | <b>198,767,382</b> | <b>189,332,912</b> | <b>(9,434,470)</b> | <b>189,663,597</b> | <b>330,685</b>     |
| Fund Balance                | 8,624,249          | 14,110,938         | 18,282,476         | 19,916,889         | 1,634,413          | 13,715,411         | (6,201,478)        |
| <b>TOTAL SOURCES</b>        | <b>163,518,339</b> | <b>173,845,001</b> | <b>217,049,858</b> | <b>209,249,801</b> | <b>(7,800,057)</b> | <b>203,379,008</b> | <b>(5,870,793)</b> |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                    |                    |                    |                    |
| Salaries and Benefits       | 105,343,348        | 106,391,400        | 118,215,512        | 122,392,621        | 4,177,109          | 124,832,846        | 2,440,225          |
| Services and Supplies       | 46,943,156         | 55,664,515         | 87,355,403         | 79,171,751         | (8,183,652)        | 77,898,962         | (1,272,789)        |
| Other Charges               | 59,600,137         | 57,343,541         | 76,821,805         | 72,616,348         | (4,205,457)        | 68,105,520         | (4,510,828)        |
| Fixed Assets                |                    | 132,123            | 100,000            |                    | (100,000)          |                    |                    |
| Other Financing Uses        | 1,080,955          | 1,221,646          | 1,223,063          | 1,176,183          | (46,880)           | 1,176,921          | 738                |
| <b>Gross Appropriations</b> | <b>212,967,596</b> | <b>220,753,225</b> | <b>283,715,783</b> | <b>275,356,903</b> | <b>(8,358,880)</b> | <b>272,014,249</b> | <b>(3,342,654)</b> |
| Intrafund Transfers         | (24,150,822)       | (27,698,683)       | (32,736,016)       | (31,583,525)       | 1,152,491          | (31,622,783)       | (39,258)           |
| <b>Net Appropriations</b>   | <b>188,816,774</b> | <b>193,054,542</b> | <b>250,979,767</b> | <b>243,773,378</b> | <b>(7,206,389)</b> | <b>240,391,466</b> | <b>(3,381,912)</b> |
| Contingencies/Dept Reserves | 7,009,249          | 7,846,944          | 11,309,282         | 13,715,420         | 2,406,138          | 12,797,708         | (917,712)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>195,826,023</b> | <b>200,901,486</b> | <b>262,289,049</b> | <b>257,488,798</b> | <b>(4,800,251)</b> | <b>253,189,174</b> | <b>(4,299,624)</b> |
| <b>NET COUNTY COST</b>      | <b>32,307,684</b>  | <b>27,056,486</b>  | <b>45,239,191</b>  | <b>48,238,997</b>  | <b>2,999,806</b>   | <b>49,810,166</b>  | <b>1,571,169</b>   |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                    |                    |                    |                    |
| Salary Resolution           | 853.0              | 848.0              | 849.0              | 846.0              | (3.0)              | 846.0              |                    |
| Funded FTE                  | 852.6              | 846.6              | 847.6              | 847.7              | 0.1                | 847.7              |                    |

Community Services  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18   | Recomm<br>2018-19  | Change<br>2018-19   |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                    |                     |                    |                     |
| Taxes                            | 2,943,714          | 6,100,848          | 42,967,244         | 18,594,682         | (24,372,562)        | 5,087,500          | (13,507,182)        |
| Licenses, Permits and Franchises | 4,600,651          | 4,866,802          | 4,637,938          | 4,570,335          | (67,603)            | 4,643,768          | 73,433              |
| Fines, Forfeitures and Penalties | 47,157             | 29,006             | 18,500             | 5,000              | (13,500)            | 5,000              |                     |
| Use of Money and Property        | 1,508,348          | 1,512,826          | 1,016,477          | 1,084,989          | 68,512              | 1,099,799          | 14,810              |
| Intergovernmental Revenues       | 10,746,666         | 10,944,302         | 15,181,743         | 15,787,450         | 605,707             | 12,176,691         | (3,610,759)         |
| Charges for Services             | 9,676,467          | 11,082,253         | 11,505,985         | 12,757,468         | 1,251,483           | 13,124,906         | 367,438             |
| Interfund Revenue                | 26,172,457         | 29,173,681         | 39,257,755         | 38,395,498         | (862,257)           | 41,663,534         | 3,268,036           |
| Miscellaneous Revenue            | 1,595,339          | 2,270,790          | 918,138            | 686,549            | (231,589)           | 651,489            | (35,060)            |
| Other Financing Sources          | 162,977            | 804,714            | 2,170,034          | 1,420,000          | (750,034)           | 1,401,000          | (19,000)            |
| <b>Total Revenue</b>             | <b>57,453,777</b>  | <b>66,785,222</b>  | <b>117,673,814</b> | <b>93,301,971</b>  | <b>(24,371,843)</b> | <b>79,853,687</b>  | <b>(13,448,284)</b> |
| Fund Balance                     | 6,276,089          | 8,789,859          | 15,448,388         | 14,144,836         | (1,303,552)         | 7,657,249          | (6,487,587)         |
| <b>TOTAL SOURCES</b>             | <b>63,729,866</b>  | <b>75,575,081</b>  | <b>133,122,202</b> | <b>107,446,807</b> | <b>(25,675,395)</b> | <b>87,510,936</b>  | <b>(19,935,871)</b> |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                    |                     |                    |                     |
| Salaries and Benefits            | 53,899,765         | 58,386,043         | 72,765,819         | 75,929,725         | 3,163,906           | 76,758,976         | 829,251             |
| Services and Supplies            | 26,427,397         | 28,624,438         | 64,823,219         | 55,902,597         | (8,920,622)         | 48,030,766         | (7,871,831)         |
| Other Charges                    | 24,586,873         | 31,241,288         | 59,957,898         | 43,139,571         | (16,818,327)        | 35,777,088         | (7,362,483)         |
| Fixed Assets                     | 723,130            | 2,476,669          | 6,814,606          | 5,107,936          | (1,706,670)         | 2,200,000          | (2,907,936)         |
| Other Financing Uses             | 1,245,144          | 993,923            | 1,101,665          | 1,106,979          | 5,314               | 1,113,090          | 6,111               |
| <b>Gross Appropriations</b>      | <b>106,882,310</b> | <b>121,722,361</b> | <b>205,463,207</b> | <b>181,186,808</b> | <b>(24,276,399)</b> | <b>163,879,920</b> | <b>(17,306,888)</b> |
| Intrafund Transfers              | (33,666,185)       | (41,277,400)       | (50,181,689)       | (48,321,783)       | 1,859,906           | (48,902,133)       | (580,350)           |
| <b>Net Appropriations</b>        | <b>73,216,125</b>  | <b>80,444,961</b>  | <b>155,281,518</b> | <b>132,865,025</b> | <b>(22,416,493)</b> | <b>114,977,787</b> | <b>(17,887,238)</b> |
| Contingencies/Dept Reserves      | 5,261,363          | 12,529,271         | 6,561,939          | 6,970,114          | 408,175             | 5,540,341          | (1,429,773)         |
| <b>TOTAL REQUIREMENTS</b>        | <b>78,477,488</b>  | <b>92,974,232</b>  | <b>161,843,457</b> | <b>139,835,139</b> | <b>(22,008,318)</b> | <b>120,518,128</b> | <b>(19,317,011)</b> |
| <b>NET COUNTY COST</b>           | <b>14,747,622</b>  | <b>17,399,152</b>  | <b>28,721,255</b>  | <b>32,388,332</b>  | <b>3,667,077</b>    | <b>33,007,192</b>  | <b>618,860</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                    |                     |                    |                     |
| Salary Resolution                | 380.0              | 421.0              | 435.0              | 437.0              | 2.0                 | 437.0              |                     |
| Funded FTE                       | 378.2              | 419.0              | 426.5              | 434.6              | 8.1                 | 434.6              |                     |

## Administration and Fiscal Services General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18   | Recomm<br>2018-19    | Change<br>2018-19    |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                      |                     |                      |                      |
| Taxes                            | 514,301,332          | 525,516,346          | 519,963,802          | 533,607,675          | 13,643,873          | 550,692,174          | 17,084,499           |
| Licenses, Permits and Franchises | 439,486              | 440,612              | 439,987              | 442,550              | 2,563               | 446,957              | 4,407                |
| Fines, Forfeitures and Penalties | 149,019              | 141,357              |                      |                      |                     |                      |                      |
| Use of Money and Property        | 8,130,613            | 10,014,951           | 9,082,651            | 10,396,633           | 1,313,982           | 10,490,423           | 93,790               |
| Intergovernmental Revenues       | 20,702,038           | 6,601,525            | 5,976,388            | 9,707,181            | 3,730,793           | 3,340,163            | (6,367,018)          |
| Charges for Services             | 24,041,874           | 26,940,574           | 24,656,365           | 24,473,461           | (182,904)           | 26,704,123           | 2,230,662            |
| Interfund Revenue                | 16,704,344           | 20,565,913           | 26,534,097           | 27,099,496           | 565,399             | 26,596,700           | (502,796)            |
| Miscellaneous Revenue            | 2,487,088            | 2,065,445            | 832,537              | 998,831              | 166,294             | 984,643              | (14,188)             |
| Other Financing Sources          | 1,499,842            | (7)                  | 4,750,000            |                      | (4,750,000)         |                      |                      |
| <b>Total Revenue</b>             | <b>588,455,637</b>   | <b>592,286,718</b>   | <b>592,235,827</b>   | <b>606,725,827</b>   | <b>14,490,000</b>   | <b>619,255,183</b>   | <b>12,529,356</b>    |
| Fund Balance                     | 333,903,159          | 367,617,761          | 353,646,924          | 325,834,434          | (27,812,490)        | 237,919,352          | (87,915,082)         |
| <b>TOTAL SOURCES</b>             | <b>922,358,795</b>   | <b>959,904,479</b>   | <b>945,882,751</b>   | <b>932,560,261</b>   | <b>(13,322,490)</b> | <b>857,174,535</b>   | <b>(75,385,726)</b>  |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                      |                     |                      |                      |
| Salaries and Benefits            | 91,355,101           | 109,622,561          | 140,115,799          | 134,222,892          | (5,892,907)         | 135,757,107          | 1,534,215            |
| Services and Supplies            | 110,056,668          | 92,641,444           | 139,865,304          | 133,016,993          | (6,848,311)         | 79,770,791           | (53,246,202)         |
| Other Charges                    | 13,210,805           | 29,806,164           | 66,032,841           | 58,047,330           | (7,985,511)         | 34,202,991           | (23,844,339)         |
| Fixed Assets                     | 12,150,425           | 1,854,979            | 15,151,905           | 220,000              | (14,931,905)        | 5,147,000            | 4,927,000            |
| Other Financing Uses             | 26,522,527           | 48,428,303           | 93,360,704           | 72,751,380           | (20,609,324)        | 37,829,439           | (34,921,941)         |
| <b>Gross Appropriations</b>      | <b>253,295,526</b>   | <b>282,353,451</b>   | <b>454,526,553</b>   | <b>398,258,595</b>   | <b>(56,267,958)</b> | <b>292,707,328</b>   | <b>(105,551,267)</b> |
| Intrafund Transfers              | (65,709,872)         | (65,983,135)         | (82,768,990)         | (80,611,974)         | 2,157,016           | (59,763,004)         | 20,848,970           |
| <b>Net Appropriations</b>        | <b>187,585,655</b>   | <b>216,370,317</b>   | <b>371,757,563</b>   | <b>317,646,621</b>   | <b>(54,110,942)</b> | <b>232,944,324</b>   | <b>(84,702,297)</b>  |
| Contingencies/Dept Reserves      | 385,239,201          | 386,768,107          | 129,956,018          | 140,406,369          | 10,450,351          | 139,615,724          | (790,645)            |
| <b>TOTAL REQUIREMENTS</b>        | <b>572,824,855</b>   | <b>603,138,423</b>   | <b>501,713,581</b>   | <b>458,052,990</b>   | <b>(43,660,591)</b> | <b>372,560,048</b>   | <b>(85,492,942)</b>  |
| <b>NET COUNTY COST</b>           | <b>(349,566,919)</b> | <b>(356,797,071)</b> | <b>(444,169,170)</b> | <b>(474,507,271)</b> | <b>(30,338,101)</b> | <b>(484,614,487)</b> | <b>(10,107,216)</b>  |
| <b>AUTHORIZED POSITIONS</b>      |                      |                      |                      |                      |                     |                      |                      |
| Salary Resolution                | 485.0                | 507.0                | 529.0                | 528.0                | (1.0)               | 528.0                |                      |
| Funded FTE                       | 482.1                | 504.3                | 525.9                | 526.0                | 0.1                 | 526.0                |                      |

## Capital Projects Summary All Funds

This summary provides an overview of the County's Capital Improvement plan for the next five years, including a list of major projects planned or already underway, anticipated funding sources, and the recommended Capital Improvement Program Budget for FY 2017-18. Detailed project lists and budgets can be found in the budget unit sections of the Recommended Budget. Capital Projects are a one-time outlay of funds for land and/or building acquisition or construction, structural improvements, or non-structural renovations to County facilities, and are managed in three departments:

**County Manager's Office, Project Development Unit** - In January 2017, the Board of Supervisors authorized the creation of the Project Development Unit (PDU) in the County Manager's Office, to manage major, ground-up, capital improvement projects. Several major projects already underway or significantly planned were transferred from the Capital Projects Unit in the Department of Public Works. In addition, several projects have been approved for construction in the coming years. Projects are funded mainly through debt financing, as well as Measure K, General Fund and other Capital Reserves, including the proceeds from the sale of the Circle Star Office Complex. Typical projects include new office buildings, healthcare facilities and fire stations. These projects typically replace aging and leased facilities, and are expected to reduce costs through more efficient floorplans and equipment.

**Department of Public Works** - The Department of Public Works (DPW) manages a variety of capital improvement projects funded through various means. In general, improvement projects in the various special revenue and enterprise funds may be funded by restricted revenues, loans, and state and federal grant proceeds.

Utilities construction projects are typically funded by revenues received for the special district fund in which the improvement is to be completed. Examples of utility capital improvements are constructing flood control channel walls and sewer main replacement projects. In FY 2017-19, the Utilities Program will continue to implement projects identified in the Sewer Master Plans or identified based on results of recent condition assessment programs for each district. It is anticipated that this work will have a positive long-term effect on the maintenance cost per mile by reducing infrastructure failures.

Road capital improvement projects are typically funded via state highway user tax revenue and mitigation fees. Examples of road capital improvement projects include road reconstruction projects and bridge improvement projects. In the long-term, projects such as these are necessary to maintain and improve the pavement condition of the County's maintained road system.

Capital improvement projects at San Carlos and Half Moon Bay Airports are funded from receipts to the Airport Enterprise Fund. Federal Aviation Administration grant funding is often leveraged to implement improvement projects that will enhance utility and safety of both Airports. These improvement projects result in better service to the community and help to maintain a high level of occupancy in Airport-owned hangars. A high-level of occupancy helps to maintain revenue at the airports, which is then used to fund the operation and maintenance of both County-owned Airports.

Facilities improvement projects are typically funded from facility surcharge receipts, General Fund and Measure K contributions. A description of core types of projects included in the facilities improvement plan is included under the Five Year Capital Improvement Plan section below.

**Parks Department** - Historically, the Department of Public Works managed capital projects on behalf of the Parks Department. In an effort to streamline processes and address workload concerns, beginning in FY 2017-18 Parks will take over management of a majority of capital projects located within County parks. Parks projects are funded through a variety of sources, including Measure K, General Fund, Grants and donations. Projects typically include facility and infrastructure replacement and upgrades, and road and trail reconstruction and development. This work improves visitor experience and safety within County parks, reduces ongoing maintenance costs, and often reduces utilities costs as aging facilities and infrastructure are replaced with newer, more efficient facilities.

## Five Year Capital Improvement Plan

In the spring of 2017, the Board held study sessions where the results of recent facilities master plans were presented and a five year capital improvement plan was recommended. The master plans were accepted and the Board directed staff to proceed with several large projects, listed below. A finalized Five Year Capital Improvement Plan will be transmitted to the Board under separate cover.

### Master Plans

In 2010, the County engaged HOK and JLL to review its use of leased space, aging buildings, public accessibility and navigation, parking, environmental standards, and efficiency of employee work spaces for the Facility Master Plan Report. In 2014, the County engaged Dreyfuss and Blackford to perform a more detailed investigation, which led to several feasibility and master plan studies. The Board accepted the results of these studies and approved several large scale projects for construction over the next five years.

### Approved Projects

#### **PDU - New Projects**

- Health System Campus - The proposed project will consist of demolishing the 1954 Hospital Administration and 37th Avenue Health Services Administration buildings, which are past their useful lives. These buildings will be replaced with a new Hospital Administration building and renovated space in the underutilized ground floor of the Hospital Nursing Wing. Health System Administration staff will be relocated to other County facilities. The project is expected to result in more efficient facilities with lower operating costs and improved parking and access for staff and patients, as the replacement facilities will have a smaller footprint and less staff, leaving more space for surface parking. Project completion is estimated in FY 2021-22.
- County Office Building Three - The proposed new County Office Building Three (COB3), located across from the Hall of Justice, will be a 120,968 gross square foot building with five above-grade levels and a partial basement. This footprint will utilize approximately half the block, require the demolition of the former First American Title Company and Lebsack buildings, and relocation of the Lathrop House. Occupants will be relocated to COB3 from various County owned and leased facilities. The project will be built for energy efficiency and should reduce overall operating costs. The project will also reduce the County's lease costs. Project completion is estimated in FY 2020-21.
- County Government Center Parking Structure - The Project will be located on the corner of Veterans Boulevard and Middlefield Road just north of the existing County Parking Garage in Redwood City. The proposed LEED certified parking structure is intended to be a multi-story structure that has the capacity of parking more than 800 vehicles. The building façade should be iconic but durable and serve as one of the primary entrances for vehicles using the Government Center. The project will be built for energy efficiency but will increase operating costs at the Government Center as it will replace an open air surface parking lot. Project completion is estimated in FY 2019-20.
- Lathrop House - Built in 1863, the Lathrop House is one of the Peninsula's oldest mansions and is listed on the National Register of Historic Places. It is currently located at the County Government Center across from the Hall of Justice and would need to be relocated to allow for the construction of COB3. The recommendation is to relocate the Lathrop House to the lot north of the County History Museum. The project is not expected to impact long term operating costs. Project completion is estimated in FY 2017-18.
- Cordilleras Mental Health Facility - Cordilleras Center is a County-owned 117 bed psychiatric facility serving seriously mentally ill residents, which was designed as a hospital for tuberculosis patients decades ago, and is deteriorating and expensive to maintain. The proposed project will consist of five 16-bed single-story adult residential facilities, as well as a central facility with transitional housing, which will increase the bed availability to 137. The project will be built for energy efficiency and is expected to reduce overall operating costs, as well as increase federal reimbursements. Project completion is estimated in FY 2021-22.

- South San Francisco Health Campus - The proposed project is a new multiservice health campus to serve the growing population of the County's north region providing adult and pediatric primary care, express care, dental and optometry services, and behavioral health and recovery services. The project, intended to replace an aging facility in downtown South San Francisco, will be located on the County's existing north county courthouse property where probation and the courts have existing facilities. The project will be built for energy efficiency which should minimize any impacts on operating costs, as it will replace a facility that is past its useful life. Staffing costs may increase if the facility is developed at a larger size than the present facility, increasing staff and service levels. Project completion is estimated in FY 2021-22.
- Maple Street Homeless Shelter - The desired project would replace the aging Maple Street shelter in Redwood City. Plans for the new facility are early in the development stage, but will likely include more beds, transitional housing and behavioral health and recovery services. The expanded facility would be built for energy efficiency resulting in lower utility costs, but would likely increase operating costs for additional staffing and programs. Project completion is estimated in FY 2020-21.
- County Radio Shop - The Radio Shop was relocated to make way for the Regional Operations Center in Redwood City. It is currently housed in a leased facility, and the proposed project would build or acquire a permanent space for the Information Services Department to provide critical services in a more efficient and cost effective location. The project is expected to decrease operating costs from the previous facility and escalating lease costs from the current location. Project completion is estimated in FY 2018-19.

### Financing Plan

The County plans to fund the approved projects through a combination of debt financing, General Fund Reserves, and Circle Star Proceeds, as shown below:

| Major Capital Projects                  | Cost Estimates     | Funding Sources    |                   |                      |
|---|--------------------|--------------------|-------------------|----------------------|
|   |                    | Bonds (Borrowing)  | General Fund      | Circle Star Proceeds |
| <b>San Mateo - Redwood City Campus:</b> |                    |                    |                   |                      |
| Health System Campus                    | 120,770,000        | 108,770,000        | 12,000,000        |                      |
| County Office Building Three            | 86,800,000         |                    | 12,000,000        | 74,800,000           |
| Govt Center Parking Structure           | 44,780,000         | 41,780,000         | 3,000,000         |                      |
| Lathrop House Relocation                | 900,000            |                    |                   | 900,000              |
| <b>Other Projects:</b>                  |                    |                    |                   |                      |
| Cordilleras Mental Health               | 125,650,000        | 125,650,000        |                   |                      |
| South SF Health Campus                  | 39,825,000         | 39,825,000         |                   |                      |
| Maple St Homeless Shelter               | 21,400,000         | 21,400,000         |                   |                      |
| County Radio Shop                       | 4,300,000          |                    |                   | 4,300,000            |
| <b>TOTAL</b>                            | <b>444,425,000</b> | <b>337,425,000</b> | <b>27,000,000</b> | <b>80,000,000</b>    |
| Annual Debt Service                     |                    | 22,430,000         |                   |                      |

## PDU - Existing Projects

- Regional Operations Center - The Public Safety Regional Operations Center (ROC) is the largest project funded by Measure K. The new 37,000-square-foot, two-story facility is located on the Government Center campus where the motor pool and radio shop previously sat. The project includes expanded dispatch services and an emergency operations center. It will be built for energy efficiency but will have increased operating and staffing costs, as it is a new facility and is replacing smaller spaces on the campus. The project is funded completely with Measure K tax revenues. Project completion is estimated in FY 2018-19.
- Skylonda Fire Station - The project is being constructed at the existing County of San Mateo Skylonda Fire Station No. 58 Facility located at 17290 Skyline Boulevard in Woodside, and will consolidate the functions and operations of the two existing structures into a single structure. The barracks/office building will contain administrative offices, support spaces, conference and training room, kitchen and dining room, dayroom, fitness room, dorm rooms, restrooms and showers, and a laundry room. A new primary vehicular access connection will be provided to Skyline Boulevard to facilitate improved traffic sightlines and vehicle turning radiuses. The new access connection may incorporate traffic signalization capable of being operated from the firefighting apparatus vehicles to improve safety for accessing and egressing the site. A septic system and leach field will be constructed to serve the facility. The project will be built for energy efficiency and is expected to result in decreased operating costs. The project is funded through Bond proceeds, Measure K tax revenues and General Fund Reserves. Project completion is estimated in FY 2017-18.
- Pescadero Fire Station - The project will relocate and replace County Fire Station No. 59 in Pescadero, which is aging and susceptible to flooding in the winter. The project design is on hold pending the outcome of the ongoing community engagement process and further investigation of potential sites.

## DPW Projects

- Old Maguire Jail Renovation - The proposed project is to renovate Old Maguire Jail to convert approximately 53,000 square feet of unused detention spaces into the administrative offices for the Sheriff's Office. This project is expected to improve communication, coordination and efficiency within the Office, and provide enhanced access to the public. The renovation will be designed for energy efficiency and should reduce overall operating costs by creating more efficient workspaces and upgraded equipment and fixtures. The Project is funded through Department and General Fund Reserves and is estimated to be completed in FY 2019-20
- Human Services Agency 92nd Street Remodel - The proposed project will remodel an existing facility located on 92nd Street in Daly City. The work will align this facility with a more effective client facing model which has been effectively implemented at other Human Services Agency facilities. This project is expected to improve efficiency and the client experience. It will be funded completely through Department Reserves and is expected to be completed in FY 2018-19.
- DPW has a list of more than 150 smaller scale projects, which can be found in the Capital Projects Program Summary (8500D) and are funded through General Fund Reserves, Measure K tax revenues, Facility Surcharges, and Department Reserves. Projects are primarily aimed at improving facility conditions, extending the lives of existing facilities, and decreasing operating costs. DPW provides much of this work through the following programs:
  - Facilities Condition Index System - The Facilities Condition Index System (FCIS) identifies specific equipment for replacement based on age and condition. FCIS projects have replaced various key building systems and equipment before failure, reducing operating costs as well as inconveniences to staff and disruptions to operations resulting from unplanned equipment breakdown and failure. Replacing old, inefficient equipment has reduced energy consumption while improving office environments for County staff and clients.

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- Strategic Energy Master Plan - In December 2012, the Board adopted the Strategic Energy Master Plan (SEMP) for County facilities. The SEMP establishes energy reduction goals and provides a roadmap for achieving them. SEMP goals include: (1) reduce the energy consumption per square foot in county facilities by 25 percent by 2020; (2) reduce greenhouse gas emission in county facilities by 15 percent by 2020; (3) reduce water consumption in county facilities by 10 percent by 2020; and (4) procure/generate 25 percent of electric energy from renewable sources by 2020. Various energy upgrade projects have been recommended by SEMP and completed over the last five years, including replacement of inefficient equipment (boilers, chillers and air handlers), replacement of Energy Management and Control systems, lighting systems, and renewable energy generation projects. These projects have resulted in annual energy savings of 13.3 percent, gas savings of 17.2 percent, water savings of 15.7 percent, and greenhouse gas emissions reductions of 15.8 percent. Total utility expenses have remained constant while electricity and water rates have increased. Additionally, since adoption of SEMP the County has received \$1.2 million in incentives from various PG&E energy savings programs. In the next three years, the County anticipates receiving an additional \$1 million in incentives.

### **Parks Projects**

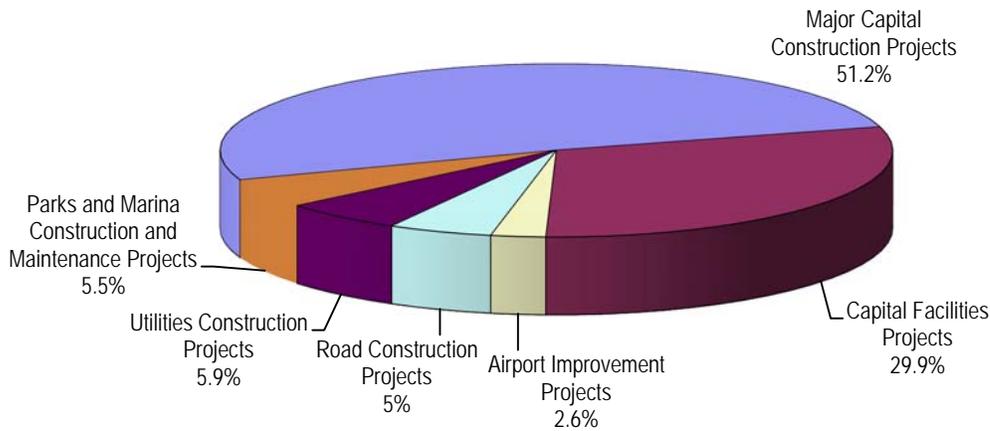
- Eighteen existing projects are transferred from DPW, including: Flood Park Improvements, Wunderlich Stable Hay Barn Improvements, Green Valley Trail Development, Old Guadalupe Trail Renovations, and Water Distribution System and Bay Trail Repairs at Coyote Point Park. New major Capital projects include Pescadero Old Haul Road Repairs, Sam McDonald Visitor Center Renovation and Interpretive Center, Huddart Park Water Lines and Supply Systems, and Alambique Trail Repairs. In addition, the Parks Department continue to manage the Midcoast Mobility Trail the Gap Trail Project. These projects are expected to improve user experience, enhance safety and accessibility, and extend the life of existing Parks facilities.

## Capital Improvement Program Budget Fiscal Year 2017-18

The proposed Capital Improvement Program (CIP) Budget for Fiscal Year 2017-18 is hereby submitted pursuant to Section 2.80.080 of the San Mateo County Ordinance Code. The CIP Budget includes one-time outlay of funds for construction, acquisition, structural improvements, and non-structural renovations to County-owned facilities. It also includes major construction, renovation or rehabilitation of County infrastructure assets such as roads, utilities, and airports, which are budgeted separately in the Department of Public Works and Parks Department budgets. This summary provides a brief overview of the County's Capital Improvement Program.

Large scale projects may extend over several fiscal years. This Capital Projects Summary reflects only the County's financial commitment for FY 2017-18. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category. All projects submitted for inclusion in the FY 2017-18 Capital Improvement Program were reviewed by an evaluation team comprised of representatives from the Department of Public Works, the Parks Department, and the County Manager's Office.

**Capital Improvement Projects By Category  
FY 2017-18**



| <b>CAPITAL IMPROVEMENT PROJECTS CATEGORIES</b>             | <b>FY 2017-18</b>  |
|--|--------------------|
| Major Capital Construction Projects                        | 88,250,000         |
| Capital Facilities Projects                                | 51,496,593         |
| Airport Improvement Projects                               | 4,519,958          |
| Road Construction Projects                                 | 8,628,000          |
| Utilities Construction Projects                            | 10,087,191         |
| Parks and Marina Construction and Maintenance Projects     | 9,419,925          |
| <b>TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL CATEGORIES</b> | <b>172,401,667</b> |

## Information Technology Projects Summary All Funds

This summary provides an overview of the County's Information Technology (IT) Improvement Plan for the next five years, including a list of major projects planned or already underway, anticipated funding sources, and the recommended IT Improvement Plan budget for FY 2017-18 and FY 2018-19. IT project and budget information can be found in the budget unit sections of the Recommended Budget. County IT projects include investments in information systems, infrastructure, security, data, and applications, and are managed by County departments overseeing department-specific IT projects and/or the Information Services Department (ISD).

**Information Services Department** – Although several County departments are taking the lead in managing department specific business applications, ISD continues to manage and operate the overall County standardization of IT infrastructure, networks, radios, and the interoperability of multiple systems or platforms. ISD manages a variety of IT improvement projects funded through various sources, including Measure K, Proposition 172, and the General Fund. ISD connects County employees, external partners, and residents by modernizing applications; identifying, and adapting to, new IT trends; providing excellent customer service; leveraging systems to help visualize and map data; building, enhancing, and supporting critical communication infrastructure; and creating greater transparency of government operations and countywide information.

### Five Year Information Technology Improvement Plan

The Five Year IT Improvement Plan was developed by the Information Management Planning Council (IMPC), a group consisting of County department representatives, ISD, and the Info-Tech Research Group. Over the last year, the IMPC led a planning process with departments to identify countywide and department-specific IT needs over the next five years. The following themes emerged as priorities, which have been used to guide the \$52.7 million IT Improvement Plan for the FY 2017-19 budget cycle:

- Mobile workforce and mobile solutions;
- Access to data from multiple sources;
- Document management and collaboration;
- Network bandwidth and WiFi availability;
- Moving to the “Cloud”;
- Geographic Information Systems (GIS); and
- Disaster Recovery (DR) and Continuity of Operations Plans (COOP).

In total, County departments submitted over 150 IT project requests totaling approximately \$85 million in one-time capital expenses (CapEx), and \$46 million estimated ongoing operating expenses (existing and new OpEx). From this large list of IT project requests, 35 projects were recommended for the FY 2017-19 budget cycle. The most significant (i.e., over \$1 million) IT projects are listed and described below.

In the spring of 2017, the Board held study sessions where the results of recent IT projects were presented and a Five Year IT Improvement Plan was recommended. A finalized Five Year IT Improvement Plan will be transmitted to the Board under separate cover. The finalized Five Year IT Improvement Plan will include Measure K funded IT projects (e.g., fiber network expansion, network improvements, and public WiFi site expansion), which ISD will budget for as a June Revision.

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## **Significant and New Information Technology Projects by Department**

### **Assessor-County Clerk-Recorder**

Assessor Property Assessment System (APAS)/EZ Access System – The Assessor's operations are currently supported by a third party assessment legacy system (i.e., the EZ Access System); the system's code base is rapidly aging and difficult to support. The Department is analyzing and evaluating a replacement for EZ Access. If a new APAS is selected, the Department will move forward with the development of APAS, which is expected to be completed in FY 2020-21. If a new system is not selected, the Department will focus on enhancing the current EZ Access System. A decision is expected to be made by September 2017. This IT project will only be partially funded until a final decision is agreed upon between the Department, ISD, and the County Manager's Office. This initial phase of the project is primarily funded by a transfer from Non-Departmental Services.

Voting System – The current electronic voting system will soon reach its end-of-life cycle. The Elections Program is expecting to replace the system in FY 2018-19. The new system will need to meet the requirements of the new election legislations. The new voting system is funded by the Voting Equipment Trust Fund.

### **Health System**

Patient Accounting and Billing System – Planning is currently underway for the replacement of San Mateo Medical Center's Invision Patient Accounting and Billing System with Cerner's Soarian Financials System. The Invision System is inefficient, outdated, and will no longer be supported past 2020. This IT project is funded by Department Reserves and the Department will absorb ongoing operating costs. This IT project is estimated to be completed in FY 2018-19.

### **Probation Department**

Probation Information Management System (PIMS) – The Department is working on building its new, comprehensive case management system. A vendor was originally selected in FY 2012-13 through a Request for Proposals (RFP) process and phase I of the project was completed in FY 2016-17. Phase II of the project, which adds operational and roadmap enhancements, will enable the Department to interface with multiple third party applications with bi-directional data transmission. The IT project will begin in FY 2017-18 and is expected to be completed in FY 2018-19. This IT project is funded by Proposition 172.

### **Treasurer-Tax Collector**

Property Tax System – The Tax Collector is replacing the antiquated Tax System, which is written in an outdated programming language and has been utilized for over 25 years. The new property tax system, which was reviewed and selected through a RFP process, meets the Department's technical, business, and administrative requirements. The Department is currently finalizing a contract with a start date of July 1, 2017 and an estimated completion date of June 30, 2022. The total costs for the FY 2017-19 budget cycle, including staffing costs to support the project, are offset by a transfer from Non-Departmental Services and funding that was set aside in the Department's Property Tax System Replacement Trust Fund.

### **Information Services Department**

Marshall Data Center – ISD maintains and operates the County's interim data center in Redwood City. This project essentially ensures that the data center is properly secured and maintained. ISD expects to continue to lease the Marshall Data Center until FY 2018-19 or the completion of the Regional Operations Center (ROC). This project is funded by a transfer from Non-Departmental Services.

Radio Upgrade and Regional Operations Center Support – Once completed, the County's ROC will serve as a home for the County's 9-1-1 public safety dispatchers, a secure data center, and the daily offices of the San Mateo County Office of Emergency Services (OES) and Sheriff's Division of Homeland Security. ISD is responsible for coordinating and installing copper and cable infrastructure, building out the new data center, and installing radio and console equipment supporting Public Safety Communications (PSC) and OES. Equipment and services to upgrade the County's public safety communications system software and 9-1-1 center dispatch radio consoles is funded by Proposition 172. This IT project is estimated to be completed in FY 2018-19.

Increases in annual ongoing support costs for recommended projects is less than \$1 million. Projects that were not recommended for funding in FY 2017-19 will be considered for the FY 2019-21 budget cycle. ISD is also working with County Purchasing to pilot a countywide PC and laptop leasing program so that timely replacement of equipment for employees is possible and affordable.

There are three high priority projects that received partial or no funding in this budget: the replacement of the property tax systems for both the Assessor-County Clerk-Recorder and Controller's Offices, and the replacement of the infrastructure that supports the countywide radio system. These IT projects will be included in future budgets as more information is gathered on costs and possible funding sources.

### Financing Plan for New FY 2017-19 Information Technology Projects

The County plans to fund the following IT projects through a combination of sources, as shown below:

| Department                     | Project                                  | Funding Sources |                  |           |
|--------------------------------|--|-----------------|------------------|-----------|
|                                |  | Department      | Non-Departmental | Prop. 172 |
| Assessor-County Clerk-Recorder | Voting System                            | 5,000,000       |                  |           |
|                                | Continuity of Operations Plan (COOP)     | 754,890         |                  |           |
|                                | Remote Accessible Vote by Mail System    | 100,000         |                  |           |
|                                | SofTech Software License and Maintenance | 95,000          |                  |           |
|                                | SharePoint Analysis                      | 249,990         |                  |           |
|                                | APAS/EZ Access System                    |                 | 3,100,000        |           |
| County Manager's Office        | Budget System                            |                 | 500,000          |           |
| District Attorney's Office     | Electronic Case File Management          | 250,000         |                  |           |

| Department                          | Project   | Funding Sources |                  |           |
|-------------------------------------|---|-----------------|------------------|-----------|
|                                     |   | Department      | Non-Departmental | Prop. 172 |
| Health System                       | Automated Drug Pharmacy Storage System                              | 650,000         |                  |           |
|                                     | Food and Nutrition Patient Diet Information System Replacement      | 220,000         |                  |           |
|                                     | Refrigeration Temperature Management System Replacement             | 200,000         |                  |           |
|                                     | Remote Medication Dispensing Devices (previously approved - Talyst) | 380,000         |                  |           |
|                                     | Replace Patient Accounting and Billing System (Soarian Financials)  | 9,000,000       |                  |           |
|                                     | Workforce Management Staff Scheduling System Replacement            | 700,000         |                  |           |
| Department of Housing               | Technology Refresh  | 100,000         |                  |           |
| Human Resources Department          | Civil Service/SharePoint  | 150,000         |                  |           |
| Human Services Agency               | Agency Readiness  | 750,000         |                  |           |
| Parks Department                    | Geographic Information Systems (GIS)                                |                 | 204,459          |           |
| Department of Planning and Building | Case Management - Electronic Document Review                        | 100,000         |                  |           |
| Probation Department                | Document Management   |                 | 125,000          |           |
|                                     | PIMS Project  |                 |                  | 4,700,000 |

| Department                      | Project   | Funding Sources   |                   |                   |
|---------------------------------|---|-------------------|-------------------|-------------------|
|                                 |   | Department        | Non-Departmental  | Prop. 172         |
| Public Safety Communications    | NextGEN911  |                   | 77,000            |                   |
| Department of Public Works      | GIS   |                   | 100,000           |                   |
|                                 | GIS - Based Document Indexing   |                   | 75,000            |                   |
|                                 | Johnson Controls (JCI) - Physical Security                            |                   | 300,000           |                   |
| Sheriff's Office                | Automated Fingerprint Identification System (AFIS) and Mobile Readers |                   | 596,000           |                   |
| Treasurer-Tax Collector         | Property Tax System   | 5,573,364         | 9,090,118         |                   |
|                                 | Document Imaging Project  | 500,000           |                   |                   |
|                                 | Interactive Voice Response System                                     | 47,000            |                   |                   |
| Information Services Department | GIS   |                   | 700,000           |                   |
|                                 | Marshall Data Center  |                   | 2,000,000         |                   |
|                                 | Mobility Security   | 100,000           |                   |                   |
|                                 | Radio Upgrade and ROC Support   |                   |                   | 6,000,000         |
|                                 | SharePoint Tools  | 200,000           |                   |                   |
| <b>TOTAL</b>                    |   | <b>25,120,244</b> | <b>16,867,577</b> | <b>10,700,000</b> |

## **Significant and Existing Information Technology Projects by Department**

The following are significant and existing IT projects from the FY 2015-17 budget cycle:

### **Assessor-County Clerk-Recorder**

Geographic Information Systems (GIS) – The Administration and Support Program of the Department worked with the Assessor's GIS team and the Sidwell Company to evaluate the Assessor's GIS workflow and data, and recommended improvements to modernize the process and software tools being utilized. The Department was able to clean and migrate data to the current Esri ArcGIS geospatial database. Through a RFP process, the Department later selected a vendor to complete the countywide mapping of full cadastral data and construct the data in the Esri Local Government Information Model. This IT project is funded by a transfer from Non-Departmental Services and is expected to be completed in FY 2018-19.

### **Human Resources Department**

Contracts Management System (CMS) – The Human Resources Department implemented an automated procurement contracts management system during FY 2015-17. This workflow and archiving system will be used countywide to develop and manage the life cycle of independent contracts, construction contracts, vendor agreements, and leases with vendors, suppliers, and service providers from the point of negotiation through contract execution, amendment, renewal, and termination. Although the pilot phase of the CMS project is complete, the Department will deploy the CMS countywide during FY 2017-19. This IT project is funded by a transfer from Non-Departmental Services.

### **Human Services Agency**

Integrated Database and Reporting System (IDBRS) - This project was designed to create a new IDBRS for the County of San Mateo Human Services Agency (HSA). The major components of this system consist of commercial off the shelf data extracts and reporting software, implementation services, and virtual server expenses incurred in hosting the new IDBRS. This system will tie together data from all of the State Automated Welfare System (SAWS) programs, as well as enable HSA to meet its departmental and countywide goals. This system is needed to replace HSAs older system because it reduces the cost of producing data reports and links together data from the new CalWin Business Intelligence (BI) and Computer Information System (CIS) initiatives, as well as integrates information from other sources. This project is department funded and is expected to be completed in FY 2018-19.

### **Information Services Department**

Network LAN and Staff WiFi – This project upgrades the County's aging and obsolete network equipment. This IT project also increases wireless connectivity for County staff by adding 200 new hotspots. This project is estimated to be completed in FY 2018-19 and is funded by Measure K.

Network Fiber – This project focuses on the expansion of the County's dark fiber network, which will increase the capacity and speed of connections while reducing the cost compared to the commercial services currently being used. This project is estimated to be completed in FY 2018-19 and is funded by a transfer from Non-Departmental Services and Measure K.

Office 365 and Email – This IT project is for the conversion from the County's legacy system to Microsoft Exchange, along with the upgrade to Office 365. This project is estimated to be completed in FY 2017-18 and is funded by a transfer from Non-Departmental Services and Measure K.

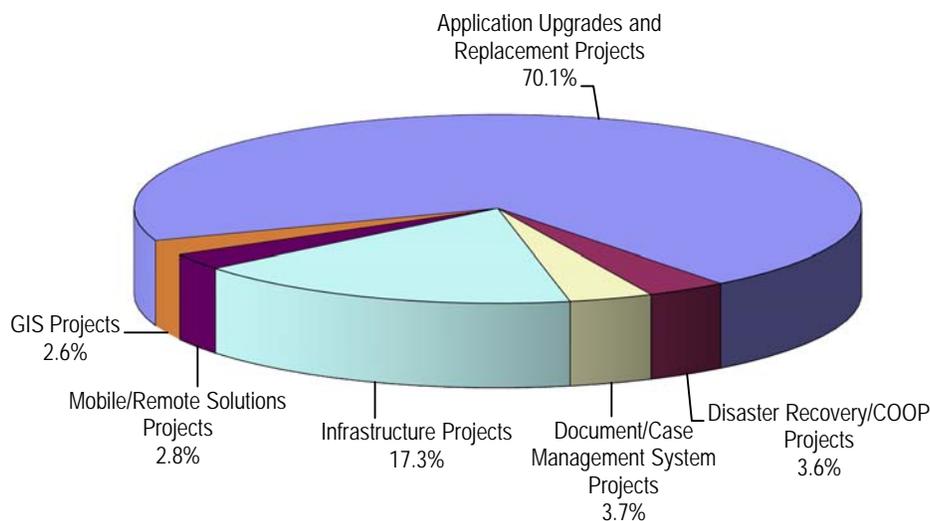
Windows Server Security Upgrades – In an effort to address the need to patch and upgrade the County's servers in response to cyber threats, which are spreading globally, ISD plans to treat this as an ongoing project. During FY 2015-17, this project was funded by Measure K.

## Information Technology Improvement Plan Budget Fiscal Year 2017-18

The proposed IT Improvement Plan budget for FY 2017-18 is hereby submitted. The IT budget includes investments in information systems, infrastructure, security, data, and applications. This summary provides a brief overview of the County's IT Improvement Plan.

Large scale projects may extend over several fiscal years. This IT projects summary reflects only the County's financial commitment for FY 2017-18. IT Projects may be financed from a variety of funding sources and budgeted in several expenditure categories. All projects submitted for inclusion in the FY 2017-18 IT Improvement Plan were reviewed by the IMPC, ISD, and the County Manager's Office.

### Information Technology Improvement Projects By Category FY 2017-18



| INFORMATION TECHNOLOGY IMPROVEMENT PROJECT CATEGORIES | FY 2017-18        |
|---|-------------------|
| Application Upgrades and Replacement Projects         | 29,602,482        |
| Disaster Recovery/COOP Projects                       | 1,504,890         |
| Document/Case Management System Projects              | 1,574,990         |
| Infrastructure Projects                               | 7,300,000         |
| Mobile/Remote Solutions Projects                      | 1,176,000         |
| GIS Projects  | 1,079,459         |
| <b>TOTAL IT IMPROVEMENT PROJECTS - ALL CATEGORIES</b> | <b>42,237,821</b> |

## Measure K Summary

On May 16, 2017, the Board adopted the Measure K allocation plan for the FY 2017-19 budget, during which the County anticipates Measure K receipts of approximately \$81.6 million annually. The plan, detailed in the following table, includes allocations for affordable housing of \$43.75 million, \$65.2 million in continued funding for previously approved initiatives, \$10 million for IT projects, \$6.25 million as a contribution to SamTrans, and \$4 million as a match for the Whole Person Care Pilot. The plan includes additional funding available from the repayment of loans to Peninsula Clean Energy from the General Fund to supplement affordable housing initiatives and contributions to SamTrans. While these funds are not included in the Recommended Budget, adjustments will be made during the June Revision process to incorporate the funding into the budget.

| Allocation of Measure K Funds<br>(in Millions)   |            |            |                     |
|--|------------|------------|---------------------|
|  | FY 2017-18 | FY 2018-19 | FY 2017-19<br>Total |
| Affordable Housing - Measure K   | 20.25      | 20.25      | 40.5                |
| <i>Affordable Housing - PCE Loan Repayment (available upon Controller certification)</i> | 2.25       | 1.0        | 3.25                |
| Subtotal Affordable Housing  | 22.50      | 21.25      | 43.75               |
| SamTrans Contribution - Measure K  | 2.5        | 2.5        | 5.0                 |
| <i>SamTrans Contrib - PCE Loan Repayment (available upon Controller certification)</i>   | 1.25       | -          | 1.25                |
| Subtotal SamTrans Contribution   | 3.75       | 2.5        | 6.25                |
| All Other Measure K Initiatives  |            |            |                     |
| North County Healthcare (Verity/Seton)   | 5.0        | 5.0        | 10.0                |
| Board District-Specific Funds  | 3.5        | 3.5        | 7.0                 |
| Information Technology Projects  | 5.0        | 5.0        | 10.0                |
| All Other Continuing Initiatives   | 32.6       | 32.6       | 65.2                |
| Whole Person Care Pilot - match  | 2.0        | 2.0        | 4.0                 |
| Backfill for state/federal impacts   | 5.0        | 5.0        | 10.0                |
| FAA ruling - airport operations  | 2.75       | 2.75       | 5.5                 |
| New Parks Capital Projects   | 3.0        | 3.0        | 6.0                 |
| Subtotal All Other Measure K   | 58.85      | 58.85      | 117.70              |
| Total Initiatives Funded by Measure K  | 81.6       | 81.6       | 163.2               |
| <i>Total Initiatives Funded by Peninsula Clean Energy (PCE) Loan Repayment</i>           | 3.5        | 1.0        | 4.5                 |

## California's Public Safety Realignment Act of 2011

California's Public Safety Realignment Act of 2011, or Assembly Bill 109 (Chapter 15, Statutes of 2011) and other subsequent legislation shifted jurisdiction of, and funding for, supervision and incarceration of specified low level felony offenders from state to local control. The purpose of the legislation was to address court mandates requiring the reduction of overcrowded conditions in California prisons. The legislation did so by altering both sentencing and post-prison supervision for lower level offenders. Most offenders convicted of non-serious, non-violent and non-sex offenses with some exceptions who, prior to public safety realignment would have been sent to state prison, are now eligible to serve their time in county jails. In addition, realignment also tasked county probation departments with the supervision of a specified population of inmates discharged from state prison whose commitment offense was non-violent and non-serious. Finally, parolees-excluding those serving life terms who violate the terms of their parole serve their parole revocations in county jail.

State funding for public safety realignment implementation is derived from a dedicated and permanent revenue stream to counties through Vehicle License Fees and a portion of the state sales tax. These funds are then allocated to counties through base funding, also referred to as programmatic funding, and growth funding, or funding collected above base funding paid to counties one year in arrears. In FY 2016-17, the County expects to receive a base allocation of \$15,274,551 and growth of \$885,694.

In addition to state funding, the County provides funding from the General Fund to provide reentry services to a similarly high-recidivism risk population, that are not included under AB 109, under a program called Unified-Reentry. Though not included in the table below, the County expects to provide \$1.9 million in FY 2016-17, and \$2.1 million annually in FY 2017-18 and FY 2018-19.

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| AB 109 Receipts             | 15,785,939        | 20,551,741        | 16,160,245         | 16,004,940        | (155,305)          | 16,520,774        | 515,834            |
| Fund Balance                | 20,546,023        | 22,600,611        | 25,597,135         | 19,254,854        | (6,342,281)        | 16,162,812        | (3,092,042)        |
| <b>Total Sources</b>        | <b>36,331,962</b> | <b>43,152,352</b> | <b>41,757,380</b>  | <b>35,259,794</b> | <b>(6,497,586)</b> | <b>32,683,586</b> | <b>(2,576,208)</b> |
| Probation Department        | 3,420,767         | 3,456,896         | 3,365,831          | 3,872,426         | 506,595            | 3,972,802         | 100,376            |
| Sheriff's Office            | 5,183,356         | 7,932,410         | 9,988,317          | 6,016,962         | (3,971,355)        | 6,097,221         | 80,259             |
| District Attorney's Office  | 454,501           | 445,722           | 639,198            | 624,545           | (14,653)           | 645,765           | 21,220             |
| Human Services Agency       | 2,111,252         | 2,035,242         | 3,504,358          | 3,540,528         | 36,170             | 3,581,686         | 41,158             |
| Health System               | 2,121,245         | 2,911,704         | 3,217,787          | 3,325,542         | 107,755            | 3,404,347         | 78,805             |
| Local Law Enforcement       |                   | 64,144            | 70,056             |                   | (70,056)           |                   |                    |
| Competitive Grant Program   | 265,855           | 515,312           | 1,004,653          | 1,004,653         |                    | 1,004,653         |                    |
| Court Commissioner          | 174,375           | 193,787           | 210,000            | 210,000           |                    | 210,000           |                    |
| Program Evaluations         |                   |                   | 502,326            | 502,326           |                    | 502,326           |                    |
| <b>Gross Appropriations</b> | <b>13,731,351</b> | <b>17,555,217</b> | <b>22,502,526</b>  | <b>19,096,982</b> | <b>(3,405,544)</b> | <b>19,418,800</b> | <b>321,818</b>     |
| Reserves                    | 22,600,611        | 25,597,135        | 19,254,854         | 16,162,812        | (3,092,042)        | 13,264,786        | (2,898,026)        |
| <b>Total Requirements</b>   | <b>36,331,962</b> | <b>43,152,352</b> | <b>41,757,380</b>  | <b>35,259,794</b> | <b>(6,497,586)</b> | <b>32,683,586</b> | <b>(2,576,208)</b> |

AB 109 is perhaps the biggest change in California's criminal justice system in over a century. By transferring responsibility for the management and supervision of these populations to counties, the state sought to lower the recidivism rate as it is believed that counties are better able to provide them with the treatment and resources they need to address underlying criminogenic behavior. This County has responded to the challenge by leveraging its resources through multidisciplinary teams that assess and determine what each offender needs in order to be most successful in their reentry process. The County departments involved with the AB 109 population went through an intensive LEAN process during FY 2016-17 to better streamline and coordinate the efforts between departments in the treatment of this population. The following table highlights a selection of performance measures related to this population.

|  | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Projection | FY 2018-19<br>Projection |
|--|----------------------|------------------------|--------------------------|--------------------------|
| <b>Probation Department</b>  |                      |                        |                          |                          |
| AB 109 Caseload  | 312                  | 337                    | 350                      | 350                      |
| Percent of Realignment Offenders Without New Felony Law Violations                       | 85%                  | 79%                    | 80%                      | 80%                      |
| <b>Sheriff's Office</b>  |                      |                        |                          |                          |
| Number of Inmates Assessed with the Correctional and Assessment Intervention System Tool | 487                  | 732                    | 750                      | 750                      |
| Percent of Inmates Who Work with an In-Custody Case Manager                              | 67%                  | 78%                    | 60%                      | 60%                      |
| <b>District Attorney's Office</b>  |                      |                        |                          |                          |
| Number of Victims Served   | ---                  | 1329                   | 1329                     | 1329                     |
| Number of Caseloads that are Active Felony Cases at any Given Time                       | 50                   | 50                     | 50                       | 50                       |
| <b>Human Services Agency</b>   |                      |                        |                          |                          |
| Percent of Service Connect Participants in 550 JOBS! that Secure Employment              | 63%                  | 52%                    | 65%                      | 65%                      |
| <b>Health: Correctional Health</b>   |                      |                        |                          |                          |
| Number of Case Management Contacts   | 1725                 | 1770                   | 1770                     | 1770                     |
| Number of Referrals Made on Behalf of Inmates  | 430                  | 613                    | ---                      | ---                      |
| <b>Health: Behavioral Health</b>   |                      |                        |                          |                          |
| Open Cases with a Service  | 340                  | 350                    | 350                      | 350                      |
| Percent of Referred Clients Engaged in Substance Abuse Treatment                         | 79.2%                | 60%                    | 60%                      | 60%                      |

County of San Mateo  
All Funds

FY 2017-18 and FY 2018-19 Revenues by Type

|   | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18   | Recomm<br>2018-19  | Change<br>2018-19   |
|---|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|
| <b>SOURCES</b>                          |                    |                    |                    |                    |                     |                    |                     |
| Property Taxes - General Fund           | 219,626,394        | 239,807,539        | 255,656,686        | 270,355,834        | 14,699,148          | 282,415,626        | 12,059,792          |
| Property Taxes - Non-General            | 13,384,685         | 14,408,823         | 13,596,453         | 14,297,522         | 701,069             | 14,567,124         | 269,602             |
| Property Taxes - Supplemental           | 7,321,711          | 9,554,503          | 4,787,605          | 9,287,852          | 4,500,247           | 9,287,852          |                     |
| Former RDA Other Revenues               | 9,074,865          | 9,116,005          | 8,515,752          | 8,515,752          |                     | 8,515,752          |                     |
| Property Transfer Tax                   | 10,333,157         | 9,978,397          | 8,411,099          | 10,586,081         | 2,174,982           | 10,903,663         | 317,582             |
| Return of Property Tax (Excess          | 119,017,386        | 110,713,205        | 55,000,000         | 55,000,000         |                     | 55,000,000         |                     |
| Property Tax In-Lieu of VLF             | 85,301,354         | 91,683,046         | 98,650,957         | 105,063,269        | 6,412,312           | 110,316,432        | 5,253,163           |
| Property Tax In-Lieu of Sales Tax       | 7,396,366          | 4,720,473          |                    |                    |                     |                    |                     |
| Sales and Use Taxes                     | 21,235,634         | 21,502,326         | 27,006,876         | 26,882,631         | (124,245)           | 27,332,945         | 450,314             |
| Measure K Sales Tax                     | 36,180,549         | 42,772,711         | 177,496,126        | 127,887,196        | (49,608,930)        | 68,704,131         | (59,183,065)        |
| Half-Cent Transportation Taxes          | 2,368,862          | 2,338,054          | 1,865,199          | 1,865,199          |                     | 1,865,199          |                     |
| Transient Occupancy Tax                 | 1,534,115          | 1,627,628          | 1,408,415          | 1,624,030          | 215,615             | 1,656,511          | 32,481              |
| Other Taxes                             | 12,376,371         | 13,153,193         | 13,353,720         | 13,594,009         | 240,289             | 13,883,773         | 289,764             |
| <b>Taxes</b>                            | <b>545,151,449</b> | <b>571,375,904</b> | <b>665,748,888</b> | <b>644,959,375</b> | <b>(20,789,513)</b> | <b>604,449,008</b> | <b>(40,510,367)</b> |
| Building Permits                        | 2,345,938          | 2,543,818          | 2,543,818          | 2,462,384          | (81,434)            | 2,511,252          | 48,868              |
| Development and Zoning Permits          | 2,029,672          | 2,184,811          | 1,791,673          | 1,829,298          | 37,625              | 1,955,613          | 126,315             |
| Franchise Fees                          | 3,830,531          | 1,431,054          | 3,660,908          | 3,752,701          | 91,793              | 3,782,691          | 29,990              |
| Other Licenses and Permits              | 1,775,633          | 1,807,196          | 1,953,275          | 1,913,984          | (39,291)            | 1,923,984          | 10,000              |
| <b>Licenses, Permits and Fran-</b>      | <b>9,981,774</b>   | <b>7,966,879</b>   | <b>9,949,674</b>   | <b>9,958,367</b>   | <b>8,693</b>        | <b>10,173,540</b>  | <b>215,173</b>      |
| Court Fines and Forfeitures             | 10,070,101         | 8,073,382          | 8,967,773          | 6,882,426          | (2,085,347)         | 6,882,426          |                     |
| Other Penalties and Forfeitures         | 763,925            | 723,978            | 565,042            | 590,100            | 25,058              | 590,100            |                     |
| <b>Fines, Forfeitures and Penalties</b> | <b>10,834,026</b>  | <b>8,797,360</b>   | <b>9,532,815</b>   | <b>7,472,526</b>   | <b>(2,060,289)</b>  | <b>7,472,526</b>   |                     |
| Interest Earnings                       | 7,202,761          | 9,557,313          | 7,466,883          | 9,193,546          | 1,726,663           | 9,141,322          | (52,224)            |
| Other Investment Income                 | 2,788,278          | 2,719,984          | 2,814,555          | 2,842,701          | 28,146              | 2,871,128          | 28,427              |
| Rents and Concessions                   | 4,539,890          | 5,741,219          | 5,479,402          | 5,397,993          | (81,409)            | 5,404,981          | 6,988               |
| <b>Use of Money and Property</b>        | <b>14,530,929</b>  | <b>18,018,516</b>  | <b>15,760,840</b>  | <b>17,434,240</b>  | <b>1,673,400</b>    | <b>17,417,431</b>  | <b>(16,809)</b>     |
| Realignment                             | 108,196,665        | 116,998,576        | 126,991,981        | 148,898,382        | 21,906,401          | 152,444,221        | 3,545,839           |
| Prop. 172                               | 69,231,343         | 76,357,353         | 74,649,151         | 89,298,022         | 14,648,871          | 78,422,422         | (10,875,600)        |
| Social Services Programs                | 97,246,006         | 100,497,238        | 122,163,730        | 111,092,097        | (11,071,633)        | 111,133,882        | 41,785              |
| Housing Services                        | 3,821,246          | 4,077,099          | 5,629,192          | 7,001,338          | 1,372,146           | 4,342,850          | (2,658,488)         |
| Behavioral Health & Recovery            | 35,088,591         | 33,880,755         | 40,909,822         | 46,691,455         | 5,781,633           | 45,840,237         | (851,218)           |

County of San Mateo  
All Funds

FY 2017-18 and FY 2018-19 Revenues by Type

|  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18   | Recomm<br>2018-19    | Change<br>2018-19  |
|--|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|--------------------|
| <b>SOURCES</b>                         |                      |                      |                      |                      |                     |                      |                    |
| Public Health Services                 | 8,285,975            | 8,272,834            | 8,190,427            | 13,246,197           | 5,055,770           | 13,303,525           | 57,328             |
| Family Health Services                 | 12,932,291           | 13,178,659           | 13,451,714           | 13,298,267           | (153,447)           | 13,182,079           | (116,188)          |
| San Mateo Medical Center               | 78,814,337           | 94,772,625           | 54,297,046           | 114,817,513          | 60,520,467          | 126,731,421          | 11,913,908         |
| Other Federal and State Aid            | 124,284,880          | 98,188,800           | 122,351,525          | 117,465,722          | (4,885,803)         | 108,697,223          | (8,768,499)        |
| <b>Intergovernmental Revenues</b>      | <b>537,901,334</b>   | <b>546,223,939</b>   | <b>568,634,588</b>   | <b>661,808,993</b>   | <b>93,174,405</b>   | <b>654,097,860</b>   | <b>(7,711,133)</b> |
| General Government Services            | 18,752,454           | 21,034,941           | 19,715,739           | 19,887,340           | 171,601             | 21,942,449           | 2,055,109          |
| Public Safety Services                 | 20,333,305           | 20,305,496           | 20,801,250           | 21,614,683           | 813,433             | 22,163,419           | 548,736            |
| Planning and Building Services         | 1,874,391            | 2,140,231            | 1,833,935            | 1,787,478            | (46,457)            | 1,812,702            | 25,224             |
| Park Services                          | 2,888,825            | 3,054,532            | 2,741,000            | 3,044,800            | 303,800             | 3,044,800            |                    |
| Behavioral Health & Recovery Ser-      | 37,370,245           | 47,894,733           | 56,435,490           | 51,077,520           | (5,357,970)         | 51,438,150           | 360,630            |
| Public Health Services                 | 3,374,173            | 3,063,441            | 3,829,630            | 2,490,003            | (1,339,627)         | 2,491,503            | 1,500              |
| Family Health Services                 | 3,426,701            | 3,211,723            | 5,192,468            | 5,475,130            | 282,662             | 5,599,517            | 124,387            |
| San Mateo Medical Center               | 128,729,619          | 134,160,422          | 180,349,396          | 147,172,215          | (33,177,181)        | 146,172,215          | (1,000,000)        |
| Other Health Services                  | 12,519,922           | 15,686,317           | 19,391,320           | 22,491,814           | 3,100,494           | 21,874,436           | (617,378)          |
| Sanitation Services                    | 14,987,197           | 18,150,241           | 16,176,930           | 16,037,437           | (139,493)           | 16,028,915           | (8,522)            |
| Other Charges for Services             | 12,585,225           | 14,012,961           | 14,195,152           | 13,092,177           | (1,102,975)         | 13,302,833           | 210,656            |
| <b>Charges for Services</b>            | <b>256,842,057</b>   | <b>282,715,038</b>   | <b>340,662,310</b>   | <b>304,170,597</b>   | <b>(36,491,713)</b> | <b>305,870,939</b>   | <b>1,700,342</b>   |
| Interfund Revenue                      | 73,174,731           | 86,007,712           | 105,422,701          | 101,507,939          | (3,914,762)         | 103,945,410          | 2,437,471          |
| <b>Interfund Revenue</b>               | <b>73,174,731</b>    | <b>86,007,712</b>    | <b>105,422,701</b>   | <b>101,507,939</b>   | <b>(3,914,762)</b>  | <b>103,945,410</b>   | <b>2,437,471</b>   |
| Tobacco Settlement                     | 6,553,307            | 6,342,987            | 6,414,109            | 6,778,706            | 364,597             | 6,755,956            | (22,750)           |
| Foundation Grants                      | 5,491,337            | 3,149,320            | 5,555,365            | 4,949,092            | (606,273)           | 4,986,220            | 37,128             |
| Other Misc. Revenue                    | 6,779,244            | 31,029,963           | 28,736,629           | 33,450,226           | 4,713,597           | 32,514,054           | (936,172)          |
| <b>Miscellaneous Revenue</b>           | <b>18,823,888</b>    | <b>40,522,270</b>    | <b>40,706,103</b>    | <b>45,178,024</b>    | <b>4,471,921</b>    | <b>44,256,230</b>    | <b>(921,794)</b>   |
| Operating Transfers - Capital Projects | 22,438,930           | 45,002,135           | 168,763,721          | 94,540,445           | (74,223,276)        | 169,754,799          | 75,214,354         |
| Operating Transfers - Debt Service     | 29,898,794           | 30,318,025           | 54,958,177           | 54,834,006           | (124,171)           | 52,933,900           | (1,900,106)        |
| Operating Transfers - Medical Center   | 62,902,036           | 56,509,328           | 58,121,621           | 58,121,621           |                     | 58,121,621           |                    |
| Other Financing Sources                | 8,621,470            | 6,572,120            | 12,550,560           | 12,446,290           | (104,270)           | 5,394,488            | (7,051,802)        |
| <b>Other Financing Sources</b>         | <b>123,861,230</b>   | <b>138,401,608</b>   | <b>294,394,079</b>   | <b>219,942,362</b>   | <b>(74,451,717)</b> | <b>286,204,808</b>   | <b>66,262,446</b>  |
| <b>Total Revenue</b>                   | <b>1,591,101,417</b> | <b>1,700,029,226</b> | <b>2,050,811,998</b> | <b>2,012,432,423</b> | <b>(38,379,575)</b> | <b>2,033,887,752</b> | <b>21,455,329</b>  |

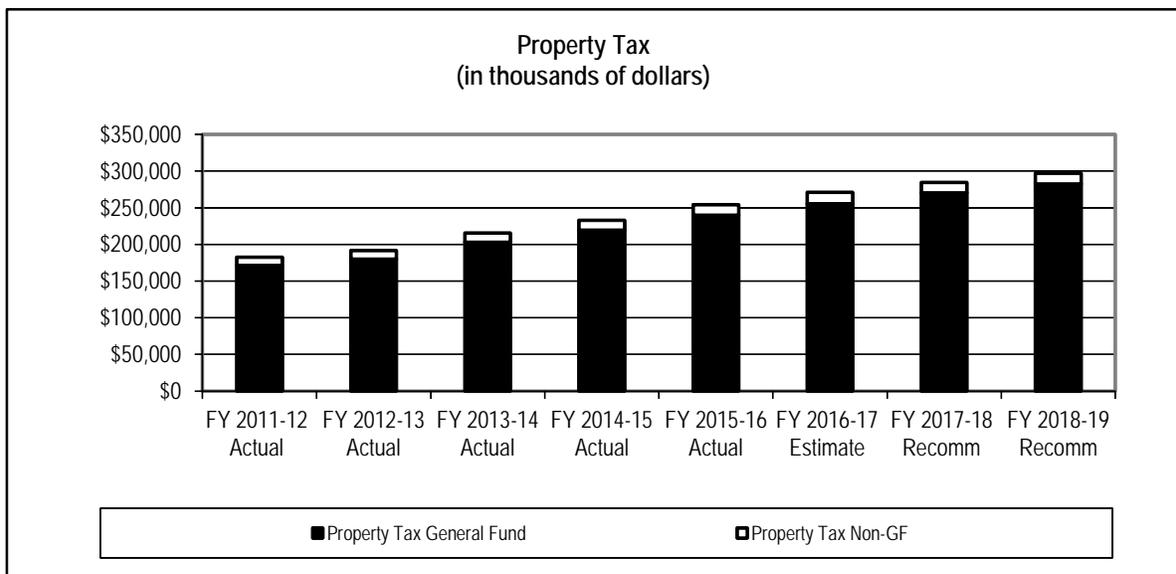
## Explanation of Major Revenue Sources

### Property Tax

Taxes are levied 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.

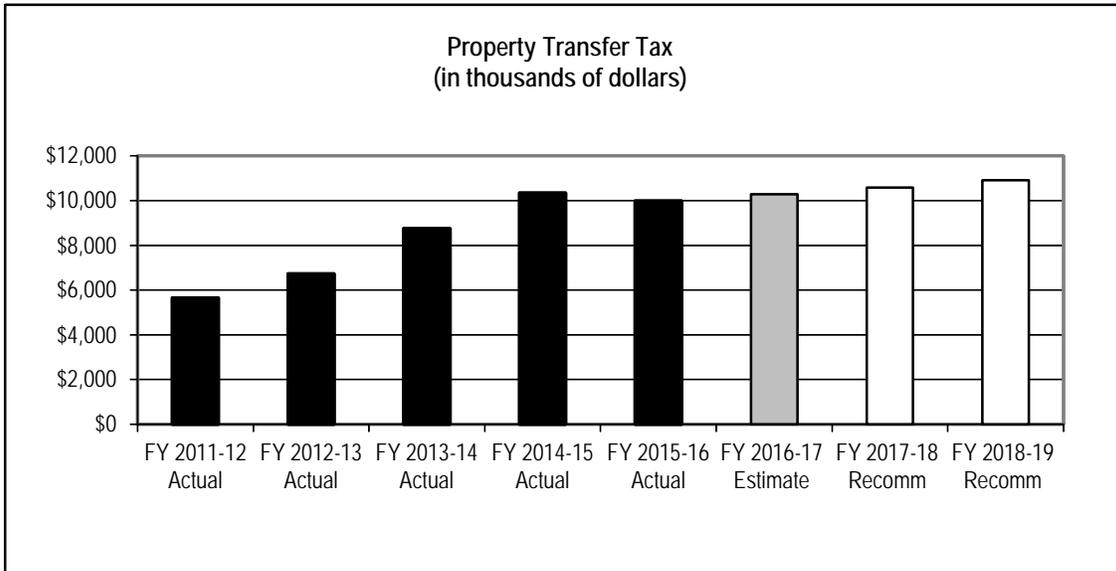
Secured property tax is the County's largest discretionary General Fund revenue source. As a result of the Great Recession, secured property tax revenue slowed significantly from FY 2009-10 through FY 2012-13. Due to the economic recovery and increased activity in the local housing market, the secured roll grew 6.2 percent in FY 2013-14, 5.8 percent in FY 2014-15, and 7.8 percent in both Fiscal Years 2015-16 and 2016-17. The County is projecting 6.5 percent growth for FY 2017-18 and five percent growth in FY 2018-19. It should be noted that the Assessor's Office has nearly recaptured all of the reduced values that resulted from Prop. 8 roll reductions during the Great Recession. The more conservative projection for FY 2018-19 also takes into account the potential for an economic downturn in the next two years. (A one percent increase in the secured roll generates approximately \$3.5 million in General Fund discretionary income, when including Property Tax In-Lieu of VLF growth, which mirrors secured roll growth.)

About 85 percent of unsecured property tax is generated from businesses at San Francisco International Airport. Because of increased activity at the Airport, unsecured property tax revenue has averaged 4.1 percent growth the past three years. Since this revenue source is fairly volatile, particularly during difficult economic times, the County is conservatively projecting one percent growth for Fiscal Years 2017-18 and 2018-19.



### Property Transfer Tax

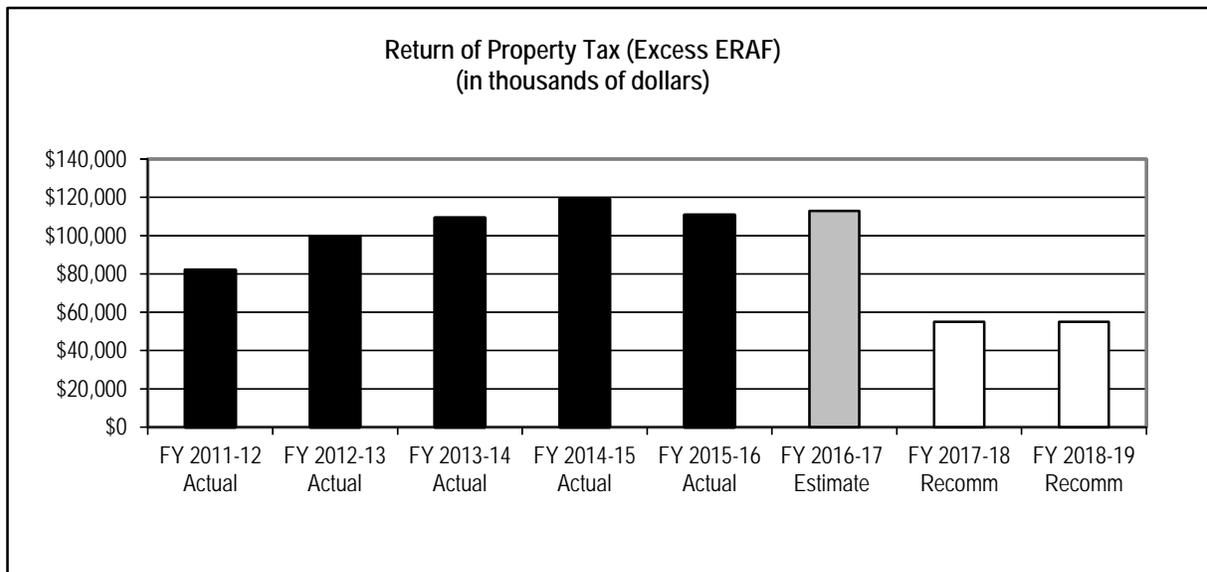
Property Transfer Tax revenue grew by 81.9 percent between Fiscal Years 2011-12 and 2016-17 due to increased activity in the housing market and higher home prices. This revenue source is expected to grow three percent in Fiscal Years 2017-18 and FY 2018-19.



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

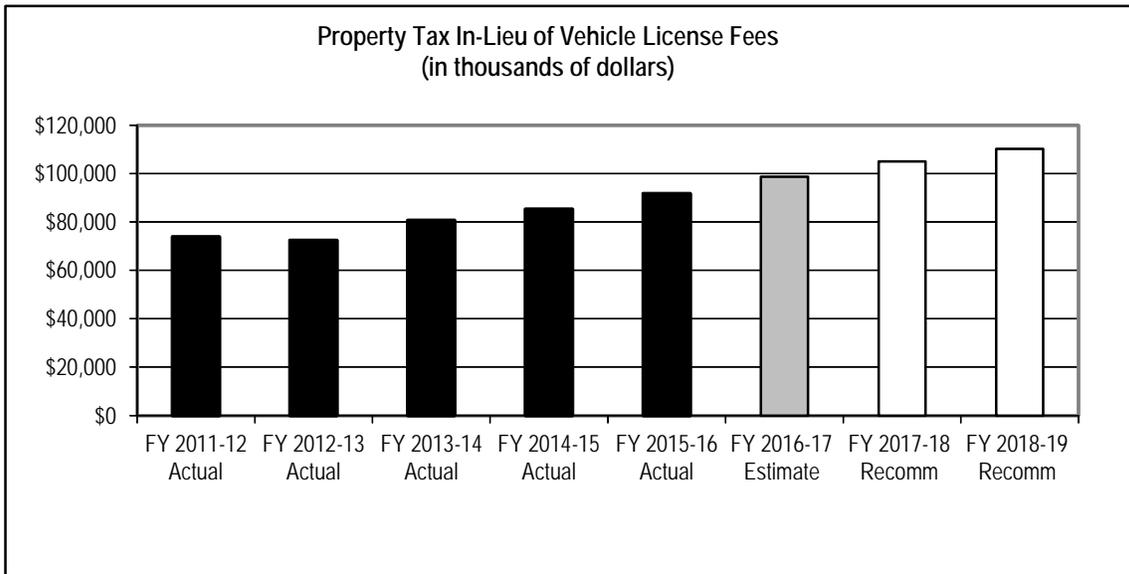
Pursuant to Revenue and Taxation Code sections 97.2 and 97.3, property tax contributions made by the County to the Education Revenue Augmentation Fund (ERAF) in excess of mandated school funding levels are returned to the taxing entities in the county. Since FY 2003-04, the County has received over \$1.1 billion from this revenue source, including \$112.9 million in FY 2016-17. Ninety-six percent of the County's share is apportioned to the General Fund. In January 2012 the Board of Supervisors directed the County Manager to use 50 percent of Excess ERAF on an ongoing basis, beginning with the FY 2012-13 budget. As a result, the County only appropriates 50 percent of the anticipated receipts, which approximates the undistributed portion of the prior year ERAF reserves. ERAF reserves, including the portion not appropriated, will continue to be used for one-time purposes, such as paying down unfunded actuarial liabilities, reducing debt, and funding capital improvement projects.

It was first believed that the Governor's School Finance Reform Plan that took effect in FY 2013-14 would have an adverse impact on Excess ERAF property taxes. The increase in the State's minimum funding requirements for school districts has reduced the percent of Excess ERAF returned to the County, cities, and special districts. However, the amount of Excess ERAF the County continues to receive has remained steady due to secured roll growth. In short, the County continues to receive a smaller slice of a larger pie. The County continues to believe that Excess ERAF will see real reductions in the future. As a result, despite averaging \$112.9 million over the past four years, the County remains conservative in its approach to budgeting this revenue source. Accordingly, approximately one-half or \$55 million is appropriated for Fiscal Years 2017-18 and 2018-19.



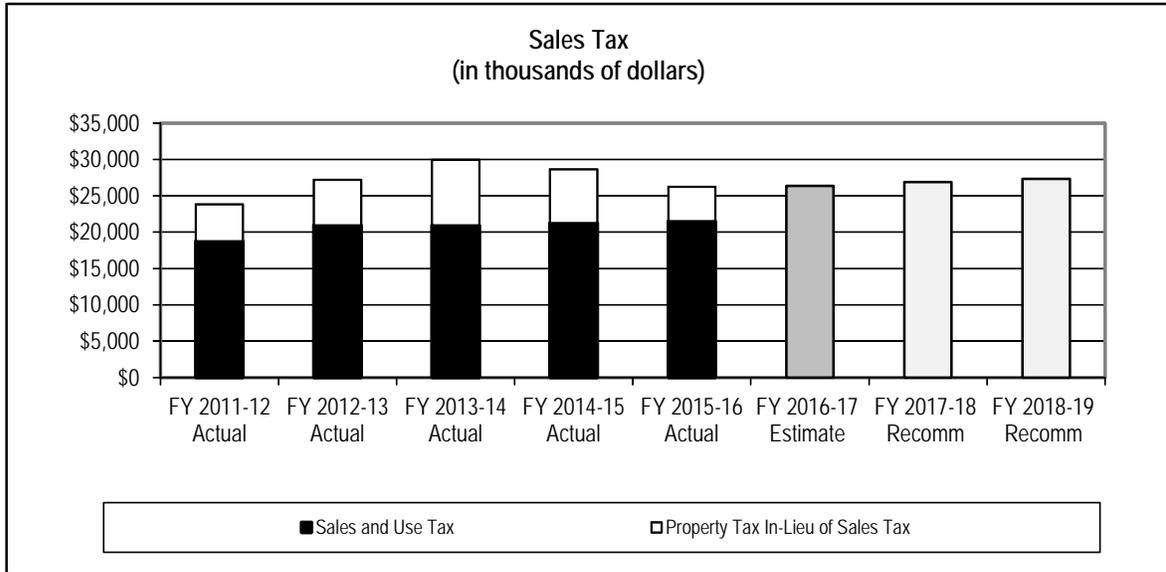
**Property Tax In-Lieu of Vehicle License Fees**

Property Tax In-Lieu of Vehicle License Fees generally tracks with growth in the secured tax roll. As with secured property taxes, the County is projecting 6.5 percent growth in FY 2017-18 and five percent growth in FY 2018-19.



**Bradley-Burns One Cent Sales and Use Tax**

As the County rebounded from the Great Recession, it experienced double digit sales and use tax growth from FY 2011-12 through FY 2013-14. Growth in sales tax receipts largely flattened out in FY 2014-15 and declined 8.4 percent in FY 2015-16 largely due to lower fuel prices (the County generates a significant portion of its sales tax revenue from jet fuel sales at San Francisco International Airport). It should be noted that the Triple Flip, which the State implemented in FY 2004-05 to dedicate 0.25 percent of local sales tax as the revenue source for repayment of the State Economic Recovery Bonds in dollar-for-dollar exchange with local property tax, sunsetted in FY 2015-16. This budget assumes that the Bradley-Burns one cent sales tax is projected to increase two percent in both Fiscal Years 2017-18 and 2018-19.



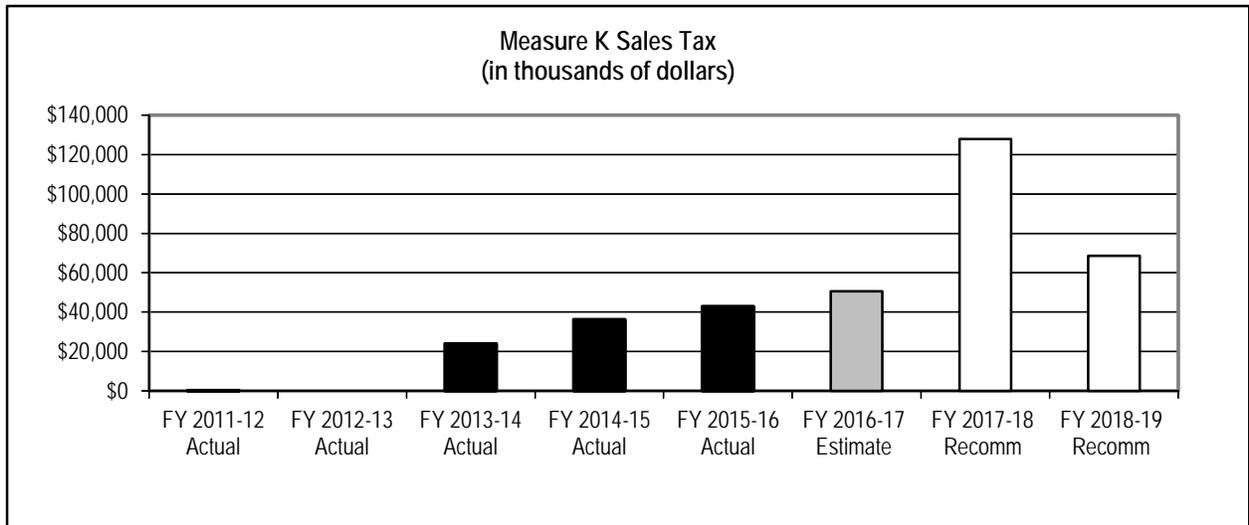
**Measure K Sales Tax**

In November 2012 the voters of San Mateo County passed a half-cent sales tax for 10 years officially titled Measure A. The measure passed 65.4 percent to 34.6 percent. The tax took effect on April 1, 2013. In November 2016, the voters of San Mateo County approved Measure K, which extends Measure A for an additional 20 years. The measure passed 70.4 percent to 29.6 percent. The County of San Mateo will no longer make reference to Measure A, but instead use Measure K in all forms of communication until it sunsets, or if voters extend the sales tax beyond March 31, 2043.

The County has and will continue to use these funds to address quality of life issues, including child abuse prevention; increased health care access for low-income children/seniors/disabled; increased services to veterans; replacement and maintenance of critical facilities and equipment, including 911 dispatch, emergency response, and fire prevention; new and/or expanded after-school library reading/homework programs; and keeping parks open.

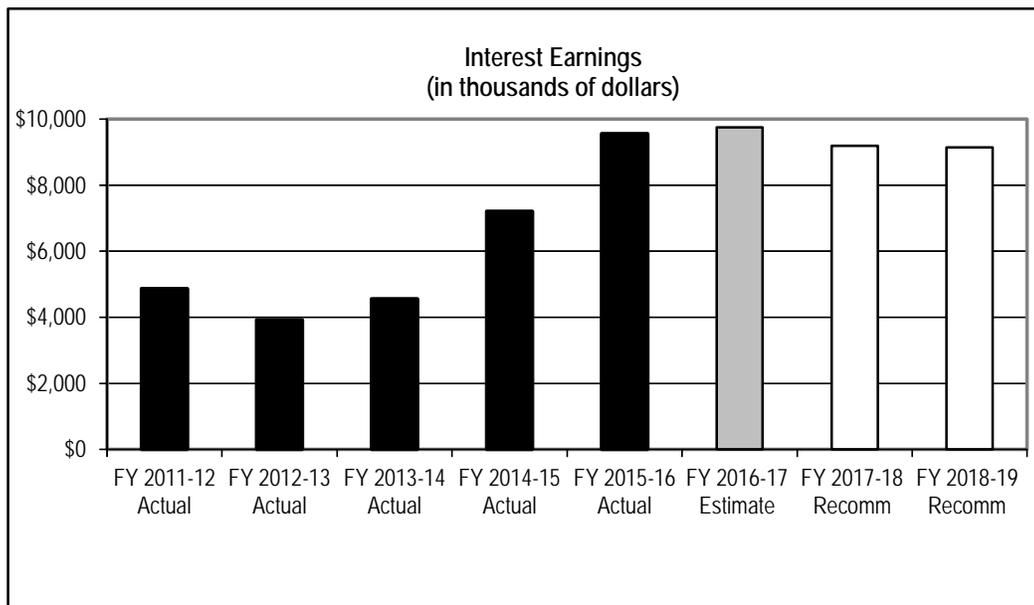
In FY 2015-16, Measure K generated \$79.8 million and is projected to generate \$82.1 million in FY 2016-17. Similar to the Public Safety Sales Tax, the County appropriates this funding source based on the amounts allocated for initiatives vetted and approved by the Board of Supervisors. The amount appropriated in FY 2017-18 Recommended Budget, totaling \$127.9 million, includes rollover funds allocated in prior fiscal years, but not yet spent.

On May 16, 2017, the Board approved additional allocations to affordable housing and other initiatives that will be added to this budget as June revisions. Those allocations are described in greater detail on page B-63.



### Interest Earnings and Other Investment Income

This revenue source includes the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Following Lehman Brothers' bankruptcy in 2008, the County updated its Investment Policy in order to minimize risks, create greater diversification and improve the safety and stability of pooled funds. The more conservative investment approach has yielded earnings of less than one percent per annum (It should be noted that the County recouped nearly 46 percent of the Lehman loss through law suits and bankruptcy proceedings). Due to healthy fund balances (including Measure K), interest earnings for FY 2015-16 increased by 32.7 percent, even though the rate of return remained below one percent. Similar earnings are anticipated in FY 2016-17. However, with the anticipated spend down of reserves for several one-time capital and IT projects over the next two years, the County has conservatively budgeted decreases of 5.7 percent for Fiscal Year 2017-18 and 0.6 percent in 2018-19.

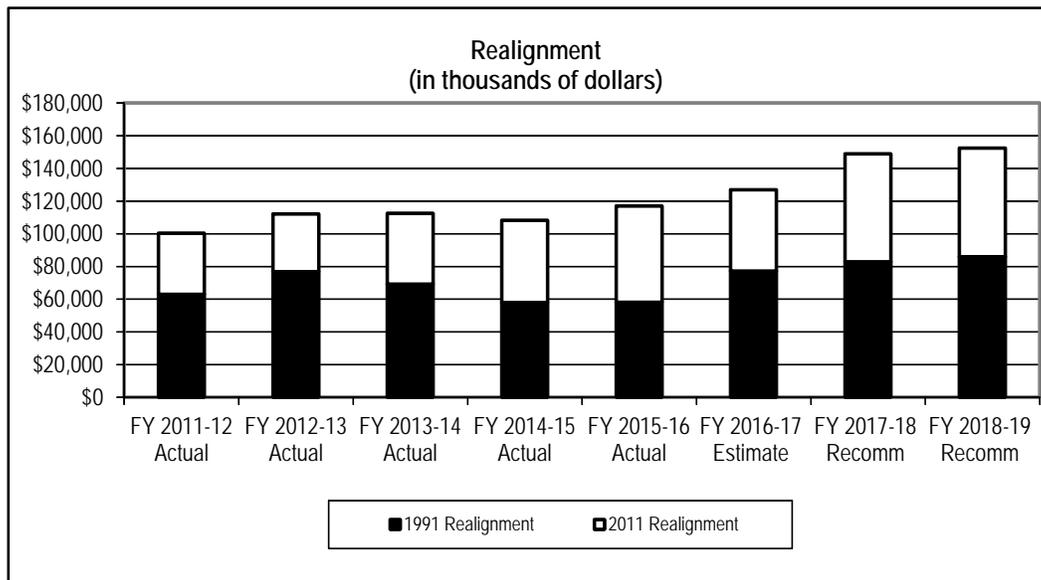


**Realignment**

Realignment over all is projected to continue to grow although at a slower pace than we have seen throughout the last few years. Funding consists of the following state tax bases:

**1991 Realignment:** (The original realignment, set in legislation in 1991 that changed the funding ratios between the State and County for many of the Social Services programs.) Revenues are based on a half-cent sales tax and 74.9 percent of Vehicle Licensing Fees (VLF). This funding source is projected to increase by \$5.6 million in FY 2017-18 and \$3.2 million in FY 2018-19.

**2011 Realignment:** (Set in legislation in FY 2011-12 under budget bill AB118, and revised in FY 2012-13 under budget bill SB1020.) Revenues consist of 1.0625 percent of sales tax and 0.5 percent of Vehicle Licensing Fees (VLF). This funding source is projected to increase by \$16.3 million in FY 2017-18, partially due to reclassifying \$10 million from state revenue to realignment, and remain relatively flat in FY 2018-19.

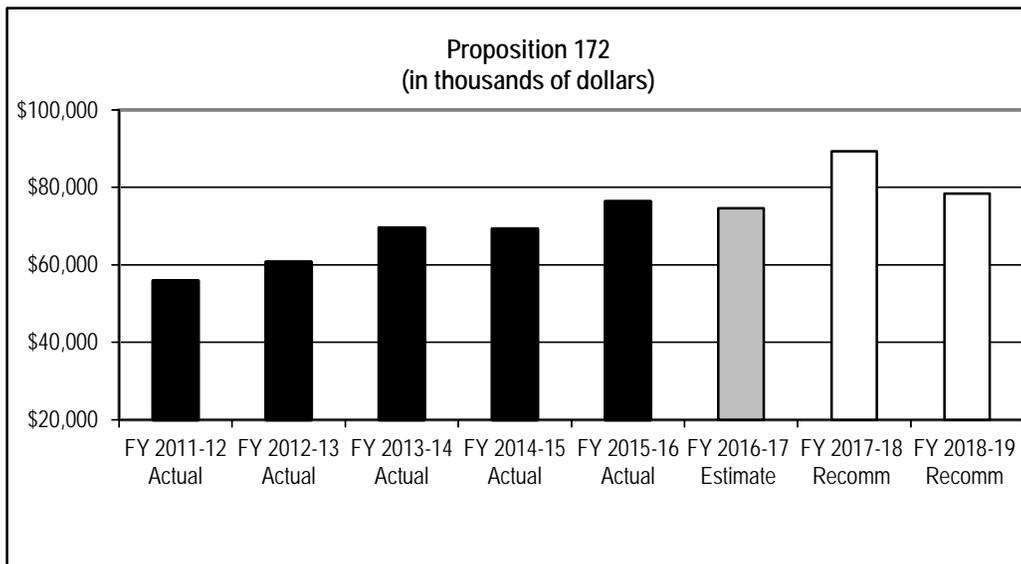


### Public Safety Half-Cent Sales Tax (Proposition 172)

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

Public Safety Sales Tax revenues declined 23.2 percent over an eight year period from a high of \$71.5 million in FY 2001-02 to \$54.9 million in FY 2009-10. During those years where the revenue was less than the appropriated amount, the County backfilled the public safety departments with General Fund reserves. As a result of those revenue shortfalls, the County began to conservatively budget this revenue source in FY 2010-11. The chart below reflects budgeted allocations, not the actual or projected receipts. It is estimated that Trust Fund reserves will approximate \$38 million by the end of FY 2016-17. The increased allocation to \$89.3 million in FY 2017-18, which exceeds revenue projections by \$8.7 million, is largely due to one-time outlays, including \$4.7 million to replace the Probation Department's Case Management System, and \$6 million for the radio upgrade project to support the new Regional Operations Center. Remaining reserves will be used for major public safety projects, including the countywide radio replacement project. The amount allocated in FY 2018-19 is \$78.4 million.

Further detail on the differences between the amounts budgeted and received/projected, from FY 2012-13 through FY 2018-19, can be found on page B-63.

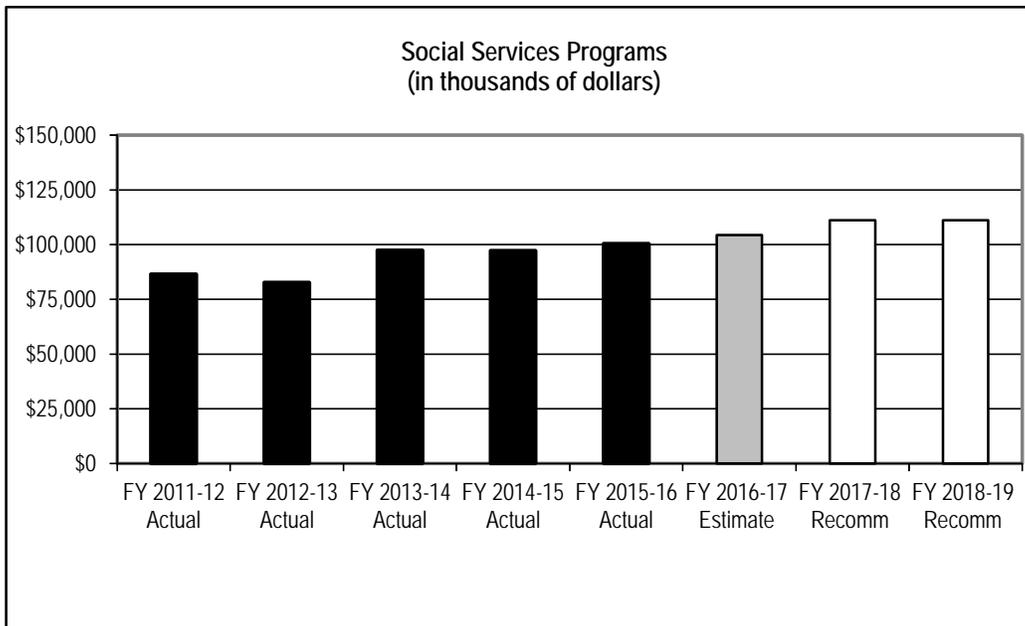


**Social Services Programs**

The Federal and State revenues are matched with County funding to provide social services to all eligible residents in San Mateo County, including eligibility determination for federal, state and local public assistance programs (Medi-Cal enrollment, CalFresh, CalWORKs, General Assistance, Cash Assistance Program for Immigrants), Child Welfare Services, Foster Care, CalWORKs employment and safety net services. All of the services provided by the Human Services Agency support the County's vision for a prosperous community for all residents.

There is a net increase of \$6.6 million in FY 2017-18 from current year projections in these funding sources due to increases of \$4.4 million in assistance payments due to increases in Foster Care and Adoptions payments for the Continuum of Care Reform combined with an estimated increase for the California Necessities Index (Title IVE and State General Fund); \$925,000 for a complete year of Housing Support Program funding (State General Fund); and \$1.3 million to cover the Agency's salary and benefit increases, from all sources listed above.

In FY 2018-19 there is a net increase of \$41,785 for related increases to salary and benefits, from all sources listed above.



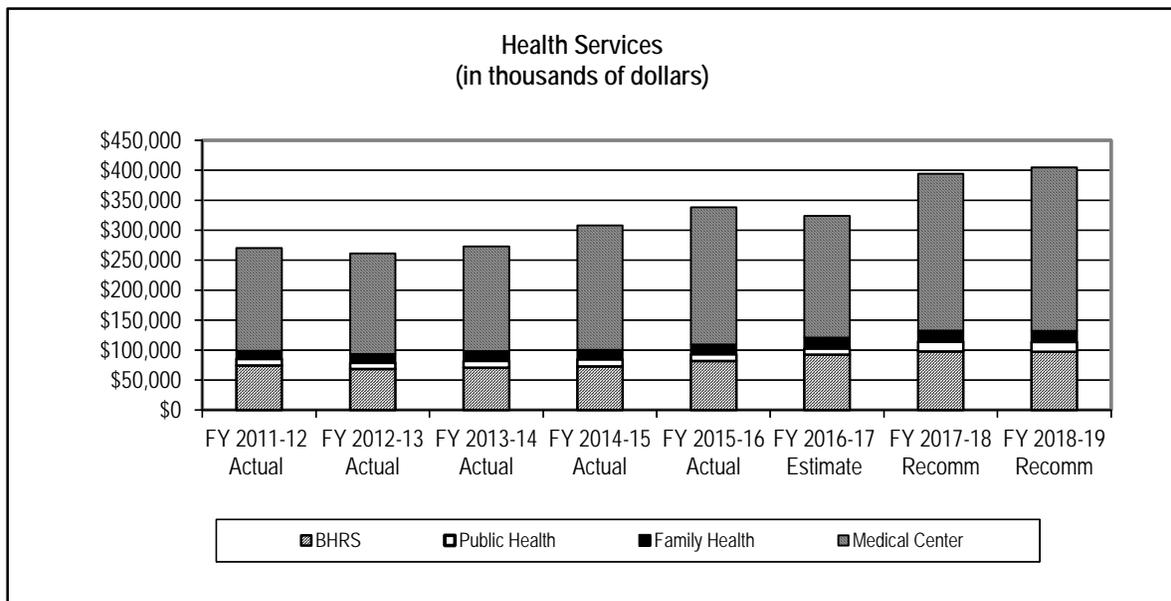
**Health Services Programs**

**Behavioral Health and Recovery Services** - In FY 2017-18, a net increase of \$12.6 million in non-realignment intergovernmental revenue is due to increases in Health Plan of San Mateo and Medi-Cal Waiver Intergovernmental Transfers (IGTs) and a net decrease of \$7 million in charges for services is due to decreases in Health Plan of San Mateo Capitation funds and miscellaneous reimbursements, partially offset by increases to the Medi-Cal Federal Financial Participation and Medicare funds. In FY 2018-19, a net decrease of \$1.3 million in non-realignment intergovernmental revenue is due to a reduction in Mental Health SEP and other State Aid, partially offset by an increase in Mental Health Services Act funding. An increase of \$360,630 in charges for services is due to increased Medi-Cal Federal Financial Participation funding.

**Public Health** - In FY 2017-18, a net increase of \$5.1 million in non-realignment intergovernmental revenue is due to increases in Medi-Cal Waiver IGTs and other state funding, partially offset by a decrease to HOPWA grant funding. A net increase of \$147,632 in charges for services is primarily due to adjustments to Laboratory Fees, Medi-Cal FQHC, Health Plan of San Mateo capitation funding, and Humane Services fees. In FY 2018-19, a net increase of \$57,328 in non-realignment intergovernmental revenue is due to an increase in local aid, partially offset by reductions in federal Anti-Terrorism Aid and Ryan White funding. An increase of \$1,500 in charges for services is due to miscellaneous Humane Services fees.

**Family Health Services** - In FY 2017-18, a net increase of \$398,601 in non-realignment intergovernmental revenue is primarily due to the Public Health grant funding from the state, and a net increase of \$282,662 in charges for services is primarily due to miscellaneous reimbursements. In FY 2018-19, a net decrease in non-realignment intergovernmental revenue is due to a reduction in state funding and an increase of \$282,662 in charges for services is due to miscellaneous reimbursements.

**San Mateo Medical Center** - In FY 2017-18, a net increase of \$51.3 million in non-realignment intergovernmental revenue is primarily due to an increase in Medi-Cal Waiver IGTs of \$48.2 million and adjustments to other state funding. A net increase of \$7.5 million in charges for services is due to increases in Patient Revenue, partially offset by a decrease in HPSM Capitation Revenue. In FY 2018-19, an increase of \$11.9 million in non-realignment intergovernmental revenue is primarily due to increases in the Medi-Cal Waiver IGTs and other funding from the state. Finally, a reduction of \$1 million in charges for services is due to a decrease in the Health Plan of San Mateo Capitation funding.



County of San Mateo  
All Funds

FY 2017-18 and FY 2018-19 Expenditures by Type

|  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18    | Recomm<br>2018-19    | Change<br>2018-19    |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b><u>Operating Expenditures</u></b>     |                      |                      |                      |                      |                      |                      |                      |
| Regular Salaries                         | 438,897,761          | 481,557,693          | 552,109,152          | 583,212,068          | 31,102,916           | 591,766,699          | 8,554,631            |
| Extra Help                               | 24,329,011           | 29,313,110           | 41,439,803           | 44,125,584           | 2,685,781            | 43,317,822           | (807,762)            |
| Overtime                                 | 26,062,322           | 26,607,272           | 16,440,564           | 15,974,135           | (466,429)            | 16,172,426           | 198,291              |
| Retirement                               | 173,512,400          | 181,005,302          | 201,683,086          | 212,885,814          | 11,202,728           | 215,712,054          | 2,826,240            |
| Health Benefits                          | 86,481,552           | 94,863,827           | 107,190,226          | 106,478,993          | (711,233)            | 113,493,690          | 7,014,697            |
| Statutory Compensation                   | 42,796,809           | 46,818,161           | 49,543,611           | 52,614,757           | 3,071,146            | 53,224,254           | 609,497              |
| Other Benefits                           | 1,903,403            | 1,581,446            | 8,970,168            | 11,310,159           | 2,339,991            | 10,514,669           | (795,490)            |
| <b>Salaries and Benefits</b>             | <b>793,983,258</b>   | <b>861,746,811</b>   | <b>977,376,610</b>   | <b>1,026,601,510</b> | <b>49,224,900</b>    | <b>1,044,201,614</b> | <b>17,600,104</b>    |
| Office Expense                           | 25,423,257           | 26,425,562           | 32,843,142           | 29,738,395           | (3,104,747)          | 29,716,744           | (21,651)             |
| Drugs/Medical Supplies                   | 28,992,601           | 31,424,223           | 33,184,779           | 31,972,583           | (1,212,196)          | 30,897,130           | (1,075,453)          |
| Non-Capital Equipment                    | 3,777,835            | 5,264,601            | 7,615,056            | 7,285,468            | (329,588)            | 7,177,482            | (107,986)            |
| Facility/Equipment Maintenance           | 24,973,760           | 25,900,934           | 34,849,927           | 37,696,931           | 2,847,004            | 35,982,714           | (1,714,217)          |
| Utilities                                | 16,810,367           | 18,474,793           | 21,309,754           | 20,801,851           | (507,903)            | 20,366,439           | (435,412)            |
| Contracts for Services                   | 201,163,738          | 213,538,980          | 287,068,066          | 266,659,617          | (20,408,449)         | 225,224,540          | (41,435,077)         |
| Interagency Agreements                   | 54,224,053           | 54,498,771           | 56,995,708           | 71,707,363           | 14,711,655           | 66,067,642           | (5,639,721)          |
| Public Assistance Programs               | 72,618,966           | 77,927,969           | 90,765,923           | 90,689,189           | (76,734)             | 91,184,672           | 495,483              |
| State Trial Court Contributions          | 16,928,837           | 16,796,819           | 17,243,318           | 17,243,318           |                      | 17,243,318           |                      |
| Medical Center Contributions             | 63,068,265           | 58,868,082           | 58,121,621           | 58,121,621           |                      | 58,121,621           |                      |
| Housing Project Contributions            | 3,264,355            | 4,607,417            | 4,760,020            | 4,760,020            |                      | 4,760,020            |                      |
| Other Contributions                      | 2,944,752            | 15,099,448           | 64,016,683           | 46,962,855           | (17,053,828)         | 27,042,817           | (19,920,038)         |
| Internal Services/Overhead               | 184,542,885          | 204,838,412          | 233,267,070          | 216,079,758          | (17,187,312)         | 204,525,680          | (11,554,078)         |
| Debt/Capital Financing                   | 52,602,649           | 49,846,979           | 174,021,015          | 145,151,223          | (28,869,792)         | 132,450,247          | (12,700,976)         |
| Other Financing Uses/Transfers           | 17,105,265           | 32,290,940           | 15,256,957           | 38,942,905           | 23,685,948           | 32,272,889           | (6,670,016)          |
| Other Operating Expense                  | 96,053,737           | 107,776,240          | 195,041,862          | 174,420,415          | (20,621,447)         | 146,115,687          | (28,304,728)         |
| <b>Operating Sub-Total</b>               | <b>1,658,478,580</b> | <b>1,805,326,981</b> | <b>2,303,737,511</b> | <b>2,284,835,022</b> | <b>(18,902,489)</b>  | <b>2,173,351,256</b> | <b>(111,483,766)</b> |
| Intrafund Transfers                      | (169,484,356)        | (185,060,847)        | (216,422,616)        | (189,634,007)        | 26,788,609           | (168,679,070)        | 20,954,937           |
| <b>Operating Total</b>                   | <b>1,488,994,224</b> | <b>1,620,266,134</b> | <b>2,087,314,895</b> | <b>2,095,201,015</b> | <b>7,886,120</b>     | <b>2,004,672,186</b> | <b>(90,528,829)</b>  |
| <b><u>Non-Operating Expenditures</u></b> |                      |                      |                      |                      |                      |                      |                      |
| Capital Improvements                     | 28,762,664           | 38,768,379           | 258,947,749          | 169,737,027          | (89,210,722)         | 175,890,412          | 6,153,385            |
| Capital Purchases                        | 16,413,017           | 11,072,886           | 48,135,343           | 24,161,974           | (23,973,369)         | 21,348,574           | (2,813,400)          |
| <b>Expenditure Total</b>                 | <b>1,534,169,905</b> | <b>1,670,107,399</b> | <b>2,394,397,987</b> | <b>2,289,100,016</b> | <b>(105,297,971)</b> | <b>2,201,911,172</b> | <b>(87,188,844)</b>  |
| Reserves - General Fund                  | 412,549,831          | 427,518,860          | 168,797,087          | 177,597,042          | 8,799,955            | 172,910,431          | (4,686,611)          |
| Reserves - Non-General Fund              | 260,888,752          | 281,509,946          | 191,036,170          | 189,224,164          | (1,812,006)          | 130,474,547          | (58,749,617)         |
| <b>TOTAL REQUIREMENTS</b>                | <b>2,207,608,488</b> | <b>2,379,136,205</b> | <b>2,754,231,244</b> | <b>2,655,921,222</b> | <b>(98,310,022)</b>  | <b>2,505,296,150</b> | <b>(150,625,072)</b> |

County of San Mateo  
All funds

FY 2017-18 Changes in Projected Fund Balance

| Agency/Budget Unit                     | Estimated Fund Balance June 30, 2017 | Recomm Revenues      | Recomm Expenditures  | Anticipated Carryforward | Estimated Fund Balance June 30, 2018 | FY 2017-18 Percent Change |
|--|--------------------------------------|----------------------|----------------------|--------------------------|--------------------------------------|---------------------------|
| <b>General Fund</b>                    |                                      |                      |                      |                          |                                      |                           |
| General Fund                           | 390,213,494                          | 1,353,235,653        | 1,565,852,105        | 101,875,180              | 279,472,222                          | -28.4%                    |
| <b>Special Revenue and Trust Funds</b> |                                      |                      |                      |                          |                                      |                           |
| Emergency Medical Services Fund        | 1,781,935                            | 1,520,799            | 2,110,625            |                          | 1,192,109                            | -33.1%                    |
| IHSS Public Authority Fund             | 861,955                              | 23,687,092           | 23,687,092           |                          | 861,955                              | 0.0%                      |
| Fish and Game Propagation Fund         | 63,106                               | 2,400                | 10,000               |                          | 55,506                               | -12.0%                    |
| Structural Fire Protection Fund        | 6,064,258                            | 8,077,427            | 10,033,391           | 1,955,964                | 6,064,258                            | 0.0%                      |
| Road Fund                              | 16,685,274                           | 22,976,140           | 33,324,540           |                          | 6,336,874                            | -62.0%                    |
| Half-Cent Transportation Fund          | 2,873,621                            | 1,885,199            | 4,758,820            |                          |                                      | -100.0%                   |
| Road Improvement Fund                  | 4,050,063                            | 374,500              | 650,000              |                          | 3,774,563                            | -6.8%                     |
| Waste Management                       | 6,816,360                            | 3,038,665            | 3,424,775            | 364,716                  | 6,794,966                            | -0.3%                     |
| Waste Management Programs              |                                      | 792,976              | 792,976              |                          |                                      | 0.0%                      |
| <b>Enterprise Funds</b>                |                                      |                      |                      |                          |                                      |                           |
| Coyote Point Marina Operating Fund     | 1,739,869                            | 1,103,400            | 2,209,821            |                          | 633,448                              | -63.6%                    |
| County Airports Fund                   | 3,474,535                            | 6,254,768            | 8,150,989            |                          | 1,578,314                            | -54.6%                    |
| Medical Center Enterprise Fund         | 9,000,000                            | 341,011,243          | 350,011,243          |                          |                                      | -100.0%                   |
| <b>Special Districts Funds</b>         |                                      |                      |                      |                          |                                      |                           |
| County Service Area #1 Fund            | 3,795,210                            | 2,777,800            | 3,080,320            | 302,520                  | 3,795,210                            | 0.0%                      |
| Public Works Special Districts Funds   | 60,339,289                           | 31,179,690           | 45,383,111           | 88,812                   | 46,224,680                           | -23.4%                    |
| <b>Debt Service and Capital Proj</b>   |                                      |                      |                      |                          |                                      |                           |
| Debt Service Fund                      | 20,451,255                           | 54,834,006           | 54,012,479           |                          | 21,272,782                           | 4.0%                      |
| Accumulated Capital Outlay Fund        | 85,597,552                           | 500,000              | 15,200,000           |                          | 70,897,552                           | -17.2%                    |
| Criminal Justice Temp Constr Fund      | 1,436,668                            | 918,000              | 1,100,000            |                          | 1,254,668                            | -12.7%                    |
| Courthouse Temp Constr Fund            |                                      | 1,364,219            | 1,364,219            |                          |                                      | 0.0%                      |
| Parks Acq and Development Fund         | 2,222,382                            | 10,049,977           | 11,281,587           |                          | 990,772                              | -55.4%                    |
| Other Capital Construction Fund        | 6,481,135                            |                      | 5,000,000            |                          | 1,481,135                            | -77.1%                    |
| Skylonda Project Fund                  |                                      | 5,000,000            | 5,000,000            |                          |                                      | 0.0%                      |
| Capital Projects Fund                  | 4,400,044                            | 51,002,294           | 51,496,953           |                          | 3,905,385                            | -11.2%                    |
| Major Capital Construction Fund        |                                      | 78,250,000           | 78,250,000           |                          |                                      | 0.0%                      |
| <b>Internal Service Funds</b>          |                                      |                      |                      |                          |                                      |                           |
| Motor Pool Internal Service Fund       | 14,882,248                           | 10,019,301           | 10,079,550           |                          | 14,821,999                           | -0.4%                     |
| Construction Services Fund             | 258,546                              | 2,576,874            | 2,835,420            |                          |                                      | -100.0%                   |
| <b>Total All Funds</b>                 | <b>643,488,799</b>                   | <b>2,012,432,423</b> | <b>2,289,100,016</b> | <b>104,587,192</b>       | <b>471,408,398</b>                   | <b>-26.7%</b>             |

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

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

- General Fund - Beginning Fund Balance for FY 2017-18 is equivalent to 22.4 percent of Total Sources and the projected decline of \$110.7 million or 28.4 percent is primarily due to one-time capital and IT projects totaling \$88.2 million; the accelerated pay down of the County's unfunded pension liability of \$27.6 million; planned contributions and loans to the City of Half Moon Bay for a new public library totaling \$12 million; a working capital loan to Peninsula Clean Energy of \$4.5 million; and other project contributions totaling \$5.4 million. These costs are partially offset by growth in general purpose revenues of \$26.2 million. Miscellaneous one-time revenue and expenditure adjustments account for the balance.

**Special Revenue and Trust Funds**

- Emergency Medical Services Fund - Expenditures for EMS operations exceed revenues, and are offset by a draw down of EMS Fund Reserves.
- Road Fund - Reduction in Fund Balance is due to appropriations for one-time improvement projects, and repairs related to the FY 2016-17 winter storms.
- Half-Cent Transportation Fund - Reduction in Fund Balance is due to appropriations for one-time improvement projects.

**Enterprise Funds**

- Coyote Point Marina Operating Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- County Airports Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- Medical Center Enterprise Fund- Reduction in Fund Balance is due to expenditures exceeding revenues.

**Special District Funds**

- Public Works Special Districts - The fund balances for the various Special Districts administered by Public Works are reduced to meet prior year Reserve levels.

**Debt Service and Capital Service Funds**

- Accumulated Capital Outlay Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- Criminal Justice Temp Construction Fund - Reduction in Fund Balance is primarily due to the fact that current debt service payments for criminal justice facilities exceed revenues.
- Parks Acquisition and Development Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- Other Capital Construction Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- Capital Projects Fund - Reduction in Fund Balance is due to one-time capital expenditures.

**Internal Service Funds**

- Construction Services Fund - Reduction is due to Fund Balance used to pay for non-reimbursable construction expenses in FY 2016-17.

## County of San Mateo

## All FUNDS

## FY 2017-19 Authorized Position Summary

| Agency/Budget Unit/Fund                     | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>General Fund</b>                         |                   |                   |                    |                   |                   |                   |                   |
| <b>Criminal Justice</b>                     |                   |                   |                    |                   |                   |                   |                   |
| Sheriff's Office                            | 762               | 772               | 803                | 812               | 9                 | 812               | 0                 |
| Probation Department                        | 415               | 415               | 415                | 415               | 0                 | 415               | 0                 |
| District Attorney's Office                  | 122               | 129               | 131                | 131               | 0                 | 133               | 2                 |
| Coroner's Office                            | 13                | 13                | 13                 | 13                | 0                 | 13                | 0                 |
| <b>Health Services</b>                      |                   |                   |                    |                   |                   |                   |                   |
| Health Administration                       | 15                | 24                | 24                 | 24                | 0                 | 24                | 0                 |
| Health Coverage Unit                        | 32                | 32                | 31                 | 31                | 0                 | 31                | 0                 |
| Public Health, Policy and Planning          | 96                | 98                | 106                | 106               | 0                 | 106               | 0                 |
| Health IT                                   | 15                | 19                | 19                 | 19                | 0                 | 19                | 0                 |
| Emergency Medical Services                  | 11                | 9                 | 9                  | 9                 | 0                 | 9                 | 0                 |
| Aging and Adult Services                    | 136               | 142               | 142                | 142               | 0                 | 142               | 0                 |
| Environmental Health Services               | 78                | 80                | 80                 | 80                | 0                 | 80                | 0                 |
| Behavioral Health and Recovery Services     | 458               | 464               | 471                | 471               | 0                 | 471               | 0                 |
| Family Health Services                      | 181               | 187               | 183                | 183               | 0                 | 183               | 0                 |
| Correctional Health Services                | 91                | 98                | 78                 | 83                | 5                 | 83                | 0                 |
| <b>Social Services</b>                      |                   |                   |                    |                   |                   |                   |                   |
| Human Services Agency                       | 767               | 768               | 769                | 768               | (1)               | 768               | 0                 |
| Department of Child Support Services        | 86                | 80                | 80                 | 78                | (2)               | 78                | 0                 |
| <b>Community Services</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Planning and Building                       | 50                | 55                | 56                 | 56                | 0                 | 56                | 0                 |
| Local Agency Formation Commission           | 1                 | 1                 | 1                  | 1                 | 0                 | 1                 | 0                 |
| Parks Department                            | 57                | 64                | 68                 | 68                | 0                 | 68                | 0                 |
| Office of Sustainability                    | 3                 | 16                | 15                 | 16                | 1                 | 16                | 0                 |
| Public Works Administrative Services        | 33                | 34                | 36                 | 36                | 0                 | 36                | 0                 |
| Public Works Engineering Services           | 24                | 23                | 22                 | 21                | (1)               | 21                | 0                 |
| Public Works Facilities Services            | 98                | 111               | 111                | 111               | 0                 | 111               | 0                 |
| Public Works Vehicle and Equipment Services | 1                 | 1                 | 1                  | 1                 | 0                 | 1                 | 0                 |
| Public Works Utilities                      | 9                 | 12                | 12                 | 13                | 1                 | 13                | 0                 |
| Real Property Services                      | 4                 | 4                 | 4                  | 4                 | 0                 | 4                 | 0                 |
| Agricultural Commissioner/Sealer            | 30                | 30                | 30                 | 30                | 0                 | 30                | 0                 |
| Public Safety Communications                | 59                | 59                | 65                 | 66                | 1                 | 66                | 0                 |
| Department of Housing                       | 11                | 11                | 14                 | 14                | 0                 | 14                | 0                 |

| Agency/Budget Unit/Fund                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Administration and Fiscal</b>           |                   |                   |                    |                   |                   |                   |                   |
| Board of Supervisors                       | 22                | 22                | 22                 | 22                | 0                 | 22                | 0                 |
| County Manager/Clerk of the Board          | 20                | 24                | 32                 | 33                | 1                 | 33                | 0                 |
| Workforce Economic Development             | 1                 | 0                 | 0                  | 0                 | 0                 | 0                 | 0                 |
| Assessor-County Clerk-Recorder             | 117               | 121               | 121                | 121               | 0                 | 121               | 0                 |
| Controller's Office                        | 43                | 46                | 46                 | 46                | 0                 | 46                | 0                 |
| Treasurer-Tax Collector                    | 61                | 61                | 61                 | 59                | (2)               | 59                | 0                 |
| County Counsel                             | 43                | 43                | 45                 | 45                | 0                 | 45                | 0                 |
| Human Resources Department                 | 65                | 70                | 71                 | 71                | 0                 | 71                | 0                 |
| Information Services Department            | 113               | 120               | 131                | 131               | 0                 | 131               | 0                 |
| <b>Total General Fund</b>                  | <b>4,143</b>      | <b>4,258</b>      | <b>4,318</b>       | <b>4,330</b>      | <b>12</b>         | <b>4,332</b>      | <b>2</b>          |
| <b>Non-General Fund</b>                    |                   |                   |                    |                   |                   |                   |                   |
| <b>Special Revenue and Trust Funds</b>     |                   |                   |                    |                   |                   |                   |                   |
| Road Fund                                  | 77                | 77                | 77                 | 77                | 0                 | 77                | 0                 |
| Half-Cent Transpiration Fund               | 0                 | 0                 | 0                  | 0                 | 0                 | 0                 | 0                 |
| Solid Waste Fund                           | 9                 | 0                 | 0                  | 0                 | 0                 | 0                 | 0                 |
| Waste Management                           | 0                 | 5                 | 6                  | 6                 | 0                 | 6                 | 0                 |
| <b>Enterprise Fund</b>                     |                   |                   |                    |                   |                   |                   |                   |
| Coyote Point Marina Operating Fund         | 3                 | 3                 | 3                  | 3                 | 0                 | 3                 | 0                 |
| County Airports Fund                       | 8                 | 9                 | 9                  | 9                 | 0                 | 9                 | 0                 |
| Medical Center Enterprise Fund             | 1,015             | 1,038             | 1,046              | 1,046             | 0                 | 1,046             | 0                 |
| <b>Special Districts Funds</b>             |                   |                   |                    |                   |                   |                   |                   |
| Sewer District Maintenance Fund            | 8                 | 8                 | 8                  | 8                 | 0                 | 8                 | 0                 |
| <b>Internal Service Funds</b>              |                   |                   |                    |                   |                   |                   |                   |
| Motor Pool Internal Service Fund           | 13                | 13                | 13                 | 13                | 0                 | 13                | 0                 |
| Construction Services Fund                 | 10                | 10                | 10                 | 10                | 0                 | 10                | 0                 |
| <b>Total Non-General Fund</b>              | <b>1,143</b>      | <b>1,163</b>      | <b>1,172</b>       | <b>1,172</b>      | <b>0</b>          | <b>1,172</b>      | <b>0</b>          |
| <b>Total All County Funds</b>              | <b>5,286</b>      | <b>5,421</b>      | <b>5,490</b>       | <b>5,502</b>      | <b>12</b>         | <b>5,504</b>      | <b>2</b>          |
| <b>Non-County Funds (Information Only)</b> |                   |                   |                    |                   |                   |                   |                   |
| First 5 San Mateo County                   | 8                 | 8                 | 8                  | 8                 | 0                 | 8                 | 0                 |
| Retirement ( <i>SamCERA</i> )              | 23                | 24                | 24                 | 24                | 0                 | 24                | 0                 |
| Housing Authority Fund                     | 45                | 46                | 46                 | 47                | 1                 | 47                | 0                 |
| County Library                             | 121               | 121               | 121                | 122               | 1                 | 122               | 0                 |
| <b>All Positions</b>                       | <b>5,483</b>      | <b>5,620</b>      | <b>5,689</b>       | <b>5,703</b>      | <b>14</b>         | <b>5,705</b>      | <b>2</b>          |

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Position Changes Detail FY 2017-18:

**Criminal Justice**

**Sheriff's Office:** Adds one Fiscal Office Specialist, one Senior Accountant, one Legal Office Assistant, one Community Program Supervisor, one Legal Office Specialist, two Community Program Specialists, three Deputy Sheriffs, and seven Correctional Officers; deletes one Fiscal Office Assistant, one Accountant I/II, one Public Services Assistant, one Senior Accountant, one Senior Community Program Specialist, one Food Services Director, one Management Analyst, and one Office Assistant II, for a net addition of nine positions.

**Probation Department:** Adds one Legal Office Services Supervisor, two Administrative Services Manager Is, one Administrative Assistant, one Department Systems Analyst, and one Systems Engineer; deletes one Legal Word Processor, one Management Analyst-U, one Associate Management Analyst, and three Deputy Probation Officers, for a net change of zero positions.

**District Attorney's Office:** No change

**Coroner's Office:** No change

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

**Health Services**

**Health Administration:** No change

**Health Coverage Unit:** No change

**Public Health, Policy and Planning:** No change

**Health IT:** No change

**Emergency Medical Services:** No change

**Aging and Adult Services:** No change

**Environmental Health Services:** No change

**Behavioral Health and Recovery Services:** Adds one Accountant and one Patient Services Supervisor; deletes one Medical Office Specialist and one Senior Community Program Specialist, for a net change of zero positions.

**Family Health Services:** Adds one Community Program Specialist and one Dietician; deletes two Dietetic Technicians, for a net change of zero positions.

**Correctional Health Services:** Adds two Correctional Health Nurse – U positions, one Supervising Psychologist and one Marriage and Family Therapist; converts three term Psychiatric Social Workers to permanent positions; deletes two Correctional Health Trainee positions, for a net addition of five positions.

**San Mateo Medical Center:** Adds three Supervising Physicians, one Supervising Adult Psychiatrist, two Adult Psychiatrists, two Psychiatric Nurses, one Clinical Nurse, one Program Services Manager II, one Laboratory Support Services Supervisor, four Management Analysts, one Imaging Specialist, and one Patient Services Assistant II; deletes one Medical Director, seven Staff Physicians, one Hospital and Clinics Finance Manager, one Critical Care Nurse, one Licensed Vocational Nurse, one Radiology Technologist III, one Crisis Team Technician, one Patient Services Assistant II, one Lead Medical Office Assistant, one Senior Accountant, and one Fiscal Office Specialist, for a net change of zero positions.

**First 5:** No change

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

**Social Services**

**Human Services Agency:** Adds one Office Specialist, four Pscyh Social Worker IIs, one Mental Health Program Specialist, and one Veterans Rep II; deletes one Office Assistant II, five Social Worker IIs, and two Human Services Supervisor – Us, for a net reduction of one position.

**Department of Child Support Services:** Deletes one Office Assistant II and one Child Support Technician, for a reduction of two positions.

(Net change is a reduction of three positions in Social Services)

**Community Services**

**Planning and Building:** No change

**Local Agency Formation Commission:** No change

**Parks Department:** Adds one GIS Tech II and one Communications Specialist; deletes one GIS Tech I and one Program Coordinator II, for a net change of zero positions.

**Coyote Point Marina:** No change

**County Library:** Adds one Communications Officer, two Community Program Specialist Is, four Community Program Specialist IIs, one Community Program Supervisor, one Library Assistant I, one Library Technician I, one Management Analyst, and four Senior Librarians; deletes three Circulation Supervisors, three Librarian IIs, one Library Assistant II, one Library Services Manager, two Literacy Specialists, one Senior Accountant, and three Senior Library Assistants, for a net addition of one position.

**Office of Sustainability:** Adds two Resource Conservation Specialist IIs; deletes one Resource Conservations Specialist II, for a net addition of one position.

**Public Works Administration:** No change

**Engineering Services:** Deletes one Associate Engineer, for a reduction of one position.

**Facilities Services:** No change

**Road Construction and Operations:** No change

**Construction Services:** No change

**Vehicle and Equipment Services:** No change

**Utilities:** Adds one Associate Engineer, for an addition of one position.

**Airports:** No change

**Real Property Services:** No change

**Agricultural Commissioner/Sealer:** No change

**Public Safety Communications:** Adds one Office Specialist; converts one Assistant Public Safety Communications Manager – U to one Assistant Communications Manager, for a net addition of one position.

**Department of Housing:** No change

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

**Administration and Fiscal Services**

**Board of Supervisors:** No change

**County Manager/Clerk of the Board:** Adds one Communications Specialist, for an addition of one position.

**Assessor-County Clerk-Recorder:** No change

**Controller's Office:** Adds one Payroll/Fiscal Office Services Supervisor and one Controller Division Manager; deletes one Payroll/Financial Services Manager I and one Fiscal Office Specialist, for a net change of zero positions.

**Treasurer - Tax Collector:** Adds one Senior Cash Management Specialist and five cash management specialists; deletes six Fiscal Office Specialists, one Office Assistant II, and one Revenue Collector I, for a net reduction of two positions.

**Retirement Office:** No change

**County Counsel:** No change

**Human Resources Department:** No change

**Shared Services:** No change

**Information Services Department:** Adds one Operation Division Manager and one Planning and Research Division Manager; deletes one IS APP Support Analyst and one IS APP Support Analyst II, for a net change of zero positions.

(Net change is a reduction of one position in Administration and Fiscal)

**Position Changes Detail FY 2018-19:**

**Criminal Justice**

**District Attorney's Office:** Adds two Paralegals, for an addition of two positions.

(Net change is an addition of 1 position in Criminal Justice)

**Health Services**

No change

**Social Services**

No change

**Community Services**

No change

**Administration and Fiscal Services**

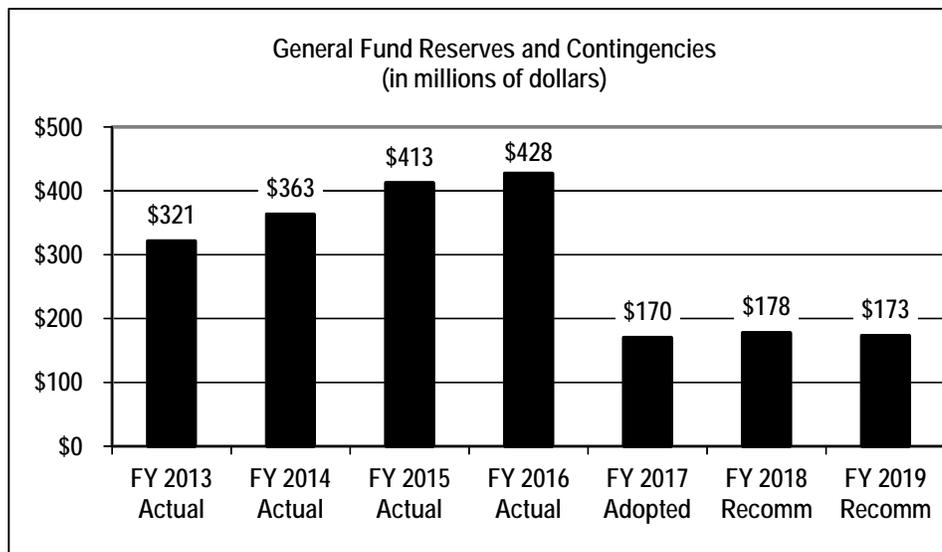
No change

## Supplemental Information

The County of San Mateo's FY 2012-13 Civil Grand Jury made several recommendations to improve transparency in the County's budget document. In response to the Grand Jury's recommendations, the County agreed to provide the following information in future budgets: 1) changes in General Fund reserves; 2) changes in total sources and requirements; 3) changes in budgeted amounts per San Mateo County resident; 4) changes in average bi-weekly payroll; 5) changes in total cost of all benefits provided to County employees; 6) total number of classified, unclassified, term and extra help positions; 7) non-recurring revenues and expenditures in excess of \$3 million; 8) ten largest County department budgets based on Total Requirements; 9) ten largest County expenses by expenditure object; and 10) unfunded liabilities for Retirement and Other Post Employment Benefits (OPEB).

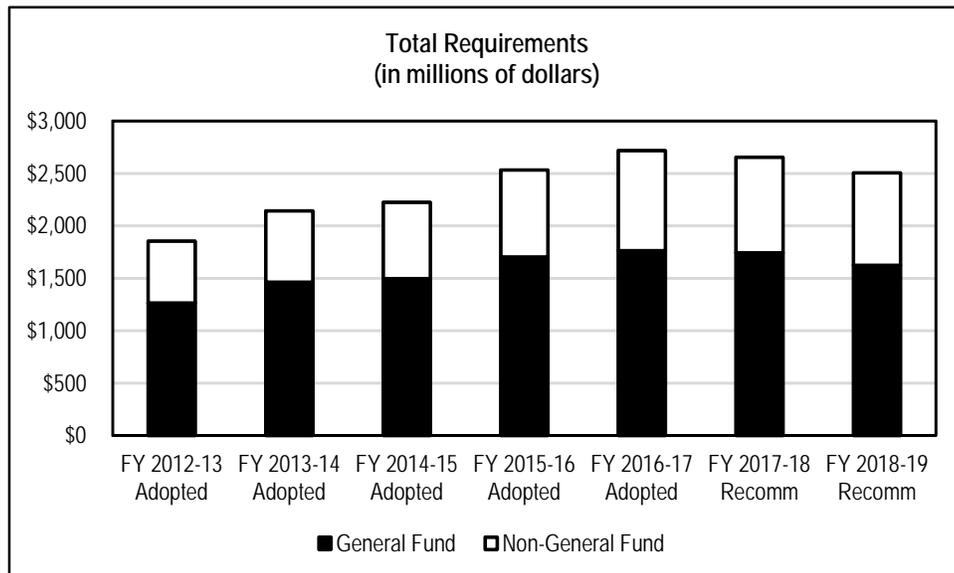
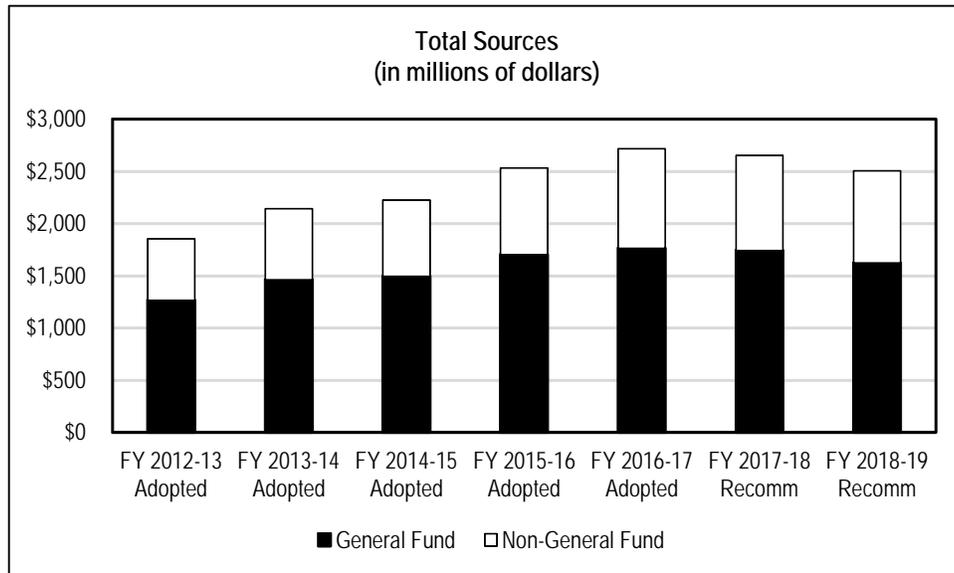
### General Fund Reserves

In presenting charts with both prior year actuals and budgeted reserves, there will always be a significant drop in the budget years because the year-end reserves in the prior year actuals will reflect savings and unanticipated revenues. Case in point, only one-half of Excess ERAF, or \$55 million, is budgeted in Fiscal Years 2017-18 and 2018-19, which will result in lower reserve balances in the Recommended Budgets. Prior year actuals will reflect total Excess ERAF receipts and other unanticipated revenues as well as salary savings and other appropriations not expended that year.



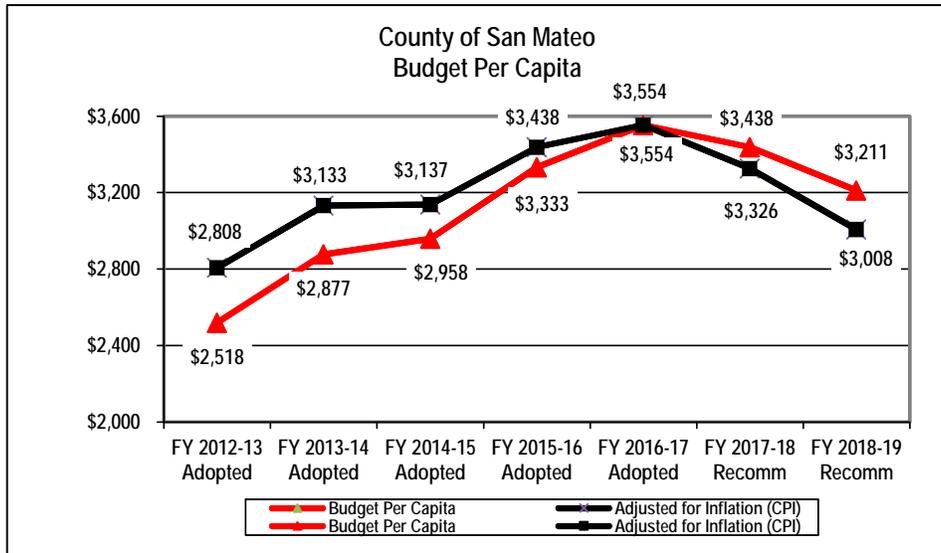
## Total Sources and Requirements

The most significant ongoing cost increases over the past two years and into the future are negotiated Salary and Benefit increases, increases in County staffing, spending related to Measure K sales tax dollars, and the accelerated paydown of the County's unfunded pension liability. The County has also spent significant amounts in recent years for one-time Capital and IT projects. The Total Requirements for Fiscal Years 2017-18 and 2018-19 approximate \$2.7 billion and \$2.5 billion, respectively. The Recommended Sources and Requirements for the General Fund and All Funds can be found in the All Funds Summary on page B-11 and the All Funds Budget Unit Summary on page B-12.



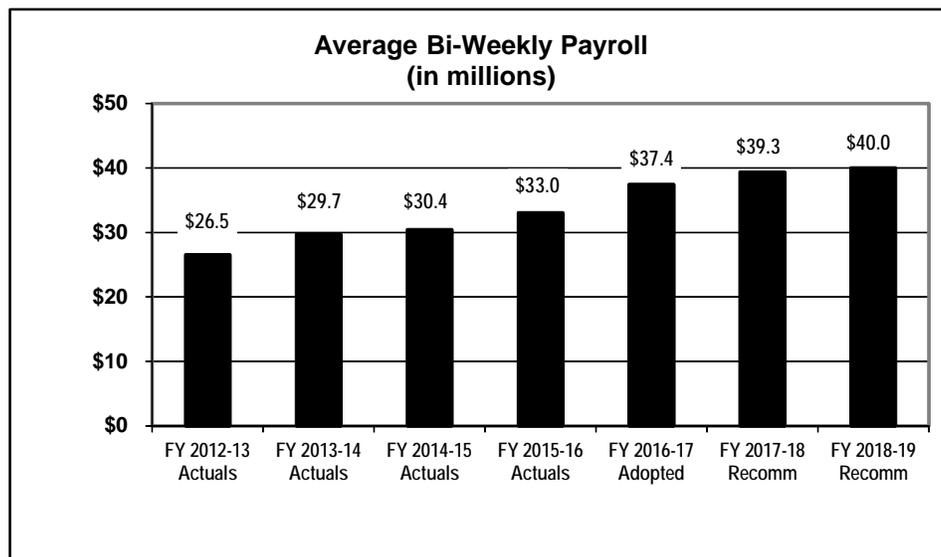
### Budget Amount Per San Mateo County Resident

The County's overall budget decreased \$61.9 million from the FY 2016-17 Adopted Budget. Significant changes in FY 2017-18 include a decrease of \$11.5 million for property acquisitions for Middlefield Road parking and the Coast Side Clinic, and a decrease of \$101 million in one-time capital and IT appropriations. (Adjustments to the IT budget will be made during the June revisions process to incorporate additional funding into the budget.) These decreases are partially offset by increases of \$49 million in salaries and benefits, primarily due to negotiated increases and the cost of new positions, including the annualized cost of positions added during FY 2016-17. The continued decline in FY 2018-19 is due to the removal of one-time items appropriated in FY 2017-18.



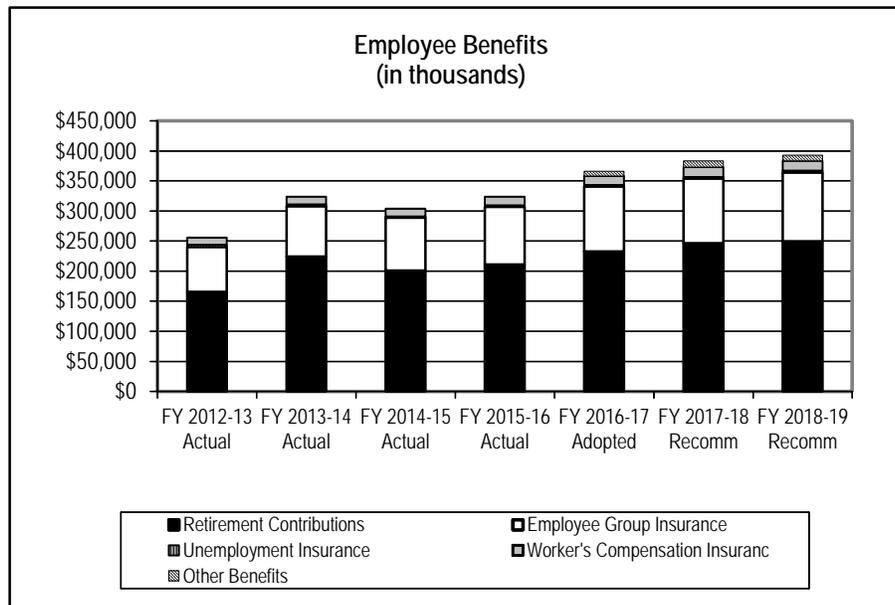
### County Payroll (Bi-Weekly)

It should be noted that the bi-weekly payroll based on the Recommended Budget will always be higher than prior year actuals as the budget figures will not account for vacancies and related salary savings. The average bi-weekly payroll figures presented below for Fiscal Years 2017-18 and 2018-19 do not account for vacancies, which are currently 10 percent.



## Employee Benefits

Employee benefits continued to increase in FY 2015-16 and FY 2016-17 due to the additional contributions to the County's retirement system (SamCERA) for the accelerated paydown of the County's unfunded pension liability. These accelerated contributions will amount to \$27.6 million in each of the next two fiscal years (\$55.2 million in all), and will continue through FY 2022-23. Overall, retirement contributions increased by \$21.7 million in FY 2016-17 and are projected to increase by \$13.8 million in FY 2017-18 and \$3.2 million in FY 2018-19. The County budgeted an increase of nine percent for employee health benefits in FY 2016-17 but due to high enrollment in County wellness programs, the net negotiated increase with the providers was less than three percent. As a result, employee group insurance is projected to remain relatively flat in FY 2017-18 and increase by \$7 million or 6.5 percent in FY 2018-19.



## Total Number of Positions by Type

The table below illustrates the total number of positions, broken down by classified, unclassified, term, and extra-help in the FY 2016-17 Revised Budget as well as the Recommended Budgets for FYs 2017-18 and 2018-19.

| Position Type          | FY 2016-17<br>Revised | FY 2017-18<br>Recomm | FY 2018-19<br>Recomm |
|------------------------|-----------------------|----------------------|----------------------|
| Classified Positions   | 5,191                 | 5,203                | 5,205                |
| Unclassified Positions | 299                   | 299                  | 299                  |
| Term Positions         | 246                   | 246                  | 246                  |
| Extra-Help Positions   | 1,632                 | 1,632                | 1,632                |
| Total - All Positions  | 7,368                 | 7,380                | 7,382                |

## Non-Recurring Revenues and Expenditures

The table below shows non-recurring expenditures equal to or greater than \$3 million in either FY 2017-18 or FY 2018-19. All of these expenditures are being funded with General Fund, Construction Funds, Trust Funds, Proposition 172 reserves, Measure K sales tax proceeds, or bond proceeds.

| Expenditure Appropriation  | Revenue Source(s)                                       | FY 2017-18 | FY 2018-19 |
|--|---|------------|------------|
| Probation Case Management System                                   | Prop. 172   | 4,700,000  |            |
| Property Tax System Replacement                                    | General Fund/Property Tax System Replacement Trust Fund | 17,763,482 |            |
| Radio Upgrade and Regional Operations Center (ROC) Support Project | Prop. 172   | 6,000,000  |            |
| Crystal Springs Dam Bridge Replacement                             | Grant Funds, Road Funds                                 | 7,320,000  |            |
| County Office Building 3   | ACO Reserves  | 10,000,000 | 45,400,000 |
| County Government Center Parking Structure 2                       | Bond Proceeds   | 5,500,000  | 25,000,000 |
| Radio Shop Replacement   | ACO Reserves  | 4,500,000  |            |
| San Mateo Medical Center Campus Master Plan Implementation         | General Fund/Bond Proceeds                              | 6,500,000  | 30,000,000 |
| Homeless Shelter Replacement                                       | Bond Proceeds   | 1,000,000  | 5,000,000  |
| South San Francisco County Campus                                  | Bond Proceeds   | 1,000,000  | 3,500,000  |
| Animal Care Shelter Replacement                                    | General Fund (rollover)                                 | 14,000,000 | 6,000,000  |
| Maple Street Corrections Center Warm Shell Buildout                | General Fund (rollover)                                 | 5,000,000  |            |
| Skylonda Fire Station Replacement                                  | Measure K/Bond Proceeds (rollover)                      | 5,000,000  |            |
| Cordilleras Mental Health Facility Replacement                     | General Fund/Bond Proceeds                              | 5,400,000  | 32,000,000 |
| Alpine Trail Improve Bike/Pedestrian Trail                         | General Fund  | 3,653,892  |            |
| County Service Area #7 Infrastructure Replacement (La Honda)       | Measure K (rollover)                                    | 3,673,190  |            |
| Old Maguire Jail Remodel   | General Fund  | 8,000,000  | 11,000,000 |
| Memorial Park Wastewater Treatment Plant Replacement               | General Fund  | 1,500,000  | 3,279,541  |
| Half Moon Bay Library Replacement (contribution)                   | General Fund (rollover)                                 | 6,000,000  |            |
| Half Moon Bay Library Replacement (loan)                           | General Fund (rollover)                                 | 6,000,000  |            |
| Peninsula Clean Energy (startup collateral loan)                   | General Fund (rollover)                                 | 4,500,000  |            |
| Sadilla Lawsuit  | General Fund  | 4,823,994  |            |
| New Voting System  | Voting Equipment Trust Fund                             |            | 5,000,000  |
| Statewide General Election (November 6, 2018)                      | General Fund/Reimbursements from other Jurisdictions    |            | 3,948,000  |

## Top Ten Largest Department Budgets (Total Requirements)

The table below lists the ten largest departmental budgets based on Total Requirements, which includes Gross Appropriations less Intrafund Transfers plus Department Reserves. This is important to note because service charge departments, like the Information Services Department and Public Works, tend to have significantly higher Gross Appropriations (or Gross Expenditures) that are reduced by service charges received from General Fund departments via Intrafund Transfers, which is a contra-expenditure account. The table below is sorted by the amount appropriated in the FY 2017-18 Recommended Budget, largest to smallest.

| Department                      | FY 2012-13<br>Actuals | FY 2013-14<br>Actuals | FY 2014-15<br>Actuals | FY 2015-16<br>Actuals | FY 2016-17<br>Adopted | FY 2017-18<br>Recomm | FY 2018-19<br>Recomm |
|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------------|
| Health System                   | 524,721,448           | 537,108,591           | 575,736,337           | 643,524,287           | 704,333,600           | 766,716,419          | 769,985,827          |
| Sheriff's Office                | 180,135,295           | 184,590,055           | 189,254,858           | 203,657,309           | 253,847,916           | 263,868,487          | 257,526,378          |
| Human Services Agency           | 159,252,285           | 175,409,665           | 185,110,392           | 190,198,241           | 249,667,795           | 245,472,367          | 241,012,643          |
| Department of Public Works      | 176,843,447           | 193,018,160           | 208,934,798           | 209,188,173           | 220,109,774           | 208,908,853          | 163,363,962          |
| Probation Department            | 73,154,433            | 78,525,394            | 80,401,317            | 85,472,562            | 90,270,783            | 95,058,632           | 92,365,823           |
| Parks Department                | 13,636,423            | 17,624,336            | 18,946,552            | 19,813,034            | 30,155,322            | 37,698,234           | 24,003,897           |
| District Attorney's Office      | 24,181,617            | 26,765,675            | 29,407,866            | 31,841,336            | 36,226,211            | 37,418,259           | 37,551,543           |
| Office of Sustainability        | 149,753               | 251,296               | 1,424,738             | 13,132,599            | 33,249,465            | 28,351,877           | 27,502,739           |
| Assessor-County Clerk-Recorder  | 19,242,550            | 20,325,160            | 19,691,342            | 20,521,898            | 25,548,254            | 26,093,290           | 33,710,260           |
| Information Services Department | 21,653,668            | 24,870,108            | 23,420,433            | 26,984,874            | 36,131,632            | 24,267,962           | 17,526,308           |

## Top Ten Expenditures by Object

The table below lists the top 13 expenditures. The expenditures in the table below are sorted by the amount appropriated in the FY 2017-18 Recommended Budget, largest to smallest.

|                                   | FY 2012-13<br>Actuals | FY 2013-14<br>Actuals | FY 2014-15<br>Actuals | FY 2015-16<br>Actuals | FY 2016-17<br>Adopted | FY 2017-18<br>Recomm | FY 2018-19<br>Recomm |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------------|
| Permanent Salaries                | 393,984,730           | 405,410,589           | 438,840,082           | 481,557,693           | 420,911,557           | 582,052,523          | 590,573,028          |
| Contractual Services              | 257,616,436           | 310,034,592           | 335,423,453           | 331,397,421           | 230,777,768           | 406,644,404          | 345,732,738          |
| Retirement Contributions          | 165,510,592           | 224,129,807           | 201,114,548           | 210,785,670           | 153,045,851           | 246,300,729          | 249,507,206          |
| Capital Improvements              | 19,404,942            | 12,351,046            | 21,716,345            | 29,862,140            | 27,420,943            | 151,071,836          | 172,010,412          |
| Employee Group Insurance          | 74,844,923            | 83,567,612            | 87,453,709            | 95,897,141            | 72,595,507            | 107,535,240          | 114,551,677          |
| Retirement of Long Term Debt      | 30,903,629            | 30,629,969            | 30,335,312            | 30,197,908            | 28,119,468            | 55,668,425           | 53,738,051           |
| Public Assistance                 | 43,454,413            | 42,374,957            | 40,533,758            | 39,852,570            | 30,000,420            | 48,810,139           | 48,805,139           |
| Extra Help Salaries               | 21,951,891            | 23,356,807            | 24,329,011            | 29,313,110            | 27,147,721            | 44,125,584           | 43,317,822           |
| Health - Care of Persons          | 28,586,443            | 29,133,304            | 31,428,176            | 37,964,455            | 29,275,785            | 41,834,550           | 42,335,033           |
| Central IT - Radios, Phones, Data | 27,521,836            | 30,668,687            | 27,061,823            | 37,107,366            | 28,738,818            | 41,194,276           | 41,189,303           |
| Leased Facility Rental Charges    | 28,535,939            | 28,852,751            | 30,147,978            | 33,487,368            | 30,014,963            | 36,068,756           | 37,255,655           |
| Program Service Providers (PSP)   | 22,384,071            | 21,333,772            | 19,622,558            | 21,400,921            | 17,200,933            | 28,169,463           | 28,159,376           |
| Overtime Pay                      | 20,455,048            | 20,946,904            | 26,078,333            | 26,607,272            | 25,644,088            | 15,974,135           | 16,172,426           |

## Unfunded Liabilities

### San Mateo County Employees' Retirement Association Actuarial Value of Assets (\$ in Thousands)

| Actuarial<br>Valuation Data<br>(As of June 30) | Actuarial Value<br>of Assets<br>(a) | AAL-<br>Entry Age<br>(b) | UAAL<br>(b)-(a) | Funded Ratio<br>(a)/(b) | Covered<br>Payroll <sup>1</sup><br>(c) | UAAL as a % of<br>Covered Payroll<br>(b-a)/c |
|--|-------------------------------------|--------------------------|-----------------|-------------------------|--|--|
| 2009   | \$1,909,679                         | \$2,987,712              | \$1,078,033     | 63.9%                   | \$436,424                              | 247.0%                                       |
| 2010   | 2,179,076                           | 3,098,453                | 919,377         | 70.3%                   | 428,559                                | 214.5%                                       |
| 2011   | 2,405,140                           | 3,246,727                | 841,587         | 74.1%                   | 424,061                                | 198.5%                                       |
| 2012   | 2,480,271                           | 3,442,553                | 962,282         | 72.0%                   | 419,779                                | 229.2%                                       |
| 2013   | 2,618,639                           | 3,572,750                | 954,111         | 73.3%                   | 406,921                                | 234.5%                                       |
| 2014   | 2,993,187                           | 3,797,042                | 803,855         | 78.8%                   | 422,022                                | 190.5%                                       |
| 2015   | 3,343,550                           | 4,045,786                | 702,236         | 82.6%                   | 454,683                                | 154.4%                                       |
| 2016   | 3,624,726                           | 4,362,296                | 737,570         | 83.1%                   | 485,297                                | 152.0%                                       |

<sup>1</sup> Covered payroll is comprised of all pensionable earnings for permanent employees of the County of San Mateo, Superior Court and Mosquito Abatement District.

### County of San Mateo California Employers' Retiree Benefits Trust (\$ in Thousands)

| Actuarial<br>Valuation Data | Actuarial Value<br>of Assets<br>(a) | AAL-<br>Entry Age<br>(b) | UAAL<br>(b)-(a) | Funded Ratio<br>(a)/(b) | Covered<br>Payroll <sup>1</sup><br>(c) | UAAL as a % of<br>Covered Payroll<br>(b-a)/c |
|-----------------------------|-------------------------------------|--------------------------|-----------------|-------------------------|--|--|
| 01/01/2009                  | \$101,362                           | \$207,742                | \$106,380       | 48.8%                   | \$440,218                              | 24.2%  |
| 01/01/2011                  | 153,171                             | 243,149                  | 89,978          | 63.0%                   | 432,892                                | 20.8%  |
| 06/30/2011                  | 167,852                             | 267,927                  | 100,075         | 62.6%                   | 433,083                                | 23.1%  |
| 06/30/2013                  | 192,789                             | 319,359                  | 126,570         | 60.4%                   | 424,185                                | 29.8%  |
| 06/30/2014                  | 229,870                             | 341,533                  | 111,663         | 67.3%                   | 436,453                                | 25.6%  |
| 06/30/2015                  | 234,779                             | 385,077                  | 150,298         | 61.0%                   | 475,539                                | 31.6%  |
| 06/30/2016                  | 250,573                             | 410,392                  | 159,819         | 61.1%                   | 520,081                                | 30.7%  |

<sup>1</sup> Covered payroll is comprised of all salaries and overtime pay for permanent and term employees of County of San Mateo employees.

## Budgets and Actuals - Measure K, Prop. 172, and Excess ERAF

These three revenue sources are unique in the County budget in that they are allocated based on need so the amounts projected are different than the amounts appropriated. Measure K sales tax proceeds are allocated based on Board approved initiatives. Public Safety Sales Tax, also known as Proposition 172, is allocated to public safety departments to achieve their Net County Cost targets and to fund one-time projects. Excess ERAF is budgeted at 50 percent of anticipated projections for ongoing purposes and any overages at year-end are placed in ERAF reserves. Under the County Reserves Policy, the ERAF reserves should generally only be used for one-time purposes that result in long-term savings, including capital and IT projects and the accelerated pay down of unfunded liabilities.

| Revenue                                   | FY 2012-13 | FY 2013-14  | FY 2014-15  | FY 2015-16  | FY 2016-17  | FY 2017-18  | FY 2018-19  |
|---|------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Measure K Sales Tax - Budget <sup>1</sup> | 0          | 51,100,537  | 68,009,568  | 135,022,117 | 178,307,126 | 126,692,443 | 69,509,378  |
| Measure K Sales Tax - Receipts            | 4,397,205  | 75,577,548  | 80,598,111  | 79,888,971  | 82,127,276  | 83,769,822  | 85,445,218  |
| Prop. 172 - Budget                        | 60,836,477 | 70,227,130  | 70,827,961  | 79,961,632  | 74,324,451  | 89,298,022  | 78,422,422  |
| Prop. 172 - Receipts                      | 69,344,167 | 72,153,952  | 75,826,325  | 76,768,380  | 79,012,303  | 80,592,549  | 82,204,400  |
| Excess ERAF - Budget                      | 40,000,000 | 40,000,000  | 40,000,000  | 55,000,000  | 55,000,000  | 55,000,000  | 55,000,000  |
| Excess ERAF - Receipts                    | 99,287,980 | 109,138,126 | 119,017,386 | 110,713,205 | 112,867,320 | 110,000,000 | 110,000,000 |

<sup>1</sup> Includes Measure K allocations to the County Library - a non-County Fund

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## BUDGET BALANCING PRINCIPLES

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

## LONG-TERM BUDGET BALANCING STRATEGIES

### *POTENTIAL CHANGES IN FEDERAL REGULATIONS*

- **Regulations** - continuously monitoring potential changes in Federal and subsequent state legislation to develop concrete and creative solutions to continue to meet the needs of the residents.

### *PARTNERSHIPS*

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

### *REORGANIZATIONS AND LABOR COST RESTRUCTURING*

- **Agile Organization**-- become a more flexible and dynamic organization by maximizing and diversifying the County's staffing resources. Over the last three years, the County has expanded many of the County's different work delivery options which, packaged together, allow the County to rethink the ways in which it will recruit for talent and deliver services to residents.
- **Limited Term, Internships and Fellowships**-- continue to expand different work delivery options which include Limited Term, Internships and Fellowships in an effort to establish talent pipelines that will help the organization's

workforce succession efforts in the future. With the “Baby Boomer” generation close to retirement age, the County faces significant leadership and talent gaps that it seeks to fill by utilizing this menu of different work options.

- **Skills Mix**– add/delete positions to better align job classification with duties performed.
- **Voluntary Time Off** – continue to promote the Voluntary Time Off (VTO) program to allow for reductions in pay.
- **Cost Sharing**– includes cost-sharing of cost-of-living adjustments (COLAs) to offset significant increases in retirement contributions as a result of investment losses in the Retirement Fund. Explore creative solutions. such as offering incentives to reduce share of premiums by participating in wellness programs and activities.
- **Benefits Restructuring**– implement changes allowed by legislation, such as judicial benefits and create hybrid defined benefit / defined contribution plan as an option for new and existing employees.

### ***ORGANIZATIONAL INCENTIVES***

- **Wellness Incentives**– create incentives such as reduced share of premiums linked to participation in wellness programs and activities (also under Cost Sharing solutions, subject to bargaining).
- **Innovation and Entrepreneurial Fund**– create one-time and short-term incentives for team efforts that generate ongoing savings or revenues in new and creative ways; includes one-time investments in infrastructure and other areas, with established parameters regarding payback periods and returns on investment.

### ***REAL PROPERTY / FACILITIES***

- **Space Consolidation/Reduction Initiatives**– continue to implement the Countywide Facilities Master Plan; standardize space requirements per employee, continue to follow telecommuting policies and increase commute alternatives to lower rent and facilities maintenance charges; achieve savings from electronic document management system (EDMS) efforts, resulting in less space needed for filing and storing records.
- **Real Property (County-Owned Facilities and Leased Facilities)**– sell County assets; create new agreements to increase revenue from leasing/use of County property; renegotiate existing agreements with landlords for lower rent.
- **Multi-Resource Centers**– use geographic information systems (GIS) to prioritize services and target solutions based on demand and performance gaps by neighborhood or region; locate multi-resource centers in targeted areas where outcomes can be tracked over time.
- **Debt Restructuring**– continue to refund or refinance existing debt to reduce debt service costs (minimum 3% annual debt service reduction.)

### ***ADMINISTRATIVE EFFICIENCIES***

- **Electronic Document Management System (EDMS)**– continue to reduce space and paper/mail/copy center/pony mail services and courier services through improved documents management

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

### ***REVENUE GENERATION***

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

## LONG-TERM FINANCIAL POLICIES

The primary fiscal agents for the County—the Board of Supervisors, County Manager, Controller, Assessor, and Treasurer—have made public access to financial information a priority. The County's budget, budget information, Comprehensive Annual Financial Report (CAFR), and Popular Annual Financial Report (PAFR) are available on the County website, [www.smcgov.org](http://www.smcgov.org). 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 and past meetings are posted online via YouTube.

### 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 government agencies. The Board of Supervisors approved the revised policy on February 9, 2010 to align the policy with the current fiscal environment. Fund Balance and Reserves are viewed as one-time sources of funding which are only used for one-time purposes or as part of a multi-year financial plan to balance the budget. The County avoids operating deficits that are created through dependency on one-time funding for ongoing expenditures. The policy establishes an overall minimum requirement of 10 percent and within that, minimum requirements for Departmental and Non-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. In the 2013 September Budget Hearings, the Board adopted a shift in the Fund Balance policy to a 50/50 Fund Balance split.

On January 31, 2011, the Board of Supervisors authorized the use of 50% of future Excess ERAF (Educational Revenue Augmentation Fund) proceeds for ongoing purposes. The current ERAF Reserves and 50% of future proceeds can only be used for one-time purposes as described in paragraph 5, under General Fund Non-Departmental Reserve Requirements.

The 2011 San Mateo County Civil Grand Jury recommended that the San Mateo County Board of Supervisors revise the existing policy for specific levels of reserves using language consistent with the new Governmental Accounting Standards Board (GASB) Statement 54 hierarchy. That hierarchy is as follows:

Non-Spendable Fund Balance - amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).

Restricted Fund Balance - amounts constrained to specific purposes either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance - amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority. Committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same type of action (i.e., legislation, resolution, ordinance, etc.).

Assigned Fund Balance - amounts a government intends to use for a specific purpose and are neither restricted nor committed. Intent can be expressed by (a) the governing body itself or (b) a body or official to which the governing body has delegated the authority to assign amounts to be used for specific purpose.

Unassigned Fund Balance - amounts that have not been assigned to other funds and that have not been restricted, committed, or assigned to specific purposes within the General Fund.

Committed, Assigned and Unassigned Fund Balance, which include only resources without a constraint on spending or for which the constraint on spending is imposed by the government body itself, are termed unrestricted fund balance.

For the purposes of the County's Reserves Policy, only General Fund Reserves/Contingencies that fall under the Unassigned Fund Balance classification shall be counted towards the County's minimum Reserves requirements.

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

- g. Local match for grants;
  - h. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures; and
  - i. Short-term coverage of operational costs in order to maintain program integrity and prevent employee lay-offs in conjunction with sections one and two above.
6. Deferred or Incomplete Projects - Unexpended one-time funds from deferred or incomplete projects, including grant funds, can be carried over to the next fiscal year at 100 percent of the amount not spent. These will be exempt from the 50/50 split (see Fund Balance Policy).
  7. Service Departments and Non-General Fund Departments - Fund Balance generated by service departments shall be evaluated by the Service Charges Committee, including representatives from the County Fiscal Operating Committee, following the end of each fiscal year to recommend how they should be applied the following year. Application of funds will be done in a way that maximizes cost reimbursement through claiming and fairly allocates any impacts on the 2 CFR Part 200 (formally "A-87" cost plan).

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

As a goal, County Enterprise Funds, Special Revenue Funds and Special Districts should generate revenue sufficient to support the full direct and indirect costs of these funds above and beyond General Fund subsidy or contribution levels approved by the Board.

#### **General Fund Non-Departmental Reserve Requirements**

1. General Fund Reserves - Shall be maintained at a minimum of five percent of total General Fund Net Appropriations in Non-Departmental Services for one-time purposes or as part of a multi-year financial plan to balance the County's budget. The five percent requirement may include Excess Educational Revenue Augmentation Fund (ERAF) reserves. After Contingencies, the second priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is at or above the five percent level.
2. Appropriation for Contingencies – Shall be maintained at three percent of total General Fund Net Appropriations for one-time emergencies and economic uncertainties. In order to maintain the highest possible credit rating, the first priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is maintained at the three percent level.
3. Reserve for Capital Improvements – In order to preserve the County's capital assets, a minimum reserve of \$2 million, which will include half of the Capital Facilities Surcharge, shall be maintained and appropriated annually for countywide capital improvements as specified in the County's Capital Improvement plan.
4. Reserve for Countywide Automation Projects – A minimum reserve of \$2 million shall be maintained and appropriated annually for countywide automation projects that will generate long-term ongoing savings and reductions to Net County Cost. Projects will be determined during the budget process.
5. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements, including Excess ERAF, can only be allocated or maintained as Reserves for the following one-time or short-term purposes:

- a. Capital and technology improvements;
- b. Reduction of unfunded liabilities, including Retirement and Retiree Health obligations;
- c. Debt retirement;
- d. Productivity enhancements;
- e. Cost avoidance projects;
- f. Litigation;
- g. Local match for grants involving multiple departments;
- h. Innovation and Entrepreneurial Fund - creates one-time and short term incentives for team efforts that generate ongoing savings or revenues in new and creative ways; including one-time investments in infrastructure and other areas, with established parameters regarding payback periods and returns on investment;
- i. Seed money for new programs involving multiple departments provided there is a plan that includes identification of future ongoing funding sources and outcome measures; and
- j. Other purposes deemed to be fiscally prudent for the County as identified and recommended by the County Manager's Office to the Board of Supervisors.

### **FUND BALANCE POLICY**

Fund Balance is a funding source that represents three components: (1) carryover Fund Balance from the previous fiscal year; (2) additional revenue received in excess of estimated revenue or budgeted amounts in the current fiscal year; and (3) unspent appropriations and Reserves in the current fiscal year. Fund Balance can be set aside in Reserves or can also be appropriated for one-time or short-term purposes.

The Board-approved County Reserves Policy recognizes Fund Balance and Reserves as one-time sources of funding and provides specific guidelines on reserves requirements and appropriate uses of this funding. In calculating Fund Balance, the following guidelines should be used:

- General Fund Departments can retain 50 percent of their year-end fund balances and 100 percent of unspent Contingencies and Reserves. Non-General Fund departments and zero Net County Cost General Fund departments can retain 100 percent of Fund Balances unless there is an agreement to do otherwise.
- The remaining 50 percent of non-reserved departmental Fund Balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as paydown of unfunded liabilities, countywide technology and capital improvement projects, or appropriated to help balance the budget on a short-term basis.
- Unspent appropriations for IT projects and other one-time special projects can be carried over by departments at 100 percent.
- Departments with negative Fund Balances are responsible for absorbing 100 percent of the shortfall.
- The County Reserves Policy requires General Fund departments to maintain a minimum Reserves amount equivalent to two percent of Net Appropriations.

### **INVESTMENT POLICY**

The current County Investment Policy was adopted by the Board of Supervisors on February 28, 2017. To meet liquidity and long-term investment needs, the County established the County Investment Pool. The County Investment Pool attempts to match maturities with its 15 month projected cash flow. Public funds are invested in a manner that will provide maximum security of principal invested with secondary emphasis on providing adequate liquidity to pool participants, achieving the highest yield while conforming to all applicable statutes and resolutions governing the investment of public funds. Yield is considered only after safety and liquidity requirements have been met. The purpose of the fund is to provide investors with a reasonably predictable level of income.

The maximum allowable maturity of instruments in the County Investment Pool at the time of investment is seven years and the maximum dollar weighted average maturity of the fund is three years. Subject to California law, funds deposited in the County Investment Pool, under the County Investment Policy, may only be reclaimed at the rate of 12.5 percent 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 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 current administrative fee charged to all pool participants is 10.5 basis points and is reviewed annually. The minimum balance for an outside agency to maintain an account in the County Investment Pool is \$250,000.

The Treasurer may not leverage the County Investment 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 percent of the fund value. Collateralization on repurchase agreements is set at 102 percent of current value plus accrued interest and must be marked to market daily. The maximum allowable term of a repurchase agreement shall not exceed 92 days.

The County Investment Policy permits certain securities lending transactions up to a maximum of five percent of the County Investment Pool to any single counter-party. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. The maximum maturity of a securities loan shall not exceed 92 days.

The Board has established an eight-member County Treasury Oversight Committee pursuant to State law. Members are selected pursuant to State law. The Oversight Committee meets at least three times a year to review and monitor the investment policy and ensure compliance by causing an annual audit to be conducted.

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

The County Investment Policy is reviewed and approved annually by the Board. All amendments to the policy must be approved by the Board.

### **DEBT LIMIT**

In 1997, the County Board of Supervisors adopted an ordinance ("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 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 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 vote by the Board of Supervisors and upon a finding that such action is necessary and in the best interest of the County and its citizens.

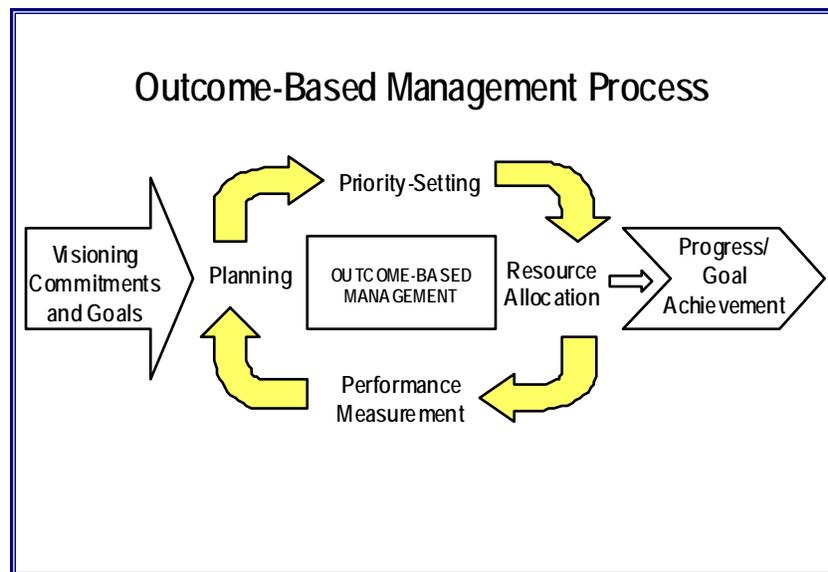
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## COUNTY BUDGET PROCESS

The County budget process is an integral part of Outcome-Based Management (OBM), which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall performance. Using the community outcomes identified during the County Shared Vision 2025 process as the long-term strategic direction for County programs and services, all resources are now being allocated toward those areas that can significantly contribute to building a healthy, safe, livable, prosperous, environmentally conscious, and sustainable community.

The fiscal year begins July 1 and ends June 30. Starting in the FY 2013-15 cycle, the County implemented a two-year budget with both years prepared at the detail level. Although the County Budget Act only allows the Board to formally adopt the Recommended FY 2017-18 Budget, the FY 2018-19 Budget was prepared in such a way that minimal revisions will be required next year. This will save the County thousands of staff hours and provide the Budget, Policy, and Performance Unit the time needed to conduct in-depth program performance reviews and Lean Education Academic Network (LEAN) initiatives during the off-year. Cross-departmental performance review teams work closely with supervisors who are responsible for program success and for engaging and coaching their staff to perform meaningful work that aligns with organizational and community goals. The budget also aligns key performance measures and community indicators with the Board's adopted Shared Vision 2025 Community Outcomes. This integrates with the County performance dashboards for the Community Outcomes and County programs that were developed in FY 2015-16 and FY 2016-17.

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



### Annual Budget Cycle Kick-Off

The budget cycle begins with a Board Budget Workshop at which the County Manager recommends priorities for the FY 2017-19 budget and Measure K allocation, and the Board of Supervisors sets its priorities for the budget and Measure K allocation plan. The County Manager's Office develops budget instructions, including policy guidelines for formulating budgets, budget targets, and the budget calendar for the upcoming cycle. A budget kick-off meeting

with all Fiscal Officers usually occurs the third Wednesday in January and budget system refresher courses are offered to all Fiscal Officers in February.

### **Mid-Year Financial Status**

A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in January / February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect current and subsequent budgets, and make recommendations regarding actions that need to be taken in order to address estimated year-end shortfalls or mitigate projected deficits. Given this and other information, the Board of Supervisors provides direction regarding the development of the Recommended Budget. The Mid-Year Budget Financial Report was presented to the Board of Supervisors on February 14, 2017.

### **Preliminary Budget Meetings with the County Manager**

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

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

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

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

### **Recommended Budget**

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

### **September Revisions and Adopted Budget Hearings**

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

### **Mid-Year Adjustments to Adopted Budget**

An operating budget is adopted each fiscal year for all County Funds. Expenditures are controlled at the object level within budget units for the County. The object level within a budget unit is the level at which expenditures may not legally exceed appropriations. Any amendments or transfers of appropriations between object levels within the same

budget unit are authorized by the County Manager's Office, and those cancelling appropriations or transferring appropriations between budget units and/or funds must also be approved by the Board of Supervisors. Supplemental appropriations normally financed by unanticipated revenues, Reserves or Contingencies during the year must also be approved by the Board of Supervisors. Budgeted amounts in the budgetary financial schedules are reported as originally adopted and as amended during the fiscal year by resolutions approved by the Board of Supervisors.

### **Budgetary Basis for Accounting**

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

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

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

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

The amounts reported on the budgetary basis differ from the basis used to present the basic financial statements in accordance with generally accepted accounting principles (GAAP) in the United States. Annual budgets are prepared on the modified accrual basis of accounting except that current year encumbrances are budgeted as expenditures, certain transactions are accounted for in different periods between budgetary and GAAP reporting basis, and transactions from sub-funds reclassified from County Agency funds are reported in GAAP reporting basis. The financial statements are reported on the modified accrual basis for governmental funds (i.e., General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Fund, and Special District Funds) and on the full accrual basis for proprietary funds (i.e., Enterprise Funds and Internal Service Funds) and fiduciary funds (i.e., Investment and Pension Trust Funds). See the Glossary of Budget Terms in Section 7 of this budget document for definitions of accrual, accrual accounting, and modified accrual.

### Budget Calendar / Key Dates

At the start of the budget cycle, an extensive calendar is prepared detailing all of the key dates over the two-year cycle. 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 2017-19 budget development cycle.

|   |                                    |
|---|------------------------------------|
| <b>2016</b>   |                                    |
| County Manager recommends budget priorities and Measure K allocation plan; Board sets priorities for FY 2017-19 budget and Measure K    | December 13, 2016                  |
| Position Reconciliation review with Human Resources (Round 1)   | December 14, 2016                  |
| FY 2016-17 Mid-Year Financial Templates distributed to departments  | December 16, 2016                  |
| Position and employee benefit files due to CMO from Human Resources   | December 22, 2016                  |
| Deadline for departments to submit new orgs with positions before 1st Snapshot  | December 30, 2016<br>(Deliverable) |
| <b>2017</b>   |                                    |
| Snapshot #1 posted in BRASS; Snapshot Projection Change Form distributed to departments   | January 4, 2017                    |
| FY 2016-17 Mid-Year Financial templates due back to CMO Analyst   | January 11, 2017<br>(Deliverable)  |
| Preliminary Net County Cost Targets issued  | January 13, 2017                   |
| Proposed FY 2017-18 State Budget Departmental Analyses due to County Legislative Director   | January 13, 2017                   |
| Two-Year Budget Kick-off Meeting  | January 18, 2017                   |
| Snapshot Projection Change Forms due back to CMO Analyst  | January 25, 2017<br>(Deliverable)  |
| FY 2017-19 Recommended Budget Instructions sent to Departments  | January 26, 2017                   |
| Preliminary Service Charges based on negotiated labor increases and current level services provided to departments (for target setting) | January 27, 2017                   |
| FY 2016-17 Mid-Year Department Performance dashboard updates due  | January 30, 2017<br>(Deliverable)  |
| Last day for departments to submit orgs with positions (before 2nd Snapshot)  | February 1, 2017<br>(Deliverable)  |
| Position Reconciliation review with Human Resources (Round 2)   | February 2, 2017                   |
| Snapshot #2 available in BRASS - review period  | February 6, 2017                   |
| Snapshot #2 posted in BRASS   | February 13, 2017                  |
| FY 2016-17 Mid-Year Financial Report to Board of Supervisors  | February 14, 2017                  |

|  |                                    |
|--|------------------------------------|
| Revised Net County Cost Targets issued   | February 20, 2017                  |
| Continued and new Measure K forms, capital, and IT proposals due   | February 27, 2017<br>(Deliverable) |
| BRASS opens for data entry   | March 1, 2017                      |
| Final Service Charges provided to departments  | March 6, 2017                      |
| County Manager and department budget meetings (Round 1)  | March 6-14, 2017                   |
| Board Study Session on 5-Year Capital and IT Plans   | March 28, 2017                     |
| Departments issue Measure K Requests for Proposals (RFPs) for July 1 start-up  | April-June 2017                    |
| Board Study Session on IT, housing, and Measure K  | April 11, 2017                     |
| FY 2017-19 Recommended Budget deliverables due to CMO Analysts:<br>-Final CLB and RLB decision packages in BRASS<br>-Department Overview<br>-Program Narratives (including Performance Targets) for program summaries<br>-Program Funding Adjustments<br>-Position Adjustment Forms<br>-Fixed Asset Request Forms<br>-Fund Balance Estimates<br>-Organizational Charts | April 14, 2017<br>(Deliverable)    |
| County Manager and department budget meetings (Round 2)  | April 24-May 2, 2017               |
| Board approval of Measure K Allocation Plan and Affordable Housing Plan  | May 16, 2017                       |
| May Revision departmental analyses due to County Legislative Director  | May 19, 2017                       |
| CMO distributes Recommended Budget Hearings materials to Board of Supervisors  | June 1, 2017                       |
| Department budget presentations due to County Manager's Office   | June 2, 2017 (Deliverable)         |
| Recommended Budget Hearings  | June 19-21, 2017                   |
| FY 2016-17 Final Fund Balance / Year-End Templates Due to CMO Analysts   | August 11, 2017<br>(Deliverable)   |
| FY 2016-17 Final Fund Balance Templates and FY 2017-19 Adopted Budget September Revisions due to CMO Analysts<br>-September Revision Decision Package Forms<br>-Funding Adjustment Narrative Forms   | August 25, 2017<br>(Deliverable)   |
| CMO distributes Adopted Budget Hearing materials to Board Supervisors  | September 8, 2017                  |
| Adopted Budget Hearings  | September 19, 2017                 |
| FY 2018-19 Budget Planning Meeting   | November 8, 2017                   |
| FY 2017-18 Mid-Year Financial Templates distributed to departments   | December 14, 2017                  |

| 2018   |                                   |
|--|-----------------------------------|
| FY 2017-18 Mid-Year Financial Templates due back to CMO Analyst  | January 15, 2018<br>(Deliverable) |
| FY 2017-18 Mid-Year Department Performance dashboard updates due   | January 29, 2018<br>(Deliverable) |
| FY 2017-18 Mid-Year Financial Report to Board of Supervisors   | February 20, 2018                 |
| BRASS opens for data entry   | March 19, 2018                    |
| FY 2018-19 Recommended Budget deliverables due to CMO Analysts<br>-Final CLB and RLB decision packages in BRASS<br>-Program Funding Adjustments<br>-Position Adjustment Forms<br>-Fixed Asset Request Forms<br>-Fund Balance Estimates | May 4, 2018 (Deliverable)         |
| CMO distributes Recommended Budget Hearing materials to Board of Supervisors   | June 11, 2018                     |
| Recommended Budget Hearing   | June 19, 2018                     |
| FY 2017-18 Year-End Financial Templates distributed to departments   | July 16, 2018                     |
| Department Performance Reports to Board of Supervisors   | August-September 2018             |
| FY 2017-18 Final Fund Balance / Year-End Templates due to CMO Analysts   | August 10, 2018<br>(Deliverable)  |
| FY 2017-18 Final Fund Balance Templates and FY 2018-19 Adopted Budget September Revisions due to CMO Analysts<br>-September Revision Decision Package Forms<br>-Funding Adjustment Narrative Forms                                     | August 24, 2018<br>(Deliverable)  |
| CMO distributes Adopted Budget Hearing materials to Board of Supervisors   | September 7, 2018                 |
| Adopted Budget Hearings  | September 18, 2018                |

**Budget Units (Appropriation Authority Level)**

The following schedule on the next three pages lists the budget units that require a separate legal appropriation from the Board of Supervisors.

| BUDGETS                                     | Budget Unit Number | Budget Unit Level |
|---|--------------------|-------------------|
| <b>CRIMINAL JUSTICE</b>                     |                    |                   |
| Sheriff's Office                            | 3000B              | Department        |
| Message Switch                              | 1940B              | Department        |
| Probation Department                        | 3200B              | Department        |
| District Attorney                           | 2510B              | Department        |
| Private Defender Program                    | 2800B              | Department        |
| County Support of the Courts                | 2700B              | Department        |
| Coroner's Office                            | 3300B              | Department        |
|   |                    |                   |
| <b>HEALTH SERVICES</b>                      |                    |                   |
| Health Administration                       | 5500B              | Division          |
| Health Coverage Unit                        | 5510B              | Division          |
| Public Health, Policy and Planning          | 5550B              | Division          |
| Health IT                                   | 5560B              | Division          |
| Emergency Medical Services GF               | 5600B              | Division          |
| Emergency Medical Services-Trust Fund       | 5630B              | Fund              |
| Aging and Adult Services                    | 5700B              | Division          |
| IHSS Public Authority                       | 5800B              | Fund              |
| IHSS Public Authority GF                    | 6900B              | Division          |
| Environmental Health Services               | 5900B              | Division          |
| Behavioral Health and Recovery Services     | 6100B              | Division          |
| Family Health Services                      | 6240B              | Division          |
| Correctional Health Services                | 6300B              | Division          |
| San Mateo Medical Center                    | 6600B              | Division          |
| Contributions to Medical Center             | 5850B              | Department        |
| First 5 San Mateo County (Information Only) | 1950B              | Department        |
|   |                    |                   |
| <b>SOCIAL SERVICES</b>                      |                    |                   |
| Human Services Agency                       | 7000D              | Department        |
| Department of Child Support Services        | 2600B              | Department        |
|   |                    |                   |
| <b>COMMUNITY SERVICES</b>                   |                    |                   |
| Planning and Building                       | 3800B              | Department        |
| Local Agency Formation Commission (LAFCo)   | 3570B              | Department        |
| Parks Department                            | 3900B              | Department        |

| BUDGETS   | Budget Unit Number | Budget Unit Level |
|---|--------------------|-------------------|
| <b>COMMUNITY SERVICES cont.</b>                     |                    |                   |
| Fish and Game                                       | 3950B              | Fund              |
| Parks Acquisition and Development                   | 3970B              | Fund              |
| Coyote Point Marina                                 | 3980B              | Division          |
| County Library (Information Only)                   | 3700B              | Department        |
| Office of Sustainability                            | 4000B              | Division          |
| Solid Waste Management - OOS                        | 4060B              | Division          |
| County Service Areas - OOS                          | 4070B              | Division          |
| Public Works - Administrative Services              | 4510B              | Division          |
| Public Works - Engineering Services                 | 4600B              | Division          |
| Public Works - Facilities Services                  | 4730B              | Division          |
| Public Works - Road Construction and Operations     | 4520B              | Division          |
| Public Works - Enhanced Flood Control Program Admin | 4660B              | Division          |
| Public Works - Construction Service                 | 4740B              | Division          |
| Public Works - Vehicle and Equipment Services       | 4760B              | Division          |
| Public Works - Waste Management                     | 4820B              | Division          |
| Public Works - Utilities                            | 4840B              | Division          |
| Public Works - Airports                             | 4850B              | Division          |
| Capital Projects                                    | 8500D              | Fund              |
| Accumulated Capital Outlay Fund                     | 8200B              | Fund              |
| Courthouse Construction Fund                        | 8300B              | Fund              |
| Criminal Justice Construction Fund                  | 8400B              | Fund              |
| Other Capital Construction Fund                     | 8450D              | Fund              |
| Real Property Services                              | 1220B              | Division          |
| Agricultural Commissioner / Sealer                  | 1260B              | Division          |
| Public Safety Communications                        | 1240B              | Division          |
| Structural Fire Special Revenue Fund                | 3550B              | Fund              |
| Fire Protection Services                            | 3580B              | Department        |
| County Service Area #1                              | 3560B              | Fund              |
| Housing and Community Development                   | 7920P              | Division          |
| Housing Authority (Information Only)                | 7930P              | Division          |
|   |                    |                   |
| <b>ADMINISTRATION AND FISCAL SERVICES</b>           |                    |                   |
| Board of Supervisors                                | 1100B              | Department        |
| County Manager / Clerk of the Board                 | 1200B              | Department        |
| Assessor-County Clerk-Recorder                      | 1300B              | Department        |
| Controller's Office                                 | 1400B              | Department        |
| Treasurer - Tax Collector                           | 1500B              | Department        |

| BUDGETS   | Budget Unit Number | Budget Unit Level |
|---|--------------------|-------------------|
| <b>ADMINISTRATION AND FISCAL SERVICES cont.</b> |                    |                   |
| Retirement Office (Information Only)            | 2000B              | Department        |
| County Counsel                                  | 1600B              | Department        |
| Human Resources Department                      | 1700B              | Department        |
| Shared Services                                 | 1780B              | Division          |
| Information Services Department                 | 1800B              | Department        |
| Grand Jury                                      | 1920B              | Department        |
| Non-Departmental Services                       | 8000B              | Department        |
| Debt Service Fund                               | 8900B              | Fund              |

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# CRIMINAL JUSTICE

## COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

### RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

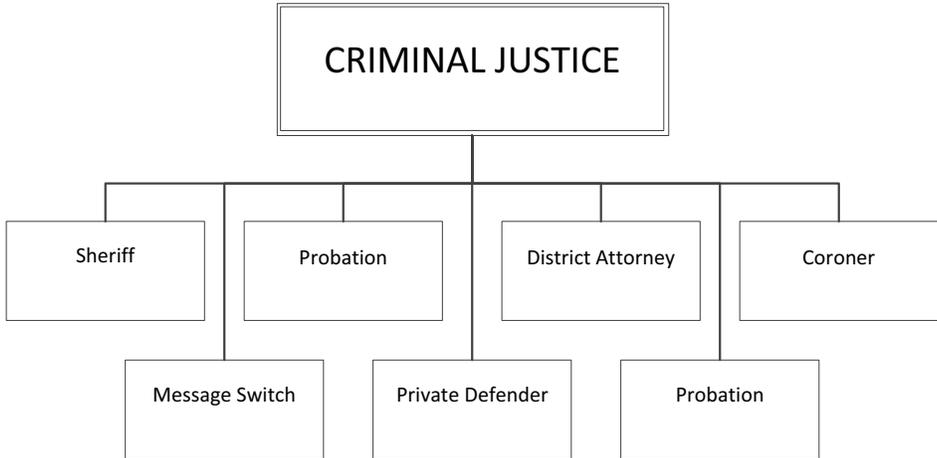
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with respect  
and dignity

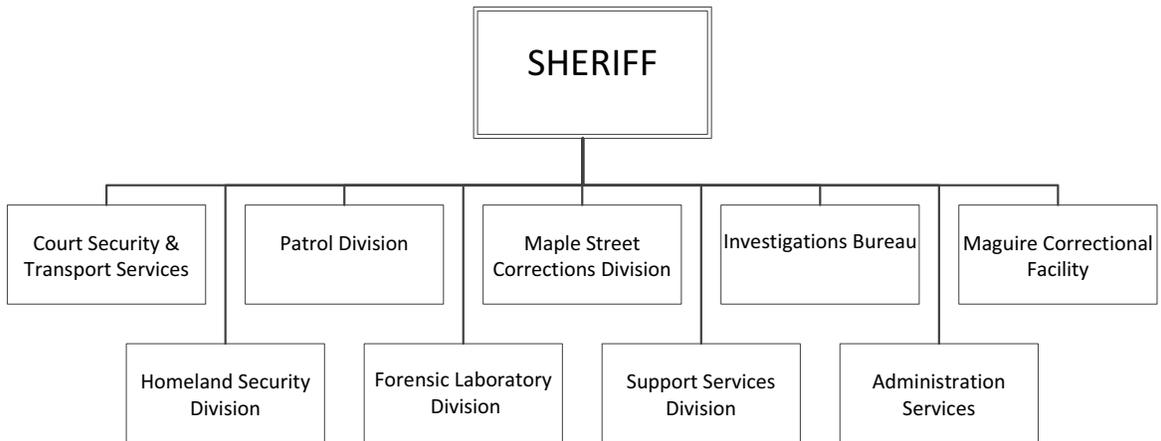




## Criminal Justice FY 2017-18 and 2018-19 All Funds Summary

| Total Requirements           | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19   |
|------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|---------------------|
| <b>General Fund Budgets</b>  |                    |                    |                    |                    |                   |                    |                     |
| Sheriff's Office             | 189,254,858        | 203,657,309        | 253,847,916        | 263,868,487        | 10,020,571        | 257,526,378        | (6,342,109)         |
| Message Switch               | 1,354,674          | 1,431,244          | 1,276,305          | 1,205,294          | (71,011)          | 1,205,294          |                     |
| Probation Department         | 80,401,317         | 85,472,562         | 90,270,783         | 95,058,632         | 4,787,849         | 92,365,823         | (2,692,809)         |
| District Attorney's Office   | 29,407,866         | 31,841,336         | 36,226,211         | 37,418,259         | 1,192,048         | 37,551,543         | 133,284             |
| Private Defender Program     | 18,514,859         | 20,068,201         | 21,432,055         | 18,934,549         | (2,497,506)       | 18,935,188         | 639                 |
| County Support of the Courts | 20,749,417         | 20,553,290         | 21,032,326         | 21,041,850         | 9,524             | 21,045,195         | 3,345               |
| Coroner's Office             | 2,653,545          | 2,835,828          | 3,297,251          | 3,570,133          | 272,882           | 3,501,181          | (68,952)            |
| <b>Total General Fund</b>    | <b>342,336,536</b> | <b>365,859,771</b> | <b>427,382,847</b> | <b>441,097,204</b> | <b>13,714,357</b> | <b>432,130,602</b> | <b>(8,966,602)</b>  |
| <b>Total Requirements</b>    | <b>342,336,536</b> | <b>365,859,771</b> | <b>427,382,847</b> | <b>441,097,204</b> | <b>13,714,357</b> | <b>432,130,602</b> | <b>(8,966,602)</b>  |
| <b>Total Sources</b>         | <b>166,773,003</b> | <b>181,994,634</b> | <b>195,382,221</b> | <b>197,551,602</b> | <b>2,169,381</b>  | <b>184,757,844</b> | <b>(12,793,758)</b> |
| <b>Net County Cost</b>       | <b>175,563,533</b> | <b>183,865,137</b> | <b>232,000,626</b> | <b>243,545,602</b> | <b>11,544,976</b> | <b>247,372,758</b> | <b>3,827,156</b>    |
| <b>AUTHORIZED POSITIONS</b>  |                    |                    |                    |                    |                   |                    |                     |
| Salary Resolution            | 1,312.0            | 1,329.0            | 1,362.0            | 1,371.0            | 9.0               | 1,373.0            | 2.0                 |
| Funded FTE                   | 1,303.5            | 1,313.2            | 1,335.2            | 1,354.6            | 19.4              | 1,360.6            | 6.0                 |

# Sheriff's Office



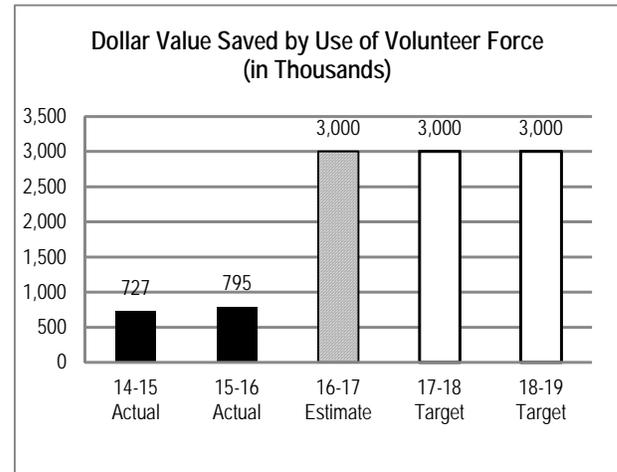
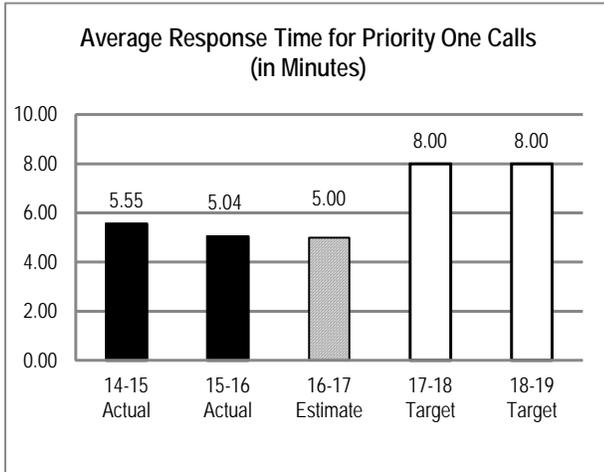
## Department Locator

County

Criminal Justice

⇒ Sheriff's Office

## Headline Measures



## Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 97%                  | 94%                  | 90%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 95%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| County Jail Population per 100,000 Adults                                |                      |                      |                        |                      |                      |
| - San Mateo County   | 156                  | 170                  | 180                    | 190                  | 190                  |
| - Contra Costa County  | 169                  | 182                  |                        |                      |                      |
| - Santa Clara County   | 286                  | 269                  |                        |                      |                      |
| - Alameda County   | 247                  | 231                  |                        |                      |                      |
| - Ventura County   | 282                  | 287                  |                        |                      |                      |
| - All California Counties  | 278                  | 275                  |                        |                      |                      |
| Percent of Employees Rating Working for the County as Very Good          | 93%                  | 77%                  | 76%                    | 80.9%                | 80.9%                |

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Employee Evaluations Completed Annually                                | 98%                  | 92%                  | 96%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | 71%                  | 82%                  | 80%                    | 90%                  | 90%                  |

<sup>1</sup> Peace Officers Standards and Training, and Standards and Training for Corrections for sworn staff, is at 100%.

## Mission Statement

The San Mateo County Sheriff's Office protects life and property and preserves the public peace.

## Overview

The Sheriff's Office is responsible for enforcing state laws and County ordinances. Core services include the following:

- The Patrol Division provides enforcement, prevention, education, and community policing to the unincorporated areas of the County and within eight contract jurisdictions.
- The Investigations Bureau and the Forensic Laboratory Division provide specialized investigative services establishing a foundation for the successful prosecution of criminals.
- The Maple Street Correctional Center and Maguire Correctional Facility provide incarceration and rehabilitative services for pretrial and court-sentenced inmates in a humane and respectful environment; and the Court Security and Transportation Bureau provides court security, civil enforcement, and the secure transport of inmates.
- The Homeland Security Division provides emergency management coordination through mitigation, preparedness, response, and recovery from disasters and hazards.

## Major Accomplishments in FY 2015-17

- Completed construction of the Maple Street Correctional Center and expanded inmate opportunities for education, vocational training, substance abuse treatment, and relationship counseling.
- Deployed in-car video cameras and computers which record traffic stops and other encounters to build public trust and provide an unbiased account of events.
- Transitioned the correctional food service operations from the Health Department; enabling the Sheriff's Office to provide supervision to inmate food service workers and optimize the security of food service operations.
- Continued to invest in San Mateo County's youth through a variety of sports, mentoring, healthy living, and character development programs to foster positive relationships between law enforcement, youth, families, and the community.

## Challenges, Initiatives, and Trends for FY 2017-19

- Continue intelligence-led policing efforts to address crime trends and effectively implement emerging technology to combat criminal activity.
- Collaborate with the Health System to expand mental health services available to inmates.
- Prepare inmates with the tools to successfully transition out of jail through progressive programs and ensure that inmates who receive shorter sentences can still benefit from these services.
- Continue to support positive youth development through programs such as the Sheriff's Activities League, School Resource Officer Program, and the Community Alliance to Revitalize Our Neighborhood Program.

Sheriff's Office (3000B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19  |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                    |                   |                    |                    |
| Taxes                            | 486,645            | 761,790            | 815,332            | 892,997            | 77,665            | 837,534            | (55,463)           |
| Licenses, Permits and Franchises | 3,009              | 4,256              | 2,100              | 2,100              |                   | 2,100              |                    |
| Fines, Forfeitures and Penalties | 291,911            | 401,065            | 293,636            | 293,636            |                   | 293,636            |                    |
| Intergovernmental Revenues       | 73,379,228         | 78,871,922         | 91,644,164         | 93,613,958         | 1,969,794         | 94,082,780         | 468,822            |
| Charges for Services             | 10,303,224         | 10,603,215         | 10,101,054         | 10,721,331         | 620,277           | 10,962,845         | 241,514            |
| Interfund Revenue                | 4,172,675          | 3,661,034          | 3,081,521          | 2,937,108          | (144,413)         | 2,968,120          | 31,012             |
| Miscellaneous Revenue            | 1,060,220          | 2,311,540          | 742,597            | 2,022,088          | 1,279,491         | 2,021,883          | (205)              |
| Other Financing Sources          | 43,256             | 44,669             |                    |                    |                   |                    |                    |
| <b>Total Revenue</b>             | <b>89,740,167</b>  | <b>96,659,492</b>  | <b>106,680,404</b> | <b>110,483,218</b> | <b>3,802,814</b>  | <b>111,168,898</b> | <b>685,680</b>     |
| Fund Balance                     | 9,263,553          | 13,058,131         | 15,847,194         | 14,537,169         | (1,310,025)       | 6,537,169          | (8,000,000)        |
| <b>TOTAL SOURCES</b>             | <b>99,003,720</b>  | <b>109,717,623</b> | <b>122,527,598</b> | <b>125,020,387</b> | <b>2,492,789</b>  | <b>117,706,067</b> | <b>(7,314,320)</b> |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                    |                   |                    |                    |
| Salaries and Benefits            | 144,560,994        | 153,692,603        | 165,889,487        | 178,809,695        | 12,920,208        | 182,487,903        | 3,678,208          |
| Services and Supplies            | 15,989,263         | 15,354,769         | 21,050,146         | 24,027,502         | 2,977,356         | 22,960,530         | (1,066,972)        |
| Other Charges                    | 19,953,355         | 25,362,478         | 26,055,409         | 23,788,837         | (2,266,572)       | 24,235,280         | 446,443            |
| Fixed Assets                     | 1,213,205          | 1,219,018          | 4,226,333          | 2,069,074          | (2,157,259)       | 2,069,074          |                    |
| Other Financing Uses             | 1,978,388          | 2,336,834          | 27,703,839         | 35,202,527         | 7,498,688         | 25,239,627         | (9,962,900)        |
| <b>Gross Appropriations</b>      | <b>183,695,205</b> | <b>197,965,703</b> | <b>244,925,214</b> | <b>263,897,635</b> | <b>18,972,421</b> | <b>256,992,414</b> | <b>(6,905,221)</b> |
| Intrafund Transfers              | (1,753,282)        | (1,621,328)        | (3,386,880)        | (4,994,996)        | (1,608,116)       | (4,431,884)        | 563,112            |
| <b>Net Appropriations</b>        | <b>181,941,924</b> | <b>196,344,375</b> | <b>241,538,334</b> | <b>258,902,639</b> | <b>17,364,305</b> | <b>252,560,530</b> | <b>(6,342,109)</b> |
| Contingencies/Dept Reserves      | 7,312,934          | 7,312,934          | 12,309,582         | 4,965,848          | (7,343,734)       | 4,965,848          |                    |
| <b>TOTAL REQUIREMENTS</b>        | <b>189,254,858</b> | <b>203,657,309</b> | <b>253,847,916</b> | <b>263,868,487</b> | <b>10,020,571</b> | <b>257,526,378</b> | <b>(6,342,109)</b> |
| <b>NET COUNTY COST</b>           | <b>90,251,138</b>  | <b>93,939,686</b>  | <b>131,320,318</b> | <b>138,848,100</b> | <b>7,527,782</b>  | <b>139,820,311</b> | <b>972,211</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                    |                   |                    |                    |
| Salary Resolution                | 762.0              | 772.0              | 803.0              | 812.0              | 9.0               | 812.0              |                    |
| Funded FTE                       | 757.8              | 767.4              | 787.4              | 802.7              | 15.3              | 806.7              | 4.0                |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$2,492,789 or two percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$77,665 in this funding source representing Measure K sales tax revenue which supports the School Resources Program, Human Trafficking Program, the Office of Emergency Services (OES) Coastside Coordinator, and contracted services with Citizens for Safety.

#### Licenses, Permits and Franchises

No change

#### Fines, Fees and Forfeitures

No change

#### Intergovernmental Revenues

There is a net increase of \$1,969,794 in this funding source due to an increase of \$5,767,000 in Public Safety Prop. 172 revenue associated with inmate programming, jail operations and security; and \$1,429,311 representing revenue for law enforcement services provided to contract cities; partially offset by a decrease of \$3,243,242 in Realignment Sales Tax revenue; and \$1,983,275 in federal funding resulting from the closure of grants.

#### Charges for Services

There is an increase of \$620,277 in this funding source primarily due to revenue from the San Mateo County Transit District associated with contracted law enforcement services.

#### Interfund Revenue

There is a net decrease of \$144,413 in this funding source representing various transfers of revenue including \$848,088 of Vehicle Theft Task Force and Special Investigations revenue which has been moved to Miscellaneous Revenue; offset by an increase of \$608,742 from Health Services security administration reimbursement.

#### Miscellaneous Revenue

There is an increase of \$1,279,491 in this funding source primarily due to the transfer of \$848,088 from Interfund Revenue, and an adjustment for compensation insurance refunds.

#### Fund Balance

There is a net decrease of \$1,310,025 in this funding source due to the unanticipated replacement of the outdoor shooting range and equipment purchases primarily supporting the Tactical Response Unit and the Forensic Laboratory. This decrease was partially offset by an adjustment of \$656,266 to Fund Balance based on additional savings anticipated at the close of FY 2016-17.

### TOTAL REQUIREMENTS

Total Requirements increased by \$10,020,571 or 3.9 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$12,920,208 in this expenditure category due an increase of nine positions and negotiated increases totaling \$10,607,423; expansion of mental health services for inmates and associated staffing costs totaling \$1,618,729; and \$978,166 primarily representing position classification changes to better align with job duties. Corresponding decreases related to these classification changes total \$550,399. Other changes include

enhancements to support jail programming and associated case management. With the increase of nine positions, the total position count in the Sheriff's Office is 812.

#### Services and Supplies

There is a net increase of \$2,977,356 in this expenditure category primarily reflecting costs associated with jail operations including \$1,047,300 to support maintenance of jail security systems, detention equipment and video visitation; \$596,000 to purchase an Automated Fingerprint Identification System; \$500,000 to address security upgrades and the addition of a mobile cart for video visitation associated with the expansion of mental health services provided to inmates; and \$594,841 to capture the costs for a full year of correctional food services now being administered by the Sheriff's Office. This increase was partially offset by the elimination of one-time grant supported services in the Forensic Laboratory and Homeland Security Divisions. Remaining changes reflect adjustments to meet budget targets.

#### Other Charges

There is a net decrease of \$2,266,572 in this expenditure category and primarily due to a decrease of \$1,722,497 by bringing correctional food services in house and a reduction of \$1,288,785 to adjust for maintenance and building service costs at the Maple Street Correctional Center. This decrease was partially offset by the addition of \$800,000 related to contracted jail programming services previously funded by the Inmate Welfare Trust Fund and now supported with Public Safety Prop. 172 revenue. Remaining changes reflect adjustments to meet budget targets.

#### Fixed Assets

There is a decrease of \$2,157,259 due to the removal of one-time purchases from FY 2016-17 including grant funded equipment, and replacement of the outdoor firing range.

#### Other Financing Uses

There is a net increase of \$7,498,688 in this expenditure category due to an allocation of \$8,000,000 to support repurposing of the Old Maguire Jail Facility included in the County's Five-Year Capital Improvement Plan. This increase was offset by an adjustment to the debt service on the Maple Street Correctional Center.

#### Intrafund Transfers

There is an increase of \$1,608,116 in this expenditure category primarily reflecting the transfer of \$1,360,218 representing food service operations provided at Juvenile Hall, Camp Glenwood, and Camp Kemp; and \$596,000 associated with the purchase of an Automated Fingerprint Identification System included as part of the Five-Year Information Technology Improvement Plan developed by the Information Management Planning Council.

#### Contingencies/Departmental Reserves

There is net decrease of \$7,343,734 in this expenditure category due to an allocation set aside to support repurposing of the Old Maguire Jail Facility. The balance in General Fund Reserves represents two percent of Net Appropriations, which meets the County two percent Reserves policy.

### **NET COUNTY COST**

There is an increase of \$7,527,782 or 5.7 percent in the Department's General Fund allocation.

## **FY 2018-19 Budget Overview**

### **TOTAL SOURCES**

Total Sources decrease by \$7,314,320 or 5.9 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$55,463 in this funding source representing Measure K sales tax revenue primarily due to the removal of one-time funding for contracted services with Citizens for Safety, and is partially offset by increases in contracts for the School Resources Program and the OES Coastside Coordinator.

Licenses, Permits and Franchises

No change

Fines, Fees and Forfeitures

No change

Intergovernmental Revenues

There is an increase of \$468,822 in this funding source due to modest adjustments including \$142,980 in Realignment Sales Tax, \$122,303 associated with various grants, \$117,539 for law enforcement services provided to contract cities, and \$86,000 in Public Safety Prop. 172 to support ongoing jail security equipment and maintenance costs.

Charges for Services

There is an increase of \$241,514 in this funding source primarily due to revenue associated with contracted law enforcement services including the San Mateo County Transit District.

Interfund Revenue

There is an increase of \$31,012 in this funding source representing transfers from patrol services of \$11,443, commissary operations of \$10,224, and \$8,898 related to Health Services security administration reimbursement.

Miscellaneous Revenue

There is a decrease of \$205 in this funding source due to an adjustment in the Homeland Security Division.

Fund Balance

There is a decrease of \$8,000,000 in this funding source due to the allocation in FY 2017-18 to support repurposing of the Old Maguire Jail Facility.

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$6,342,109 or 2.4 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$3,678,208 in this expenditure category due to the inclusion of merit increases; increases in retirement contributions and health benefit costs; and the annualization of staffing costs associated with the expansion of mental health services for inmates implemented in FY 2017-18.

Services and Supplies

There is a net decrease of \$1,066,972 in this expenditure category primarily due to the elimination of \$596,000 for the purchase of an Automated Fingerprint Identification System included as part of the Five-Year Information Technology Improvement Plan; and elimination of \$500,000 to address security upgrades and the addition of a mobile cart for video visitation associated with the expansion of mental health services provided to inmates. This decrease was partially offset by an increase of \$86,000 for ongoing jail security equipment and maintenance.

Other Charges

There is an increase of \$446,443 in this expenditure category due to increases associated with service charges including: telephone, rent, information system services, and vehicle replacement charges.

Fixed Assets

No change

Other Financing Uses

There is a decrease of \$9,962,900 in this expenditure category primarily due to the elimination of \$8,000,000 set aside to support repurposing of the Old Maguire Jail Facility; and \$1,988,600 reflecting a decrease in the debt service payment for the Maple Street Correctional Center.

Intrafund Transfers

There is a decrease of \$563,112 in this expenditure category primarily due to the elimination of \$596,000 for the purchase of an Automated Fingerprint Identification System included as part of the Five-Year Information Technology Improvement Plan; and offset by an increase of \$32,404 for food service operations provided at Juvenile Hall, Camp Glenwood, and Camp Kemp.

Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents two percent of Net Appropriations, which meets the County two percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$972,211 or 0.7 percent in the Department's General Fund allocation.

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## Administrative Services (3011P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Administration and Support Services**

### Program Outcome Statement

Provide leadership and efficiently deliver administrative and fiscal support

### Program Results

Administrative Services provides departmental leadership, overall management, policy-setting, procedural guidance, civil support, fiscal and administrative support, and acts as a community liaison for the Sheriff's Office and several law enforcement joint powers authorities.

Administrative Services also serves as the fiscal agent for the Office of Emergency Services Joint Powers Authority, the Bay Area Regional Interoperable Communications System, the Vehicle Theft Task Force, the High Intensity Drug Trafficking Agency, the Northern California Regional Intelligence Center, and the Narcotics Task Force.

Over the last two years, emphasis has been placed on outreach and maintaining strong community programs such as the Sheriff's Activities League (SAL), School Resource Officer Program, and the Community Alliance to Revitalize Our Neighborhood Program (CARON). These activities are designed to foster positive relationships between deputies, youth, families, and the community.

The opening of the Maple Street Correctional Center in 2016 has expanded capacity to conduct meaningful assessments of inmate needs and provide innovative programming designed to improve outcomes and successful reentry into the community.

Over the next two years, Administrative Services will provide support and leadership in the areas of organization-wide technology improvements and increasing overall efficiencies. Examining alternatives for measuring citizen satisfaction including more targeted community surveying will also be addressed. Finally, investing in San Mateo County's youth through a variety of sports, mentoring, arts, dance, healthy living, leadership, and character development programs will remain a priority.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Employees Rating Working for the County as Very Good          | 93%                  | 77%                  | 76%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                       | 98%                  | 92%                  | 96%                    | 90%                  | 90%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 95%                  | 90%                  | 90%                    | 90%                  | 90%                  |

Administrative Services (3011P)  
Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution  | 27.0              | 30.0              | 32.0               | 32.0              |                   | 32.0              |                   |
| Funded FTE         | 27.0              | 30.0              | 32.0               | 32.0              |                   | 32.0              |                   |
| Total Requirements | 14,453,680        | 17,358,528        | 23,866,439         | 23,741,342        | (125,097)         | 15,949,141        | (7,792,201)       |
| Total Sources      | 11,726,275        | 15,836,978        | 18,241,915         | 16,825,669        | (1,416,246)       | 8,825,669         | (8,000,000)       |
| Net County Cost    | 2,727,405         | 1,521,550         | 5,624,524          | 6,915,673         | 1,291,149         | 7,123,472         | 207,799           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; movement of positions between programs areas; and adjustments to Fund Balance for one-time activities budgeted in FY 2016-17.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (595,360)          | (2,072,512)   | 1,477,152       | 1         |

2. Reorganization of Fiscal Operations

To better align operational needs, one vacant Fiscal Office Assistant and one vacant Accountant II are deleted, and a Fiscal Office Specialist and Senior Accountant are added. A vacant Deputy Sheriff position is eliminated in order to partially offset the costs associated with an Assistant Sheriff added in 2017.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (186,003)          | 0             | (186,003)       | (1)       |

### 3. Support to Repurpose the Old Maguire Jail Facility

As part of the County's Five-Year Capital Improvement Plan, a combination of Sheriff's Office Reserves and Fund Balance, totaling \$8,000,000, is allocated to support the repurposing of the Old Maguire Jail Facility. The balance of remaining in Reserves complies with County policy.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 8,000,000          | 656,266       | 7,343,734       | 0         |
| (7,343,734)        | 0             | (7,343,734)     | 0         |

#### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (125,097)          | (1,416,246)   | 1,291,149       | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 207,799            | 0             | 207,799         | 0         |

#### 2. Support to Repurpose the Old Maguire Jail Facility

Removes the \$8,000,000 allocation in FY 2017-18, associated with the County's plan to repurpose the Old Maguire Jail Facility to administrative office space.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (8,000,000)        | (8,000,000)   | 0               | 0         |

#### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,792,201)        | (8,000,000)   | 207,799         | 0         |

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## Support Services Division (3013P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Professional Standards Bureau**

### Program Outcome Statement

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

### Program Results

The Support Services Division oversees a variety of activities including the recruiting, hiring, and training of all Sheriff's Office employees. Recruiting efforts are an ongoing priority, and the Sheriff's Office strives to build a top-notch workforce which reflects the diversity of the communities it serves. In FY 2016-17, 330 background investigations for sworn, civilian, and volunteer positions will have been completed. An estimated 89 percent of new hires are either female or minority, and 89 percent of sworn staff will have successfully completed their probation period.

The Sheriff's Office is proactive in providing ongoing training. In FY 2016-17, the Training Unit facilitated the following training: escalation and de-escalation of use of force, defensive tactics, driving operations, basic accident investigation, driving under the influence, investigation, crowd control, crisis intervention, weapons, and other specialized training. Furthermore, training in narcotics, first aid, and report writing will be provided to corrections staff. The Division will also partner with outside law enforcement agencies within the County to provide training in crowd control to ensure that all agencies are properly trained if deployed to assist with crowd control via mobile field force. Finally, the Sheriff's Office remains in compliance with State regulatory authorities, which includes both Peace Officers Standards and Training (POST), and Standards and Training for Corrections (STC), with each sworn officer receiving an average of 40 hours of training. Priorities for the next two years will continue to focus on hiring diverse staff and to maintain the highest level of training for the organization.

The Property Unit continues to maintain a secure and safe environment for lost and found property and for evidence that will be required for the successful prosecution of cases investigated by both the Sheriff's Office and the Sheriff's Office joint task forces. The Records Unit continues to provide services at four locations including: the Hall of Justice in Redwood City, San Carlos, Half Moon Bay, and Millbrae; and will lead in the hosting and retrieval of critical data as it supports the goal of intelligence led-policing. In the last fiscal year, the Records Unit reviewed over 12,000 crime reports, processed 9,000 citations, and 5,000 subpoenas.

The construction of the San Mateo County Sheriff's Office indoor firearms range is scheduled to be completed in summer of 2017. The 8,800 square foot state-of-the-art facility will include 14 firing lanes, Range Master's office, a firearms ready room, armory, and ADA compliant bathrooms.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Total Number of STC/POST Training Hours Received                      | 37,389               | 54,534               | 48,484                 | 20,000               | 20,000               |
| Percent of New Hires who are Female and/or Minority Officers          | 68%                  | 72%                  | 89%                    | 50%                  | 50%                  |
| Total Unified Crime Report Crimes (Violent and Property) <sup>1</sup> | 2,831                | 3,285                | 3,124                  | ---                  | ---                  |

<sup>1</sup> Only actuals are reported for this measure.

Support Services Division (3013P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 52.0              | 53.0              | 53.0               | 53.0              |                   | 53.0              |                   |
| Funded FTE                | 51.9              | 52.9              | 52.9               | 52.9              |                   | 52.9              |                   |
| <b>Total Requirements</b> | 11,577,043        | 11,122,633        | 10,650,730         | 11,559,340        | 908,610           | 11,800,473        | 241,133           |
| <b>Total Sources</b>      | 3,435,449         | 3,085,879         | 2,408,650          | 3,168,749         | 760,099           | 3,177,647         | 8,898             |
| <b>Net County Cost</b>    | 8,141,594         | 8,036,755         | 8,242,080          | 8,390,591         | 148,511           | 8,622,826         | 232,235           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 946,858            | 760,099       | 186,759         | 0         |

2. Delete a Correctional Officer Position

A vacant Correctional Officer position is eliminated in order to partially offset the costs associated with an Assistant Sheriff position added in 2017

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (171,043)          | 0             | (171,043)       | (1)       |

### 3. Transfer of a Property Officer Position

A Property Officer is transferred from the Patrol Division to the Property Unit to address operational needs. A corresponding change is shown in the Patrol Division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 132,795            | 0             | 132,795         | 1         |

#### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 908,610            | 760,099       | 148,511         | 0         |

#### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 241,133            | 8,898         | 232,235         | 0         |

## Forensic Laboratory Division (3017P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Forensic Laboratory**

### Program Outcome Statement

Provide thorough, timely, and quality forensic analysis

### Program Results

The San Mateo County Sheriff's Office Forensic Laboratory serves all criminal justice agencies by providing specialized investigative and scientific services that result in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and ensure public safety. The Forensic Laboratory was the first in the Bay Area to achieve International Organization for Standardization testing and calibration accreditation under standard 17025:2005, which requires a demonstration of technical competency and the ability to consistently produce valid results.

Leading up to FY 2017-18, two major challenges faced the Forensic Laboratory's Forensic Biology Unit. The first of these was the Federal Bureau of Investigations mandated expansion of the Combined DNA Index System (CODIS), to increase the number of core genetic markers from 13 to 20 by January 1, 2017. The Laboratory completed this validation process on-time and now utilizes 23 genetic markers in its analysis platform from 15 genetic markers. Also occurring in this time frame was the State Legislature's passage of AB 1517, requiring the State's crime laboratories to process, analyze, and upload all qualifying genetic profiles into CODIS within 120 days for all sexual assault kits. There was no State funding associated with this law. The Laboratory took on this task by evaluating the required processes and implementing them as efficient as possible. This evaluation has made it possible to achieve the genetic profile upload to CODIS in 85 days on average, 35 days shorter than mandated by AB 1517.

In the Forensic Laboratory's Latent Print Unit, efficiencies have led to a zero backlog and a case turnaround average of 33 days. To continue these streamlining reviews and to achieve better and consistent turnaround times in the Controlled Substances Unit, the Laboratory has embarked on a cross training program, employing members of the Laboratory's Latent Print Unit.

Other accomplishments achieved in FY 2015-17 include the following:

- Validated and deployed a Leica 3D Scanner for imaging the County's crime scenes.
- One of only 17 laboratories in the country selected by the Bureau of Alcohol, Tobacco, Firearms, and Explosives to receive new 3D imaging instruments for entry into the National Integrated Ballistic Information Network (NIBIN) firearms database. These 3D surface maps produce more detailed comparison data than the two-dimensional images that are traditionally used to match bullets.

Challenges in FY 2017-19 include the following:

- The validation and training of staff of a computer program that will aid in the interpretation of complex DNA mixtures.
- The ongoing rigors of staying accredited, while achieving even better service levels and turnaround times to the County's law enforcement community.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Sexual Assault Kits Analyzed with Qualifying DNA Profiles Entered into CODIS Average Days <sup>1</sup>         | ---                  | 85                   | 90                     | 120                  | 120                  |
| Percent of Customers Rating Laboratory Services as Good or Better  | 100%                 | 98%                  | 95%                    | 90%                  | 90%                  |
| Number of Positive Associations or New Suspects Identified through Forensic Analysis in AFIS, CODIS, and NIBIN | 216                  | 217                  | 220                    | 180                  | 180                  |

<sup>1</sup> New measure for FY 2015-16

Forensic Laboratory Division (3017P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 30.0              | 30.0              | 30.0               | 30.0              |                   | 30.0              |                   |
| Funded FTE                | 30.0              | 30.0              | 30.0               | 30.0              |                   | 30.0              |                   |
| <b>Total Requirements</b> | 6,696,528         | 7,260,590         | 8,044,094          | 7,929,472         | (114,622)         | 8,110,522         | 181,050           |
| <b>Total Sources</b>      | 4,084,456         | 4,157,445         | 4,457,835          | 4,112,527         | (345,308)         | 4,208,974         | 96,447            |
| <b>Net County Cost</b>    | 2,612,072         | 3,103,145         | 3,586,259          | 3,816,945         | 230,686           | 3,901,548         | 84,603            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and modest adjustments tied to grant activity.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (114,622)          | (345,308)     | 230,686         | 0         |

2. Acquire an Automated Fingerprint Identification System (AFIS)

An AFIS is a data-store that uses digital imaging technology to obtain, store, and analyze fingerprint data. Moreover, an AFIS is used to determine the true identity of an individual and aid in solving crimes. The current hardware and

software is on loan and in the end of its useful life. This project is included in the Five-Year Information Technology Improvement Plan developed by the Information Management Planning Council (IMPC).

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 596,000            | 0             | 596,000         | 0         |
| (596,000)          | 0             | (596,000)       | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (114,622)          | (345,308)     | 230,686         | 0         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; modest adjustments tied to grant activity; removal of the one-time purchase in the prior year for AFIS; and ongoing revenue from Prop 172 to support to offset AFIS maintenance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 181,050            | 96,447        | 84,603          | 0         |

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## Patrol Division (3051P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Patrol Bureau**

### Program Outcome Statement

Keep communities safe by providing quality law enforcement services

### Program Results

The Patrol Division strives to improve the quality of life in San Mateo County and keep communities safe through enforcement, prevention, education, and community policing efforts; the Division works in partnership with communities, other governmental entities, and schools to improve the quality of life in San Mateo County. The Patrol Bureau provides services to the unincorporated areas of the County and within eight contract jurisdictions, including Woodside, Portola Valley, San Carlos, Half Moon Bay, and Millbrae; supplemental policing services to County Service Areas #1 and #8; and transit police services for the SamTrans Transportation District, including the CalTrain route from Gilroy to San Francisco. The Patrol Bureau also maintains numerous specialized units including Gang Intelligence, Crime Suppression, Traffic, K-9, the Crisis Intervention Team, and the Psychiatric Emergency Response Team (PERT).

The Patrol Division incorporates a strong community policing philosophy that focuses on building ties and working closely with members of the community to proactively address the immediate conditions that give rise to public safety concerns, and to raise the sense of security in a community. The Sheriff's Office community policing programs include the Sheriff's Activity League (SAL), the Community Alliance to Revitalize Our Neighborhood (CARON), and Gang Resistance Education and Awareness Training (GREAT). The School Resource Unit also works with schools in the Sheriff's jurisdiction. Deputies assist not only in education efforts, but also in violence prevention and emergency planning. Over the past six months, deputies have worked with schools to develop and practice emergency response plans. The Child Safety Seat Education Program continues to inspect car seats and train parents on proper installation to reduce child injuries and deaths.

The most significant trend anticipated in FY 2017-19 is the use of technology. Reducing the time spent solving a crime typically assists in reducing crime and helping people feel safe in their community. Surveillance video systems are becoming more popular as the cost for start-up and maintenance has become more affordable. This technology offers the ability to increase the solvability of a crime, however, it may impact the amount of time on a call collecting data recordings.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Life Endangering Interventions on Railway System  | 39                   | 42                   | 32                     | 35                   | 38                   |
| Percent of Domestic Violence Calls Successfully Referred to Interventions Programs (such as CORA)   | 100%                 | 100%                 | 84%                    | 100%                 | 100%                 |
| Average Response Time for Priority One Calls (Emergency Calls, Armed Robbery, Major In-Progress Calls) for Urban/Rural Areas (in Minutes) | 5.55                 | 5.04                 | 5.00                   | 8.00                 | 8.00                 |

Patrol Division (3051P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 161.0             | 164.0             | 167.0              | 165.0             | (2.0)             | 165.0             |                   |
| Funded FTE                | 156.9             | 160.0             | 163.0              | 161.0             | (2.0)             | 161.0             |                   |
| <b>Total Requirements</b> | 44,551,414        | 46,613,344        | 46,120,615         | 48,961,920        | 2,841,305         | 49,521,378        | 559,458           |
| <b>Total Sources</b>      | 30,301,794        | 32,096,971        | 31,269,546         | 33,291,187        | 2,021,641         | 33,584,188        | 293,001           |
| <b>Net County Cost</b>    | 14,249,621        | 14,516,373        | 14,851,069         | 15,670,733        | 819,664           | 15,937,190        | 266,457           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; movement of positions between program areas; revenue associated with contracted services is increased; and other modest adjustments reflect ongoing operating costs and service charge adjustments.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,887,970          | 1,960,741     | 927,229         | (1)       |

## 2. Community Policing Unit Position Change

In order to accurately align job duties and position classifications, a vacant Public Service Assistant is deleted and a Legal Office Specialist is added in the Community Policing Unit. The cost of this change is offset by existing Sheriff's Office Net County Cost.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 25,230             | 0             | 25,230          | 0         |

## 3. Property Officer Moved to the Support Services Division

Due to internal reorganizing, a Property Officer is being moved from the Patrol Bureau to the Support Services Division to better reflect operating needs. A corresponding change is captured under the Support Services Division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (132,795)          | 0             | (132,795)       | (1)       |

## 4. Measure K - One-Time to Support Citizen for Safety "Operation Lipstick"

Operation Lipstick (Ladies Involved in Putting a Stop to Inner-City Killing) provides workshops, training, and education for the purpose of reducing the willingness of women and girls to straw purchase, hide, or carry guns for people who cannot pass criminal background checks. This project was initially approved in November 2016 and is now added to the budget.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 60,900             | 60,900        | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,841,305          | 2,021,641     | 819,664         | (2)       |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 559,458            | 293,001       | 266,457         | 0         |

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## Investigations Bureau (3053P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Investigations Bureau**

### Program Outcome Statement

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

### Program Results

Organizational changes over the last several years have been implemented to support departmental growth. This change has allowed the Sheriff's Office to better address operational priorities and provide higher levels of service to the unincorporated areas and the contract cities of Half Moon Bay, Millbrae, and San Carlos. A Sheriff's Captain now fills each of the Chief of Police positions in Millbrae, Half Moon Bay, and San Carlos, and areas of responsibility have been split into North County and South County Investigations. North County Investigations encompasses the unincorporated areas of northern San Mateo County, the San Mateo County coast from Devil's Slide south to the Santa Cruz County line, the cities of Half Moon Bay and Millbrae, the Transit Police Bureau, and the San Francisco International Airport. South County Investigations includes the Crime Suppression Unit and encompasses the unincorporated areas of southern San Mateo County, including North Fair Oaks and the contract town/city of Woodside, Portola Valley, and San Carlos.

The Investigations Bureau also provides specialized investigative support to criminal justice agencies, the business community, and the general public through the following multi-jurisdictional services; the Northern California Regional Intelligence Center (NCRIC); the High Intensity Drug Trafficking Area (HIDTA); the Countywide Narcotics Task Force (CNTF); the Vehicle Theft Task Force (VTTF); and the Gang Task Force (GTF).

By working collaboratively with local, state, and federal partners, the Investigations Bureau has maximized effectiveness in combating criminal activity. In FY 2016-17, the Investigations Bureau anticipates reviewing 7,000 cases, with each detective performing an average of 450 investigations at an annual violent crime clearance rate of 50 percent. The increased use of technology and "intelligence-led policing," which utilizes data analysis and a crime intelligence decision-making framework, will aid in identifying criminal trends, occurrences of criminal events, and assist in increasing the arrests of suspects involved in criminal activities. The Sheriff's Office expects these factors to positively affect future performance.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Cases Investigated   | 6,440                | 6,434                | 7,000                  | 7,000                | 7,000                |
| Total Average Investigations<br>Caseload per Investigator  | 302                  | 402                  | 450                    | 450                  | 475                  |
| Annual Clearance Rates of<br>Violent Crimes (Criminal<br>Homicide, Rape, Robbery,<br>Assault) for Unincorporated<br>Areas and Contract Cities. | 51%                  | 52%                  | 50%                    | 50%                  | 50%                  |

Investigations Bureau (3053P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 82.0              | 85.0              | 92.0               | 92.0              |                   | 92.0              |                   |
| Funded FTE                | 82.0              | 84.5              | 91.5               | 91.5              |                   | 91.5              |                   |
| <b>Total Requirements</b> | 20,415,352        | 20,778,563        | 26,114,181         | 26,551,542        | 437,361           | 26,806,991        | 255,449           |
| <b>Total Sources</b>      | 13,995,747        | 12,601,513        | 18,169,223         | 18,365,993        | 196,770           | 18,506,418        | 140,425           |
| <b>Net County Cost</b>    | 6,419,605         | 8,177,050         | 7,944,958          | 8,185,549         | 240,591           | 8,300,573         | 115,024           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 427,168            | 186,577       | 240,591         | 0         |

2. Northern California Regional Intelligence Center (NCRIC) Position Change

In order to accurately align job duties and position classifications, a vacant Senior Accountant is deleted and a Management Analyst is added. The cost of this change is fully offset by funding through NCRIC. The Sheriff's Office serves as the fiscal agent for NCRIC.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 10,193             | 10,193        | 0               | 0         |

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**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 437,361            | 196,770       | 240,591         | 0         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 255,449            | 140,425       | 115,024         | 0         |

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## Homeland Security Division (3055P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Office of Emergency Services and Homeland Security**

### Program Outcome Statement

Provide effective emergency services to San Mateo County

### Program Results

The San Mateo County Sheriff's Homeland Security Division (HSD) provides comprehensive emergency management that effectively coordinates County resources to protect lives, property, and the environment through mitigation, preparedness, response, and recovery from all disasters and hazards that may impact the county. These operations are carried out 24/7 through the Area Office of Emergency Services (OES) and the Emergency Services Bureau (ESB). During FY 2015-17, HSD made a number of important achievements, several of which are outlined below.

HSD continued efforts to increase awareness and educate the residents of the county on preparing for, and recovering from, a disaster. This was accomplished by encouraging the public to receive Community Emergency Response Team (CERT) training, attend basic disaster preparedness lectures, and increasing enrollment in the SMC Alert program through multimedia advertising and community outreach.

SMC Alert provides text, voice, and e-mail messages to the community. For nearly a decade, San Mateo County utilized a split system of notification with telephone voice notification being separate from digital messaging. In 2015, HSD had an opportunity to upgrade and integrate the entire system. During the three month transition, all 37,000 user records were migrated, as well as the call groups and regions. The new system can now use location information, groups, or special rules to choose who receives a message, and notify a single residence or the entire county, if required.

A total of eight all hazard coastal notification sirens have been operational for many years. The sirens are designed to be heard in the potential tsunami inundation zone that could result from a catastrophic underwater earthquake. Over the last two years, the sirens were completely upgraded to a better control system, more powerful amplifiers, and more durable speakers. These sirens are now capable of providing voice instructions as well as a siren tone. The enhancements allow the sirens to be tested silently twice a day, and an audible test is conducted at 10:00 AM on the first Wednesday of each month.

The Sheriff's Office volunteer forces are comprised of several volunteer units with specialized skills. Volunteers provide tremendous value and enable HSD to provide enhanced services. The dollar value saved by the use of the volunteer force is expected to reach over \$3 million in FY 2016-17. The increase in volunteer savings from FY 2015-16 is due to a revised system to more accurately capture all volunteer activities and hours; and encompasses all volunteer activities including meetings, trainings, administrative support, emergency callouts, events, and patrol.

Over the next two years, HSD will develop partnerships with other county agencies to make improvements in the delivery of services, including a new computer aided dispatch system, which will improve response times, and the development of a new Regional Operations Center (ROC) in which communication will be streamlined. Advances in technology for cybersecurity, radio communications, and repeaters throughout the county are also anticipated.

HSD aggressively seeks Department of Homeland Security grant funds to train, equip, and prepare San Mateo County for all types of hazards. The potential reduction in Homeland Security grant funds could become a major challenge in the coming years. To compensate for the possible decline in grant funds, emphasis will be placed on seeking ways to maintain service levels by moving from external contracts and utilizing internal resources.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Bomb Squad Call-Outs where a Suspicious Device is Located and Rendered Safe | 35                   | 42                   | 48                     | 42                   | 42                   |
| Dollar Value Saved by Use of Volunteers   | \$727,631            | \$795,601            | \$3,000,000            | \$3,000,000          | \$3,000,000          |
| Percent of Emergency Incidents Responded to within One Hour                           | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |

### Homeland Security Division (3055P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| Funded FTE                | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| <b>Total Requirements</b> | 6,962,462         | 7,402,936         | 9,351,144          | 8,433,359         | (917,785)         | 8,466,202         | 32,843            |
| <b>Total Sources</b>      | 4,289,110         | 3,716,908         | 6,098,252          | 4,978,796         | (1,119,456)       | 4,972,501         | (6,295)           |
| <b>Net County Cost</b>    | 2,673,351         | 3,686,028         | 3,252,892          | 3,454,563         | 201,671           | 3,493,701         | 39,138            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (917,785)          | (1,119,456)   | 201,671         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 32,843             | (6,295)       | 39,138          | 0         |

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## Maguire Corrections Division (3101P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Maguire Correctional Facility**

### Program Outcome Statement

Provide incarceration and rehabilitative services to promote community safety

### Program Results

The Maguire Correctional Facility (MCF) serves the community by incarcerating pretrial and sentenced inmates in a humane and respectful environment, while also providing for their medical, nutritional, hygienic, legal, and spiritual needs.

In FY 2016-17, the Sheriff's Office continues to make operational adjustments in response to inmates serving custody time under the Public Safety Realignment Act of 2011 (AB 109). The Maguire Correctional Facility was not designed for multi-year incarceration periods, major programming, or accommodating realigned inmates needing longer-term services. There continues to be a need to manage the facility security and operations while taking into consideration the more sophisticated inmate profile due to Realignment. Because of the increased level of sophistication now seen in the jail, a body scanner was installed to help improve the safety and security of the facility. The use of this device has been successful in identifying and removing contraband that can be used to engage in violence against others or oneself.

The Sheriff's Office uses the Correctional Assessment and Intervention System tool, developed by the National Council on Crime and Delinquency. These assessments are used to screen inmates for appropriate programs and services as well as eligibility for the County's Unified Reentry Program called Service Connect; which assists with reintegration back into the community. In FY 2016-17, an estimated 732 assessments will have been completed. Additionally, in-custody case managers will have worked with 78 percent of inmates, exceeding the target of 60 percent. These case managers interact with inmates by assessing their risk to re-offend, areas of need, and the appropriate programs and services to best address those needs.

Over the next two years, efforts will focus on implementing enhanced mental health services for inmates; and continuing to prepare the incarcerated population with the tools to successfully return to our communities while working within the building constraints of the Maguire Correctional Facility.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Inmates Assessed with the Correctional Assessment and Intervention System (CAIS) Tool | 507                  | 487                  | 732                    | 750                  | 750                  |
| Percent of Inmates who Work with an In-Custody Case Manager                                     | 64%                  | 67%                  | 78%                    | 60%                  | 60%                  |
| Number of Persons Booked into Custody   | 15,054               | 15,194               | 14,750                 | 15,000               | 15,000               |

Maguire Corrections Division (3101P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 217.0             | 205.0             | 205.0              | 190.0             | (15.0)            | 190.0             |                   |
| Funded FTE                | 217.0             | 205.0             | 205.0              | 186.0             | (19.0)            | 190.0             | 4.0               |
| <b>Total Requirements</b> | 53,815,422        | 48,803,058        | 50,474,152         | 49,444,111        | (1,030,041)       | 50,645,020        | 1,200,909         |
| <b>Total Sources</b>      | 12,633,303        | 14,072,926        | 13,902,459         | 13,968,990        | 66,531            | 13,979,214        | 10,224            |
| <b>Net County Cost</b>    | 41,182,118        | 34,730,133        | 36,571,693         | 35,475,121        | (1,096,572)       | 36,665,806        | 1,190,685         |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. The decrease in Net County Cost reflects the movement of 23 employees to staff the Maple Street Correctional Center. A corresponding adjustment is seen under the Maple Street Corrections Division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,507,170)        | 66,531        | (2,573,701)     | (23)      |

## 2. Adjustment to Support Jail Security Maintenance Costs

Funds are being reallocated to the Maple Street Corrections Division to partially offset a more comprehensive jail security maintenance contract which includes jail security systems, detention equipment, and video visitation.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (141,600)          | 0             | (141,600)       | 0         |

## 3. Enhance Mental Health Services for Inmates

Through a collaborative effort between the Sheriff's Office and the Health System, mental health services available to San Mateo County inmates are being enhanced. In order to deliver these expanded services, four Deputy Sheriffs and four Correctional Officers are being added to staff the Lanterman Petris Short Act (LPS) Acute Unit. Implementation is expected to occur in early 2018, and positions reflect six months of operating costs. One-time start-up costs are included to address needed security upgrades to the housing units, and the addition of a mobile cart for video visitation. Related changes are also captured under the Maple Street Corrections Division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,618,729          | 0             | 1,618,729       | 8         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,030,041)        | 66,531        | (1,096,572)     | (15)      |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 703,638            | 10,224        | 693,414         | 0         |

### 2. Annualize Staffing Costs for Enhanced Mental Health Services

Adjustments are made to reflect the full annualized cost of positions added in FY 2017-18, including four Deputy Sheriffs and four Correctional Officers.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 997,271            | 0             | 997,271         | 0         |

### 3. Eliminate Security Upgrades

One-time start-up costs to address security upgrades to jail housing units and the addition of a mobile cart for video visitation are eliminated.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (500,000)          | 0             | (500,000)       | 0         |

#### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,200,909          | 10,224        | 1,190,685       | 0         |

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## Maple Street Corrections Division (3150P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Custody Program**

### Program Outcome Statement

Provide incarceration and rehabilitative services to promote community safety

### Program Results

The Maple Street Correctional Center (MSCC) provides incarceration and rehabilitative services for pretrial and court-sentenced inmates. MSCC houses minimum to medium security risk men and minimum to high security risk women. The facility includes the main housing tower and the men's and women's transitional housing units. There are also three custody alternative programs, including the Sheriff's Work Program, Electronic Monitoring, and Work Furlough which incorporate several different facets of incarceration and rehabilitation.

MSCC was designed using an innovative approach to corrections; to support the successful transition of inmates back into the community; and to keep people out of jail through training programs and counseling. A wide variety of programs are provided, including computer training, literacy programs and GED attainment, gender-responsive programs, life skills, a culinary program, and domestic violence and substance abuse counseling. Both the men's and women's transitional housing units allow sentenced inmates to obtain both personal and vocational skills to successfully re-enter society. Additionally, inmates housed in these units are able to participate in the Transition Animals into Loving Situations (TAILS) program.

The number of total offenders participating in custody alternative programs has dropped by more than half. Two contributing factors to this decline were the passage of Proposition 47, which reduced certain felonies to misdemeanors resulting in shorter sentences or no sentence time; and a change in the penal code (PC4019) that governs the awarding of custody credits, resulting in the shortening of an offender's total time served by half. With fewer participants in these programs, the impact of this drop is reflected in both the number of community service hours performed by the Sheriff's Work Program, and the dollar value of community service work performed by work crews. These numbers are beginning to increase as participants realize the opportunity to serve their sentence out of custody.

Over the next two years, efforts will focus on opening the first floor of the Maple Street Correctional Center to accommodate expansion of mental health services for inmates; continuing to provide the incarcerated population with the tools to successfully return to the community through progressive inmate programs; and identifying opportunities for inmates who receive shorter sentences to still benefit from in-custody programs and services regardless of the inmates length of stay.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Inmates Assigned to Minimum Security Facilities Participating in Programs | 24%                  | 17%                  | 19%                    | 19%                  | 19%                  |
| Dollar Value of Community Service Work Performed by Work Crews                       | \$1,341,568          | \$866,560            | \$892,928              | \$900,000            | \$900,000            |
| Number of Community Service Hours Performed by Sheriff's Work Program                | 167,696              | 108,320              | 111,616                | 112,000              | 112,000              |

Maple Street Corrections Division (3150P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 113.0             | 125.0             | 144.0              | 170.0             | 26.0              | 170.0             |                   |
| Funded FTE                | 113.0             | 125.0             | 133.0              | 169.3             | 36.3              | 169.3             |                   |
| <b>Total Requirements</b> | 15,265,211        | 27,998,477        | 61,624,556         | 68,711,142        | 7,086,586         | 67,572,171        | (1,138,971)       |
| <b>Total Sources</b>      | 8,272,130         | 13,120,475        | 16,165,966         | 17,891,555        | 1,725,589         | 17,971,814        | 80,259            |
| <b>Net County Cost</b>    | 6,993,082         | 14,878,001        | 45,458,590         | 50,819,587        | 5,360,997         | 49,600,357        | (1,219,230)       |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. The increase in Net County Cost reflects the movement of 23 positions from the Maguire Correctional Facility to staff the Maple Street Correctional Center, as well as expanding the correctional food services budget to include a full twelve months of expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 5,865,586          | 1,102,573     | 4,763,013       | 23        |

2. Adjustments to Support Jail Security Maintenance Costs

One vacant Management Analyst and one vacant Office Assistant II are eliminated to address ongoing contracted maintenance costs associated with jail security systems, detention equipment, and video visitation. The maintenance

contract will also be funded through anticipated correctional food savings, and an increase in Public Safety Prop. 172 revenue. The resulting Net County Cost is fully offset by corresponding savings in the Maguire Corrections Division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 414,600            | 273,000       | 141,600         | (2)       |

### 3. Enhance Mental Health Services for Inmates

To accommodate the expansion of mental health services available to San Mateo County inmates, the first floor of the Maple Street Correctional Center will be opened and inmates from the Maguire Correctional Facility will be moved to make room for the expanded Behavioral Health Pod and Lanterman Petris Short Act (LPS) Acute Unit at the Maguire Correctional Facility. Four Correctional Officers are being added to support this expansion. Implementation is expected to occur in the fall of 2017, and positions reflect ten months of operating costs. Related changes are also captured under the Maguire Corrections Division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 795,618            | 0             | 795,618         | 4         |

### 4. Maple Street Correctional Center Operations and Position Changes

A vacant Food Services Director is being eliminated in order to partially offset the cost associated with an Assistant Sheriff added in 2017; and one vacant Management Analyst is eliminated in order to redirect resources associated with jail operating expenses.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (339,234)          | 0             | (339,234)       | (2)       |

### 5. Expansion of Jail Programming Services

In order to address the growth of programming services within the Maguire Correctional Facility and Maple Street Correctional Center, a Senior Community Program Specialist is being converted to a Community Program Supervisor; and one Legal Office Specialist and two Community Program Specialists are being added. These changes will allow for the increasing case management, assessment, and oversight required for jail programming services and are fully funded by AB 109 Public Safety Realignment revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 350,016            | 350,016       | 0               | 3         |

## TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 7,086,586          | 1,725,589     | 5,360,997       | 26        |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,287,354)        | 80,259        | (1,367,613)     | 0         |

### 2. Annualize Staffing Costs for Enhanced Mental Health Services

Adjustments are made to reflect the full annualized cost of positions added in FY 2017-18, including four Correctional Officers.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 148,383            | 0             | 148,383         | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,138,971)        | 80,259        | (1,219,230)     | 0         |

## Court Security and Transportation Bureau (3158P)

### Program Locator

County

Criminal Justice

Sheriff's Office

⇒ **Court Security and Transportation Services**

### Program Outcome Statement

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

### Program Results

The Court Security and Transportation Bureau provides security to the Superior Court staff and four operating court houses. The Bureau provides secure transportation of inmates to and from court appointments, medical appointments, other county and state correctional facilities, as well as prisoner extradition services. In FY 2015-16, the Bureau transported 23,357 inmates or an average of 2,123 inmates per deputy. Since the Prison Realignment Bill (AB 109) went into effect, a far more sophisticated class of inmates is being transported. Inmates with longer sentences have proven to be more willing to try to escape from custody, fashioning handmade weapons and effectively communicating with other inmates in State-run institutions. In the past year, the Court Security and Transportation Bureau has provided security for 31 courtrooms and four security checkpoints, and has been able to ensure the safe and timely transport of inmates with zero incidents or injuries to staff or the public.

The Sheriff's Office developed a Service Level Agreement with the State of California and is responsible for the Court Security funding from the State. During this past year, the Site Operations Center, which is located in the Hall of Justice, went live with over 100 surveillance cameras throughout the Hall of Justice, Traffic Court, and the County parking garage.

The Civil Enforcement Services Program performs mandated Court ordered services such as countywide evictions, possession levies, sales of real and personal property, service of domestic violence restraining orders, welfare fraud, and some child support warrants. The Sheriff's Office anticipates serving approximately 600 temporary restraining orders in FY 2016-17.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Staff and Public Injuries During Transportation Details | 0                    | 0                    | 0                      | 0                    | 0                    |
| Number of Inmates Transported Annually per Deputy                 | 2,354                | 2,123                | 3,220                  | 2,000                | 2,000                |
| Number of Temporary Restraining Orders (TROs) Filed               | 741                  | 591                  | 494                    | 500                  | 500                  |

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

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 66.0              | 66.0              | 66.0               | 66.0              |                   | 66.0              |                   |
| Funded FTE                | 66.0              | 66.0              | 66.0               | 66.0              |                   | 66.0              |                   |
| <b>Total Requirements</b> | 15,517,746        | 16,319,180        | 17,602,005         | 18,536,259        | 934,254           | 18,654,480        | 118,221           |
| <b>Total Sources</b>      | 10,265,456        | 11,028,529        | 11,813,752         | 12,416,921        | 603,169           | 12,479,642        | 62,721            |
| <b>Net County Cost</b>    | 5,252,290         | 5,290,651         | 5,788,253          | 6,119,338         | 331,085           | 6,174,838         | 55,500            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 934,254            | 603,169       | 331,085         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 118,221            | 62,721        | 55,500          | 0         |

## Budget Unit Locator

County

Criminal Justice

⇒ **Message Switch**

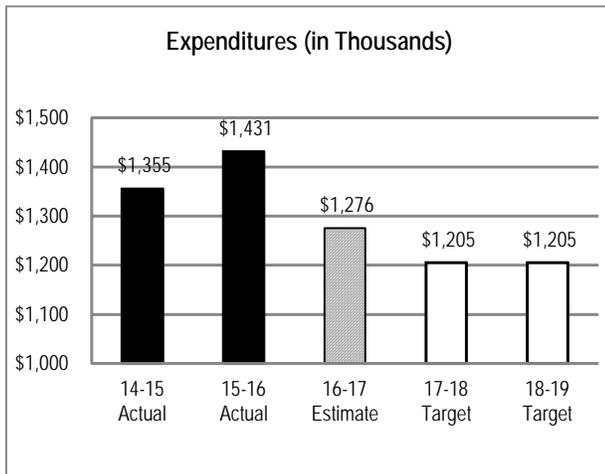
### Message Switch

The mission of the San Mateo County Message Switch System (MSS) is to serve over 30 user agencies, including County criminal justice departments, city police departments, and State, federal, and specialized law enforcement bodies by providing a specialized computer and communications network that electronically moves "messages" (inquiries, responses, and information bulletins) to and from major criminal justice and related law enforcement data bases maintained by San Mateo County, other counties, State of California, State of Oregon, and federal law enforcement agencies.

Using a secure network computing platform, the MSS exchanges criminal justice related information to include inquiries and law enforcement bulletins. Providing a high availability environment requires focus on three primary areas: 1) to the extent possible, the elimination of any single points of failure in the MSS design; 2) the use of automated monitoring software to notify MSS support staff of any changes in MSS performance or availability; and 3) security to prevent unauthorized access to the MSS.

### Program Results:

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



### Performance Measures

|                             | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|-----------------------------|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Unplanned Outages | 0                    | 0                    | 0                      | 0                    | 0                    |

## Message Switch (1940B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 1,354,674         | 1,431,244         | 1,276,305          | 1,205,294         | (71,011)          | 1,205,294         |                   |
| Total Sources      | 1,354,674         | 1,431,244         | 1,276,305          | 1,205,294         | (71,011)          | 1,205,294         |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance including elimination of one-time expenses for Lawnet software, ISD Administration, and Criminal Justice Information System (CJIS) expenses.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (71,011)           | (71,011)      | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

No change

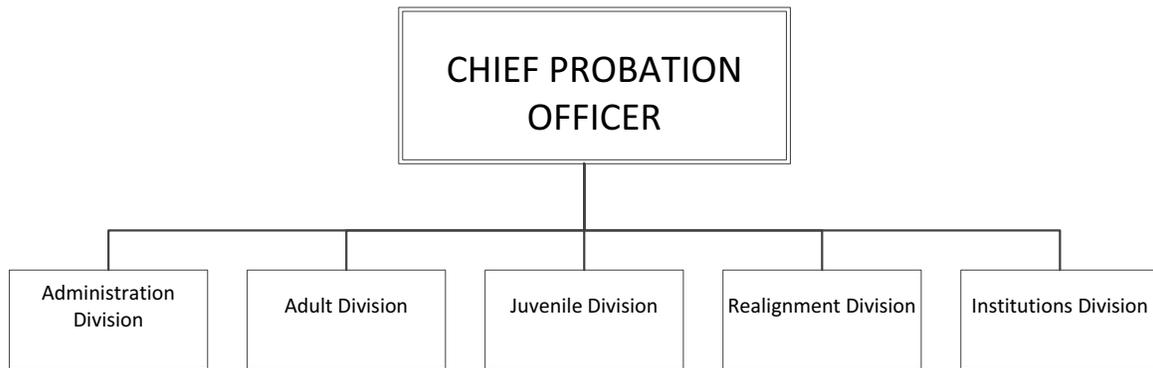
Message Switch (1940B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 519,900           | 503,364           | 522,828            | 489,607           | (33,221)          | 489,607           |                   |
| Interfund Revenue           | 2,642             | 2,923             | 2,919              | 2,372             | (547)             | 2,372             |                   |
| <b>Total Revenue</b>        | <b>522,542</b>    | <b>506,287</b>    | <b>525,747</b>     | <b>491,979</b>    | <b>(33,768)</b>   | <b>491,979</b>    |                   |
| Fund Balance                | 832,132           | 924,957           | 750,558            | 713,315           | (37,243)          | 713,315           |                   |
| <b>TOTAL SOURCES</b>        | <b>1,354,674</b>  | <b>1,431,244</b>  | <b>1,276,305</b>   | <b>1,205,294</b>  | <b>(71,011)</b>   | <b>1,205,294</b>  |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies       | 366,204           | 596,477           | 505,569            | 474,323           | (31,246)          | 474,323           |                   |
| Other Charges               | 261,321           | 264,368           | 267,860            | 210,508           | (57,352)          | 210,508           |                   |
| Fixed Assets                |                   | 21,946            |                    |                   |                   |                   |                   |
| <b>Gross Appropriations</b> | <b>627,526</b>    | <b>882,792</b>    | <b>773,429</b>     | <b>684,831</b>    | <b>(88,598)</b>   | <b>684,831</b>    |                   |
| Intrafund Transfers         | (197,808)         | (202,105)         | (195,632)          | (182,652)         | 12,980            | (182,652)         |                   |
| <b>Net Appropriations</b>   | <b>429,717</b>    | <b>680,687</b>    | <b>577,797</b>     | <b>502,179</b>    | <b>(75,618)</b>   | <b>502,179</b>    |                   |
| Contingencies/Dept Reserves | 924,957           | 750,558           | 698,508            | 703,115           | 4,607             | 703,115           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,354,674</b>  | <b>1,431,244</b>  | <b>1,276,305</b>   | <b>1,205,294</b>  | <b>(71,011)</b>   | <b>1,205,294</b>  |                   |

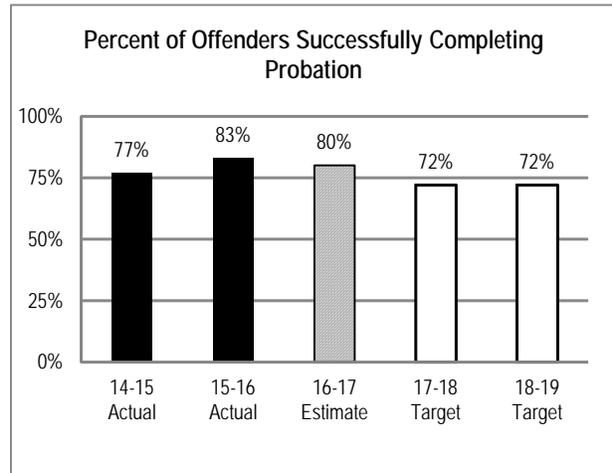
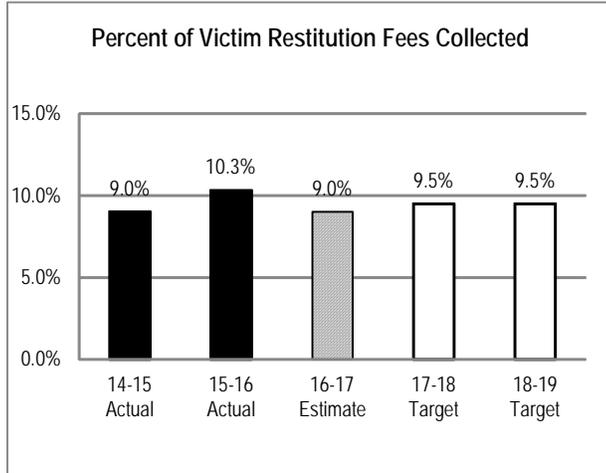
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# Probation Department



Department Locator  
 San Mateo County  
 Criminal Justice  
 ⇨ Probation Department

Headline Measures



Administrative Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met  | 85%                  | 85%                  | 75%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 90%                  | 90%                  | 75%                    | 90%                  | 90%                  |
| Cost per Capita   | \$103                | \$96                 | \$96                   | \$111                | \$96                 |
| Percent of Employees Rating Working for the County as Very Good                   | 33%                  | 70%                  | 70%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                                | 50%                  | 51%                  | 40%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---                  | 86%                  | 100%                   | 90%                  | 90%                  |

<sup>1</sup> Data not available

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## Mission Statement

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

## Overview

The San Mateo County Probation Department is responsible for the supervision of approximately 3,500 adults (including those in realignment/reentry and specialty courts) and 350 juvenile probationers, and the 24-hour supervision, or detention, for up to 40 youth in the Juvenile Hall, Camp Glenwood, and Camp Kemp.

Within the criminal justice system, Probation represents the link between the application of appropriate consequences for illegal behavior and the establishment of offenders to productive, law-abiding lives. The primary purpose of the Department is the enhancement of public safety, which is achieved in three specialized ways: 1) investigating major elements of crimes, the impact upon victims, the criminal histories and behavior of offenders, plus possible sentencing alternative and providing this information to the Superior Court in the form of accurate and impartial reports and recommendations; 2) monitoring and supervising those placed on probation to ensure that court ordered "conditions of probation" are obeyed and public safety is maintained; and 3) providing opportunities for probationers to receive treatment, resources, and services that will prevent future criminal activities.

In FYs 2015-17, the Department became a Certified Evidence-Based Organization (CEBO). This distinguished certification will provide the Department with more opportunities to enhance its evidence-based approaches, especially in terms of service delivery. The Department also continued work on building its new, comprehensive case management system, named the "Probation Information Management System" or PIMS. Currently, the Department has separate case management systems for its juvenile and adult clients. Maintenance of these two systems has been problematic, often resulting in the systems being down, thus impeding service delivery. With this challenge, it has also proven difficult to track performance measures related to the different divisions within the Department. Often, staff must rely on manual methods such as a myriad of spreadsheets to track performance measures, which are very tedious and time consuming.

In the past year, the Adult Services Division merged with the Realignment and Reentry Division to form the Adult and Realignment Services Division. The division continues its collaborative work with its partners both within and outside the County to provide specialized supervision to adult offenders. The division continues to face the effects of Proposition 47. This continues to provide issues regarding department resources such as an increase in workload for both sworn and non-sworn staff. It also allows for less time to help motivate offender compliance, particularly when they are not interested in making a change. Proposition 47 has likewise affected the number of offenders who qualify for the Bridges Program. In addition, the division also implemented two new specialty court programs: (1) Military Diversion Court - a pretrial program for current or former members of the U.S. military charged with misdemeanor crimes and suffering from sexual trauma, traumatic brain injury, post-traumatic stress disorder, substance abuse, or mental illness as a result of their military service; and (2) Restitution Court - a program designed to motivate offenders to pay restitution to those who have been victimized and to make the victim financially whole.

The Juvenile Services Division responded to a number of challenges including new State regulations, internal staffing changes, as well as those related to Title IV-E of the Social Security Act. The overall trend for probation wardship has continued to decline. However, youth on probation continue to present varying and significant issues that require close collaboration among the Deputy Probation Officers, youth, their families, as well as stakeholders and treatment providers in order for them to be successful. This year, the division has requested that the community-based organizations that provide services to probation youth also begin using the Child and Adolescent Need and Strengths (CANS) assessment tool, an assessment strategy that is designed to be used for decision support and outcomes management and allows all those involved to remain focused on the shared vision of serving children and families, by representing children at all levels of the juvenile justice system. Without effective collaboration, case plans designed to

treat specific youth need can negatively impact the juvenile, including the overall percent of youth completing probation without new sustained law violations.

The Institutions Division made several notable accomplishments such as the launch of the Camp Glenwood redesign committee, tasked with evaluating the current program structure, working with judges on new court orders and implementing new programs that will improve service delivery at the Camp. The division has increased its efforts with the juvenile re-entry program, which targets youth who are exiting custody and provides connections with professional case managers, mentors, or employment opportunities, in an effort to reduce recidivism. It is anticipated that 90 percent of youth will remain out of custody for one year upon being transitioned from the Camps into the community. As with past years, the division continues to tackle the challenge of hiring and retaining qualified staff as well as implementing more evidence-based programming within its facilities.

Over the next two fiscal years, the priorities of the Department include: successful implementation of the new case management system (PIMS) to produce efficiencies and provide ongoing outcome measurements of probation programs; working towards organizational Evidence-Based Certification; the expansion of evidence-based programming throughout adult and juvenile programs, including the plan to provide evidence-based trainings to more staff as well as the increased development and implementation of a Risk-Based Supervision Platform. The Department will also continue to examine division structure focusing on efficiencies, fiscal responsibility, and effective deployment of staff resources. Finally, the Department will explore alternative funding streams to maximize resources for the Department.

Probation Department (3200B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|--------------------|--------------------|-------------------|---------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                    |                    |                   |                     |                   |                    |
| Taxes                            |                   | 27,897             | 75,000             |                   | (75,000)            |                   |                    |
| Fines, Forfeitures and Penalties | 17,266            | 19,337             | 16,566             | 16,566            |                     | 16,566            |                    |
| Intergovernmental Revenues       | 31,262,100        | 35,263,849         | 33,083,250         | 37,094,547        | 4,011,297           | 32,510,359        | (4,584,188)        |
| Charges for Services             | 1,643,566         | 1,577,687          | 1,481,722          | 1,395,805         | (85,917)            | 1,395,805         |                    |
| Interfund Revenue                | 2,770             | 3,173              |                    |                   |                     |                   |                    |
| Miscellaneous Revenue            | 289,434           | 293,859            | 113,425            | 243,494           | 130,069             | 243,494           |                    |
| <b>Total Revenue</b>             | <b>33,215,137</b> | <b>37,185,802</b>  | <b>34,769,963</b>  | <b>38,750,412</b> | <b>3,980,449</b>    | <b>34,166,224</b> | <b>(4,584,188)</b> |
| Fund Balance                     | 4,501,613         | 5,070,697          | 6,391,810          | 3,090,894         | (3,300,916)         | 3,090,894         |                    |
| <b>TOTAL SOURCES</b>             | <b>37,716,750</b> | <b>42,256,499</b>  | <b>41,161,773</b>  | <b>41,841,306</b> | <b>679,533</b>      | <b>37,257,118</b> | <b>(4,584,188)</b> |
| <b>REQUIREMENTS</b>              |                   |                    |                    |                   |                     |                   |                    |
| Salaries and Benefits            | 56,553,058        | 58,579,281         | 61,783,079         | 66,385,137        | 4,602,058           | 67,964,817        | 1,579,680          |
| Services and Supplies            | 23,037,047        | 23,474,580         | 24,099,056         | 6,119,783         | (17,979,273)        | 5,919,783         | (200,000)          |
| Other Charges                    | 8,194,752         | 9,709,591          | 10,126,832         | 10,990,111        | 863,279             | 10,206,221        | (783,890)          |
| Fixed Assets                     | 983,388           | 2,949,194          | 4,477,115          | 3,300,000         | (1,177,115)         |                   | (3,300,000)        |
| Other Financing Uses             | 7,478,128         | 7,556,660          | 6,363,552          | 6,364,037         | 485                 | 6,375,438         | 11,401             |
| <b>Gross Appropriations</b>      | <b>96,246,373</b> | <b>102,269,306</b> | <b>106,849,634</b> | <b>93,159,068</b> | <b>(13,690,566)</b> | <b>90,466,259</b> | <b>(2,692,809)</b> |
| Intrafund Transfers              | (18,265,059)      | (18,829,256)       | (18,611,363)       | (132,948)         | 18,478,415          | (132,948)         |                    |
| <b>Net Appropriations</b>        | <b>77,981,314</b> | <b>83,440,050</b>  | <b>88,238,271</b>  | <b>93,026,120</b> | <b>4,787,849</b>    | <b>90,333,311</b> | <b>(2,692,809)</b> |
| Contingencies/Dept Reserves      | 2,420,003         | 2,032,512          | 2,032,512          | 2,032,512         |                     | 2,032,512         |                    |
| <b>TOTAL REQUIREMENTS</b>        | <b>80,401,317</b> | <b>85,472,562</b>  | <b>90,270,783</b>  | <b>95,058,632</b> | <b>4,787,849</b>    | <b>92,365,823</b> | <b>(2,692,809)</b> |
| <b>NET COUNTY COST</b>           | <b>42,684,567</b> | <b>43,216,063</b>  | <b>49,109,010</b>  | <b>53,217,326</b> | <b>4,108,316</b>    | <b>55,108,705</b> | <b>1,891,379</b>   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                    |                    |                   |                     |                   |                    |
| Salary Resolution                | 415.0             | 415.0              | 415.0              | 415.0             |                     | 415.0             |                    |
| Funded FTE                       | 412.5             | 405.6              | 405.6              | 409.7             | 4.1                 | 409.7             |                    |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$679,533 or 1.7 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$75,000 in this funding source due to the elimination of a one-time Measure K funds for the Commercial Sexual Exploitation of Children (CSEC) program.

#### Fines, Fees, and Forfeitures

No change

#### Intergovernmental Revenues

There is a net increase of \$4,011,297 in this funding source due to the one-time increase of \$4.7 million in Prop 172 Sales Tax revenue to fund the new probation case management system (PIMS) Phase II implementation as well as the computer hardware refreshment projects, and an increase of \$501,524 in the AB109 Realignment Revenue to cover negotiated labor increases in Post Release Community Supervision unit positions. This increase was partially offset by a decrease in the SB678 revenue used in FY 2016-17 to fund the PIMS Phase I project and a decrease in staff cost reimbursements from the County Office of Education for community schools support.

#### Charges for Services

There is a net decrease of \$85,917 in this funding source due to the removal of juvenile sealing fees and a reduction in the Institutions Care and Maintenance Fees.

#### Miscellaneous Revenue

There is an increase of \$130,069 in this funding source due to the Students With Amazing Goals (SWAG) grant and an increase in the worker's compensation insurance refunds.

#### Fund Balance

There is a decrease of \$3,300,916 in this funding source based on FY 2016-17 year end projections. Fund Balance used for one-time projects and purchases in FY 2016-17 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increase by \$4,787,849 or 5.3 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$4,602,058 in this expenditure category primarily due to negotiated labor increases, merit increases, and position changes. One vacant Legal Word Processor position was converted to a Legal Office Services Supervisor position; one vacant unclassified Management Analyst and one vacant Associate Management Analyst position were deleted and two Administrative Services Manager I positions were added; three Deputy Probation Officers were converted to one Administrative Assistant II, one Department Systems Analyst, and one Systems Engineer. These position changes were made to better support the needs of the Department.

#### Services and Supplies

There is a net decrease of \$17,979,273 in this expenditure category due to the elimination of internal cost applied charges to allocate out department internal administrative overhead costs to program units. A corresponding reduction is made to Intrafund Transfers. There is no net effect from this accounting methodology change. This decrease was partially offset by increases in general office maintenance and ergonomic equipment costs.

Other Charges

There is a net increase of \$863,279 in this expenditure category due to the addition of one-time purchases for computer hardware refreshment and increases in County internal service charges including facility rental charges and telephone service charges.

Fixed Assets

There is a net decrease of \$1,177,115 due to one-time adjustments to Phases I and II of the IMPS implementation project.

Other Financing Uses

There is an increase of \$485 in this expenditure category due to an increase in facility surcharges.

Intrafund Transfers

There is a net decrease of \$18,478,415 in this expenditure category due to the elimination of internal cost applied charges to allocate out department internal administrative overhead costs to program units. A corresponding reduction is made to Services and Supplies. There is no net effect from this accounting methodology change.

Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 2.2 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$171,990.

**NET COUNTY COST**

There is an increase of \$4,108,316 or 8.4 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

**TOTAL SOURCES**

Total Sources decrease by \$4,584,188 or 11 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Taxes

No change

Fines, Fees, and Forfeitures

No change

Intergovernmental Revenues

There is a net decrease of \$4,584,188 in this funding source due to the elimination of one-time funding for the PIMS Phase II project.

Charges for Services

No change

Fund Balance

No change

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$2,692,809 or 2.8 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,579,680 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies

There is a decrease of \$200,000 in this expenditure category due to the elimination of the one-time PIMS Project.

Other Charges

There is a decrease of \$783,890 in this expenditure category due to the elimination of one-time computer hardware refreshment from FY 2017-18. This decrease was partially offset by increases in County facility rental charges.

Fixed Assets

There is a decrease of \$3,300,000 in this expenditure category due to the elimination of the PIMS project from FY 2017-18.

Other Financing Uses

There is an increase of \$11,401 in this expenditure category due to facility charge increases.

Intrafund Transfers

No change

Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 2.3 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$225,846.

**NET COUNTY COST**

There is an increase of \$1,891,379 or 3.6 percent in the Department's General Fund allocation.

## Administrative Services (3211P)

### Program Locator

County

Safe Community

Probation Department

⇒ **Administrative Services**

### Program Outcome Statement

Enhance Department operations through executive-level leadership and administrative oversight

### Program Results

Administrative Services provides department-wide direction and administrative support in the areas of human resources, fiscal, contracts, purchasing, and information technology. The primary functions of the Division are to provide staff with the resources necessary to carry out the Department's mission and ensure that department operations are both efficient and effective. The budget has been and will continue to be a challenge for the Department, which relies heavily on the County general fund and capped State revenues with designated purposes. It is important to maximize resources in order to maintain the core services but also meet expanded service needs. Management has made efforts to control costs and slowly build up reserves.

The percent of performance evaluations completed on time has slightly increased since last year. Performance evaluations are important for assessing and communicating job performance status to employees and suggesting needed changes in behavior, attitude, skills, or job knowledge. They also serve as a basis for supervisors to coach and counsel individuals as well as to identify and address performance deficiencies. In addition, the Division oversees Department contracts and purchasing process to ensure compliance with County policies. In the next two years, staff will work with the Information Services Department (ISD) to complete the implementation of an integrated and comprehensive adult, juvenile, and institutions facility case management system that will greatly improve efficiencies and provide ongoing outcome measurement of Probation programs. The Department met its target of 85 percent for outcome measures as well as maintaining a 90 percent customer satisfaction rating.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 85%                  | 85%                  | 75%                    | 75%                  | 75%                  |
| Percent of Employee Evaluations Completed Annually                       | 50%                  | 51%                  | 40%                    | 90%                  | 90%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 90%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Cost per Capita  | \$103                | \$96                 | \$96                   | \$111                | \$100                |
| Percent of Employees Rating Working for the County as Very Good          | 33%                  | 70%                  | 70%                    | 80.9%                | 80.9%                |

## Administrative Services (3211P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 23.0              | 31.0              | 31.0               | 39.0              | 8.0               | 39.0              |                   |
| Funded FTE                | 23.0              | 30.9              | 30.9               | 38.9              | 8.0               | 38.9              |                   |
| <b>Total Requirements</b> | 1,821,325         | 4,712,837         | 6,725,005          | 15,551,429        | 8,826,424         | 10,933,762        | (4,617,667)       |
| <b>Total Sources</b>      | 2,437,845         | 6,357,916         | 6,039,138          | 5,917,820         | (121,318)         | 1,217,820         | (4,700,000)       |
| <b>Net County Cost</b>    | (616,520)         | (1,645,079)       | 685,867            | 9,633,609         | 8,947,742         | 9,715,942         | 82,333            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; transfer of three positions from the Adult and Realignment Division; elimination of one-time projects from FY 2016-17; and elimination of department internal cost applied charges to allocate department administrative overhead costs from this Division to other divisions.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,325,081          | (4,821,318)   | 8,146,399       | 3         |

#### 2. Probation Case Management System (PIMS)

The Department is working on building its new, comprehensive case management system, named the Probation Information Management System (PIMS). A vendor was selected in FY 2012-13 through the competitive bid process and phase I implementation has been completed in FY 2016-17. Phase II of the project will be continued in FY 2017-18. This cost is funded through the Prop 172 funds.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,900,000          | 3,900,000     | 0               | 0         |

#### 3. Computer Hardware Refresh

The Department is due for its five year replacement plan for the computer hardware in FY 2017-18. The IT team is working with the County Information Services Department to develop a strategy for this project to ensure it is done in the most cost effective way. This project is funded through one-time Prop 172 funds.

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

#### 4. Position Additions

One Administrative Services Manager I position and one Administrative Assistant II position are added to staff the new Quality Assurance, Public Information, and Performance Management unit. One Administrative Services Manager I position has been added to provide management oversight for the professional support, payroll/personnel, facilities, as well as contracts and procurement. Additionally, one Information Services Analyst and one Department Systems Analyst position are added to provide adequate IT support and system support for the Department. Five vacant positions have been deleted in other divisions to fund these new positions.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 801,343            | 0             | 801,343         | 5         |

#### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 8,826,424          | (121,318)     | 8,947,742       | 8         |

#### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time appropriations for the PIMS implementation and computer hardware refreshment projects and related Prop. 172 one-time funding.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (4,617,667)        | (4,700,000)   | 82,333          | 0         |

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## Adult Services (3227P)

### Program Locator

County

Safe Community

Probation Department

⇒ **Adult and Realignment Services**

### Program Outcome Statement

Enhance public safety by enforcing probation conditions through collaborative efforts in specialized supervision as well as supporting the Court's efforts to impose appropriate sentences

### Program Results

The Adult and Realignment Services Division contributes to the County's Shared Vision commitment to ensure public safety by reducing crime in our neighborhoods and providing residents seamless service. Adult and Realignment Services has two distinct service areas: Court services and Supervision services. Court services consists of the Investigation unit which has responsibility for providing thorough, timely, and impartial information to the Superior Court. Supervision services consists of various units that provide offender accountability through the enforcement of court-ordered probation conditions.

This Division also serves the Assembly Bill 109 Realignment (AB 109) population, the County's re-entry efforts, the Pretrial unit, and other specialized probation supervision programs that include the Bridges Program, Pathways, Drug Court, Veteran's Treatment Court, Restitution Court, and Military Diversion. AB 109 transfers responsibility for supervising inmates convicted of specific low-level crimes and parolees from the State to counties. The key role of Probation under realignment is post-release case management and supervision of these offenders by creating the Post-Release Community Supervision (PRCS) Unit. Included in the PRCS caseload are those released from prison and jail after completing a term for violation of their parole and new, locally-sentenced offenders who are given split sentences referred to as "County Prison" commitments with subsequent mandatory supervision. Re-entry is a County-coordinated program through the partnership of many agencies to assist people incarcerated in County jail with re-entering their community through substance abuse and mental health treatment. One Probation Officer is assigned to assist those in custody who have a sentence that can be modified to a residential treatment program, by finding an appropriate program for them. Approximately 64 percent of re-entry offenders complete their treatment programs.

Deputy Probation Officers administer an evidence-based tool, Correctional Assessment and Intervention System (CAIS), to assess the different levels of supervision based on risk to re-offend and determined supervision strategies.

Approximately 2,000 court reports are written each year, of which an estimated 98 percent will be submitted within the established time frames. Deputy Probation Officers provide sentencing and treatment recommendations to judges on a regular basis. The Department expects the same volume of client investigations and/or reports and the unit will continue to maintain its past performance of producing high quality output.

Supervision services provides monitoring of approximately 1,000 intensive supervised clients, 340 AB 109 clients, 100 specialty court clients, and 1,900 administrative bank cases in three field offices throughout the County. Approximately 78 percent of adults on regular intensive supervision and 79 percent in AB 109 supervision successfully complete probation each fiscal year. The Department is also responsible for making direct contact with offenders through routine field visits and through special field operations. Currently, the Division has recorded approximately 70 percent field visit compliance checks with high-risk offenders and has spearheaded three multi-agency law enforcement task force operations focusing on offenders associated with fire arms, domestic violence, or sexual assault offenses.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Adult Probationers Completing Probation without a New Law Violation | 69%                  | 78%                  | 78%                    | 69%                  | 69%                  |
| Percent of Reports Submitted to the Court within Established Timeframe         | 95%                  | 98%                  | 95%                    | 95%                  | 95%                  |
| Percent of Realignment Offenders without New Felony Law Violations             | 77%                  | 85%                  | 79%                    | 70%                  | 70%                  |

Adult Services (3227P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 154.0             | 150.0             | 150.0              | 145.0             | (5.0)             | 145.0             |                   |
| Funded FTE                | 152.7             | 145.8             | 145.8              | 142.4             | (3.4)             | 142.4             |                   |
| <b>Total Requirements</b> | 24,745,079        | 25,790,433        | 28,161,395         | 25,906,373        | (2,255,022)       | 26,591,851        | 685,478           |
| <b>Total Sources</b>      | 10,359,696        | 10,068,867        | 10,316,914         | 11,201,688        | 884,774           | 11,317,500        | 115,812           |
| <b>Net County Cost</b>    | 14,385,382        | 15,721,566        | 17,844,481         | 14,704,685        | (3,139,796)       | 15,274,351        | 569,666           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in AB109 Realignment funds and SB678 revenue to cover higher program costs; transfer out of three positions to the Administrative Services Division; and elimination of department internal cost applied charges to allocate administrative overhead costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,984,434)        | 830,774       | (2,815,208)     | (3)       |

## 2. DUI Court Grant

A three year grant has been secured through the Courts to provide partial funding for the newly-implemented DUI Court. This grant will cover the purchase of drug testing kits as well as part of a Deputy Probation Officer's time for this program.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 54,000             | 54,000        | 0               | 0         |

## 3. Position Conversions

One vacant Unclassified Management Analyst position and one vacant Associate Management Analyst are transferred and converted to two Administrative Services Manager I positions in the Administrative Services Division to better meet the Department's administrative support needs. One vacant Deputy Probation Officer is transferred and converted to an Administrative Assistant II in the Administrative Division to establish the Quality Assurance unit. In addition, one Legal Office Services Supervisor position is added in this division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (324,588)          | 0             | (324,588)       | (2)       |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,255,022)        | 884,774       | (3,139,796)     | (5)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and an increase in the AB 109 Realignment revenue to cover program personnel cost increases.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 685,479            | 115,812       | 569,667         | 0         |

## Juvenile Services (3253P)

### Program Locator

County

Criminal Justice

Probation Department

⇒ **Juvenile Services**

### Program Outcome Statement

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

### Program Results

Each year, Juvenile Services writes approximately 500 reports for the Court with background information and recommendations and provides approximately 1,000 justice-involved youth with an appropriate level of supervision based on the Juvenile Assessment Intervention System (JAIS), a validated risk assessment tool. Based on court orders and agreed-upon case or treatment plans, youth and their families are referred to appropriate services that support accountability for the crimes committed and strive to keep youth in their homes while providing support for positive change. Through graduated sanctions, up to and including returning to Court and incarceration, Probation staff provide structure and assure community safety and victim restoration.

On average, approximately 99 percent of all court reports are submitted by the Court deadline with approximately 225 new youth being placed on probation each year. Approximately 81 percent of youth on probation are anticipated to not have new sustained law violations while they are on probation and an estimated 94 percent of youth who are at risk for being removed from their homes are kept at home, which results in better outcomes for the youth and fiscal savings for the County. With the validated JAIS risk assessment tool that is performed on all juvenile offenders every six months, Juvenile Services implemented a new youth case plan platform called CE Planning that provides adequate levels of supervision strategies based on the outcome of the JAIS assessment tool, thereby more efficiently utilizing resources of the Department while maintaining positive outcome rates.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Juvenile Probationers Completing Probation without New Sustained Law Violations    | 80%                  | 86%                  | 81%                    | 80%                  | 80%                  |
| Percent of Juvenile Probation Reports Submitted to Court within Established Time Frames       | 85%                  | 100%                 | 100%                   | 98%                  | 98%                  |
| Percent of Youth in the Family Preservation and Wraparound Programs who Remain in their Homes | 99%                  | 96%                  | 94%                    | 92%                  | 92%                  |

## Juvenile Services (3253P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 99.0              | 96.0              | 96.0               | 93.0              | (3.0)             | 93.0              |                   |
| Funded FTE                | 98.5              | 92.9              | 92.9               | 90.7              | (2.2)             | 90.7              |                   |
| <b>Total Requirements</b> | 21,039,290        | 21,280,663        | 22,606,954         | 22,493,243        | (113,711)         | 22,984,404        | 491,161           |
| <b>Total Sources</b>      | 9,839,531         | 10,206,009        | 10,699,178         | 10,641,878        | (57,300)          | 10,641,878        |                   |
| <b>Net County Cost</b>    | 11,199,760        | 11,074,654        | 11,907,776         | 11,851,365        | (56,411)          | 12,342,526        | 491,161           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time funding from Measure K; elimination of Juvenile Sealing Fees; and elimination of department internal cost applied charges to allocate administrative overhead costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 298,586            | (57,300)      | 355,886         | 0         |

#### 2. Position Conversions

Two vacant Deputy Probation Officer positions are transferred and converted to two IT positions in the Administrative Division to enhance IT support for the Department. One vacant Legal Word Processor position is transferred and converted to a Legal Office Services Supervisor position in the Adult and Realignment Division.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (412,297)          | 0             | (412,297)       | (3)       |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (113,711)          | (57,300)      | (56,411)        | (3)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 491,161            | 0             | 491,161         | 0         |

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## Institutions Services (3283P)

### Program Locator

County

Criminal Justice

Probation Department

⇒ **Institutions Services**

### Program Outcome Statement

Ensure public safety through institutional care and rehabilitation of youth

### Program Results

The Institutions Services Division provides juvenile court-ordered secure and non-secure programs, including detention, camps, and community service. The 180-bed juvenile detention facility in the Youth Services Center provides secure custody services and collaborates with other County departments and community-based organizations to provide food, health, mental health, education, and special programs to youth. Camp Glenwood is a 60-bed residential program that offers boys the opportunity to develop positive behaviors, learn skills, and improve education in order to have productive, crime-free lives in the community. The Margaret J. Kemp Camp provides a 30-bed residential, local, gender-responsive, and intensive program for girls as an alternative to serving time in detention or in an out-of-home placement program. The Community Care Program allows youth to work on community service projects instead of serving custody time. The Division also provides staff to the Office of Education's Community School to maintain order and to intervene early in behavioral problems with youth.

Treatment services continue to be a strong focus at all Probation facilities. The Community Care Program supervises youth with weekend community service and restorative justice projects. The Program continues to be a successful intervention for youth and an asset to the community. Youth in the Gaining Independence and Reclaiming Lives Successfully (G.I.R.L.S.) Program at Camp Kemp participate in individual, group, and family counseling and case management as well as programming focused on trauma-informed care, such as yoga and art therapy. The youth at Camp Glenwood are offered meditation, health, mentoring, and case management services as well as an opportunity for community service. Youth at all three facilities are provided with education from a Western Association of Schools and Colleges (WASC)-accredited school system as well as personalized learning and access to college courses that better prepare youth academically so they are more successful in school when released.

The Institutions Division has increased its efforts with the juvenile re-entry program, which targets youth who are exiting custody and provides connections with professional case managers, mentors, and/or employment opportunities, in an effort to reduce recidivism. It is anticipated that 70 percent of youth will remain out of custody for one year upon being transitioned from the Camps into the community.

The average daily cost per youth in the Juvenile Hall is steadily increasing as the average daily population is decreasing. This is primarily due to increase in staffing costs. Priorities for the next two years include upgrading the security system at the Youth Services Center and Camp Kemp, adding additional security measures at Camp Glenwood, and implementing more evidence-based programming both within the facilities as well as those focusing on successful re-entry back into the community.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Average Daily Cost per Youth at the Hall  | \$819                | \$717                | \$800                  | \$800                | \$800                |
| Percent of Enrolled Youth Successfully Completing Court-Ordered Programs                      | 65%                  | 90%                  | 70%                    | 70%                  | 70%                  |
| Percent of Youth not Committing a New Law Violation within one Year of Release from the Camps | 78%                  | 90%                  | 70%                    | 70%                  | 70%                  |

 Institutions Services (3283P)  
 Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 139.0             | 138.0             | 138.0              | 138.0             |                   | 138.0             |                   |
| Funded FTE                | 138.3             | 136.0             | 136.0              | 137.8             | 1.8               | 137.8             |                   |
| <b>Total Requirements</b> | 32,795,623        | 33,688,629        | 32,777,429         | 31,107,587        | (1,669,842)       | 31,855,806        | 748,219           |
| <b>Total Sources</b>      | 15,079,678        | 15,623,707        | 14,106,543         | 14,079,920        | (26,623)          | 14,079,920        |                   |
| <b>Net County Cost</b>    | 17,715,945        | 18,064,922        | 18,670,886         | 17,027,667        | (1,643,219)       | 17,775,886        | 748,219           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of department internal cost applied charges to allocate department administrative overhead costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,669,842)        | (26,623)      | (1,643,219)     | 0         |

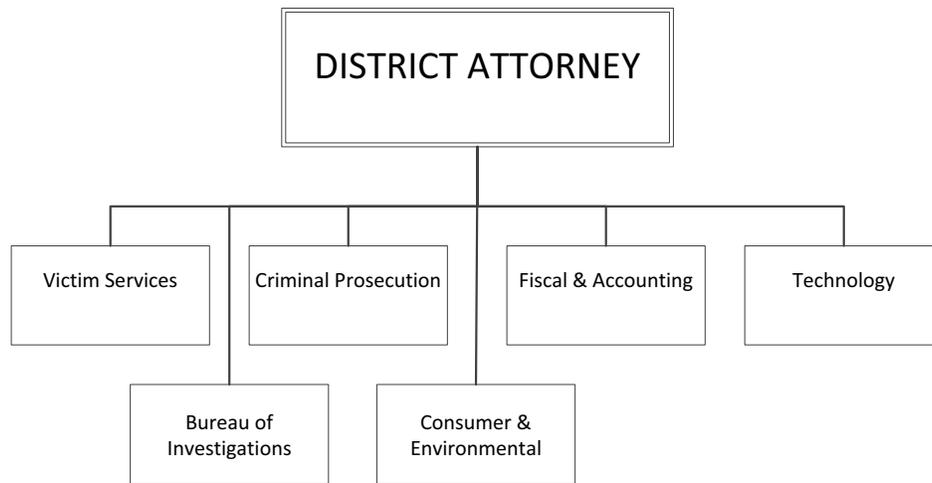
## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 748,219            | 0             | 748,219         | 0         |



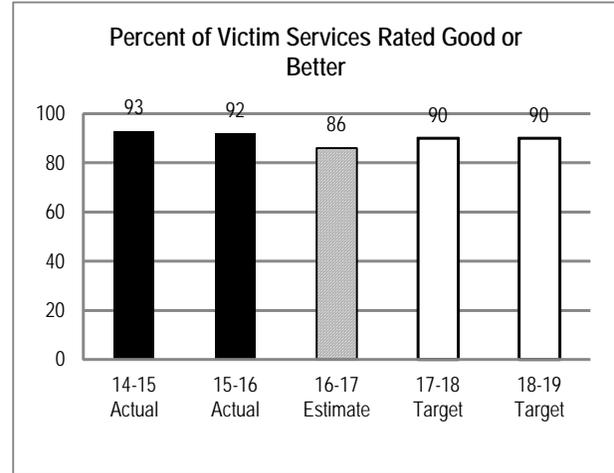
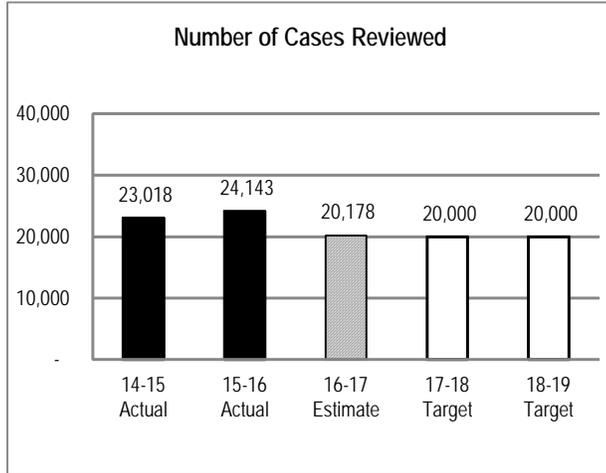
## Department Locator

County

Agency

⇒ District Attorney's Office

## Headline Measures



## Administrative Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met  | 85%                  | 85%                  | 75%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 93%                  | 92%                  | 86%                    | 90%                  | 90%                  |
| Cost per Case   | \$1,665              | \$1,672              | \$2,058                | \$1,700              | \$1,700              |
| Percent of Employees Rating Working for the County as Very Good                   | 73.7%                | 71.1%                | 64.9%                  | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                                | 95%                  | 100%                 | 86%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---                  | 22%                  | 34%                    | 35%                  | 35%                  |

<sup>1</sup> Data not available

## Mission Statement

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

## Overview

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

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

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

## Program Results

Priorities for the next two fiscal years include implementing a Real Estate Fraud unit to perform investigations involving financial abuse related to real estate related fraud. The District Attorney's Office will continue to use its resources to prosecute cases as well as provide education to the members of the community about the signs of elder abuse and how the offenders are prosecuted. In FY 2017-18 and FY 2018-19, it is anticipated that the number of cases reviewed will remain consistent with FY 2016-17 but the number of cases prosecuted will increase.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Victim Services Rated Good or Better | 93%                  | 92%                  | 86%                    | 90%                  | 90%                  |
| Number of Cases Reviewed                        | 23,018               | 24,143               | 20,178                 | 20,000               | 20,000               |
| Number of Cases Prosecuted                      | 15,390               | 16,095               | 13,584                 | 13,500               | 13,500               |

District Attorney's Office (2510B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 623,735           | 1,179,416          | 1,101,258         | (78,158)          | 908,981           | (192,277)         |
| Fines, Forfeitures and Penalties | 450,501           | 366,919           | 400,000            | 400,000           |                   | 400,000           |                   |
| Intergovernmental Revenues       | 14,350,351        | 13,879,254        | 14,409,532         | 14,247,255        | (162,277)         | 13,665,684        | (581,571)         |
| Charges for Services             | 183               | 10,624            |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 450,894           | 500,755           | 122,000            | 422,000           | 300,000           | 422,000           |                   |
| <b>Total Revenue</b>             | <b>15,251,930</b> | <b>15,381,287</b> | <b>16,110,948</b>  | <b>16,170,513</b> | <b>59,565</b>     | <b>15,396,665</b> | <b>(773,848)</b>  |
| Fund Balance                     | 1,803,507         | 2,858,165         | 3,246,704          | 3,414,652         | 167,948           | 3,414,652         |                   |
| <b>TOTAL SOURCES</b>             | <b>17,055,437</b> | <b>18,239,452</b> | <b>19,357,652</b>  | <b>19,585,165</b> | <b>227,513</b>    | <b>18,811,317</b> | <b>(773,848)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 24,269,087        | 25,646,764        | 29,198,019         | 29,813,945        | 615,926           | 30,671,548        | 857,603           |
| Services and Supplies            | 1,668,260         | 1,443,569         | 2,245,389          | 2,212,602         | (32,787)          | 1,505,475         | (707,127)         |
| Other Charges                    | 1,878,207         | 2,222,648         | 2,337,965          | 2,860,443         | 522,478           | 2,838,877         | (21,566)          |
| Fixed Assets                     | 29,100            | 26,193            |                    |                   |                   |                   |                   |
| Other Financing Uses             | 164,225           | 168,447           | 158,340            | 176,232           | 17,892            | 179,218           | 2,986             |
| <b>Gross Appropriations</b>      | <b>28,008,879</b> | <b>29,507,621</b> | <b>33,939,713</b>  | <b>35,063,222</b> | <b>1,123,509</b>  | <b>35,195,118</b> | <b>131,896</b>    |
| Intrafund Transfers              |                   | (119,930)         | (556,512)          | (487,973)         | 68,539            | (486,585)         | 1,388             |
| <b>Net Appropriations</b>        | <b>28,008,879</b> | <b>29,387,691</b> | <b>33,383,201</b>  | <b>34,575,249</b> | <b>1,192,048</b>  | <b>34,708,533</b> | <b>133,284</b>    |
| Contingencies/Dept Reserves      | 1,398,987         | 2,453,645         | 2,843,010          | 2,843,010         |                   | 2,843,010         |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>29,407,866</b> | <b>31,841,336</b> | <b>36,226,211</b>  | <b>37,418,259</b> | <b>1,192,048</b>  | <b>37,551,543</b> | <b>133,284</b>    |
| <b>NET COUNTY COST</b>           | <b>12,352,429</b> | <b>13,601,884</b> | <b>16,868,559</b>  | <b>17,833,094</b> | <b>964,535</b>    | <b>18,740,226</b> | <b>907,132</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 122.0             | 129.0             | 131.0              | 131.0             |                   | 133.0             | 2.0               |
| Funded FTE                       | 120.2             | 127.1             | 129.1              | 129.1             |                   | 131.1             | 2.0               |

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## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$227,513 or one percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$78,158 in this funding source due to the elimination of one-time Measure K funding for the Elder Abuse Unit in the FY 2016-17.

#### Fines, Fees and Forfeitures

No change

#### Intergovernmental Revenues

There is a net decrease of \$162,277 in this funding source due to a decrease of \$76,194 in one-time Prop. 172 funds, a decrease in grant funds of \$50,000, and a decrease of \$38,008 resulting from the completion of the Foreclosure Crisis program.

#### Miscellaneous Revenue

There is a net increase of \$300,000 in this funding source due to anticipated revenue of \$200,000 from the new filing of real estate instruments and anticipated revenue of \$100,000 from the State for CalWRAP (California Witness Relocation and Assistance Program) reimbursements.

#### Fund Balance

There is a net increase of \$167,948 in this funding source due to anticipated savings from FY 2016-17 as the result of receiving more revenue from CalWRAP reimbursements than anticipated. This increase will partially fund an increase in Witness and Interpreters costs due to anticipated use of expert witness for court testimony. Fund Balance used for one-time projects and purchases in FY 2016-17 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increase by \$1,192,048 or three percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$615,926 in this expenditure category primarily due to negotiated increases in salaries and benefits. There is no change in the number of positions.

#### Services and Supplies

There is a net decrease of \$32,787 in this expenditure category due to a reduction in the case management system contract.

#### Other Charges

There is a net increase of \$522,478 in this expenditure category due to an increase in internal service charges.

#### Fixed Assets

No change

#### Other Financing Uses

There is an increase of \$17,892 in this expenditure category due to the facility surcharge as set forth by the County.

Intrafund Transfers

There is a decrease of \$68,539 in this expenditure category due to the elimination of one-time cost of the office remodel completed in FY 2016-17.

Contingencies/Departmental Reserves

No change

**NET COUNTY COST**

There is an increase of \$964,535 or five percent in the Department's General Fund allocation.

**FY 2018-19 Budget Overview****TOTAL SOURCES**

Total Sources decrease by \$773,848 or 4% from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Taxes

There is a decrease of \$192,277 in this funding source due to the elimination of a carryover from FY 2016-17.

Fines, Fees and Forfeitures

No change

Intergovernmental Revenues

There is a net decrease of \$581,571 in this funding source due to the elimination of Prop 172 funds in the amount of \$139,698 and a decrease in CalOES grant funds of \$463,093.

Miscellaneous Revenue

No change

Fund Balance

No change

**TOTAL REQUIREMENTS**

Total Requirements increase by \$133,284 or zero percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$857,603 in this expenditure category due to negotiated increases in salaries and benefits. There is no change in the number of positions.

Services and Supplies

There is a net decrease of \$707,127 in this expenditure category due to the elimination of one-time expenditures of \$571,495 and anticipated reduction in the case management contract of \$139,698.

Other Charges

There is a net decrease of \$21,566 in this expenditure category due to a decrease in ISD automation service charges.

Other Financing Uses

There is an increase of \$2,986 in this expenditure category due to the facility surcharge as set forth by the County.

Intrafund Transfers

There is an increase of \$1,388 in this expenditure category for minor adjustments.

## NET COUNTY COST

There is an increase of \$907,132 or five percent in the Department's General Fund allocation.

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

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 122.0             | 129.0             | 131.0              | 131.0             |                   | 133.0             | 2.0               |
| Funded FTE                | 120.2             | 127.1             | 129.1              | 129.1             |                   | 131.1             | 2.0               |
| <b>Total Requirements</b> | 29,407,866        | 31,841,336        | 36,226,211         | 37,418,259        | 1,192,048         | 37,551,543        | 133,284           |
| <b>Total Sources</b>      | 17,055,437        | 18,239,452        | 19,357,652         | 19,585,165        | 227,513           | 18,811,317        | (773,848)         |
| <b>Net County Cost</b>    | 12,352,429        | 13,601,884        | 16,868,559         | 17,833,094        | 964,535           | 18,740,226        | 907,132           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; changes to state and federal funding; and an increase in Fund Balance due to savings in FY 2016-17 .

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,192,048          | 227,513       | 964,535         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and a decrease in CalOES grant funding.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (124,144)          | (773,848)     | 649,704         | 0         |

## 2. Paralegal Positions Additions

Two Paralegal positions have been added to assist in the review of wire tapes and videos in preparation for the District Attorneys to present their cases in court.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 257,428            | 0             | 257,428         | 2         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 133,284            | (773,848)     | 907,132         | 2         |

## Budget Unit Locator

County

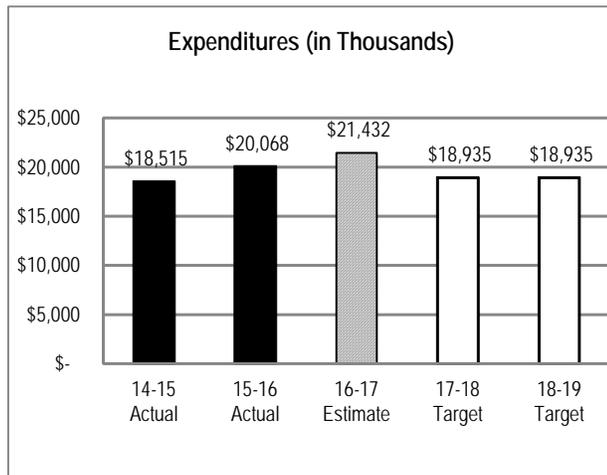
Criminal Justice

⇒ Private Defender Program

## Budget Unit Description

In accordance with constitutional requirements and state statutes, the Private Defender Program provides competent legal representation to individuals determined to be indigent by the Court. Services are provided through a contract with the San Mateo County Bar Association.

The San Mateo County Bar Association's Private Defender Program has been providing legal representation to the indigent in San Mateo County for 47 years. Currently, there are 114 lawyers on the PDP panel, of whom more than half have over 15 years of criminal or juvenile law experience.



## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Criminal Arraignments, Both Limited and General Jurisdiction | 16,898               | 18,852               | 19,515                 | 19,515               | 19,515               |
| Number of Client Complaints:   |                      |                      |                        |                      |                      |
| Relationship Issues  | 63                   | 52                   | 80                     | 80                   | 80                   |
| Performance Issues   | 14                   | 22                   | 10                     | 12                   | 12                   |

## Private Defender Program (2800B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 18,514,859        | 20,068,201        | 21,432,055         | 18,934,549        | (2,497,506)       | 18,935,188        | 639               |
| Total Sources      | 1,138,839         | 1,068,158         | 1,057,879          | 1,050,000         | (7,879)           | 1,050,000         |                   |
| Net County Cost    | 17,376,020        | 19,000,043        | 20,374,176         | 17,884,549        | (2,489,627)       | 17,885,188        | 639               |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: the removal of remaining funding for the County's agreement with the Private Defender Program for Sunny Day defense costs, an increase in County facility rental charges, and minor adjustments to indigent defense fees.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,497,506)        | (7,879)       | (2,489,627)     | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect an increase in County facility rental charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 639                | 0             | 639             | 0         |

Private Defender Program (2800B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                    |                   |                   |
| Intergovernmental Revenues |                   |                   | 427,897            | 450,000           | 22,103             | 450,000           |                   |
| Charges for Services       | 704,152           | 600,571           | 629,982            | 600,000           | (29,982)           | 600,000           |                   |
| Interfund Revenue          | 434,687           | 467,587           |                    |                   |                    |                   |                   |
| <b>TOTAL SOURCES</b>       | <b>1,138,839</b>  | <b>1,068,158</b>  | <b>1,057,879</b>   | <b>1,050,000</b>  | <b>(7,879)</b>     | <b>1,050,000</b>  |                   |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                    |                   |                   |
| Services and Supplies      | 18,455,439        | 20,002,766        | 21,372,823         | 18,872,823        | (2,500,000)        | 18,872,823        |                   |
| Other Charges              | 16,077            | 21,630            | 22,407             | 24,681            | 2,274              | 25,246            | 565               |
| Other Financing Uses       | 43,344            | 43,804            | 36,825             | 37,045            | 220                | 37,119            | 74                |
| <b>TOTAL REQUIREMENTS</b>  | <b>18,514,859</b> | <b>20,068,201</b> | <b>21,432,055</b>  | <b>18,934,549</b> | <b>(2,497,506)</b> | <b>18,935,188</b> | <b>639</b>        |
| <b>NET COUNTY COST</b>     | <b>17,376,020</b> | <b>19,000,043</b> | <b>20,374,176</b>  | <b>17,884,549</b> | <b>(2,489,627)</b> | <b>17,885,188</b> | <b>639</b>        |

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## Budget Unit Locator

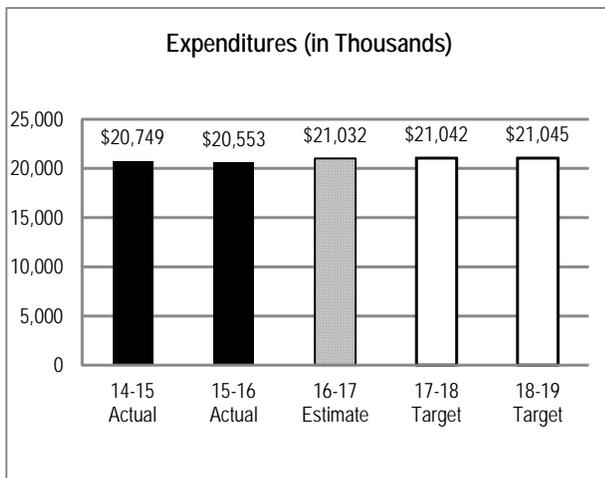
County

Criminal Justice

⇒ **County Support of the Courts**

### Budget Unit Description

In accordance with the provisions of the Trial Court Funding Act of 1997, all court-related County General Fund revenue and expenditures are accounted for in this budget unit. Revenues include pre-existing court-generated General Fund revenues and Fine and Forfeiture revenues that comprise the mandated Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations, including County Facility Payments for court facilities transferred to the State in FY 2008-09, Fine and Forfeiture State remittances, as well as court-related costs not within the definition of "court operations." A Memorandum of Agreement (MOA) between the Courts and the County specifies services to be performed by the County for the Courts.



### County Support of the Courts (2700B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 20,749,417        | 20,553,290        | 21,032,326         | 21,041,850        | 9,524             | 21,045,195        | 3,345             |
| Total Sources      | 9,444,518         | 8,162,127         | 8,835,182          | 7,543,182         | (1,292,000)       | 7,543,182         |                   |
| Net County Cost    | 11,304,899        | 12,391,164        | 12,197,144         | 13,498,668        | 1,301,524         | 13,502,013        | 3,345             |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance: a \$1.1 million (18%) reduction to Superior Court Fines, Fees and Forfeitures to reflect current trends; other adjustments judicial benefits and revenue services costs; and increases to County facility rental charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 9,524              | (1,292,000)   | 1,301,524       | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: an increase to county facility rental charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,345              | 0             | 3,345           | 0         |

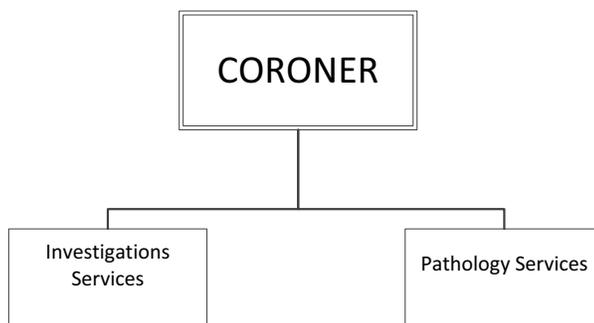
County Support of the Courts (2700B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Fines, Forfeitures and Penalties | 6,783,447         | 5,679,810         | 6,185,540          | 5,069,040         | (1,116,500)        | 5,069,040         |                   |
| Charges for Services             | 1,602,673         | 1,447,546         | 1,585,421          | 1,305,921         | (279,500)          | 1,305,921         |                   |
| Miscellaneous Revenue            | 1,058,398         | 1,034,771         | 1,064,221          | 1,168,221         | 104,000            | 1,168,221         |                   |
| <b>TOTAL SOURCES</b>             | <b>9,444,518</b>  | <b>8,162,127</b>  | <b>8,835,182</b>   | <b>7,543,182</b>  | <b>(1,292,000)</b> | <b>7,543,182</b>  |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits            | 485,561           | 498,450           | 520,000            | 530,000           | 10,000             | 530,000           |                   |
| Services and Supplies            | 1,167,482         | 1,057,908         | 1,104,052          | 1,094,052         | (10,000)           | 1,094,052         |                   |
| Other Charges                    | 19,091,446        | 18,990,320        | 19,401,497         | 19,410,255        | 8,758              | 19,413,404        | 3,149             |
| Other Financing Uses             | 4,928             | 6,612             | 6,777              | 7,543             | 766                | 7,739             | 196               |
| <b>TOTAL REQUIREMENTS</b>        | <b>20,749,417</b> | <b>20,553,290</b> | <b>21,032,326</b>  | <b>21,041,850</b> | <b>9,524</b>       | <b>21,045,195</b> | <b>3,345</b>      |
| <b>NET COUNTY COST</b>           | <b>11,304,899</b> | <b>12,391,164</b> | <b>12,197,144</b>  | <b>13,498,668</b> | <b>1,301,524</b>   | <b>13,502,013</b> | <b>3,345</b>      |

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## Coroner's Office



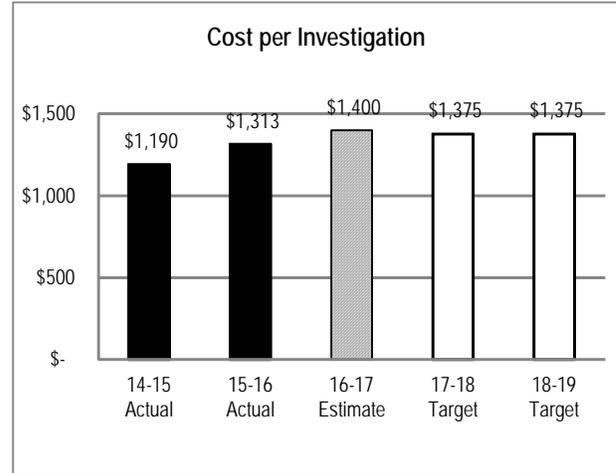
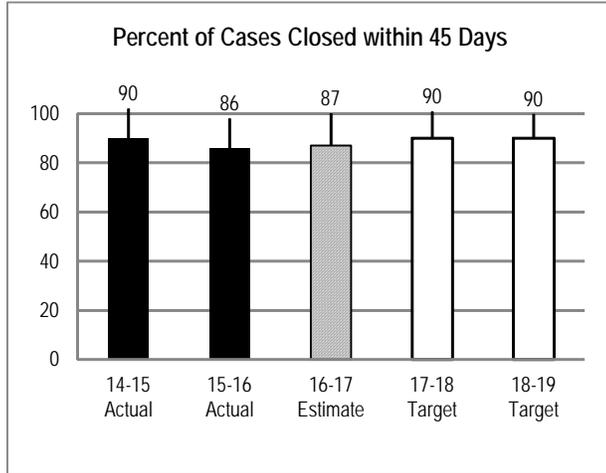
## Department Locator

County

Criminal Justice

➔ **Coroner's Office**

## Headline Measures



## Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 66%                  | 80%                  | 80%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 80%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Cost per Capita  | \$3.31               | \$3.49               | \$4.04                 | \$4.26               | \$4.67               |
| Percent of Employees Rating Working for the County as Very Good          | 100%                 | 92.7%                | 85%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                       | 57%                  | 72%                  | 75%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement     | 50%                  | 38%                  | 65%                    | 90%                  | 90%                  |

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## Mission Statement

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

## Overview

The Coroner's Office responds to calls for service, investigates, and determines the circumstances and manner of all violent, sudden, or unnatural deaths in San Mateo County. The Coroner's Office must establish whether or not a death was due to natural or unnatural causes. The Office receives and investigates approximately 2,100 death reports annually. Typically, approximately 28 percent of those reports require further inquiry. With the cooperation of law enforcement agencies, medical personnel, funeral homes, and families, Deputy Coroners conduct thorough investigations into a death. The Deputy Coroners also provide families with information regarding funeral arrangements, obtaining death certificates, and recovering personal property. The Coroner's Office contracts for forensic pathologists, body removal, and tissue analysis services.

The Coroner's Office achieved some major accomplishments in FY 2015-2016 and FY 2016-2017. The investigative staff pursued diplomate accreditation through American Board of Medicolegal Death Investigators (ABMDI). The Coroner's Office continues to support specialized medicolegal death investigation training. One Deputy Coroner attended the "Skeletal Recovery Workshop" offered by Los Angeles Medical Examiner-Coroner Office. Two Deputy Coroners attended the "Buried Body and Surface Skeleton Training" presented by TriTech Training Forensics. One Deputy Coroner attended the 2015 and 2016 Coroner Advanced Symposium sponsored by the California State Coroners Association. The Coroner's Office teamed up with the District Attorney's Bureau of Investigation for presentation on "Elder Abuse and Neglect" to all Deputy Coroners.

The Coroner's Office supports collaborative efforts with community partners. The Coroner's Office participated in mass casualty planning with its involvement in the 2016 San Mateo County Statewide Medical and Health Exercise. The Coroner's Office developed a course "Sudden Unexpected Infant Death Investigation" and presented it to law enforcement detectives and District Attorney Inspectors. The course was certified through Peace Officer Standards and Training (POST) and will be offered to peace officers annually. The Coroner's Office implemented numerous referral processes to Donor Network West, U.S. Consumer Products Safety Commission, and San Mateo County Public Health to ensure timely notification of relevant deaths.

The Coroner's Office continues to support youth and community outreach. The Save-A-Life program continues to provide services to at risk youth with 61 students attending the program from July 2015 through June 2017. The Coroner's Office anticipates greater attendance to the Save-A-Life program with inclusion of private referrals. The Coroner's Office participates in the Every 15 Minutes and Sober Prom events held at local high schools. The Coroner's Office also offers an internship program with 15 interns completing the program from July 2015 through June 2017.

## Program Results

Although the national standard of closing Coroner cases is within 90 days, the San Mateo County Coroner's Office strives to close cases within 45 days of referral. Timeliness in assisting families through this difficult process remains a high priority. The Coroner's Office has policies in place that allow for remains to be released within 24-36 hours from the time of the initial call for service.

The Coroner's Office has maintained excellent customer service as indicated in the customer survey responses. An overall customer satisfaction rating of 90 percent has been achieved by maintaining timely case completion, considering the families' needs, maintaining close communication with families especially in cases of genetic abnormalities, and identifying unknown deceased persons.

The cost per investigation increased in FY 2015-16 and FY 2016-17. The Coroner's Office adopted a pilot program to complete scene investigations on residential elder deaths reported by law enforcement. As a result, the Coroner's Office directed more investigative resources to evaluate residential elder deaths.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Cost per Investigation  | \$1,190              | \$1,313              | \$1,400                | \$1,375              | \$1,375              |
| Percent of Cases Closed within<br>45 Days                             | 90%                  | 86%                  | 87%                    | 90%                  | 90%                  |
| Percent of Survey Respondents<br>Rating Services as Good or<br>Better | 80%                  | 90%                  | 90%                    | 90%                  | 90%                  |

Coroner's Office (3300B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 11,820            | 11,716            | 11,500             | 11,500            |                   | 11,500            |                   |
| Intergovernmental Revenues       | 530,717           | 489,840           | 489,840            | 635,414           | 145,574           | 513,512           | (121,902)         |
| Charges for Services             | 213,385           | 224,104           | 255,000            | 255,000           |                   | 255,000           |                   |
| Miscellaneous Revenue            | 3,209             | 31,816            | 7,138              | 2,000             | (5,138)           | 2,500             | 500               |
| <b>Total Revenue</b>             | <b>759,132</b>    | <b>757,476</b>    | <b>763,478</b>     | <b>903,914</b>    | <b>140,436</b>    | <b>782,512</b>    | <b>(121,402)</b>  |
| Fund Balance                     | 299,934           | 362,055           | 402,354            | 402,354           |                   | 402,354           |                   |
| <b>TOTAL SOURCES</b>             | <b>1,059,066</b>  | <b>1,119,531</b>  | <b>1,165,832</b>   | <b>1,306,268</b>  | <b>140,436</b>    | <b>1,184,866</b>  | <b>(121,402)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 1,539,567         | 1,700,314         | 1,989,792          | 2,300,356         | 310,564           | 2,215,821         | (84,535)          |
| Services and Supplies            | 631,854           | 620,964           | 721,119            | 679,258           | (41,861)          | 663,994           | (15,264)          |
| Other Charges                    | 316,067           | 330,202           | 387,891            | 372,088           | (15,803)          | 402,498           | 30,410            |
| Other Financing Uses             | 13,637            | 16,510            | 16,677             | 16,659            | (18)              | 17,096            | 437               |
| <b>Gross Appropriations</b>      | <b>2,501,125</b>  | <b>2,667,990</b>  | <b>3,115,479</b>   | <b>3,368,361</b>  | <b>252,882</b>    | <b>3,299,409</b>  | <b>(68,952)</b>   |
| Intrafund Transfers              |                   |                   | (20,000)           |                   | 20,000            |                   |                   |
| <b>Net Appropriations</b>        | <b>2,501,125</b>  | <b>2,667,990</b>  | <b>3,095,479</b>   | <b>3,368,361</b>  | <b>272,882</b>    | <b>3,299,409</b>  | <b>(68,952)</b>   |
| Contingencies/Dept Reserves      | 152,420           | 167,838           | 201,772            | 201,772           |                   | 201,772           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,653,545</b>  | <b>2,835,828</b>  | <b>3,297,251</b>   | <b>3,570,133</b>  | <b>272,882</b>    | <b>3,501,181</b>  | <b>(68,952)</b>   |
| <b>NET COUNTY COST</b>           | <b>1,594,479</b>  | <b>1,716,298</b>  | <b>2,131,419</b>   | <b>2,263,865</b>  | <b>132,446</b>    | <b>2,316,315</b>  | <b>52,450</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 13.0              | 13.0              | 13.0               | 13.0              |                   | 13.0              |                   |
| Funded FTE                       | 13.0              | 13.0              | 13.0               | 13.0              |                   | 13.0              |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$140,436 or 12 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes.

#### Licenses, Permits and Franchises

No change

#### Intergovernmental Revenues

There is an increase of \$145,574 in this revenue category due to an increase in Proposition 172 sales tax to fund a limited term Deputy Coroner to continue the elder death investigation pilot program as well as to cover the increase in the contract with the Pathologists.

#### Charges for Services

No change

#### Miscellaneous Revenue

There is a decrease of \$5,138 in this revenue category due to a reduced number of participants in the Save-A-Life program and a reduction in reimbursements for of class tuition.

#### Fund Balance

No change

### TOTAL REQUIREMENTS

Total Requirements increase by \$272,882 or 8.2 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$310,564 in this expenditure category due to negotiated salary and benefit changes and the addition of a limited term Deputy Coroner.

#### Services and Supplies

There is a net decrease of \$41,861 in this expenditure category due to removing one-time expenditures for safety equipment, uniforms, and other miscellaneous supplies. This decrease is partially offset by an increase in the contract with the Forensic Pathologist's and training costs for the Deputy Coroner's certification program.

#### Other Charges

There is a net decrease of \$15,803 in this expenditure category primarily due to a reduction in County facility rental charges. This decrease is partially offset by an increase in general liability insurance.

#### Other Financing Uses

There is a decrease of \$18 in this expenditure category due to a decrease in the facility surcharge.

#### Intrafund Transfers

There is a decrease of \$20,000 in this expenditure category due to the removal of funding from Non-Departmental Services to cover the cost of the morgue supplies and equipment.

#### Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 5.9 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$134,404.

### NET COUNTY COST

There is an increase of \$132,446 or 6.2 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$121,402 or 9.2 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Licenses, Permits and Franchises

No change

#### Intergovernmental Revenues

There is a decrease of \$121,902 in this revenue category due to the removal of one-time Proposition 172 sales tax funds for a limited term Deputy Coroner. This decrease is partially offset by an increase in Proposition 172 sales tax funds to cover an increase in the contract with the Forensic Pathologists.

#### Charges for Services

No change

#### Miscellaneous Revenue

There is an increase of \$500 in this revenue category due to an anticipated increase in the number of participants in the Save-A-Life program.

#### Fund Balance

No change

### TOTAL REQUIREMENTS

Total Requirements decrease by \$68,952 or 1.9 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$84,535 in this expenditure category due to the removal of a limited term Deputy Coroner. This decrease is partially offset by an increase in negotiated salary and benefits.

#### Services and Supplies

There is a net decrease of \$15,264 in this expenditure category primarily due to backing out one-time supplies and equipment. This decrease is partially offset by an increase in the contract with the Forensic Pathologists.

#### Other Charges

There is an increase of \$30,410 in this expenditure category primarily due to an increase in county facility rental charges.

#### Other Financing Uses

There is an increase of \$437 in this expenditure category due to an increase in the facility surcharge.

#### Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents six percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$135,783.

### NET COUNTY COST

There is an increase of \$52,450 or 2.3 percent in the Department's General Fund allocation.

## Coroner's Office (3300B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 13.0              | 13.0              | 13.0               | 13.0              |                   | 13.0              |                   |
| Funded FTE                | 13.0              | 13.0              | 13.0               | 13.0              | 0.0               | 13.0              |                   |
| <b>Total Requirements</b> | 2,653,545         | 2,835,828         | 3,297,251          | 3,570,133         | 272,882           | 3,501,181         | (68,952)          |
| <b>Total Sources</b>      | 1,059,066         | 1,119,531         | 1,165,832          | 1,306,268         | 140,436           | 1,184,866         | (121,402)         |
| <b>Net County Cost</b>    | 1,594,479         | 1,716,298         | 2,131,419          | 2,263,865         | 132,446           | 2,316,315         | 52,450            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and an increase in Proposition 172 funds to cover an increase in the contract with the Forensic Pathologists .

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 142,882            | 10,436        | 132,446         | 0         |

#### 2. Limited Term Deputy Coroner

Funding for a limited term Deputy Coroner is added to continue the elder death investigation pilot program for one year. An increase in the Departments Proposition 172 allocation will cover the salary and benefits of this position.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 130,000            | 130,000       | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 272,882            | 140,436       | 132,446         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (68,952)           | (121,402)     | 52,450          | 0         |

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# HEALTH SERVICES

## COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

### RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

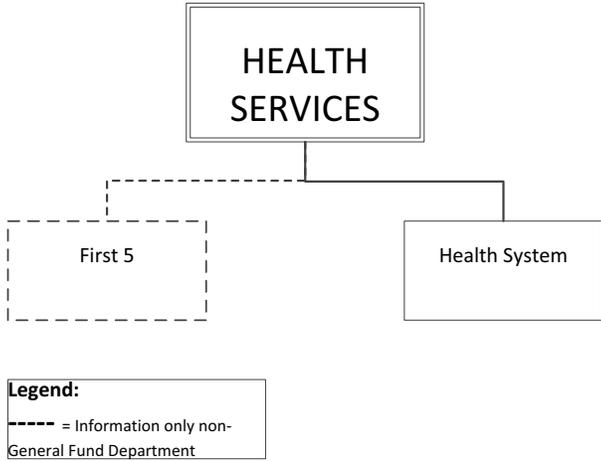
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with respect  
and dignity

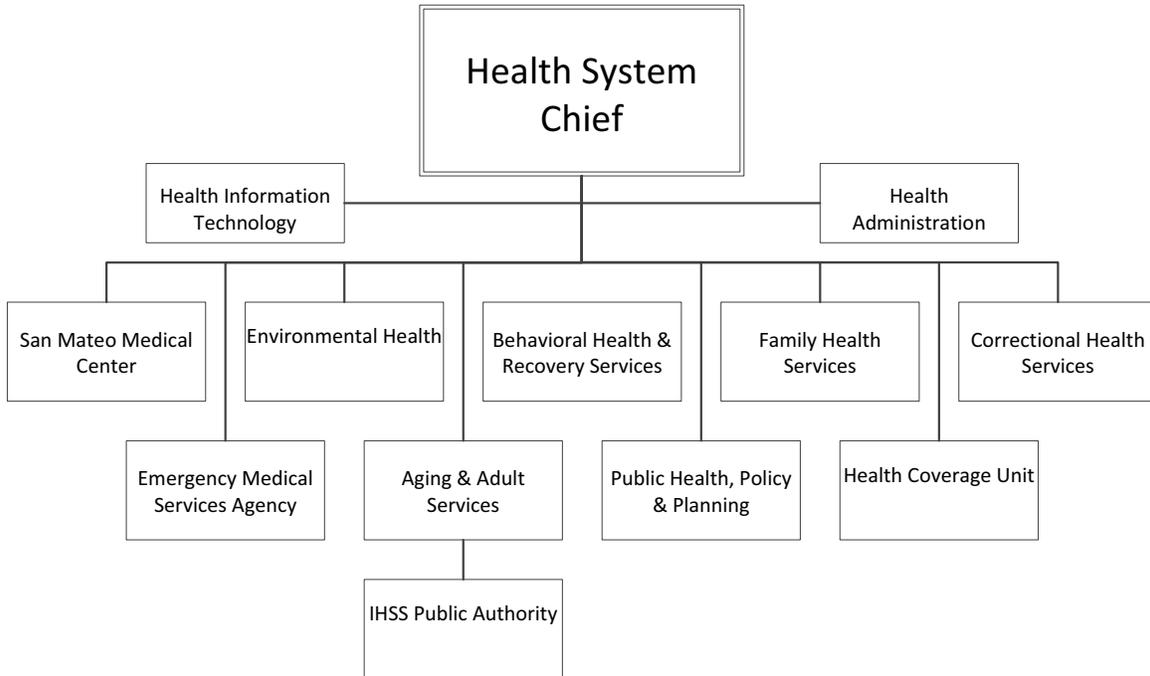




## Health Services FY 2017-18 and 2018-19 All Funds Summary

| Total Requirements                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19 |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|
| <b>General Fund Budgets</b>         |                    |                    |                    |                    |                   |                    |                   |
| Health Administration               | 8,161,872          | 11,850,626         | 15,104,371         | 20,350,138         | 5,245,767         | 19,569,185         | (780,953)         |
| Health Coverage Unit                | 6,049,987          | 5,141,406          | 4,978,771          | 7,701,317          | 2,722,546         | 8,048,026          | 346,709           |
| Public Health, Policy and Planning  | 24,851,393         | 26,588,443         | 29,955,950         | 36,654,992         | 6,699,042         | 35,938,946         | (716,046)         |
| Health IT                           | 2,022,604          | 5,723,230          | 7,501,658          | 7,486,225          | (15,433)          | 4,095,702          | (3,390,523)       |
| Emergency Medical Services GF       | 7,241,774          | 7,632,467          | 8,361,258          | 8,482,655          | 121,397           | 8,368,058          | (114,597)         |
| Aging and Adult Services            | 23,610,653         | 26,648,821         | 32,822,731         | 37,694,312         | 4,871,581         | 37,536,778         | (157,534)         |
| IHSS Public Authority GF            | 3,702,306          | 3,702,306          | 3,702,306          | 3,702,306          |                   | 3,702,306          |                   |
| Environmental Health Services       | 15,296,129         | 15,133,717         | 17,148,539         | 17,106,871         | (41,668)          | 17,198,230         | 91,359            |
| Behavioral Health and Recovery Svcs | 148,552,703        | 162,958,473        | 185,006,868        | 194,697,946        | 9,691,078         | 196,597,263        | 1,899,317         |
| Family Health Services              | 28,331,413         | 30,056,968         | 32,566,229         | 34,422,447         | 1,856,218         | 34,807,298         | 384,851           |
| Correctional Health Services        | 11,117,902         | 13,876,432         | 17,631,770         | 20,554,186         | 2,922,416         | 22,381,303         | 1,827,117         |
| Contributions to Medical Center     | 63,068,265         | 58,868,082         | 58,121,621         | 58,121,621         |                   | 58,121,621         |                   |
| <b>Total General Fund</b>           | <b>342,007,000</b> | <b>368,180,970</b> | <b>412,902,072</b> | <b>446,975,016</b> | <b>34,072,944</b> | <b>446,364,716</b> | <b>(610,300)</b>  |
| <b>Non-General Fund Budgets</b>     |                    |                    |                    |                    |                   |                    |                   |
| Emergency Medical Services Fund     | 5,357,481          | 4,889,284          | 4,953,323          | 3,302,734          | (1,650,589)       | 2,712,908          | (589,826)         |
| IHSS Public Authority               | 16,942,650         | 21,115,143         | 22,504,184         | 24,549,047         | 2,044,863         | 25,104,673         | 555,626           |
| San Mateo Medical Center            | 274,497,472        | 308,206,973        | 322,095,642        | 350,011,243        | 27,915,601        | 353,925,151        | 3,913,908         |
| <b>Total Non-General Fund</b>       | <b>296,797,603</b> | <b>334,211,400</b> | <b>349,553,149</b> | <b>377,863,024</b> | <b>28,309,875</b> | <b>381,742,732</b> | <b>3,879,708</b>  |
| <b>Total Requirements</b>           | <b>638,804,604</b> | <b>702,392,371</b> | <b>762,455,221</b> | <b>824,838,040</b> | <b>62,382,819</b> | <b>828,107,448</b> | <b>3,269,408</b>  |
| <b>Total Sources</b>                | <b>511,889,501</b> | <b>573,947,088</b> | <b>624,247,123</b> | <b>674,503,700</b> | <b>50,256,577</b> | <b>673,683,077</b> | <b>(820,623)</b>  |
| <b>Net County Cost</b>              | <b>126,915,101</b> | <b>128,445,281</b> | <b>138,208,098</b> | <b>150,334,340</b> | <b>12,126,242</b> | <b>154,424,371</b> | <b>4,090,031</b>  |
| <b>AUTHORIZED POSITIONS</b>         |                    |                    |                    |                    |                   |                    |                   |
| Salary Resolution                   | 2,128.0            | 2,191.0            | 2,189.0            | 2,194.0            | 5.0               | 2,194.0            |                   |
| Funded FTE                          | 2,025.4            | 2,089.7            | 2,095.2            | 2,088.4            | (6.8)             | 2,088.7            | 0.3               |
| <b>Information Only</b>             |                    |                    |                    |                    |                   |                    |                   |
| First 5 San Mateo County            | 27,649,044         | 21,938,373         | 20,288,801         | 19,554,544         | (734,257)         | 19,356,827         | (197,717)         |

# Health System



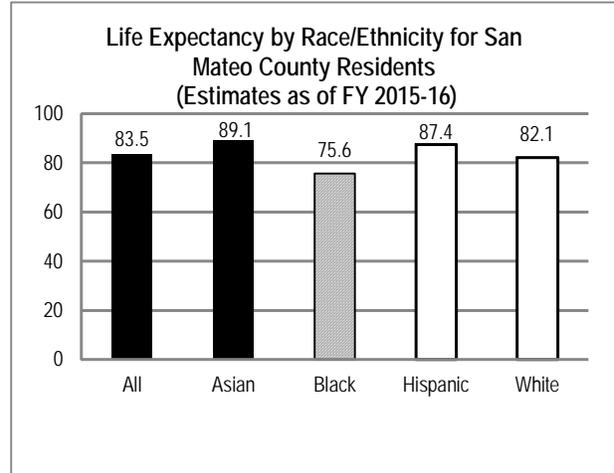
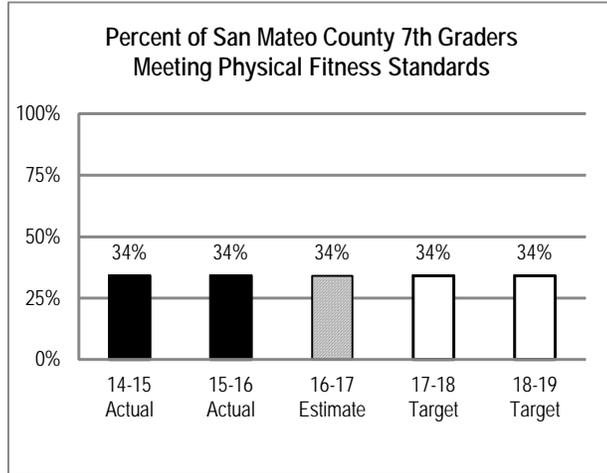
Department Locator

County

Health Services

➔ Health System

Headline Measures



Administrative Measures

|   | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|---|-------------------|-------------------|---------------------|-------------------|-------------------|
| Percent of Performance Goals Met  | 74%               | 71%               | 82%                 | 75%               | 75%               |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 84%               | 95%               | 90%                 | 90%               | 90%               |
| Cost per Capita   | \$425             | \$468             | \$487               | \$562             | \$557             |
| Percent of Employees Rating Working for the County as Very Good <sup>1</sup>      | 77%               | 81%               | 83%                 | 80.9%             | 80.9%             |
| Percent of Employee Evaluations Completed Annually                                | 44%               | 43%               | 55%                 | 90%               | 90%               |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---               | 47.2%             | 47.2%               | 90%               | 90%               |

<sup>1</sup> Data not available

## Mission Statement

The mission of the Health System is to help San Mateo County residents live longer and better lives.

## Overview

The Health System is responsible for preventing health issues when possible and providing services to particularly vulnerable populations when health issues arise. The Health System operates over 200 programs to support health in the community.

The programs within the Health System work to prevent health problems by ensuring that food, housing, water, and the environment are safe from contamination and pollution. The Health System collaborates with cities and County agencies to make physical activity a part of everyday life by promoting active transportation such as walking and biking. The Health System also works on improving nutrition by promoting breastfeeding, supporting access to healthy food, and a sustainable food system so the healthy choice is the easy choice for all residents. The Health System monitors the health of the community and takes action when contagious diseases appear. Finally, the Health System works collaboratively with other agencies in order to prevent harm to the environment.

In addition to organizing and overseeing the emergency medical care response system for all residents, the Health System also serves as the health, mental health, and substance use treatment safety net for the most vulnerable people in the community by providing mental health, medical, dental and substance use treatment to children, youth and adults with nowhere else to turn, including youth and adults in custody, and undocumented residents. For low-income children and their families, the Health System provides a wide range of services to assure the healthiest start in life possible. For low-income seniors and people with disabilities, the Health System provides many types of services to promote the best quality of life and the ability to live with dignity at home.

## FY 2015-17 Accomplishments

The Health System's accomplishments are aligned to its five core values:

### Build healthy communities through policy change

- Ranked healthiest County in California by the Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute.
- With strong community partnership, contributed to the completion of an Oral Health Strategic Plan that is guiding coordinated strategies that will improve access to oral health services for low-income children and adults.
- Supported outreach and enrollment efforts that have contributed to 96 percent of San Mateo County residents being insured.
- Established an expansive set of substance abuse treatment benefits under the reformed Medi-Cal program.
- Successfully transitioned 93 percent (2,600) of local Healthy Kids program clients to the Medi-Cal program to maximize the expansion of Medi-Cal for low-income children regardless of documentation status.
- Submitted the Local Agency Onsite Wastewater Treatment System Management Program to the Regional Water Quality Control Board outlining how the County aligns with State guidelines in monitoring wastewater and keeping the environment healthy.

### Provide the right service at the right time and place

- Improved how patients access care by bringing 8,700 new patients into care with a primary care medical home in FY 2015-16, implemented Express Care, which used Nurse Practitioners in the clinics to provide same day and next day for established patients to provide more urgent access and avoid Emergency Department visits; provided 2,800 urgent care visits, started phone based care in both primary care and select specialties providing 900 phone visits, and established the New Patient Connection Center. The New Patient Connection Center was designed with the San Mateo Medical Center's (SMMC) LEAP improvement efforts and serves as a single point of entry that welcomes new patients into the ambulatory system, provides onboarding assistance, helps patients navigate the

system, provides insurance information, and improves the overall patient experience. The New Patient Connection Center managed 29,142 incoming calls in FY 2015-16 and was recognized by the California Association of Public Hospitals and the California HealthCare Safety Net Institute with the 2016 Quality Leaders Award in Performance Excellence.

- With Measure K support, doubled the capacity of the Health System's research-based early intervention with first-time pregnant women to maximize the health and positive life course for their baby and themselves. The Nurse-Family Partnership was cited as a model by the State and National Service Office as a result of success in achieving benchmarks in breastfeeding, immunizations, and birth spacing.
- Implemented a new case management system for the California Children's Services work in partnership with the Health Plan of San Mateo to support children with complex medical needs in getting what they need.
- Opened the Shasta Youth Clinic in Redwood City that provides a welcoming environment to children and families and provides all therapeutic interventions.
- Developed the in-custody Behavioral Health Pods that provide appropriate mental health assessment and treatment for seriously mentally ill adults within a specialized living environment.
- Began construction of Serenity House, a short term crisis residential facility for 13 adults experiencing psychiatric related crises, expected to be completed by August 2017.
- Implemented the Elder and Dependent Adult Protection Team (EDAPT) with County Measure K Funds, forging a critical partnership between the Health System, County Counsel, District Attorney, and the community, providing 150 community outreach/training events.
- Implemented customized Essential Caregiver Skills program to teach fundamental homecare skills to 450 providers caring for In-Home Supportive Services clients.
- Conducted Zika and emergency preparedness outreach and education, reaching over 16,000 households as part of the Health System's Emergency Preparedness efforts and strong partnership with County and city Community Emergency Response Teams (CERTs).
- Implemented an electronic public health laboratory reporting interface with the State Disease Surveillance System known as CalREDIE.
- Reduced long-term care days by 33 percent for enrollees of the Health Plan of San Mateo Cal-MediConnect and Aging and Adult Coordinated Care Initiative (CCI) Pilot.
- Implemented the Medication Assisted Treatment program in the jail using Vivitrol (Naltrexone) medication to reduce craving for alcohol, allowing inmates to focus on recovery.
- Opened a second youth drop-in center with Edgewood, to provide peer support and positive social activities.

### **Provide a great experience to all who interact with us**

- Received the County STARS Award for the WE CARE customer service program at San Mateo Medical Center.
- Received successful Joint Commission regulatory surveys for the Medical Center including the laboratory.
- Implemented the Enterprise Master Person Index (EMPI), an information system that creates a single best demographic record for the clients we serve. As a result of implementing the EMPI, client demographics from multiple electronic health record and case management systems are now merged into a single organizational record. The single best record ensures we do not create duplicate registration records in any of our systems and provides staff with detailed data quality reports that can be used to provide continuous training to staff involved with registering clients, and is the foundation for coordination of all care.
- Began a transgender clinic in Public Health at the Edison Clinic.
- Received approval by the Centers for Disease Control and Prevention to perform the Triplex test for Zika, Dengue and Chikungunya.
- Achieved a 91 percent Dual Therapy treatment rate, the highest level in California, for clients with Gonorrhea.
- Received the STARS Program Green Award for their Tuberculosis Program for implementing the Visual Direct Observed Therapy (VDOT) program using smart phone technology. During FY 2015-16 the tuberculosis program staff conducted 1,354 VDOT client encounters, saved 13,500 miles of driving time and saved 7.44 tons of CO2 emissions.

- Implemented an electronic birth and death application registration kiosk available to the public called Vital Docs. The Kiosk has reduced the number of paper applications, reduced wait times, reduced traffic, and allowed staff to process vital events faster.
- Continued implementing the Safe Medicine Disposal Program, with 20 collection sites that are fully operational and about a half dozen more planned for summer 2017.
- Completed implementation of the color coded (green, yellow, red) restaurant inspection signage system throughout San Mateo County.

### **Use our funds wisely**

- Expanded use of mobile technology for Environmental Health inspections from seven percent to 83 percent.
- Became the first county in the State to implement the Drug Medi-Cal Organized Delivery System, which will increase Federal revenue to support substance use treatment and offer clients a full continuum of care that supports long-term recovery.
- Received a successful (97 percent) mark on the specialty mental health Medi-Cal audit.
- Implemented an inmate claiming agreement with the State.
- Received approval for the Whole Person Care grant from the State, leveraging previously unmatched funds to expand a wide range of support services for complex frequent users.

### **Be a great place to work**

- Improved employee engagement by three percent from 71 percent to 74 percent while also improving response rates by seven percent.
- Implemented an "Everyone Every Day" system that already involves 700-plus Health System staff in immediate identification and root-cause problem solving for harm/risk-of harm issues; spread problem-solving huddles to 14 additional work areas; and engaged 120 staff through 12 week-long improvement events.
- Improved safety and support for field-based staff through expansion of cell phones as appropriate.
- Completed fitness center for employees on San Mateo campus.
- Participated in the roll out of the new shuttle program for all County employees.
- Completed safety assessments for Health System sites and participated in the Big Five training.

## **Significant Challenges for FY 2017-18 and FY 2018-19**

### **Build healthy communities through policy change**

- Adapting to Federal policy and potential budget changes that reduce the role of government at all levels in promoting health.
- Retaining high rates of coverage across our clients and the community at-large amidst changes in the health insurance landscape and greater burdens on clients to demonstrate eligibility for Medi-Cal.
- Building support for policies that build healthy and equitable communities so that all residents can live long and happy lives regardless of income level or where they live.
- Developing policy and practice with other jurisdictions for marijuana industry oversight and groundwater use and management.
- Continuing collaborative work with criminal justice to align policy with the goal of linking people who intersect with the justice system more effectively with mental health and drug and alcohol treatment.

### **Provide the right service at the right time and place**

- Advancing technology initiatives such as the Health Information Exchange, case management, and others that further our ability to coordinate care and provide the right service at the right time and setting.
- Working with the Health Plan of San Mateo to assure that the shared clients/members with the most complex health issues get the support they need through Whole Person Care and other programs.
- Sustaining our clients' enrollment in Medi-Cal, enabling access and reimbursement for necessary services.

- Furthering a more "trauma informed" system so that staff are trained and have the resources to respond to clients whose health problems are related to underlying trauma and toxic stress.
- Identifying appropriate and affordable placements for mentally ill patients, including conservatees ready for discharge from all levels of institutions.
- Working with other County partners to develop and link clients to supported housing and other housing resources constrained by the high cost of housing in the Bay Area.
- Moving forward with other County partners and communities on capital projects involving the Health System: the San Mateo Campus improvements, replacement of Cordilleras Mental Health Center, completion of the Serenity House respite center, South San Francisco campus planning, Middlefield Junction, and the government center in Redwood City.
- Increasing evidenced-based interventions in home visiting programs to ensure positive health and socioeconomic outcomes.
- Fully implementing the Drug Medi-Cal Organized Delivery System so that all Medi-Cal beneficiaries have access to the array of substance use treatment services they need.
- Responding to the increasing aging population with supports to age in place, such as establishing an urgent caregiver registry to meet the emergency needs of In-Home Supportive Services clients.

### **Provide a great experience to all who interact with us**

- Sustaining a culture of welcoming and inclusion for all residents in need of health and supportive services, as diversity increases in San Mateo County and some communities experience heightened anxiety due to Federal policy.
- Recruiting primary care physicians and psychiatrists during a continuing national shortage.
- Continuing to develop Patient Centered Medical Homes to engage our patients effectively.
- Implementing a new client satisfaction survey tool across all Family Health Services and Health Coverage Unit programs, using the results of the survey to refine programs and ensure services are offered at the right time and place.
- Implementing new clinical practices and specialty services that meet the greater needs for medical and behavioral health services for inmates serving multiple year sentences in San Mateo County jails.
- Controlling the increase in sexually transmitted disease such as Gonorrhea.

### **Use our funds wisely**

- Monitoring uncertainty in State and Federal revenues while our salary, benefits, and other costs rise.
- Monitoring and supporting the viability and sustainability of community based organizations that carry out the Health System's work.

### **Be a great place to work**

- Sustaining employee engagement while furthering improvement opportunities at a greater pace of change.
- Achieving a more racially and ethnically diverse workforce that reflects the demographics of our client population.
- Using new informatics tools in Communicable Disease and Public Health Laboratory to improve data quality, reliability, reduce paper, improve investigation response time, and enhance decision making ability.

Health System (5000D)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19 |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                    |                   |                    |                   |
| Taxes                            | 3,182,221          | 7,327,329          | 10,564,470         | 12,757,270         | 2,192,800         | 12,333,021         | (424,249)         |
| Licenses, Permits and Franchises | 1,945,858          | 2,045,703          | 1,998,078          | 2,004,381          | 6,303             | 2,016,131          | 11,750            |
| Fines, Forfeitures and Penalties | 3,092,452          | 2,156,388          | 2,617,623          | 1,676,284          | (941,339)         | 1,676,284          |                   |
| Use of Money and Property        | 459,534            | 470,810            | 426,007            | 390,875            | (35,132)          | 390,875            |                   |
| Intergovernmental Revenues       | 213,503,695        | 232,257,017        | 205,331,495        | 296,131,948        | 90,800,453        | 309,617,310        | 13,485,362        |
| Charges for Services             | 187,918,627        | 206,655,046        | 268,102,630        | 231,434,482        | (36,668,148)      | 230,303,621        | (1,130,861)       |
| Interfund Revenue                | 10,174,503         | 15,220,193         | 14,578,538         | 14,545,152         | (33,386)          | 14,647,313         | 102,161           |
| Miscellaneous Revenue            | 3,169,834          | 23,713,263         | 27,817,578         | 32,026,790         | 4,209,212         | 30,888,955         | (1,137,835)       |
| Other Financing Sources          | 62,902,036         | 56,509,328         | 58,121,621         | 58,121,621         |                   | 58,121,621         |                   |
| <b>Total Revenue</b>             | <b>486,348,759</b> | <b>546,355,077</b> | <b>589,558,040</b> | <b>649,088,803</b> | <b>59,530,763</b> | <b>659,995,131</b> | <b>10,906,328</b> |
| Fund Balance                     | 19,928,686         | 21,979,955         | 29,077,027         | 19,802,841         | (9,274,186)       | 8,075,890          | (11,726,951)      |
| <b>TOTAL SOURCES</b>             | <b>506,277,445</b> | <b>568,335,032</b> | <b>618,635,067</b> | <b>668,891,644</b> | <b>50,256,577</b> | <b>668,071,021</b> | <b>(820,623)</b>  |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                    |                   |                    |                   |
| Salaries and Benefits            | 300,362,340        | 331,172,119        | 366,921,086        | 395,469,286        | 28,548,200        | 401,845,645        | 6,376,359         |
| Services and Supplies            | 179,065,097        | 194,000,524        | 206,957,701        | 221,275,849        | 14,318,148        | 219,513,654        | (1,762,195)       |
| Other Charges                    | 81,996,870         | 106,231,170        | 117,489,591        | 127,124,517        | 9,634,926         | 128,912,397        | 1,787,880         |
| Fixed Assets                     | 293,126            | 407,095            | 14,346,567         | 9,079,400          | (5,267,167)       | 8,010,000          | (1,069,400)       |
| Other Financing Uses             | 17,010,827         | 10,777,042         | 10,854,069         | 27,607,577         | 16,753,508        | 27,452,429         | (155,148)         |
| <b>Gross Appropriations</b>      | <b>578,728,261</b> | <b>642,587,949</b> | <b>716,569,014</b> | <b>780,556,629</b> | <b>63,987,615</b> | <b>785,734,125</b> | <b>5,177,496</b>  |
| Intrafund Transfers              | (24,131,636)       | (27,904,842)       | (26,408,034)       | (21,653,156)       | 4,754,878         | (21,535,367)       | 117,789           |
| <b>Net Appropriations</b>        | <b>554,596,624</b> | <b>614,683,107</b> | <b>690,160,980</b> | <b>758,903,473</b> | <b>68,742,493</b> | <b>764,198,758</b> | <b>5,295,285</b>  |
| Contingencies/Dept Reserves      | 2,830,717          | 7,657,051          | 2,884,464          | 5,758,882          | 2,874,418         | 4,210,401          | (1,548,481)       |
| Non-General Fund Reserves        | 18,308,995         | 21,184,129         | 11,288,156         | 2,054,064          | (9,234,092)       | 1,576,668          | (477,396)         |
| <b>TOTAL REQUIREMENTS</b>        | <b>575,736,337</b> | <b>643,524,287</b> | <b>704,333,600</b> | <b>766,716,419</b> | <b>62,382,819</b> | <b>769,985,827</b> | <b>3,269,408</b>  |
| <b>NET COUNTY COST</b>           | <b>69,458,892</b>  | <b>75,189,255</b>  | <b>85,698,533</b>  | <b>97,824,775</b>  | <b>12,126,242</b> | <b>101,914,806</b> | <b>4,090,031</b>  |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                    |                   |                    |                   |
| Salary Resolution                | 2,128.0            | 2,191.0            | 2,189.0            | 2,194.0            | 5.0               | 2,194.0            |                   |
| Funded FTE                       | 2,025.4            | 2,089.7            | 2,095.2            | 2,088.4            | (6.8)             | 2,088.7            | 0.3               |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by 8.1 percent or \$50,256,577 from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$2,192,800 in this funding due mainly to increased Measure K revenue as a result of salary and benefit increases, including the match for Whole Person Care, and the addition of the new Measure K Neighborhood Data project. These increases are slightly offset by the removal of one-time reimbursements.

#### Licenses, Permits and Franchises

There is a net increase of \$6,303 as a result of adjusting revenue based on actual collection activities and current fee schedules.

#### Fines, Fees and Forfeitures

There is a net decrease of \$941,339 to reflect actual collection activity from court fines which have been declining for a few years.

#### Use of Money and Property

There is a decrease of \$35,132 as a result of a reduction in Interest Earned.

#### Intergovernmental Revenues

There is a net increase of \$90,800,453, due to the addition of the Whole Person Care grant and the shift from a capitation agreement with the Health Plan of San Mateo and patient level costs reimbursement programs back to supplemental payment programs such as Health Realignment and increased Intergovernmental Transfers. Funding is also changing to performance based reimbursement such as the Global Payment Program, resulting in a shift of revenue from Charges for Services to Intergovernmental Revenue. Other adjustments are made based on recent audits, adjusting reserves and allowing for additional revenue in this category.

#### Charges for Services

There is a net decrease of \$36,668,148 as a result of the termination of the capitation contract with the Health Plan of San Mateo, impacting Behavioral Health and Recovery Services and the Medical Center. This major reduction is partially offset by other adjustments throughout the Department.

#### Interfund Revenue

There is a net decrease of \$33,386 as a result of less funds being transferred between divisions. The Medical Center reduced its contribution to the Health Coverage Unit for eligibility assistance and Emergency Medical Services reduced the transfer from the trust fund for operations due to declining revenue. This reduction was partially offset by an increase in Public Health Policy and Planning in transfers from the Medical Center as a result of an increase in revenue for the Public Health Lab and Health Care for the Homeless grant.

#### Miscellaneous Revenue

There is a net increase of \$4,209,212 due mostly to the budgeting of two Supplemental Intergovernmental Transfers in one fiscal year as the state moves from retrospective to prospective payment method, partially offset by a decrease in foundation grants. The net revenue received from the FY 2015-16 and FY 2016-17 Supplemental Intergovernmental Transfers will be placed in reserves for potential federal changes.

#### Other Financing Sources

There is no change in this category as the General Fund contribution to the Medical Center for indigent health care remains flat.

Fund Balance

There is a net decrease of \$9,274,186 due to one-time expenditures in FY 2016-17 and moving funds into Reserves in the Medical Center.

**TOTAL REQUIREMENTS**

Total Requirements increase by nine percent or \$62,382,819 from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$28,548,200 due to the annualization of negotiated salary and benefit increases and the addition of two positions and conversion of three term positions to permanent status for the expansion of behavioral health services in Correctional Health.

Services and Supplies

There is a net increase of \$14,318,148 due to the inclusion of the new Measure K Neighborhood Data Project, Electronic Document Management System, replacement of the One-E-App software, expansion of behavioral health services in Correctional Health, and general cost increases in contracts. These increases are partially offset by a reduction in Health IT projects that were either completed or planned to be carried into future years and a reduction in expenses in the EMS trust fund due to declining revenues.

Other Charges

There is a net increase of \$9,634,9267 due to increased contract costs for state hospital beds, increased costs for In-Home Supportive Services contract, increased charges from the Information Services Department, and funding for a pilot project for alternative housing for clients previously sent to the State Hospital.

Fixed Assets

There is a net decrease of \$5,267,167 due to the removal of items purchased in FY 2016-17, partially offset by one time purchases.

Other Financing Uses

There is a net increase of \$16,753,508 due to the payment of the Intergovernmental Transfer required of the Whole Person Care grant.

Intrafund Transfers

There is a net decrease of \$4,754,878 due to removal of funding from Probation and the Sheriff's Office for Food Services transferred to the Sheriff's Office during FY 16-17, correction of prior year budgeting, and a minor reduction of charges between divisions.

Contingencies/Departmental Reserves

There is net decrease of \$6,359,674 as a result of one-time Supplemental Intergovernmental Transfer Reserves being replaced by anticipate revenue from the Global Payment Program. Efforts are made to increase Reserves where possible and the balance in General Fund Reserves represents one percent of Net Appropriations, which falls short of the County's two percent Reserves policy by \$1,830,699.

**NET COUNTY COST**

There is an increase of 14.1 percent or \$12,126,242 in the Department's General Fund allocation.

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## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources decreased by 0.1 percent or \$820,623 from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$424,249 due to the removal of funding for one-time items.

#### Licenses, Permits and Franchises

There is an increase of \$11,750 based on anticipated fee schedules increases.

#### Fines, Fees and Forfeitures

No change

#### Use of Money and Property

No change

#### Intergovernmental Revenues

There is a net increase of \$13,485,362 due mostly to increased reimbursement for various supplemental revenues as a result of projected cost increases.

#### Charges for Services

There is a net decrease of \$1,130,861 as the Department continues to shift from patient-based/cost-based reimbursement to funding categories in Intergovernmental Revenue.

#### Interfund Revenue

There is a net increase of \$102,161 as reimbursement between divisions for minor cost increases.

#### Miscellaneous Revenue

There is a net decrease of \$1,137,835 due to funds brought into Family Health Services from a trust fund and budgeted in Miscellaneous Revenue in FY 2017-18 are moved to Fund Balance and Reserves in FY 2018-19 and the removal of trust fund support for one-time information technology purchases in Communicable Disease and Vital Statistics, and laboratory equipment in Public Health Policy and Planning.

#### Other Financing Sources

No change

#### Fund Balance

There is a net decrease of \$11,726,951 due to removal of one-time purchases.

### TOTAL REQUIREMENTS

Total Requirements increase by 0.4 percent or \$3,269,408 from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$6,376,359 due to salary and benefit increases.

#### Services and Supplies

There is a net decrease of \$1,762,195 due to the removal of one-time projects from FY 2017-18.

#### Other Charges

There is a net increase of \$1,787,880 due to general cost increases and adjustment of internal service charges.

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Fixed Assets

There is a decrease of \$1,069,400 due to the removal of one-time purchases.

Other Financing Uses

There is a net decrease of \$155,148 due to debt service payments and adjustment of internal service charges.

Intrafund Transfers

There is a net decrease of \$117,789 due to the removal of one-time projects.

Contingencies / Departmental Reserves

There is a net decrease of \$477,396 due to Emergency Medical Services continuing to use reserves to meet their operational needs as a result of declining revenues. The balance in General Fund Reserves remains at one percent of Net Appropriations, which falls short of the County two percent Reserves policy by \$1,816,054.

**NET COUNTY COST**

There is an increase of 4.2 percent or \$4,090,031 in the Department's General Fund allocation due to the annualization of the expansion of Behavioral Health services in Correctional Health and negotiated salary and benefit increases.

## Health Administration (5500B)

### Program Locator

County

Health Services

Health System

⇒ **Health Administration**

### Program Outcome Statement

Provide leadership and management for a successful Health System

### Program Results

Health Administration (Administration) provides strategic and tactical direction to guide the Health System to achieve its mission to help San Mateo County residents live longer and better lives. In FY 2016-17, Administration continued to expand the use of the LEAN process improvement method to improve quality and reduce waste throughout the Health System, and continue to develop our workforce to become problem solvers. The program has been re-branded as LEAP -- Learn, Engage, Aspire, Perfect -- to reflect the aspects of the improvement method that have been most important to the Health System's work.

Priorities for FY 2017-19 include coordinating the department-wide response to changing federal health care reform policy; partnering with other departments on master planning for multi-year capital projects that will benefit health services clients; strengthening our external and internal communications to sustain high staff engagement and keep the Health System a great place to work; continued implementation of Whole Person Care, IT and other initiatives designed to provide clients the right service, at the right time and place; and continued collaborative efforts to change policies across San Mateo County to make the healthy choice the easiest choice for all residents.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Stakeholders Respondents Rating Services Good or Better | 89%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Percent of Health System Employees Evaluations Completed Annually  | 44%                  | 43%                  | 55%                    | 90%                  | 90%                  |
| Average Cost per Capita  | \$425                | \$468                | \$487                  | \$562                | \$557                |
| Percent of Performance Goals Met                                   | 71%                  | 82%                  | 82%                    | 75%                  | 75%                  |

## Health Administration (5500B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 15.0              | 24.0              | 24.0               | 24.0              |                   | 24.0              |                   |
| Funded FTE                | 14.7              | 23.6              | 23.6               | 23.8              | 0.2               | 23.8              |                   |
| <b>Total Requirements</b> | 8,161,872         | 11,850,626        | 15,104,371         | 20,350,138        | 5,245,767         | 19,569,185        | (780,953)         |
| <b>Total Sources</b>      | 8,084,623         | 11,850,626        | 15,104,371         | 20,350,138        | 5,245,767         | 19,569,185        | (780,953)         |
| <b>Net County Cost</b>    | 77,249            |                   |                    |                   |                   |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases, and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and two Supplemental Intergovernmental Transfer (IGT) payments. An IGT is a federally approved mechanism whereby the County funds are provided to the State to draw down matching federal dollars for the Medi-Cal program. The State is moving from a retroactive to prospective system, requiring two payments within the same fiscal year.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 4,846,745          | 4,846,745     | 0               | 0         |

#### 2. Development of Divisional Reserves

Funds are transferred from the Health Realignment Trust fund to Health Administration to meet the County's two percent Reserves requirement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 399,022            | 399,022       | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 5,245,767          | 5,245,767     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases, and adjustments to retiree health contributions; and increases in internal service charges; offset by the removal of one-time costs from the prior year.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (780,953)          | (780,953)     | 0               | 0         |

Health Administration (5500B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Intergovernmental Revenues  | 6,987,039         | 207,735           | 1,702,954          | 1,358,122         | (344,832)         | 1,046,523         | (311,599)          |
| Charges for Services        | 860,253           | 3,213,636         | 3,216,042          | 3,752,852         | 536,810           | 2,990,571         | (762,281)          |
| Interfund Revenue           | 223,795           | 2,192,714         | 2,191,603          | 2,191,604         | 1                 | 2,191,604         |                    |
| Miscellaneous Revenue       | 23,043            | 6,236,541         | 7,993,561          | 13,047,560        | 5,053,999         | 12,941,465        | (106,095)          |
| <b>Total Revenue</b>        | <b>8,094,130</b>  | <b>11,850,626</b> | <b>15,104,160</b>  | <b>20,350,138</b> | <b>5,245,978</b>  | <b>19,170,163</b> | <b>(1,179,975)</b> |
| Fund Balance                | (9,507)           |                   | 211                |                   | (211)             | 399,022           | 399,022            |
| <b>TOTAL SOURCES</b>        | <b>8,084,623</b>  | <b>11,850,626</b> | <b>15,104,371</b>  | <b>20,350,138</b> | <b>5,245,767</b>  | <b>19,569,185</b> | <b>(780,953)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 2,768,901         | 5,231,322         | 6,036,919          | 6,516,376         | 479,457           | 6,520,658         | 4,282              |
| Services and Supplies       | 976,450           | 2,600,079         | 2,764,704          | 3,314,907         | 550,203           | 2,507,655         | (807,252)          |
| Other Charges               | 257,947           | 7,064,493         | 9,260,720          | 12,997,033        | 3,736,313         | 13,018,952        | 21,919             |
| Other Financing Uses        | 6,419,148         | 1,794             | 2,673              | 3,711             | 1,038             | 3,809             | 98                 |
| <b>Gross Appropriations</b> | <b>10,422,446</b> | <b>14,897,689</b> | <b>18,065,016</b>  | <b>22,832,027</b> | <b>4,767,011</b>  | <b>22,051,074</b> | <b>(780,953)</b>   |
| Intrafund Transfers         | (2,260,574)       | (3,047,484)       | (2,960,645)        | (2,880,911)       | 79,734            | (2,880,911)       |                    |
| <b>Net Appropriations</b>   | <b>8,161,872</b>  | <b>11,850,205</b> | <b>15,104,371</b>  | <b>19,951,116</b> | <b>4,846,745</b>  | <b>19,170,163</b> | <b>(780,953)</b>   |
| Contingencies/Dept Reserves |                   | 421               |                    | 399,022           | 399,022           | 399,022           |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>8,161,872</b>  | <b>11,850,626</b> | <b>15,104,371</b>  | <b>20,350,138</b> | <b>5,245,767</b>  | <b>19,569,185</b> | <b>(780,953)</b>   |
| <b>NET COUNTY COST</b>      | <b>77,249</b>     |                   |                    |                   |                   |                   |                    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 15.0              | 24.0              | 24.0               | 24.0              |                   | 24.0              |                    |
| Funded FTE                  | 14.7              | 23.6              | 23.6               | 23.8              | 0.2               | 23.8              |                    |

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## Health Coverage Unit (5510B)

### Program Locator

County

Health Services

Health System

⇒ **Health Coverage Unit**

### Program Outcome Statement

Maximize health insurance coverage among low-income residents

### Program Results

The Health Coverage Unit (HCU) engages in outreach and assistance to connect low-income residents to health coverage, with a focus on clients who seek services at the Health System's medical and behavioral health locations. HCU aims to offer "one-stop" assistance to help residents enroll in the programs for which they are eligible. HCU administers eligibility for the County's local coverage programs, Access and Care for Everyone (ACE) and Healthy Kids, for those who do not qualify for other federal and state health insurance programs. HCU also assists clients in navigating the local healthcare safety net to assure that coverage can promote access to needed healthcare services. HCU also advocates for systems and policies that make the process easier for consumers and more efficient for government.

HCU estimates reaching more than 28,000 uninsured residents in FY 2016-17, helping them to successfully enroll in health insurance coverage programs. Major accomplishments include:

- Supporting outreach and enrollment efforts that have contributed to 96 percent of San Mateo County residents being insured (Fall 2016 data, based on the 2015 census).
- Successfully transitioning 93 percent (2,600) of local Healthy Kids program clients to the Medi-Cal program by September 2016 to maximize the expansion of Medi-Cal for low-income children regardless of documentation status.
- For the sixth consecutive year, meeting client demand and customer service targets while adapting to coverage shifts.
- Executing a data-sharing agreement with the State that will streamline the process of obtaining ACE coverage for an estimated 17,000 clients.

HCU partners with a wide range of organizations to accomplish its mission, including the other divisions of the Health System, the Human Services Agency (HSA), the Health Plan of San Mateo, community-based organizations, schools, and healthcare providers. The FY 2017-19 budget cycle will bring many changes as HCU continues to adapt to the changing health coverage landscape. Focus over the next two years will be on adapting the enrollment assistance strategy to maintain the trust of clients while responding to any federal changes to the Affordable Care Act; implementing a successor local eligibility software system; and implementing a new tool to obtain client feedback that enables continuous improvement in services.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percentage of San Mateo County Children Insured                                 | 95%                  | 95%                  | 95%                    | 95%                  | 95%                  |
| Number of San Mateo County Residents in Covered California                      | 29,000               | 25,270               | 25,000                 | 25,000               | 25,000               |
| Number of San Mateo County Residents Enrolled in Medi-Cal through ACA Expansion | 32,140               | 34,460               | 34,000                 | 34,000               | 34,000               |

Health Coverage Unit (5510B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 32.0              | 32.0              | 31.0               | 31.0              |                   | 31.0              |                   |
| Funded FTE                | 30.8              | 30.6              | 29.6               | 29.7              | 0.1               | 29.7              |                   |
| <b>Total Requirements</b> | <b>6,049,987</b>  | <b>5,141,406</b>  | <b>4,978,771</b>   | <b>7,701,317</b>  | <b>2,722,546</b>  | <b>8,048,026</b>  | <b>346,709</b>    |
| <b>Total Sources</b>      | <b>4,117,007</b>  | <b>3,130,025</b>  | <b>2,990,813</b>   | <b>5,562,944</b>  | <b>2,572,131</b>  | <b>5,864,189</b>  | <b>301,245</b>    |
| <b>Net County Cost</b>    | <b>1,932,980</b>  | <b>2,011,381</b>  | <b>1,987,958</b>   | <b>2,138,373</b>  | <b>150,415</b>    | <b>2,183,837</b>  | <b>45,464</b>     |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenue and expenditures; contract adjustments; increases to premium costs; and increases to Children's Health Insurance Program (CHIP), Medical Administrative Activities (MAA), and Healthy Kids Trust Fund revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,562,546          | 2,412,131     | 150,415         | 0         |

## 2. Development of Divisional Reserves

Funds are transferred from Medical Administrative Activities revenue savings to Reserves to meet the County's two percent Reserves requirement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 160,000            | 160,000       | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,722,546          | 2,572,131     | 150,415         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenses; contract adjustments; and increases to Medical Administrative Activities (MAA) and Healthy Kids Trust Fund revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 346,709            | 301,245       | 45,464          | 0         |

Health Coverage Unit (5510B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 225,000           | 489,539           | 631,836            | 1,932,965         | 1,301,129         | 1,932,965         |                   |
| Charges for Services        | 384,697           | 271,030           | 1,219,663          | 2,832,544         | 1,612,881         | 2,934,211         | 101,667           |
| Interfund Revenue           | 257,674           | 247,588           | 236,512            | 205,361           | (31,151)          | 207,811           | 2,450             |
| Miscellaneous Revenue       | 2,805,543         | 2,121,869         | 902,802            | 592,074           | (310,728)         | 629,202           | 37,128            |
| <b>Total Revenue</b>        | <b>3,672,914</b>  | <b>3,130,025</b>  | <b>2,990,813</b>   | <b>5,562,944</b>  | <b>2,572,131</b>  | <b>5,704,189</b>  | <b>141,245</b>    |
| Fund Balance                | 444,093           |                   |                    |                   |                   | 160,000           | 160,000           |
| <b>TOTAL SOURCES</b>        | <b>4,117,007</b>  | <b>3,130,025</b>  | <b>2,990,813</b>   | <b>5,562,944</b>  | <b>2,572,131</b>  | <b>5,864,189</b>  | <b>301,245</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,483,128         | 2,766,392         | 3,877,956          | 4,059,649         | 181,693           | 4,129,099         | 69,450            |
| Services and Supplies       | 5,045,038         | 4,748,152         | 1,899,014          | 3,551,537         | 1,652,523         | 3,569,177         | 17,640            |
| Other Charges               | 118,133           | 146,937           | 200,202            | 181,964           | (18,238)          | 189,750           | 7,786             |
| Fixed Assets                |                   |                   |                    | 144,000           | 144,000           |                   | (144,000)         |
| <b>Gross Appropriations</b> | <b>8,646,299</b>  | <b>7,661,481</b>  | <b>5,977,172</b>   | <b>7,937,150</b>  | <b>1,959,978</b>  | <b>7,888,026</b>  | <b>(49,124)</b>   |
| Intrafund Transfers         | (2,596,312)       | (2,520,076)       | (998,401)          | (395,833)         | 602,568           |                   | 395,833           |
| <b>Net Appropriations</b>   | <b>6,049,987</b>  | <b>5,141,406</b>  | <b>4,978,771</b>   | <b>7,541,317</b>  | <b>2,562,546</b>  | <b>7,888,026</b>  | <b>346,709</b>    |
| Contingencies/Dept Reserves |                   |                   |                    | 160,000           | 160,000           | 160,000           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,049,987</b>  | <b>5,141,406</b>  | <b>4,978,771</b>   | <b>7,701,317</b>  | <b>2,722,546</b>  | <b>8,048,026</b>  | <b>346,709</b>    |
| <b>NET COUNTY COST</b>      | <b>1,932,980</b>  | <b>2,011,381</b>  | <b>1,987,958</b>   | <b>2,138,373</b>  | <b>150,415</b>    | <b>2,183,837</b>  | <b>45,464</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 32.0              | 32.0              | 31.0               | 31.0              |                   | 31.0              |                   |
| Funded FTE                  | 30.8              | 30.6              | 29.6               | 29.7              | 0.1               | 29.7              |                   |

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## Public Health, Policy and Planning (5550B)

### Program Locator

County

Health Services

Health System

⇒ **Public Health, Policy and Planning**

### Program Outcome Statement

Optimize the health and well-being of San Mateo County residents by promoting health policies that prevent the spread and development of acute and chronic diseases and injury

### Program Results

Public Health, Policy and Planning (PHPP) protects the health of all 750,000 San Mateo County residents by providing technical assistance to develop health policies with stakeholders to promote health equity, investigate and analyze acute and chronic diseases and injury, engage in disease treatment and prevention measures, develop health prevention campaigns, and create conditions that enable all San Mateo County residents to live longer, healthier lives.

To achieve this mission, PHPP has several principle focus areas including but not limited to: public health clinics; epidemiology; the public health laboratory; disease control and prevention; health policy and planning; animal control and licensing; and vital statistics.

#### Public Health Clinics

Public Health Clinics provide primary medical care and supportive services to people with STDs and HIV as well as serve more than 1,250 people who experience significant barriers to care access through the Mobile Clinic and Street Medicine. To reduce the transmission of HIV, maintain client health, and increase quality of life and life expectancy, one of PHPP's primary objectives is that clients maintain undetectable HIV viral loads, which is defined as less than 200 copies per ml of blood (per the Centers for Disease Control and Prevention). The goal of the objective is to maintain a target of 90 percent which indicates excellent program performance where most patients are receiving the right care at the right time and that their care is supported by social services so that they can maintain medication compliance.

#### Public Health Laboratory

PHPP operates a public health laboratory (PH Lab) performing 69,500 tests annually. The PH Lab tests the water supply and infectious diseases including HIV, STDs and the Zika virus.

#### Disease Control and Prevention

Communicable Disease Control staff investigates reportable communicable diseases, including approximately 600 people with tuberculosis (TB), and engages in prevention measures. In FY 2016-17, with the help of the PH Lab, Disease Control and Prevention staff investigated more than 150 cases of Zika. Of these cases, five were laboratory confirmed. The County has also seen a significant increase in the number of Syphilis investigations from 2015 to 2016 and an increase in Chlamydia. Each case requires a contact investigation and prevention measures to ensure the disease does not spread to other people who may have been exposed.

#### Health Policy and Planning

PHPP programs engage communities in interventions and policies that help San Mateo County children stay healthy, with the overall goal to reduce the percent of overweight and obese children in San Mateo County because pediatric obesity is correlated with poor health outcomes including but not limited to high blood pressure, insulin resistance and

asthma. Further, PHPP tracks rates of Type II Diabetes in the adult population and would like to see a reduction in the rate and/or hold the percent of adults with Type II diabetes in San Mateo County steady. The rates for both childhood obesity and Adult Type II diabetes are increasing significantly in all parts of California, so maintaining our targets in these two areas is important.

### Animal Control and Licensing/Office of Vital Statistics

PHPP oversees the animal control and licensing program and corresponding contracts on behalf of the County and partner jurisdictions. In 2016, almost 14,000 animals were sheltered and PHPP licensed over 38,000 dogs and cats. In addition, the Office of Vital Statistics registered over 4,600 deaths and over 5,400 births in the county in the past year.

During FY 2017-19, PHPP priorities will be to:

- Strengthen Disease Prevention and Control resources through enhanced Zika surveillance and surveillance for other reportable infectious diseases, the purchase of equipment and supplies for the PH Lab, and increased staffing flexibility and safety.
- Participate in the continuation of the Whole Person Care Pilot which aims to improve the health and well-being of clients with substance abuse, mental health, and medical problems.
- Build on PHPP's analytical infrastructure to support developing a public health accreditation plan. Assist programs within the Health System with selecting target populations to identify interventions, prioritize public health and community needs, and help determine resource allocation.
- Increase analytical and community data planning capacity for preventative efforts and develop a community indicator dashboard to present actionable data for collaborators and partners.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of HIV Patients with a Clinically Undetectable Viral Load (under 200 per ml blood) | 93%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Percent of San Mateo County Children Overweight or Obese <sup>1</sup>                      | 34%                  | ---                  | 34%                    | 34%                  | 34%                  |
| Percent of San Mateo County Adults with Type II Diabetes <sup>2</sup>                      | 10%                  | 11.2%                | 10%                    | 10%                  | 10%                  |

<sup>1</sup> California Health Department of Education Healthy Fitness Zone height/weight data unavailable for FY 2015-16

<sup>2</sup> Data Source-2015 California Health Interview Survey (available every 2 years)

## Public Health, Policy and Planning (5550B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 96.0              | 98.0              | 106.0              | 106.0             |                   | 106.0             |                   |
| Funded FTE                | 94.8              | 97.1              | 105.1              | 105.1             | (0.0)             | 105.1             |                   |
| <b>Total Requirements</b> | 24,851,393        | 26,588,443        | 29,955,950         | 36,654,992        | 6,699,042         | 35,938,946        | (716,046)         |
| <b>Total Sources</b>      | 18,005,205        | 19,007,994        | 21,903,802         | 26,763,637        | 4,859,835         | 25,751,805        | (1,011,832)       |
| <b>Net County Cost</b>    | 6,846,188         | 7,580,449         | 8,052,148          | 9,891,355         | 1,839,207         | 10,187,141        | 295,786           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenses; various funding changes in grants; increases in fee-based revenue and volumes; increases in patient care service reimbursements; IT projects to support data-driven decision-making; and the continuation of the Whole Person Care Pilot which was approved by the Board of Supervisors in November 2016. This is a five year pilot to improve the coordination of health, behavioral health and social services, as it applies, in a patient-centered manner with the goals of improved health and well-being.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 6,056,125          | 4,216,918     | 1,839,207       | 0         |

#### 2. New Measure K: Child and Youth System of Care (CYSOC) Neighborhood Need Prioritization

Measure K funding has been including for the CYSOC Neighborhood planning project in which health and social services data will be analyzed to determine areas of greatest need and readiness to engage in neighborhood-level planning. Savings from other Health System Measure K projects from FY 2016-17 will be used to fund a term Management Analyst position to assist with the project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 642,917            | 642,917       | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 6,699,042          | 4,859,835     | 1,839,207       | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (716,046)          | (1,011,832)   | 295,786         | 0         |

Public Health, Policy and Planning (5550B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                    |
| Taxes                            |                   | 30,000            | 30,000             | 673,817           | 643,817           | 173,817           | (500,000)          |
| Licenses, Permits and Franchises | 864,377           | 905,577           | 934,278            | 898,636           | (35,642)          | 908,636           | 10,000             |
| Fines, Forfeitures and Penalties | 145               | 493               | 42                 | 100               | 58                | 100               |                    |
| Intergovernmental Revenues       | 10,780,120        | 11,527,953        | 11,404,847         | 17,429,002        | 6,024,155         | 17,445,843        | 16,841             |
| Charges for Services             | 3,454,173         | 3,393,441         | 4,256,766          | 2,755,020         | (1,501,746)       | 2,756,520         | 1,500              |
| Interfund Revenue                | 1,981,982         | 2,019,221         | 2,017,678          | 2,352,256         | 334,578           | 2,352,256         |                    |
| Miscellaneous Revenue            | 145,603           | 287,005           | 2,413,744          | 1,808,359         | (605,385)         | 1,268,186         | (540,173)          |
| <b>Total Revenue</b>             | <b>17,226,400</b> | <b>18,163,690</b> | <b>21,057,355</b>  | <b>25,917,190</b> | <b>4,859,835</b>  | <b>24,905,358</b> | <b>(1,011,832)</b> |
| Fund Balance                     | 778,805           | 844,304           | 846,447            | 846,447           |                   | 846,447           |                    |
| <b>TOTAL SOURCES</b>             | <b>18,005,205</b> | <b>19,007,994</b> | <b>21,903,802</b>  | <b>26,763,637</b> | <b>4,859,835</b>  | <b>25,751,805</b> | <b>(1,011,832)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits            | 13,914,118        | 14,331,159        | 17,542,122         | 22,695,257        | 5,153,135         | 23,046,329        | 351,072            |
| Services and Supplies            | 11,233,145        | 12,550,568        | 13,010,167         | 14,266,930        | 1,256,763         | 13,925,925        | (341,005)          |
| Other Charges                    | 1,714,936         | 1,813,710         | 2,000,977          | 2,160,203         | 159,226           | 2,162,746         | 2,543              |
| Fixed Assets                     |                   | 23,421            | 654,791            | 646,400           | (8,391)           | 10,000            | (636,400)          |
| Other Financing Uses             | 14,048            | 17,466            | 17,934             | 30,099            | 12,165            | 29,538            | (561)              |
| <b>Gross Appropriations</b>      | <b>26,876,248</b> | <b>28,736,324</b> | <b>33,225,991</b>  | <b>39,798,889</b> | <b>6,572,898</b>  | <b>39,174,538</b> | <b>(624,351)</b>   |
| Intrafund Transfers              | (2,721,299)       | (2,909,824)       | (4,034,127)        | (3,907,983)       | 126,144           | (3,999,678)       | (91,695)           |
| <b>Net Appropriations</b>        | <b>24,154,949</b> | <b>25,826,500</b> | <b>29,191,864</b>  | <b>35,890,906</b> | <b>6,699,042</b>  | <b>35,174,860</b> | <b>(716,046)</b>   |
| Contingencies/Dept Reserves      | 696,444           | 761,943           | 764,086            | 764,086           |                   | 764,086           |                    |
| <b>TOTAL REQUIREMENTS</b>        | <b>24,851,393</b> | <b>26,588,443</b> | <b>29,955,950</b>  | <b>36,654,992</b> | <b>6,699,042</b>  | <b>35,938,946</b> | <b>(716,046)</b>   |
| <b>NET COUNTY COST</b>           | <b>6,846,188</b>  | <b>7,580,449</b>  | <b>8,052,148</b>   | <b>9,891,355</b>  | <b>1,839,207</b>  | <b>10,187,141</b> | <b>295,786</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution                | 96.0              | 98.0              | 106.0              | 106.0             |                   | 106.0             |                    |
| Funded FTE                       | 94.8              | 97.1              | 105.1              | 105.1             |                   | 105.1             |                    |

## Health IT (5560B)

### Program Locator

County

Health Services

Health System

⇒ **Health IT**

### Program Outcome Statement

Provide IT leadership and support to Health System divisions

### Program Results

The Health Information Technology (HIT) division staffs the governance process for selecting health-specific software systems and projects, manages all Health System HIT projects, and provides operating support for Health System-specific software. HIT customers represent all persons who ultimately receive a service supported by IT systems, including Health System employees, patients, clients and business partners within and outside the County. HIT is committed to transparency, accountability, and results that make a difference in the lives of the Health System's patients, clients, stakeholders and staff members.

In FY 2015-16 HIT implemented standardized processes for Project Management as set forth by the Project Management Institute. To enhance the customer service experience and provide transparency, in FY 2016-17 HIT published a weekly active project status on the County's Intranet on SharePoint. In FY 2017-19 HIT will continue to strengthen Project Management Standards.

HIT will spend significant time over the FY 2017-19 budget cycle building and implementing healthcare information management solutions that will dramatically change how service providers, both in the clinical and social services divisions, use technology to make more efficient and informed decisions to the betterment of their clients. Major activities include: Digital Workplace, Health Information Exchange, Case Management, Enterprise Electronic Record System Assessment, Enterprise Data Warehouse, and a Cyber Security Program.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Health System Customers Ranking Services Good or Better     | 83%                  | 92%                  | 85%                    | 90%                  | 90%                  |
| Percent of Projects Completed on Time and within Budget                | 100%                 | 100%                 | 85%                    | 85%                  | 85%                  |
| Percent of Reports Delivered by Agreed Upon Delivery Date <sup>1</sup> | ---                  | 81%                  | 75%                    | 75%                  | 75%                  |

<sup>1</sup> New measure for FY 2015-16

## Health IT (5560B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 15.0              | 19.0              | 19.0               | 19.0              |                   | 19.0              |                   |
| Funded FTE                | 15.0              | 19.0              | 19.0               | 19.0              |                   | 19.0              |                   |
| <b>Total Requirements</b> | 2,022,604         | 5,723,230         | 7,501,658          | 7,486,225         | (15,433)          | 4,095,702         | (3,390,523)       |
| <b>Total Sources</b>      | 2,022,604         | 5,723,230         | 7,501,658          | 7,486,225         | (15,433)          | 4,095,702         | (3,390,523)       |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated increases to salaries and benefits, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and the continuation of the Whole Person Care Pilot which was approved by the Board of Supervisors in November 2016. This is a five year pilot to improve the coordination of health, behavioral health and social services, as it applies, in a patient-centered manner with the goals of improved health and wellbeing. Funding from the Pilot will be used to integrate systems and better manage patient data between various divisions within the Health System. Savings from prior years is also being placed in reserves for projects in FY 2018-19.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (560,433)          | (15,433)      | (545,000)       | 0         |

#### 2. New Technology Projects

HIT will create a new software platform to manage electronic content in the workplace resulting in streamlined workflows. The efficiencies and improved user experience will help continue to make the Health System a great place to work. HIT will also deploy a secure texting solution for sending SMS messages and containing sensitive information. The execution of these projects includes adding a term position and executing contracts with third party vendors and is funded by prior year savings.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 545,000            | 0             | 545,000         | 0         |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (15,433)           | (15,433)      | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,390,523)        | (3,390,523)   | 0               | 0         |

Health IT (5560B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                    |
| Intergovernmental Revenues  |                   | 2,405,348         | 260,000            | 242,251           | (17,749)           | 94,908            | (147,343)          |
| Interfund Revenue           | 1,088,699         | 3,283,448         | 2,627,097          | 2,240,172         | (386,925)          | 2,452,313         | 212,141            |
| Miscellaneous Revenue       | 104,384           | 14,782            |                    |                   |                    |                   |                    |
| <b>Total Revenue</b>        | <b>1,193,083</b>  | <b>5,703,578</b>  | <b>2,887,097</b>   | <b>2,482,423</b>  | <b>(404,674)</b>   | <b>2,547,221</b>  | <b>64,798</b>      |
| Fund Balance                | 829,520           | 19,652            | 4,614,561          | 5,003,802         | 389,241            | 1,548,481         | (3,455,321)        |
| <b>TOTAL SOURCES</b>        | <b>2,022,604</b>  | <b>5,723,230</b>  | <b>7,501,658</b>   | <b>7,486,225</b>  | <b>(15,433)</b>    | <b>4,095,702</b>  | <b>(3,390,523)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits       | 1,603,263         | 3,590,208         | 4,380,904          | 5,618,877         | 1,237,973          | 5,650,605         | 31,728             |
| Services and Supplies       | 1,216,943         | 1,301,689         | 6,419,643          | 3,735,452         | (2,684,191)        | 1,964,162         | (1,771,290)        |
| Other Charges               | 288,738           | 486,247           | 372,800            | 433,663           | 60,863             | 452,064           | 18,401             |
| <b>Gross Appropriations</b> | <b>3,108,944</b>  | <b>5,378,144</b>  | <b>11,173,347</b>  | <b>9,787,992</b>  | <b>(1,385,355)</b> | <b>8,066,831</b>  | <b>(1,721,161)</b> |
| Intrafund Transfers         | (1,086,340)       | (4,329,475)       | (3,671,689)        | (3,850,248)       | (178,559)          | (3,971,129)       | (120,881)          |
| <b>Net Appropriations</b>   | <b>2,022,604</b>  | <b>1,048,669</b>  | <b>7,501,658</b>   | <b>5,937,744</b>  | <b>(1,563,914)</b> | <b>4,095,702</b>  | <b>(1,842,042)</b> |
| Contingencies/Dept Reserves |                   | 4,674,561         |                    | 1,548,481         | 1,548,481          |                   | (1,548,481)        |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,022,604</b>  | <b>5,723,230</b>  | <b>7,501,658</b>   | <b>7,486,225</b>  | <b>(15,433)</b>    | <b>4,095,702</b>  | <b>(3,390,523)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution           | 15.0              | 19.0              | 19.0               | 19.0              |                    | 19.0              |                    |
| Funded FTE                  | 15.0              | 19.0              | 19.0               | 19.0              |                    | 19.0              |                    |

## Emergency Medical Services GF (5600B)

### Program Locator

County

Health Services

Health System

⇒ **Emergency Medical Services (General Fund)**

### Program Outcome Statement

Maintain a timely and effective emergency medical services system

### Program Results

The Emergency Medical Services (EMS) Agency provides oversight and coordination of the countywide emergency medical services system. The system receives over 48,000 calls per year that include 911 emergency medical dispatch, fire paramedic first response, and emergency paramedic ground and air ambulance transport services. Approximately 32,000 (67 percent) of these calls result in transport to an emergency department (ED), representing ten percent of the population seen at EDs. EMS provides leadership in regional trauma and stroke systems of care and develops improved response policies to multi-casualty incidents and mutual aid requests. EMS educates the public about 911 activation for stroke and cardiac arrest (ST Segment Elevated Myocardial Infraction–STEMI) victims, bystander CPR, fall prevention, and the use of child car safety seats and bicycle helmets.

In cooperation with the Sheriff's Office of Emergency Services and Public Health, Policy and Planning, EMS is responsible for emergency disaster response activities and works to improve medical and public health disaster preparedness and surge capacity through two grant-funded programs, Health Emergency Preparedness, and the Hospital Preparedness Program. EMS works closely with County partners to strengthen emergency medical radio communications. In addition, EMS is responsible for paramedic accreditation and Emergency Medical Technicians certification and recertification, and approval of emergency medical services personnel training and educational institutions. EMS helps to maintain the health and safety of the public by providing and monitoring an organized system of emergency medical care for SMC. First responder and transport paramedics are available 24/7 county-wide to rapidly respond to 911 calls for emergency medical assistance. Immediate intervention and stabilization of an injury or illness and rapid, safe transport to the appropriate hospital saves lives and limits morbidity. Behavioral health crisis response, services and transportation are provided through the San Mateo County Mental Health Assessment and Referral Team (SMART) program operated by American Medical Response.

To maintain and provide emergency medical services that are responsive to all San Mateo County resident needs and those with mental health needs, EMS has collaborated with Behavioral Health and Recovery Services staff and the County's ambulance provider, AMR, to establish a mental health trained staff transport service called SMART. These specialized services responded to 80 percent of all appropriate psychiatric calls it received through the 911 system in FY 2016-17, and will maintain and increase, as necessary, this level of service in the next budget cycle. EMS 911 call response times are critical to the success of service and AMR continues to exceed their 90 percent contractual requirements annually. Finally, to ensure the right patient to the right place in the right time, the EMS agency works closely with hospitals to ensure patients get to the most appropriate hospital that has the resources to meet their immediate medical needs. EMS has established programs in coordination with hospitals for Trauma, STEMI, and Stroke, and tracks patient destination to ensure patients get the critical care they need.

In FY 2017-18 and FY 2018-19 EMS will conduct a system evaluation and plan for the next issuance of a Request for Proposals for contracted paramedic ambulance transport providers. EMS will continue to include the Health Emergency Preparedness program and to look for areas of additional need and increased synergies within the EMS

system. Finally, EMS will fully implement technology infrastructure projects that will help collect and use data to further program evaluation and planning.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Requests for San Mateo County Mental Health Assessment and Referral Team (SMART) Program Services Responded To by a SMART Paramedic | 80%                  | 80%                  | 80%                    | 80%                  | 80%                  |
| Percent of Ambulance Emergency Medical Service Calls Responded To On Time Per Contract Standards (Benchmark from AMR Contract is 90%)          | 94%                  | 94%                  | 94%                    | 94%                  | 94%                  |
| Percent of All 911 Patients with a Heart Condition who Receive Care at a STEMI Receiving Center in Less than 90 minutes <sup>1</sup>           | ---                  | 97%                  | 90%                    | 90%                  | 90%                  |

<sup>1</sup> New measure for FY 2015-16

### Emergency Medical Services GF (5600B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 11.0              | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| Funded FTE                | 11.0              | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| <b>Total Requirements</b> | 7,241,774         | 7,632,467         | 8,361,258          | 8,482,655         | 121,397           | 8,368,058         | (114,597)         |
| <b>Total Sources</b>      | 7,241,774         | 7,632,467         | 8,361,258          | 8,482,655         | 121,397           | 8,368,058         | (114,597)         |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised Budget to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures, including funding from Health Administration and other reserves to assist with the reduced court fine revenues from the EMS Trust Fund.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 121,397            | 121,397       | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (114,597)          | (114,597)     | 0               | 0         |

Emergency Medical Services GF (5600B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 20,636            | 44,710             | 41,416            | (3,294)           | 41,416            |                   |
| Licenses, Permits and Franchises | 43,095            | 33,398            | 47,498             | 41,498            | (6,000)           | 41,498            |                   |
| Fines, Forfeitures and Penalties | 674,021           |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues       | 1,284,089         | 1,129,910         | 1,256,951          | 1,122,179         | (134,772)         | 1,110,424         | (11,755)          |
| Charges for Services             | 100,000           | 294,360           | 287,216            | 545,990           | 258,774           | 551,075           | 5,085             |
| Interfund Revenue                | 12,600            | 766,687           | 1,141,171          | 910,868           | (230,303)         | 798,438           | (112,430)         |
| Miscellaneous Revenue            | 4,792,087         | 4,852,211         | 5,093,446          | 5,330,438         | 236,992           | 5,334,941         | 4,503             |
| <b>Total Revenue</b>             | <b>6,905,892</b>  | <b>7,097,201</b>  | <b>7,870,992</b>   | <b>7,992,389</b>  | <b>121,397</b>    | <b>7,877,792</b>  | <b>(114,597)</b>  |
| Fund Balance                     | 335,882           | 535,266           | 490,266            | 490,266           |                   | 490,266           |                   |
| <b>TOTAL SOURCES</b>             | <b>7,241,774</b>  | <b>7,632,467</b>  | <b>8,361,258</b>   | <b>8,482,655</b>  | <b>121,397</b>    | <b>8,368,058</b>  | <b>(114,597)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 1,768,380         | 1,909,143         | 2,255,195          | 2,341,266         | 86,071            | 2,367,753         | 26,487            |
| Services and Supplies            | 4,788,913         | 5,058,763         | 5,443,814          | 5,453,267         | 9,453             | 5,304,884         | (148,383)         |
| Other Charges                    | 142,707           | 158,897           | 335,813            | 361,686           | 25,873            | 368,985           | 7,299             |
| Fixed Assets                     |                   | 13,540            |                    |                   |                   |                   |                   |
| Other Financing Uses             | 611               | 809               |                    |                   |                   |                   |                   |
| <b>Net Appropriations</b>        | <b>6,700,611</b>  | <b>7,141,152</b>  | <b>8,034,822</b>   | <b>8,156,219</b>  | <b>121,397</b>    | <b>8,041,622</b>  | <b>(114,597)</b>  |
| Contingencies/Dept Reserves      | 541,163           | 491,315           | 326,436            | 326,436           |                   | 326,436           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>7,241,774</b>  | <b>7,632,467</b>  | <b>8,361,258</b>   | <b>8,482,655</b>  | <b>121,397</b>    | <b>8,368,058</b>  | <b>(114,597)</b>  |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 11.0              | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| Funded FTE                       | 11.0              | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |

## Emergency Medical Services Fund (5630B)

### Program Locator

County

Health Services

Health System

⇒ **Emergency Medical Services Fund**

### Program Outcome Statement

Provide partial payment for uncompensated emergency medical care

### Program Results

The Emergency Medical Services Trust (EMS Trust) funds physicians for uncompensated emergency care and hospitals for providing a disproportionately high level of uncompensated emergency and trauma care. In addition, the EMS Trust funds administrative and other programmatic support in EMS. The EMS Trust is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees under state law. The Health System is seeing a decline in these funds, which is reducing the amount of revenue available for the administration of the EMS program as well as reimbursement for uncompensated care.

For FY 2015-16, EMS provided \$1.25 million for physician claims for indigent patient Emergency Department visits, which average 11,000 claims a year, and \$482,000 in financial support of trauma hospitals. Due to the amount of claims exceeding the limited amount of EMS Trust funds available, EMS is only able to pay approximately 25 percent of the total of each claim for uncompensated emergency care submitted. The balance of the claims remains uncompensated.

This partial funding of physicians and hospitals for uncompensated emergency trauma care keeps the emergency medical system viable and helps to maintain the health and safety of the public by ensuring that emergency medical care is available.

### Performance Measures

|                    | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--------------------|----------------------|----------------------|------------------------|----------------------|----------------------|
| Total Expenditures | 2.5 M                | 2.5 M                | 3.1 M                  | 2.1 M                | 2 M                  |

### Emergency Medical Services Fund (5630B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 5,357,481         | 4,889,284         | 4,953,323          | 3,302,734         | (1,650,589)       | 2,712,908         | (589,826)         |
| Total Sources      | 5,357,481         | 4,889,284         | 4,953,323          | 3,302,734         | (1,650,589)       | 2,712,908         | (589,826)         |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments have been made as follows: payments for Physicians/Trauma accounts are funded in accordance with SB 476. Revenue has been adjusted to reflect recent trends for court fines and the expenditure to the EMS Administration fund has been reduced accordingly.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,650,589)        | (1,650,589)   | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Further revenue reductions are expected and subsequent expenses reduced accordingly.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (589,826)          | (589,826)     | 0               | 0         |

Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Fines, Forfeitures and Penalties | 2,261,476         | 1,967,857         | 2,457,581          | 1,476,184         | (981,397)          | 1,476,184         |                   |
| Use of Money and Property        | 23,548            | 23,603            | 20,850             | 20,452            | (398)              | 20,452            |                   |
| Miscellaneous Revenue            | 57,800            | 85,651            | 69,000             | 24,163            | (44,837)           | 24,163            |                   |
| <b>Total Revenue</b>             | <b>2,342,824</b>  | <b>2,077,111</b>  | <b>2,547,431</b>   | <b>1,520,799</b>  | <b>(1,026,632)</b> | <b>1,520,799</b>  |                   |
| Fund Balance                     | 3,014,657         | 2,812,173         | 2,405,892          | 1,781,935         | (623,957)          | 1,192,109         | (589,826)         |
| <b>TOTAL SOURCES</b>             | <b>5,357,481</b>  | <b>4,889,284</b>  | <b>4,953,323</b>   | <b>3,302,734</b>  | <b>(1,650,589)</b> | <b>2,712,908</b>  | <b>(589,826)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Services and Supplies            | 2,545,308         | 2,483,392         | 3,061,203          | 2,110,625         | (950,578)          | 1,998,195         | (112,430)         |
| <b>Net Appropriations</b>        | <b>2,545,308</b>  | <b>2,483,392</b>  | <b>3,061,203</b>   | <b>2,110,625</b>  | <b>(950,578)</b>   | <b>1,998,195</b>  | <b>(112,430)</b>  |
| Non-General Fund Reserves        | 2,812,173         | 2,405,892         | 1,892,120          | 1,192,109         | (700,011)          | 714,713           | (477,396)         |
| <b>TOTAL REQUIREMENTS</b>        | <b>5,357,481</b>  | <b>4,889,284</b>  | <b>4,953,323</b>   | <b>3,302,734</b>  | <b>(1,650,589)</b> | <b>2,712,908</b>  | <b>(589,826)</b>  |

## Aging and Adult Services (5700B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 1,315,748         | 1,833,830          | 1,683,898         | (149,932)         | 1,683,898         |                   |
| Fines, Forfeitures and Penalties | 41,151            | 60,011            | 50,000             | 50,000            |                   | 50,000            |                   |
| Use of Money and Property        | 253,676           | 241,765           | 220,000            | 220,000           |                   | 220,000           |                   |
| Intergovernmental Revenues       | 13,169,010        | 14,823,265        | 17,528,895         | 21,646,812        | 4,117,917         | 21,143,215        | (503,597)         |
| Charges for Services             | 2,513,388         | 2,698,936         | 3,983,292          | 4,210,801         | 227,509           | 4,221,283         | 10,482            |
| Interfund Revenue                | 153,392           | 79,450            | 221,333            | 221,333           |                   | 221,333           |                   |
| Miscellaneous Revenue            | 381,968           | 265,802           | 1,175,469          | 718,402           | (457,067)         | 718,402           |                   |
| <b>Total Revenue</b>             | <b>16,512,584</b> | <b>19,484,975</b> | <b>25,012,819</b>  | <b>28,751,246</b> | <b>3,738,427</b>  | <b>28,258,131</b> | <b>(493,115)</b>  |
| Fund Balance                     | 577,820           | 508,000           | 508,000            | 741,733           | 233,733           | 741,733           |                   |
| <b>TOTAL SOURCES</b>             | <b>17,090,404</b> | <b>19,992,975</b> | <b>25,520,819</b>  | <b>29,492,979</b> | <b>3,972,160</b>  | <b>28,999,864</b> | <b>(493,115)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 17,773,926        | 18,725,842        | 21,517,471         | 22,891,829        | 1,374,358         | 23,380,860        | 489,031           |
| Services and Supplies            | 3,350,390         | 4,416,175         | 6,916,009          | 8,479,920         | 1,563,911         | 7,790,402         | (689,518)         |
| Other Charges                    | 4,398,038         | 5,730,180         | 7,060,892          | 7,286,283         | 225,391           | 7,328,893         | 42,610            |
| Other Financing Uses             | 5,972             | 7,904             | 8,117              | 16,163            | 8,046             | 16,506            | 343               |
| <b>Gross Appropriations</b>      | <b>25,528,326</b> | <b>28,880,103</b> | <b>35,502,489</b>  | <b>38,674,195</b> | <b>3,171,706</b>  | <b>38,516,661</b> | <b>(157,534)</b>  |
| Intrafund Transfers              | (2,425,674)       | (2,739,282)       | (3,421,491)        | (1,721,616)       | 1,699,875         | (1,721,616)       |                   |
| <b>Net Appropriations</b>        | <b>23,102,653</b> | <b>26,140,821</b> | <b>32,080,998</b>  | <b>36,952,579</b> | <b>4,871,581</b>  | <b>36,795,045</b> | <b>(157,534)</b>  |
| Contingencies/Dept Reserves      | 508,000           | 508,000           | 741,733            | 741,733           |                   | 741,733           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>23,610,653</b> | <b>26,648,821</b> | <b>32,822,731</b>  | <b>37,694,312</b> | <b>4,871,581</b>  | <b>37,536,778</b> | <b>(157,534)</b>  |
| <b>NET COUNTY COST</b>           | <b>6,520,248</b>  | <b>6,655,846</b>  | <b>7,301,912</b>   | <b>8,201,333</b>  | <b>899,421</b>    | <b>8,536,914</b>  | <b>335,581</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 136.0             | 142.0             | 142.0              | 142.0             |                   | 142.0             |                   |
| Funded FTE                       | 136.0             | 141.4             | 141.4              | 141.4             |                   | 141.4             |                   |

## Conservatorship Program (5700P)

### Program Locator

County

Health Services

Health System

Aging and Adult Services

⇒ **Conservatorship Program**

### Program Outcome Statement

Ensure physical / financial well-being of conservatees and estates

### Program Results

The Public Guardian (PG) program ensures the physical and financial well-being of approximately 700 residents who have been "conserved", i.e. deemed unable to care for themselves by the Superior Court due to mental illness, dementia, or chronic disease. In accordance with specific court orders, the PG makes financial, housing, and/or medical decisions for conservatees. The PG program is administered under the jurisdiction of the Superior Court and in partnership with Behavioral Health and Recovery Services, County Counsel, the Private Defender Program, the Court Investigator's Office, the Ombudsman Program, Golden Gate Regional Center, and family members.

It is often necessary to place conserved clients in community facilities for appropriate care. The Program strives to find client placements within the county to allow the conserved clients to remain close to their families and other supports. Due to the lack of affordable housing and the high cost of living in the county, the percentage of conservatees placed within the county has been reduced from 65 percent to 60 percent. There is a lack of appropriate and affordable placements within San Mateo County such as residential care homes that accept SSI payment rates, facilities that provide treatment for younger client populations, and those suffering from dementia and traumatic brain injuries.

Regular contacts with conserved clients by the deputy public guardians ensure conservatees' health and safety. The primary goal is that at least 95 percent of conservatees will receive at least one face-to-face visit every 90 days over the next two years. The average County cost per conservatee will increase due to rising labor and support costs.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Conserved Clients Placed within the County                             | 65%                  | 64%                  | 63%                    | 65%                  | 65%                  |
| Annual County Cost per Conservatee  | \$4,741              | \$5,744              | \$6,341                | \$6,531              | \$6,727              |
| Percent of Conservatees who Receive at least One Face-to-Face Visit Every 90 Days | 95%                  | 95%                  | 95%                    | 95%                  | 95%                  |

## Conservatorship Program (5700P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 46.0              | 46.0              | 46.0               | 50.0              | 4.0               | 50.0              |                   |
| Funded FTE                | 46.0              | 45.8              | 45.8               | 49.8              | 4.0               | 49.8              |                   |
| <b>Total Requirements</b> | 5,233,519         | 5,732,517         | 6,922,052          | 9,035,062         | 2,113,010         | 9,193,146         | 158,084           |
| <b>Total Sources</b>      | 2,523,263         | 2,569,363         | 4,215,872          | 5,493,381         | 1,277,509         | 5,503,863         | 10,482            |
| <b>Net County Cost</b>    | 2,710,256         | 3,163,155         | 2,706,180          | 3,541,681         | 835,501           | 3,689,283         | 147,602           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and a \$1M allocation from Intergovernmental Transfers (IGTs) to support PG client placements who would otherwise not be able to afford to live independently in the community. Those costs were previously covered by the Theresa Rodriguez Fund, which is expected to be depleted in 2017. Four positions were reassigned to the Conservatorship Program from the Public Administrator Program to better align with programs and operations.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,113,010          | 1,277,509     | 835,501         | 4         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and an increase in fees.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 158,084            | 10,482        | 147,602         | 0         |

## Public Administrator Program (5710P)

### Program Locator

County

Health Services

Health System

Aging and Adult Services

⇒ **Public Administrator Program**

### Program Outcome Statement

Efficient and timely distribution of decedents' estates

### Program Results

The Public Administrator (PA) Program investigates and administers the estates of persons who die without appropriate representatives available or willing to act as estate administrators. The PA's primary duties include protecting decedents' property from waste, loss or theft; liquidating assets at public sale to pay the decedent's bills and taxes; and distributing remaining assets and funds to heirs.

The PA anticipates that the average number of days to administer and close a case with a value less than \$150,000 will be within 18 months, or 540 days, during FY 2017-19. The average County cost per case will increase due to rising labor and support costs.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Average Cost per Estate Managed  | \$6,464              | \$10,148             | \$8,794                | \$9,058              | \$9,330              |
| Average Number of Days to Close a Case with a Value of Less Than \$150,000 | 805                  | 567                  | 548                    | 540                  | 540                  |

### Public Administrator Program (5710P)

#### Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 14.0              | 12.0              | 12.0               | 5.0               | (7.0)             | 5.0               |                   |
| Funded FTE                | 14.0              | 12.0              | 12.0               | 5.0               | (7.0)             | 5.0               |                   |
| <b>Total Requirements</b> | 1,221,365         | 1,379,962         | 2,645,590          | 1,991,083         | (654,507)         | 1,999,098         | 8,015             |
| <b>Total Sources</b>      | 870,686           | 668,933           | 547,447            | 547,447           |                   | 547,447           |                   |
| <b>Net County Cost</b>    | 350,680           | 711,030           | 2,098,143          | 1,443,636         | (654,507)         | 1,451,651         | 8,015             |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Seven positions were transferred to other program units to better align with programs and operations.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (654,507)          | 0             | (654,507)       | (7)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 8,015              | 0             | 8,015           | 0         |

## Community-Based Programs (5720P)

### Program Locator

County

Health Services

Health System

Aging and Adult Services

⇒ **Community-Based Programs**

### Program Outcome Statement

Protect and support seniors and people with disabilities from abuse, neglect or financial exploitation and remain safely in the community

### Program Results

The Adult Protective and Supportive Services include several types of services. Adult Protective Services (APS) responds to over 1,700 cases of abuse or neglect annually. Conservatorship Investigations investigates over 100 cases annually of adults who are deemed unable to make personal and financial decisions for themselves. In-Home Supportive Services (IHSS) serves over 4,900 Medi-Cal eligible aged, blind and disabled individuals so they can remain living at home and out of institutional care. The Multipurpose Senior Services Program (MSSP) serves 150 seniors who would otherwise be placed in skilled nursing facilities. Representative Payee and Accounting staff members assist over 500 clients with financial management. Aging and Adult Services (AAS) also contracts with community providers to provide safety net services that help individuals remain safely in the community.

The State care coordination demonstration program for people enrolled in both Medi-Cal and Medicare, known as Cal MediConnect and the Coordinated Care Initiative (CCI), has been providing comprehensive coordinated care through a team of professionals from AAS and Health Plan of San Mateo. The first two-years of the pilot shows that long-term care days were reduced by 33 percent. However, in December, counties were notified that the State was terminating the prior IHSS funding statute due to increasing costs to the State. As a result of this action, Aging and Adult Services estimated that the costs for this program would increase by \$6.9 million in FY 2017-18. In the May revise, the Governor is proposing to increase State IHSS funding over the next five years to cover some of the costs that would be shifted to counties. Aging and Adult Services has sufficient reserves in the IHSS Trust Fund to cover the estimated increase in Net County Cost, thus this budget anticipates using IHSS Trust Fund resources of approximately \$980,973 in FY 2017-18, and \$1,991,306 in FY 2018-19, for the IHSS program during the next two years. Aging and Adult Services will be reflecting the May revise change as a September Revision.

As the table below shows, 85 percent of APS cases will be resolved and stabilized for at least twelve months. Timely processing of IHSS referrals ensures the safety of elderly and disabled adults who need help to remain safely at home. Over the next two years, 80 percent of clients receiving IHSS services will receive an in-home assessment within 30 days of referral. The number of IHSS consumers is anticipated to increase to over 5,500 in FY 2017-18 and 5,800 in FY 2018-19.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Adult Protective Services Cases that are Resolved and Stabilized for at Least Twelve Months | 88%                  | 87%                  | 85%                    | 85%                  | 85%                  |
| Percent of IHSS Clients Receiving an In-Home Assessment within 30 Days of Referral                     | 75%                  | 72%                  | 80%                    | 80%                  | 80%                  |
| Percent of IHSS Clients Receiving One or More Visits Annually  | 93%                  | 97%                  | 97%                    | 97%                  | 97%                  |

Community-Based Programs (5720P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 76.0              | 84.0              | 84.0               | 87.0              | 3.0               | 87.0              |                   |
| Funded FTE                | 76.0              | 83.7              | 83.7               | 86.6              | 3.0               | 86.6              |                   |
| <b>Total Requirements</b> | 17,155,769        | 19,536,341        | 23,255,089         | 26,668,167        | 3,413,078         | 26,344,534        | (323,633)         |
| <b>Total Sources</b>      | 13,696,456        | 16,754,680        | 20,757,500         | 23,452,151        | 2,694,651         | 22,948,554        | (503,597)         |
| <b>Net County Cost</b>    | 3,459,313         | 2,781,662         | 2,497,589          | 3,216,016         | 718,427           | 3,395,980         | 179,964           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and an increase in state and federal funding. Three positions were reassigned to the Community-Based Programs from the Public Administrator Program to better align with programs and operations.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,213,078          | 1,494,651     | 718,427         | 3         |

## 2. Electronic Document Management System

The budget includes implementation and operation cost of an electronic document management system (EDM) to increase efficiency and effectiveness of the document management and workflow process of all case management programs. The funding sources for the EDM will be State and Federal Welfare Administration reimbursements and Realignment funds.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,200,000          | 1,200,000     | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,413,078          | 2,694,651     | 718,427         | 3         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (323,633)          | (503,597)     | 179,964         | 0         |

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## IHSS Public Authority (5800B)

### Program Locator

County

Health Services

Health System

⇒ **IHSS Public Authority**

### Program Outcome Statement

Keep people at home with caregiver support

### Program Results

The Public Authority (PA) supports low-income seniors and people with disabilities to remain safely at home by managing the Provider aspect of the In-Home Supportive Services (IHSS) Program. IHSS caregivers assist with tasks of daily living such as toileting, bathing, dressing, and feeding. The caregivers may also provide services such as cooking, laundry, and accompaniment to medical appointments. The PA manages over 5,000 caregivers for over 4,900 beneficiaries by recruiting, maintaining a registry, conducting background checks, conducting orientations, offering Essential Caregiver Skills workshops and specialized trainings, and managing caregiver wages and health benefits.

Since 2005, there has been a 127 percent increase in the number of caregivers in the County. Without these caregiver services, seniors and people with disabilities may require institutional care that would diminish the quality of their lives. In addition, the orientation and training provided for the caregivers increases the quality of care to clients, allowing clients to remain in the community for a longer period of time.

IHSS and PA have seen increased challenges including implementation of Fair Labor Standard Act (FLSA) guidelines and over-time regulations, which created a significant workload for IHSS and PA staff. In addition, cost pressures at the State for IHSS will result in significant increased cost to counties to administer the IHSS and PA programs.

The State care coordination demonstration program for people enrolled in both Medi-Cal and Medicare, known as Cal MediConnect and the Coordinated Care Initiative (CCI), has been providing comprehensive coordinated care through a team of professionals from AAS and Health Plan of San Mateo. The first two-years of the pilot shows that long-term care days were reduced by 33 percent. However, in December the counties were notified that the State was terminating the prior IHSS funding statute due to increasing costs to the State. As a result of this action, Aging and Adult Services estimated that the costs for this program would increase by \$6.9 million in FY 2017-18. In the May revise, the Governor is proposing to increase State IHS funding over the next five years to cover some of the costs that would be shifted to counties. Aging and Adult Services has enough in reserves in the IHSS Trust Fund to cover the estimated increase in the Net County Cost, thus this budget anticipates using the IHSS Trust Fund resources of approximately \$980,973 in FY 2017-18, and \$1,991,306 in FY 2018-19, for the IHSS program during the next two years. Aging and Adult Services will be reflecting the May revise change as a September Revision.

Despite these challenges, over the next two years, IHSS expects to maintain the number of days it takes for a resident to obtain IHSS services at 56 days. Also, with assistance from the PA Registry, IHSS clients, without caregiver resources, are able to hire a provider to assist with IHSS tasks within seven days of a request.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Days it Takes to Get IHSS Services                    | 59                   | 55                   | 56                     | 56                   | 56                   |
| IHSS Costs:   |                      |                      |                        |                      |                      |
| - County  | \$10.7 M             | \$12.5 M             | \$13 M                 | \$13.4 M             | \$13.9 M             |
| - State   | \$22.9 M             | \$31.5 M             | \$34.9 M               | \$40.2 M             | \$43.3 M             |
| - Federal   | \$36.9 M             | \$50.2 M             | \$54.3 M               | \$59 M               | \$63.8 M             |
| - Total Costs   | \$70.5 M             | \$94.2 M             | \$102.3 M              | \$112.7 M            | \$121 M              |
| Average Number of Days it Takes to Provide a Registry Caregiver | 8                    | 6                    | 7                      | 7                    | 7                    |

IHSS Public Authority (5800B)  
Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 16,942,650        | 21,115,143        | 22,504,184         | 24,549,047        | 2,044,863         | 25,104,673        | 555,626           |
| Total Sources      | 16,942,650        | 21,115,143        | 22,504,184         | 24,549,047        | 2,044,863         | 25,104,673        | 555,626           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. In addition, the budget includes an increase in hourly cost to provide contracted IHSS services; corresponding increases to state and federal reimbursement of costs; and an increase in Realignment revenue based on actual revenue received. The cost to provide IHSS and PA services are covered by the IHSS Maintenance of Effort (MOE), which will increase the local responsibility for IHSS services by 3.5 percent compared to FY 2016-17. The increased local responsibility is covered by 1991 Realignment Funds.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,044,863          | 2,044,863     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. The IHSS MOE is included, which will increase the local responsibility for IHSS services by 3.5 percent compared to FY 2017-18. The increased local responsibility is covered by 1991 Realignment Funds. IHSS Public Authority (5800B)

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 555,626            | 555,626       | 0               | 0         |

### IHSS Public Authority Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property  | 12,905            | 14,607            |                    |                   |                   |                   |                   |
| Intergovernmental Revenues | 11,701,794        | 15,197,861        | 17,322,335         | 19,367,198        | 2,044,863         | 19,922,824        | 555,626           |
| Interfund Revenue          | 4,023,357         | 4,059,310         | 3,969,894          | 3,969,894         |                   | 3,969,894         |                   |
| Miscellaneous Revenue      | 342,639           | 380,503           | 350,000            | 350,000           |                   | 350,000           |                   |
| <b>Total Revenue</b>       | <b>16,080,695</b> | <b>19,652,282</b> | <b>21,642,229</b>  | <b>23,687,092</b> | <b>2,044,863</b>  | <b>24,242,718</b> | <b>555,626</b>    |
| Fund Balance               | 861,955           | 1,462,861         | 861,955            | 861,955           |                   | 861,955           |                   |
| <b>TOTAL SOURCES</b>       | <b>16,942,650</b> | <b>21,115,143</b> | <b>22,504,184</b>  | <b>24,549,047</b> | <b>2,044,863</b>  | <b>25,104,673</b> | <b>555,626</b>    |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits      | 567,392           | 748,419           | 1,581,016          | 1,888,894         | 307,878           | 1,944,025         | 55,131            |
| Services and Supplies      | 3,439,170         | 3,324,620         | 4,143,974          | 4,143,974         |                   | 4,143,974         |                   |
| Other Charges              | 11,473,012        | 16,179,865        | 15,916,948         | 17,653,750        | 1,736,802         | 18,154,233        | 500,483           |
| Other Financing Uses       | 214               | 283               | 291                | 474               | 183               | 486               | 12                |
| <b>Net Appropriations</b>  | <b>15,479,789</b> | <b>20,253,187</b> | <b>21,642,229</b>  | <b>23,687,092</b> | <b>2,044,863</b>  | <b>24,242,718</b> | <b>555,626</b>    |
| Non-General Fund Reserves  | 1,462,861         | 861,955           | 861,955            | 861,955           |                   | 861,955           |                   |
| <b>TOTAL REQUIREMENTS</b>  | <b>16,942,650</b> | <b>21,115,143</b> | <b>22,504,184</b>  | <b>24,549,047</b> | <b>2,044,863</b>  | <b>25,104,673</b> | <b>555,626</b>    |

## IHSS Public Authority GF (6900B)

### Program Locator

County

Health Services

Health System

⇒ **IHSS Public Authority (General Fund)**

### Program Outcome Statement

Keep people at home with caregiver support

### Program Results

This budget unit contains the County's General Fund contribution to In-Home Supportive Services (IHSS). IHSS Public Authority (PA) supports low income seniors and people with disabilities to remain safely at home by providing IHSS caregivers. The caregivers assist with the tasks of daily living such as toileting, getting in and out of bed, cooking, feeding, and ensuring medications are taken and medical appointments are kept. The Public Authority manages 5,000 caregivers for over 4,900 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks and conducting caregiver orientations and trainings. The County's General Fund contribution remains steady at \$3.7 M each year.

### IHSS Public Authority GF (6900B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |
| Net County Cost    | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |

### FY 2017-18 Program Funding Adjustments

No change

### FY 2018-19 Program Funding Adjustments

No change

IHSS Public Authority GF (6900B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Other Charges             | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |
| <b>TOTAL REQUIREMENTS</b> | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |
| <b>NET COUNTY COST</b>    | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |

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## Environmental Health Services (5900B)

### Program Locator

County

Health Services

Health System

⇒ **Environmental Health Services**

### Program Outcome Statement

Protect the public's health by preventing food and waterborne illnesses

### Program Results

Environmental Health Services (EHS) protects the public's health by ensuring that food, water, and housing are safe and healthy. The Division expects to respond to 96 percent of foodborne illness complaints within the required time period and that ocean beaches will be open and safe for recreational uses 99 percent of days in the year.

In FY 2015-16, the most recent year with full data, EHS closed 36 establishments with major violations of food safety practices, ensuring that food is safe; closed 217 public pools/spas with major violations, protecting the health and safety of the public; and pursued enforcement action against 13 businesses for repeat or major violations of hazardous material regulations, reducing the potential for hazardous material releases.

During FY 2015-17, efforts were made to expand the use of mobile technology, which was implemented in late FY 2014-15. During January-June 2015, seven percent of inspections were conducted using mobile technology. In FY 2015-16 and the first half of FY 2016-17, 59 percent and 83 percent of inspections were conducted via mobile technology respectively.

The Safe Medicine Disposal Program continues to be a major effort of the division. To date, 20 collection sites are fully operational and an additional 17 kiosks will be added by the end of calendar year 2017, for a total of 37 collection sites. To increase awareness, one-day collection events will take place throughout the year at various locations in the County. In addition, medicine mail back envelopes will be distributed to most libraries, allowing residents to use these envelopes as an additional way to safely dispose of unused medicines.

Environmental Health priorities for FY 2017-19 are to continue efforts in the Safe Medicine Disposal ordinance; continue to collaborate with jurisdictions regarding marijuana industry oversight; groundwater use and management; and maximizing efficiencies across programs.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 16-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| Percent of Total Days that Beaches Were Open for Use                                    | 99%                  | 99%                  | 99%                  | 99%                  | 99%                  |
| Percent of Suspected Food-Borne Illness Complaints Responded to Within One Business Day | 98%                  | 94%                  | 95%                  | 96%                  | 96%                  |
| Cost per Response to Complaint Involving Hazardous Materials                            | \$573                | \$726                | \$600                | \$600                | \$600                |

Environmental Health Services (5900B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 78.0              | 80.0              | 80.0               | 80.0              |                   | 80.0              |                   |
| Funded FTE                | 77.4              | 78.1              | 78.1               | 78.6              | 0.5               | 78.6              |                   |
| <b>Total Requirements</b> | 15,296,129        | 15,133,717        | 17,148,539         | 17,106,871        | (41,668)          | 17,198,230        | 91,359            |
| <b>Total Sources</b>      | 14,943,091        | 15,083,696        | 17,044,423         | 17,002,755        | (41,668)          | 17,094,114        | 91,359            |
| <b>Net County Cost</b>    | 353,038           | 50,020            | 104,116            | 104,116           |                   | 104,116           |                   |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and contract adjustments.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (99,937)           | (99,937)      | 0               | 0         |

## 2. Development of Divisional Reserves

Additional anticipated revenue for Food Handling Fees are set aside in Reserves to meet the County's two percent Reserves requirement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 58,269             | 58,269        | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (41,668)           | (41,668)      | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and increases in Charges for Services and Fund Balance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 91,359             | 91,359        | 0               | 0         |

## Environmental Health Services (5900B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 116,616           | 377,358            | 398,087           | 20,729            | 401,758           | 3,671             |
| Licenses, Permits and Franchises | 1,038,386         | 1,106,728         | 1,016,302          | 1,064,247         | 47,945            | 1,065,997         | 1,750             |
| Fines, Forfeitures and Penalties | 115,659           | 128,027           | 110,000            | 150,000           | 40,000            | 150,000           |                   |
| Intergovernmental Revenues       | 1,219,917         | 1,281,287         | 1,433,168          | 1,180,697         | (252,471)         | 1,180,697         |                   |
| Charges for Services             | 10,933,986        | 11,369,531        | 12,995,797         | 13,445,910        | 450,113           | 13,473,579        | 27,669            |
| Interfund Revenue                | 1,546             | 48,611            | 23,165             | 40,163            | 16,998            | 40,163            |                   |
| Miscellaneous Revenue            | 507,209           | 475,106           | 505,000            | 445,000           | (60,000)          | 445,000           |                   |
| <b>Total Revenue</b>             | <b>13,816,704</b> | <b>14,525,904</b> | <b>16,460,790</b>  | <b>16,724,104</b> | <b>263,314</b>    | <b>16,757,194</b> | <b>33,090</b>     |
| Fund Balance                     | 1,126,387         | 557,792           | 583,633            | 278,651           | (304,982)         | 336,920           | 58,269            |
| <b>TOTAL SOURCES</b>             | <b>14,943,091</b> | <b>15,083,696</b> | <b>17,044,423</b>  | <b>17,002,755</b> | <b>(41,668)</b>   | <b>17,094,114</b> | <b>91,359</b>     |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 11,797,226        | 11,417,761        | 12,839,755         | 13,300,664        | 460,909           | 13,521,030        | 220,366           |
| Services and Supplies            | 1,884,012         | 2,009,200         | 2,681,711          | 2,530,391         | (151,320)         | 2,493,295         | (37,096)          |
| Other Charges                    | 1,254,296         | 1,276,812         | 1,465,445          | 1,479,308         | 13,863            | 1,395,375         | (83,933)          |
| Other Financing Uses             | 3,435             | 5,605             | 5,745              | 5,002             | (743)             | 5,132             | 130               |
| <b>Gross Appropriations</b>      | <b>14,938,970</b> | <b>14,709,378</b> | <b>16,992,656</b>  | <b>17,315,365</b> | <b>322,709</b>    | <b>17,414,832</b> | <b>99,467</b>     |
| Intrafund Transfers              | (33,752)          | (22,914)          | (122,768)          | (545,414)         | (422,646)         | (553,522)         | (8,108)           |
| <b>Net Appropriations</b>        | <b>14,905,218</b> | <b>14,686,464</b> | <b>16,869,888</b>  | <b>16,769,951</b> | <b>(99,937)</b>   | <b>16,861,310</b> | <b>91,359</b>     |
| Contingencies/Dept Reserves      | 390,911           | 447,253           | 278,651            | 336,920           | 58,269            | 336,920           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>15,296,129</b> | <b>15,133,717</b> | <b>17,148,539</b>  | <b>17,106,871</b> | <b>(41,668)</b>   | <b>17,198,230</b> | <b>91,359</b>     |
| <b>NET COUNTY COST</b>           | <b>353,038</b>    | <b>50,020</b>     | <b>104,116</b>     | <b>104,116</b>    |                   | <b>104,116</b>    |                   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 78.0              | 80.0              | 80.0               | 80.0              |                   | 80.0              |                   |
| Funded FTE                       | 77.4              | 78.1              | 78.1               | 78.6              | 0.5               | 78.6              |                   |

## Behavioral Health and Recovery Services (6100B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|
| <b>SOURCES</b>              |                    |                    |                    |                    |                   |                    |                   |
| Taxes                       | 2,501,809          | 4,210,868          | 6,162,858          | 5,705,543          | (457,315)         | 5,755,026          | 49,483            |
| Use of Money and Property   | 40,839             | 67,774             | 67,775             | 67,775             |                   | 67,775             |                   |
| Intergovernmental Revenues  | 73,589,296         | 74,304,383         | 80,427,342         | 91,241,932         | 10,814,590        | 91,400,520         | 158,588           |
| Charges for Services        | 37,512,749         | 48,039,578         | 56,599,290         | 51,241,320         | (5,357,970)       | 51,601,950         | 360,630           |
| Interfund Revenue           | 343,948            | 55,883             | 150,000            | 150,000            |                   | 150,000            |                   |
| Miscellaneous Revenue       | 1,967,508          | 1,885,540          | 2,669,886          | 1,531,198          | (1,138,688)       | 1,531,198          |                   |
| <b>Total Revenue</b>        | <b>115,956,150</b> | <b>128,564,026</b> | <b>146,077,151</b> | <b>149,937,768</b> | <b>3,860,617</b>  | <b>150,506,469</b> | <b>568,701</b>    |
| Fund Balance                |                    | 229,359            | 181,754            | 146,777            | (34,977)          | 146,777            |                   |
| <b>TOTAL SOURCES</b>        | <b>115,956,150</b> | <b>128,793,385</b> | <b>146,258,905</b> | <b>150,084,545</b> | <b>3,825,640</b>  | <b>150,653,246</b> | <b>568,701</b>    |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                    |                   |                    |                   |
| Salaries and Benefits       | 58,618,571         | 64,543,943         | 73,214,561         | 78,841,190         | 5,626,629         | 80,560,733         | 1,719,543         |
| Services and Supplies       | 59,773,992         | 60,013,103         | 67,623,085         | 67,602,745         | (20,340)          | 67,684,297         | 81,552            |
| Other Charges               | 33,388,326         | 40,217,525         | 45,562,365         | 50,413,796         | 4,851,431         | 50,712,018         | 298,222           |
| Fixed Assets                | 9,884              |                    |                    |                    |                   |                    |                   |
| Other Financing Uses        | 348,405            | 365,189            | 1,289,392          | 522,750            | (766,642)         | 322,750            | (200,000)         |
| <b>Gross Appropriations</b> | <b>152,139,178</b> | <b>165,139,760</b> | <b>187,689,403</b> | <b>197,380,481</b> | <b>9,691,078</b>  | <b>199,279,798</b> | <b>1,899,317</b>  |
| Intrafund Transfers         | (3,586,475)        | (2,260,646)        | (2,829,312)        | (2,829,312)        |                   | (2,829,312)        |                   |
| <b>Net Appropriations</b>   | <b>148,552,703</b> | <b>162,879,114</b> | <b>184,860,091</b> | <b>194,551,169</b> | <b>9,691,078</b>  | <b>196,450,486</b> | <b>1,899,317</b>  |
| Contingencies/Dept Reserves |                    | 79,359             | 146,777            | 146,777            |                   | 146,777            |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>148,552,703</b> | <b>162,958,473</b> | <b>185,006,868</b> | <b>194,697,946</b> | <b>9,691,078</b>  | <b>196,597,263</b> | <b>1,899,317</b>  |
| <b>NET COUNTY COST</b>      | <b>32,596,553</b>  | <b>34,165,087</b>  | <b>38,747,963</b>  | <b>44,613,401</b>  | <b>5,865,438</b>  | <b>45,944,017</b>  | <b>1,330,616</b>  |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                    |                   |                    |                   |
| Salary Resolution           | 458.0              | 464.0              | 471.0              | 471.0              |                   | 471.0              |                   |
| Funded FTE                  | 444.9              | 451.9              | 458.9              | 455.3              | (3.6)             | 455.3              | (0.0)             |

## Behavioral Health and Recovery Administration (6110P)

### Program Locator

County

Health Services

Health System

Behavior Health and Recovery Services

⇒ **BHRS Compliance, Quality Assurance and Administration**

### Program Outcome Statement

Provide programmatic and fiscal leadership and management for the BHRS division

### Program Results

The Behavioral Health and Recovery Services' (BHRS) Compliance, Quality Assurance and Administration (CQAA) staff defines and directs the priorities of Mental Health Youth, Adult, Older Adult Services, and Alcohol and Other Drug Services; provides general administrative support for all BHRS programs including compliance, quality improvement, personnel services, budget and finance, research and evaluation, and contract administration; and works collaborative with all Health System programs, other County departments, and contracted vendors to ensure service quality and compliance with local, state, and federal requirements. Because of these efforts, BHRS expects that a minimum of 90 percent of BHRS clients are satisfied with the services they received in FY 2016-17.

CQAA staff provide employees and contractors with the necessary resources to carry out the BHRS Division's mission to provide high quality, evidence-based, cost-effective, and innovative mental health and substance use prevention, treatment and recovery services. As an example, preliminary findings from the recent Medi-Cal Tri-ennial Audit showed significant improvements from the prior audit in chart documentation and system review.

BHRS continues its successful partnership with the Health Plan of San Mateo (HPSM) in providing access to services for all beneficiaries with mental health challenges and, as of February 2017, providing a continuum of treatment and recovery services for individuals with substance use disorders. San Mateo County was the first county in the state to implement this expansion of substance use services.

CQAA develops and manages BHRS resources in a responsive manner for issues important to the community. Over the past two years, along with numerous stakeholders, BHRS has focused on behavioral health related crises from prevention strategies, to response capacity, and post crisis interventions. A Suicide Prevention Roadmap has been finalized detailing prevention strategies that coordinate community resources: a Psychiatric Emergency Response Team with the Sheriff has been implemented that embeds clinical staff in law enforcement, providing in-the-field assistance to deputies; threat assessment protocols have been developed with the County Office of Education; local field crisis teams and school based collaboratives have started; a Crisis Collaborative has been formed; Assisted Outpatient Treatment/Laura's Law has been implemented; and renovation of an adult crisis residential facility is slated for opening in August 2017.

As part of the Health System's implementation of LEAP, BHRS is developing processes to investigate the root causes of significant critical incidents to avoid reoccurrence. Such a process will substantially improve quality of care issues.

By the end of FY 2016-17, the Office of Diversity and Equity, a unit in BHRS Administration, will have certified 1,600 school based staff in Youth Mental Health First Aid (Measure K funded) and the number of parents completing the Parenting Project (Measure K funded) will be 663.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Customer Satisfaction Ratings of Good or Better          | 90%                  | 95%                  | 90%                    | 90%                  | 90%                  |
| Percent of BHRS Performance Goals Met                    | 72%                  | 78%                  | 70%                    | 75%                  | 75%                  |
| Percent of BHRS Employees Evaluations Completed Annually | 28%                  | 24%                  | 23%                    | 90%                  | 90%                  |

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

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 63.0              | 65.0              | 66.0               | 71.0              | 5.0               | 71.0              |                   |
| Funded FTE                | 63.0              | 65.0              | 66.0               | 70.2              | 4.2               | 70.2              |                   |
| <b>Total Requirements</b> | 17,170,472        | 18,915,231        | 21,839,457         | 23,081,770        | 1,242,313         | 23,487,266        | 405,496           |
| <b>Total Sources</b>      | (433,684)         | (184,204)         | 19,131,305         | 20,329,470        | 1,198,165         | 20,896,812        | 567,342           |
| <b>Net County Cost</b>    | 17,604,156        | 19,099,436        | 2,708,152          | 2,752,300         | 44,148            | 2,590,454         | (161,846)         |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and increases in Intergovernmental Revenue. Six positions are transferred from other BHRS programs to better report costs and maximize Medicaid reimbursement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,359,448          | 1,315,300     | 44,148          | 6         |

## 2. Reconcile Budget with Salary Resolution

This action reconciles the budget with the Salary Resolution passed by the Board on Supervisors on April 11, 2017, in which one vacant Medical Office Specialist and one vacant Senior Community Program Specialist were deleted and one Accountant was added. Intergovernmental Revenue was decreased accordingly.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (117,135)          | (117,135)     | 0               | (1)       |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,242,313          | 1,198,165     | 44,148          | 5         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and increases to Intergovernmental Revenue and Charges for Services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 405,496            | 567,342       | (161,846)       | 0         |

## Mental Health Youth Services (6130P)

### Program Locator

County

Health Services

Health System

Behavior Health and Recovery Services

⇒ **Mental Health Youth Services**

### Program Outcome Statement

Improve mental health for children, youth and their families

### Program Results

Behavioral Health & Recovery Services (BHRS) for Child/Youth provides outreach, assessment, counseling, treatment, case management, medication, and assistance with managing care to seriously emotionally disturbed children, youth and their families. In FY 2015-16, BHRS provided services to approximately 3,500 children and youth. Many children come to BHRS through the child welfare system due to abuse or neglect. Others come to BHRS through Juvenile Probation or education, as their mental illness or substance abuse has contributed to their involvement with the criminal justice system or poor performance in school. In FY 2015-16, BHRS also provided emergency and inpatient care for over 250 children and youth in crisis, and due to Measure K funding, the Youth to Adult Transition Team continues to improve engagement and follow-up with youth in crisis by making face-to-face contact with youth coming to Psychiatric Emergency Services (PES) resulting in 100 percent of youth engaged by BHRS before discharge by mid-year FY 2016-17.

In partnership with schools, Child Welfare, and Probation; BHRS services help maintain severely emotionally disturbed youth in their homes and schools and promote their safety and well-being. This partnership has substantially reduced the out-of-home placement rate over the last five years and successfully maintained high-risk youth in community settings; a less disruptive, more cost-effective solution than placement. When children need to be placed, it is important to ensure they are placed in the community close to their family and supports. In FY 2016-17, BHRS expects to see the continued reduction in the number of youth in out-of-County placements. BHRS implemented Full Service Partnerships in 2005 to serve high-risk youth with a broad array of services in their homes and community settings. These services have helped prevent youth from being placed out-of-home, and when out-of-home placements have been necessary, these services have made it possible to return youth home sooner. In FY 2017-18, BHRS is will apply for a change in licensing for its Canyon Oaks Youth Center, in response to the state law changes under Continuum of Care Reform.

BHRS will also apply for a change in licensing as a result of AB403 and SB831 which changed the rate structure for youth group homes. This change will not effect the number of youth served at the facility.

Another change in state law in 2010 provided local school districts the option to significantly change the provision of mental health services for students in Special Education by selecting new providers. BHRS continues to provide mental health services for most districts' children in Special Education, and received more referrals and requests for school-based services in FY 2016-17 than the previous year. Additional collaborative efforts planned by the countywide Children and Youth System of Care (CYSOC) Committee and the School Safety Summit Task Force are focused on removing barriers to mental health services so that schools are safe and all emotionally disturbed children and youth receive access to the treatment they need to thrive. The BHRS school-based services team expects continued growth through FY 2017-18. CYSOC has also collaborated on a three-year grant to improve oversight, training and services for the Commercially, Sexually Exploited Children (CSEC), population in our systems. BHRS has also been very

involved in the redesign process for Camp Glenwood, which has included increased therapeutic services and training for all staff in trauma-informed services.

The statewide Katie A./Pathways to Wellbeing court settlement requires more extensive mental health screening and assessment of children in the foster care system to shorten children's length of time in foster care and decrease the number of children placed in multiple group homes. This mandate has increased the number of children referred to BHRS for mental health assessments and services. BHRS is seeing the number of children referred to services through the implementation of Pathways to Wellbeing beginning to stabilize in FY 2016-17. In FY 2017-18, the continued focus for this population will be on the provision of Child/Family/Team meetings.

In FY 2017-18 BHRS plans to extend "Same Day Assistance" to children and youth in order to increase timely access to services and has opened the Shasta outpatient clinic specific to children, youth and their families in Redwood City. Measure K funded post-hospitalization case management support services will be maintained for children and youth discharged from PES, and an additional 150 children and youth will receive specialized trauma informed care. Timely access to care, either post-hospitalization or upon request for services, is a predictor of a positive outcome to treatment.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Youth Stay at Home and in the Community as Measured by Maintaining Average Monthly Census of Youth in Group Home placements < 50                             | 21                   | 29                   | 30                     | 25                   | 22                   |
| Prompt Response to Children in Crisis as Measured by Percent of Youth Clients who Receive a Follow-Up Visit within 7 Days of an Inpatient Stay               | 65%                  | 58%                  | 70%                    | 90%                  | 92%                  |
| Percent of New Youth Clients System-Wide Receiving Prompt Access to Treatment as Measured by Receipt of Second Service within 14 Days of their First Service | 57%                  | 54%                  | 54%                    | 68%                  | 70%                  |

## Mental Health Youth Services (6130P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 164.0             | 171.0             | 171.0              | 165.0             | (6.0)             | 165.0             |                   |
| Funded FTE                | 159.8             | 166.2             | 166.2              | 158.6             | (7.6)             | 158.6             |                   |
| <b>Total Requirements</b> | <b>36,660,883</b> | <b>38,107,442</b> | <b>42,217,778</b>  | <b>45,620,924</b> | <b>3,403,146</b>  | <b>46,215,295</b> | <b>594,371</b>    |
| <b>Total Sources</b>      | <b>16,866,806</b> | <b>26,867,410</b> | <b>34,100,270</b>  | <b>33,927,695</b> | <b>(172,575)</b>  | <b>33,143,665</b> | <b>(784,030)</b>  |
| <b>Net County Cost</b>    | <b>19,794,077</b> | <b>11,240,032</b> | <b>8,117,508</b>   | <b>11,693,229</b> | <b>3,575,721</b>  | <b>13,071,630</b> | <b>1,378,401</b>  |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and increases in contracted services for youth to serve the growing needs of this population. Six positions are transferred within the division during the position reconciliation process to better align work to appropriate programs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,403,146          | (172,575)     | 3,575,712       | (6)       |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 594,371            | (784,030)     | 1,378,401       | 0         |

## Mental Health Adult Services (6140P)

### Program Locator

County

Health Services

Health System

Behavioral Health and Recovery Services

⇒ **Adult and Older Adult Mental Health Adult Services**

### Program Outcome Statement

Increase the percentage of consumers attaining wellness/recovery goals

### Program Results

BHRS for Adults and Older Adults promotes recovery for individuals with mental health and substance use problems by offering outreach, assessment, treatment, linkage to healthcare services, case management, medication and medication support, supported employment, education, and socialization. The program also works with consumer and family groups to support the development of self-help resources. Mental health and co-occurring substance use disorder services were provided to over 7,100 adults and older adults in FY 2015-16 and FY 2016-17, 12 percent of whom were over the age of 60. Additionally, psychiatric emergency and inpatient services are provided for people in crisis; intensive case management, residential and supported housing alternatives are provided for the most vulnerable BHRS populations; and coordinated services are provided to people discharged from jail. Services are co-located with primary care and are offered through specialty mental health teams for those who have greater needs. BHRS is involved in many programs to increase the integration of behavioral health and primary care health services. In FY 2015-16, 2,100 adults received mental health services from BHRS staff in SMMC primary care clinics and another 2,300 received primary care services in regional mental health clinics. Since July 2015, BHRS's Integrated Medication Assisted Treatment (IMAT) team stationed at SMMC has engaged 850 adults suffering from severe substance use problems in the medical Emergency Department and 330 adults in the Psychiatric Emergency Department. IMAT reduces the personal, social, and financial costs experienced by individuals suffering from severe alcohol use by embedding BHRS staff in Primary Care Clinics and the Emergency Department of SMMC to help engage severely addicted adults in an innovative treatment that uses newly developed medications to help reduce the craving to drink.

BHRS for Adults and Older Adults promotes improved well-being and quality of life, and independent living in the community for adults who suffer from serious mental illness. Evidenced-based mental health services improve functioning and stability and avoid unnecessary hospitalization, arrests, and other negative outcomes such as homelessness. The Mental Health Services Act (MHSA) funded Full Service Partnerships (FSP) have contributed to these results by providing 24/7 assistance to the most vulnerable BHRS clients. In FY 2016-17, we expect to find that there has been an 82 percent reduction in hospital days for adult participants in FSPs. All programs serving adults and older adults focus on fostering healthy outcomes, reducing isolation, keeping clients engaged in meaningful activities, and promoting their safety and well-being. In FY 2015-16, the California Clubhouse opened its doors, with the support of Measure K and MHSA funds, to provide psychosocial rehabilitation and employment services. The Clubhouse currently has 120 members.

In FY 2015-16, 91 percent of BHRS clients surveyed indicated they had benefited from mental health services. BHRS has improved access to mental health services to adult consumers. In FY 2016-17, Adult Services expects to exceed a national Healthcare Effectiveness Data and Information Set (HEDIS) benchmark by providing an outpatient visit within seven days of an inpatient stay to 90 percent of BHRS adults in crisis. In FY 2015-16, BHRS initiated a pilot that introduced telepsychiatry to its regional mental health clinic in Half Moon Bay to improve access to psychiatric services

for residents on the Coast. 35 clients have been served via telepsychiatry since its inception. In FY 2017-18, BHRS will evaluate the pilot and assess the potential cost/benefit of expanding telepsychiatry to additional sites. The "pilot" Psychiatric Emergency Response Team (PERT), a partnership between BHRS and SMC Sheriff's Office, served 346 clients in FY 2015-16.

The provision of services for clients on probation with Criminal Justice Realignment eligibility will continue to be provided through Service Connect. This collaborative program with the Human Services Agency and Probation works to reduce recidivism and maintain public safety by engaging with clients upon release from prison/jail and helping them integrate successfully into the community. To date, over 75 percent of clients served by this program have been engaged in mental health and alcohol and substance use services.

In early fall 2017, BHRS will open the Measure K funded Serenity House, a crisis residential treatment program for adults. Serenity House will have a capacity of 10 beds with an expectation to serve a minimum of 200 unduplicated clients per year. In FY 2016-17, the contracted managed care network expanded bilingual capacity to meet the demand for outpatient treatment to individuals with "mild/moderate" mental health conditions. The process for authorizing services for the network is changing in FY 2017-18 by reviewing assessments and treatment plans against utilization criteria, which will result in consistency across authorizations, as well as improve the quality of the network. By the end of FY 2017-18, in partnership with the Mental Health Association, BHRS expects to open up Waverly Place Apartments, a 15-unit permanent supportive housing facility in North Fair Oaks. The "bridging" planning document for the replacement of the Cordilleras Mental Health Center will be finalized in FY2016-17 and Phase I construction will begin in FY 2017- 18.

#### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Clients Stating They have Benefited from Services  | 90%                  | 91%                  | 90%                    | 91%                  | 92%                  |
| Percent of Adults who Attend a Follow Up Visit with a Clinical Provider within 7 Days of Being Discharged from a Psychiatric Hospital | 84%                  | 63%                  | 90%                    | 91%                  | 92%                  |
| Percent of adults receiving Full Service Partnership services who experience a reduction in hospitalization services                  | 76%                  | 80%                  | 82%                    | 83%                  | 84%                  |

## Mental Health Adult Services (6140P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 190.0             | 189.0             | 191.0              | 198.0             | 7.0               | 198.0             |                   |
| Funded FTE                | 182.2             | 182.7             | 184.7              | 190.8             | 6.1               | 190.8             | (0.0)             |
| <b>Total Requirements</b> | 77,982,038        | 85,953,505        | 94,676,737         | 98,791,349        | 4,114,612         | 99,539,032        | 747,683           |
| <b>Total Sources</b>      | 87,055,041        | 86,144,424        | 73,578,269         | 75,750,966        | 2,172,697         | 76,499,408        | 748,442           |
| <b>Net County Cost</b>    | (9,073,003)       | (190,919)         | 21,098,468         | 23,040,383        | 1,941,915         | 23,039,624        | (759)             |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and increases to service levels for adult mental health services. Six positions were transferred from other BHRS programs to better report costs and maximize Medicaid reimbursement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,165,001          | 223,086       | 1,941,915       | 6         |

#### 2. Reconcile Budget with Salary Resolution

This action reconciles the budget with the Salary Resolution passed by the Board of Supervisors on April 11, 2017, in which a Patient Service Supervisor was added to this unit. While there is an increase of the position count of one in this unit, there were deletions in others, resulting in no overall increase in position count for the division. Increased cost is covered by additional state and federal funding.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 124,611            | 124,611       | 0               | 1         |

#### 3. Full Service Partnership Expansion for Supportive Housing

Intergovernmental Funding is being used to expand the Full Service Partnership Program to contract with a provider for a pilot program that would offer community-based housing, treatment and supportive services for clients who would otherwise be in the State hospital.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,825,000          | 1,825,000     | 0               | 0         |

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**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 4,114,612          | 2,172,697     | 1,941,915       | 7         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and increases in Intergovernmental Revenue and Charges for Services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 747,683            | 748,442       | (759)           | 0         |

## Alcohol and Other Drug Services (6170P)

### Program Locator

County

Health Services

Health System

Behavioral Health and Recovery Services

⇒ **Alcohol and Other Drug Services**

### Program Outcome Statement

Prevent and treat substance use/abuse, and support clients' recovery

### Program Results

As part of the Behavioral Health and Recovery Services Division (BHRS), Alcohol and Other Drug Services (AOD) oversees and coordinates substance use prevention, treatment, case management, and recovery services to individual clients and their families. In FY 2015-16, our latest year with full data, AOD admitted 2,600 individuals to treatment, 49 percent of whom were homeless at admission and 42 percent of whom had criminal justice involvement. Treatment services are provided by a network of 14 community-based agencies which deliver detoxification/withdrawal management services, outpatient, intensive outpatient, residential treatment, specialized opioid treatments, and other medication assisted treatments under contract and oversight by AOD. AOD estimates that 68 percent of clients receiving care in FY 2016-17 will successfully complete treatment; a rate that is above the state average of 58 percent.

AOD ensures regulatory compliance, contract oversight and accountability, quality assurance, and best practice implementation among our network of providers. AOD case managers use the American Society of Addiction Medicine (ASAM) criteria to guide client placement into appropriate treatment. Evidence-based practices including: Motivational Interviewing, Relapse Prevention, Trauma Informed Treatment, Psycho Education, and Cognitive Behavioral Therapy (CBT) are required treatment interventions. Finally, AOD works with providers to ensure prompt access to care. For example, in FY 2015-16, 96 percent of residents seeking methadone treatment were seen within 24 hours of requesting the service, compared to the state average of 56 percent.

On February 1, 2017, San Mateo County became the first county in California to implement the Drug Medi-Cal Organized Delivery System (DMC ODS), transforming the existing substance use disorder service system for Medi-Cal beneficiaries. A part of the Medi-Cal 2020 waiver, this pilot program expands available services adding case management, short-term residential treatment, medication assisted treatments, and recovery supports to the Medi-Cal beneficiary, and increases federal revenues to support these services. To date, 23 facilities have obtained state certification to operate Drug Medi-Cal clinics, up from two in 2015. In FY 2017-18, BHRS expects to serve between 1,350 and 1,860 Medi-Cal beneficiaries in the DMC ODS system of care. Throughout the next fiscal year, a major effort within AOD will be to meet DMC ODS managed care standards for network adequacy, timely access, quality of care, and documentation.

Other major initiatives for FY 2017-18 include continued expansion of the Integrated Medication Assisted Treatment (IMAT) program services, which is being integrated into the Whole Person Care Pilot. IMAT reduces the personal, social, and financial costs experienced by individuals suffering from severe alcohol use by embedding BHRS staff in Primary Care Clinics and the Emergency Department of SMMC to help engage severely addicted adults in an innovative treatment that uses newly developed medications to help reduce the craving to drink. Since July 2015, BHRS's IMAT team stationed at SMMC has engaged 850 adults suffering from severe substance use problems in the medical Emergency Department and 330 adults in the Psychiatric Emergency Department. In FY 2017-18, IMAT will

expand services to adults addicted to opiates, providing access to Suboxone and other medications for the treatment of opioid use disorder.

On July 1, 2016, the Tobacco Prevention Program was moved within the Health System from Family Health to BHRS Alcohol and Other Drug Services, combining prevention and health promotion efforts under the leadership of a single manager. Through cross training, capacity building, and shared planning, AOD is integrating efforts to reduce the incidence and impact of alcohol, tobacco and drug related problems in communities. The passage of Proposition 56, the Tobacco Tax Increase Initiative and Proposition 64, the Adult Use of Marijuana Act in November by voters will generate new revenues and significant new opportunities for prevention in FY 2017-18. Community planning and engagement activities are underway to identify areas of need and priorities for the upcoming year.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Clients Treated within 24 Hours of Making a Request for Methadone Treatment                   | 83%                  | 96%                  | 96%                    | 88%                  | 90%                  |
| Percent of Participants in Drug Court Who Commit a New Crime (Data Development)                          | 5%                   | 10%                  | 25%                    | 10%                  | 10%                  |
| Percent of Clients Successfully Completing Treatment (Tested via Urine Test): Statewide Benchmark is 50% | 75%                  | 65%                  | 68%                    | 75%                  | 75%                  |

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

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 41.0              | 39.0              | 43.0               | 37.0              | (6.0)             | 37.0              |                   |
| Funded FTE                | 40.0              | 38.0              | 42.0               | 35.8              | (6.2)             | 35.8              |                   |
| <b>Total Requirements</b> | 16,739,309        | 19,982,294        | 26,272,896         | 27,203,903        | 931,007           | 27,355,670        | 151,767           |
| <b>Total Sources</b>      | 12,467,987        | 15,965,755        | 19,449,061         | 20,076,414        | 627,353           | 20,113,361        | 36,947            |
| <b>Net County Cost</b>    | 4,271,322         | 4,016,539         | 6,823,835          | 7,127,489         | 303,654           | 7,242,309         | 114,820           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; implementation of the Medi-Cal Organized Delivery System, and the continuation of the Whole Person Care Pilot which was approved by the Board of Supervisors in November 2016. This is a five year pilot to improve the coordination of health, behavioral health and social services, as it applies, in a patient-centered manner with the goals of improved health and wellbeing. Six positions were transferred within the division during the position reconciliation process to better align work to appropriate programs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 900,422            | 596,768       | 303,654         | (6)       |

### 2. Reconcile Budget with Salary Resolution

This action reconciles the budget with the Salary Resolution passed by the Board on Supervisors on April 11, 2017, in which one vacant Case Management Assessment Specialist was deleted and a Supervising Mental Health Clinician was added. Increased costs are covered by additional state and federal funding.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 30,585             | 30,585        | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 931,007            | 627,353       | 303,654         | (6)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and adjustments to state and federal revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 151,767            | 36,947        | 114,820         | 0         |

## Family Health Services (6240B)

### Program Locator

County

Health Services

Health System

⇒ **Family Health Services**

### Program Outcome Statement

Join with families as early as possible to meet their goals toward improved health and brighter futures

### Program Results

Family Health Services (FHS) contributes to the Health System goals of longer and better lives for our residents through prevention and early intervention services targeting low-income pregnant women, children, and families who have shouldered disproportionate health burdens. Our services include nutrition education and administration of food benefits for pregnant women and young children, care coordination services for children, physical and occupational therapy for children with disabilities, and home-visiting services aimed at promoting a healthy start and positive life course. We partner with healthcare providers, the Health Plan of San Mateo, County agencies, schools, and nonprofit organizations to achieve healthy and equitable communities.

Low birth weight (LBW), defined as birth weight of less than 2,500 grams or 5.5 pounds, is an important health outcome associated with significant long-term medical and developmental issues for the child, stress for families, and costs to the healthcare system. The the U.S. Department of Health and Human Services' Healthy People 2020 goal is to reduce LBW from 8.2 percent of live births in 2007 to 7.8 percent by 2020. FHS home visiting and nutrition services can be expected to have an impact on LBW among clients served in these programs. Over the next several years, FHS's goal is to link birth certificate outcome data with client service data to determine the impact of services on LBW. Countywide LBW data decreased from 7.2 percent in 2010 to 6.5 percent in 2013, but by 2015 had risen back up to 7.5 percent. FHS is exploring the data from recent years to try to identify factors contributing to this increase. Possibilities include: increased multiple gestation births (e.g., twins); changes in prenatal care delivery; and socioeconomic changes, among others. In FY 2016-17 it is estimated that 7.5 percent of infants will be delivered at low birth weight. This is higher than the goal of 7.0 percent for San Mateo County, but is better than the Healthy People 2020 goal of 7.8 percent.

Approximately ten percent of women are depressed either during pregnancy or within the first year after giving birth. Antepartum depression can lead to problems for the child, from premature delivery to developmental delays. Post-partum depression has been linked to decreased social engagement, enhanced stress levels, and fear reactivity in infants. Post-partum depression has been reported to disrupt caregiving activities including breastfeeding, sleep routines, well-child visits, vaccinations, and safety practices. In FY 2016-17 it is anticipated that 80 percent of mothers we serve will be screened and referred for support for depression; this surpasses the target of 70 percent.

Breastfeeding decreases the incidence of childhood illnesses and has been linked to cognitive gains. For the mother, breastfeeding reduces the risk of breast and ovarian cancer and helps her bond with her baby. Breastfeeding impacts the community by reducing healthcare costs and reducing waste related to bottles and formula. 84 percent of newborns seen by the Women, Infants, and Children (WIC) program are breastfed. This rate is above the Healthy People 2020 goal of 82 percent, and FHS aims to continue to perform above this federal goal. FHS is providing further training to new staff and is increasing contact with birthing hospitals to educate mothers on the benefits of breastfeeding.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Live Births to SMC Residents that were Low Birth Weight                               | 6.5%                 | 6.9%                 | 7.5%                   | 7.8%                 | 7.8%                 |
| Percent of Mothers and Expectant Mothers Served by Home Visiting who are Screened for Depression | 79%                  | 79%                  | 80%                    | 80%                  | 80%                  |
| Percent of Infants Served by WIC who are Breastfed   | 80%                  | 81%                  | 84%                    | 82%                  | 82%                  |

Family Health Services (6240B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 181.0             | 187.0             | 183.0              | 183.0             |                   | 183.0             |                   |
| Funded FTE                | 173.1             | 177.1             | 173.1              | 173.7             | 0.6               | 173.7             |                   |
| <b>Total Requirements</b> | 28,331,413        | 30,056,968        | 32,566,229         | 34,422,447        | 1,856,218         | 34,807,298        | 384,851           |
| <b>Total Sources</b>      | 19,133,088        | 19,791,835        | 21,458,470         | 22,204,713        | 746,243           | 22,250,671        | 45,958            |
| <b>Net County Cost</b>    | 9,198,325         | 10,265,133        | 11,107,759         | 12,217,734        | 1,109,975         | 12,556,627        | 338,893           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and changes to various grant revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,323,020          | 213,045       | 1,109,975       | 0         |

## 2. Reconciliation of Budget to Approved Salary Resolution

Two vacant Dietetic Technicians have been deleted and one Community Program Specialist and one Dietician have been added pursuant to the Salary Resolution approved by the Board of Supervisors on April 11, 2017. This adjustment will better align nutritional expertise in our Public Health Nutrition programs. Associated grant costs have been reduced.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 17,988             | 0             | 0               | (2)       |
| (17,988)           | 0             | 0               | 2         |

## 3. Development of Divisional Reserves

Funds from the California Children's Trust Fund are being transferred to reserves in the operating budget to meet the County's two percent reserves requirement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 533,198            | 533,198       | 0               | 0         |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,856,218          | 746,243       | 1,109,975       | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and adjustments to contracts, and various grant revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 384,851            | 45,958        | 338,893         | 0         |

Family Health Services (6240B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 528,747           | 1,330,919         | 1,400,595          | 1,515,345         | 114,750           | 1,536,351         | 21,006            |
| Intergovernmental Revenues  | 13,575,434        | 13,793,055        | 14,083,863         | 13,930,416        | (153,447)         | 13,814,228        | (116,188)         |
| Charges for Services        | 3,426,702         | 3,211,723         | 5,192,468          | 5,475,130         | 282,662           | 5,599,517         | 124,387           |
| Interfund Revenue           | 1,919             | 2,012             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 908,128           | 841,046           | 311,723            | 830,754           | 519,031           | 297,556           | (533,198)         |
| <b>Total Revenue</b>        | <b>18,440,930</b> | <b>19,178,754</b> | <b>20,988,649</b>  | <b>21,751,645</b> | <b>762,996</b>    | <b>21,247,652</b> | <b>(503,993)</b>  |
| Fund Balance                | 692,158           | 613,081           | 469,821            | 453,068           | (16,753)          | 1,003,019         | 549,951           |
| <b>TOTAL SOURCES</b>        | <b>19,133,088</b> | <b>19,791,835</b> | <b>21,458,470</b>  | <b>22,204,713</b> | <b>746,243</b>    | <b>22,250,671</b> | <b>45,958</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 24,490,087        | 24,993,643        | 28,568,589         | 30,324,089        | 1,755,500         | 30,779,688        | 455,599           |
| Services and Supplies       | 2,518,513         | 3,363,666         | 3,688,136          | 3,108,253         | (579,883)         | 3,075,635         | (32,618)          |
| Other Charges               | 1,858,371         | 2,198,881         | 2,040,589          | 2,287,852         | 247,263           | 2,357,012         | 69,160            |
| Fixed Assets                | 30,795            |                   |                    | 50,000            | 50,000            |                   | (50,000)          |
| Other Financing Uses        | 2,600             | 2,577             | 2,642              | 2,665             | 23                | 2,735             | 70                |
| <b>Gross Appropriations</b> | <b>28,900,366</b> | <b>30,558,768</b> | <b>34,299,956</b>  | <b>35,772,859</b> | <b>1,472,903</b>  | <b>36,215,070</b> | <b>442,211</b>    |
| Intrafund Transfers         | (1,089,440)       | (1,022,286)       | (2,186,795)        | (2,336,678)       | (149,883)         | (2,394,038)       | (57,360)          |
| <b>Net Appropriations</b>   | <b>27,810,927</b> | <b>29,536,482</b> | <b>32,113,161</b>  | <b>33,436,181</b> | <b>1,323,020</b>  | <b>33,821,032</b> | <b>384,851</b>    |
| Contingencies/Dept Reserves | 520,486           | 520,486           | 453,068            | 986,266           | 533,198           | 986,266           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>28,331,413</b> | <b>30,056,968</b> | <b>32,566,229</b>  | <b>34,422,447</b> | <b>1,856,218</b>  | <b>34,807,298</b> | <b>384,851</b>    |
| <b>NET COUNTY COST</b>      | <b>9,198,325</b>  | <b>10,265,133</b> | <b>11,107,759</b>  | <b>12,217,734</b> | <b>1,109,975</b>  | <b>12,556,627</b> | <b>338,893</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 181.0             | 187.0             | 183.0              | 183.0             |                   | 183.0             |                   |
| Funded FTE                  | 173.1             | 177.1             | 173.1              | 173.7             | 0.6               | 173.7             |                   |

## Correctional Health Services (6300B)

### Program Locator

County

Health Services

Health System

⇒ **Correctional Health Services**

### Program Outcome Statement

Improve the health of youth and adults in custody

### Program Results

Correctional Health Services (CHS) provides comprehensive and timely physical health, mental health, and substance use disorder treatment services as well as nutrition consultation services to the incarcerated youth and adults of San Mateo County.

Each year, CHS provides approximately 18,500 medical screenings to adults and youths in custody. It is expected that 98 percent of adult offenders and 100 percent of juvenile offenders will receive timely histories and physicals, in compliance with Corrections regulations. CHS will continue to work towards 100 percent compliance by reviewing the system for flagging new inmates needing physicals, and ongoing staff training and continuous quality improvement.

CHS attempts to minimize the number of days inmates are sent to outside medical facilities for medical and psychiatric services. While CHS is able to treat a majority of medical and psychiatric conditions, inmates needing a higher level of care such as surgery or urgent care are sent to outside hospitals. Similarly, the most severely mentally ill inmates require care at an acute inpatient psychiatric facility. CHS previously contracted with Santa Clara County to provide psychiatric beds; however, this contract was terminated in January 2016. The opening of Behavioral Health Pods for women at the Maple Street Correctional Center and for men at the Maguire Correctional Facility to stabilize and prevent deterioration has lowered psychiatric inpatient hospital days and because of the opening of the pods and the elimination of the contract with Santa Clara, there has been a major decline in the number of hospital days from FY 2014-15 to the estimate for FY 2016-17. During this time, however, inmates have been transported to Psychiatric Emergency Services frequently. The drop in utilization does not reflect the need. Therefore, to address this problem, in partnership with the Sheriff's Office, the Behavioral Health Pods will be expanded in FY 2017-18 from 32 to 38 beds (8 women and 30 men), and a Request for Proposals (RFP) will be conducted to identify a specialized provider to develop a separate 10 bed Lanterman Petris Short (LPS) Acute Unit within the Maguire Correctional Facility for the acutely mentally ill. Care in this Unit and the Pods will focus on stabilizing inmates so their symptoms are reduced, they engage in their care plans, and potentially return to general population. A new performance measure will be developed once a provider is identified for the LPS Unit, and revised number of medical and psychiatric inpatient days will be determined.

CHS aims to provide the best possible care at the lowest price. CHS anticipates the cost per inmate booked per day for medical and health services to be \$2.58 for FY 2016-17 due to staff vacancies and other savings. Actual costs for FY 2015-16 were \$2.93, which included ramp up costs related to the opening of the Maple Street Correctional Center. It is anticipated the cost will be \$2.70 in FY 2017-18 and \$3.01 in FY 2018-19, due to negotiated salary and benefit increases.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Inmate Medical and Psychiatric Inpatient Hospital Days  | 866                  | 643                  | 300                    | TBD                  | TBD                  |
| Average Cost per Inmate Booked per Day for Medical and Health Services                                      | \$2.02               | \$2.93               | \$2.58                 | \$2.70               | \$3.01               |
| Percent of Offenders Receiving Timely Histories and Physicals: Juveniles (Within 96 Hours of Incarceration) | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Percent of Offenders Receiving Timely Histories and Physicals: Adults (By 14th Day of Incarceration)        | 98%                  | 98%                  | 98%                    | 98%                  | 98%                  |

Correctional Health Services (6300B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 91.0              | 98.0              | 78.0               | 83.0              | 5.0               | 83.0              |                   |
| Funded FTE                | 87.8              | 94.3              | 83.8               | 79.4              | (4.4)             | 79.8              | 0.3               |
| <b>Total Requirements</b> | 11,117,902        | 13,876,432        | 17,631,770         | 20,554,186        | 2,922,416         | 22,381,303        | 1,827,117         |
| <b>Total Sources</b>      | 2,885,897         | 3,117,399         | 2,937,399          | 3,598,029         | 660,630           | 3,681,455         | 83,426            |
| <b>Net County Cost</b>    | 8,232,005         | 10,759,033        | 14,694,371         | 16,956,157        | 2,261,786         | 18,699,848        | 1,743,691         |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; adjustments to medical and dental supplies, contract dental services, Realignment and miscellaneous revenue; continuation of Measure K; decreased reimbursement (Intrafund Transfers) to reflect the transfer of Food Services to the Sheriff's Office; and the continuation of the Whole Person Care Pilot which was approved by the Board of Supervisors in November 2016. This is a five year pilot to improve the coordination of health, behavioral health and social services, as it applies, in a patient-centered manner with the goals of improved health and wellbeing.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,076,672          | 365,934       | 710,738         | 0         |

### 2. Correction of Position Control in Budget System

One and a half Correctional Health Nurse Trainee positions are deleted and one and half unclassified Correctional Health Nurse positions are added to correctly reflect staffing.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 264,150            | 0             | 264,150         | 2         |
| (213,102)          | 0             | (213,102)       | (2)       |

### 3. Development of Divisional Reserves

Health Realignment funding is transferred to the operating budget and placed in Reserves to meet the County's two percent reserve requirement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 175,448            | 175,448       | 0               | 0         |

### 4. Behavioral Health Service Expansion

As stated above, the Behavioral Health Pods for men are expanded by six beds, effective September 2017. Three term Psychiatric Social Workers have been converted to permanent, and a Supervising Psychologist and a Marriage and Family Therapist have also been added. Services and Supplies and Other Charges have been increased as well. Funding has also been included for contract costs related to the LPS unit. An RFP will be released in the Fall of 2017, with an anticipated start date of January 2018. Increased costs are funded by Health Realignment and increased Net County Cost.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,619,248          | 119,248       | 1,500,000       | 5         |

**TOTAL FY 2017-18 FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,922,416          | 660,630       | 2,261,786       | 5         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 213,062            | (30,629)      | 243,691         | 0         |

**2. Behavioral Health Services Expansion- Annualized**

The revenue and expenditures for the Behavioral Health Expansion is annualized in FY 2018-19.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,614,055          | 114,055       | 1,500,000       | 0         |

**TOTAL FY 2018-19 FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,827,117          | 83,426        | 1,743,691       | 0         |

Correctional Health Services (6300B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 88,302            | 100,670           | 118,790            | 142,835           | 24,045            | 144,426           | 1,591             |
| Intergovernmental Revenues  | 2,005,986         | 2,214,530         | 2,203,058          | 2,862,861         | 659,803           | 2,793,742         | (69,119)          |
| Charges for Services        | 3,035             | 2,390             | 2,700              | 2,700             |                   | 2,700             |                   |
| Interfund Revenue           | 340,444           | 341,983           | 340,444            | 341,926           | 1,482             | 341,926           |                   |
| Miscellaneous Revenue       | 29,441            | 94,439            | 74,200             | 49,500            | (24,700)          | 49,500            |                   |
| <b>Total Revenue</b>        | <b>2,467,208</b>  | <b>2,754,013</b>  | <b>2,739,192</b>   | <b>3,399,822</b>  | <b>660,630</b>    | <b>3,332,294</b>  | <b>(67,528)</b>   |
| Fund Balance                | 418,689           | 363,386           | 198,207            | 198,207           |                   | 349,161           | 150,954           |
| <b>TOTAL SOURCES</b>        | <b>2,885,897</b>  | <b>3,117,399</b>  | <b>2,937,399</b>   | <b>3,598,029</b>  | <b>660,630</b>    | <b>3,681,455</b>  | <b>83,426</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 12,969,465        | 14,794,531        | 17,912,901         | 17,156,538        | (756,363)         | 17,499,002        | 342,464           |
| Services and Supplies       | 5,284,359         | 6,397,232         | 4,441,242          | 4,921,791         | 480,549           | 6,631,116         | 1,709,325         |
| Other Charges               | 627,740           | 1,167,800         | 883,532            | 898,594           | 15,062            | 912,922           | 14,328            |
| Fixed Assets                | 208,478           | 201,362           | 181,746            | 239,000           | 57,254            |                   | (239,000)         |
| <b>Gross Appropriations</b> | <b>19,090,042</b> | <b>22,560,925</b> | <b>23,419,421</b>  | <b>23,215,923</b> | <b>(203,498)</b>  | <b>25,043,040</b> | <b>1,827,117</b>  |
| Intrafund Transfers         | (8,145,853)       | (8,858,206)       | (5,961,364)        | (3,010,898)       | 2,950,466         | (3,010,898)       |                   |
| <b>Net Appropriations</b>   | <b>10,944,189</b> | <b>13,702,719</b> | <b>17,458,057</b>  | <b>20,205,025</b> | <b>2,746,968</b>  | <b>22,032,142</b> | <b>1,827,117</b>  |
| Contingencies/Dept Reserves | 173,713           | 173,713           | 173,713            | 349,161           | 175,448           | 349,161           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>11,117,902</b> | <b>13,876,432</b> | <b>17,631,770</b>  | <b>20,554,186</b> | <b>2,922,416</b>  | <b>22,381,303</b> | <b>1,827,117</b>  |
| <b>NET COUNTY COST</b>      | <b>8,232,005</b>  | <b>10,759,033</b> | <b>14,694,371</b>  | <b>16,956,157</b> | <b>2,261,786</b>  | <b>18,699,848</b> | <b>1,743,691</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 91.0              | 98.0              | 78.0               | 83.0              | 5.0               | 83.0              |                   |
| Funded FTE                  | 87.8              | 94.3              | 83.8               | 79.4              | (4.4)             | 79.8              | 0.3               |

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## San Mateo Medical Center (6600B)

### Program Locator

County

Health Services

Health System

⇒ **San Mateo Medical Center**

### Program Outcome Statement

Open doors to excellence in healthcare

### Program Results

San Mateo Medical Center (SMMC) is a 509-bed public hospital and clinic system accredited by the Joint Commission. SMMC operates outpatient clinics throughout San Mateo County, an acute care hospital, and a skilled nursing facility through a management agreement with Brios.

More specifically, SMMC provides inpatient and outpatient medical care including Intensive Care, Surgery, Emergency Care, Infusion, Respiratory Therapy, and Domestic Violence Intervention.

SMMC also provides Diagnostic Imaging (e.g., x-rays, MRIs, mammograms, EEG/EKG procedures), Rehabilitation, and Laboratory and Pharmacy services. SMMC has 64 Medical-Surgical beds, seven Intensive Care Unit beds, three Operating Rooms, and 15 Emergency Room beds at the Medical Center, providing care to 2,600 patients (13,300 inpatient days) annually with an average length of stay of 5.1 days each year. SMMC also provides 41,000 emergency visits and 2,100 hours of infusion procedures.

SMMC operates twelve clinics throughout the County that provide primary healthcare and preventive services. Included in the 12 clinics is the clinic in Pescadero that opened in March 2014 through Measure K funding. Through these clinics, 58,000 unique patients are treated for a total of 246,000 clinic visits, including 50,000 pediatric visits, 22,000 OB/GYN visits, 14,000 senior care visits, and 17,000 dental visits.

SMMC also provides emergency psychiatric evaluation and crisis stabilization to mentally ill patients who come in voluntarily or involuntarily. For those patients who are very ill and need extended treatment, the program provides inpatient psychiatric treatment in a locked inpatient acute psychiatric unit. Other patients receive consultations by psychiatrists and psychologists at the medical wards, in long term care, or through the Innovative Care Clinic. SMMC will provide 3,200 psychiatric evaluations in the psychiatric emergency unit, and care for 500 patients on the inpatient psychiatric unit for a total of 10,000 inpatient psychiatric days each year.

For patients who have skilled nursing needs and require rehabilitative services in order to transition from acute care to the community, SMMC provides skilled nursing services and rehabilitation on a 24/7 basis. SMMC provides skilled rehabilitation, creative arts and recreation therapy, skilled nursing, end-of-life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy.

SMMC will meet all regulatory requirements, come in on budget, and provide efficient, effective and high quality care, with an excellent experience. The focus of SMMC will be to continue executing on the 2015 - 2020 Pillar Goals by annually setting strategic initiatives to deliver patient centered care. SMMC will successfully execute the Pillar Goals by using LEAP as the performance improvement philosophy and tool kit. Federal uncertainty regarding the Affordable Care Act and related health care reforms may require future changes to the SMMC budget that are off the regular budget schedule.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Likelihood to Recommend SMMC to Family and Friends as a Great Place to Receive Care | 83%                  | 83%                  | 90%                    | 88%                  | 90%                  |
| Cost per Patient per Month  | \$303                | \$335                | \$346                  | \$370                | \$370                |
| Number of Patients Assigned to SMMC by HPSM who Have Not been Seen <sup>1</sup>     | ---                  | 16,383               | 16,500                 | 15,800               | 15,800               |

<sup>1</sup> New measure for FY 2015-16

### San Mateo Medical Center (6600B) Resource Allocation Summary

|                           | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|
| Salary Resolution         | 1,015.0            | 1,038.0            | 1,046.0            | 1,046.0            |                   | 1,046.0            |                   |
| Funded FTE                | 940.0              | 967.5              | 973.5              | 973.3              | (0.2)             | 973.3              |                   |
| <b>Total Requirements</b> | <b>274,497,472</b> | <b>308,206,973</b> | <b>322,095,642</b> | <b>350,011,243</b> | <b>27,915,601</b> | <b>353,925,151</b> | <b>3,913,908</b>  |
| <b>Total Sources</b>      | <b>274,497,472</b> | <b>308,206,973</b> | <b>322,095,642</b> | <b>350,011,243</b> | <b>27,915,601</b> | <b>353,925,151</b> | <b>3,913,908</b>  |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the continuation of the Whole Person Care Pilot which was approved by the Board of Supervisors in November 2016. This is a five year pilot to improve the coordination of health, behavioral health and social services, as it applies, in a patient-centered manner with the goals of improved health and wellbeing. Prior year savings in the amount of \$9 million has been included in the budget to offset increasing costs and funding for the continued implementation of the Soarian Financial system.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 27,083,757         | 27,083,757    | 0               | 0         |

#### 2. Position Adjustments to Meet Current Level Service Needs

SMMC went through an extensive process reviewing vacant positions in coordination with current staffing needs. As a result, nine vacant positions are deleted and added back in various capacities to meet the current business needs. In addition, one vacant Medical Services Assistant II position is split into two half-time Medical Services Assistant II positions to align with the needs of the unit. In addition, one filled Patient Services Assistant II position is converted into

a Laboratory Support Services Supervisor in the Laboratory Department, pursuant to instructions from the County Manager's Office.

For efficient management of the call center at the Medical Center, six filled Patient Services Assistant II positions and one filled Patient Services Supervisor position are transferred from various cost centers to the call center cost center. Additionally, one vacant Medical Office Assistant II position is converted to a Patient Services Assistant II position and transferred to the call center. The increase cost is offset by various state, federal funding and patient revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 563,958            | 563,958       | 0               | 1         |

### 3. Psychiatry Services Position Changes

With the length of stay increasing in our psychiatric units and available community resources remaining limited, one vacant Crisis Team Technician position in the Psychiatric Emergency Services and one vacant Licensed Vocational Nurse position in the Psychiatry unit will be converted to Psychiatric Nurse positions to align with the needs of the units. The FTE of one vacant Psychiatric Nurse position will be reduced to 0.5 to offset the cost of the conversion.

In order to address the increased needs of psychiatric services in the Psychiatry unit, three vacant Staff Physician positions in the Ambulatory Services will be converted to Adult Psychiatry positions and transferred to the Psychiatric Medical Staff department.

One vacant Adult Psychiatrist in the Psychiatric Medical Staff department will be converted to a Supervising Adult Psychiatrist position to support the management structure and quality measure review.

Finally, one vacant Psychiatric Medical Director position will be deleted as it was a temporary need to support transition of the position. The increase cost is offset by various state, federal funding and patient revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 185,661            | 185,661       | 0               | (1)       |

### 4. Office of Managed Care Permanent Staffing

The Office of Managed Care was originally developed with term staffing. For continuous operation, one vacant Lead Medical Office Assistant position, one vacant Fiscal Office Specialist position, and one vacant Hospital and Clinics Financial Manager will be converted to permanent Management Analysts and transferred to the Office of Managed Care. The increase cost is offset by various state, federal funding and patient revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 82,225             | 82,225        | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 27,915,601         | 27,915,601    | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. One-time Reserve funding has been replaced with other supplemental revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,913,908          | 3,913,908     | 0               | 0         |

San Mateo Medical Center (6600B)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|
| <b>SOURCES</b>              |                    |                    |                    |                    |                   |                    |                   |
| Taxes                       | 63,363             | 201,872            | 596,329            | 2,596,329          | 2,000,000         | 2,596,329          |                   |
| Use of Money and Property   | 128,565            | 123,061            | 117,382            | 82,648             | (34,734)          | 82,648             |                   |
| Intergovernmental Revenues  | 78,966,009         | 94,882,151         | 57,076,246         | 123,817,513        | 66,741,267        | 137,731,421        | 13,913,908        |
| Charges for Services        | 128,729,644        | 134,160,422        | 180,349,396        | 147,172,215        | (33,177,181)      | 146,172,215        | (1,000,000)       |
| Interfund Revenue           | 1,745,147          | 2,123,287          | 1,659,641          | 1,921,575          | 261,934           | 1,921,575          |                   |
| Miscellaneous Revenue       | (8,895,520)        | 6,172,769          | 6,258,747          | 7,299,342          | 1,040,595         | 7,299,342          |                   |
| Other Financing Sources     | 62,902,036         | 56,509,328         | 58,121,621         | 58,121,621         |                   | 58,121,621         |                   |
| <b>Total Revenue</b>        | <b>263,639,245</b> | <b>294,172,892</b> | <b>304,179,362</b> | <b>341,011,243</b> | <b>36,831,881</b> | <b>353,925,151</b> | <b>12,913,908</b> |
| Fund Balance                | 10,858,227         | 14,034,081         | 17,916,280         | 9,000,000          | (8,916,280)       |                    | (9,000,000)       |
| <b>TOTAL SOURCES</b>        | <b>274,497,472</b> | <b>308,206,973</b> | <b>322,095,642</b> | <b>350,011,243</b> | <b>27,915,601</b> | <b>353,925,151</b> | <b>3,913,908</b>  |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                    |                   |                    |                   |
| Salaries and Benefits       | 150,607,884        | 168,119,754        | 177,193,697        | 189,834,657        | 12,640,960        | 192,445,863        | 2,611,206         |
| Services and Supplies       | 77,008,861         | 85,733,884         | 84,864,999         | 98,056,057         | 13,191,058        | 98,424,937         | 368,880           |
| Other Charges               | 22,772,320         | 26,087,516         | 28,687,002         | 27,268,079         | (1,418,923)       | 28,157,141         | 889,062           |
| Fixed Assets                | 43,969             | 168,772            | 13,510,030         | 8,000,000          | (5,510,030)       | 8,000,000          |                   |
| Other Financing Uses        | 10,216,394         | 10,375,414         | 9,527,275          | 27,026,713         | 17,499,438        | 27,071,473         | 44,760            |
| <b>Gross Appropriations</b> | <b>260,649,429</b> | <b>290,485,340</b> | <b>313,783,003</b> | <b>350,185,506</b> | <b>36,402,503</b> | <b>354,099,414</b> | <b>3,913,908</b>  |
| Intrafund Transfers         | (185,919)          | (194,649)          | (221,442)          | (174,263)          | 47,179            | (174,263)          |                   |
| <b>Net Appropriations</b>   | <b>260,463,510</b> | <b>290,290,690</b> | <b>313,561,561</b> | <b>350,011,243</b> | <b>36,449,682</b> | <b>353,925,151</b> | <b>3,913,908</b>  |
| Non-General Fund Reserves   | 14,033,961         | 17,916,282         | 8,534,081          |                    | (8,534,081)       |                    |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>274,497,472</b> | <b>308,206,973</b> | <b>322,095,642</b> | <b>350,011,243</b> | <b>27,915,601</b> | <b>353,925,151</b> | <b>3,913,908</b>  |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                    |                   |                    |                   |
| Salary Resolution           | 1,015.0            | 1,038.0            | 1,046.0            | 1,046.0            |                   | 1,046.0            |                   |
| Funded FTE                  | 940.0              | 967.5              | 973.5              | 973.3              | (0.2)             | 973.3              |                   |

## Contributions to Medical Center (5850B)

### Program Locator

County

Health Services

Health System

⇒ **Contributions to the Medical Center**

### Program Outcome Statement

Improve health for uninsured, low-income residents

### Program Results

The County contribution to the San Mateo Medical Center (SMMC) supports mandated medical services under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care services to indigent residents. The County contribution remains at the same level as the Adopted FY 2016-17 budget. The cost per patient per month measure is used to track cost efficiency against the number of patients served in an environment where costs continue to increase and the patient volume fluctuates. SMMC is also tracking the number of patients assigned to them from the Health Plan of San Mateo who have not yet been seen to measure accessibility to care. SMMC hopes to make system improvements over the next two years to reduce the number, however, it faces challenges with recruitment of physicians and other clinical staff.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Cost per Patient per Month  | \$303                | \$335                | \$346                  | \$370                | \$370                |
| Number of Patients Assigned to SMMC by HPSM Who Have Not Been Seen <sup>1</sup> | ---                  | 16,383               | 16,500                 | 15,800               | 15,000               |

<sup>1</sup> New measure for FY 2015-16

### FY 2017-18 Program Funding Adjustments

No change

### FY 2018-19 Program Funding Adjustments

No change

Contributions to Medical Center (5850B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue     | 5,612,056         | 5,612,056         | 5,612,056          | 5,612,056         |                   | 5,612,056         |                   |
| <b>TOTAL SOURCES</b>      | 5,612,056         | 5,612,056         | 5,612,056          | 5,612,056         |                   | 5,612,056         |                   |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Other Financing Uses      | 63,068,265        | 58,868,082        | 58,121,621         | 58,121,621        |                   | 58,121,621        |                   |
| <b>TOTAL REQUIREMENTS</b> | 63,068,265        | 58,868,082        | 58,121,621         | 58,121,621        |                   | 58,121,621        |                   |
| <b>NET COUNTY COST</b>    | 57,456,209        | 53,256,026        | 52,509,565         | 52,509,565        |                   | 52,509,565        |                   |

First 5 San Mateo County



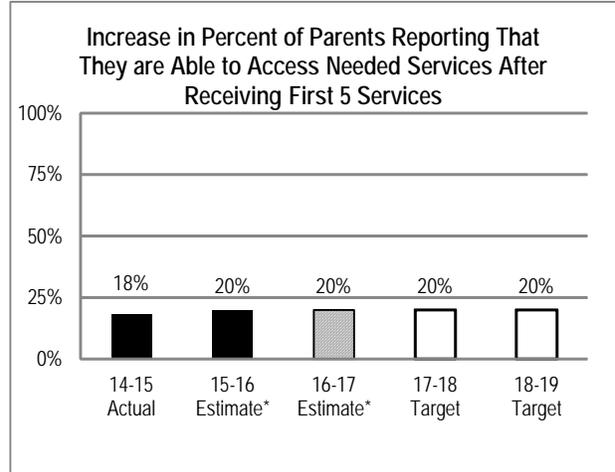
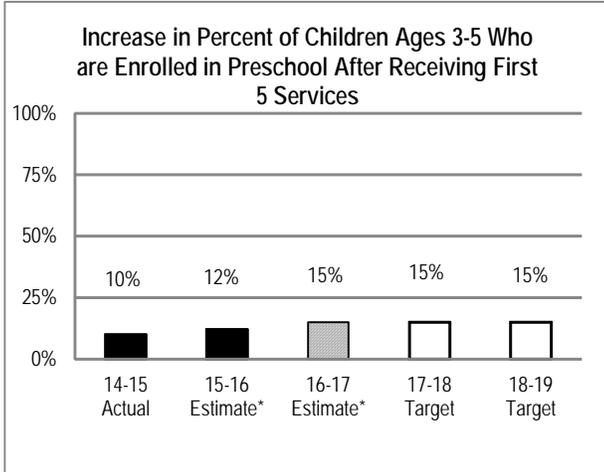
Department Locator

County

Health Services

➔ First 5 San Mateo County

Headline Measures



\* Data collection is pending due to the First 5 San Mateo County Commission transitioning to an online grant management system for data collection, instead of utilizing outside consultant services.

Mission Statement

First 5 San Mateo County promotes positive outcomes for young children and their families through strategic investments, community leadership, and effective partnerships

Overview

The foundations for physical, emotional, cognitive, and behavioral health are laid during the first years of life. Children develop these capacities through interactions with responsive and loving caregivers in safe and engaging environments. Stable, nurturing relationships build children's brains in ways that foster healthy emotional expression, social interactions, and impulse control. The Commission's programs and activities foster the optimal development of children up to five years of age by investing in health, early learning, family engagement, and systems-building efforts. The Commission, appointed by the Board of Supervisors, adopts the budget, creates the strategic plan, and provides oversight for the Commission.

The Commission receives funding from Proposition 10, the California Children and Families Act, which added a tax on all tobacco products in order to create a system of services to support early childhood development. In recent years the Commission, along with many other First 5 Commissions in California, has been faced with the issue of declining revenues, as Proposition 10 funds are decreasing.

In addition to Proposition 10 revenue, the Commission has also been utilizing Reserves to fund programs. In recent years the Commission has expended over \$2.5 million per year in Reserves. Because the spend down of Reserves to fund programs is not sustainable, the Commission determined that a change in expenditure level was necessary in order to align expenditures with revenue. In 2014, the Commission approved a new strategic plan for the period of FYs 2015-20 with reductions across the Commission, including programs and administrative costs. In order to bring expenditures in line with revenue, the Commission is planning to reduce overall expenditures by approximately 35 percent over the five-year strategic plan term of FYs 2015-20.

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During the five-year strategic plan, the Commission is directing resources increasingly towards community partnerships, policy development, and leadership on issues related to young children and families. Declining revenues require the Commission to scale back its financial support for programs that directly serve children and families. The strategic plan includes a combination of focused financial investments and systems-level work that will continue to achieve positive child, family, and community outcomes.

### Program Results

The Commission provides services to low-income children in need of medical care, families at risk, children with special needs, and services to the community for children, parents, and providers. During FY 2015-16, the Commission's programs served 14,507 clients, including children, parents, and service providers.

The Commission's 2015-2020 strategic plan has identified three core focus areas.

- **Early Learning:** Early learning settings play a critical role in nurturing children's social, emotional, and cognitive development and are an essential component of any strategy to promote school readiness and success in all aspects of life. The Commission aims to improve the quality of early learning environments, ensure that early learning programs are able to include children with special needs, increase the availability of child care for infants and toddlers, and improve parents' and community members' understanding of the importance of high-quality early learning experiences for children.
- **Child Health & Development:** Adequate medical and preventative care for pregnant women, children up to five years of age, and early treatment of special needs are critical to the long-term wellbeing of children. The Commission aims to ensure that all children have access to and are able to use appropriate health care services, including well-child visits, oral health care, mental and behavioral health, and developmental screenings and assessments.
- **Family Engagement:** Secure, stable, and supportive relationships with caring adults significantly contribute to a child's healthy brain development. The Commission aims to provide intensive support for families experiencing multiple challenges, partner with parents to help children develop to their maximum potential, and ensure that service providers understand the importance of the parent-child relationship.

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

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property   | 71,263            | 166,034           | 114,047            | 88,000            | (26,047)          | 64,000            | (24,000)           |
| Intergovernmental Revenues  | 7,222,117         | 5,722,477         | 6,312,000          | 5,603,790         | (708,210)         | 6,402,292         | 798,502            |
| Interfund Revenue           | 563               |                   |                    |                   |                   |                   |                    |
| Miscellaneous Revenue       | 563,041           | 289,261           |                    |                   |                   |                   |                    |
| <b>Total Revenue</b>        | <b>7,856,984</b>  | <b>6,177,772</b>  | <b>6,426,047</b>   | <b>5,691,790</b>  | <b>(734,257)</b>  | <b>6,466,292</b>  | <b>774,502</b>     |
| Fund Balance                | 19,792,060        | 15,760,600        | 13,862,754         | 13,862,754        |                   | 12,890,535        | (972,219)          |
| <b>TOTAL SOURCES</b>        | <b>27,649,044</b> | <b>21,938,373</b> | <b>20,288,801</b>  | <b>19,554,544</b> | <b>(734,257)</b>  | <b>19,356,827</b> | <b>(197,717)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 967,687           | 1,155,751         | 1,310,789          | 1,391,497         | 80,708            | 1,410,166         | 18,669             |
| Services and Supplies       | 199,299           | 107,058           | 110,400            | 110,400           |                   | 100,000           | (10,400)           |
| Other Charges               | 9,157,746         | 6,812,809         | 8,046,935          | 8,204,189         | 157,254           | 6,395,909         | (1,808,280)        |
| <b>Net Appropriations</b>   | <b>10,324,732</b> | <b>8,075,619</b>  | <b>9,468,124</b>   | <b>9,706,086</b>  | <b>237,962</b>    | <b>7,906,075</b>  | <b>(1,800,011)</b> |
| Non-General Fund Reserves   | 17,324,312        | 13,862,754        | 10,820,677         | 9,848,458         | (972,219)         | 11,450,752        | 1,602,294          |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,649,044</b> | <b>21,938,373</b> | <b>20,288,801</b>  | <b>19,554,544</b> | <b>(734,257)</b>  | <b>19,356,827</b> | <b>(197,717)</b>   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 8.0               | 8.0               | 8.0                | 8.0               |                   | 8.0               |                    |
| Funded FTE                  | 7.5               | 7.5               | 7.5                | 7.5               |                   | 7.5               |                    |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$734,257, or 3.6 percent, from FY 2016-17 Revised Budget to the FY 2017-18 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a decrease of \$26,047 in interest payments from the County Interest Allocation Pool as a result of declining year-end Fund Balance.

#### Intergovernmental Revenues

There is a decrease of \$708,210 due to the declining Tobacco Tax Revenue per the revenue projections of First 5 California Commission's Department of Finance.

#### Interfund Revenue

No change

#### Miscellaneous Revenue

No change

#### Fund Balance

No change

### TOTAL REQUIREMENTS

Total Requirements decrease by \$734,257, or 3.6 percent, from the FY 2016-17 Revised Budget to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$80,708 due to negotiated salary and benefit increases.

#### Services and Supplies

No change

#### Other Charges

There is a net increase of \$157,254 in this expenditure category due to increases in Evaluation, Policy Advocacy, Communication, and System Changes investment, internal services charges, and A87 indirect cost allocation. These increases are partially offset by a decrease in Community Investments.

#### Contingencies/Departmental Reserves

There is a decrease of \$972,219 due to the declining Tobacco Tax revenue stream and high Community Investments. The balance in Reserves represents 101 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$9,654,336. The Commission's policy is to have a reserve of six months of administrative operating expenses and \$1,000,000 set aside for pension liability.

### NET COUNTY COST

The Commission has no Net County Cost.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$197,717, or one percent, from FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Use of Money and Property

There is a decrease of \$24,000 in interest payments from the County Interest Allocation Pool as a result of declining year-end Fund Balance.

#### Intergovernmental Revenues

There is an increase of \$798,502 due to revenue back-fill in FY 2018-19 to the Commission to compensate for the Prop 10 Tax Revenue drop in FY 2017-18. The back-fill revenue to the Commission is associated with the revenue drop as a result of a \$2.00 tobacco tax implementation in April 2017 that is based on the actual revenue disbursements of the previous year.

#### Interfund Revenue

No change

#### Miscellaneous Revenue

No change

#### Fund Balance

There is a net decrease of \$972,219 to balance the reduction in the Reserves in FY 2017-18.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$197,717, or one percent, from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$18,669 as a result of negotiated salary and benefit changes.

#### Services and Supplies

There is a net decrease of \$10,400 due to the implementation of spending reduction targets per the Commission's long-term financial plan.

#### Other Charges

There is a net decrease of \$1,808,280 in this expenditure category due to decreases in Community Investments and reductions across the Commission, including programs and administrative costs as per the Commission's strategic and long-term financial plan.

#### Contingencies/Departmental Reserves

There is an increase of \$1,602,294 due to the Tobacco Tax revenue drop in FY 2017-18 and the reductions in Community Investments. The balance in Reserves represents 144 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$11,292,630. The Commission's policy is to have a reserve of six months of administrative operating expenses and \$1,000,000 set aside for pension liability.

### NET COUNTY COST

The Commission has no Net County Cost.

First 5 San Mateo County (1950B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 8.0               | 8.0               | 8.0                | 8.0               |                   | 8.0               |                   |
| Funded FTE                | 7.5               | 7.5               | 7.5                | 7.5               |                   | 7.5               |                   |
| <b>Total Requirements</b> | 27,649,044        | 21,938,373        | 20,288,801         | 19,554,544        | (734,257)         | 19,356,827        | (197,717)         |
| <b>Total Sources</b>      | 27,649,044        | 21,938,373        | 20,288,801         | 19,554,544        | (734,257)         | 19,356,827        | (197,717)         |

**FY 2017-18 Program Funding Adjustments**

The following are significant changes from the FY 2016-17 Revised Budget to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 26,462             | (734,257)     | 760,719         | 0         |

**2. Increase Investment in the Policy, Advocacy, Communications, and System Changes**

Per the Commission's five-year strategic plan for FYs 2015-20, the earmark unallocated fund will be further invested in new initiatives of the Policy, Advocacy, Communication, and System Changes in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (760,719)          | 0             | (760,719)       | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (734,257)          | (734,257)     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (658,345)          | 774,502       | (1,432,847)     | 0         |

### 2. Reduction in Program Administrative Costs to Align Expenditures with Revenue

Following the Commission's strategic plan, Community Investment reductions are further reduced across Program Appropriations to align expenditures with revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 460,628            | (972,219)     | 1,432,847       | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (197,717)          | (197,717)     | 0               | 0         |



## SOCIAL SERVICES

# COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

## RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

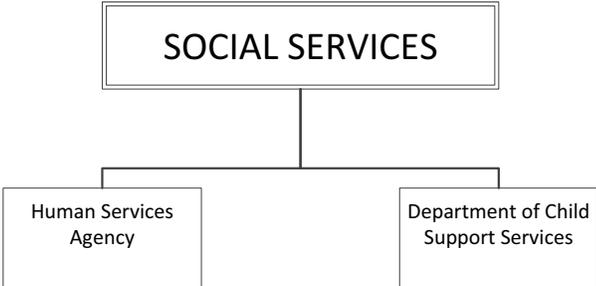
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with respect  
and dignity

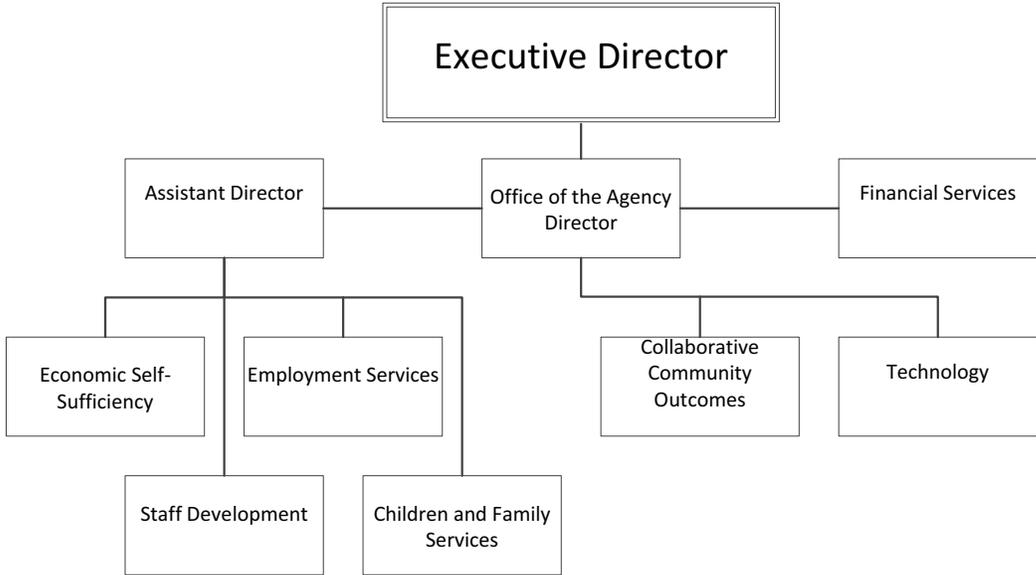




## Social Services FY 2017-18 and 2018-19 All Funds Summary

| Total Requirements                   | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18  | Recomm<br>2018-19  | Change<br>2018-19  |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>General Fund Budgets</b>          |                    |                    |                    |                    |                    |                    |                    |
| Human Services Agency                | 185,110,392        | 190,198,241        | 250,592,094        | 245,472,367        | (5,119,727)        | 241,012,643        | (4,459,724)        |
| Department of Child Support Services | 10,715,631         | 10,703,245         | 11,696,955         | 12,016,431         | 319,476            | 12,176,531         | 160,100            |
| <b>Total General Fund</b>            | <b>195,826,023</b> | <b>200,901,486</b> | <b>262,289,049</b> | <b>257,488,798</b> | <b>(4,800,251)</b> | <b>253,189,174</b> | <b>(4,299,624)</b> |
| <b>Total Requirements</b>            | <b>195,826,023</b> | <b>200,901,486</b> | <b>262,289,049</b> | <b>257,488,798</b> | <b>(4,800,251)</b> | <b>253,189,174</b> | <b>(4,299,624)</b> |
| <b>Total Sources</b>                 | <b>163,518,339</b> | <b>173,845,001</b> | <b>217,049,858</b> | <b>209,249,801</b> | <b>(7,800,057)</b> | <b>203,379,008</b> | <b>(5,870,793)</b> |
| <b>Net County Cost</b>               | <b>32,307,684</b>  | <b>27,056,486</b>  | <b>45,239,191</b>  | <b>48,238,997</b>  | <b>2,999,806</b>   | <b>49,810,166</b>  | <b>1,571,169</b>   |
| <b>AUTHORIZED POSITIONS</b>          |                    |                    |                    |                    |                    |                    |                    |
| Salary Resolution                    | 853.0              | 848.0              | 849.0              | 846.0              | (3.0)              | 846.0              |                    |
| Funded FTE                           | 852.6              | 846.7              | 847.7              | 847.7              |                    | 847.7              |                    |

HUMAN SERVICES AGENCY



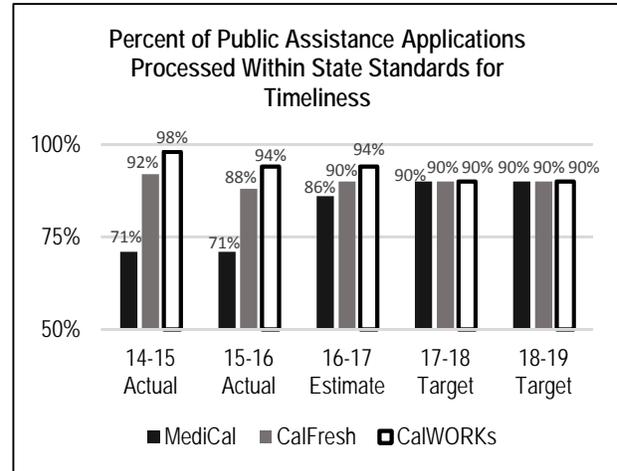
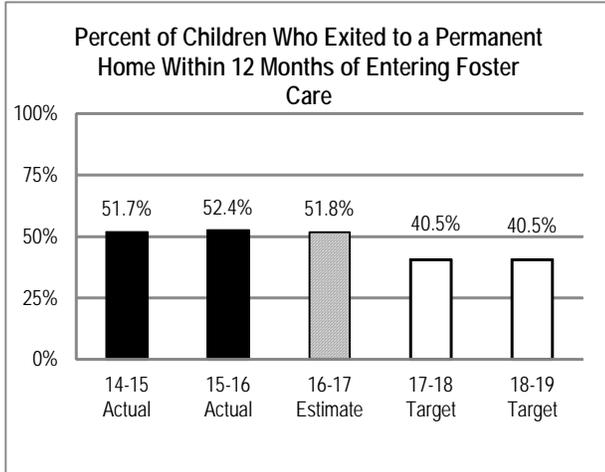
Department Locator

County

Social Services

⇒ Human Services Agency

Headline Measures



Administrative Measures

|  | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|--|-------------------|-------------------|---------------------|-------------------|-------------------|
| Percent of Performance Goals Met   | 64%               | 60%               | 58%                 | 75%               | 75%               |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 90%               | 93%               | 95%                 | 90%               | 90%               |
| Cost per Capita  | \$236             | \$238             | \$273               | \$280             | \$280             |
| Percent of Employees Rating Working for the County as Very Good          | 76%               | 73%               | 79%                 | 80.9%             | 80.9%             |
| Percent of Employee Evaluations Completed Annually                       | 50%               | 60%               | 55%                 | 90%               | 90%               |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement     | 53%               | 55%               | 60%                 | 90%               | 90%               |

## Mission Statement

Enhance the well-being of children, adults, and families by providing professional, responsive, caring, and supportive service

## Overview

The Human Services Agency is responsible for providing social services to all eligible residents in San Mateo County, including the major programs highlighted below from each division.

- Economic Self-Sufficiency (ESS): HSA conducts eligibility determinations for state, local, and federal programs, including health coverage under Medi-Cal, food assistance benefits including CalFresh, and temporary financial assistance for low-income families (CalWORKS) and individuals (General Assistance and Cash Assistance Program for Immigrants).
- Children and Family Services (CFS): CFS screens and investigates allegations of abuse and neglect. Youth and families are provided with family maintenance, family reunification, permanent placement, and adoption services. Non-minor dependents, youth aged 18-21, are provided with transitional living, case management, and support services. CFS operates the Receiving Home, Family Resources Centers, Independent Living Programs, and partners with community-based organizations to provide services.
- Employment Services: The CalWORKS Employment Services unit provides low-income families with job search assistance, interview and skills preparation, referrals to subsidized employment, vocational training, and adult education. Vocational Rehabilitation Services (VRS) serves County residents with disabilities and other barriers to employment, creating pathways towards self-sufficiency through vocational counseling and assessment, case management, job training, and job placement.
- Collaborative Community Outcomes (CCO): CCO works with community-based partners such as the core service agencies, and Agency programs such as the Center on Homelessness, and the Children's Fund. Community collaborations allow the Agency to provide effective and targeted services and support, including veterans services, re-entry support to the formerly incarcerated, "safety net" services (emergency shelter, food, information, and referrals), and domestic violence prevention.

## Major Accomplishments in FY 2015-16 and FY 2016-17

- ESS redesigned its system using LEAN processes to a new first contact resolution approach that has reduced case backlogs, improved case accuracy and timeliness, as well as increased staff engagement.
- In Employment Services, the Agency developed additional employment opportunities for our SMC Works clients, including increased recruitments, and a new Administrative Professional Certificate program. In 2016 the Service Connect program helped 266 individuals find immediate employment upon re-entry from incarceration, which research shows prevents recidivism.
- In 2016, multiple County agencies explored new prevention and early intervention strategies for high-risk children and families that overlap county programs, including child protective services (foster care), health services, and juvenile probation. Future initiatives will deepen prevention and early intervention, and prevent utilization of higher cost services.
- CFS will ensure that 82 percent of foster youth graduate high school, enroll in college or vocational training and will be working on college retention.
- The 2017 One Day Homeless Count found that there were 1,253 homeless people in the County on the day of the count, which included 637 unsheltered people and 616 people in shelters. For the unsheltered population, there was a decrease of 18 percent from the 2015 count compared to the 2017 count. Priorities for FYs 2017-19 include implementing the homeless services redesign and the County's Strategic Plan to End Homelessness by 2020.

- The Agency continues to promote services to the 28,000 resident military veterans through outreach events, the Veterans ID card program, the launch of new initiatives such as the Veteran of the Year Award, the Veterans Resource and Job Fair, and recommendations made by the newly-formed Veterans Commission.

### **Significant Challenges, Initiatives, and Trends**

The Agency's focus for the upcoming budget cycle is on ending homelessness, improving foster youth outcomes, and sustaining housing for our clients.

The Agency is focused on implementing the Strategic Plan for Ending Homelessness developed in FY 2015-16, which aims to end veteran homelessness in 2017, and overall homelessness by 2020. The creation of a Housing Crisis Resolution System, the collaboration of community partners, improved technology, and adoption of the national best practice of a housing-first strategy are pillars of the plan which will help the County attain its goal of 'functional zero' homelessness.

For those receiving employment services who are homeless or at risk of homelessness, State funding will be used to secure stable housing by working with landlords in providing critical safeguards and incentives in renting to the Agency's clients. This partnership helps clients achieve and sustain self-sufficiency.

For those clients with the skills to move beyond entry-level employment, Employment Services will explore training and certificate programs to support clients in attaining better paying jobs in high-demand fields. In addition, Employment Services will meet with eligible inmates before they are released to begin making connections to benefits, financial assistance, and job skills workshops in order to proactively head-off challenges that can lead to homelessness or re-incarceration.

The Agency is preparing for the upcoming changes in state child welfare laws that went into effect in January 2017, which will increase demand for recruiting and training new resource families in order to get more foster youth into a stable home setting faster. CFS also is working on restructuring the resource family licensing process to comply with the new California standards.

Increased use of data for improved decision-making is a key objective of our five-year Strategic Plan. The Agency began implementing a business intelligence (BI) solution to go beyond data collection and track outcomes, to meaningfully measure how HSA services impact residents over time. The new system will provide analytical tools to provide new insights, facilitate more informed decision-making, do on-demand reporting, create internal efficiencies, and ultimately better serve HSA clients. The initial phase focused on identifying what services are needed to serve homeless residents and assist HSA in contributing towards the County's goal of eliminating homelessness, as well as reporting on other community programs. The focus for FY 2017-18 will include reporting for foster youth measures and statistics, housing needs of the most at-risk residents, rates of residents covered by Medi-Cal, as well as participation in CalFresh, California Work Opportunity and Responsibility to Kids (CalWORKs), and work participation programs.

Finally, the Agency will use new technologies to better target eligible residents for assistance. A mobile outreach vehicle will allow us to determine benefits eligibility in remote areas. Geographically-mapped eligibility data will identify where there may be underserved populations.

Human Services Agency (7000B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18  | Recomm<br>2018-19  | Change<br>2018-19  |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>SOURCES</b>              |                    |                    |                    |                    |                    |                    |                    |
| Taxes                       | 3,535,846          | 6,101,250          | 18,017,808         | 14,193,319         | (3,824,489)        | 14,222,284         | 28,965             |
| Intergovernmental Revenues  | 136,188,990        | 138,525,852        | 162,999,725        | 159,605,092        | (3,394,633)        | 159,741,818        | 136,726            |
| Charges for Services        | 2,809,850          | 2,594,715          | 3,207,836          | 2,558,656          | (649,180)          | 2,558,656          |                    |
| Interfund Revenue           | 14,635             | 36,207             | 30,000             | 50,000             | 20,000             | 50,000             |                    |
| Miscellaneous Revenue       | 1,629,138          | 1,772,792          | 2,815,058          | 909,414            | (1,905,644)        | 914,308            | 4,894              |
| <b>Total Revenue</b>        | <b>144,178,459</b> | <b>149,030,818</b> | <b>187,070,427</b> | <b>177,316,481</b> | <b>(9,753,946)</b> | <b>177,487,066</b> | <b>170,585</b>     |
| Fund Balance                | 8,624,249          | 14,110,938         | 18,282,476         | 19,916,889         | 1,634,413          | 13,715,411         | (6,201,478)        |
| <b>TOTAL SOURCES</b>        | <b>152,802,708</b> | <b>163,141,756</b> | <b>205,352,903</b> | <b>197,233,370</b> | <b>(8,119,533)</b> | <b>191,202,477</b> | <b>(6,030,893)</b> |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                    |                    |                    |                    |
| Salaries and Benefits       | 95,792,988         | 96,997,821         | 107,720,750        | 111,489,806        | 3,769,056          | 113,705,922        | 2,216,116          |
| Services and Supplies       | 46,541,550         | 55,235,210         | 86,927,353         | 78,693,546         | (8,233,807)        | 77,420,757         | (1,272,789)        |
| Other Charges               | 59,126,651         | 56,727,597         | 76,168,807         | 71,934,258         | (4,234,549)        | 67,407,846         | (4,526,412)        |
| Fixed Assets                |                    | 132,123            | 100,000            |                    | (100,000)          |                    |                    |
| Other Financing Uses        | 790,776            | 957,229            | 956,171            | 912,536            | (43,635)           | 910,392            | (2,144)            |
| <b>Gross Appropriations</b> | <b>202,251,965</b> | <b>210,049,980</b> | <b>271,873,081</b> | <b>263,030,146</b> | <b>(8,842,935)</b> | <b>259,444,917</b> | <b>(3,585,229)</b> |
| Intrafund Transfers         | (24,150,822)       | (27,698,683)       | (32,590,269)       | (31,273,199)       | 1,317,070          | (31,229,982)       | 43,217             |
| <b>Net Appropriations</b>   | <b>178,101,143</b> | <b>182,351,297</b> | <b>239,282,812</b> | <b>231,756,947</b> | <b>(7,525,865)</b> | <b>228,214,935</b> | <b>(3,542,012)</b> |
| Contingencies/Dept Reserves | 7,009,249          | 7,846,944          | 11,309,282         | 13,715,420         | 2,406,138          | 12,797,708         | (917,712)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>185,110,392</b> | <b>190,198,241</b> | <b>250,592,094</b> | <b>245,472,367</b> | <b>(5,119,727)</b> | <b>241,012,643</b> | <b>(4,459,724)</b> |
| <b>NET COUNTY COST</b>      | <b>32,307,684</b>  | <b>27,056,486</b>  | <b>45,239,191</b>  | <b>48,238,997</b>  | <b>2,999,806</b>   | <b>49,810,166</b>  | <b>1,571,169</b>   |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                    |                    |                    |                    |
| Salary Resolution           | 767.0              | 768.0              | 769.0              | 768.0              | (1.0)              | 768.0              |                    |
| Funded FTE                  | 767.0              | 767.1              | 768.1              | 768.0              | (0.1)              | 768.0              |                    |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease \$8,119,533, or four percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$3,824,489 in Measure K half-cent sales tax revenue mainly due to the elimination of \$229,401 from the Re-Entry Employment Program (REEP) due to low participation levels; the elimination of \$155,000 from the Commercial Sexual Exploitation of Children (CSEC) enhancement; the utilization of \$1,255,853 for one-time build-out of the receiving home to accommodate the Short Term Residential Treatment Program (STRTP); and the elimination of FY 2015-16 roll-over funds of \$3,559,624 that were one-time use for Homeless and Safety Net services (HSN). This decrease was partially offset by increases of \$1,200,000 of new Measure K funding for Housing and Employment Support services (HES); \$182,300 on Measure K contracts and Salary and Benefits; and an increase of \$20,409 in Veteran's Services (VS) due to the conversion of a Veteran's Services Officer position from agile to permanent.

#### Intergovernmental Revenues

There is a net decrease of \$3,394,633 in this funding source mainly due to a reduction of \$2,681,222 in the CalWORK's administration allocation and a reduction of \$2,946,076 in the CalWORK's aid payments, due to declining caseloads. This decrease was partially offset by an increase of \$1,500,000 in Out-of-Home Placement (OHP) due to revenue reclassification from Miscellaneous Revenue, and \$732,665 in CalFresh revenue.

#### Charges for Services

There is a net decrease of \$649,180 in this funding source resulting from a decrease of \$809,180 due to changes in the current number of shifts (from 2 to 1) in the South Bay Recycling agreement. This decrease was partially offset by an increase of \$160,000 to reflect an anticipated increase in catering and WorkCenter Revenue.

#### Interfund Revenue

There is a net increase of \$20,000 in this funding source, due to a projected increase of \$30,000 in client wages expenses in the memorandum of understanding between Vocational Rehabilitation Services (VRS) and San Mateo County Medical Center (SMMC). This increase was partially offset by a decrease of \$10,000 in Office of Agency Administration (OAA) for the removal of current year Wellness Grant dollars.

#### Miscellaneous Revenue

There is a net decrease of \$1,905,644 in this funding source, due to a reduction of \$1,500,000 in OHP as a revenue shift to Intergovernmental Revenue; a reduction of \$385,000 in VRS due to lower anticipated grant revenues from the State Department of Rehabilitation; a reduction of \$246,941 in Children and Family Services Foster Family Agency (CFS/FFA) due to a shift in the Teaching Pro Social Skills grant now posting to Intrafund Revenue; and a reduction of \$46,941 in the Children's Trust Fund. This decrease was partially offset by an increase in HSN of \$203,154 in anticipated revenue from the planned contribution by local governments to provide support for the expanded Homeless Outreach Team (HOT) contract.

#### Fund Balance

There is a net increase of \$1,634,413 in this funding source due to lower than anticipated spending on projects and operational costs, resulting in additional anticipated Fund Balance.

### TOTAL REQUIREMENTS

Total Requirements increase by \$5,119,727, or two percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$3,769,056 in this expenditure category mainly due to negotiated salary and benefit increases (\$4,541,313); \$794,554 in CFS/FFA due to current staffing level needs and conversions for the Continuum of Care Reform Requirement (CCRR); and \$922,763 in overtime between CFS/FFA and Economic Self-Sufficiency (ESS) for increased operations. This increase is partially offset by the reduction of \$2,489,574 for two vacant Human Services Supervisor positions and the elimination of 36 Extra Help Benefit Analysts, related to the ACA enrollment backlog in FY 2015-16.

Services and Supplies

There is a net decrease of \$8,233,807 in this expenditure category due to \$2,625,000 decreased one-time facility expenditures; \$1,444,160 in computer related costs; \$4,766,699 in contracts and special expense, mainly due to the elimination of Measure K roll-over; \$859,364 in program expenses related to the backlog staffing and one-time items; and \$450,000 in in-house administration. This decrease is partially offset by the addition of \$1,200,000 for housing and employment services, \$531,618 in Interagency Agreements and Professional Services, and \$179,798 in enhanced training. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net decrease of \$4,234,549 in this expenditure category due to \$3,933,174 in aid payments based on caseload trends being lower, \$572,998 in one-time automation costs, \$245,760 in client costs, and \$98,516 in County insurance. This decrease is partially offset by the addition of \$365,071 in OHP specific to the Foster Parent Expense/Adoption Assistance (FPEAA) program and \$130,812 in rents/leases/motor vehicle service charges. The balance of the changes are adjustments to meet budget targets.

Fixed Assets

There is a net decrease of \$100,000 in this expenditure category due to changes in fixed asset purchases.

Other Financing Uses

There is a net decrease of \$43,635 in this expenditure category due to lower debt service charges of \$58,701 at the Youth Service Campus. This decrease is partially offset by an increase in the ten percent surcharge of \$15,066.

Intrafund Transfers

There is a net decrease of \$1,317,070 in this expenditure category mainly due to the elimination of \$1,273,583 from the Non-Departmental Services to address the ACA backlog in FY 2015-16; \$715,053 in OAD due to lower project expenses cost applied out to other programs; and \$430,577 in HSN due to the elimination of the Community Development Block Grant (CDBG) funding pass-through from the memorandum of understanding with the Housing Department. This decrease is partially offset by an increase of \$711,986 in VRS due to a projected increase in direct labor costs and increased reimbursement for VRS assessment, Job Development and Counseling (JDC), and \$454,198 in CFS/FFA due to the accounting reclassification of two grant reimbursements from Miscellaneous Revenue to Intrafund Transfer. The balance of the changes are adjustments to meet budget targets.

Contingencies/Departmental Reserves

There is a net increase of \$2,406,138 in this expenditure category in the OAD, due to higher than anticipated revenues and lower expenditures within the Agency, attributed to lower costs and projects expenses. The balance in General Fund reserves represents six percent of Net Appropriations, which exceeds the County two percent reserves policy by \$9,104,281.

**NET COUNTY COST**

There is an increase of \$2,999,806, or 6.6 percent, in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$6,030,893, or 3.1 percent, from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$28,965 in Measure K half-cent sales tax revenue due to an increase in Salaries and Benefits for Measure K initiatives Agency-wide.

#### Intergovernmental Revenues

There is a net increase of \$136,726 in this funding source due State and Federal Funds reimbursements due to an increase of \$577,556 in Salary and Benefits adjustments and \$284,772 for the Daly City project. This increase is partially offset by a decrease for one-time projects: \$325,000 for Compass replacement, \$168,000 for handbook automation, and \$227,500 for work management systems. The balance of the changes are adjustments to meet budget targets.

#### Charges for Services

No change

#### Interfund Revenue

No change

#### Miscellaneous Revenue

There is an increase of \$4,894 in this funding source due to an increase in CFS/FFA reimbursement.

#### Fund Balance

There is a decrease of \$6,201,478 in this funding source due to the elimination of one-time expenses: \$4,823,994 in judgments, \$175,000 for Compass replacement, and \$1,202,475 in year-two costs for the Daly City project.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$4,459,724, or 1.8 percent, from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$2,216,116 in this expenditure category due to negotiated salary and benefit increases.

#### Services and Supplies

There is a net decrease of \$1,272,789 in this expenditure category due to one-time projects in ESS including \$500,000 for Compass replacement, \$350,000 for the Work Management System, and \$400,000 for Handbook Automation. The balance of the changes are adjustments to meet budget targets.

#### Other Charges

There is a net decrease of \$4,526,412 in this expenditure category due to the elimination of the FY 2016-17 one-time \$4,823,994 in judgments. This decrease was partially offset by \$297,582 in increased County Service Charges. The balance of the changes are adjustments to meet budget targets.

#### Fixed Assets

No Change

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### Other Financing Uses

There is a net decrease of \$2,144 in this expenditure category due to a reduction in debt service of \$5,232. This decrease was partially offset by an increase of \$3,088 in the facility rent surcharge.

### Intrafund Transfers

There is a decrease of \$43,217 in this expenditure category due to decreases in Agency administration cost applied to the individual units.

### Contingencies/Departmental Reserves

There is a decrease of \$917,712 in this expenditure category to offset Daly City project costs in year-two. The balance in General Fund Reserves represents 5.6 percent of Net Appropriations, which exceeds the County two percent reserves requirement by \$8,257,409. There are no major changes to Non-General Fund Reserves.

### **NET COUNTY COST**

There is an increase of \$1,571,169, or 3.3 percent, in the Department's General Fund allocation.

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## Office of Agency Director (7010B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **Agency Administration/Office of the Agency Director**

### Program Outcome Statement

Efficiently manage and provide administrative support and strategic leadership in the Human Services Agency

### Program Results

The Agency Administration and the Office of the Agency Director (OAD) consist of units that provide maintenance of information and data systems, financial services, staff development, facilities oversight, records management, fraud investigations, and fair hearings for all program areas. The OAD has completed a five-year Strategic Plan update to guide the Agency and its branches toward specific priorities that will further the Agency's goals. The Agency's branches have completed their branch plans and identified strategies to improve outcomes for clients, enhance employee skills, and coordinate services across our various programs in alignment with the Agency's Strategic Plan.

To support the Strategic Plan's implementation, the Agency migrated its inter/intranet function to a new, more modern environment that will enable interconnectedness with clients, between the branches of the Agency, and other partner agencies. Further, the Agency has made significant progress in the implementation of the business intelligence system by modernizing foundational technologies, performing system integration and data collection analytics, and developing business reporting and presentation requirements. These efforts will enable the Agency to use its data to make decisions and identify operational improvements to ensure high quality services for our residents.

To further support Strategic Plan implementation, the Agency is also in the process of modernizing the financial tools that it will use to help branches better understand their finances. The Revenue Expenditure Program (REXp) is a revenue and claims processing accounting system built for the Agency to streamline our revenue and claims information. This tool offers the ability to upload federal and State funds and claims information into a system for reporting purposes at a click of a button. The Integrated Financial Management System (IFMS) is a middleware solution that allows the Agency to optimize the many different countywide systems for the reporting and management of our financial data.

To improve the accuracy of public assistance benefits issued to the residents of San Mateo County, the Agency will be implementing an automated system for quality assurance. This new tool will allow the Agency to identify error trends, determine root causes, and provide meaningful analysis. In addition, cases will be reviewed and analyzed to identify areas of need in staff training in order to reduce overall program errors and inefficiencies.

The priorities for the next two years are to roll out the branch strategies in support of the Agency's five-year Strategic Plan. Priority initiatives include: ending homelessness by 2020; successfully implementing the shifts required under the Continuum-of-Care Reform; successfully implementing the Agency's business intelligence system, REXp, and IFMS; continuing to modernize staff development; and complete facility modernization projects in two regional offices.

While there is much uncertainty surrounding the Affordable Care Act (ACA) and other federal policy changes, we believe these initiatives will position us well to pivot when we have more clarity on these issues and how they may impact San Mateo County residents.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Employees Meeting the 20 Hour Annual Training Requirement        | 53%                  | 55%                  | 60%                    | 90%                  | 90%                  |
| Percent of IT Application Support Incidents Resolved in Less than Two Hours | 68%                  | 63%                  | 71%                    | 70%                  | 70%                  |
| Percent of Employee Evaluations Completed Annually                          | 50%                  | 60%                  | 55%                    | 90%                  | 90%                  |

Office of Agency Director (7010B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 91.0              | 87.0              | 86.0               | 86.0              |                   | 86.0              |                   |
| Funded FTE                | 91.0              | 87.0              | 86.0               | 86.0              |                   | 86.0              |                   |
| <b>Total Requirements</b> | 7,956,692         | 6,704,967         | 15,457,724         | 17,539,101        | 2,081,377         | 11,799,005        | (5,740,096)       |
| <b>Total Sources</b>      | 6,469,845         | 11,709,484        | 15,289,944         | 17,539,101        | 2,249,157         | 11,799,005        | (5,740,096)       |
| <b>Net County Cost</b>    | 1,486,847         | (5,004,517)       | 167,780            |                   | (167,780)         |                   |                   |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures, including Measure K initiatives and facility and automation costs; and removal of Fund Balance and Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (15,351,382)       | (15,183,602)  | (167,780)       | 0         |

### 2. Agency Fund Balance for Estimated Settlements

This action re-allocates Agency fund balance to cover the estimated costs of awarded damages and judgments.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 4,823,994          | 4,823,994     | 0               | 0         |

### 3. Agency Reserves & Fund Balance

This action re-allocates FY 2017-18 Agency fund balance and reserves based on the FY 2016-17 year-end fund balance estimate.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 12,608,765         | 12,608,765    | 0               | 0         |

### 4. HSA Policy Handbooks Automation

This action appropriates funding for the development of a new automated system to host the Agency's program handbooks. The system will benefit all Economic Self Sufficiency programs (ESS), Employment Services (ES), and potentially Children Family Services (CFS). The financial obligation associated with this action will be cost applied out to the program units.

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

## TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,081,377          | 2,249,157     | (167,780)       | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (17,431,149)       | (17,431,149)  | 0               | 0         |

### 2. Agency Reserves & Fund Balance

Funding is continued for the implementation of a business intelligence solution for analytical and reporting infrastructures. Costs for this project are distributed to various program units, where Fund Balance leverages State and federal revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 11,691,053         | 11,691,053    | 0               | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (5,740,096)        | (5,740,096)   | 0               | 0         |

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## Economic Self-Sufficiency (7220B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **Economic Self-Sufficiency**

### Program Outcome Statement

Administer public assistance programs, including nutritional assistance, and health insurance coverage to low-income San Mateo County residents

### Program Results

Individuals and families applying for public assistance can be challenged in living within a healthy and safe environment. The cost of living in San Mateo County currently tops all other counties in California and all but a few in the country. Benefits from public assistance programs can help families maintain a foothold. The programs' goal is to provide efficient, effective, and accurate access to benefits.

This past fiscal year, Economic Self-Sufficiency (ESS) launched various strategies to improve clients' experiences. Utilizing the LEAN Six Sigma process, ESS implemented a model known as First Contact Resolution, which eliminated duplicative steps in the business processes. To ensure that ESS is efficient and responsive to customer needs, staff are continuing to enhance their program knowledge and skills. In FY 2016-17, ESS revamped program training, ensuring staff had the basic knowledge to do their jobs accurately.

In FY 2017-18, leveraging these gains, ESS's goal will be to determine eligibility for all clients within 24 hours regardless of how they contact the Human Services Agency (HSA): in person, by mail, phone, or email. In pursuit of efficiency, ESS is working with its Business Systems Group and the County's Information Services Division (ISD) to acquire technology to assist in delivering efficient and accurate services. ESS is expanding its service center capabilities to enhance the customer experience through new tools, improved processes, and the ability to make near-real-time referrals. In addition, ESS will expand the use of telephonic and electronic signatures so that customers can take care of most or all their application and renewal requirements without needing to visit an HSA office. Finally, ESS will launch a marketing campaign encouraging customers to register on the CalWIN application, enabling them to independently manage their case benefits and communications on demand through a web browser or mobile app.

The LEAN process is never finished; ESS maintains its practices in continuous process improvement towards meeting State and federal timeliness and accuracy rates. ESS is positioned to become more nimble and efficient; the ESS mantra is "work smarter not harder." ESS will continue to work closely with community partners (agencies and non-profits) to ensure no one is left hungry or in the cold. For the past three years, as the economy improved and the number of jobs increased, the number of public assistance benefits recipients has steadily declined, especially for cash and food assistance. As ESS closes its fourth year of enrolling residents in health care coverage, over 94 percent of the county is insured, thanks to the expanded Medi-Cal and private insurance options delivered through the Affordable Care Act (ACA). Health care renewals and new applications continue to make up the bulk of the ESS caseload, signaling that this need continues to exist.

Finally, ESS is looking forward to utilizing forthcoming tools to focus its efforts in those areas where assistance is most needed. ESS's Mobile Outreach Vehicle will be a fully-equipped and staffed office in the field at events or in communities where transportation, perception, and other barriers prevent clients from visiting an ESS office. Geographically-mapped eligibility data will show ESS where areas of need exist, allowing ESS to focus its resources

on engaging those clients. Using these tools, along with working closely with community partners, will allow ESS to better identify individuals who can be served with specific programs, and be more efficient and effective with outreach and enrollment efforts. ESS continues to work hard to ensure that everyone has access to health care and the other basic needs.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Public Assistance Applications Processed Within State Standards for Timeliness:  |                      |                      |                        |                      |                      |
| MediCal   |                      |                      |                        |                      |                      |
| CalFresh  | 71%                  | 71%                  | 86%                    | 90%                  | 90%                  |
| CalWORKs  | 92%                  | 88%                  | 90%                    | 90%                  | 90%                  |
| General Assistance  | 98%                  | 94%                  | 94%                    | 90%                  | 90%                  |
| CAPI  | 96%                  | 93%                  | 94%                    | 90%                  | 90%                  |
| CASI  | 90%                  | 91%                  | 92%                    | 90%                  | 90%                  |
| Percent of Residents Receiving Nutritional Assistance Through CalFresh Benefits from Total Estimated Population Below 125% of the Poverty Limit | 59%                  | 58%                  | 50%                    | 55%                  | 55%                  |
| Annual Cost per Client Managed for Public Assistance Programs Eligibility   | \$415                | \$383                | \$444                  | \$450                | \$450                |

### Economic Self-Sufficiency (7220B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 364.0             | 363.0             | 372.0              | 370.0             | (2.0)             | 370.0             |                   |
| Funded FTE                | 364.0             | 362.9             | 371.9              | 370.0             | (1.9)             | 370.0             |                   |
| <b>Total Requirements</b> | 63,314,830        | 67,090,173        | 76,862,094         | 79,294,913        | 2,432,819         | 79,530,028        | 235,115           |
| <b>Total Sources</b>      | 55,559,941        | 59,798,169        | 62,955,462         | 63,658,347        | 702,885           | 63,197,007        | (461,340)         |
| <b>Net County Cost</b>    | 7,754,889         | 7,292,004         | 13,906,632         | 15,636,566        | 1,729,934         | 16,333,021        | 696,455           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and increases in Medi-Cal, Cal-Fresh, and Cal-Works.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,971,529          | 233,901       | 1,737,628       | 0         |

### 2. Daly City 92nd St. Facility Improvements

This action provides appropriation to fund ESS's share of the cost for facility improvements to the Daly City 92nd Street office. Funding comes from Medi-Cal, Cal-Fresh, and Fund Balance. This will align the Daly City facility with HSA's new client-facing model adopted in other HSA facilities.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,641,500          | 1,641,500     | 0               | 0         |

### 3. HSA Policy Handbooks Automation

This action provides appropriation for ESS's share of the cost for the development of a new automated system to host the Agency's program handbooks. The system will benefit all ESS programs, Employment Services (ES), and potentially Children and Family Services (CFS). Funding comes from Medi-Cal and Cal-Fresh.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 200,000            | 130,000       | 70,000          | 0         |

### 4. Work Management System

This action provides appropriation to purchase and maintain an automated system that can compile, organize, and monitor work that ESS staff are required to complete on schedule. A work management system will be able to gather work due at a point-in-time and trigger a worker action and interaction with a client. The system will also be able to track when a client responds to requests or deadlines, ensuring that work is finalized within regulatory timelines. Funding comes from Medi-Cal and Cal-Fresh.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 350,000            | 227,500       | 122,500         | 0         |

### 5. Compass Replacement

This action provides appropriation to evaluate the Compass document imaging system with the intent to provide a more robust and expansive option, which will include programming that will interact with the Statewide Automated Welfare System. Funding comes from Medi-Cal, Cal-Fresh, and Fund Balance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 500,000            | 500,000       | 0               | 0         |

## 6. Deletion of Positions and Costs Related to the Medi-CAL Backlog

This action deletes two unclassified Human Services Supervisor positions, extra help appropriation, and costs related to the FYs 2015-17 Benefit Analyst training units, which were purposed to address a growing Medi-Cal backlog. The previous action allowed eligibility programs to meet point-in-time processing demands until temporary projects were completed. Funding decrease is due to in reductions in State Medi-Cal and Non-departmental Funds.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,230,210)        | (2,030,017)   | (200,193)       | (2)       |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,432,819          | 702,884       | 1,729,935       | (2)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues, expenditures, and related facility and automation expenses.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,406,385)        | (2,102,840)   | 696,455         | 0         |

### 2. Daly City 92nd St. Facility Improvements

This action provides appropriation to fund ESS's share of the cost for facility improvements to the Daly City 92nd Street office. Funding comes from Medi-Cal, Cal-Fresh, and Fund Balance. This will align the Daly City facility with HSA's new client-facing model that has been adopted in other HSA facilities.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,641,500          | 1,641,500     | 0               | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 235,115            | (461,340)     | 696,455         | 0         |

## Aid Payments (7240B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **County Programs/Welfare Aid Payments**

### Program Outcome Statement

Improve economic self-sufficiency for indigent adults

### Program Results

County Programs consists of General Assistance (GA) and CalFresh Employment/Training (FSET). The GA program provides financial assistance to low-income adults who fall below the established property and income limits. This is a mandated service by County ordinance. The average grant is \$349, with most of the grant designated for specific purposes such as rent, utilities, or food. The Agency served over 1,282 GA clients in FY 2015-16, and estimates it will serve 1,100 in FY 2016-17. The FSET at the Vocational Rehabilitation Services (VRS) Work Center provides hands-on work experience and job training to adults with disabilities and barriers to employment. Participants learn packaging, assembly, warehousing, and shipping skills while employers receive onsite work services. The Agency is projecting a downward trend in the number of GA applications due to the improved economy.

Welfare Aid Payment program supports families receiving CalWORKs and the Cash Assistance Program for Immigrants (CAPI) supports legal immigrant residents. As part of the federal Temporary Assistance to Needy Families (TANF) program, CalWORKs provides supplemental cash assistance to eligible needy families. CalWORKs parents with employment development and supportive services leading to self-sufficiency. There are over 1,500 families currently receiving temporary cash assistance through CalWORKs in San Mateo County. These families have little or no cash and are in need of assistance for housing, food, and utilities. The CAPI program provided financial assistance to 535 immigrants in FY 2015-16, and expects to assist 520 immigrants in FY 2016-17.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Average Months on Aid<br>(General Assistance)  | 23                   | 26                   | 27                     | 22                   | 22                   |
| Percent of Public Assistance<br>Applications Processed Within<br>State Standards for Timeliness: |                      |                      |                        |                      |                      |
| CalWORKs   | 98%                  | 94%                  | 94%                    | 90%                  | 90%                  |
| General Assistance   | 96%                  | 93%                  | 94%                    | 90%                  | 90%                  |
| Cash Assistance Program for<br>Immigrants  | 90%                  | 91%                  | 92%                    | 90%                  | 90%                  |

## Aid Payments (7240B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 21,204,957        | 18,716,148        | 27,652,770         | 24,539,000        | (3,113,770)       | 24,539,000        |                   |
| Total Sources      | 17,481,366        | 15,026,222        | 22,340,536         | 19,340,536        | (3,000,000)       | 19,340,536        |                   |
| Net County Cost    | 3,723,591         | 3,689,927         | 5,312,234          | 5,198,464         | (113,770)         | 5,198,464         |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; reduced CalWORKs aid payments; associated federal and State revenue sources; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,113,770)        | (3,000,000)   | (113,770)       | 0         |

### FY 2018-19 Program Funding Adjustments

No change

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## Employment Services (7320B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **Employment Services**

### Program Outcome Statement

Provide employment opportunities, connect clients to support services, and promote family stability

### Program Results

CalWORKs Employment Services (CWES) assists adults with obtaining and sustaining employment to navigate families towards self-sufficiency. CWES provides work assessments, job preparedness workshops, educational programs, and job development services. To ensure families are successful, child care, transportation, and other support services are available.

CWES has implemented an upfront engagement program to assist clients applying for cash assistance to connect to onsite hiring events. This early engagement is a proactive approach in matching clients to employers for unsubsidized job placements. Clients who may benefit from an on-the-job training support system are partnered with local employers to receive a temporary subsidized employment assignment.

The Family Stabilization program was implemented in FY 2015-16 to focus families on reducing barriers preventing them from participating in Welfare-to-Work (WTW) program activities. Families engaging in this program successfully re-connected to education or employment activities. The Online CalWORKs Appraisal Tool (OCAT) was implemented in FY 2015-16 to provide an individualized assessment and employment plan. Through the OCAT assessments clients are self-reporting a higher number of barriers preventing them from actively engaging in the WTW program. The stable economy in San Mateo County has kept the unemployment rate just under three percent. This allows for several opportunities for job ready clients to connect to employment sooner.

The CalWORKs Housing Support Program (CHSP) grant was awarded by the State in the fall of 2016 to assist clients in securing housing. This program launched January 2017 with a goal of housing 45 families within six months.

The current CWES caseload is approximately 700 cases and Child Care is approximately 100 cases. CWES will focus on the implementation of the CalWORKs Strategic Initiative 2.0 State model to serve clients in a whole-family two-generation approach by serving parents and children together. Due to the continued fiscal impacts, CWES remains challenged in providing intensive services to clients with higher level needs and reduced funding.

Service Connect assists AB 109 clients, formerly incarcerated, in their journey to successfully re-integrate into the community. Clients receive a full array of assessments to assist with a therapeutic path to engage in services. Stabilization of each client is individualized and supported through a multidisciplinary team. Of the clients that participated in the 550Jobs! Program in FY 2015-16, 63 percent secured employment. In FY 2016-17, a pilot was implemented to provide Supplemental Security Income (SSI) application assistance prior to inmate release with the intent to connect financial resources to clients who are not work ready.

Service Connect will focus on implementing programs that strengthen client engagement. The family engagement component is creating learning objectives with each event to demonstrate positive family interaction. An in-custody employment pathway is being developed to introduce job readiness skills prior to an inmate's release. In addition, a continued commitment to expand training opportunities and increase employment partnerships are at the forefront.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Welfare-to-Work Families Meeting Requirements in Federal Work Participation Rate (WPR) Based on State Measurement | 37%                  | 33%                  | 30%                    | 50%                  | 50%                  |
| Percent of Clients Placed in Unsubsidized Employment   | 66%                  | 63%                  | 52%                    | 60%                  | 60%                  |
| Cost per Client Receiving Mandatory CalWORKs Services  | \$5,941              | \$8,053              | \$12,032               | \$8,000              | \$8,000              |

Employment Services (7320B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 55.0              | 56.0              | 56.0               | 55.0              | (1.0)             | 55.0              |                   |
| Funded FTE                | 55.0              | 56.0              | 56.0               | 55.0              | (1.0)             | 55.0              |                   |
| <b>Total Requirements</b> | 14,292,797        | 16,565,612        | 24,432,298         | 21,088,850        | (3,343,448)       | 21,259,201        | 170,351           |
| <b>Total Sources</b>      | 10,808,789        | 15,253,045        | 23,309,669         | 19,186,610        | (4,123,059)       | 19,277,631        | 91,021            |
| <b>Net County Cost</b>    | 3,484,008         | 1,312,567         | 1,122,629          | 1,902,240         | 779,611           | 1,981,570         | 79,330            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of related facility and automation costs; decreased expenses and revenue due to lower anticipated allocations and removal of Fund Balance; increases in requirements for CalWORKs Work Participation Rate (WPR) and WTW client wages, due to minimum wage increases and annualizing the CHSP grant; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (4,482,745)        | (5,339,894)   | 857,149         | 0         |

### 2. Daly City 92nd St. Facility Improvements

This action provides appropriation to fund Employment Services share of the cost for facility improvements to the Daly City 92nd Street office. Funding comes from Cal-Works and Fund Balance. This will align the Daly City facility with HSA's new client-facing model that has been adopted in other HSA facilities.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 858,500            | 858,500       | 0               | 0         |

### 3. HSA Policy Handbook Automation Project

This action provides appropriation for CWES's share of the cost for the development of a new automated system to host the Agency's program handbooks. The system will benefit all Economic Self Sufficiency programs, Employment Services, and potentially Children Family Services. Funding comes from Cal-Works and Fund Balance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 60,000             | 45,000        | 15,000          | 0         |

### 4. Transfer Out of One Community Worker II

This action transfers out one Community Worker II from CWES Jobs-for-Youth program.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (92,538)           | 0             | (92,538)        | (1)       |

### 5. Restore Child Care Reserves

This action appropriates child care reserves and fund balance based on FY 2016-17 year-end projections.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 313,335            | 313,335       | 0               | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,343,448)        | (4,123,059)   | 779,611         | (1)       |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; removal of Fund Balance and Reserves; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,1001,484)       | (1,080,814)   | 79,330          | 0         |

**2. Daly City 92nd St. Facility**

This action provides appropriation to fund year two of CWES's share of the cost for facility improvements to the Daly City 92nd Street office. This will align the Daly City facility with HSA's new client-facing model that has been adopted in other HSA facilities. Funding comes from Cal-Works and Fund Balance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 858,500            | 858,500       | 0               | 0         |

**3. Restore Child Care Reserves**

This action appropriates child care reserves and fund balance based on year-end projections.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 313,335            | 313,335       | 0               | 0         |

**TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 170,351            | 91,021        | 79,330          | 0         |

## Vocational Rehab Services (7330B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **Vocational Rehabilitation Services**

### Program Outcome Statement

Improve employment outcomes for individuals with disabilities and/or barriers to employment

### Program Results

Vocational Rehabilitation Services (VRS) provides a myriad of services to assist clients with physical limitations, severe mental health or other barriers to connect individuals to employment related services. VRS works collaboratively with Department of Rehabilitation (DOR), Health Services (HS), Sheriff's Office (SO), Department of Child Support Services (DCSS), CalWORKs Employment Services (CWES), and Service Connect (SC). Clients may receive a combination of services related to counseling, job coaching, job development, and/or supported employment. VRS works diligently with local employers to provide clients the opportunity to transition to employment and ensure successful placements by providing wrap around support services.

The VRS Counseling Services team provides vocational assessments and job development support services. Vocational assessments in FY 2016-17 decreased by approximately 29 percent due to low client referrals. Clients referred were at a higher severity of medical diagnosis and resulted in a reduced number of work-ready clients. Clients in need of job development services reduced by approximately 10 percent in FY 2016-17. Additionally, client placements decreased in FY 2015-16 by two percent below the program target of 55 percent. Although total number of placements decreased, the retention rate increased by approximately 10 percent for FY 2016-17 for both 90 days and 180 days. The Counseling Services team will focus on increasing outreach to referring programs to highlight available services and strengthening partnerships with employers to secure opportunities for placements of clients with higher barriers.

The VRS Business Services team provides training related services through the WorkCenter and Catering Connection (CC). The CC kitchen was renovated during FY 2015-16, resulting in decreased program services for nine months. Shortly after the kitchen re-opening in FY 2015-16, the CC served 800 people at their largest catering event and in FY 2016-17 set a new high target of serving 2,000 people. The CC will focus on rebuilding the program by upgrading the current training model and by increasing the number of clients who exit the program with a ServSafe certificate. The WorkCenter experienced considerably low client referrals during FY 2016-17. The low referrals are in direct relation to the decreased number of clients receiving services from referring programs and historically low unemployment in the County. Although the client referrals decreased, the shipping/receiving team achieved the highest volume day in FY 2015-16 with 5,186 cartons shipped in comparison to the daily average of 556 cartons. Additionally, the South Bay Recycling program was operationally on hold for fourth months due to construction at the plant in FY 2016-17, decreasing supported employment opportunities for clients. The Business Services team will focus on generating increased business opportunities and increased revenue.

VRS continues to maintain a high performance rating with the DOR creating a successful partnership. Clients who received services in FY 2015-16 reported a satisfaction rate of 93 percent, exceeding the current target by three percent. The satisfaction level of service continues to exceed the 90 percent performance target.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Overall Satisfaction Rated Good or Better for All VRS Services  | 90%                  | 93%                  | 93%                    | 90%                  | 90%                  |
| Percent of VRS Clients in Job Development Who Secure Employment | 56%                  | 53%                  | 52%                    | 55%                  | 55%                  |
| Cost per Client Receiving Vocational Rehabilitation Services    | \$3,633              | \$3,946              | \$4,372                | \$4,500              | \$4,500              |

Vocational Rehab Services (7330B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 36.0              | 36.0              | 35.0               | 35.0              |                   | 35.0              |                   |
| Funded FTE                | 36.0              | 36.0              | 35.0               | 35.0              |                   | 35.0              |                   |
| <b>Total Requirements</b> | 7,258,639         | 6,044,865         | 6,919,811          | 5,441,890         | (1,477,921)       | 5,618,498         | 176,608           |
| <b>Total Sources</b>      | 4,741,907         | 4,025,926         | 5,388,357          | 3,714,581         | (1,673,776)       | 3,714,581         |                   |
| <b>Net County Cost</b>    | 2,516,732         | 2,018,940         | 1,531,454          | 1,727,309         | 195,855           | 1,903,917         | 176,608           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of the Re-Entry Employment Program (REEP) Measure K initiative, due to low number of clients; decreases in operational revenue and expenses; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,477,921)        | (1,673,776)   | 195,855         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 176,608            | 0             | 176,608         | 0         |

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## Children and Family Services (7420B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **Children and Family Services**

### Program Outcome Statement

Ensure safety, permanence, and well-being of children throughout the county

### Program Results

Children and Family Services (CFS) provides a broad range of mandated and non-mandated child welfare services for children and individuals up to 21 years of age, their families, and foster care providers. This includes investigating serious allegations of abuse or neglect, submitting court reports when warranted, and providing an array of reunification services to resolve issues to keep families together. CFS operates a 24-hour child abuse hotline, which is staffed 365 days a year, and the hotline received 3,000 calls in FY 2015-16. CFS estimates 4,000 calls will be received in FY 2016-17. Although the number of calls was declining through FY 2015-16, CFS is closely monitoring the impact of current and potential federal policies that relate to immigration and benefits. There was an average of 307 youth in out-of-home placements in FY 2015-16. As with referrals, while the trends have been going down, and the future numbers are uncertain, CFS is examining the potential impact of the current and future federal policies on out-of-home placements.

CFS is working closely with other branches within the Agency, as well as, with community partners has identified three priority areas for FY 2017-19. First, CFS will work towards a successful implementation of the Continuum of Care Reform (CCR), which will include the elimination of group home placements as an option and require that CFS recruit Resource Families. Second, CFS will continue to work to identify stable long-term housing for current and former foster youth. This past year CFS has been working closely with its housing partners and has been successful at linking youths with housing vouchers. CFS is also exploring options to increase housing options for non-minor dependent youths. Third, CFS will continue to work on maximizing the attainment of post-secondary college/vocational education or gainful employment for current and former foster youth.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Rate of Child Abuse Reports per 1,000 Children / Rate of Substantiated Allegations per 1,000 Children | 27.3 / 2.5           | 24.3 / 2.4           | 24.3 / 2.4             | 25.8 / 2.3           | 25.8 / 2.3           |
| Percent of Children who Exited to a Permanent Home within 12 Months of Entering Foster Care           | 51.7%                | 52.4%                | 51.8%                  | >40.5%               | >40.5%               |
| Percent of Foster Youth Enrolled in College and Vocational Training                                   | 64%                  | 70%                  | 70%                    | 72%                  | 72%                  |
| Percent of Eligible Foster Youth Graduating High School or GED Program                                | 79%                  | 82%                  | 82%                    | 85%                  | 85%                  |
| Rate of Out-of-Home Placements per 1,000 Children   | 1.8                  | 1.8                  | 1.6                    | 1.7                  | 1.7                  |

Children and Family Services (7420B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 208.0             | 212.0             | 207.0              | 207.0             |                   | 207.0             |                   |
| Funded FTE                | 207.9             | 211.3             | 206.3              | 207.0             | 0.7               | 207.0             |                   |
| <b>Total Requirements</b> | 61,978,747        | 65,009,002        | 81,207,746         | 80,931,603        | (276,143)         | 81,578,945        | 647,342           |
| <b>Total Sources</b>      | 51,146,434        | 51,504,327        | 64,138,398         | 63,278,339        | (860,059)         | 63,344,668        | 66,329            |
| <b>Net County Cost</b>    | 10,832,313        | 13,504,674        | 17,069,348         | 17,653,264        | 583,916           | 18,234,277        | 581,013           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; elimination of roll-over Measure K initiatives and one-time projects; reduction in expenses and revenue due to lower caseloads; lower federal revenue reimbursement rate due to an increase in non-federally eligible caseloads; and removal of Fund Balance and Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,921,682)        | (2,470,598)   | 548,916         | 0         |

### 2. Short Term Residential Treatment Program (STRTP) Requirements

This action adds one Mental Health Program Specialist and deletes one Social Worker position; adds appropriation for one Extra Help (EH) Community Worker and one EH Shelter Care Counselor - Relief; adds appropriation for an Inter-Agency agreement for one part-time Child Psychiatrist and one part-time Nurse Practitioner; and funds ongoing costs in response to the State's Continuum of Care Reform (CCR). San Mateo County Human Services Agency is planning to convert the Children's Receiving Home to a Short Term Residential Therapeutic Program (STRTP). This conversion will allow the County to keep children in their community and enable them to have a smoother transition from the residential therapeutic facility to a foster or relative home, as described in the CCR legislation. Funding comes from 2011 realignment sales tax.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 652,430            | 652,430       | 0               | 0         |

### 3. Add One Office Specialist and Delete One Office Assistant II Position

This action adds one Office Specialist and deletes one Office Assistant II position to address the current department needs in response to the State's Continuum of Care Reform (CCR). Funding comes from 2011 realignment sales tax.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 7,689              | 7,689         | 0               | 0         |

### 4. Add Two Psychiatric Social Worker II and Delete Two Social Worker III Positions

This action adds two Psychiatric Social Worker positions and deletes two Social Worker positions to address the current department needs to align with the Pathway-to-Wellbeing (PTW) program. Funding comes from 2011 realignment sales tax and Title IV-e revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 9,600              | 9,600         | 0               | 0         |

### 5. Foster Family Agency/CCR Requirements

This action adds two Psychiatric Social Worker positions and deletes two Social Worker positions to meet the fundamental aspects of the Foster Family Agency, which is a part of the Continuum of Care Reform (AB403) and to fund the on-going cost. Funding comes from 2011 realignment sales tax and Title IV-e revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 42,500             | 42,500        | 0               | 0         |

### 6. Handbook Automation

This action appropriates funding for Child Welfare Service's (CWS) share of the costs for the development of a new automated system to host the Agency's program handbooks. Funding comes from 2011 realignment sales tax and Title IV-e revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 140,000            | 105,000       | 35,000          | 0         |

### 7. Restore Children and Youth System of Care (CYSOC) Collaborative Reserves

This action re-appropriates Children and Youth Systems of Care (CYSOC) Collaborative Reserves based on year-end projections.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 793,320            | 793,320       | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (276,143)          | (860,059)     | 583,916         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; increase in revenue drawdown due to increases in cost; and decreases in debt service charges and in-house administration costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (145,978)          | (726,991)     | 581,013         | 0         |

## 2. Restore Children and Youth System of Care (CYSOC) Collaborative Reserves

This action re-appropriates Children and Youth Systems of Care (CYSOC) Collaborative Reserves and Fund Balance based on year-end projections.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 793,320            | 793,320       | 0               | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 647,342            | 66,329        | 581,013         | 0         |

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## Homeless and Safety Net Services (7510B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **Homeless and Safety Net Services**

### Program Outcome Statement

Coordinate the delivery of supportive safety net services through community partnerships to promote housing stability and food security for individuals and families

### Program Results

Homeless and Safety Net Services is a collaborative effort for the provision of an array of safety net services, such as emergency food and shelter, for the County's most vulnerable residents. This includes coordinating the Homeless Continuum of Care and administering grants and housing service contract agreements to maximize County, State, and federal funding for emergency safety net and homeless services. This program also administers contracts with the eight Core Service Agencies (City of Daly City Community Services Center, YMCA Community Resource Center, Pacifica Resource Center, Coastside Hope, El Concilio, Samaritan House, Fair Oaks Community Center, and Puente de la Costa Sur).

In FY 2016-17, it is estimated that community-based partners will continue to serve 24,000 individuals, comprised of 10,000 households, with emergency food, shelter, utility assistance, rental assistance, counseling, legal aid and other supportive services. The Human Services Agency completed the 2017 One Day Homeless Count and Survey, and the count results determined that there were 16 percent, or 230, fewer homeless people on the day of the count, compared to the 2015 count, and 18 percent, or 138, fewer unsheltered people in 2017 compared to 2015. The 2017 Homeless Census and Survey data reflect the County's commitment to end homelessness through several initiatives targeted at homeless assistance and prevention services.

Priorities for FY 2017-19 include strategies developed from the homeless services redesign and the County's Strategic Plan to End Homelessness by 2020. In April 2017, the Coordinated Entry System for families was initiated, incorporating strategies for shelter diversion and streamlining entry to the homeless system for those who do not have housing options, and providing immediate assessment and rapid placement into interim housing. Housing resources are prioritized for clients facing chronic homelessness and multiple barriers to housing stability. The County has engaged stakeholders in a collaborative approach to ending homelessness together.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Clients Residing in Homeless Transitional Shelters That are Connected to Mainstream Services and Benefits | 80%                  | 87%                  | 85%                    | 85%                  | 85%                  |
| Percent of Clients Receiving Food Assistance from Core Service Agencies  | 99%                  | 99%                  | 99%                    | 99%                  | 99%                  |
| Cost per Client Receiving Safety Net Services  | \$204                | \$558                | \$600                  | \$600                | \$600                |

Homeless and Safety Net Services (7510B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 3.0               | 4.0               | 4.0                | 5.0               | 1.0               | 5.0               |                   |
| Funded FTE                | 3.0               | 4.0               | 4.0                | 5.0               | 1.0               | 5.0               |                   |
| <b>Total Requirements</b> | 5,459,688         | 7,699,774         | 14,874,536         | 13,472,121        | (1,402,415)       | 13,497,580        | 25,459            |
| <b>Total Sources</b>      | 3,386,767         | 5,212,139         | 10,583,894         | 9,186,080         | (1,397,814)       | 9,189,399         | 3,319             |
| <b>Net County Cost</b>    | 2,072,921         | 2,487,636         | 4,290,642          | 4,286,041         | (4,601)           | 4,308,181         | 22,140            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and elimination of roll-over Measure K initiatives.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,735,588)        | (2,635,090)   | (100,498)       | 0         |

## 2. Housing and Employment Support Services

This action uses Measure K funding to support individuals who have been housed by Abode with employment support services. These funds are aimed to increase their earning and employability, so that they remain in and retain their housing.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,312,947          | 1,220,409     | 92,538          | 2         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,422,641)        | (1,414,681)   | (7,960)         | 2         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 50,956             | 13,193        | 37,763          | 0         |

## Community Capacity (7520B)

### Program Locator

County

Social Services

Human Services Agency

⇒ **Community Capacity**

### Program Outcome Statement

Provide community-wide collaboration and strategic partnerships with external organizations for emergency and disaster response, direct services to veterans and their dependents, and the administration of programs for children in need in order to ensure a safety net for the county's most vulnerable residents

### Program Results

The Human Services Agency's (HSA) Collaborative Community Outcomes (CCO) offers a wide array of support and services to numerous communities in need in the county. This includes funding for the Children's Fund, Extraordinary Circumstances Fund, the County Veteran Services Office (VSO), Science, Technology, Engineering and Math (STEM) Program, and the Day Worker Program.

Community outreach raises awareness to veterans and their dependents of services available to them. The County VSO promotes services to the 32,000 military veterans and their dependents in the county. Staff assist with preparing and submitting claims to the Department of Veterans Affairs. Since FY 2015-16, there have been operational improvements in service delivery of veterans services with the addition of term positions to meet client demand. The County Veterans Commission was appointed in November 2015, and the first Annual Veteran of the Year Awards Luncheon was held in November 2016. In May 2017, the first Veterans Stand Down will be held, providing comprehensive health and social services to homeless veterans in one location. Looking ahead, the goal to end veteran homelessness in 2017 is on track.

The Children's Fund program serves over 3,000 children annually through the Holiday Drive, and an additional 2,000 children through year-round programs. The STEM program reaches 3,950 children annually through the County's funding. One goal for the upcoming year is to implement strategic priorities to ensure optimal use of County resources to promote STEM to children and youth in preparation for future careers. Lastly, HSA's emergency response and disaster planning programs have strong collaboration with County agencies, jurisdictional partners, and the American Red Cross, improving communication and joint response in events resulting from natural disaster.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| STEM: Percent Increase in Proficiency in Language Arts <sup>1</sup> | ---                  | 66%                  | 68%                    | 70%                  | 72%                  |
| STEM: Percent Increase in Proficiency in Math <sup>1</sup>          | ---                  | 70%                  | 72%                    | 74%                  | 76%                  |
| Average Value of Veterans Benefits per Claim Processed              | \$9,235              | \$6,763              | \$7,000                | \$7,000              | \$7,000              |
| Cost per Veteran Served   | \$511                | \$352                | \$471                  | \$542                | \$542                |

<sup>1</sup> New measure for FY 2015-16

Community Capacity (7520B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 10.0              | 10.0              | 9.0                | 10.0              | 1.0               | 10.0              |                   |
| Funded FTE                | 10.0              | 9.9               | 8.9                | 10.0              | 1.1               | 10.0              |                   |
| <b>Total Requirements</b> | 3,644,043         | 2,367,701         | 3,185,115          | 3,164,889         | (20,226)          | 3,190,386         | 25,497            |
| <b>Total Sources</b>      | 3,207,660         | 612,445           | 1,346,643          | 1,329,776         | (16,867)          | 1,339,650         | 9,874             |
| <b>Net County Cost</b>    | 436,383           | 1,755,256         | 1,838,472          | 1,835,113         | (3,359)           | 1,850,736         | 15,623            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and elimination of one-time projects and related facility and automation costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (133,173)          | (37,276)      | (95,897)        | (1)       |

## 2. Community Worker Transfer to Jobs For Youth Program

This action transfers in a vacant Community Worker position to the Jobs for Youth Program, to restore previous staffing levels.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 92,538             | 0             | 92,538          | 1         |

## 3. Measure K-Conversion of an Agile HSA-II to a Permanent Veterans Services Representative

This action converts an agile Human Services Analyst to a permanent Veterans Services Representative, due to the specific requirements necessary to hold this position. Funding is from Measure K.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 20,409             | 20,409        | 0               | 1         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (20,226)           | (16,867)      | (3,359)         | 1         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

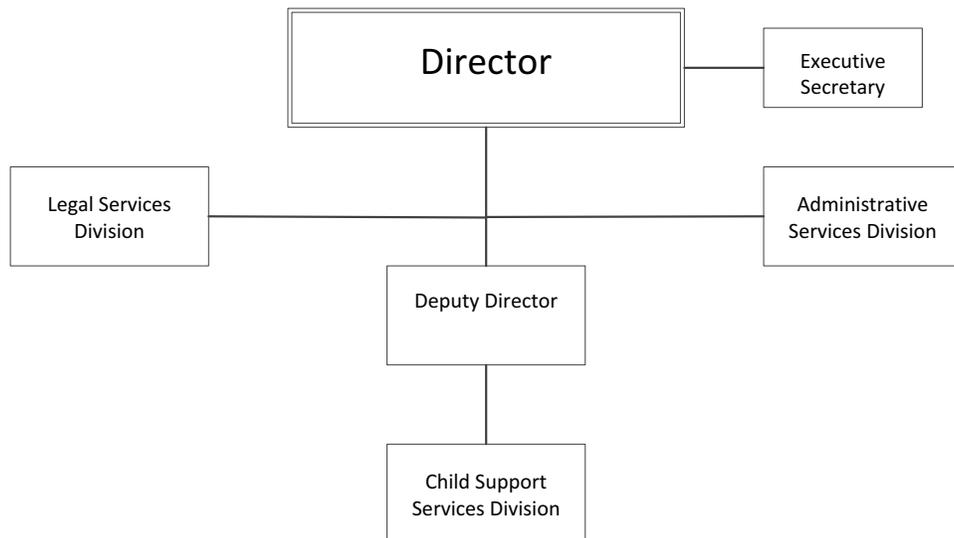
### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 25,497             | 9,874         | 15,623          | 0         |

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DEPARTMENT OF CHILD SUPPORT SERVICES



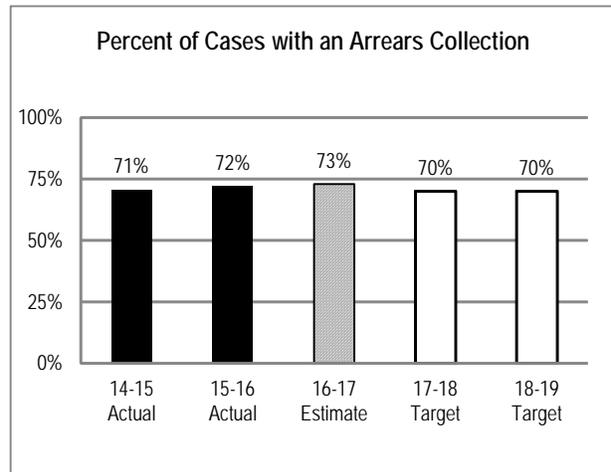
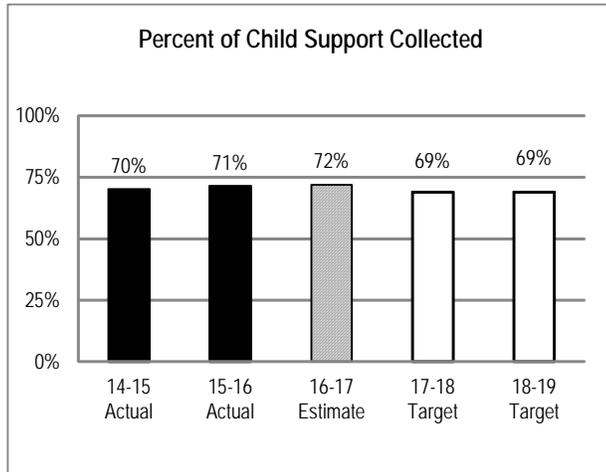
## Department Locator

County

Social Services

➔ Department of Child Support Service

## Headline Measures



## Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 71%                  | 71%                  | 71%                    | 80%                  | 80%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 73%                  | 72%                  | 80%                    | 80%                  | 80%                  |
| Cost per Capita  | \$1,018              | \$1,120              | \$1,150                | \$1,150              | \$1,150              |
| Percent of Employees Rating Working for the County as Very Good          | 87%                  | 86.7%                | 86.4%                  | 87%                  | 87%                  |
| Percent of Employee Evaluations Completed Annually                       | 94%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement     | 47%                  | 62.3%                | 60%                    | 60%                  | 60%                  |

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## Mission Statement

The Department of Child Support Services (DCSS) serves the public by enhancing the quality of life for children and their families by helping parents meet the financial, medical and emotional needs of their children by establishing and enforcing child support orders in an effective, efficient and professional manner.

## Overview

The San Mateo County Department of Child Support Services (DCSS) works with parents and guardians to ensure children and families receive the court ordered financial and medical support to which they are entitled. The Department establishes paternity, which can include DNA testing if requested, for children who do not have a legal father. The Department establishes, enforces and modifies child and medical support orders and locates absent parents through the utilization of a variety of locate systems. The Department partners with parents to set realistic orders that allow steady and reliable payments to the family.

In FY 2015-17, DCSS continued to improve on its efficient and effective automated workflow, realizing enhancements and cost savings in an updated electronic mail system. In addition to business process improvements in distributing mail and filing of initial pleadings, staff now utilize a legal paperless system eliminating hard copy files from the Department's workflow. By expanding technology to create efficiencies the Department focused its efforts and developed a specialized court team, prioritizing a proactive, collaborative approach to case management. With these enhancements the Department has significantly increased families reaching agreement on child support terms, without court intervention, improving the likelihood of consistent monthly payments.

In FY 2017-19, the Department will focus on improving customer outcomes. The Department is dedicating Spanish speaking caseworkers to specific caseloads in order to build trust and provide direct communication with clients. Additionally, the Department hopes to improve efforts in locating absent parents and their assets to secure collections for families. Furthermore, the Department hopes to partner with employment search and training programs that can assist parents obligated to pay with resources to obtain employment and provide financial support to their children.

## Program Results

The Department of Child Support Services (DCSS) serves children and families by establishing and enforcing court orders for financial and medical support. Child support is an important resource for single parent families struggling to meet basic needs. Parents who pay support are more likely to be a part of their child's life. The Department continues to meet or exceed performance expectations in all major categories but has also significantly increased collections realizing an almost six percent increase in total collections over two years in Federal Fiscal Year 2015 and Federal Fiscal Year 2016. The Department focuses on connecting with clients early and often to understand the child support process, establish reasonable orders that clients can pay, and collaborates with other community based organizations to provide services to clients needing help with employment search, domestic violence issues and legal help. The program goals over the next two years focus on improving customer outcomes by prioritizing direct communication, establishing Spanish speaking caseloads and improving locate efforts of absent parents. Additionally, the Department hopes to partner with employment search and training programs that can assist parents, who are obligated to pay, in obtaining permanent employment.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percentage of Cases with Arrears Collection | 70.8%                | 72.0%                | 73.0%                  | 70.0%                | 70.0%                |
| Percent of Current Support Collected        | 70.0%                | 71.3%                | 72.0%                  | 69.0%                | 69.0%                |
| Cost per Case                               | \$1,014.48           | \$1,120.35           | \$1,150.00             | \$1,150.00           | \$1,150.00           |

Department of Child Support Services (2600B)  
General Fund

## FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 10,715,631        | 10,703,245        | 11,414,033         | 11,414,033        |                   | 11,414,033        |                   |
| Miscellaneous Revenue       |                   |                   | 282,922            | 602,398           | 319,476           | 762,498           | 160,100           |
| <b>TOTAL SOURCES</b>        | 10,715,631        | 10,703,245        | 11,696,955         | 12,016,431        | 319,476           | 12,176,531        | 160,100           |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 9,550,359         | 9,393,579         | 10,494,762         | 10,902,815        | 408,053           | 11,126,924        | 224,109           |
| Services and Supplies       | 401,606           | 429,305           | 428,050            | 478,205           | 50,155            | 478,205           |                   |
| Other Charges               | 473,486           | 615,944           | 652,998            | 682,090           | 29,092            | 697,674           | 15,584            |
| Other Financing Uses        | 290,179           | 264,417           | 266,892            | 263,647           | (3,245)           | 266,529           | 2,882             |
| <b>Gross Appropriations</b> | 10,715,631        | 10,703,245        | 11,842,702         | 12,326,757        | 484,055           | 12,569,332        | 242,575           |
| Intrafund Transfers         |                   |                   | (145,747)          | (310,326)         | (164,579)         | (392,801)         | (82,475)          |
| <b>TOTAL REQUIREMENTS</b>   | 10,715,631        | 10,703,245        | 11,696,955         | 12,016,431        | 319,476           | 12,176,531        | 160,100           |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 86.0              | 80.0              | 80.0               | 78.0              | (2.0)             | 78.0              |                   |
| Funded FTE                  | 85.6              | 79.6              | 79.6               | 79.7              | 0.1               | 79.7              |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$319,476, or less than three percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Miscellaneous Revenue

There is a net increase of \$319,476 in this funding source due to the increased draw down of federal dollars as part of the Department's participation in the Federal Financial Participation Match Program (FFP).

### TOTAL REQUIREMENTS

Total Requirements increase by \$319,476, or less than three percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$408,053 in this expenditure category due to negotiated salary and benefit increases. This increase is partially offset by the reduction of two positions.

#### Services and Supplies

There is a net increase of \$50,155 in this expenditure category due to contracts for marketing and outreach of the child support program. This increase is partially offset by reductions in general office supplies and postage expenses.

#### Other Charges

There is a net increase of \$29,092 in this expenditure category due to increases in facility charges as well as increases in County ISD charges. The increase in facility charges is partially offset by the reduction of overall conference room and training space, as well as, reductions in telephone charges.

#### Other Financing Uses

There is a net decrease of \$3,245 in this expenditure category due to reduced rent charge caused by the reduction of overall conference room and training space for the Department.

#### Intrafund Transfers

There is a net decrease of \$164,579 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the Federal Financial Participation Match Program (FFP).

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$160,100, or one percent, from the FY 2017-18 Recommended to the FY 2018-19 Recommended Budget due to the following changes:

#### Miscellaneous Revenue

There is a net increase of \$160,100 in this funding source due to the increased draw down of federal dollars as part of the Department's participation in the Federal Financial Participation Match Program (FFP).

### TOTAL REQUIREMENTS

Total Requirements increase by \$160,100, or one percent, from the FY 2017-18 Recommended to the FY 2018-19 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$224,109 in this expenditure category due to negotiated salary and benefit increases.

Other Charges

There is a net increase of \$15,584 in this expenditure category due to increases in facility charges as well as County ISD charges.

Other Financing Uses

There is a net increase of \$2,882 in this expenditure category due to increases in the rent surcharge.

Intrafund Transfers

There is a net decrease of \$82,475 this expenditure category due to increases in local match dollars to draw down federal monies as part of the Federal Financial Participation Match Program (FFP).

## Department of Child Support Services (2600B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 86.0              | 80.0              | 80.0               | 78.0              | (2.0)             | 78.0              |                   |
| Funded FTE                | 85.6              | 79.6              | 79.6               | 79.7              | 0.1               | 79.7              |                   |
| <b>Total Requirements</b> | 10,715,631        | 10,703,245        | 11,696,955         | 12,016,431        | 319,476           | 12,176,531        | 160,100           |
| <b>Total Sources</b>      | 10,715,631        | 10,703,245        | 11,696,955         | 12,016,431        | 319,476           | 12,176,531        | 160,100           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 667,310            | 0             | 667,310         | 0         |

#### 2. Elimination of Two Positions:

The Department will eliminate the following vacant positions to align the Department's budget with funding received from the California Department of Child Support Services: one vacant Office Assistant II position and one vacant Child Support Technician position. The loss of these positions means that duties performed must be redistributed to existing staff.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (347,834)          | 319,476       | (667,310)       | (2)       |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 319,476            | 319,476       | 0               | (2)       |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Recommended Budget:

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

Budget adjustments are been made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 242,575            | 0             | 242,575         | 0         |

**2. Federal Financial Participation Match Program:**

The Department will increase its participation in this program in order to augment its revenue allocation for FY 2018-19. For every local dollar contributed, the Department will receive additional federal funding to meet rising costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (82,475)           | 160,000       | (242,575)       | 0         |

**TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 160,000            | 160,000       | 0               | 0         |

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## COMMUNITY SERVICES

# COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

## RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

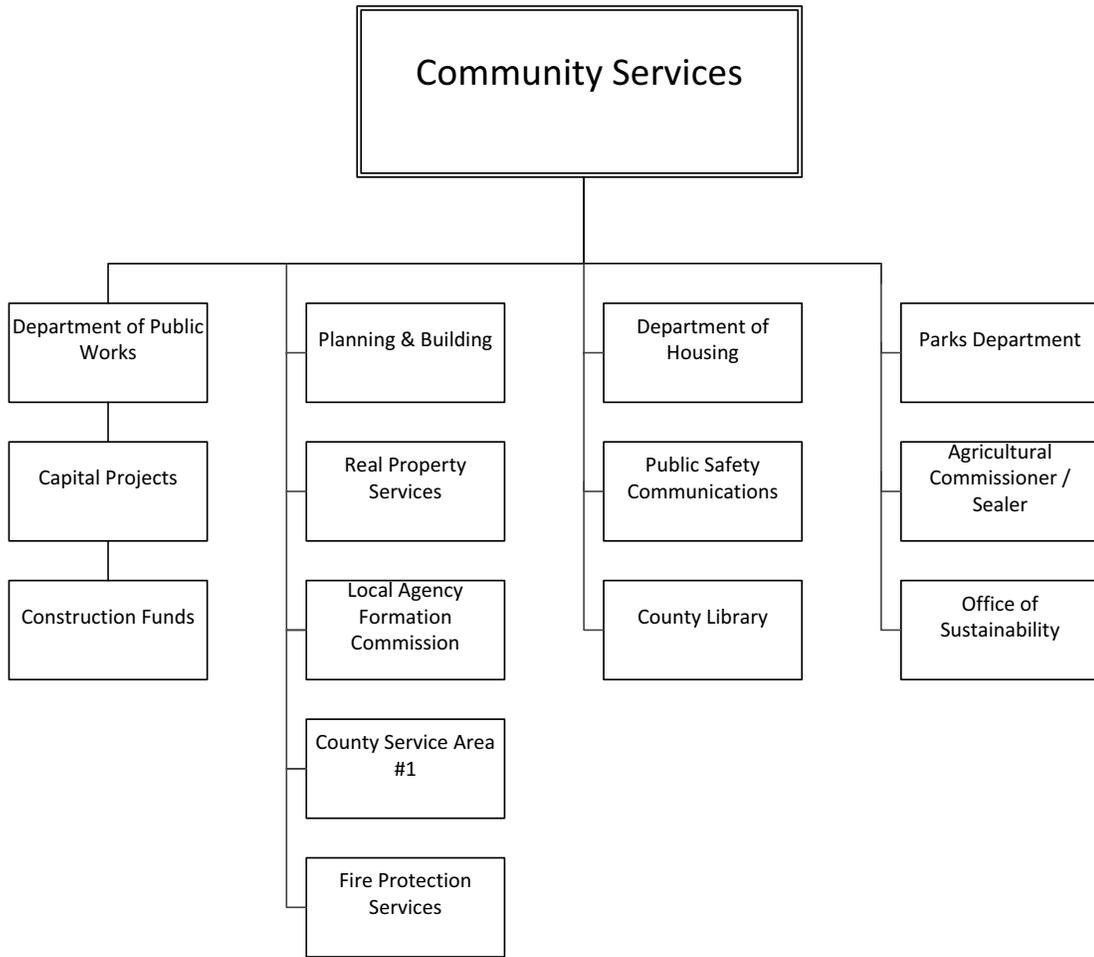
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with respect  
and dignity





## Community Services FY 2017-18 and 2018-19 All Funds Summary

| Total Requirements                | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18    | Recomm<br>2018-19  | Change<br>2018-19   |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------|--------------------|---------------------|
| <b>General Fund Budgets</b>       |                    |                    |                    |                    |                      |                    |                     |
| Planning and Building             | 8,779,353          | 9,699,642          | 13,167,117         | 13,124,367         | (42,750)             | 12,185,068         | (939,299)           |
| Local Agency Formation Commission | 381,806            | 356,706            | 398,425            | 326,225            | (72,200)             | 328,830            | 2,605               |
| Parks Department                  | 11,944,385         | 13,991,058         | 23,300,942         | 22,517,100         | (783,842)            | 18,201,571         | (4,315,529)         |
| Department of Public Works        | 22,630,510         | 24,614,365         | 34,862,080         | 36,881,563         | 2,019,483            | 32,387,549         | (4,494,014)         |
| Real Property Services            | 4,522,342          | 4,975,621          | 4,674,214          | 3,964,563          | (709,651)            | 3,880,480          | (84,083)            |
| Agricultural Commissioner/Sealer  | 4,940,689          | 5,254,087          | 5,961,338          | 6,119,047          | 157,709              | 6,198,827          | 79,780              |
| Public Safety Communications      | 10,967,726         | 11,858,382         | 13,396,508         | 14,748,053         | 1,351,545            | 15,231,424         | 483,371             |
| Fire Protection Services          | 7,518,304          | 8,695,434          | 14,078,884         | 13,233,391         | (845,493)            | 11,653,003         | (1,580,388)         |
| Housing and Community Development | 5,367,636          | 8,583,707          | 33,468,010         | 17,019,712         | (16,448,298)         | 9,307,368          | (7,712,344)         |
| Office of Sustainability          | 1,424,738          | 4,945,229          | 18,535,939         | 11,901,118         | (6,634,821)          | 11,144,008         | (757,110)           |
| <b>Total General Fund</b>         | <b>78,477,489</b>  | <b>92,974,231</b>  | <b>161,843,457</b> | <b>139,835,139</b> | <b>(22,008,318)</b>  | <b>120,518,128</b> | <b>(19,317,011)</b> |
| <b>Non-General Fund Budgets</b>   |                    |                    |                    |                    |                      |                    |                     |
| Fish and Game                     | 77,039             | 71,195             | 72,545             | 65,506             | (7,039)              | 57,906             | (7,600)             |
| Parks Acquisition and Development | 4,585,261          | 3,163,279          | 4,244,023          | 12,272,359         | 8,028,336            | 4,010,772          | (8,261,587)         |
| Coyote Point Marina               | 2,339,868          | 2,587,502          | 2,537,812          | 2,843,269          | 305,457              | 1,733,648          | (1,109,621)         |
| Solid Waste Management            |                    | 8,187,370          | 10,147,748         | 9,855,025          | (292,723)            | 9,866,180          | 11,155              |
| OOS - County Service Area #8      |                    | 0                  | 6,428,778          | 6,595,734          | 166,956              | 6,492,551          | (103,183)           |
| Road Construction and Operations  | 63,520,785         | 62,921,738         | 63,039,021         | 49,725,231         | (13,313,790)         | 30,323,600         | (19,401,631)        |
| Construction Services             | 2,247,145          | 2,365,604          | 2,802,895          | 2,835,420          | 32,525               | 2,658,852          | (176,568)           |
| Vehicle and Equipment Services    | 17,977,325         | 20,804,997         | 24,306,401         | 24,901,549         | 595,148              | 24,255,632         | (645,917)           |
| Waste Management                  | 12,894,108         | 12                 | 12                 |                    | (12)                 |                    |                     |
| Utilities                         | 83,974,994         | 93,000,276         | 86,545,279         | 84,835,787         | (1,709,492)          | 67,893,889         | (16,941,898)        |
| Airports                          | 5,689,931          | 5,481,180          | 8,554,086          | 9,729,303          | 1,175,217            | 5,844,440          | (3,884,863)         |
| Capital Projects Funds            | 120,215,711        | 146,097,418        | 334,411,754        | 234,949,912        | (99,461,842)         | 250,575,961        | 15,626,049          |
| Structural Fire                   | 11,861,710         | 13,625,512         | 14,453,010         | 14,141,685         | (311,325)            | 14,261,297         | 119,612             |
| County Service Area #1            | 5,618,419          | 6,346,974          | 6,450,828          | 6,573,010          | 122,182              | 6,609,340          | 36,330              |
| <b>Total Non-General Fund</b>     | <b>331,002,296</b> | <b>364,653,057</b> | <b>563,994,192</b> | <b>459,323,790</b> | <b>(104,670,402)</b> | <b>424,584,068</b> | <b>(34,739,722)</b> |
| <b>Total Requirements</b>         | <b>409,479,785</b> | <b>457,627,288</b> | <b>725,837,649</b> | <b>599,158,929</b> | <b>(126,678,720)</b> | <b>545,102,196</b> | <b>(54,056,733)</b> |
| <b>Total Sources</b>              | <b>394,732,163</b> | <b>440,228,139</b> | <b>697,116,394</b> | <b>566,770,597</b> | <b>(130,345,797)</b> | <b>512,095,004</b> | <b>54,675,593</b>   |
| <b>Net County Cost</b>            | <b>14,747,622</b>  | <b>17,399,149</b>  | <b>28,721,255</b>  | <b>32,388,332</b>  | <b>3,667,077</b>     | <b>33,007,192</b>  | <b>618,860</b>      |

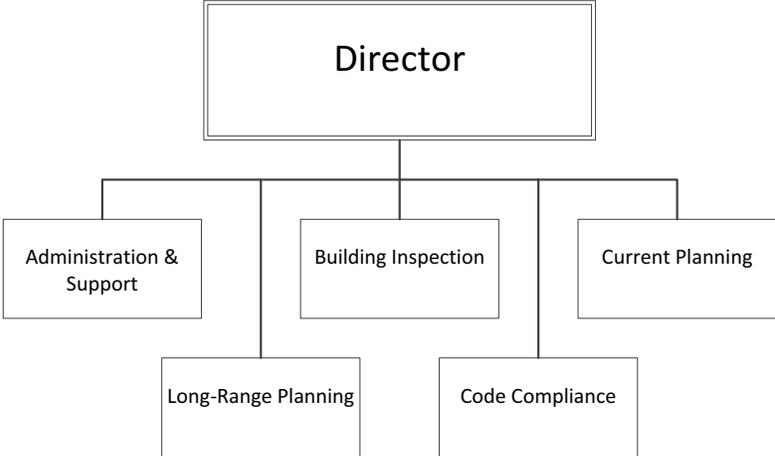
### AUTHORIZED POSITIONS

|                   |       |       |       |       |     |       |
|-------------------|-------|-------|-------|-------|-----|-------|
| Salary Resolution | 508.0 | 546.0 | 561.0 | 563.0 | 2.0 | 563.0 |
| Funded FTE        | 506.2 | 543.9 | 552.5 | 560.5 | 8.1 | 560.5 |

### Information Only:

|                   |            |            |            |            |             |            |             |
|-------------------|------------|------------|------------|------------|-------------|------------|-------------|
| County Library    | 43,523,944 | 48,237,195 | 47,954,963 | 45,057,251 | (2,897,712) | 41,198,662 | (3,858,589) |
| Housing Authority | 68,524,331 | 72,266,686 | 71,967,335 | 85,283,516 | 13,316,181  | 85,419,423 | 135,907     |

# Planning and Building



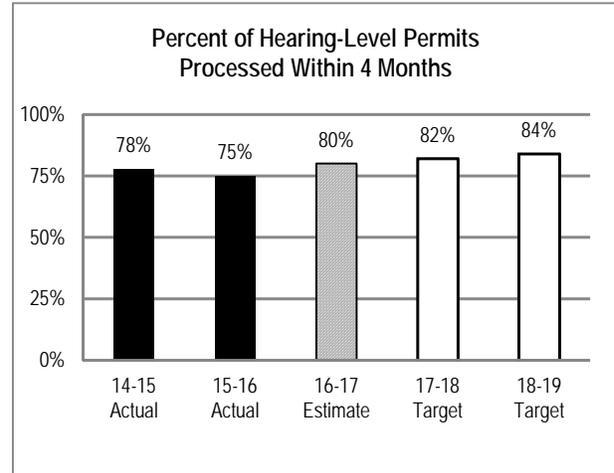
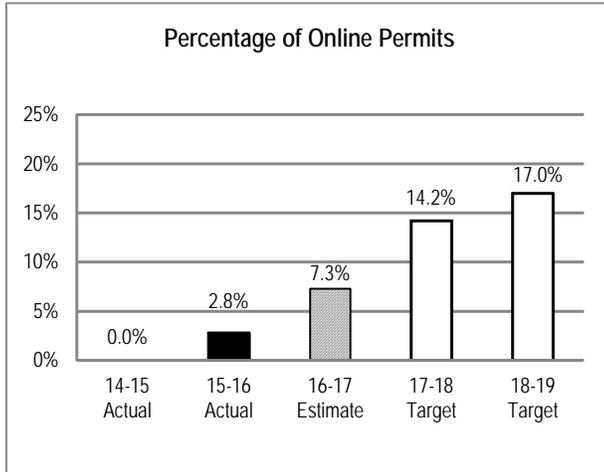
## Department Locator

County

Community Services

⇒ **Planning and Building Department**

### Headline Measures



### Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 67%                  | 69%                  | 69%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 79%                  | 92%                  | 90%                    | 90%                  | 90%                  |
| Cost per Capita Compared to Bay Area Counties                            | \$126                | \$136                | \$152                  | \$173                | \$179                |
| Percent of Employees Rating Working for the County as Very Good          | 77%                  | 74%                  | 80%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                       | 50%                  | 56%                  | 60%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement     | 15%                  | 20%                  | 40%                    | 90%                  | 90%                  |

## Mission Statement

The Planning and Building Department's mission is to serve the County and its communities by preparing, administering, and enforcing land use plans and development regulations that protect public safety, preserve agricultural and environmental resources, address housing and transportation needs, and create healthy and prosperous communities, in a manner that fosters community engagement and provides exceptional levels of service.

## Overview

The Planning and Building Department processes development permits, inspects construction, and updates and enforces land use plans and regulations. In Fiscal Years 2015-17, the Department issued a record number of building permits, an increasing number of which were obtained via the new online permit center. Planning permits for a number of significant projects were approved, including the Ascension Heights subdivision, St. Leo's apartments, Waverly Place supportive housing, and Surfer's Beach revetment and coastal trail. Code compliance resources were expanded and procedures improved. Progress was made on a number of important plan and regulation updates, including the establishment of new zoning districts in North Fair Oaks and new second unit regulations.

Improving customer service and expanding online permit capacities is a priority for FYs 2017-19. Initiatives in this regard will include:

- Permit application appointment and queuing system implementation
- Front office and counter space modernization
- Collaboration with applicants and other County departments on permit processing improvements

Priority permitting and code compliance projects for FYs 2017-19 include:

- Big Wave condition compliance
- North Fair Oaks and Princeton neighborhood clean-ups
- Affordable and mixed use housing projects
- Trail, roadway, and transit improvements such as turn lane and crossing improvements at Grey Whale Cove, and the southern segment of the Highway 1 Parallel Trail
- Other capital projects (e.g., Pescadero fire station)

Also in FYs 2017-19, the Department will complete the following plan and regulation updates:

- Plan Princeton
- Connect the Coastside
- Phase 2A and 2B of the North Fair Oaks re-zonings (along El Camino and Middlefield)
- Short-term rental ordinance
- Updates to the County's tree removal, subdivision, and childcare facility regulations

Additionally, the Department will:

- Contribute to the Home for All San Mateo County initiative to address housing, transportation, and infrastructure needs;
- Participate in the implementation of the Local Hazard Mitigation Plan (e.g., coordinating fuel reduction, flood control, and sea-level rise adaptation projects and policies);
- Support Middlefield Junction precise planning efforts;
- Initiate a comprehensive zoning regulation update; and
- Comply with new stormwater management requirements by working with the Office of Sustainability, C/CAG, the Department of Public Works, and the Parks Department to develop and implement a green infrastructure plan.

In summary, the Department will strive to keep pace with the anticipated high numbers of permit applications, and to process them within acceptable time frames. Internal procedures will be streamlined and modernized, and customer experiences improved. Significant development projects and important plan and regulation updates will be successfully completed, and code compliance efforts will have positive impacts on the appearance and safety of unincorporated communities. Collaboration with other agencies and departments on Measure K housing initiatives, transportation projects, and capital improvements will be additional priorities.

## Planning and Building (3800B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                    |
| Taxes                            | 7,895             | 62,579            | 299,492            | 217,456           | (82,036)          |                   | (217,456)          |
| Licenses, Permits and Franchises | 3,347,614         | 3,554,807         | 3,363,047          | 3,247,435         | (115,612)         | 3,320,868         | 73,433             |
| Fines, Forfeitures and Penalties | 27,038            |                   | 15,000             |                   | (15,000)          |                   |                    |
| Intergovernmental Revenues       | 301,875           |                   |                    |                   |                   |                   |                    |
| Charges for Services             | 1,702,911         | 1,952,543         | 1,689,582          | 1,648,025         | (41,557)          | 1,673,249         | 25,224             |
| Interfund Revenue                | 11,258            | 8,336             |                    |                   |                   |                   |                    |
| Miscellaneous Revenue            | 274,582           | 392,905           | 174,200            | 185,494           | 11,294            | 175,494           | (10,000)           |
| <b>Total Revenue</b>             | <b>5,673,174</b>  | <b>5,971,169</b>  | <b>5,541,321</b>   | <b>5,298,410</b>  | <b>(242,911)</b>  | <b>5,169,611</b>  | <b>(128,799)</b>   |
| Fund Balance                     | 1,533,753         | 2,401,213         | 2,871,846          | 2,446,881         | (424,965)         | 1,447,028         | (999,853)          |
| <b>TOTAL SOURCES</b>             | <b>7,206,927</b>  | <b>8,372,382</b>  | <b>8,413,167</b>   | <b>7,745,291</b>  | <b>(667,876)</b>  | <b>6,616,639</b>  | <b>(1,128,652)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits            | 6,699,371         | 7,408,792         | 9,115,143          | 9,522,087         | 406,944           | 9,421,272         | (100,815)          |
| Services and Supplies            | 1,386,112         | 1,038,704         | 1,846,032          | 3,496,247         | 1,650,215         | 3,621,601         | 125,354            |
| Other Charges                    | 569,829           | 921,538           | 1,080,635          | 1,070,910         | (9,725)           | 1,094,235         | 23,325             |
| Fixed Assets                     | 14,162            | 6,317             |                    | 9,000             | 9,000             |                   | (9,000)            |
| Other Financing Uses             | 32,304            | 42,641            | 43,692             | 42,873            | (819)             | 43,987            | 1,114              |
| <b>Gross Appropriations</b>      | <b>8,701,777</b>  | <b>9,417,992</b>  | <b>12,085,502</b>  | <b>14,141,117</b> | <b>2,055,615</b>  | <b>14,181,095</b> | <b>39,978</b>      |
| Intrafund Transfers              | (485,065)         | (568,780)         | (111,218)          | (2,079,909)       | (1,968,691)       | (2,411,232)       | (331,323)          |
| <b>Net Appropriations</b>        | <b>8,216,711</b>  | <b>8,849,212</b>  | <b>11,974,284</b>  | <b>12,061,208</b> | <b>86,924</b>     | <b>11,769,863</b> | <b>(291,345)</b>   |
| Contingencies/Dept Reserves      | 562,642           | 850,430           | 1,192,833          | 1,063,159         | (129,674)         | 415,205           | (647,954)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>8,779,353</b>  | <b>9,699,642</b>  | <b>13,167,117</b>  | <b>13,124,367</b> | <b>(42,750)</b>   | <b>12,185,068</b> | <b>(939,299)</b>   |
| <b>NET COUNTY COST</b>           | <b>1,572,427</b>  | <b>1,327,260</b>  | <b>4,753,950</b>   | <b>5,379,076</b>  | <b>625,126</b>    | <b>5,568,429</b>  | <b>189,353</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution                | 50.0              | 55.0              | 56.0               | 56.0              |                   | 56.0              |                    |
| Funded FTE                       | 49.9              | 54.8              | 55.5               | 55.5              |                   | 55.5              |                    |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$667,876 or 7.9 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$82,036 in this funding source due to a decrease in Measure K reimbursement in FY 2017-18.

#### Licenses, Permits, and Franchises

There is a net decrease of \$115,612 in this funding source due to anticipated decreases in Building and Land Division permit volume and a downward trend in Reinstatement fees. This decrease was partially offset by increases in zoning permits, grading permits, and architectural revisions.

#### Fines, Fees, and Forfeitures

There is a decrease of \$15,000 in this funding source due to the reclassification of Fines, Fees, and Forfeitures as Abatement trust funds.

#### Charges for Services

There is a net decrease of \$41,557 in this funding source due to decreases in Engineering Services, Environmental Review fees, Plan Checking fees, and Inspection fees. This decrease was partially offset by increases in General Plan fees and Geotechnical fees.

#### Miscellaneous Revenue

There is a net increase of \$11,294 in this funding source due to increases in All Other Miscellaneous Revenue.

#### Fund Balance

There is a net decrease of \$424,965 in this funding source due to reduced levels of salary savings and excess revenue year over year. Fund Balance used for one-time projects and purchases in FY 2016-17 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$42,750 or 0.3 percent from the FY 2016-17 Revised to the FY 2017-18 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$406,944 in this expenditure category due to negotiated salary and benefit increases, and the addition of Term staff in the Code Compliance division.

#### Services and Supplies

There is a net increase of \$1,650,215 in this expenditure category due to a change in accounting methodology. Each of the four supported programs (Code Compliance, Long Range Planning, Current Planning, and Building Inspection) will transfer funds to the Administration and Support Program in order to reimburse administrative costs including facilities rental, Core IT, and administrative staff time.

#### Other Charges

There is a net decrease of \$9,725 in this expenditure category due to the completion of a cooperative agreement with the Department of Transportation for improvements to the state highway system. This decrease was partially offset by increases in facilities rental and Core IT charges.

#### Fixed Assets

There is a net increase of \$9,000 due to the scheduled replacement of large format scanning equipment.

### Other Financing Uses

There is a net decrease of \$819 in this expenditure category due to a reduction in the 10 percent facilities surcharge.

### Intrafund Transfers

There is an increase of \$1,968,691 in this expenditure category due to the change in accounting methodology referenced in the Services and Supplies paragraph.

### Contingencies/Departmental Reserves

There is a decrease of \$129,674 in this expenditure category due to a decrease in excess fund balance. The balance in General Fund Reserves represents 8.8 percent of Net Appropriations, which exceeds the County's two percent Reserves policy by \$821,935.

## **NET COUNTY COST**

There is an increase of \$625,126 or 13 percent in the Department's General Fund allocation.

## **FY 2018-19 Budget Overview**

### **TOTAL SOURCES**

Total Sources decrease by \$1,128,652 or 14.6 percent from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$217,456 in this funding source due to the elimination of one-time Measure K reimbursements.

#### Licenses, Permits, and Franchises

There is an increase of \$73,433 in this funding source due to anticipated increases in Building Permit revenue and Architecture Revisions.

#### Charges for Services

There is an increase of \$25,224 in this funding source due to an anticipated increase in Plan Checking fee revenue.

#### Miscellaneous Revenue

There is a decrease of \$10,000 in this funding source due to an anticipated decrease in All Other Miscellaneous Revenue.

#### Fund Balance

There is a net decrease of \$999,853 in this funding source due to decreases in Reserves, salary savings, and excess revenue. Fund Balance used for one-time projects and purchases in FY 2017-18 has been eliminated.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$939,299 or 7.2 percent from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$100,815 in this expenditure category due to the deletion of term positions expiring in FY 2017-18. This decrease was partially offset by negotiated salary and benefit increases.

#### Services and Supplies

There is a net increase of \$125,354 in this expenditure category due to an increase in the amount of reimbursement funding transferred from the supported programs (Code Compliance, Building Inspection, Current Planning, and Long Range Planning) to the Administration Program for facilities rental, core IT, and administrative staff time. This increase

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was partially offset by a decrease in appropriations for Other Professional Contract Services. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of \$23,325 in this expenditure category due to scheduled increases in internal service charges.

Fixed Assets

There is a net decrease of \$9,000 due to the removal of one-time purchases from FY 2017-18.

Other Financing Uses

There is an increase of \$1,114 in this expenditure category due to an increase in the 10 percent facilities surcharge.

Intrafund Transfers

There is an increase of \$331,323 in this expenditure category due to increased reimbursement transfers to the Administration Program.

Contingencies/Departmental Reserves

There is net decrease of \$647,954 in this expenditure category due to a decrease in excess fund balance. The balance in General Fund Reserves represents 3.5 percent of Net Appropriations, which exceeds the County's two percent Reserves policy by \$179,808.

**NET COUNTY COST**

There is an increase of \$189,353 or 3.5 percent in the Department's General Fund allocation.

## Administration and Support (3810P)

### Program Locator

County

Community Services

Planning and Building Department

⇒ **Administration and Support**

### Program Outcome Statement

Provide leadership and internal operational support

### Program Results

The Administration and Support Program offers direction and guidance to four programs within the Department: Code Compliance, Long Range Planning, Current Planning, and Building Inspection. The Program provides fiscal oversight, contracts administration, payroll, budget, word processing, graphics, IT, and administrative support to these programs. Administration and Support also serves as a critical source of document preparation, graphics, and IT support for the Zoning Hearing Officer, Planning Commission, and Board of Supervisors to enable informed decisions regarding land use and development. The IT support component of the Program maintains the Accela Automation permit tracking system, allowing staff to perform their work efficiently and provide residents with real-time access to information.

Administration and Support continues to customize and configure its software in order to enhance efficiency and customer service. The Department has prioritized several technological improvements in FY 2016-17, including the implementation of a customer appointments system, a lobby queuing system, and the acceptance of digital plans.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customers Rating Services of Good or Better | 79%                  | 92%                  | 90%                    | 90%                  | 90%                  |
| Percent of Employee Evaluations Completed Annually     | 50%                  | 56%                  | 60%                    | 90%                  | 90%                  |
| Percent of Performance Goals Met                       | 67%                  | 69%                  | 69%                    | 75%                  | 75%                  |

## Administration and Support (3810P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 14.0              | 14.0              | 14.0               | 13.0              | (1.0)             | 13.0              |                   |
| Funded FTE                | 14.0              | 14.0              | 14.0               | 13.0              | (1.0)             | 13.0              |                   |
| <b>Total Requirements</b> | 3,136,913         | 3,658,106         | 4,724,255          | 2,446,881         | (2,277,374)       | 1,447,028         | (999,853)         |
| <b>Total Sources</b>      | 1,651,763         | 2,069,034         | 1,854,894          | 2,446,881         | 591,987           | 1,447,028         | (999,853)         |
| <b>Net County Cost</b>    | 1,485,150         | 1,589,073         | 2,869,361          |                   | (2,869,361)       |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. The Fund Balance estimate has been adjusted to reflect salary savings and strong revenues in FY 2016-17. The Planning and Building Department has adopted a change in accounting methodology effective FY 2017-18. Going forward, each of the four supported programs (Code Compliance, Long Range Planning, Current Planning, and Building Inspection) will transfer funds to the Administration and Support Program in order to reimburse administrative costs including facilities rental, Core IT, and administrative staff time. One Office Assistant II position was transferred from Administration and Support to 3810P to 3842P, Building Inspection.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,277,374)        | 591,987       | (2,869,361)     | (1)       |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (999,853)          | (999,853)     | 0               | 0         |

## Code Compliance Program (3820P)

### Program Locator

County

Community Services

Planning and Building Department

⇒ **Code Compliance**

### Program Outcome Statement

The Code Compliance division responds to inquiries and complaints regarding various county codes regulating the use of private property

### Program Results

During FYs 2015-17, the Code Compliance Division enhanced its use of technology to assist the public in reporting violations and also to streamline operations. Video cameras were installed at four key locations to deter illegal dumping. Inspections were increased in the North Fair Oaks community in order to identify violations including inoperable vehicles on private property, dumping, abandoned shopping carts and mattresses, RVs used as residences, and graffiti. Code Compliance Officers can now open and update cases while in the field. In addition, constituents can initiate complaints using the Report It! SMC mobile application. The Program expects to continue neighborhood cleanups in Princeton and North Fair Oaks throughout FYs 2017-19.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Response Rate to Code Cases Involving Health and Safety Issues Within One Business Day of Notification <sup>1</sup>                             | ---                  | ---                  | 80%                    | 80%                  | 80%                  |
| Remove of Stop the Identified Health and Safety Condition Within 3 Business Days of Notification <sup>1</sup>                                   | ---                  | ---                  | 80%                    | 80%                  | 80%                  |
| Percent of Violation Cases Not Involving Health and Safety Issues, Resolved Within 120 Days of Written Notice to Responsible Party <sup>1</sup> | ---                  | ---                  | 80%                    | 80%                  | 80%                  |

<sup>1</sup> New measure for FY 2016-17

## Code Compliance Program (3820P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         |                   |                   |                    | 7.0               | 7.0               | 7.0               |                   |
| Funded FTE                |                   |                   |                    | 6.9               | 6.9               | 6.9               |                   |
| <b>Total Requirements</b> |                   |                   |                    | 1,911,755         | 1,911,755         | 1,812,248         | (99,507)          |
| <b>Total Sources</b>      |                   |                   |                    | 57,394            | 57,394            | 57,394            |                   |
| <b>Net County Cost</b>    |                   |                   |                    | 1,854,361         | 1,854,361         | 1,754,854         | (99,507)          |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. The Planning and Building Department has restructured, effective FY 2017-18. Whereas Long Range Planning and Code Compliance had historically operated as one program, they have now separated into two discrete programs. In addition, the Planning and Building Department has adopted a change in accounting methodology effective FY 2017-18. Going forward, each of the four supported programs (Code Compliance, Long Range Planning, Current Planning, and Building Inspection) will transfer funds to the Administration and Support Program in order to reimburse administrative costs including facilities rental, Core IT, and administrative staff time.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,911,755          | 57,394        | 1,854,361       | 7         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Term positions scheduled to conclude during FY 2017-18 have been deleted.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (99,507)           | 0             | (99,507)        | 0         |

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## Long Range Planning Services (3830P)

### Program Locator

County

Community Services

Planning and Building Department

⇒ **Long Range Planning Services**

### Program Outcome Statement

Promote sustainable development by updating plans, regulations, and procedures

### Program Results

In FY 2017-19, the Program will complete the following plan and regulation updates:

- Plan Princeton
- Connect the Coastside
- Phase 2A and 2B of the North Fair Oaks re-zonings (along El Camino and Middlefield)
- Short-term rental Ordinance
- Updates to the County's tree removal, subdivision, and childcare facility regulations

Additionally, the Program will:

- Contribute to the Home for All San Mateo County initiative to address housing, transportation, and infrastructure needs;
- Participate in the implementation of the Local Hazard Mitigation Plan (e.g., coordinating fuel reduction, flood control, and sea-level rise adaptation projects and policies);
- Support Middlefield Junction precise planning efforts;
- Initiate a comprehensive zoning regulation update; and,
- Comply with new water quality protection requirements by working with the Office of Sustainability, C/CAG, the Department of Public Works, and the Department of Parks and Recreation to develop and implement a green infrastructure plan.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Stakeholder or Community Participants at Public Meetings Returning Workshop Evaluations With a Good or Excellent Overall Rating <sup>1</sup> | ---                  | ---                  | 77%                    | 90%                  | 90%                  |
| Percent Completion of Policies and Programs Implementing the NFO Community Plan   | 25%                  | 35%                  | 50%                    | 60%                  | 70%                  |
| Percent Completion of Policies and Programs Implementing the Housing Element <sup>1</sup>   | ---                  | ---                  | 59%                    | 84%                  | 100%                 |

<sup>1</sup> New measure for FY 2016-17

### Long Range Planning Services (3830P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 7.0               | 9.0               | 9.0                | 2.0               | (7.0)             | 2.0               |                   |
| Funded FTE                | 7.0               | 8.9               | 8.9                | 2.0               | (6.9)             | 2.0               |                   |
| <b>Total Requirements</b> | 572,410           | 846,339           | 2,410,025          | 915,902           | (1,494,123)       | 709,865           | (206,037)         |
| <b>Total Sources</b>      | 424,577           | 387,855           | 1,038,808          | 227,456           | (811,352)         | 10,000            | (217,456)         |
| <b>Net County Cost</b>    | 147,833           | 458,484           | 1,371,217          | 688,446           | (682,771)         | 699,865           | 11,419            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. The Planning and Building Department has restructured, effective FY 2017-18. Whereas Long Range Planning and Code Compliance had historically operated as one program, they have now separated into two discrete programs. In addition, the Planning and Building Department has adopted a change in accounting methodology effective FY 2017-18. Going forward, each of the four supported programs (Code Compliance, Long Range Planning, Current Planning, and Building Inspection) will transfer funds to the Administration and Support Program in order to reimburse administrative costs including facilities rental, Core IT, and administrative staff time.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,794,374)        | (811,352)     | (983,022)       | (7)       |

### 2. Green Infrastructure

The San Francisco Bay Regional Water Control Board regulates pollutants in stormwater runoff from municipal storm drain systems through the Municipal Regional Permit (MRP). The MRP issued in 2015 includes two new significant requirements for Green Infrastructure and trash load reduction that will require additional staff time and resources. The Program intends to engage a consultant to manage Green Infrastructure tasks associated with regulation adoption, private project review, coordination with other County departments, and public outreach.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 300,251            | 0             | 300,251         | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,494,123)        | (811,352)     | (682,771)       | (7)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. One-time Measure K affordable housing support costs have been deleted. Green Infrastructure expenditures have also been decreased.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (206,037)          | (217,456)     | 11,419          | 0         |

## Building Inspection (3842P)

### Program Locator

County

Community Services

Planning and Building Department

⇒ **Building Inspection**

### Program Outcome Statement

Protect public health and safety by enforcing building codes

### Program Results

Building Inspection Services protects the health and safety of County residents and the general public by ensuring that permitted construction within the unincorporated area of San Mateo County meets current building code standards and County regulations. Ensuring that building inspectors and plan reviewers have the tools and certifications they need to perform their duties efficiently and effectively will be a priority for FY 2017-18.

Building staff will implement Electronic Document Review (EDR) and continue to provide input and assistance to the Department's effort to optimize its permit tracking system in FY 2017-18. These improvements will enhance property owner and applicant access to permit information, streamline workflows, enhance project tracking and management, and increase permit processing efficiencies. Implementation of the Electronic Document Review process will be an important element of the system upgrade, and will allow applicants to submit plans and documents 24 hours a day, seven days a week. Providing inspectors with mobile devices that will allow them to enter inspection results and conduct other tasks in the field will be another improvement that will increase efficiency.

In FY 2017-18, the average number of days for initial plan review of building permits is expected to continue to trend downward. The use of Electronic Document Review will assist in expediting permit review and will lead to an increase in the number of online permit applications.

San Mateo County currently maintains an Insurance Service Office (ISO) rating of two (in a range from one to ten with one being the best). San Mateo County is in the top 17 percent of all cities and counties within the State of California with respect to ISO ratings. Prior to 2008, San Mateo County consistently received an ISO rating of seven. Maintaining an ISO rating of two or better is a goal of the Department that will be achieved by keeping the County's Building Regulations up to date and ensuring that inspectors and plan reviewers have the tools and certifications required to effectively enforce these regulations.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Average Number of Days for Initial Plan Review | 90%                  | 45%                  | 35%                    | 30%                  | 30%                  |
| Percentage of Online Permits                   | 0%                   | 2.8%                 | 7.3%                   | 14.2%                | 17%                  |
| Insurance Services Office Rating               | 2                    | 2                    | 2                      | 2                    | 2                    |

## Building Inspection (3842P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 15.0              | 17.0              | 18.0               | 19.0              | 1.0               | 19.0              |                   |
| Funded FTE                | 14.9              | 16.8              | 17.6               | 18.6              | 1.1               | 18.6              |                   |
| <b>Total Requirements</b> | 2,386,366         | 2,596,328         | 3,144,376          | 4,365,072         | 1,220,696         | 4,561,369         | 196,297           |
| <b>Total Sources</b>      | 3,897,021         | 4,242,642         | 4,169,354          | 3,992,452         | (176,902)         | 4,061,523         | 69,071            |
| <b>Net County Cost</b>    | (1,510,655)       | (1,646,314)       | (1,024,978)        | 372,620           | 1,397,598         | 499,846           | 127,226           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. The Planning and Building Department has adopted a change in accounting methodology effective FY 2017-18. Going forward, each of the four supported programs (Code Compliance, Long Range Planning, Current Planning, and Building Inspection) will transfer funds to the Administration and Support Program in order to reimburse administrative costs including facilities rental, Core IT, and administrative staff time. One Office Assistant II position was transferred from Administration and Support to Building Inspection.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,211,696          | (176,902)     | 1,388,598       | 1         |

#### 2. Large Format Scanning Equipment

The Building Inspection program uses large format scanning equipment in order to digitize and store building plans. The equipment is scheduled for replacement in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 9,000              | 0             | 9,000           | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,220,696          | (176,902)     | 1,397,598       | 1         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions, and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 196,297            | 69,071        | 127,226         | 0         |

## Current Planning (3843P)

### Program Locator

County

Community Services

Planning and Building Department

⇒ **Current Planning**

### Program Outcome Statement

Enhance quality of life and the environment through enforcement of land use, development, and environmental regulations

### Program Results

Current Planning protects and improves the community and the environment by processing permits for land use and development projects in the unincorporated areas of San Mateo County, in a manner that complies with the County General Plan, Local Coastal Program, Zoning/Subdivision Regulations, and State and County environmental statutes. At the Development Review Center, staff receives and reviews plans and permit applications, and provides the public with information about zoning, land use, environmental regulations, and best management practices in order to facilitate the permitting process, improve the quality of future development, and protect neighborhood quality and property values. Current Planning also provides project coordination, research and analysis, and reports and recommendations regarding proposed development to 11 Boards, Commissions, and Committees.

In FYs 2017-19, Current Planning has prioritized: (1) collaborating with the Administration and Building divisions on Electronic Plan Review implementation, document management, and information sharing; (2) improving the functionality of the permit tracking system to increase efficiency and accountability; (3) revising internal procedures to increase accuracy, efficiency, and effectiveness; (4) assisting Long Range Planning with plan and regulation updates including the development of a Green Infrastructure Plan; and (5) completing timely reviews of permit applications and conditional compliance materials.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customers Assisted Within 20 Minutes                 | 77%                  | 75%                  | 80%                    | 81%                  | 82%                  |
| Percent of Hearing-Level Permits Processed Within 4 Months      | 78%                  | 75%                  | 80%                    | 82%                  | 84%                  |
| Average Days to Decisions for Staff-Level Design Review Permits | 27                   | 25                   | 25                     | 24                   | 23                   |

## Current Planning (3843P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 14.0              | 15.0              | 15.0               | 15.0              |                   | 15.0              |                   |
| Funded FTE                | 14.0              | 15.0              | 15.0               | 15.0              |                   | 15.0              |                   |
| <b>Total Requirements</b> | 2,683,665         | 2,598,869         | 2,888,461          | 3,484,757         | 596,296           | 3,654,558         | 169,801           |
| <b>Total Sources</b>      | 1,233,566         | 1,672,851         | 1,350,111          | 1,021,108         | (329,003)         | 1,040,694         | 19,586            |
| <b>Net County Cost</b>    | 1,450,099         | 926,018           | 1,538,350          | 2,463,649         | 925,299           | 2,613,864         | 150,215           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. The Planning and Building Department has adopted a change in accounting methodology effective FY 2017-18. Going forward, each of the four supported programs (Code Compliance, Long Range Planning, Current Planning, and Building Inspection) will transfer funds to the Administration and Support Program in order to reimburse administrative costs including facilities rental, Core IT, and administrative staff time.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 596,296            | (329,003)     | 925,299         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions, and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 169,801            | 19,586        | 150,215         | 0         |

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## Local Agency Formation Commission (3570B)

Department Locator  
County

Community Services

⇒ **Local Agency Formation Commission (LAFCo)**

### Department Mission Statement

Provide staff support to the Local Agency Formation Commission to ensure city and special district organization and boundary changes comply with State law and State-mandated studies are completed in compliance with State law.

### Program Results

LAFCo has responsibility in the following areas affecting local government in the county:

- To discourage urban sprawl and encourage orderly growth and development of local government agencies;
- To prevent premature conversion of agricultural and open space lands;
- To review and approve or disapprove organizational change applications for the 20 cities, 22 independent special districts, and 33 County-governed special districts, including annexation, incorporation, and district formation or dissolution;
- To conduct municipal service reviews and sphere of influence updates for these agencies in a five-year cycle; and
- To perform and assist in studies of local government agencies to improve efficiency and reduce the cost of providing urban services.

The FY 2015-16 work program included processing of various city and special district annexation applications and completion of municipal service reviews for North County cities and special districts, the San Mateo County Harbor District, and ongoing preparation of municipal service reviews for several Peninsula cities.

The FY 2016-17 work program included processing of various city and special district annexations, initiation and completion of a municipal service review for the Peninsula and Sequoia Health Care District, and initiation of municipal service reviews for bayside cities.

Program priorities for FYs 2017-19 include completion of the first municipal service reviews for six bayside cities and second round State-mandated municipal service reviews for countywide and regional special districts and the 20 cities.

Local Agency Formation Commission (3570B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 228,236           | 223,278           | 217,050            | 236,208           | 19,158            | 238,680           | 2,472             |
| Charges for Services        | 16,559            | 22,253            | 30,000             | 30,051            | 51                | 30,051            |                   |
| Miscellaneous Revenue       | 14,745            |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>259,540</b>    | <b>245,531</b>    | <b>247,050</b>     | <b>266,259</b>    | <b>19,209</b>     | <b>268,731</b>    | <b>2,472</b>      |
| Fund Balance                | 122,266           | 111,175           | 151,375            | 59,966            | (91,409)          | 60,099            | 133               |
| <b>TOTAL SOURCES</b>        | <b>381,806</b>    | <b>356,706</b>    | <b>398,425</b>     | <b>326,225</b>    | <b>(72,200)</b>   | <b>328,830</b>    | <b>2,605</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 259,798           | 259,835           | 278,352            | 287,922           | 9,570             | 290,556           | 2,634             |
| Services and Supplies       | 112,968           | 32,015            | 93,695             | 33,298            | (60,397)          | 34,363            | 1,065             |
| Other Charges               | 24,399            | 25,120            | 56,717             | 61,574            | 4,857             | 61,475            | (99)              |
| <b>Gross Appropriations</b> | <b>397,165</b>    | <b>316,970</b>    | <b>428,764</b>     | <b>382,794</b>    | <b>(45,970)</b>   | <b>386,394</b>    | <b>3,600</b>      |
| Intrafund Transfers         | (126,534)         | (111,639)         | (108,525)          | (118,104)         | (9,579)           | (119,340)         | (1,236)           |
| <b>Net Appropriations</b>   | <b>270,631</b>    | <b>205,331</b>    | <b>320,239</b>     | <b>264,690</b>    | <b>(55,549)</b>   | <b>267,054</b>    | <b>2,364</b>      |
| Contingencies/Dept Reserves | 111,175           | 151,375           | 78,186             | 61,535            | (16,651)          | 61,776            | 241               |
| <b>TOTAL REQUIREMENTS</b>   | <b>381,806</b>    | <b>356,706</b>    | <b>398,425</b>     | <b>326,225</b>    | <b>(72,200)</b>   | <b>328,830</b>    | <b>2,605</b>      |

**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 |  |

FY 2017-18 Budget Overview

**TOTAL SOURCES**

Total Sources decrease by \$72,200 or 17 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$19,158 in this funding source due to an increase in LAFCo operating budget that results in increased apportionment from cities and special districts.

Charges for Services

There is an increase of \$51 in this funding source to meet the budget target of zero net County cost.

Fund Balance

There is a decrease of \$91,409 in this funding source resulting from reductions in expenditures for consulting and County Counsel services.

## TOTAL REQUIREMENTS

Total Requirements decrease by \$72,200 or 18 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

### Salaries and Benefits

There is a net increase of \$9,570 in this expenditure category due to negotiated salary and benefit increases.

### Services and Supplies

There is a net decrease of \$60,397 in this expenditure category due the removal of one-time costs for consulting services to complete State-mandated municipal service reviews. The balance of the changes are minor adjustments to various accounts.

### Other Charges

There is a net increase of \$4,857 in this expenditure category due to increases in County facility rental charges and 2 CFR Part 200 Cost Allocation Plan.

### Intrafund Transfers

There is an increase of \$9,579 in this expenditure category due to an increase to the County based on the funding formula that allocates one-third of the LAFCo net operating budget to the County.

### Contingencies/Departmental Reserves

There is a decrease of \$16,651 in this expenditure category. Due to cost savings from the removal of one-time costs for consulting services, Net Appropriations declined. LAFCo's reserve policy requires Reserves of at least three percent of Net Appropriations, plus an additional discretionary amounts to be set aside for future one-time expenditures. The balance in Reserves represents 22 percent of Net Appropriations, which exceeds LAFCo's reserve policy by \$53,468.

## NET COUNTY COST

LAFCo is a no Net County Cost department. State-mandated County apportionment of one-third of the LAFCo budget is shown as an Intrafund Transfer above. The balance of the LAFCo budget is offset by fees and city and special district contributions.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total sources increase by \$2,605 from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

### Intergovernmental Revenues

There is an increase of \$2,472 in this funding source due to an increase in LAFCo operating budget that results in increased apportionment from cities and special districts.

### Charges for Services

No change

### Fund Balance

There is an increase of \$133 in this funding source resulting from minor changes to prior year Reserves.

## TOTAL REQUIREMENTS

Total Requirements increase by \$2,605 or 0.7 percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,634 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies

There is an increase of \$1,065 in this expenditure category due increases in County memberships, meetings and conference expenses, and in-house administration and accounting costs.

Other Charges

There is a net decrease of \$99 in this expenditure category primarily due to a reduction in County Counsel services.

Intrafund Transfers

There is an increase of \$1,236 in this expenditure category due to an increase to the County based on the funding formula that allocates one-third of the LAFCo net operating budget to the County.

Contingencies/Departmental Reserves

There is an increase of \$241 in this expenditure category due to limited changes in sources and requirements.

**NET COUNTY COST**

LAFCo is a no Net County Cost department. The State-mandated County apportionment of one-third of the LAFCo budget is shown as an Intrafund Transfer above. The balance of the LAFCo budget is offset by fees and city and special district contributions.

### Local Agency Formation Commission (3570B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 1.0               | 1.0               | 1.0                | 1.0               |                   | 1.0               |                   |
| Funded FTE                | 1.0               | 1.0               | 1.0                | 1.0               |                   | 1.0               |                   |
| <b>Total Requirements</b> | 381,806           | 356,706           | 398,425            | 326,225           | (72,200)          | 328,830           | 2,605             |
| <b>Total Sources</b>      | 381,806           | 356,706           | 398,425            | 326,225           | (72,200)          | 328,830           | 2,605             |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination one-time consulting services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (72,200)           | (72,200)      | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget:

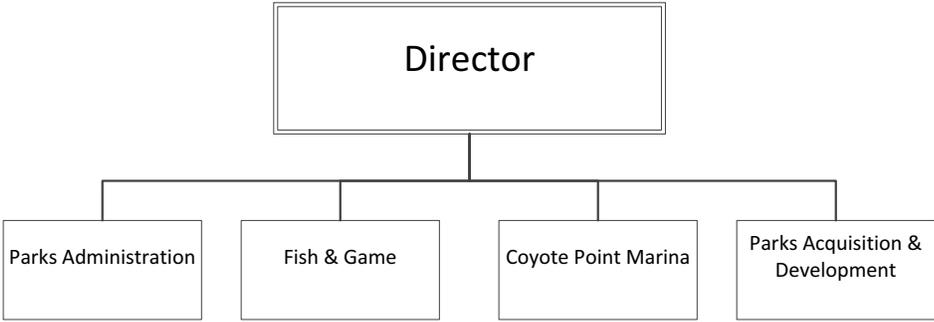
### 1. Adjustments to Provide Current Level Services:

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions, and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,605              | 2,605         | 0               | 0         |

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# PARKS DEPARTMENT



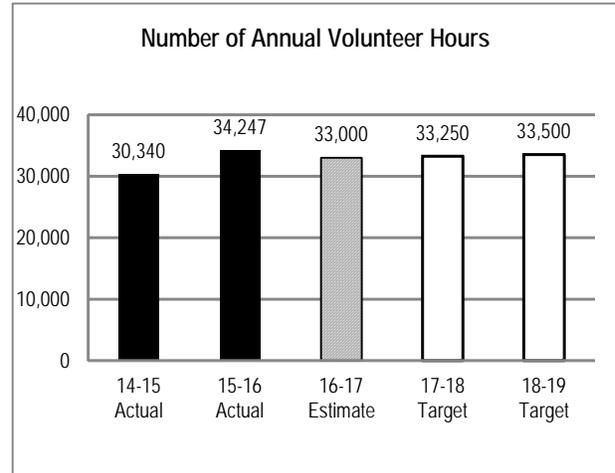
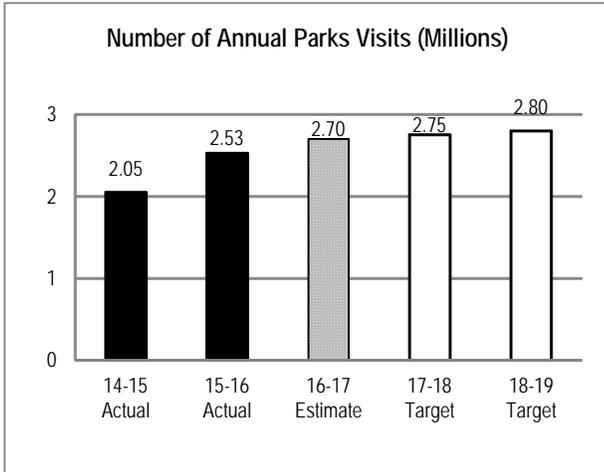
## Department Locator

County

Community Services

➔ Parks Department

## Headline Measures



## Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 69%                  | 81%                  | 100%                   | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 78%                  | 99%                  | 85%                    | 90%                  | 90%                  |
| Cost per Capita  | \$20                 | \$20                 | \$25                   | \$78                 | \$78                 |
| Percent of Employees Rating Working for the County as Very Good          | 83%                  | 79%                  | 82%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                       | 46%                  | 76%                  | 75%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement     | 10%                  | 53%                  | 53%                    | 90%                  | 90%                  |

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## Mission Statement

Through stewardship, San Mateo County Parks preserves our County's natural and cultural treasures, and provides safe, accessible parks, recreation, and learning opportunities to enhance the community's quality of life.

## Overview

Annually, more than 2.5 million people visit the 20 San Mateo County Parks for healthy outdoor activities and education. Visitors come to picnic, camp, use the meeting facilities, tour three historic sites, visit two education centers, and hike, bike and ride horses on 196 miles of trails. The Program also provides support for the Parks and Recreation Commission, and the San Bruno Mountain Habitat Conservation Plan.

## Major Accomplishments for FY 2015-17:

Parks currently has 31 total Capital Projects of which 18 are multi-year projects scheduled for completion in FY 2017-18 or FY 2018-19. Seven projects are expected to be completed by end of FY 2016-17: the Mirada Surf Install Restroom and Coastal Trail, Pigeon Point Construct Guard Rail, Huddart Park Repair Septic Vaults, Parks Vegetation Management Fuel Load Reduction, Huddart Park Toyon Shower Building Renovation, San Pedro Valley Visitor Center Energy/Renovation, and San Pedro Valley Weiler Ranch Road Culvert Plans.

Parks staff will complete 74 Measure K-funded non-capital maintenance projects in FY 2016-17. These projects will help the park system upgrade its infrastructure and facilities to current standards for park visitors and San Mateo County residents.

## Significant Challenges, Initiatives, and Trends for FY 2017-19:

In FY 2017-18 the management and funding for eighteen Capital projects that do not require the involvement of civil engineering will be transferred to the Parks Department. This will create additional workload and project management requirements for fiscal and administrative staff, and Park Rangers.

The Coyote Point Marina Program provides and maintains a safe and fully-utilized recreational facility for the boating public which has operated continuously for 56 years. The Marina offers emergency patrol boat response, environmental protection, security and assistance to Marina users, outside agencies, visitor special interest groups, and the community. The Marina also provides electrical and water service to berthers as well as an oil collection station, boat refueling, a boat wash down area, and a three lane launch ramp.

Parks entered into an agreement with an engineering and management services firm to obtain permits, prepare CEQA documentation, conduct sediment sampling and analysis, prepare dredging plans, specifications and calculations, and provide contract oversight and administration of the Marina dredging project. In FY 2017-18, the Parks Department will open a Request for Proposals for the dredging contract. Dredging should be completed by the end of FY 2017-18.

Parks Department (3900D)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                     |
| Taxes                            | 2,028,540         | 1,646,571         | 7,510,236          | 13,623,359        | 6,113,123         | 5,500,000         | (8,123,359)         |
| Fines, Forfeitures and Penalties | 5,778             | 7,723             | 4,450              | 7,000             | 2,550             | 7,000             |                     |
| Use of Money and Property        | 170,126           | 166,554           | 151,125            | 191,322           | 40,197            | 192,468           | 1,146               |
| Intergovernmental Revenues       | 2,139,138         | 705,297           | 532,169            | 401,640           | (130,529)         | 39,228            | (362,412)           |
| Charges for Services             | 2,891,780         | 3,132,016         | 2,863,700          | 3,166,700         | 303,000           | 3,166,700         |                     |
| Interfund Revenue                | 296               | 3,685             | 27,500             | 42,500            | 15,000            | 42,500            |                     |
| Miscellaneous Revenue            | 625,632           | 302,796           | 84,300             | 9,450             | (74,850)          | 9,450             |                     |
| Other Financing Sources          | 266,072           | 38,940            | 2,161,714          | 2,491,344         | 329,630           | 161,000           | (2,330,344)         |
| <b>Total Revenue</b>             | <b>8,127,363</b>  | <b>6,003,582</b>  | <b>13,335,194</b>  | <b>19,933,315</b> | <b>6,598,121</b>  | <b>9,118,346</b>  | <b>(10,814,969)</b> |
| Fund Balance                     | 3,255,352         | 4,863,436         | 5,171,862          | 5,478,203         | 306,341           | 2,520,813         | (2,957,390)         |
| <b>TOTAL SOURCES</b>             | <b>11,382,715</b> | <b>10,867,018</b> | <b>18,507,056</b>  | <b>25,411,518</b> | <b>6,904,462</b>  | <b>11,639,159</b> | <b>(13,772,359)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                     |
| Salaries and Benefits            | 8,052,314         | 9,106,794         | 10,875,706         | 11,205,983        | 330,277           | 11,479,835        | 273,852             |
| Services and Supplies            | 3,022,899         | 4,089,364         | 10,937,855         | 12,618,126        | 1,680,271         | 7,764,284         | (4,853,842)         |
| Other Charges                    | 1,859,619         | 2,178,272         | 2,307,982          | 2,380,921         | 72,939            | 2,277,411         | (103,510)           |
| Fixed Assets                     | 1,098,376         | 978,853           | 3,232,720          | 9,419,925         | 6,187,205         | 325,000           | (9,094,925)         |
| Other Financing Uses             | 1,393,225         | 20,885            | 1,004,122          | 158,861           | (845,261)         | 7,793             | (151,068)           |
| <b>Gross Appropriations</b>      | <b>15,426,432</b> | <b>16,374,167</b> | <b>28,358,385</b>  | <b>35,783,816</b> | <b>7,425,431</b>  | <b>21,854,323</b> | <b>(13,929,493)</b> |
| Intrafund Transfers              | (392,653)         | (888,722)         | (1,640,982)        | (606,395)         | 1,034,587         |                   | 606,395             |
| <b>Net Appropriations</b>        | <b>15,033,779</b> | <b>15,485,445</b> | <b>26,717,403</b>  | <b>35,177,421</b> | <b>8,460,018</b>  | <b>21,854,323</b> | <b>(13,323,098)</b> |
| Contingencies/Dept Reserves      | 175,524           | 473,770           | 1,284,162          | 841,087           | (443,075)         | 487,136           | (353,951)           |
| Non-General Fund Reserves        | 3,737,249         | 3,853,819         | 2,153,757          | 1,679,726         | (474,031)         | 1,662,438         | (17,288)            |
| <b>TOTAL REQUIREMENTS</b>        | <b>18,946,552</b> | <b>19,813,034</b> | <b>30,155,322</b>  | <b>37,698,234</b> | <b>7,542,912</b>  | <b>24,003,897</b> | <b>(13,694,337)</b> |
| <b>NET COUNTY COST</b>           | <b>7,563,837</b>  | <b>8,946,016</b>  | <b>11,648,266</b>  | <b>12,286,716</b> | <b>638,450</b>    | <b>12,364,738</b> | <b>78,022</b>       |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                     |
| Salary Resolution                | 60.0              | 67.0              | 71.0               | 71.0              |                   | 71.0              |                     |
| Funded FTE                       | 60.0              | 67.0              | 70.8               | 71.0              | 0.3               | 71.0              |                     |

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## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$6,904,462 or 37 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$6,113,123 in this funding source due to an increase in Measure K funding from the transfer of 11 capital projects from the Department of Public Works (DPW) and the addition of six new capital projects funded by Measure K.

#### Fines, Fees, and Forfeitures

There is an increase of \$2,550 in this funding source due to increased parking violation citations within the park system and Fish and Game code violation fines received from the State of California Department of Fish and Game.

#### Use of Money and Property

There is a net increase of \$40,197 in this funding source due to increased interest earnings on higher fund balances in the Parks Acquisition and Development Trust Fund and the Coyote Point Marina Trust Fund, Park Ranger residence rents, and communication towers rental fees. This increase was partially offset by a decrease in concession fees from Board Sports at the Coyote Point Recreation Area to accurately reflect agreed upon fees.

#### Intergovernmental Revenues

There is a decrease of \$130,529 in this funding source due to reductions in both State and Local Agency grant revenues as funded projects draw closer to being finished. Projects include San Vicente Creek Restoration Phase I, Green Valley Trail, and Midcoast Mobility Trail.

#### Charges for Services

There is a net increase of \$303,000 in this funding source due to camping permits, park entry fees, annual pass sales, and special event fees that are being increased to more accurately reflect both historical and projected levels. This increase was partially offset by a decrease in reservation fees that were previously budgeted in the incorrect revenue class and are being corrected.

#### Interfund Revenue

There is an increase of \$15,000 in this funding source due to Parks management fees of the San Bruno Mountain Habitat Conservation Plan (HCP) that had not been previously taken.

#### Miscellaneous Revenue

There is a net decrease of \$74,850 in this funding source due to donations from the San Mateo County Parks Foundation and the Smart Family Foundation that cannot be currently budgeted. Donations received throughout the fiscal year will need to go to the Board of Supervisors for acceptance of those donations.

#### Other Financing Sources

There is an increase of \$329,630 in this funding source due to the transfer of three General Fund capital projects from DPW and related funding. This increase was partially offset by a decrease in fund transfers from dedicated Trust Funds for various parks due to prior year expenditures and lower trust balances, and the Parks Dedication Fees Trust Fund (Quimby Act Funds) that are no longer being transferred to supplement General Fund expenditures due to fund restrictions.

#### Fund Balance

There is an increase of \$306,341 in this funding source, based on FY 2016-17 projections, due to increased Fund Balance in the Coyote Point Marina as a result of increased berth rental revenues, reduced expenditures, and deferred

dredging of the Marina, and in the Parks General Fund due to savings realized from temporary staff vacancies and conservative spending measures. This increase was partially offset by a decreased Fund Balance in the Parks Acquisition and Development Fund as a result of reduced Reserves in FY 2016-17 to offset the decline in revenue and cover expenditures.

## **TOTAL REQUIREMENTS**

Total Requirements increase by \$7,542,912 or 25 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

### Salaries and Benefits

There is a net increase of \$330,277 in this expenditure category due to negotiated labor increases, merit increases, additional extra help hours, a new position, position reclassifications, and a retained fellow position. The Management Fellow position reached its term limit and is no longer being funded by Non-Departmental Funds. However, the Department is in need of this position to perform needed contract management, budget monitoring, and special project activities. A Senior Management Analyst Term position is being added to provide grants and capital projects management activities on a part-time basis. A vacant GIS Tech I (Step A) is being deleted and a GIS Tech II (Step C) is being added in order to attract qualified applicants for the position. The Department received no applications for the GIS Tech I position due to the low level of pay in a competitive market. The increase also includes the reclassification in FY 2016-17 of a Program Coordinator II as a Communications Specialist and the addition of an extra-help Intern Fellow to help with the Volunteer Program.

### Services and Supplies

There is a net increase of \$1,680,271 in this expenditure category due to Measure K-funded capital projects transferred from DPW and four new capital projects that are not required to be capitalized and will be expensed; green infrastructure activities at Fitzgerald Marine Reserve and coordination with Office of Sustainability to meet Total Maximum Daily Loads (TMDL) stormwater requirements; planning and coordination for Old Haul Road TMD; and projects funded with Quimby Act funds. This increase was partially offset by a decrease in expenditures using funds transferred from dedicated Parks trust funds due to lower Fund Balances caused by prior year expenditures.

### Other Charges

There is a net increase of \$72,939 in this expenditure category due to adjustments to meet increased charges from service departments, including radio and telephone charges, fleet charges, and facility rental charges.

### Fixed Assets

There is a net increase of \$6,187,205 due to the Coyote Point Marina Dredging Project, the transfer of 16 existing capital projects from DPW, and the addition of two new capital projects that will need to go through a fixed assets capitalization process. One-time purchases from FY 2016-17 have been removed.

### Other Financing Uses

There is a net decrease of \$845,261 in this expenditure category. Due to the transfer of five capital projects previously being managed by DPW to the Parks Department, appropriations are transferred from Capital Projects Operating Transfers Out to Fixed Assets Structural. This decrease was partially offset by an increase in the facility surcharge as a result of the increase in Facility Rental Charges.

### Intrafund Transfers

There is a decrease of \$1,034,587 in this expenditure category due to the elimination of one-time reimbursements for two Park Ranger II Term positions and a Management Fellow that have reached their term limits; Coyote Point playground lighting improvement projects; the Re-entry Employment Preparation (I) Program from the Human Services Agency; Devil's Slide paving; and expenditures associated with restoration of Sanchez Adobe.

### Contingencies/Departmental Reserves

There is net decrease of \$443,075 in this expenditure category due to a decrease in the Parks Department's Reserves due to the transfer of Quimby Act-funded projects to the General Fund. The balance in General Fund Reserves represents 2.4 percent of Net Appropriations, which exceeds the County's two percent Reserves policy by \$137,539.

### **NET COUNTY COST**

There is an increase of \$638,450 or 5.5 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

### **TOTAL SOURCES**

Total Sources decrease by \$13,772,359 or 54 percent from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$8,123,359 in this funding source due to a reduction in Measure K revenue as a result of capital and non-capital projects to be completed in FY 2017-18. This decrease was partially offset by an increase in Measure K revenue due to five new capital projects being managed by the Parks Department: the Memorial Park Paving Tan Oak Loop, Memorial Park Sequoia Sewer Plant Road Paving, Pescadero Old Haul Road Repairs, Sam McDonald Visitor Center Renovation and Interpretive Center, and Huddart Water Lines and Supply System.

#### Use of Money and Property

There is a net increase of \$1,146 in this funding source due to increase in Park Ranger residence and communication towers rental fees. This increase was partially offset by a decrease in interest earnings in the Coyote Point Marina Fund due to lower fund balances as a result of expenditures for dredging of the Marina.

#### Intergovernmental Revenues

There is a decrease of \$362,412 in this funding source due to reductions in both State and Local Agency grant revenues for projects to be completed in FY 2017-18, including the Midcoast Mobility Trail, Gap Trail, Parks Shuttle Program, and the San Vicente Creek Restoration project. This decrease was partially offset by an increase in State mitigation revenue for the Crumb Clean Campaign to cover Park Aide costs and the purchase of recycling bins and animal proof containers for the protection of the Marbled Murrelet in Pescadero.

#### Other Financing Sources

There is a decrease of \$2,330,344 in this funding source due to a reduction in funding from Non-Departmental Services for projects to be completed in FY 2017-18. These projects include the following: Midcoast Mobility Trail, Quimby Act funded projects, Pillar Point Marsh, Memorial Water Storage-RCD, Wunderlich Trailhead Restroom and Picnic Area, Coyote Point Bay Trail Repair on North Levee, and Flood Park Tennis Court Renovation. Additional reductions are due to reduced transfers from dedicated Parks trust funds as a result of diminished fund balances from prior year expenditures.

#### Fund Balance

There is a net decrease of \$2,957,390 in this funding source due to a net decrease in both General Fund and Non-General Fund Reserves from the prior year. Fund Balance used for one-time projects and purchases in FY 2017-18 has been eliminated.

### **TOTAL REQUIREMENTS**

Total Requirements decrease by \$13,694,337 or 36 percent from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

### Salaries and Benefits

There is a net increase of \$273,852 in this expenditure category due to negotiated salary and benefit increases and the retention of the Management Fellow (being absorbed by the Department).

### Services and Supplies

There is a net decrease of \$4,853,842 in this expenditure category due to reduced expenditures in Parks Acquisition and Development Fund as a result of 10 capital projects, Quimby Act funded projects, and Parks studies scheduled to be completed in FY 2017-18; reduced stormwater compliance activities associated with planning and coordination for Old Haul Road Total Maximum Daily Loads (TMDL); completion of Measure K maintenance projects in FY 2017-18; and reduced expenditures from Parks dedicated trust funds. Additionally, decreases in this expenditure category due to completion of the Parks Shuttle Program agreement for Shuttle services, the San Vicente Creek Restoration Project, and GIS Development and Integration. These decreases are partially offset by four Measure K-funded projects: Memorial Park Paving Tan Oak Loop, Memorial Park Sequoia Sewer Plant Road Paving, Pescadero Old Haul Road Repairs, and Huddart Water Lines and Supply System.

### Other Charges

There is a net decrease of \$103,510 in this expenditure category mainly due to reduced Property Insurance charges to normal levels. Prior year charges were unusually high due to an asbestos abatement claim that increased the premiums in FY 2017-18. This decrease was partially offset by increases in Telephone Service Charges, Automation Services, County Facility Rental Charges, Motor Vehicle Mileage Charges, and General Liability Insurance Charges.

### Fixed Assets

There is a decrease of \$9,094,925 in this expenditure category due to reduced expenditures in the Coyote Point Marina associated with the completion of the Marina dredging, funded by the Parks Acquisitions and Development Trust Fund, the General Fund, and Measure K.

### Other Financing Uses

There is a net decrease of \$151,068 in this expenditure category due to reduced expenditures in Parks Acquisitions and Development associated with civil engineering work for the Crystal Springs South of Dam Highway 35 removed from FY 2017-18. This decrease was partially offset by a small increase in the facility surcharge.

### Intrafund Transfers

There is a decrease of \$606,395 in this expenditure category due to the removal of one-time expenditures from FY 2017-18.

### Contingencies/Departmental Reserves

There is net decrease of \$353,951 in this expenditure category. The balance in General Fund Reserves represents 2.2 percent of Net Appropriations, which exceeds the County's two percent Reserves policy by \$50,050.

### Non-General Fund Reserves

There is a decrease of \$17,288 in this expenditure category in Fish and Game and the Coyote Point Marina funds due to the use of Reserves to cover one-time and ongoing expenditures.

## **NET COUNTY COST**

There is an increase of \$78,022 or 0.64 percent in the Department's General Fund allocation.

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## Parks Administration (3900B)

### Program Locator

County

Community Services

Parks Department

⇒ **Parks Administration**

### Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

### Program Results

Annually, more than 2.5 million people visit the 20 San Mateo County Parks for healthy outdoor activities and education. Visitors come to picnic, camp, use the meeting facilities, tour three historic sites, visit two education centers, and hike, bike, and ride horses on 196 miles of trails.

Parks staff completed 37 Measure K-funded non-capital maintenance projects in FY 2015-16 and are scheduled to complete another 74 projects in FY 2016-17. These projects will help the park system upgrade its infrastructure and facilities to better serve park visitors and San Mateo County residents. Additionally, Parks is now taking on capital projects that do not require Civil Engineering. This will allow the Department to maintain control over management, vendor selection, payment to vendors, and oversight of these projects with the aim of avoiding project costs overruns and completing projects on time and on budget.

Program priorities for FY 2017-18 and FY 2018-19 are to:

- Grow Park Shuttle ridership on weekends to Wunderlich and Edgewood Parks;
- Make needed repairs and improvements to Parks infrastructure;
- Protect tree health and vigor at Memorial Park;
- Increase Park Ranger presence, public programs, and park activities;
- Implement training and projects to protect and enhance sensitive species in County parks;
- Develop dog management policies;
- Review Coyote Point Marina for possible concession lease or management agreement;
- Develop a comprehensive fee strategy;
- Support and add mini-parks in areas of need; and
- Continue to improve project tracking, planning, and completion rate.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Target | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Number of Annual Volunteer Hours   | 30,340               | 34,247               | 33,000               | 33,250               | 33,500               |
| Number of Persons Using Parks Annually                                     | 2.05 M               | 2.53 M               | 2.7 M                | 2.75 M               | 2.8 M                |
| Percent of Customers Rating Services and Experiences 'Good' or 'Excellent' | 78%                  | 99%                  | 85%                  | 85%                  | 85%                  |

Parks Administration (3900B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 57.0              | 64.0              | 68.0               | 68.0              |                   | 68.0              |                   |
| Funded FTE                | 57.0              | 64.0              | 67.8               | 68.0              | 0.3               | 68.0              |                   |
| <b>Total Requirements</b> | 11,944,385        | 13,991,058        | 23,300,942         | 22,517,100        | (783,842)         | 18,201,571        | (4,315,529)       |
| <b>Total Sources</b>      | 4,380,548         | 5,045,041         | 11,652,676         | 10,230,384        | (1,422,292)       | 5,836,833         | (4,393,551)       |
| <b>Net County Cost</b>    | 7,563,837         | 8,946,016         | 11,648,266         | 12,286,716        | 638,450           | 12,364,738        | 78,022            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and adjustments to Fund Balance and Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,343,136)        | (845,578)     | (497,558)       | 0         |

2. Arborist

Budget adjustments are made to move the Arborist position from Operations and Maintenance to Natural Resource Management.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 143,268            | 0             | 143,268         | 1         |
| (143,268)          | 0             | (143,268)       | (1)       |

### 3. GIS Tech

Budget adjustments are made to upgrade the GIS Tech I (Step A) position to a GIS Tech II (Step C) to attract qualified candidates.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 121,440            | 0             | 121,440         | 1         |
| (97,128)           | 0             | (97,128)        | (1)       |

### 4. Senior Management Analyst (Term)

Budget adjustments are made to add a Senior Management Analyst Term position to handle grants management and capital projects. Position will be limited to 30 hours per week and funding will come from contract savings.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 116,697            | 0             | 116,697         | 0         |
| (116,697)          | 0             | (116,697)       | 0         |

### 5. Term Positions

This package deletes a Park Ranger II Term position and a Management Fellow Term position that have reached their term limits. The Parks Department will no longer fill the Park Ranger II position, but will retain the Management Fellow. The Parks Department will absorb the cost of keeping the Management Fellow. The package also deletes a Park Ranger II Term position that has reached its term limit.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 90,149             | 0             | 90,149          | 0         |

### 6. Program Coordinator

A Program Coordinator II is reclassified as a Communications Specialist to implement the recommendations of an organizational evaluation and increase the Department's communications capacity.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (150,291)          | 0             | (150,291)       | (1)       |
| 165,455            | 0             | 165,455         | 1         |

### 7. Intern Fellow

A part-time/extra Intern Fellow is added to help with the Volunteer Program for a period of nine months.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 22,821             | 0             | 22,821          | 0         |

**8. Crumb Clean**

State mitigation revenue for the Crumb Clean Campaign is added to cover Park Aide costs and to purchase recycling bins and animal proof containers for the protection of the Marbled Murrelet in Pescadero.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 18,000             | 18,000        | 0               | 0         |

**9. Park Ranger Residences**

Park Ranger resident rents are added due to increased rental rates in new agreements.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 0                  | 21,000        | (21,000)        | 0         |

**10. Computers and Workstations**

Funds for computers and workstations for new staff are added.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 40,000             | 0             | 40,000          | 0         |

**11. San Vicente Creek Mitigation**

Mitigation work and related reimbursements at San Vicente Creek from a Memorandum of Understanding (MOU) with the San Mateo County Airport Division are added.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 81,000             | 0             | 81,000          | 0         |
| (81,000)           | 0             | (81,000)        | 0         |

**12. Quimby Act Funds**

Funds from the Parks Dedication Trust Fund (Quimby Act funds) restricted to be used for the benefit of the developments that paid In Lieu fees into the trust fund are eliminated. Quimby Act funds were previously being used incorrectly to supplement the General Fund budget for general purposes.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 0                  | (615,714)     | 615,714         | 0         |

**13. Re-entry Employment Preparation (REEP)**

The Re-Entry Employment Preparation (REEP) program is being terminated effective June 30, 2017. The program funded the cost of one Park Ranger II. The Park Ranger II position will now be reassigned to the field where it was previously located. With the loss of this funding source, the Park Department will be absorbing the cost of this position. This package removes reimbursement from Human Services Agency in Intrafund Transfers, thereby increasing requirements and Net County Cost.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 142,401            | 0             | 142,401         | 0         |

**14. Stormwater Compliance**

Expenditures for stormwater compliance are added to meet Total Maximum Daily Loads (TMDL) requirements, and planning and coordination for Old Haul Road TMDL.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 206,447            | 0             | 206,447         | 0         |

**15. GIS Development and Integration**

Funds will be used to develop a GIS program to support and integrate operations, natural resource management, and recreation/reservation services. The Parks GIS program will pilot the local government information model platform recently adopted by the Information Services Department. With GIS capacity, Parks anticipates improving efficiencies associated with standard operating procedures, natural resource protection, permitting, and capital projects.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 204,459            | 0             | 204,459         | 0         |
| (204,459)          | 0             | (204,459)       | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (783,842)          | (1,422,292)   | 638,450         | 0         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures; and decreases in stormwater compliance activities.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (4,315,529)        | (4,393,551)   | 78,022          | 0         |

Parks Administration (3900B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                    |
| Taxes                            | 2,028,540         | 1,602,491         | 7,254,316          | 6,129,726         | (1,124,590)        | 2,500,000         | (3,629,726)        |
| Fines, Forfeitures and Penalties | 3,505             | 4,245             | 3,500              | 5,000             | 1,500              | 5,000             |                    |
| Use of Money and Property        | 126,808           | 114,660           | 115,925            | 142,922           | 26,997             | 147,268           | 4,346              |
| Intergovernmental Revenues       | 50,000            | 93,369            | 157,028            | 171,640           | 14,612             | 39,228            | (132,412)          |
| Charges for Services             | 1,828,146         | 2,052,322         | 1,788,100          | 2,091,300         | 303,200            | 2,091,300         |                    |
| Interfund Revenue                | 296               | 3,685             | 27,500             | 42,500            | 15,000             | 42,500            |                    |
| Miscellaneous Revenue            | 66,395            | 245,037           | 46,550             | 9,450             | (37,100)           | 9,450             |                    |
| Other Financing Sources          |                   | 38,940            | 941,714            | 185,000           | (756,714)          | 161,000           | (24,000)           |
| <b>Total Revenue</b>             | <b>4,103,690</b>  | <b>4,154,748</b>  | <b>10,334,633</b>  | <b>8,777,538</b>  | <b>(1,557,095)</b> | <b>4,995,746</b>  | <b>(3,781,792)</b> |
| Fund Balance                     | 276,858           | 890,293           | 1,318,043          | 1,452,846         | 134,803            | 841,087           | (611,759)          |
| <b>TOTAL SOURCES</b>             | <b>4,380,548</b>  | <b>5,045,041</b>  | <b>11,652,676</b>  | <b>10,230,384</b> | <b>(1,422,292)</b> | <b>5,836,833</b>  | <b>(4,393,551)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits            | 7,709,991         | 8,688,243         | 10,444,885         | 10,754,180        | 309,295            | 11,011,081        | 256,901            |
| Services and Supplies            | 2,621,042         | 3,455,937         | 9,616,991          | 8,087,640         | (1,529,351)        | 4,553,131         | (3,534,509)        |
| Other Charges                    | 1,648,349         | 1,682,885         | 2,060,456          | 2,124,056         | 63,600             | 2,017,430         | (106,626)          |
| Fixed Assets                     | 177,606           | 572,971           | 1,670,000          | 1,308,936         | (361,064)          | 125,000           | (1,183,936)        |
| Other Financing Uses             | 4,526             | 5,974             | 6,122              | 7,596             | 1,474              | 7,793             | 197                |
| <b>Gross Appropriations</b>      | <b>12,161,514</b> | <b>14,406,010</b> | <b>23,798,454</b>  | <b>22,282,408</b> | <b>(1,516,046)</b> | <b>17,714,435</b> | <b>(4,567,973)</b> |
| Intrafund Transfers              | (392,653)         | (888,722)         | (1,640,982)        | (606,395)         | 1,034,587          |                   | 606,395            |
| <b>Net Appropriations</b>        | <b>11,768,861</b> | <b>13,517,288</b> | <b>22,157,472</b>  | <b>21,676,013</b> | <b>(481,459)</b>   | <b>17,714,435</b> | <b>(3,961,578)</b> |
| Contingencies/Dept Reserves      | 175,524           | 473,770           | 1,143,470          | 841,087           | (302,383)          | 487,136           | (353,951)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>11,944,385</b> | <b>13,991,058</b> | <b>23,300,942</b>  | <b>22,517,100</b> | <b>(783,842)</b>   | <b>18,201,571</b> | <b>(4,315,529)</b> |
| <b>NET COUNTY COST</b>           | <b>7,563,837</b>  | <b>8,946,016</b>  | <b>11,648,266</b>  | <b>12,286,716</b> | <b>638,450</b>     | <b>12,364,738</b> | <b>78,022</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution                | 57.0              | 64.0              | 68.0               | 68.0              |                    | 68.0              |                    |
| Funded FTE                       | 57.0              | 64.0              | 67.8               | 68.0              | 0.3                | 68.0              |                    |

## Fish and Game (3950B)

### Program Locator

County

Community Services

Parks Department

⇒ **Fish and Game**

### Program Outcome Statement

Ensure fish and wildlife propagation and conservation and provide environmental education

### Program Results

Funding for operations for the propagation and conservation of fish and wildlife and environmental programs to the public are received from fines collected by the Courts for violations of the California Fish and Game Code in San Mateo County. In FY 2016-17 the Program provided \$10,000 in funding to the Chinook Salmon Smolt Project at Pillar Point Harbor that will transfer young salmon from the Feather River Hatchery to Pillar Point to increase the survival rate of the Chinook Salmon. In FY 2017-18 the Program will continue to provide funds up to \$10,000 for projects that meet the requirements of the Program.

Program priorities for FY 2017-18 and FY 2018-19 are to continue to allocate funds for priority conservation projects. Parks will develop a competitive process to recommend high-impact projects that will directly benefit the propagation and conservation of fish and wildlife.

### Fish and Game (3950B)

#### Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 77,039            | 71,195            | 72,545             | 65,506            | (7,039)           | 57,906            | (7,600)           |
| Total Sources      | 77,039            | 71,195            | 72,545             | 65,506            | (7,039)           | 57,906            | (7,600)           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: reduction in fund balance and reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,039)            | (7,039)       | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect costs for existing levels of service and performance: reduction in fund balance and reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,600)            | (7,600)       | 0               | 0         |

## Fish and Game (3950B)

### Fish and Game Propagation Fund

#### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Fines, Forfeitures and Penalties | 2,273             | 3,478             | 950                | 2,000             | 1,050             | 2,000             |                   |
| Use of Money and Property        | 537               | 559               | 400                | 400               |                   | 400               |                   |
| Charges for Services             |                   | 120               |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 102               |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>             | <b>2,912</b>      | <b>4,156</b>      | <b>1,350</b>       | <b>2,400</b>      | <b>1,050</b>      | <b>2,400</b>      |                   |
| Fund Balance                     | 74,127            | 67,039            | 71,195             | 63,106            | (8,089)           | 55,506            | (7,600)           |
| <b>TOTAL SOURCES</b>             | <b>77,039</b>     | <b>71,195</b>     | <b>72,545</b>      | <b>65,506</b>     | <b>(7,039)</b>    | <b>57,906</b>     | <b>(7,600)</b>    |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies            | 10,000            |                   | 10,000             | 10,000            |                   | 10,000            |                   |
| <b>Net Appropriations</b>        | <b>10,000</b>     |                   | <b>10,000</b>      | <b>10,000</b>     |                   | <b>10,000</b>     |                   |
| Non-General Fund Reserves        | 67,039            | 71,195            | 62,545             | 55,506            | (7,039)           | 47,906            | (7,600)           |
| <b>TOTAL REQUIREMENTS</b>        | <b>77,039</b>     | <b>71,195</b>     | <b>72,545</b>      | <b>65,506</b>     | <b>(7,039)</b>    | <b>57,906</b>     | <b>(7,600)</b>    |

## Parks Acquisition and Development (3970B)

### Program Locator

County

Community Services

Parks Department

⇒ **Parks Acquisition and Development**

### Program Outcome Statement

Ensure that grants or other external funding are sought and obtained for projects and acquisitions

### Program Results

The Parks Acquisition and Development Fund is where the funds for the acquisition of land for the County park system, restoration, and development of County park facilities and Parks Capital Projects are held.

Parks currently has 31 total capital projects of which 18 are multiyear projects scheduled to be completed by FY 2017-18 or FY 2018-19. The remaining 13 projects are expected to be completed by end of FY 2016-17 or in FY 2017-18. Six capital projects are funded by the Parks Acquisition & Development Fund; two of these, Mirada Surf Restroom Installation and Coastal Trail and Pigeon Point Guard Rail Construction, are projected to be completed by end of FY 2016-17.

In FY 2017-18 the management and funding for capital projects that do not require the involvement of civil engineering will be transferred to the Parks Department, which will consist of 18 capital projects.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Grants and Donations Received per Dollar Invested           | 23                   | 6                    | 14                     | 10                   | 10                   |
| Percent of Capital Projects Completed on Time and on Budget | 79%                  | 29%                  | 54%                    | 80%                  | 80%                  |
| New Park Acres Acquired                                     | 3                    | 0                    | 21                     | 0                    | 0                    |

### Parks Acquisition and Development (3970B)

#### Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 4,585,261         | 3,163,279         | 4,244,023          | 12,272,359        | 8,028,336         | 4,010,772         | (8,261,587)       |
| Total Sources      | 4,585,261         | 3,163,279         | 4,244,023          | 12,272,359        | 8,028,336         | 4,010,772         | (8,261,587)       |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: increases in service charges and elimination of one-time expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 4,489,673          | 4,489,673     | 0               | 0         |

### 2. Quimby Act Funds

This adjustment appropriates Parks Dedication Trust Fund (Quimby Act funds) for the benefit of the developments that paid In Lieu fees into the Trust Fund. The Parks Department has committed projects for the benefit of 24 developments that have paid into the fund in the last five years.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 538,663            | 538,663       | 0               | 0         |

### 3. Measure K Parks Projects

New Measure K funded capital projects include Memorial Park Paving Tan Oak Loop, Pescadero Old Haul Road Repairs, Sam McDonald Visitor Center Renovation and Interpretive Center, Huddart Park Water Lines and Supply System, Ranger Residences, and Alambique Trail Repairs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,000,000          | 3,000,000     | 0               | 0         |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 8,028,336          | 8,028,336     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance: reduction in Fund Balance and Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (11,261,587)       | (11,261,587)  | 0               | 0         |

## 2. Measure K Parks Projects

Adjustments are made to reflect Measure K funding for the following capital projects: Memorial Park Paving Tan Oak Loop, Memorial Park Sequoia- Sewer Plant Rd. Paving, Pescadero Old Haul Road Repairs, Sam McDonald Visitor Center Renovation and Interpretive Center, and the Huddart Water Lines and Supply System.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,000,000          | 3,000,000     | 0               | 0         |

### Total FY 2018-19 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (8,261,587)        | (8,261,587)   | 0               | 0         |

Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                    |
| Taxes                      |                   | 44,080            | 255,920            | 7,493,633         | 7,237,713         | 3,000,000         | (4,493,633)        |
| Use of Money and Property  | 12,980            | 20,120            | 10,000             | 20,000            | 10,000            | 20,000            |                    |
| Intergovernmental Revenues | 1,599,130         | 636,913           | 375,141            | 230,000           | (145,141)         |                   | (230,000)          |
| Miscellaneous Revenue      | 558,463           | 57,550            | 37,750             |                   | (37,750)          |                   |                    |
| Other Financing Sources    | 238,459           |                   | 1,220,000          | 2,306,344         | 1,086,344         |                   | (2,306,344)        |
| <b>Total Revenue</b>       | <b>2,409,032</b>  | <b>758,663</b>    | <b>1,898,811</b>   | <b>10,049,977</b> | <b>8,151,166</b>  | <b>3,020,000</b>  | <b>(7,029,977)</b> |
| Fund Balance               | 2,176,229         | 2,404,616         | 2,345,212          | 2,222,382         | (122,830)         | 990,772           | (1,231,610)        |
| <b>TOTAL SOURCES</b>       | <b>4,585,261</b>  | <b>3,163,279</b>  | <b>4,244,023</b>   | <b>12,272,359</b> | <b>8,028,336</b>  | <b>4,010,772</b>  | <b>(8,261,587)</b> |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                    |
| Services and Supplies      | 265,933           | 461,469           | 918,811            | 4,119,333         | 3,200,522         | 2,800,000         | (1,319,333)        |
| Other Charges              | 26,013            |                   |                    |                   |                   |                   |                    |
| Fixed Assets               | 604,266           | 341,687           | 1,162,720          | 7,010,989         | 5,848,269         | 200,000           | (6,810,989)        |
| Other Financing Uses       | 1,284,433         | 14,911            | 998,000            | 151,265           | (846,735)         |                   | (151,265)          |
| <b>Net Appropriations</b>  | <b>2,180,645</b>  | <b>818,067</b>    | <b>3,079,531</b>   | <b>11,281,587</b> | <b>8,202,056</b>  | <b>3,000,000</b>  | <b>(8,281,587)</b> |
| Non-General Fund Reserves  | 2,404,615         | 2,345,212         | 1,164,492          | 990,772           | (173,720)         | 1,010,772         | 20,000             |
| <b>TOTAL REQUIREMENTS</b>  | <b>4,585,261</b>  | <b>3,163,279</b>  | <b>4,244,023</b>   | <b>12,272,359</b> | <b>8,028,336</b>  | <b>4,010,772</b>  | <b>(8,261,587)</b> |

## Coyote Point Marina (3980B)

### Program Locator

County

Community Services

Parks Department

⇒ **Coyote Point Marina**

### Program Outcome Statement

Safe public access to San Francisco Bay with berths and launching

### Program Results

The Coyote Point Marina Program provides and maintains a safe and fully-utilized recreational facility for the boating public which has operated continuously for 56 years. The Marina offers emergency patrol boat response, environmental protection, and security and assistance to marina users, outside agencies, visitor special interest groups, and the community. The Marina also provides electrical and water service to berthers as well as an oil collection station, boat refueling, a boat wash down area, and a three-lane launch ramp.

All of the berths at the Marina are currently usable. Out of 536 berths, 410 berths are filled. The Marina remains at a 76 percent occupancy rate and it is meeting the target for FY 2016-17. Given the 536 total berths, the estimated cost per berth is \$1,785 for FY 2016-17, below the target cost for FY 2016-17 of \$2,743.

Marina surveys are sent out to Marina customers in March of every year. Survey response rates have been historically low. However, efforts are being made to find alternative surveying techniques to increase participation rates.

Program priorities for FY 2017-18 and FY 2018-19 are to complete Phase I of the Marina dredging, address the needs identified in the deferred maintenance plan, and study potential concession or professional management of the Marina.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Berths Filled  | 75%                  | 75%                  | 76%                    | 75%                  | 75%                  |
| Cost per Berth <sup>1</sup>   | \$2,518              | \$2,072              | \$1,785                | \$4,122              | \$2,108              |
| Percent of Customers Rating Marina Services and Experiences 'Good' or 'Excellent' | 100%                 | 95%                  | 95%                    | 95%                  | 95%                  |

<sup>1</sup> Target cost per berth to increase in FY 2017-18 due to the Marina dredging project.

## Coyote Point Marina (3980B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 3.0               | 3.0               | 3.0                | 3.0               |                   | 3.0               |                   |
| Funded FTE                | 3.0               | 3.0               | 3.0                | 3.0               |                   | 3.0               |                   |
| <b>Total Requirements</b> | 2,339,868         | 2,587,502         | 2,537,812          | 2,843,269         | 305,457           | 1,733,648         | (1,109,621)       |
| <b>Total Sources</b>      | 2,339,868         | 2,587,502         | 2,537,812          | 2,843,269         | 305,457           | 1,733,648         | (1,109,621)       |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: increases in regular pay for permanent and extra help positions, decreases in health benefit costs, increase in fund balance, and decrease in reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (394,543)          | 305,457       | (700,000)       | 0         |

#### 2. Marina Dredging

Dredging is added to address accumulated sediment deposits that are preventing boaters from entering, berthing, and exiting.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 700,000            | 0             | 700,000         | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 305,457            | 305,457       | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: decrease in fund balance and reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,109,621)        | (1,109,652)   | 0               | 0         |

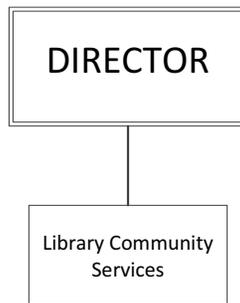
### Coyote Point Marina (3980B) Coyote Point Marina Operating Fund

#### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property   | 29,802            | 31,215            | 24,800             | 28,000            | 3,200             | 24,800            | (3,200)            |
| Intergovernmental Revenues  | 490,008           | (24,985)          |                    |                   |                   |                   |                    |
| Charges for Services        | 1,063,634         | 1,079,575         | 1,075,600          | 1,075,400         | (200)             | 1,075,400         |                    |
| Miscellaneous Revenue       | 673               | 209               |                    |                   |                   |                   |                    |
| Other Financing Sources     | 27,613            |                   |                    |                   |                   |                   |                    |
| <b>Total Revenue</b>        | <b>1,611,729</b>  | <b>1,086,014</b>  | <b>1,100,400</b>   | <b>1,103,400</b>  | <b>3,000</b>      | <b>1,100,200</b>  | <b>(3,200)</b>     |
| Fund Balance                | 728,139           | 1,501,488         | 1,437,412          | 1,739,869         | 302,457           | 633,448           | (1,106,421)        |
| <b>TOTAL SOURCES</b>        | <b>2,339,868</b>  | <b>2,587,502</b>  | <b>2,537,812</b>   | <b>2,843,269</b>  | <b>305,457</b>    | <b>1,733,648</b>  | <b>(1,109,621)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 342,323           | 418,551           | 430,821            | 451,803           | 20,982            | 468,754           | 16,951             |
| Services and Supplies       | 125,923           | 171,957           | 392,053            | 401,153           | 9,100             | 401,153           |                    |
| Other Charges               | 185,257           | 495,387           | 247,526            | 256,865           | 9,339             | 259,981           | 3,116              |
| Fixed Assets                | 316,504           | 64,195            | 400,000            | 1,100,000         | 700,000           |                   | (1,100,000)        |
| Other Financing Uses        | 104,266           |                   |                    |                   |                   |                   |                    |
| <b>Net Appropriations</b>   | <b>1,074,273</b>  | <b>1,150,090</b>  | <b>1,470,400</b>   | <b>2,209,821</b>  | <b>739,421</b>    | <b>1,129,888</b>  | <b>(1,079,933)</b> |
| Contingencies/Dept Reserves |                   |                   | 140,692            |                   | (140,692)         |                   |                    |
| Non-General Fund Reserves   | 1,265,595         | 1,437,412         | 926,720            | 633,448           | (293,272)         | 603,760           | (29,688)           |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,339,868</b>  | <b>2,587,502</b>  | <b>2,537,812</b>   | <b>2,843,269</b>  | <b>305,457</b>    | <b>1,733,648</b>  | <b>(1,109,621)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 3.0               | 3.0               | 3.0                | 3.0               |                   | 3.0               |                    |
| Funded FTE                  | 3.0               | 3.0               | 3.0                | 3.0               |                   | 3.0               |                    |

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## San Mateo County Library JPA



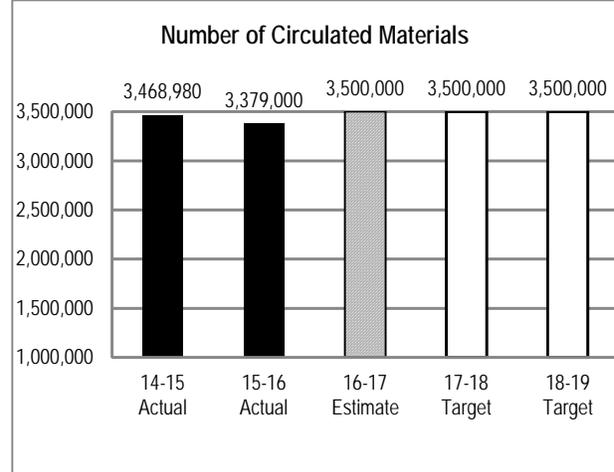
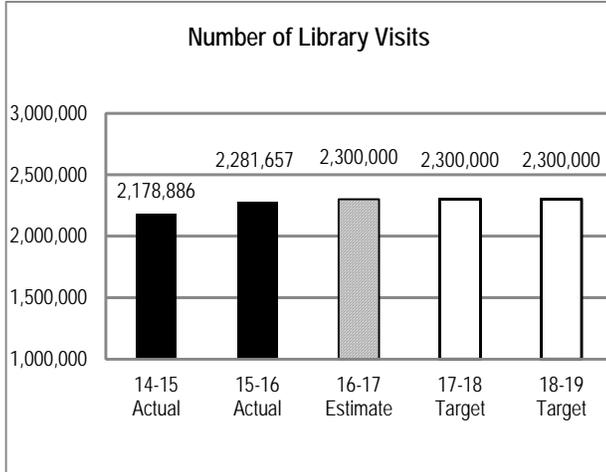
Department Locator

County

Community Services

⇒ San Mateo County Library

Headline Measures



Mission Statement

San Mateo County Libraries strengthen our community by creating an inclusive sense of place and environment for learning.

Overview

San Mateo County Libraries (SMCL) is a Joint Powers Authority (JPA) comprised of the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the county. The JPA is governed by a Board consisting of representatives from each member entity. The JPA Governing Board is responsible for providing oversight of library operations, fiscal matters and budget approval. Approximately 279,000 people live within the boundaries of the SMCL legal taxing district which covers 351 square miles.

More than 160,000 community members or 62 percent of the service population have library cards, and more than two million people visit branches in person annually. SMCL's physical and digital collections include nearly one million items and are always growing. SMCL staff are evolving too, making the most of every opportunity for innovation and advancement in technology. As one of the largest providers of free internet access in the county, SMCL is equipped with wireless service and hundreds of public computers connected to a 1GBps network. In addition, SMCL offers tablets, laptops, and portable Wi-Fi hotspots for checkout.

SMCL staff are readers and educators at their core, a library tradition they will always embrace as champions of early literacy and exploration at every stage of life. Staff continually assess the needs of the County's residents, responding with thoughtfully designed programs and initiatives that enrich lives and uplift the community. SMCL hosts over 10,000 events each year, curating programming that is designed to enrich and uplift our communities. Through innovative outreach services and the bookmobile, enriching experiences are also delivered beyond library buildings. County residents comprise a diverse collection of individuals, and SMCL's services reflect that. All of these pieces culminate in a message of sharing, whether it's knowledge, experience, stories, or resources.

SMCL's 12 libraries are destinations for learning and growth. Each is part of a larger family offering worlds of discovery and technological opportunities. SMCL provides unmatched service to community members, and is consistently ranked as one of the best libraries in the nation.

### Program Results

San Mateo County Libraries expects to circulate 3.5 million items annually in FY 2017-19. The number of annual library visits is projected at 2.3 million. Users will have access to more than 570 computers, be able to take advantage of current, popular materials in a wide range of formats, and participate in over 10,000 programs and events. Registered library card holders as a percent of the population is expected to reach 64 percent.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Library Visits   | 2.2 M                | 2.3 M                | 2.3 M                  | 2.3 M                | 2.3 M                |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 93%                  | 90%                  | 95%                    | 95%                  | 95%                  |
| Number of Circulated Materials   | 3.5 M                | 3.4 M                | 3.5 M                  | 3.5 M                | 3.5 M                |

County Library (3700B)  
County Library Fund (Information Only)

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                    |
| Taxes                       | 23,283,389        | 25,860,349        | 25,482,164         | 26,554,011        | 1,071,847          | 26,554,011        |                    |
| Use of Money and Property   | 138,679           | 159,304           | 120,800            | 121,000           | 200                | 121,000           |                    |
| Intergovernmental Revenues  | 367,792           | 217,511           | 168,000            | 163,000           | (5,000)            | 163,000           |                    |
| Charges for Services        | 282,762           | 221,660           | 204,000            | 124,000           | (80,000)           | 124,000           |                    |
| Interfund Revenue           | 137,366           | 136,396           | 139,898            | 141,442           | 1,544              | 141,442           |                    |
| Miscellaneous Revenue       | 611,585           | 1,169,551         | 1,574,696          | 2,564,032         | 989,336            | 2,447,623         | (116,409)          |
| <b>Total Revenue</b>        | <b>24,821,573</b> | <b>27,764,772</b> | <b>27,689,558</b>  | <b>29,667,485</b> | <b>1,977,927</b>   | <b>29,551,076</b> | <b>(116,409)</b>   |
| Fund Balance                | 18,702,371        | 20,472,423        | 20,265,405         | 15,389,766        | (4,875,639)        | 11,647,586        | (3,742,180)        |
| <b>TOTAL SOURCES</b>        | <b>43,523,944</b> | <b>48,237,195</b> | <b>47,954,963</b>  | <b>45,057,251</b> | <b>(2,897,712)</b> | <b>41,198,662</b> | <b>(3,858,589)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits       | 13,465,681        | 14,663,255        | 16,415,871         | 17,781,315        | 1,365,444          | 18,011,868        | 230,553            |
| Services and Supplies       | 18,086,306        | 23,794,024        | 33,600,582         | 31,923,123        | (1,677,459)        | 28,333,981        | (3,589,142)        |
| Other Charges               | 1,300,862         | 1,442,613         | 1,526,851          | 1,852,408         | 325,557            | 1,852,408         |                    |
| Fixed Assets                | 8,988             | 584,605           | 739,000            | 500,000           | (239,000)          |                   | (500,000)          |
| Other Financing Uses        | 12,155            | 12,051            | 12,352             | 12,463            | 111                | 12,463            |                    |
| <b>Gross Appropriations</b> | <b>32,873,993</b> | <b>40,496,548</b> | <b>52,294,656</b>  | <b>52,069,309</b> | <b>(225,347)</b>   | <b>48,210,720</b> | <b>(3,858,589)</b> |
| Intrafund Transfers         | (9,822,471)       | (12,524,758)      | (18,410,680)       | (17,340,865)      | 1,069,815          | (17,340,865)      |                    |
| <b>Net Appropriations</b>   | <b>23,051,522</b> | <b>27,971,790</b> | <b>33,883,976</b>  | <b>34,728,444</b> | <b>844,468</b>     | <b>30,869,855</b> | <b>(3,858,589)</b> |
| Contingencies/Dept Reserves | 4,046,210         | 4,329,557         | 3,381,062          | 4,108,487         | 727,425            | 4,108,487         |                    |
| Non-General Fund Reserves   | 16,426,213        | 15,935,848        | 10,689,925         | 6,220,320         | (4,469,605)        | 6,220,320         |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>43,523,944</b> | <b>48,237,195</b> | <b>47,954,963</b>  | <b>45,057,251</b> | <b>(2,897,712)</b> | <b>41,198,662</b> | <b>(3,858,589)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution           | 121.0             | 121.0             | 121.0              | 122.0             | 1.0                | 122.0             |                    |
| Funded FTE                  | 108.7             | 110.3             | 108.3              | 108.9             | 0.7                | 108.9             |                    |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$2,897,712, or six percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$1,071,847 in this funding source due primarily to projected growth of property tax and amounts of anticipated former Redevelopment Agency (RDA) revenue, partially offset by reductions in unsecured property tax and Measure K tax revenue.

#### Use of Money and Property

There is an increase of \$200 in this funding source due to an increase in rent charged to the Public Library System (PLS).

#### Intergovernmental Revenues

There is a decrease of \$5,000 in this funding source due to a reduction of anticipated RDA revenue.

#### Charges for Services

There is a decrease of \$80,000 in this funding source due to projected amounts of fines collected from patrons.

#### Interfund Revenue

There is an increase of \$1,544 in this funding source due to the County contribution used to offset facility maintenance costs associated with the County-owned East Palo Alto Library facility, based on the terms established in the Library JPA Agreement.

#### Miscellaneous Revenue

There is a net increase of \$989,336 in this funding source due to Big Lift Summer Learning, the Poet Laureate program, and grants including one-time support for toddler stations at the Foster City branch, partially offset by reductions in other foundation grants.

#### Fund Balance

There is a decrease of \$4,875,639 in this funding source due primarily to the use of Reserves to support one-time activities in the prior year.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$2,897,712, or six percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,365,444 in this expenditure category due to negotiated labor increases, merit increases and benefit adjustments. Additional one-time extra-help support has also been included to assist with projects included in the FY 2017-18 budget. These increases are partially offset by position modifications.

#### Services and Supplies

There is a net decrease of \$1,677,459 in this expenditure category due primarily to the backing out of one-time costs incurred in the prior year associated with enhancements to collections and information technology, and costs associated with a one-time expenditure to support Brisbane design plans, partially offset by the addition of one-time costs for technology and circulation enhancements in the current year.

### Other Charges

There is a net increase of \$325,557 in this expenditure category representing services provided by the County for activities including technology services, public works fleet services, and human resources and payroll support, partially offset by internal service charge reductions.

### Fixed Assets

There is a net decrease of \$239,000 in this expenditure category due to the backing out of one-time expenditures associated with the purchase of two outreach vehicles and two cargo vehicles; offset by the purchase of a Play Mobile and Mobile Lab. These learning exhibits are used to support interactive programming throughout the system.

### Other Financing Uses

There is an increase of \$111 in this expenditure category representing charges associated with facility services provided at the East Palo Alto Library.

### Intrafund Transfers

There is an increase of \$1,069,815 in this expenditure category representing an increase in cost allocations to local libraries for administrative services.

### Contingencies/Departmental Reserves

There is an increase of \$727,425 in this expenditure category to bring Contingencies/Departmental Reserves to 15 percent of Net Appropriations excluding one-time costs, satisfying the JPA Reserves policy and exceeding the County's two percent reserves policy by \$3,413,918.

### Non-General Fund Reserves

There is a decrease of \$4,469,605 in this category due to a transfer to Contingencies/Departmental Reserves and one-time expenditures on technology and circulation enhancements.

## FY 2018-19 Budget Overview

### **TOTAL SOURCES**

Total Sources decrease by \$3,858,589, or 9.4 percent, from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget.

### Taxes

There is a net decrease of \$2,052,000 in this funding source due to the elimination of excess Education Revenue Augmentation Fund (ERAF) budgeted in the prior year partially offset by an increase in projected property tax growth.

### Use of Money and Property

No change

### Intergovernmental Revenues

No change

### Charges for Services

No change

### Interfund Revenue

No change

### Miscellaneous Revenue

There is a decrease of \$116,409 in this funding source due to the elimination of one-time grant support for Foster City toddler stations from the previous year.

Fund Balance

There is a decrease of \$3,742,180 in this funding source due primarily to the use of Reserves to support one-time activities in the prior year.

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$3,858,589, or 9.4 percent, from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$230,553 in this expenditure category due to merit increases and benefit adjustments.

Services and Supplies

There is a decrease of \$3,589,142 in this expenditure category due to the elimination of one-time activities from the prior year.

Other Charges

No change

Fixed Assets

There is a decrease of \$500,000 in this expenditure category due to the elimination of one-time purchases from the prior year.

Other Financing Uses

No change

Contingencies/Departmental Reserves

No change. The balance in Contingencies/Departmental Reserves represents 15 percent of Net Appropriations excluding one-time costs, satisfying the JPA Reserves policy.

Non-General Fund Reserves

No change

### County Library (3700B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 121.0             | 121.0             | 121.0              | 122.0             | 1.0               | 122.0             |                   |
| Funded FTE                | 108.7             | 110.3             | 108.3              | 108.9             | 0.7               | 108.9             |                   |
| <b>Total Requirements</b> | 43,523,944        | 48,237,195        | 47,954,963         | 45,057,251        | (2,897,712)       | 41,198,662        | (3,858,589)       |
| <b>Total Sources</b>      | 43,523,944        | 48,237,195        | 47,954,963         | 45,057,251        | (2,897,712)       | 41,198,662        | (3,858,589)       |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; a decrease in the amount of library fines expected to be collected, and a decrease in fixed assets. Adjustments have also been made to capture anticipated increases in property tax revenue and for costs associated with support provided by the Peninsula Library System.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,034,121)        | (3,034,121)   | 0               | 0         |

### 2. Donation

Budget adjustments have been made to reflect a donation to Foster City Library for increased technology in the Children's Room.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 116,409            | 116,409       | 0               | 0         |

### 3. Poet Laureate

Budget adjustments have been made to revenue and expenditures associated with the Poet Laureate program. Funding is provided by the County's General Fund.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 20,000             | 20,000        | 0               | 0         |

### 4. Position Modifications

Budget adjustments have been made to reflect the reclassification of one Senior Accountant to a Management Analyst, and the deletion of one full-time Library Assistant II and the addition of one part-time Library Assistant II and one part-time Library Assistant I.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (25,312)           | 0             | (25,312)        | 1         |

### 5. One-time Purchases to Improve Service Delivery

Budget adjustments have been made to reflect one-time purchases to support system wide goals of providing library users with convenient, high quality services. Purchases include: enhancements to print materials in the children, teen and adult collections; an increase of digital resources including downloadable books, music, magazines, videos, world language materials and best-selling titles; activities associated with learning and literacy initiatives; equipment for makerspaces and programs; an increase in the inventory of Wi-Fi hotspots, portable chargers and laptop/tablets available for check-out, replacement of hard drives on centralized servers, improvements planned for website and mobile app functions; and professional contract services to support innovative projects such as homebound delivery,

local history collections, and promotional materials. These one-time purchases are funded through one-time use of Capital Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,767,492          | 0             | 3,767,492       | 0         |
| (3,742,180)        | 0             | (3,742,180)     | 0         |

#### 6. Transfer of Capital Reserves to Operating Reserves

In order to satisfy the Library JPA policy of maintaining 15 percent of operating reserves, one-time Capital Reserves are transferred to the Operating Reserves account.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 727,425            | 0             | 727,425         | 0         |
| (727,425)          | 0             | (727,425)       | 0         |

#### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,897,712)        | (2,897,712)   | 0               | 1         |

#### FY 2018-19 Program Funding Adjustments

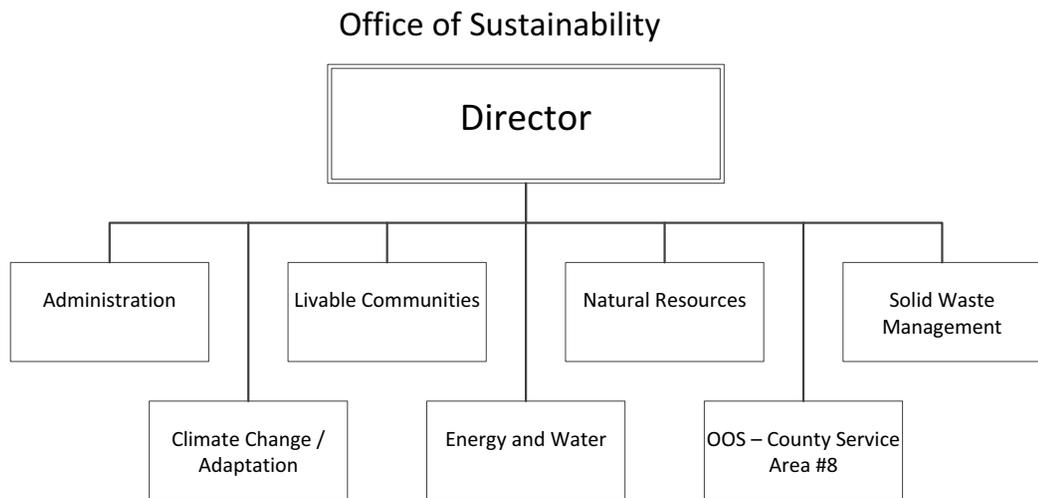
The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,858,589)        | (3,858,589)   | 0               | 0         |

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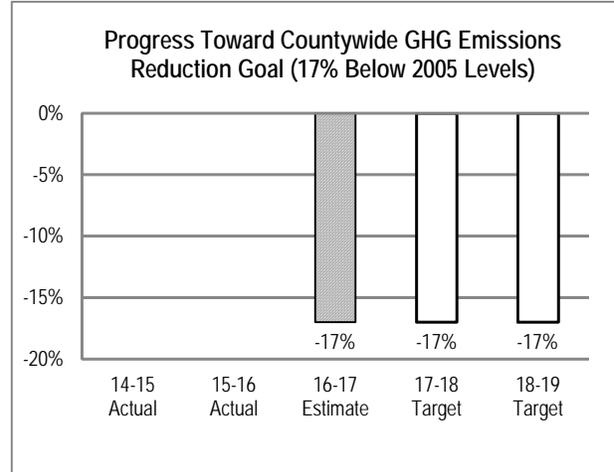
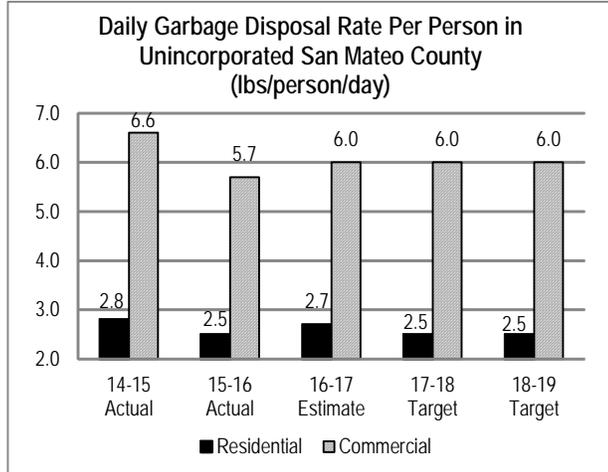
Department Locator

County

Community Services

⇒ Office of Sustainability

Headline Measures



GHG Emissions: new measure for FY 2016-17

Administrative Measures

|   | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|---|-------------------|-------------------|---------------------|-------------------|-------------------|
| Percent of Performance Goals Met <sup>1</sup>   | ---               | ---               | 100%                | 75%               | 75%               |
| Percent of Customer Survey Respondents Rating Services as Good or Better <sup>2</sup> | ---               | ---               | ---                 | 90%               | 90%               |
| SMC Energy Watch Cost per Kilowatt Hour Saved   | \$0.48            | \$0.40            | \$0.37              | \$0.35            | \$0.33            |
| Percent of Employees Rating Working for the County as Very Good                       | ---               | 90.9%             | 90%                 | 80.9%             | 80.9%             |
| Percent of Employee Evaluations Completed Annually <sup>1</sup>                       | ---               | ---               | 15%                 | 90%               | 90%               |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement                  | ---               | 79%               | 73%                 | 90%               | 90%               |

<sup>1</sup> New measure for FY 2016-17; <sup>2</sup> New measure for FY 2017-18

## Mission Statement

The Office of Sustainability helps the County of San Mateo and its communities adapt to our changing environment by providing services and resources that inspire new ideas and solutions. We are committed to building a community that fulfills the needs of everyone today and in the future.

## Overview

The Office of Sustainability provides services and resources in four core work programs that promote resource conservation and protection, greenhouse gas emissions reductions, climate change adaptation, accessible alternative transportation, housing, solid waste reduction, recycling, composting, and community engagement. The four work programs and their responsibilities are:

- Climate Change / Adaptation Program that works to reduce greenhouse gas emissions and prepare for climate change impacts;
- Livable Communities Program, which coordinates the Home for All San Mateo County initiative, the Commute Alternatives Program for County employees, alternative transportation programs to improve quality of life, and outreach and engagement with the North Fair Oaks community;
- Energy and Water Program that provides planning and outreach to conserve energy and protect water resources; and
- Waste Reduction Program, focusing on increasing diversion of solid waste from landfills by promoting recycling, composting, and resource conservation.

The Office also operates programs within County Service Area #8 that include solid waste collection, waste diversion, and illegal dumping, and manages agreements for landscaping and fire protection services for a subset within County Service Area #8 (located in North Fair Oaks).

During FYs 2015-17, the Office of Sustainability continued to grow and merged staff from the Department of Public Works RecycleWorks Program to join its sustainability, operations, outreach, and community engagement efforts. The Office also relocated to new offices on the fourth floor of 455 County Center in Redwood City. In addition, the Office was instrumental in the formation and launch of Peninsula Clean Energy (PCE), a community choice energy program providing a minimum of 50 percent renewable energy to all customers in San Mateo County and as a result helping to meet the County's community greenhouse gas reduction targets. PCE is now an independent and distinct Joint Powers Authority, with representation from every City Council and the Board of Supervisors. The Office also completed and released a draft Sea Level Rise Vulnerability Assessment for the Bayside and Coastside north of Half Moon Bay with the goal of increasing coordinated action on addressing sea level rise (Sea Change SMC initiative). The San Mateo County Closing the Jobs/Housing Gap Task Force completed a year-long collaborative planning effort, resulting in the launch of the Home for All San Mateo County initiative, which works to produce and preserve a range of housing so that the county remains a culturally, generationally, and economically diverse community. The Department also launched a commuter bus pilot project offering County employees shuttle services from North County, the East Bay, and the South Bay to the Health System and County Center campuses. The North Fair Oaks Forward team continued their extensive community engagement for implementing the NFO Community Plan, Middlefield Road Redesign, zoning regulation updates, and public art workgroup. The Department also expanded the "Report It SMC" smartphone application to address illegal dumping and litter.

All the programs in the Office of Sustainability expanded their public outreach and education efforts through initiatives including: The Sustainability Academy, Youth Exploring Sea Level Rise, Green Star Schools program, Home for All San Mateo County, Green Business Certification, and Look Ahead, a visual simulation viewer of climate change.

Priorities for FYs 2017-19 include:

- In collaboration with County Environmental Health, releasing a groundwater assessment and recommendations for the San Mateo Plain Sub-basin to protect and manage this shared resource in the southeastern area of the county;
- Overseeing the development of a green infrastructure plan to gradually shift from traditional storm drain systems to a more resilient system of green infrastructure to capture, store, and treat stormwater;
- Continuing to coordinate the Home for All initiative;
- Partnering with Redwood City 2020 to promote Safe Routes to Schools, and promoting active transportation options, activities, and education classes in the North Fair Oaks Community under the STEP Active Transportation Grant;
- Updating the Unincorporated and Government Climate Action Plans to reflect new greenhouse gas emission targets;
- Completing the Sea Level Rise Vulnerability Assessment for the coast south of Half Moon Bay, and developing a County Adaptation Plan and strategy for sea level rise impacts;
- Developing an environmental purchasing policy and battery recycling/purchasing program for County Departments;
- Continuing sustainability outreach and collaboration with County Departments, employees, schools, and community stakeholders; and
- Strengthening partnerships with cities, including Climate Action Plan implementation.

Office of Sustainability (4000D)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                    |
| Taxes                            | 251,360           | 1,053,321         | 6,142,486          | 999,222           | (5,143,264)        | 1,016,769         | 17,547             |
| Licenses, Permits and Franchises |                   |                   | 2,674,571          | 2,712,001         | 37,430             | 2,737,584         | 25,583             |
| Fines, Forfeitures and Penalties |                   | 525               |                    |                   |                    |                   |                    |
| Use of Money and Property        |                   | 54,332            | 47,021             | 110,028           | 63,007             | 108,119           | (1,909)            |
| Intergovernmental Revenues       |                   | 57,325            | 2,867,637          | 2,071,162         | (796,475)          | 1,220,163         | (850,999)          |
| Charges for Services             |                   | 3,187,482         | 1,436,708          | 1,471,639         | 34,931             | 1,471,639         |                    |
| Interfund Revenue                |                   | 100,423           | 138,000            |                   | (138,000)          |                   |                    |
| Miscellaneous Revenue            | 248,865           | 241,680           | 85,200             |                   | (85,200)           |                   |                    |
| Other Financing Sources          | 162,977           | 1,480,943         | 1,483,320          | 1,491,000         | 7,680              | 1,503,680         | 12,680             |
| <b>Total Revenue</b>             | <b>663,202</b>    | <b>6,176,031</b>  | <b>14,874,943</b>  | <b>8,855,052</b>  | <b>(6,019,891)</b> | <b>8,057,954</b>  | <b>(797,098)</b>   |
| Fund Balance                     |                   | 4,876,967         | 14,214,849         | 11,654,728        | (2,560,121)        | 11,513,799        | (140,929)          |
| <b>TOTAL SOURCES</b>             | <b>663,202</b>    | <b>11,052,998</b> | <b>29,089,792</b>  | <b>20,509,780</b> | <b>(8,580,012)</b> | <b>19,571,753</b> | <b>(938,027)</b>   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits            | 908,075           | 3,097,989         | 5,955,414          | 7,038,977         | 1,083,563          | 6,389,693         | (649,284)          |
| Services and Supplies            | 450,954           | 2,432,880         | 20,605,310         | 10,610,127        | (9,995,183)        | 9,694,333         | (915,794)          |
| Other Charges                    | 61,866            | 301,094           | 869,099            | 740,390           | (128,709)          | 648,313           | (92,077)           |
| Other Financing Uses             | 3,843             | 28,558            | 7,607              | 52,265            | 44,658             | 57,713            | 5,448              |
| <b>Gross Appropriations</b>      | <b>1,424,738</b>  | <b>5,860,522</b>  | <b>27,437,430</b>  | <b>18,441,759</b> | <b>(8,995,671)</b> | <b>16,790,052</b> | <b>(1,651,707)</b> |
| Intrafund Transfers              |                   | (76,153)          | (2,903,480)        | (1,150,153)       | 1,753,327          | (235,153)         | 915,000            |
| <b>Net Appropriations</b>        | <b>1,424,738</b>  | <b>5,784,369</b>  | <b>24,533,950</b>  | <b>17,291,606</b> | <b>(7,242,344)</b> | <b>16,554,899</b> | <b>(736,707)</b>   |
| Contingencies/Dept Reserves      |                   | 3,681,870         | 7,310,486          | 702,020           | (6,608,466)        | 702,020           |                    |
| Non-General Fund Reserves        |                   | 3,666,360         | 3,268,029          | 10,358,251        | 7,090,222          | 10,245,820        | (112,431)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>1,424,738</b>  | <b>13,132,599</b> | <b>35,112,465</b>  | <b>28,351,877</b> | <b>(6,760,588)</b> | <b>27,502,739</b> | <b>(849,138)</b>   |
| <b>NET COUNTY COST</b>           | <b>761,536</b>    | <b>2,079,601</b>  | <b>6,022,673</b>   | <b>7,842,097</b>  | <b>1,819,424</b>   | <b>7,930,986</b>  | <b>88,889</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution                | 3.0               | 21.0              | 21.0               | 22.0              | 1.0                | 22.0              |                    |
| Funded FTE                       | 3.0               | 21.0              | 21.0               | 22.0              | 1.0                | 22.0              |                    |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$8,580,012 or 29 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$5,143,264 in this funding source primarily due to a decrease in Measure K funding for the North Fair Oaks Forward initiatives that are being transferred to the County Manager's Office. This decrease is partially offset by an increase in property tax collected in County Service Area 8.

#### Licenses, Permits, and Franchises

There is an increase of \$37,430 in this funding source primarily due to a projected increase in the AB939 fee that is collected in the Solid Waste Management unit as well as a rate increase in the solid waste services for County Service Area #8.

#### Use of Money and Property

There is an increase of \$63,007 in this funding source due to anticipated interest earned.

#### Intergovernmental Revenues

There is a net decrease of \$796,475 in this funding source primarily due to the removal of grant funding in both the Livable Communities Program and the Energy and Water Program. This decrease is partially offset by an increase in grant revenue in the Climate Change/Adaptation program.

#### Charges for Services

There is a net increase of \$34,931 in this funding source due to a projected increase of gate fees at the Pescadero Transfer Station as well as an increase in garbage collection charges in County Service Area #8.

#### Interfund Revenue

There is a decrease of \$138,000 in this funding source due to the reclassification of revenue collected in the Energy and Water Program from an Interfund to an Intergovernmental revenue source as well as the removal of a reimbursement from Public Works for surplus property services.

#### Miscellaneous Revenue

There is a decrease of \$85,200 in this funding source due to the removal of a one-time contribution to the North Fair Oaks unit.

#### Other Financing Sources

There is a net increase of \$7,680 in this funding source due to the addition of a transfer from the Solid Waste Services Budget Unit to cover a portion of the Department's rent and facilities surcharge. This increase is partially offset by the removal of a transfer from Public Works for the partial funding of the active and alternative transportation program.

#### Fund Balance

There is a net decrease of \$2,560,121 in this funding source primarily due to the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office as well as the return of Fund Balance generated in the Community Choice Aggregation sub-unit to the General Fund. This decrease was partially offset by an increase in Fund Balance in the General Fund supported programs within the Office of Sustainability.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$6,760,588 or 19 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,083,563 in this expenditure category due negotiated salary and benefit increases, the conversion of one Resource Conservation Specialist II to a Resource Conservation Specialist III in the Livable Communities Program, the addition of a Resource Conservation Specialist III in the Solid Waste Management Budget Unit, additional costs for staff support in the Climate Change / Adaptation Program, and reclassifying expenditures from other account classes to Salaries and Benefits.

Services and Supplies

There is a net decrease of \$9,995,183 in this expenditure category primarily due to the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office as well as the removal of one-time grant-related expenditures.

Other Charges

There is a net decrease of \$128,709 in this expenditure category due to the removal of a one-time loan to the Resource Conservation District. This decrease is partially offset by an increase in internal service charges, such as County Facility Rents and Core IT.

Other Financing Uses

There is an increase of \$44,658 in this expenditure category primarily due to a transfer from the Solid Waste Services Budget Unit to the Administration Program to cover a portion of the Department's rent and facility surcharge as well as an overall increase in the facility surcharge.

Intrafund Transfers

There is a decrease of \$1,753,327 in this expenditure category primarily due to the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office, the removal of the Community Choice aggregation expenditures, and the removal of one-time expenditures for the Sea Level Rise Vulnerability Assessment and the Home for All initiative.

Contingencies/Departmental Reserves

There is net decrease of \$6,608,466 in the General Fund Reserves expenditure category primarily due to the reclassification of Reserves in the Solid Waste Management and the OOS-County Service Area #8 budget units from General Fund Reserves to Non-General Fund Reserves. The balance of the Office of Sustainability's General Fund Reserves represents six percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$470,888.

There is an increase of \$7,090,222 in Non-General Fund Reserves due to the reclassification of Reserves in Solid Waste Management and OOS-County Services Area #8 from General Fund Reserves.

**NET COUNTY COST**

There is an increase of \$1,819,424 or 30 percent in the Department's General Fund allocation.

**FY 2018-19 Budget Overview****TOTAL SOURCES**

Total Sources decrease by \$938,027 or 4.5 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Taxes

There is an increase of \$17,547 in this funding source due to a projected increase in property tax revenue in County Service Area #8.

Licenses, Permits, and Franchises

There is an increase of \$25,583 in this funding source primarily due to a projected increase in the AB939 fee that is collected in the Solid Waste Management unit as well as a rate increase in the solid waste services for County Service Area #8.

Use of Money and Property

There is a decrease of \$1,909 in this funding source due to declining fund balances.

Intergovernmental Revenues

There is a decrease of \$850,999 in this funding source primarily due to the removal of grant funding in the Climate Change/Adaptation, Livable Community, and Energy and Water Programs.

Charges for Services

No change

Interfund Revenue

No change

Miscellaneous Revenue

No change

Other Financing Sources

There is an increase of \$12,680 in this funding source due to an increase to the transfer in from the Solid Waste Services Budget Unit to cover a portion of the Department's rent and facilities surcharge and an increase in the transfer from Public Works to cover operating expenses related to the Pescadero Transfer Station.

Fund Balance

There is a net decrease of \$140,929 in this funding source primarily due to the removal of one-time expenses in the Solid Waste Services Budget Unit that were being funded with Fund Balance.

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$849,158 or 2.9 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$649,304 in this expenditure category primarily due to the removal of Extra-Help salaries and benefits costs related to grants in the Livable Community and Energy and Water Programs. This decrease is partially offset by negotiated salary and benefit increases.

Services and Supplies

There is a net decrease of \$915,794 in this expenditure category primarily due to the removal of grant related expenses in the Livable Community Program.

Other Charges

There is a net decrease of \$92,077 in this expenditure category due to the removal of one-time expenses. This decrease is partially offset by an increase in County facility rental charges.

Other Financing Uses

There is an increase of \$5,448 in this expenditure category due to an increase of a transfer out from the Solid Waste Services Budget Unit to the Administration Program to cover a portion of the Department's rent and facility surcharge as well as an overall increase in the facility surcharge.

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Intrafund Transfers

There is a decrease of \$915,000 in this expenditure category primarily due to the removal of one-time expenditures for the Home for All initiative.

Contingencies/Departmental Reserves

There is no change in the General Fund Reserves. The balance of the Office of Sustainability's General Fund Reserves represents 6.5 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$486,030.

There is a decrease of \$112,431 in the Non-General Fund Reserves due to the use of Reserves to pay for one-time projects in both the Solid Waste Services and County Service Area #8 Budget Units.

**NET COUNTY COST**

There is an increase of \$88,869 or 1.1 percent in the Department's General Fund allocation.

## Administration (4010P)

### Program Locator

County

Community Services

Office of Sustainability

⇒ **Administration**

### Program Outcome Statement

Provide leadership and internal operational support

### Program Results

Administration provides management and support in several key service areas that include information technology; financial and accounting services; budget and performance management; contract administration; human resources and payroll; and policy and program development.

During FYs 2015-17, Administration, in partnership with Human Resources, facilitated the development of the Department's strategic plan through a number of planning sessions and workshops. Through these efforts, two new programs, Climate Change/Adaptation and Energy and Water, were created to better reflect the services delivered by the Department.

In FYs 2017-19, Administration will develop and begin to administer a customer survey to track satisfaction with the Department's services, and will track the percent of employee evaluations that are completed annually.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customer Service Respondents Rating Services as Good or Better <sup>1</sup> | ---                  | ---                  | ---                    | 90%                  | 90%                  |
| Percent of Employee Evaluations Completed Annually <sup>1</sup>                        | ---                  | ---                  | 15%                    | 90%                  | 90%                  |
| Percent of Outcome and Efficiency Goals Met <sup>1</sup>                               | ---                  | ---                  | 100%                   | 75%                  | 75%                  |

<sup>1</sup> Data not available because Department was newly-created and not yet tracking performance measures.

## Administration (4010P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         |                   | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| Funded FTE                |                   | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| <b>Total Requirements</b> | 996,840           | 1,049,229         | 1,524,477          | 2,835,790         | 1,311,313         | 2,824,401         | (11,389)          |
| <b>Total Sources</b>      | 162,977           | 200,870           | 181,870            | 737,020           | 555,150           | 742,020           | 5,000             |
| <b>Net County Cost</b>    | 833,862           | 848,359           | 1,342,607          | 2,098,770         | 756,163           | 2,082,381         | (16,389)          |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures; the consolidation of rent, ISD charges, and general office supplies from the other programs to Administration; an adjustment to Fund Balance and Reserves due to projected FY 2016-17 savings; and an increase in revenue from the Solid Waste Services budget unit to cover their portion of rent and ISD charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,311,313          | 555,150       | 756,163         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures; an increase in revenue from the Solid Waste Services budget unit to cover their portion of rent and ISD charges; and a reduction in service charges for GIS related services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (11,349)           | 5,000         | (16,389)        | 0         |

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## Climate Change / Adaptation (4020P)

### Program Locator

County

Community Services

Office of Sustainability

⇒ **Climate Change / Adaptation**

### Program Outcome Statement

The Climate Change / Adaptation Program works to reduce greenhouse gas (GHG) emissions and ensure that the County is actively preparing for climate change impacts

### Program Results

The Climate Change / Adaptation Program focuses primarily on community and government operations emissions reductions, community education and volunteer training, and climate change adaptation. The Climate Change/ Adaptation Program provides the following services:

- Countywide adaptation and resilience planning, integrated across sectors, including: health, emergency preparedness, housing, transportation, ecosystems and natural areas, and critical facilities;
- Support for coordinated projects to reduce vulnerability to climate change impacts;
- Climate change impact information: data, analysis, and alternative solutions;
- Climate action plan goals development and implementation for unincorporated San Mateo County and government operations;
- Regionally Integrated Climate Action Planning Suite (RICAPS) regional tool development, including consultation on measurement and inventory support for cities;
- Development of model climate change policies, regulations, and ordinances;
- Training of community volunteers to further education and outreach goals; and
- Consultation, referrals, and information to help businesses go green.

During FYs 2015-17, the Program launched Peninsula Clean Energy, a Community Choice Energy program, which helps the County meet its community greenhouse gas reductions targets. PCE is operated by a Joint Powers Authority and provides 50 percent renewable energy to all customers in San Mateo County, with an option of 100 percent renewable energy. Staff also worked to reduce emissions from employee commutes by developing the EV Charge Up! Program and working with Public Works to install 20 charging stations, 10 for employees and 10 for public use.

In addition, the Program established the Sea Change SMC initiative, a collaborative initiative with the goal of increasing coordinated action on addressing sea level rise. The Initiative includes three main phases: assessment of risks, resilience planning, and implementation of policies and projects. Staff completed a draft sea level rise vulnerability assessment for the Bayside and north of Half Moon Bay along the coast, to understand what is at risk from sea level rise in San Mateo County, and released the draft report for a one-month public review on April 5, 2017. Staff coordinated closely with cities, special districts, agencies, community members, and others in the development of the report, and completed over 50 presentations on sea level rise and adaptation to community groups, city staff, and others.

The Program piloted the Youth Exploring Sea Level Rise education program for high school students, reaching 125 students in 2016, and established the goal of reaching an additional 300 students in 2017. The Sustainability Academy continued to provide high-quality educational and volunteer training opportunities, reaching over 75 students in eight

week Master Resource Conservation and Master Compost courses, as well as webinars, workshops, and volunteer appreciation events.

Staff continue to certify sustainable small and medium businesses through the Green Business Program, providing technical resources and assistance to help businesses reduce their greenhouse gas emissions and environmental impact. The Green Business Program has 95 certified businesses in the County, and completed its first certified business mixer and appreciation event.

In FYs 2017-19, the Program expects to update its Community and Government Climate Action Plans to reflect new greenhouse gas emissions reduction targets, and will continue implementing projects and programs to reduce emissions in the unincorporated community and in government operations. The Program also expects to develop a County climate adaptation plan and to develop a strategy for how to prepare for sea level rise impacts over time. Staff expect to complete the south coast (south of Half Moon Bay) portion of the sea level rise vulnerability assessment, and to provide resources to cities and County staff on how to address other climate change impacts in the County.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Progress Toward Countywide GHG Emissions Goal (17% Below 2005 levels) <sup>1</sup>  | ---                  | ---                  | (17%)                  | (17%)                | (17%)                |
| Percent of Sea Change SMC Listserv Emails Opened <sup>2</sup>  | ---                  | 42.1%                | 35.6%                  | 40%                  | 42%                  |
| Percent Increase in Green Businesses Certified in San Mateo County, Compared to Average Percent Increase in Certifications Across 9 Bay Area Counties <sup>1</sup> | ---                  | ---                  | 0%                     | 1%                   | 2%                   |

<sup>1</sup> New measure for FY 2016-17

<sup>2</sup> New measure for FY 2015-16

## Climate Change / Adaptation (4020P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         |                   |                   |                    | 4.0               | 4.0               | 4.0               |                   |
| Funded FTE                |                   |                   |                    | 4.0               | 4.0               | 4.0               |                   |
| <b>Total Requirements</b> |                   |                   |                    | 1,520,262         | 1,520,262         | 1,583,836         | 63,574            |
| <b>Total Sources</b>      |                   |                   |                    | 20,000            | 20,000            | 5,000             | (15,000)          |
| <b>Net County Cost</b>    |                   |                   |                    | 1,500,262         | 1,500,262         | 1,578,836         | 78,574            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: due to a reorganization, the Department is transferring four filled positions and associated Salaries and Benefits, including funding for Extra-Help and Limited Term positions; Services and Supplies; and revenue from the Natural Resources Program to the new Climate Change/Adaptation Program.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,140,262          | 20,000        | 1,120,262       | 4         |

#### 2. Sea Level Rise Vulnerability Planning

Funding has been added for the completion of the south coast (south of Half Moon Bay) portion of the Sea Level Rise Vulnerability Assessment, and to provide resources to cities and County staff on how to address other climate change impacts in the County. During FYs 2017-19, the Program will continue working on the development of adaptation planning resources, website and communications support, and an interactive data viewer. Additionally, the Program will conduct a number of outreach events and public workshops to present the findings of the Sea Level Rise Vulnerability Assessment and to solicit feedback on next steps.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 380,000            | 0             | 380,000         | 0         |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,520,262          | 20,000        | 1,500,262       | 4         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; a reduction in grant revenue and associated expenditures; and the removal of one-time funding.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 63,574             | (15,000)      | 78,574          | 0         |

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## Livable Communities (4030P)

### Program Locator

County

Community Services

Office of Sustainability

⇒ **Livable Communities**

### Program Outcome Statement

The Livable Communities Program recognizes San Mateo County is a culturally, generationally, and economically diverse community and works to provide accessible transportation and housing for all

### Program Results

The Livable Communities Program promotes the County's 2025 Shared Vision goals to increase community engagement, housing at all income levels, and accessible alternative transportation. The Program includes the following initiatives:

- Alternative transportation programs promoting solutions to reduce congestion and greenhouse gas emissions and improve quality of life through active transportation by walking and biking or taking alternative options via the sharing economy or public transit;
- The Commute Alternative Program (CAP) providing County employees incentives and resources to use alternatives to single occupancy vehicles: the employee commuter bus, public transit, vanpools, carpools, bike, and walk commute alternatives to reduce traffic congestion;
- The Home for All San Mateo County initiative working toward a future where everyone has an affordable home; and
- The North Fair Oaks Forward Project focusing on community engagement in the implementation of the North Fair Oaks Community Plan.

During FYs 2015-17, the North Fair Oaks Forward team continued to conduct extensive outreach and engagement with community members through community-wide meetings, presentations, and surveys to gather input around the Middlefield Road Redesign Project. In order to engage all segments of this community, an intentional community engagement campaign was developed in partnership with residents, businesses, and other stakeholders. A variety of outreach tools and strategies in English and Spanish were used to coordinate and provide critical input to achieve a conceptual roadway design for Middlefield Road that reflects the needs and priorities of the community, including youth and other County departments.

In addition, the Home for All initiative grew out of a year of collaborative planning by the San Mateo County Closing the Jobs/Housing Gap Task Force. The mission of Home for All is to establish a climate in San Mateo County where all types of housing are produced and preserved so that we remain a culturally, generationally, and economically diverse community. Led by a Steering Council that includes members from public, private, and non-profit organizations, Home for All has established four workgroups-Outreach and Education, Funding, Legislation and Policy, and Mobility-that are taking steps to close the jobs/housing gap. In FY 2017-18, the workgroups are drafting work plans to address existing challenges of the jobs/housing gap in the county. The Livable Communities program continues to staff and support the Initiative and will implement the work plans of each workgroup over the next fiscal year.

Active transportation was promoted in partnership with multiple jurisdictions, schools, and organizations throughout the county to increase awareness around walking and biking, assisting communities to improve Safe Routes to School, and promoting Complete Streets in road improvements. Staff also organized and promoted Bike to Shop day, promoted Bike to Work Day, and organized the annual countywide bicycle and pedestrian count. In 2016, the County

received the Bicycle Friendly Community Award from the League of American Bicyclists. Also, active transportation staff began promoting active transportation options in the North Fair Oaks neighborhood through the Sustainable Transportation Encouragement Program (STEP) Active Transportation Grant from Caltrans. Additionally, the Bicycle and Pedestrian Advisory Committee was established to advise the Board of Supervisors on policies, plans, and programs that affect people walking and bicycling for transportation.

The CAP oversees the commuter bus, public transit, vanpool, carpool, bike, and walk cash subsidies for approximately 1,400 County employees. CAP organizes bike safety workshops and promotes Caltrain, Samtrans, Zipcar, and the commuter bus programs. In FY 2016-17 the CAP program launched the commuter bus pilot project which offers County employees a subsidized shuttle service from North County, the East Bay, and the South Bay to the Health System and County Center campuses.

The Living Wage Ordinance, adopted by the Board of Supervisors on October 18, 2016, sets a minimum wage contractors are required to pay employees providing services under County contracts. The living wage is a pilot program, beginning January 1, 2017, and ending on June 30, 2022.

Moving forward, the North Fair Oaks Forward team will continue community engagement in the implementation of the North Fair Oaks Community Plan, Middlefield Road redesign, zoning regulation updates, public art workgroup, and the "Report It! SMC", a smartphone application to report illegal dumping and litter to the County to ensure processing in a more timely and efficient manner.

For FYs 2017-19, the Livable Communities Program will continue to promote and explore creative solutions to housing, alternative transportation, and community engagement through its ongoing programs and initiatives. Alternative transportation opportunities will include partnering with local jurisdictions to participate in a national bicycle and pedestrian data collection program to establish a database. In addition, active transportation staff will update the bicycle route map and oversee implementation of a smartphone application for bicycle route planning and will continue to promote active transportation options in the North Fair Oaks neighborhood through the STEP Active Transportation Grant from Caltrans. In particular, the opportunities provided through the STEP grant funding to promote active transportation allows the program to host a variety of bicycle encouragement activities and education classes for women, seniors, and families. Also, staff is partnering with Redwood City 2020 to promote Safe Routes to Schools curriculum and activities in the elementary schools in North Fair Oaks. The commute alternatives program will explore options to increase alternative transportation participation and improve outreach strategies and employee engagement.

Additionally, the Livable Communities Program continues to staff and support the Home for All Initiative and will implement the work plans of each workgroup over the next fiscal year. Activities range from implementing a communications and marketing plan; developing a database of federal, state and local housing policies and activities; identifying opportunities to maximize funding for the development and preservation of all types of housing; and exploring creative solutions to address parking and traffic congestion associated with housing.

Through these ongoing initiatives and programs, the Livable Communities Program is working with community partners to identify creative approaches to promoting and providing housing options at all income levels and accessible alternative transportation.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Events and Outreach Presentations Conducted <sup>1</sup>        | ---                  | 5                    | 6                      | 8                    | 6                    |
| Percent of County Employees who Participated in CAP Annually <sup>2</sup> | ---                  | ---                  | 36%                    | 43%                  | 45%                  |
| Customer Satisfaction Rating of Good or Better <sup>3</sup>               | ---                  | ---                  | ---                    | 90%                  | 90%                  |

<sup>1</sup> New measure for FY 2015-16

<sup>2</sup> New measure for FY 2016-17

<sup>3</sup> New measure for FY 2017-18

### Livable Communities (4030P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 1.0               | 1.0               | 1.0                | 3.0               | 2.0               | 3.0               |                   |
| Funded FTE                | 1.0               | 1.0               | 1.0                | 3.0               | 2.0               | 3.0               |                   |
| <b>Total Requirements</b> | 315,716           | 1,347,985         | 9,238,723          | 5,878,331         | (3,360,392)       | 5,538,383         | (339,948)         |
| <b>Total Sources</b>      | 320,734           | 1,017,567         | 7,368,624          | 2,822,001         | (4,546,623)       | 2,466,002         | (355,999)         |
| <b>Net County Cost</b>    | (5,018)           | 330,417           | 1,870,099          | 3,056,330         | 1,186,231         | 3,072,381         | 16,051            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures; the transfer of two positions from other programs within the Department; the reduction of grant funding and associated expenditures during the fiscal year; and the transfer of the North Fair Oaks Forward Unit from the Office of Sustainability to the County Manager's Office.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,383,858)        | (4,546,623)   | 1,162,765       | 2         |

## 2. Resource Conservation Specialist III

One vacant Resource Conservation Specialist II is deleted and one Resource Conservation Specialist III is added. This position will provide lead direction to other staff and allow for a professional growth and succession planning within the Department. The increase in salaries and benefits for this position are covered by a reallocation of resources within the Department.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (131,982)          | 0             | (131,982)       | (1)       |
| 155,448            | 0             | 155,448         | 1         |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,360,392)        | (4,546,623)   | 1,186,231       | 2         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and decrease in grant revenue and the associated expenditures this fiscal year as the grant is expiring.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (339,948)          | (355,999)     | 16,051          | 0         |

## Energy and Water (4040P)

### Program Locator

#### County

Community Services

Office of Sustainability

⇒ **Energy and Water**

### Program Outcome Statement

Promotes planning, outreach, and implementation programs to conserve and protect energy and water resources and an environmentally conscious community

### Program Results

The Energy and Water Program is a new unit in the Office of Sustainability, portioned off from the previous Natural Resources program. The Program achieves its water conservation, water quality protection, and energy conservation goals by providing educational and technical resources to residents, businesses, nonprofits, farms, schools, and other local governments in San Mateo County. Internally, the Program provides similar resources to multiple departments within County government.

Initiatives under the Energy and Water Program are driven by State legislation, the Governor's executive orders, and regional mandates, which require progress on residential and commercial energy efficiency, improvements to water quality, water conservation, and reduction of greenhouse gas emissions. The Program also prepares for future mandates, such as groundwater management plans and energy compliance for new building construction.

The Program operates collaboratively at every level: within County government by engaging and convening departments, with consultants and stakeholders for initiatives in specific locations, and countywide by convening staff from every city across San Mateo County.

During FYs 2015-17, the Energy and Water Program had the following initiatives and outcomes:

#### Energy Initiatives:

- Bay Area Regional Energy Network (BayREN), promotes residential energy efficiency improvements by providing rebate dollars for single-family and multifamily residential properties, and State energy code compliance support to building departments across San Mateo County. The BayREN initiative completed energy efficiency projects on approximately 1,440 residential dwelling units, delivering over \$1,188,000 in rebates to participants.
- San Mateo County Energy Watch (SMCEW), promotes commercial energy efficiency by providing rebate dollars and technical assistance to local governments, schools, farms, nonprofits, and businesses across San Mateo County. The program also promotes long-term strategic planning for local governments for transition to a more energy efficient built environment, including meeting state goals for zero net energy use in residential construction by 2020 and commercial by 2030. The SMCEW initiative generated energy savings of almost 3,000,000 kilowatt hours, which is the equivalent of approximately 400 homes for a year.

#### Water Initiatives:

- Stormwater initiatives seek to remove contaminants from water sources that make their way into storm drains, creeks and, eventually, the Bay or ocean. The Program coordinates with County departments responsible for actions to reduce or remove these pollutants. Examples of pollutants are trash, mercury, PCBs, or bacteria. The initiative is focused on unincorporated areas and County government sites. The annual report to the Regional

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Water Quality Control Board was completed, which requires significant tracking and coordination efforts on the part of the Office of Sustainability and multiple other County departments.

- Groundwater initiatives include completing an assessment of the San Mateo Plain Groundwater sub-basin, the largest of nine groundwater basins in San Mateo County. This study is the first assessment of the sub-basin. Approximately 75 percent of the assessment was completed in FY 2016-17.
- Water conservation is an initiative being implemented in the Coastside unincorporated areas in order to improve the resiliency of the precious groundwater supply. This initiative has roll over benefits to other areas of the county. New elements of the water conservation initiative are being planned for future implementation. A coastside toilet rebate water conservation program was launched to help the areas of La Honda and Pescadero become more water supply resilient.

In FYs 2017-19, the Program will continue to deliver programs and projects that promote efficient use of energy and water conservation.

The San Mateo County Energy Watch program will introduce a new "tier" of energy efficiency efforts tailored to small businesses and collaborate more directly with energy contractors. The BayREN program will roll out an updated program for its single-family effort and continue to provide both multifamily residential and codes and standards support.

The stormwater initiative will continue to support County departments' efforts to report on the removal of contaminants from stormwater runoff. In addition, the initiative will develop new green infrastructure plans, which provide means to filter stormwater through landscaped areas at building sites, rather than allowing contaminated water to reach storm drains.

The groundwater initiative will complete the San Mateo Plain Groundwater Sub-basin assessment with a final report and recommendations of options for stakeholders to protect and manage the shared resource.

The water conservation initiative will develop and launch a new water conservation program focused on landscaping, which is the highest water use in San Mateo County. The initiative will also explore promotion of water leak detection devices and leverage a new program being launched in San Mateo County, the Water-Energy Nexus, which addresses energy efficiency and water conservation related to heating and treatment of water.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| San Mateo County Energy Watch Cost per Kilowatt Hour Saved  | \$0.48               | \$0.40               | \$0.37                 | \$0.35               | \$0.33               |
| Number of Energy and Water Saving Library Kits Borrowed from Libraries Countywide <sup>1</sup>                            | ---                  | ---                  | 150                    | 400                  | 400                  |
| Ranking (1-7 high-low) Among Bay Area Regional Energy Watch Programs for Highest Program Kilowatt Hour Savings Per Capita | 4                    | 4                    | 2                      | 2                    | 2                    |

<sup>1</sup> New measure for FY 2016-17

### Energy and Water (4040P) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution  |                   |                   |                    | 3.0               | 3.0               | 3.0               |                   |
| Funded FTE         |                   |                   |                    | 3.0               | 3.0               | 3.0               |                   |
| Total Requirements |                   |                   |                    | 1,666,735         | 1,666,735         | 1,197,388         | (469,347)         |
| Total Sources      |                   |                   |                    | 480,000           | 480,000           |                   | (480,000)         |
| Net County Cost    |                   |                   |                    | 1,186,735         | 1,186,735         | 1,197,388         | 10,653            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: due to a reorganization, the Office is transferring three filled positions and associated salaries and benefits, including funding for Extra-Help and Limited Term positions; services and supplies; and revenue from the Natural Resources Program to the new Energy and Water Program.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,666,735          | 480,000       | 1,186,735       | 3         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the removal of grant revenue and associated expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (469,347)          | (480,000)     | 10,653          | 0         |

## Natural Resources (4050P)

### Program Locator

County

Community Services

Office of Sustainability

⇒ **Natural Resources**

### Program Outcome Statement

Promote resource conservation planning and outreach to support implementation of sustainability, resiliency, and an environmentally conscious community

### Program Results

Due to a reorganization in FY 2016-17, the Natural Resources Program has been separated into two new programs that better fit with the mission and services of the Office of Sustainability. The new programs are Climate Change / Adaptation (4020P) and Energy and Water (4040P). All sources and requirements, including filled and vacant positions, as well as the associated performance measures have been transferred to the two new programs and are included in program plans 4020P and 4040P.

### Natural Resources (4050P)

#### Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 2.0               | 9.0               | 8.0                |                   | (8.0)             |                   |                   |
| Funded FTE                | 2.0               | 9.0               | 8.0                |                   | (8.0)             |                   |                   |
| <b>Total Requirements</b> | 112,183           | 2,548,015         | 7,772,739          |                   | (7,772,739)       |                   |                   |
| <b>Total Sources</b>      | 179,491           | 1,647,191         | 4,962,772          |                   | (4,962,772)       |                   |                   |
| <b>Net County Cost</b>    | (67,309)          | 900,824           | 2,809,967          |                   | (2,809,967)       |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: all sources and requirements, including seven filled positions and one vacant position, for this program have been allocated between the new Climate Change / Adaptation and Energy and Water Programs. One filled Resource Conservation Program Manager, one filled Resource Conservation Specialist III, and two filled Resource Conservation Specialist II positions are being transferred from this Program to the Climate Change / Adaptation Program. One filled Resource Conservation Program Manager, one filled Resource Conservation Program Specialist III, and one filled Resource Conservation Specialist I are being transferred from this Program to the Energy and Water Program. One vacant

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Resource Conservation Specialist II position is being transferred from this Program to the Livable Communities Program.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,772,739)        | (4,962,772)   | (2,809,967)     | (8)       |

FY 2018-19 Program Funding Adjustments

No change

## Solid Waste Management (4060B)

### Program Locator

County

Community Services

Office of Sustainability

⇒ **Solid Waste Management**

### Program Outcome Statement

Administer and implement solid waste resource conservation programs and policies throughout the County

### Program Results

The Solid Waste Management and Special District Program in the Office of Sustainability focuses on increasing diversion of solid waste from landfills and Unincorporated County areas by promoting recycling and composting in residential and commercial sectors, raising awareness through educational and marketing campaigns, developing internal County waste reduction programs, and providing educational resources for all County residents. In addition the Program provides administrative support for the Pescadero Transfer Station in the South coastal area of the County, and manages the activities and franchise agreement for Solid Waste in the County Franchised Area which is comprised of the following communities: Burlingame Hills, San Mateo Highlands and Baywood Park [Crystal Springs area], Harbor Industrial, Devonshire Canyon, Palomar Park, Oak Knoll, Kensington Square, Emerald Lake Hills, Sequoia Tract, Peninsula Golf Club, and Trailer Rancho. The Program is also responsible for ensuring compliance with state mandates (AB 939, AB 1826, AB 341) and requirements for solid waste management and diversion. Through its efforts, the Program reduces the County's environmental footprint by decreasing the size and number of landfills needed, and in turn mitigates climate change through greenhouse gas reductions.

During FY 2016-17, the Program expanded efforts with outreach and education to schools through increased field trips and presentations to classrooms, increased functionality for the Green Star Schools website, and development of a grants program. It also refocused efforts towards waste diversion in County facilities, including development of a new battery recycling program, an expanded surplus property program, and recycling/composting pilot projects in the County jail. The Program also expanded efforts toward tracking and monitoring recycling/composting for commercial and multi-family buildings in unincorporated County.

The Program also entered into a contract with a consultant to study "Pescadero Transfer Station and South Coastal Unincorporated Areas Solid Waste and Recycling Collection Systems". The study is due to be completed and presented to the community in late Spring of 2017.

The County Franchised Area curbside solid waste collection services are under a franchise agreement contracted to Recology San Mateo County (Recology). In 2016, Recology collected 4,030 tons for disposal and diverted 7,073 tons of recyclable materials from the curbside collection services. The recycling tonnages collected in this service area contribute to the diversion of solid waste from landfill disposal, to meet the AB 939 diversion targets for the County.

By the end of FY 2016-17, the Program expects over 320,000 page views for its website resources, over 600 calls to the Sustainability Hotline, and over 100 workshops, tours, presentations and events to schools, businesses, and the public. The Program also initiated the use of GovDeals.com as a marketplace for unwanted surplus property, and as a result there has been an increase in liquidation of these items, freeing up more capacity in the storage warehouse and increasing revenues.

During FYs 2017-19, the Program expects to significantly augment the number of resources offered to County residents and businesses regarding solid waste diversion. First, there will be a continued increase in the amount of

outreach and education conducted to County schools and educational institutions in the form of field trips to transfer stations and sorting facilities, classroom and assembly presentations, curricula, and other resources for educators. There will also be a concentrated effort to inform all the businesses and multifamily dwellings in the unincorporated areas of the County of the state mandated requirements of AB 341 and AB 1826 for recycling and organics diversion as well as administratively track and monitor compliance with these two laws. Similarly, the Program expects to enhance marketing and outreach efforts conducted regarding waste reduction, recycling, and diversion to the public to improve overall awareness and comply with goals of the State's mandates. The County also continues to address illegal dumping and littering in all County Unincorporated Areas. Lastly, there will be amplified efforts on waste diversion within the County government operations, including improved efficiency and infrastructure for recycling, composting, and surplus property reuse.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Tons of Solid Waste Materials Collected Curbside by Recology for County Franchised Area:                               |                      |                      |                        |                      |                      |
| Disposal: <sup>1</sup>   | ---                  | 4,030                | 4,000                  | 4,000                | 4,000                |
| Recycling: <sup>1</sup>  | ---                  | 7,073                | 7,100                  | 7,200                | 7,300                |
| Customer Satisfaction with Sustainability Hotline and Website -- Percent Rating Services Good or Better                | 92%                  | 96%                  | 95%                    | 95%                  | 95%                  |
| AB 939 Solid Waste Diversion Rate for Unincorporated San Mateo County, Daily Disposal Rate Per Person (lbs/person/day) |                      |                      |                        |                      |                      |
| Residential:   | 2.9                  | 2.5                  | 2.7                    | 2.5                  | 2.5                  |
| Commercial:  | 6.6                  | 5.7                  | 6.0                    | 6.0                  | 6.0                  |

<sup>1</sup> New measure for FY 2015-16

### Solid Waste Management (4060B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         |                   | 5.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| Funded FTE                |                   | 5.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| <b>Total Requirements</b> |                   | 8,187,370         | 10,147,748         | 9,855,025         | (292,723)         | 9,866,180         | 11,155            |
| <b>Total Sources</b>      |                   | 8,187,370         | 10,147,748         | 9,855,025         | (292,723)         | 9,866,180         | 11,155            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; the addition of an operating transfer out to cover this budget unit's facilities costs; and elimination of one-time revenues and expenditures. Further adjustments include the removal of one-time appropriations for projects completed in FY 2016-17 and a position that was transferred to another program midyear.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (292,723)          | (292,723)     | 0               | (1)       |

### 2. Resource Conservation Specialist III

One Resource Conservation Specialist III position is added to the Solid Waste Management program to lead efforts to increase resources to residents and businesses regarding waste diversion as well as allow for growth opportunity for Unit staff. The increase in salaries and benefits for this position is fully offset by a reduction in ongoing appropriations. This budget unit is fully funded by the AB 939 fee and there is no Net County Cost associated with this change.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 175,000            | 0             | 175,000         | 1         |
| (175,000)          | 0             | (175,000)       | 0         |

### Total FY 2017-18 Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (292,723)          | (292,723)     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures; and the addition of an operating transfer out to cover this budget units facilities costs. Further adjustments include revenue increases; the removal of one-time appropriations for projects; and the one-time spend down of Reserves in the County Franchise Area in order to balance the budget.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 11,155             | 11,155        | 0               | 0         |

## OOS - County Service Area #8 (4070B)

### Program Locator

County

Community Services

Office of Sustainability

⇒ **County Service Area #8**

### Program Outcome Statement

Ensure the operation and programs within County Service Area #8 (CSA-8)

### Budget Unit Description

The Program manages County Service Area #8 (CSA-8, North Fair Oaks) services, which include; solid waste collection, waste diversion programs, facilitation and processing of illegal dumping complaints, administrative services, landscaping, and fire protection services for a subset area within the district.

### Program Results

The Program focuses on administering the franchise agreement with Recology and participating as an active member of the Joint Powers Authority (Rethinkwaste.org) for garbage and recycling services to cost effectively implement and manage waste reduction and recycling programs.

During FYs 2015-17, the County participated in discussions regarding the current contract and terms, and the program continues to find ways to increase recycling while decreasing illegal dumping. A new smartphone application was launched in late FY 2014-15 (Report It! NFO) to make it easier for the public to report graffiti, illegal dumping, and litter incidents. In 2016, North Fair Oaks residents and County staff reported and processed 693 incidents.

San Mateo County also contracts with Redwood City Fire Department for fire protection and emergency response in a portion of the North Fair Oaks community and the County contributes to the costs to operate the North Fair Oaks Community Center and landscaping services. Redwood City Fire Department staff provide fire and life safety reviews of building plans, defensible space reviews, fire protection education, and fire investigation services. All seven fire stations operated by Redwood City participate in the countywide mutual aid program which sends the closest engine to any event, regardless of the location. Annually, the Redwood City Fire Department responds to approximately 175 calls in CSA-8. The North Fair Oaks Community Center serves approximately 7,000 households and 20,000 individuals each year, and approximately 25 percent of these visitors are from the North Fair Oaks community.

In FYs 2017-19, the Office of Sustainability will continue to administer the appropriated funding for the existing programs within North Fair Oaks Community Services District. The Office will also initiate mapping and monitoring of solid waste accounts for compliance with mandatory collection services and new legislation imposed by the State regarding recycling. Additionally, staff will begin negotiations for a new contract or extension of the existing contract for solid waste collection services.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Tons of Solid Waste Materials Collected Curbside by Recology for County Service Area No. 8:                         |                      |                      |                        |                      |                      |
| -Disposal:  | ---                  | 6,045                | 6,000                  | 6,000                | 6,000                |
| -Recycling: <sup>1</sup>  | ---                  | 4,605                | 4,625                  | 4,650                | 4,650                |
| Percent of Customers Rating Recology/Shoreway Services for County Service Area No. 8 as Good or Better <sup>2</sup> | ---                  | ---                  | ---                    | 90%                  | 90%                  |
| Redwood City Fire Department, Emergency Response Time - Percent of Responses Within 7 Minutes <sup>1</sup>          | ---                  | 94%                  | 90%                    | 90%                  | 90%                  |

<sup>1</sup> New measure for FY 2015-16

<sup>2</sup> New measure for FY 2017-18

### OOS - County Service Area #8 (4070B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements |                   |                   | 6,428,778          | 6,595,734         | 166,956           | 6,492,551         | (103,183)         |
| Total Sources      |                   |                   | 6,428,778          | 6,595,734         | 166,956           | 6,492,551         | (103,183)         |
| Net County Cost    |                   |                   |                    |                   |                   |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance: an increase in the contracts with Redwood City for fire protection services in CSA-8 and landscaping services at Garfield School; an increase in the contract with Recology for garbage and recycling services; an increase in one-time expenditures for consultant and ISD services; and an increase in salaries and benefits for an Extra Help position to assist with the account reconciliation project. These increases are funded by an increase in projected property tax revenues as well as an increase in garbage collection charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 166,956            | 166,956       | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

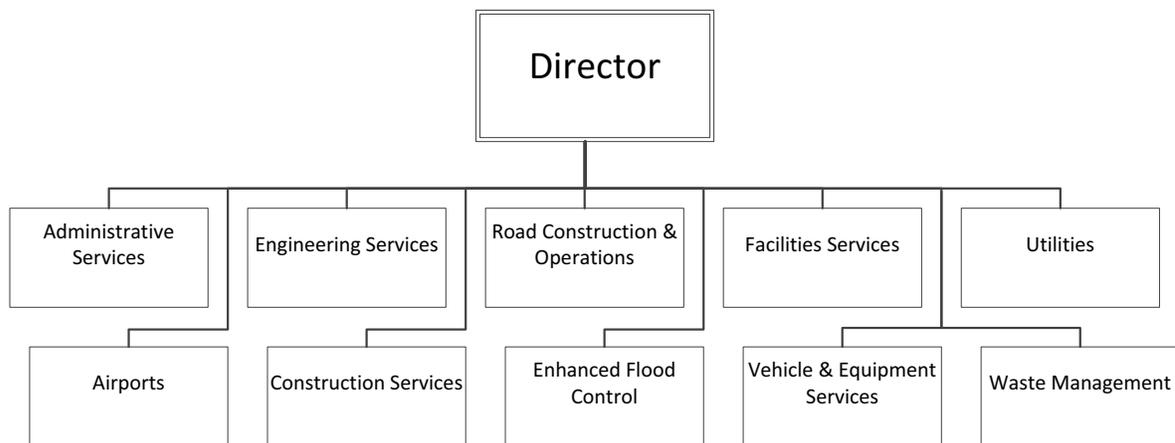
### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance: an increase in the contracts with Redwood City for fire protection services in CSA-8 and landscaping services at Garfield School. This increase is funded by an increase in projected property tax revenues collected in this budget unit. Further adjustments include the removal of one-time expenditures for consultant and ISD Services and the corresponding reduction in Fund Balance; the removal of an appropriation for an Extra Help position; and the one-time use of Reserves to balance the budget.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (103,183)          | (103,183)     | 0               | 0         |

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## Department of Public Works



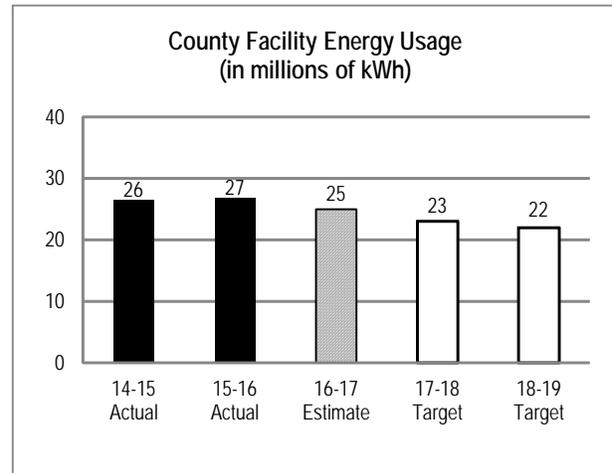
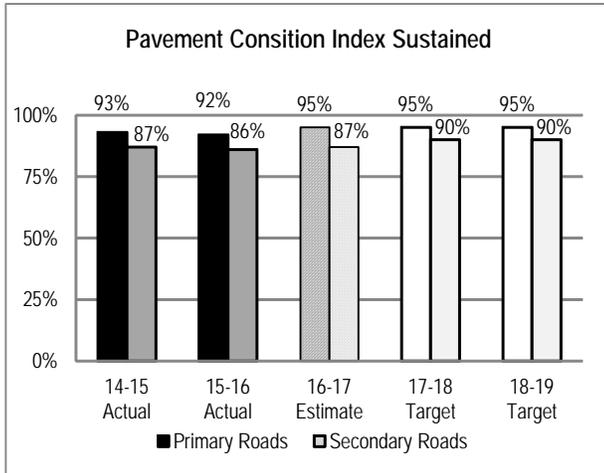
## Department Locator

County

Community Services

⇒ Department of Public Works

## Headline Measures



## Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 69%                  | 62%                  | 83%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 90%                  | 89.7%                | 96%                    | 90%                  | 90%                  |
| Cost per Capita <sup>1</sup>   | \$30.63              | \$37.63              | \$57.24                | \$50.65              | \$37.63              |
| Percent of Employees Rating Working for the County as Very Good          | 84%                  | 82.7%                | 86.9%                  | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                       | 21%                  | 69.4%                | 50%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement     | 86%                  | 91%                  | 85%                    | 90%                  | 90%                  |

<sup>1</sup> The Cost per Capita is a measure of funds spent on public ways and facilities as classified in State Controller's Schedule 8. Project funding has been minimized in the Recommended Budget as storm damage impact is continuing to be assessed. Capital Projects lists will be revised in the Adopted Budget once potential funding opportunities are secured and the impact of new transportation tax funding is finalized.

## Mission Statement

The Department of Public Works provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; utilities; and environmental services to San Mateo County. Services ensure cost effective, accessible, and attractive County facilities.

## Overview

The Department of Public Works provides San Mateo County residents and County departments with several key services. The Department designs, constructs, repairs, and maintains County roads; maintains the County fleet; operates and maintains the County's office, clinic and detention facilities; operates and maintains the San Carlos and Half Moon Bay airports; manages the design and construction of County capital projects; and manages utility districts. Additionally, the Department provides flood control infrastructure management for three zones; sewer/sanitation management for 10 districts; streetlight maintenance management for 11 Districts; drainage maintenance management for six Districts; and water system management for La Honda (CSA-7) and Pescadero (CSA-11).

While the exemplary work of Department staff are often highlighted by their response to emergency situations such as those presented in the FY 2016-17 winter storms, the projects that staff complete throughout the year to maintain County infrastructure are equally critical and minimize the potential for damage resulting from natural disasters and overall continual use. These maintenance efforts broadly range from culvert and sewer system cleaning to performing roof replacements and road resurfacing treatments.

In FY 2015-16 and FY 2016-17 the Department completed road resurfacing projects in El Granada, Pescadero, and the San Mateo Highlands areas. The reconstruction of Lucky and Liberty Park Avenues and North Street were completed as well. In addition, in FY 2016-17 approximately 40 miles of roadway were either slurry, cape, or chip sealed and one mile of road was resurfaced. Throughout the FY 2016-17 winter storms, the Department's road crews minimized the impact to the public by working after hours to clear and repair roads and to provide access to neighborhoods. In addition, the installation of rock slope protection along Mirada Road and emergency repairs at the Road's south end were completed in FY 2016-17.

The Department has the exclusive responsibility for maintaining approximately 316 miles of roads in unincorporated San Mateo County and relies primarily on Highway Use Taxes (Road Funds) to fund road maintenance and improvements. The State of California recently approved a new Road Fund tax (SB 1) which will provide local funding to counties for road maintenance and rehabilitation projects. San Mateo County is expected to receive \$131 million over the next 10 years. Revenue will begin to be collected by the State in November 2017. While the Department has received initial revenue estimates, the State Department of Finance continues to work with stakeholders on the interpretation of various aspects of SB 1 which may impact the allocation received by the County. With the infusion of new gas tax revenues that are projected to be received beginning in late 2017 or early 2018, the fund, which is currently in decline, is anticipated to stabilize.

In FY 2017-19, the Department also plans to leverage other available funding sources, such as mitigation funds and Measure K half-cent sales tax for countywide transportation projects and programs to complete road reconstruction and resurfacing projects, respectively. The Department is actively seeking grant funding to complete road seals, bridge preventative maintenance and resurfacing projects in FY 2018-19. In addition, the Department is working with FEMA and CalOES to secure funding in response to damage from the FY 2016-17 winter storms. The Department will continue to re-prioritize the improvement project schedule and adjust the budget as funding becomes available with an anticipation that additional investment will be made into the County's road system in FY 2017-18 and FY 2018-19.

The County faces several stormwater regulatory requirements which are outlined in the Municipal Regional Stormwater NPDES Permit (MRP). The cost of complying with and implementing these requirements are significant to the Department and County. Significant MRP requirements include: achieving 100 percent trash reduction by 2022,

implementing a Green Infrastructure Plan, achieving specific reductions in mercury and polychlorinated biphenyls (PCBs), and complying with specific stormwater quality requirements.

Facilities construction improvement projects are necessary for the preservation of the County's infrastructure, compliance with regulations, and to increase the efficiency of building systems. The completion of improvement projects in combination with an expanded preventative and predictive maintenance program will contribute toward the Department's efforts to improve the facility condition rating of the County's building portfolio. Projects have been prioritized based on the following criteria: health and safety; regulatory compliance; capital preservation, and energy efficiency to ensure that the limited amount of available funds is spent in a strategic manner. The Department intends to utilize alternative project delivery methods, such as job order contracting, to expedite project delivery schedules and hire additional construction project management staff to complete the re-prioritized FY 2017-19 facilities improvement project list. The additional staff will allow the Department to work with other departments on facility improvements often necessary for regulatory compliance.

Through the implementation of the Strategic Energy Master Plan, the County has reduced its electricity usage and gas usage by 13.3 and 17.2 percent respectively between FY 2010-11 to FY 2015-16. This has been achieved in part through completion of projects such as the FY 2016-17 replacement of lighting systems, air handling units, and HVAC controls in the 3rd Floor of County Office Building One. Due to the increased efficiency of the new systems, the Department expects to see further decline in electricity usage in FY 2016-17 and beyond. Additionally, in FY 2016-2017 the County opted in to the 100 percent Peninsula Clean Energy Program to further reduce the environmental impact of the operation of County facilities. The Department expects to complete the 960 kW solar carport system at the San Mateo Medical Center in FY 2016-17. Further, a countywide interior lighting upgrade is currently scheduled in FY 2017-18 to further reduce energy usage per square foot.

Department of Public Works (4500D)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18   | Recomm<br>2018-19  | Change<br>2018-19   |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                    |                     |                    |                     |
| Taxes                            | 9,572,943          | 10,418,390         | 6,762,452          | 7,467,928          | 705,476             | 7,555,261          | 87,333              |
| Licenses, Permits and Franchises | 3,633,614          | 1,289,174          | 735,500            | 815,500            | 80,000              | 915,500            | 100,000             |
| Fines, Forfeitures and Penalties |                    |                    |                    | 10,000             | 10,000              | 10,000             |                     |
| Use of Money and Property        | 4,431,013          | 5,731,276          | 5,109,291          | 5,318,964          | 209,673             | 5,177,737          | (141,227)           |
| Intergovernmental Revenues       | 23,715,904         | 17,316,042         | 26,046,106         | 21,630,272         | (4,415,834)         | 15,352,335         | (6,277,937)         |
| Charges for Services             | 14,591,163         | 15,501,748         | 15,358,598         | 15,356,972         | (1,626)             | 15,389,689         | 32,717              |
| Interfund Revenue                | 31,494,610         | 34,132,737         | 47,037,507         | 43,625,849         | (3,411,658)         | 43,231,208         | (394,641)           |
| Miscellaneous Revenue            | 1,392,280          | 1,390,210          | 778,043            | 803,660            | 25,617              | 878,660            | 75,000              |
| Other Financing Sources          | 6,649,322          | 5,007,577          | 4,155,526          | 8,463,946          | 4,308,420           | 3,729,808          | (4,734,138)         |
| <b>Total Revenue</b>             | <b>95,480,848</b>  | <b>90,787,154</b>  | <b>105,983,023</b> | <b>103,493,091</b> | <b>(2,489,932)</b>  | <b>92,240,198</b>  | <b>(11,252,893)</b> |
| Fund Balance                     | 113,182,895        | 118,504,415        | 114,126,751        | 105,415,762        | (8,710,989)         | 71,123,764         | (34,291,998)        |
| <b>TOTAL SOURCES</b>             | <b>208,663,743</b> | <b>209,291,570</b> | <b>220,109,774</b> | <b>208,908,853</b> | <b>(11,200,921)</b> | <b>163,363,962</b> | <b>(45,544,891)</b> |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                    |                     |                    |                     |
| Salaries and Benefits            | 37,274,722         | 37,009,704         | 47,323,782         | 48,205,196         | 881,414             | 49,243,572         | 1,038,376           |
| Services and Supplies            | 41,730,894         | 45,198,689         | 67,052,394         | 66,637,489         | (414,905)           | 56,835,208         | (9,802,281)         |
| Other Charges                    | 8,452,201          | 11,280,826         | 20,030,853         | 13,321,204         | (6,709,649)         | 13,312,320         | (8,884)             |
| Fixed Assets                     | 9,670,035          | 12,310,805         | 28,344,094         | 28,699,649         | 355,555             | 9,722,500          | (18,977,149)        |
| Other Financing Uses             | 11,529,246         | 7,804,669          | 7,599,913          | 9,849,386          | 2,249,473           | 7,326,889          | (2,522,497)         |
| <b>Gross Appropriations</b>      | <b>108,657,099</b> | <b>113,604,693</b> | <b>170,351,036</b> | <b>166,712,924</b> | <b>(3,638,112)</b>  | <b>136,440,489</b> | <b>(30,272,435)</b> |
| Intrafund Transfers              | (21,074,922)       | (25,898,425)       | (29,995,733)       | (28,927,835)       | 1,067,898           | (29,854,118)       | (926,283)           |
| <b>Net Appropriations</b>        | <b>87,582,177</b>  | <b>87,706,267</b>  | <b>140,355,303</b> | <b>137,785,089</b> | <b>(2,570,214)</b>  | <b>106,586,371</b> | <b>(31,198,718)</b> |
| Contingencies/Dept Reserves      | 104,034,494        | 101,552,793        | 60,145,453         | 50,245,488         | (9,899,965)         | 36,635,557         | (13,609,931)        |
| Non-General Fund Reserves        | 17,318,128         | 19,929,112         | 19,609,018         | 20,878,276         | 1,269,258           | 20,142,034         | (736,242)           |
| <b>TOTAL REQUIREMENTS</b>        | <b>208,934,798</b> | <b>209,188,173</b> | <b>220,109,774</b> | <b>208,908,853</b> | <b>(11,200,921)</b> | <b>163,363,962</b> | <b>(45,544,891)</b> |
| <b>NET COUNTY COST</b>           | <b>271,055</b>     | <b>(103,397)</b>   |                    |                    |                     |                    |                     |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                    |                     |                    |                     |
| Salary Resolution                | 290.0              | 298.0              | 299.0              | 299.0              |                     | 299.0              |                     |
| Funded FTE                       | 289.3              | 297.4              | 298.4              | 298.4              | 0.1                 | 298.4              |                     |

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## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$11,200,921 or 5.1 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$705,476 in this funding source due to increases in secured and unsecured property tax revenue, and Measure K sales tax revenue to fund aircraft noise monitoring improvements at San Carlos Airport.

#### Licenses, Permits and Franchises

There is an increase of \$80,000 in this funding source due an increase in roadway encroachment permitting and growth in Cable TV franchise fee revenue.

#### Fines, Forfeitures and Penalties

There is an increase of \$10,000 in this funding source due to increases in fine collection revenue from increased enforcement of vehicle violations at County airports.

#### Use of Money and Property

There is a net increase of \$209,673 in this funding source due to anticipated increases in interest earnings on Fund Balances and increases in airport fuel sales due to an updated agreement with the fuel provider. This increase is partially offset by a reduction in airport rental revenue due to vacancies, and a reduction in vending machine sales.

#### Intergovernmental Revenues

There is a net decrease of \$4,415,834 in this funding source due to decreases in grant revenue for partial completion of one-time roads and utilities projects. This decrease is partially offset by an increase in FAA grant revenue for airport projects, an increase in Measure M revenue for street sweeping and a minor increase in Highway User Tax revenue.

#### Charges for Services

There is a net decrease of \$1,626 in this funding source due to an anticipated reduction in revenue from construction services projects for non-County clients and a minor decrease in sewer service charge revenue. This decrease is partially offset by an increase in administrative cost reimbursements from C/CAG.

#### Interfund Revenue

There is a net decrease of \$3,411,658 in this funding source due to the elimination of one-time loan proceeds for Crystal Springs Sanitation District and San Carlos Airport projects. This decrease is partially offset by increases in reimbursements from other departments for fleet replacement, revenue from fuel sales due to the motorpool relocation to the Grant Corp Yard, and administrative cost reimbursements from Public Works' operating units.

#### Miscellaneous Revenue

There is a net increase of \$25,617 in this funding source due to an increase in project contributions from outside agencies for road projects, which is partially offset by reductions in Public, Educational, and Government (PEG) fees and one-time PG&E rebates for solar panels.

#### Other Financing Sources

There is a net increase of \$4,308,420 in this funding source due to an increase in General Fund contributions and state loan proceeds for sewer district improvements, and an increase in half-cent transportation funding of road resurfacing projects. This increase is partially offset by a reduction in fund transfers for one-time improvement projects completed in FY 2016-17.

Fund Balance

There is a net decrease of \$8,710,989 in this funding source due to the completion of a number of road and sewer improvement projects, and the use of reserves to fund vehicle replacement. This decrease is partially offset by the advancement of loan proceeds in FY 2016-17 for new hangars at San Carlos Airport, and a number of sewer and flood control projects not completed as anticipated. Fund Balance used for one-time projects and purchases in FY 2016-17 has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$11,200,921 or 5.1 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$881,414 in this expenditure category due to negotiated increases in salaries and benefits and extra help costs. This increase is partially offset by the reduction of four positions transferred to the County Manager's Office Project Development Unit in FY 2016-17.

Services and Supplies

There is a net decrease of \$414,905 in this expenditure category due to the removal of one-time project expenses and equipment purchases for roads, facilities, fleet and engineering, and a reduction in utility expenses from energy efficiency upgrades. This decrease is partially offset by increases in consulting services to identify projects to reduce flood risk, and aircraft noise monitoring improvements at San Carlos Airport.

Other Charges

There is a net decrease of \$6,709,649 in this expenditure category due to the removal of one-time contributions for sewer district capital improvement projects, and decreases in general liability claims and vehicle mileage charges. This decrease is partially offset by increases in repayments of state and General Fund loans for Crystal Springs Sanitation District, and interdepartmental service charges.

Fixed Assets

There is a net increase of \$355,555 due to the addition of one-time purchases and improvements being offset by the removal of one-time purchases and completed capital projects from FY 2016-17.

Other Financing Uses

There is a net increase of \$2,249,473 in this expenditure category due to increases in operating transfers for various sewer, flood control, and roads projects. This increase is partially offset by minor reductions in debt service rental charges.

Intrafund Transfers

There is a net decrease of \$1,067,898 in this expenditure category due to decreases in reimbursements for facility rent charges and the removal of reimbursements for the completed SMCSaves project. This decrease is partially offset by increases in reimbursements for expenses to add equipment to patrol vehicles.

Contingencies/Departmental Reserves

There is net decrease of \$9,899,965 in this expenditure category due to the completion of a number of road, sewer, and flood control improvement and maintenance projects. The balance in Reserves represents 36.5 percent of Net Appropriations, which exceeds the County's two percent Reserves policy by \$47,489,786. The Reserves will cover costs for ongoing expenditures related to equipment acquisitions, road and special districts related capital improvement projects, and local match funding for various grant funded projects.

### Non-General Fund Reserves

There is an increase of \$1,269,258 in this expenditure category due to the carryover from FY 2016-17 of unspent loan proceeds for new hangars at San Carlos Airport, and roadway improvement projects not completed as anticipated.

### **NET COUNTY COST**

The Department of Public Works is a No Net County Cost department.

## FY 2018-19 Budget Overview

### **TOTAL SOURCES**

Total Sources decrease by \$45,544,891 or 21.8 percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$87,333 in this funding source due to anticipated increases in secured and unsecured property tax revenue, which was partially offset by a minor reduction in Measure K sales tax funding of projects.

#### Licenses, Permits and Franchises

There is an increase of \$100,000 in this funding source due to anticipated increases in roadway encroachment permit fee collections.

#### Fines, Forfeitures and Penalties

No change

#### Use of Money and Property

There is a decrease of \$141,227 in this funding source due to decreases in anticipated interest earnings from reduced Fund Balance in the Roads Fund, and a decrease in PG&E rent revenue.

#### Intergovernmental Revenues

There is a net decrease of \$6,277,937 in this funding source due to decreases in one-time grant revenue for completed road, special district, and airport projects. This decrease is partially offset by an increase in rent revenue from the state courts, and minor increases in Highway User Tax revenue.

#### Charges for Services

There is a net increase of \$32,717 in this funding source due to increases in administrative cost reimbursements from C/CAG, which is partially offset by minor reductions in sewer service charges.

#### Interfund Revenue

There is a net decrease of \$394,641 in this funding source due to decreases in reimbursements from other departments for fleet replacement, and decreases in reimbursements for engineering services on road projects. This decrease is partially offset by increases in rent revenue and reimbursements for miscellaneous services to other County departments.

#### Miscellaneous Revenue

There is a net increase of \$75,000 in this funding source due to an increase in project cost reimbursements, which is partially offset by a reduction in PG&E rebates for energy efficiency improvements.

#### Other Financing Sources

There is a decrease of \$4,734,138 in this funding source due to a decrease in General Fund contributions to Crystal Spring Sewer District and County Service Area 11, and the reduction in contributions from the mitigation and half-cent transportation funds for road projects.

Fund Balance

There is a decrease of \$34,291,998 in this funding source due the completion of a number of road, sewer, airport, and flood control projects. Fund Balance used for one-time projects and purchases in FY 2017-18 has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$45,544,891 or 21.8 percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,038,376 in this expenditure category due to negotiated increases in salaries and benefits. This increase is partially offset by a reduction in extra help staffing.

Services and Supplies

There is a net decrease of \$9,802,281 in this expenditure category due to the removal of one-time project expenses and equipment purchases for roads, facilities, and lighting districts. This decrease is partially offset by an increase in sewage treatment and disposal costs.

Other Charges

There is a net decrease of \$8,884 in this expenditure category due to the removal of one-time vehicle purchases for airports, and a decrease in loan repayments for construction services. This decrease is partially offset by an increase in loan repayments for sewer districts, and minor increases in internal service charges.

Fixed Assets

There is a net decrease of \$18,977,149 in this expenditure category due to the removal of one-time purchases and projects from FY 2017-18, offset by the addition of one-time purchases and projects in FY 2018-19.

Other Financing Uses

There is a net decrease of \$2,522,497 in this expenditure category due to a decrease in road and flood control projects. This decrease is partially offset by an increase in equipment purchases in the sewer districts.

Intrafund Transfers

There is a net increase of \$926,283 in this expenditure category due to increases in facility rent revenue, and reimbursements for engineering services. This increase is partially offset by a decrease in internal service reimbursements for some sections.

Contingencies/Departmental Reserves

There is net decrease of \$13,609,931 in this expenditure category due to the completion of a number of road, sewer, flood control and special district capital improvement projects. The balance in Reserves represents 34.4 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$34,503,830. The Reserves will cover costs for ongoing expenditures related to equipment acquisitions, road and special districts related capital improvement projects, and local match funding for various grant funded projects

Non-General Fund Reserves

There is a net decrease of \$736,242 in this expenditure category due to the completion of airport improvement projects. This decrease is partially offset by minor increases in reserves in some special districts.

**NET COUNTY COST**

The Department of Public Works is a No Net County Cost department.

## Public Works Administration (4510B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Administrative Services**

### Program Outcome Statement

Provide management, policy setting, and administrative services to the Department of Public Works

### Program Results

The Administrative Services Program provides management and support in several key service areas: information technology; financial and accounting services; clerical support; budget and performance management; contract administration; human resources and payroll; safety, training, and risk management; policy and program development; and other administrative services to nearly 300 employees.

During FY 2015-16 and FY 2016-17 the Program undertook a number of process improvement efforts to enhance administrative processes. These included development of the first phase of a rent calculation program, digitized storage of documentation, an upgrade of the Department's external website, and an upgrade of the maintenance management system. For FY 2017-18 and FY 2018-19 the Program will implement an upgrade to the Department's internal website to better track and streamline the process for customer requests, deploy mobile devices for some field staff, complete the next phase of the rent calculation program, and continue to digitize storage of documentation to improve information accessibility. Through these efforts, the Program will continue to maintain high customer satisfaction ratings.

In FY 2016-17, the Program initiated an organizational review of the Department to enhance service delivery and identify opportunities for employee development and succession planning. Over the next budget cycle, the Program will assess the results and look for opportunities to implement recommendations. Through these efforts, the Program will have a positive impact on service delivery and on the employees' experience working for the County.

Through improved tracking and enhanced communication, the Program dramatically improved the number of employee evaluations completed. In FY 2017-18 and 2018-19, the Program will continue to focus its efforts to improve the number of employee evaluations completed through systematic tracking, on-going communications with managers and supervisors, and continued prioritization of this goal by executive staff.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Customer Satisfaction Ratings                                   | 90%                  | 90%                  | 96%                    | 90%                  | 90%                  |
| Percent of Employees Evaluations Completed                      | 21%                  | 69%                  | 50%                    | 90%                  | 90%                  |
| Percent of Employees Rating Working for the County as Very Good | 84%                  | 83%                  | 87%                    | 80.9%                | 80.9%                |

## Public Works Administration (4510B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 33.0              | 34.0              | 36.0               | 36.0              |                   | 36.0              |                   |
| Funded FTE                | 33.0              | 33.9              | 35.9               | 35.9              |                   | 35.9              |                   |
| <b>Total Requirements</b> | 4,392,894         | 4,377,588         | 8,458,418          | 8,903,473         | 445,055           | 9,058,030         | 154,557           |
| <b>Total Sources</b>      | 4,153,380         | 4,377,588         | 8,458,418          | 8,903,473         | 445,055           | 9,058,030         | 154,557           |
| <b>Net County Cost</b>    | 239,514           |                   |                    |                   |                   |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in administrative cost reimbursements from Public Works' operating units and C/CAG; elimination of one-time revenue and expenditures for SMCSaves grant; and minor operational cost increases.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 445,055            | 445,055       | 0               | 0         |

#### 2. Five-Year Information Technology Improvement Plan

The Program will leverage a \$175,000 contribution from Non-Departmental Services to continue to build and maintain accessible GIS data. In particular, the Program intends to focus its efforts on a GIS-based document indexing and retrieval system. The addition of map-based search tools for existing scanned documents will create efficiencies for stakeholders searching for documents such as improvement plans.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 175,000            | 0             | 175,000         | 0         |
| (175,000)          | 0             | (175,000)       | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 445,055            | 445,055       | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in administrative cost reimbursements from Public Works operating units and C/CAG; elimination of one-time consultant contract expense; elimination of one-time GIS improvement expenses and Non-Departmental Services contribution; and minor increases in anticipated operating costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 154,557            | 154,557       | 0               | 0         |

Public Works Administration (4510B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 30,338            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 782,510           | 1,016,098         | 1,507,826          | 1,648,339         | 140,513           | 1,688,259         | 39,920            |
| Interfund Revenue           | 3,320,348         | 3,325,976         | 6,910,592          | 7,255,134         | 344,542           | 7,369,771         | 114,637           |
| Miscellaneous Revenue       | 20,184            | 35,515            | 40,000             |                   | (40,000)          |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>4,153,380</b>  | <b>4,377,588</b>  | <b>8,458,418</b>   | <b>8,903,473</b>  | <b>445,055</b>    | <b>9,058,030</b>  | <b>154,557</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,853,004         | 4,931,523         | 6,061,088          | 6,316,172         | 255,084           | 6,478,969         | 162,797           |
| Services and Supplies       | 419,290           | 562,807           | 1,260,387          | 1,513,422         | 253,035           | 1,316,955         | (196,467)         |
| Other Charges               | 876,205           | 1,160,046         | 2,522,829          | 2,570,824         | 47,995            | 2,583,154         | 12,330            |
| Fixed Assets                | 23,301            |                   |                    |                   |                   |                   |                   |
| Other Financing Uses        | 343,363           | 168,909           | 184,241            | 192,717           | 8,476             | 193,614           | 897               |
| <b>Gross Appropriations</b> | <b>6,515,163</b>  | <b>6,823,286</b>  | <b>10,028,545</b>  | <b>10,593,135</b> | <b>564,590</b>    | <b>10,572,692</b> | <b>(20,443)</b>   |
| Intrafund Transfers         | (2,122,270)       | (2,445,698)       | (1,570,127)        | (1,689,662)       | (119,535)         | (1,514,662)       | 175,000           |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,392,894</b>  | <b>4,377,588</b>  | <b>8,458,418</b>   | <b>8,903,473</b>  | <b>445,055</b>    | <b>9,058,030</b>  | <b>154,557</b>    |
| <b>NET COUNTY COST</b>      | <b>239,514</b>    |                   |                    |                   |                   |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 33.0              | 34.0              | 36.0               | 36.0              |                   | 36.0              |                   |
| Funded FTE                  | 33.0              | 33.9              | 35.9               | 35.9              |                   | 35.9              |                   |

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## Engineering Services (4600B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Engineering Services**

### Program Outcome Statement

Provide professional and responsive engineering and construction management services

### Program Results

The Program provides professional engineering, surveying, drafting, and construction management services to construct and maintain County infrastructure for the community to support livable connected communities and the quality of life for residents and visitors. The Program provides design, surveying, and inspection services for various road resurfacing and reconstruction projects in the unincorporated suburban and rural areas of the County, and continues to strive to achieve high customer satisfaction while fulfilling map and survey record requests. The Program partners with other County departments and seeks public input to complete capital improvements.

In FY 2015-16 and FY 2016-17, the Program completed road resurfacing projects in the El Granada, Pescadero, and San Mateo Highlands areas; the Lucky and Liberty Park Avenues Reconstruction Project in the West Menlo Park area; the North Street Reconstruction Project in the Pescadero area; the Semicircular Road Bicycle and Pedestrian Improvement Project in the North Fair Oaks area; the Tower Road Pedestrian Improvement Project in the San Mateo Highlands area; and Countywide slurry, chip, and cape seal projects.

The Program strives to consistently deliver construction projects within budget and scheduled working days by continuously improving design processes and criteria in order to maximize project cost efficiency and minimize change order costs. In FY 2017-18 and FY 2018-19, the Program plans to adopt the current Caltrans boilerplate project specifications and plans. In addition, the Program will continue to enhance the data collection methods related to County infrastructure assets to increase the information available in the County's Geographic Information System.

The Program intends to complete road projects within the target time frame established for each type of road project by incorporating processes to minimize delays. Construction work will be planned to maximize availability of potential contractors and their productivity. For example, some road preparation work will be scheduled to be completed in advance of road projects to reduce potential delays on projects that may be weather dependent or permit related. Annual road rehabilitation projects planned for FY 2017-18 include road resurfacing and reconstruction projects in the Harbor/Industrial, North Fair Oaks, Princeton-by-the-Sea, Montara, and West Menlo area, and a County-wide seal project. However, road projects may be reprioritized depending on the overall extent of storm damage cost impacts to the Program's budget. In addition to working on storm damage projects, some Engineering staff resources may also be allocated to work on priority special district and outside department projects as necessary. The Crystal Springs Dam Bridge Replacement Project is anticipated to be completed and opened to the public in 2018. This will reestablish the previously existing connectivity to the San Mateo Highlands community and the recreational trails around the reservoir. During FY 2017-18 and FY 2018-19, the Program will continue to work on the multi-year Middlefield Road Underground and Improvement Project.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of customers rating maps/survey records services good or better  | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Average time to complete road improvement project from time of appropriation of funds to time of completion <sup>1</sup> |                      |                      |                        |                      |                      |
| Seal:  | 8                    | 8                    | 11                     | 12                   | 12                   |
| Resurfacing:   | 8                    | 9                    | 22                     | 12                   | 12                   |
| Reconstruction:  | 22                   | 12                   | N/A                    | 17                   | 17                   |
| Percent of construction projects completed within budget and scheduled working days <sup>2</sup>                         | 83%                  | 100%                 | 100%                   | 90%                  | 90%                  |

<sup>1</sup> Time is measured in months.

<sup>2</sup> This measure includes a benchmark of the Program's three year historical average performance, which was 94 percent for FY 2015-16.

### Engineering Services (4600B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 24.0              | 23.0              | 22.0               | 21.0              | (1.0)             | 21.0              |                   |
| Funded FTE                | 23.9              | 22.9              | 21.9               | 21.0              | (0.9)             | 21.0              |                   |
| <b>Total Requirements</b> | 3,519,836         | 3,361,444         | 4,550,022          | 4,404,482         | (145,540)         | 3,995,625         | (408,857)         |
| <b>Total Sources</b>      | 3,368,295         | 3,344,841         | 4,430,022          | 4,284,482         | (145,540)         | 3,875,625         | (408,857)         |
| <b>Net County Cost</b>    | 151,541           | 16,603            | 120,000            | 120,000           |                   | 120,000           |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decrease in positions due to FY 2016-17 mid-year salary resolution adjustments; increase in reimbursements from clients based on anticipated projects; elimination of Fund Balance and corresponding

expenditures due to completion of the dredging of Butano Creek at Pescadero Creek Road project; elimination of one-time fixed asset expense; and minor increase in anticipated revenue from map checking services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (16,477)           | (16,477)      | 0               | 0         |

## 2. Transfer of Associate Engineer

One filled Associate Engineer position will be transferred to the Utilities Program to provide assistance with special district operations and work on capital improvement and maintenance projects throughout the County's special districts. The reduction in position cost is offset by a reduction in interfund revenue from the special districts for services currently provided by the position.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (144,063)          | (144,063)     | 0               | (1)       |

## 3. Purchase of Plotter

The current large format color plotter is nearing the end of its useful life. The replacement plotter will enable printing of a wider variety of drawings and maps.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 15,000             | 15,000        | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (145,540)          | (145,540)     | 0               | (1)       |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charge; increase in reimbursements from general fund clients based on anticipated projects; elimination of one-time fixed asset expense; and minor increase in miscellaneous operating expenses.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (408,857)          | (408,857)     | 0               | 0         |

Engineering Services (4600B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 54,905            | 69,030            | 66,000             | 69,000            | 3,000             | 69,000            |                   |
| Interfund Revenue           | 3,104,876         | 3,011,759         | 4,259,125          | 4,213,822         | (45,303)          | 3,804,965         | (408,857)         |
| Miscellaneous Revenue       | 1,695             | 43,916            | 1,500              | 1,660             | 160               | 1,660             |                   |
| <b>Total Revenue</b>        | <b>3,161,475</b>  | <b>3,124,705</b>  | <b>4,326,625</b>   | <b>4,284,482</b>  | <b>(42,143)</b>   | <b>3,875,625</b>  | <b>(408,857)</b>  |
| Fund Balance                | 206,820           | 220,136           | 103,397            |                   | (103,397)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>3,368,295</b>  | <b>3,344,841</b>  | <b>4,430,022</b>   | <b>4,284,482</b>  | <b>(145,540)</b>  | <b>3,875,625</b>  | <b>(408,857)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,363,549         | 3,268,684         | 4,185,928          | 4,050,048         | (135,880)         | 4,140,833         | 90,785            |
| Services and Supplies       | 496,924           | 453,922           | 839,232            | 735,835           | (103,397)         | 750,335           | 14,500            |
| Other Charges               | 90,980            | 122,854           | 171,424            | 278,120           | 106,696           | 282,548           | 4,428             |
| Fixed Assets                |                   |                   | 15,000             | 15,000            |                   |                   | (15,000)          |
| Other Financing Uses        | 56,030            | 81,994            | 83,341             | 85,925            | 2,584             | 87,039            | 1,114             |
| <b>Gross Appropriations</b> | <b>4,007,483</b>  | <b>3,927,454</b>  | <b>5,294,925</b>   | <b>5,164,928</b>  | <b>(129,997)</b>  | <b>5,260,755</b>  | <b>95,827</b>     |
| Intrafund Transfers         | (487,647)         | (566,010)         | (744,903)          | (760,446)         | (15,543)          | (1,265,130)       | (504,684)         |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,519,836</b>  | <b>3,361,444</b>  | <b>4,550,022</b>   | <b>4,404,482</b>  | <b>(145,540)</b>  | <b>3,995,625</b>  | <b>(408,857)</b>  |
| <b>NET COUNTY COST</b>      | <b>151,541</b>    | <b>16,603</b>     | <b>120,000</b>     | <b>120,000</b>    |                   | <b>120,000</b>    |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 24.0              | 23.0              | 22.0               | 21.0              | (1.0)             | 21.0              |                   |
| Funded FTE                  | 23.9              | 22.9              | 21.9               | 21.0              | (0.9)             | 21.0              |                   |

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## Facilities Services (4730B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Facilities Services**

### Program Outcome Statement

Maintain County facilities in an efficient, professional, and sustainable manner

### Program Results

The Facilities Program operates and maintains over three million square feet of property assets, which include over 40 facilities, and manages an average of 15,000 service requests per year. Facilities within the property portfolio are categorized as: Detention, Office Buildings, Health and Hospital, and Other Miscellaneous Facilities, including warehouses, shelters, corporation yards, and fire stations. The Program provides services to approximately 5,000 County employees and the overall general public of San Mateo County. Facilities are continuously maintained to provide a safe, comfortable, and productive work environment for employees and the public seeking assistance and services. The Program plans, monitors, and performs preventive maintenance, component repair and replacements, alterations, and improvements on critical building assets and systems, which improves the condition of County facilities and reduces energy and water usage.

The Program continues to take steps to improve the Facilities Condition Index (FCI) of all County facilities. In FY 2017-18 and FY 2018-19, the Program will focus on improving the condition of Office and Other Miscellaneous Buildings. Several buildings in this category are rated as being in "fair" to "poor" condition. As of FY 2016-17, the overall rating for the category is 6.5 percent, which is considered "fair" condition.

The Program executes the County's Strategic Energy Master Plan (SEMP) to ensure the County achieves its energy and greenhouse gas emission reduction goals, monitors energy consumption, and coordinates with the operations, maintenance and building services staff to integrate energy efficiency in the preventive maintenance and capital improvement programs. The Program continues to meet overall energy use per square foot targets for the County facilities. With the completion of the solar photovoltaic car port project at San Mateo Medical Center and operation of the recently completed cogeneration plant, the Program expects energy savings at Health facilities to improve. In FY 2017-18 and FY 2018-19, the Program will continue to strive to further reduce energy consumption by seeking to complete additional energy upgrades and water conservation projects. Initiatives include implementing a pilot program to provide web-based Energy Management and Control System monitoring to help manage faults and operational issues, and replacing steam boilers with hot water boilers at the San Mateo Medical Center.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Energy Usage per Square Foot                                 |                      |                      |                        |                      |                      |
| -Detention:  | 152                  | 157                  | 122                    | 145                  | 141                  |
| -Hospitals:  | 234                  | 219                  | 275                    | 315                  | 307                  |
| -Office:   | 60                   | 59                   | 50                     | 61                   | 60                   |
| -Other:  | 22                   | 22                   | 16                     | 19                   | 19                   |
| Weighted Average Facility<br>Condition by Building Category: |                      |                      |                        |                      |                      |
| -Buildings:  | 6.5%                 | 6.5%                 | 6.5%                   | 6.0%                 | 5.0%                 |
| -Detention:  | 3.4%                 | 3.3%                 | 3.3%                   | 3.0%                 | 3.0%                 |
| -Health/Hospital:  | 4.9%                 | 4.9%                 | 4.5%                   | 4.0%                 | 4.0%                 |
| Percent of Energy Efficient<br>Facilities                    | 36%                  | 45%                  | 54%                    | 64%                  | 64%                  |

Facilities Services (4730B)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 98.0              | 111.0             | 111.0              | 111.0             |                   | 111.0             |                   |
| Funded FTE                | 97.8              | 110.9             | 110.9              | 111.0             |                   | 111.0             |                   |
| <b>Total Requirements</b> | 10,557,105        | 12,176,927        | 16,168,635         | 16,492,270        | 323,635           | 14,054,396        | (2,437,874)       |
| <b>Total Sources</b>      | 10,557,105        | 12,176,927        | 16,168,635         | 16,492,270        | 323,635           | 14,054,396        | (2,437,874)       |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decrease in costs and associated administrative cost reimbursements due to transfer of four employees to the new Project Development Unit that took place in FY 2016-17; decrease in rental revenue based on revised rental rates; decrease in energy costs due to reduced energy usage; decrease in one-time project contribution to Crystal Spring Sewer District and elimination of one-time equipment purchases.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 110,827            | 110,827       | 0               | 0         |

## 2. County Purchase of Coastside Clinic

On March 14, 2017, the Board of Supervisors approved the purchase of the Coastside Clinic building. Funds to operate the facility are appropriated. Operational costs are offset by rental charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 88,246             | 88,246        | 0               | 0         |

## 3. Addition of Term Construction Project Manager

One term Construction Project Manager position is added in FY 2017-18 to manage improvement projects primarily requested by the Health System and Human Services Agency. The improvement projects are required to meet regulatory compliance, health and safety standards, improve program operational efficiencies, and to preserve infrastructure.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 124,562            | 124,562       | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 323,635            | 323,635       | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in rental revenue based on revised rental rates; elimination of one-time expenses for maintenance software customization, maintenance expenses; and a decrease in Fund Balance due to completion of one-time maintenance projects in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,437,874)        | (2,437,874)   | 0               | 0         |

Facilities Services (4730B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property   | 899,231           | 921,507           | 529,307            | 548,901           | 19,594            | 527,674           | (21,227)           |
| Intergovernmental Revenues  | 685,093           | 847,042           | 882,368            | 895,368           | 13,000            | 924,036           | 28,668             |
| Charges for Services        |                   |                   | 202,806            | 177,806           | (25,000)          | 179,014           | 1,208              |
| Interfund Revenue           | 7,924,168         | 8,901,054         | 10,878,959         | 10,824,434        | (54,525)          | 11,104,522        | 280,088            |
| Miscellaneous Revenue       | 544,577           | 515,400           | 350,500            | 326,500           | (24,000)          | 301,500           | (25,000)           |
| <b>Total Revenue</b>        | <b>10,053,069</b> | <b>11,185,003</b> | <b>12,843,940</b>  | <b>12,773,009</b> | <b>(70,931)</b>   | <b>13,036,746</b> | <b>263,737</b>     |
| Fund Balance                | 504,036           | 991,924           | 3,324,695          | 3,719,261         | 394,566           | 1,017,650         | (2,701,611)        |
| <b>TOTAL SOURCES</b>        | <b>10,557,105</b> | <b>12,176,927</b> | <b>16,168,635</b>  | <b>16,492,270</b> | <b>323,635</b>    | <b>14,054,396</b> | <b>(2,437,874)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 12,078,694        | 12,210,873        | 16,762,658         | 16,715,770        | (46,888)          | 17,045,531        | 329,761            |
| Services and Supplies       | 12,184,287        | 12,045,803        | 19,567,323         | 19,113,438        | (453,885)         | 16,899,446        | (2,213,992)        |
| Other Charges               | 1,551,730         | 2,091,421         | 2,533,198          | 2,127,500         | (405,698)         | 2,212,298         | 84,798             |
| Fixed Assets                | 51,237            | 41,400            | 25,000             |                   | (25,000)          |                   |                    |
| Other Financing Uses        | 420,487           | 287,712           | 296,820            | 264,049           | (32,771)          | 265,493           | 1,444              |
| <b>Gross Appropriations</b> | <b>26,286,435</b> | <b>26,677,209</b> | <b>39,184,999</b>  | <b>38,220,757</b> | <b>(964,242)</b>  | <b>36,422,768</b> | <b>(1,797,989)</b> |
| Intrafund Transfers         | (16,613,309)      | (21,147,176)      | (24,034,014)       | (22,746,137)      | 1,287,877         | (23,386,022)      | (639,885)          |
| <b>Net Appropriations</b>   | <b>9,673,127</b>  | <b>5,530,033</b>  | <b>15,150,985</b>  | <b>15,474,620</b> | <b>323,635</b>    | <b>13,036,746</b> | <b>(2,437,874)</b> |
| Contingencies/Dept Reserves | 883,979           | 6,646,894         | 1,017,650          | 1,017,650         |                   | 1,017,650         |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>10,557,105</b> | <b>12,176,927</b> | <b>16,168,635</b>  | <b>16,492,270</b> | <b>323,635</b>    | <b>14,054,396</b> | <b>(2,437,874)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 98.0              | 111.0             | 111.0              | 111.0             |                   | 111.0             |                    |
| Funded FTE                  | 97.8              | 110.9             | 110.9              | 111.0             |                   | 111.0             |                    |

## Road Construction and Operations (4520B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Road Construction and Operations**

### Program Outcome Statement

Ensure that county maintained roads are safe, accessible, and well maintained

### Program Results

Road Construction and Operations combines road maintenance efforts with cost effective and timely road surfacing treatments to ensure that the County's road system is optimally managed, allowing the public to easily and safely traverse the County's road network. Towards this end, the Program performed road surface treatments on over 35 miles of roads in calendar year 2016.

Through the use of a pavement management system, the County is able to identify appropriate road surfacing treatments consistent with annual budget allocations. This, combined with an in-house chip seal program, has allowed the County to maintain the overall condition of its road system.

In FY 2017-18 and FY 2018-19, the Program anticipates significant infrastructure repair obligations related to the FY 2016-17 winter storms. The State of California recently approved a new Road Fund tax (SB1) which will provide local funding to counties for road maintenance and rehabilitation projects. San Mateo County is expected to receive \$131 million of new revenue over the next 10 years, with revenue collection anticipated in late 2017 or early 2018. The Department will continue to re-prioritize the improvement project schedule and adjust the budget as funding becomes available with an anticipation that additional investment will be made into the County's road system in FY 2017-18 and FY 2018-19. It is anticipated that the Program will continue to meet its Pavement Condition Index targets over the next two years.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Volume of Trash Collected per Mile Swept (cubic feet)                      | 6.0                  | 4.9                  | 6.0                    | 6.0                  | 6.0                  |
| Cost per Mile of Road Maintenance  | \$4,584              | \$4,847              | \$4,750                | \$4,800              | \$4,900              |
| Percent of Maintained Miles with PCI's Greater than Baseline: <sup>1</sup> |                      |                      |                        |                      |                      |
| Primary Roads (55 and above)   | 93%                  | 92%                  | 95%                    | 90%                  | 90%                  |
| Secondary Roads (40 and above)   | 87%                  | 86%                  | 87%                    | 85%                  | 85%                  |

<sup>1</sup> Industry standard is established as 85 percent of Primary Roads and 80 percent of Secondary Roads meeting or exceeding pavement condition index (PCI) targets.

## Road Construction and Operations (4520B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 77.0              | 77.0              | 77.0               | 77.0              |                   | 77.0              |                   |
| Funded FTE                | 77.0              | 77.0              | 77.0               | 77.0              |                   | 77.0              |                   |
| <b>Total Requirements</b> | 63,520,785        | 62,921,738        | 63,039,021         | 49,725,231        | (13,313,790)      | 30,323,600        | (19,401,631)      |
| <b>Total Sources</b>      | 63,520,785        | 62,921,738        | 63,039,021         | 49,725,231        | (13,313,790)      | 30,323,600        | (19,401,631)      |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decrease in Fund Balance due to completion of improvement and maintenance projects; elimination of one-time improvement project expenses and grants; elimination of completed one-time equipment purchase appropriations; increase in Measure M revenue for street sweeping; increase in contributions from mitigation and half-cent transportation funds to fund future road improvement projects; increase in revenue from fuel sales due to relocation of motorpool; and minor increase in Highway User Tax revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (18,013,790)       | (18,013,790)  | 0               | 0         |

#### 2. Crystal Springs Dam Bridge Replacement Project

The Crystal Springs Dam Bridge Replacement Project is required to be completed to raise the storage capacity of the dam. The completion of this project will also improve access to local trails. A Federal Highway Administration Highway Bridge Replacement and Rehabilitation Program grant and \$2.53 million in Reserves will be used to fund the next phase of construction of the project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 7,230,000          | 4,700,000     | 2,530,000       | 0         |
| (2,530,000)        | 0             | (2,530,000)     | 0         |

#### 3. Road Improvement Projects

Road Fund and Mitigation Fund Reserves are appropriated for two road reconstruction projects: the construction of 7th Avenue in North Fair Oaks and the design for Entrada Way. These projects are part of long-term efforts to improve the condition of County maintained roads and reduce maintenance costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,348,000          | 0             | 1,348,000       | 0         |
| (1,348,000)        | 0             | (1,348,000)     | 0         |

**4. Equipment Replacement**

Various road equipment including one street sweeper and one mower have been identified as needing replacement. New vehicle and equipment purchases will be funded by Reserves. Vehicles and equipment are replaced each year as part of the County's long-term vehicle equipment program in order to minimize down-time of the fleet.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 407,500            | 0             | 407,500         | 0         |
| (407,500)          | 0             | (407,500)       | 0         |

**5. Corporation Yard Improvements**

The parking lot at the Grant Corporation Yard is in need of repair. To preserve the pavement, the parking lot will be resurfaced leveraging funding from Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 50,000             | 0             | 50,000          | 0         |
| (50,000)           | 0             | (50,000)        | 0         |

**6. Storm Damage Repairs**

The Winter 2016-17 storms resulted in extensive damage to roads throughout the County. In addition to pursuing emergency funding for the repairs, maintenance and operation costs for repairs will initially be appropriated from Reserves. These repairs are necessary to protect the existing road and drainage infrastructure.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 849,500            | 0             | 849,500         | 0         |
| (849,500)          | 0             | (849,500)       | 0         |

**7. Upgrade Fuel Management System**

Funding from Reserves is allocated to upgrade the current fuel management system with improved software and hardware to more effectively and automatically measure and manage fuel usage.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 100,000            | 0             | 100,000         | 0         |
| (100,000)          | 0             | (100,000)       | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (13,313,790)       | (13,313,790)  | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time grant funds and completed project expenditures; reduction in Fund Balance due to completion of improvement and maintenance projects; removal of completed one-time equipment purchases; decrease in contract construction costs due to the deferment of improvement projects; reduction in contributions from mitigation fund and half-cent transportation fund based on anticipated project list; decrease in anticipated interest earnings due to reduced Fund Balance; and minor increases in Highway User Tax revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (19,401,631)       | (19,401,631)  | 0               | 0         |

### 2. Road Improvement Projects

The road reconstruction of West Menlo Park Road is scheduled for FY 2018-19. This project is part of long-term efforts to improve the condition of County maintained roads and reduce maintenance costs, and will be funded by Reserves generated from mitigation fees.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 130,000            | 0             | 130,000         | 0         |
| (130,000)          | 0             | (130,000)       | 0         |

### 3. Crystal Springs Dam Bridge Replacement Project

The Crystal Springs Dam Bridge Replacement Project is required to be completed to raise the storage capacity of the dam. The FY 2018-19 appropriation, funded from Reserves is to construct a security fence to protect the public from adjacent hazards.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 550,000            | 0             | 550,000         | 0         |
| (550,000)          | 0             | (550,000)       | 0         |

### 4. Los Trancos Improvement Project

The Los Trancos County Maintenance District was created to construct improvements within the Los Trancos and Vista Verde communities. The County has worked with the community to identify projects, primarily drainage improvements, that can be constructed with available Reserves in the District's fund.

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

TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (19,401,631)       | (19,401,631)  | 0               | 0         |

## Road Construction and Operations (4520B) ALL FUNDS

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                     |                   |                     |
| Taxes                            | 2,368,862         | 2,872,567         | 2,195,199          | 2,196,499         | 1,300               | 2,195,199         | (1,300)             |
| Licenses, Permits and Franchises | 223,920           | 296,105           | 170,000            | 200,000           | 30,000              | 300,000           | 100,000             |
| Use of Money and Property        | 343,432           | 376,064           | 209,788            | 285,467           | 75,679              | 165,467           | (120,000)           |
| Intergovernmental Revenues       | 20,521,599        | 15,558,667        | 23,306,510         | 18,827,781        | (4,478,729)         | 14,402,338        | (4,425,443)         |
| Charges for Services             | 544,422           | 501,230           | 374,000            | 358,700           | (15,300)            | 358,700           |                     |
| Interfund Revenue                | 1,216,654         | 1,127,311         | 1,155,512          | 1,645,392         | 489,880             | 1,637,025         | (8,367)             |
| Miscellaneous Revenue            | 521,416           | 464,335           | 170,000            | 317,000           | 147,000             | 417,000           | 100,000             |
| Other Financing Sources          | 1,169,603         | 1,441,025         | 1,450,000          | 1,735,000         | 285,000             | 165,000           | (1,570,000)         |
| <b>Total Revenue</b>             | <b>26,909,907</b> | <b>22,637,306</b> | <b>29,031,009</b>  | <b>25,565,839</b> | <b>(3,465,170)</b>  | <b>19,640,729</b> | <b>(5,925,110)</b>  |
| Fund Balance                     | 36,610,878        | 40,284,433        | 34,008,012         | 24,159,392        | (9,848,620)         | 10,682,871        | (13,476,521)        |
| <b>TOTAL SOURCES</b>             | <b>63,520,785</b> | <b>62,921,738</b> | <b>63,039,021</b>  | <b>49,725,231</b> | <b>(13,313,790)</b> | <b>30,323,600</b> | <b>(19,401,631)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                     |                   |                     |
| Salaries and Benefits            | 9,399,831         | 9,484,078         | 11,243,411         | 11,379,527        | 136,116             | 11,693,780        | 314,253             |
| Services and Supplies            | 7,499,905         | 10,346,553        | 16,203,857         | 15,462,685        | (741,172)           | 9,686,897         | (5,775,788)         |
| Other Charges                    | 1,195,185         | 1,454,409         | 2,177,017          | 1,401,546         | (775,471)           | 1,408,286         | 6,740               |
| Fixed Assets                     | 4,757,241         | 6,515,452         | 13,139,000         | 9,135,500         | (4,003,500)         | 880,000           | (8,255,500)         |
| Other Financing Uses             | 1,666,085         | 2,224,951         | 2,659,002          | 2,958,102         | 299,100             | 1,388,313         | (1,569,789)         |
| <b>Gross Appropriations</b>      | <b>24,518,247</b> | <b>30,025,443</b> | <b>45,422,287</b>  | <b>40,337,360</b> | <b>(5,084,927)</b>  | <b>25,057,276</b> | <b>(15,280,084)</b> |
| Intrafund Transfers              | (1,281,895)       | (1,111,717)       | (1,295,000)        | (1,295,000)       |                     | (1,295,000)       |                     |
| <b>Net Appropriations</b>        | <b>23,236,352</b> | <b>28,913,727</b> | <b>44,127,287</b>  | <b>39,042,360</b> | <b>(5,084,927)</b>  | <b>23,762,276</b> | <b>(15,280,084)</b> |
| Contingencies/Dept Reserves      | 36,623,494        | 29,943,150        | 14,872,373         | 6,336,874         | (8,535,499)         | 2,149,827         | (4,187,047)         |
| Non-General Fund Reserves        | 3,660,939         | 4,064,861         | 4,039,361          | 4,345,997         | 306,636             | 4,411,497         | 65,500              |
| <b>TOTAL REQUIREMENTS</b>        | <b>63,520,785</b> | <b>62,921,738</b> | <b>63,039,021</b>  | <b>49,725,231</b> | <b>(13,313,790)</b> | <b>30,323,600</b> | <b>(19,401,631)</b> |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                     |                   |                     |
| Salary Resolution                | 77.0              | 77.0              | 77.0               | 77.0              |                     | 77.0              |                     |
| Funded FTE                       | 77.0              | 77.0              | 77.0               | 77.0              |                     | 77.0              |                     |

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## Enhanced Flood Control Program Admin (4660B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Enhanced Flood Control Program**

### Program Outcome Statement

Advance existing flood risk reduction efforts in collaboration with stakeholders

### Program Results

The Enhanced Flood Control Program was established to facilitate the County's participation in flood risk reduction efforts in areas where the County does not have a flood control zone, but where the County has responsibility to protect unincorporated areas or County assets. The Program's participation in flood risk reduction efforts for eight distinct areas is a priority for the Program.

The Program accomplishments in FY 2016-17 include developing a three-year program work plan, preparing MOUs to enable collaborative work with four cities in two separate watersheds, and developing two project work plans. In addition, the Program Manager has established an active role in local organizations, which provides the County with representation on region-wide flood resilience collaborative efforts, and also provides the County with an opportunity to gain additional information on potential local, State and Federal grants and cost-sharing partnerships. The Program Manager has also served as an advisor to the Office of Sustainability on the production of the vulnerability assessment and has been collaborating with several County departments on the development of a Stream Gage Master Plan.

The Program plans to define and prioritize capital projects by working with project partners to develop investment strategies for resiliency and flood risk reduction. These Capital projects will support other County initiatives with a nexus to flooding, some of which are being led by the Office of Sustainability and the City/County Association of Governments. In FY 2017-18 and 2018-19, the Program anticipates completing a total of three feasibility studies that will identify projects to reduce flood risk in prioritized areas, and a total of three complete plans and specifications for such projects, subject to available funding from our city partners.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Feasibility Studies Completed Identifying Projects to Reduce Flood Risk in Prioritized Areas <sup>1</sup>        | ---                  | ---                  | ---                    | 2                    | 1                    |
| Number of Applications for State or Federal Grants to Leverage Local Flood Protection and Restoration Funding <sup>1</sup> | ---                  | ---                  | 1                      | 1                    | 1                    |
| Complete Plans and Specifications for Prioritized Projects Identified in Feasibility Studies <sup>1, 2</sup>               | ---                  | ---                  | ---                    | 1                    | 2                    |

<sup>1</sup> The Enhanced Flood Control Program was created in the fourth quarter of FY 2015-16.

<sup>2</sup> This measure is benchmarked with Santa Clara Valley Water District.

### Enhanced Flood Control Program Admin (4660B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |
| Total Sources      |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: increases in internal service charges; increase in Fund Balance due to carry-forward of unspent project funds; and increases in various consulting services for project development including environmental engineering, permitting services, and plans and specification development.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,200,483          | 1,200,483     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: increases in internal service charges; and elimination of Fund Balance and corresponding one-time consultant services expenses due to anticipated completion of project work.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,399,802)        | (1,399,802)   | 0               | 0         |

## Enhanced Flood Control Program Admin (4660B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Fund Balance                |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |
| <b>TOTAL SOURCES</b>        |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       |                   |                   | 401,000            | 404,588           | 3,588             | 424,817           | 20,229            |
| Services and Supplies       |                   | 681               | 1,778,802          | 2,974,029         | 1,195,227         | 1,553,774         | (1,420,255)       |
| Other Charges               |                   |                   | 14,720             | 16,306            | 1,586             | 16,475            | 169               |
| Other Financing Uses        |                   |                   | 4,797              | 4,879             | 82                | 4,934             | 55                |
| <b>Gross Appropriations</b> |                   | 681               | 2,199,319          | 3,399,802         | 1,200,483         | 2,000,000         | (1,399,802)       |
| Intrafund Transfers         |                   | (200,000)         | (2,000,000)        | (2,000,000)       |                   | (2,000,000)       |                   |
| <b>Net Appropriations</b>   |                   | (199,319)         | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |
| Contingencies/Dept Reserves |                   | 199,319           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |

## Construction Services (4740B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Construction Services**

### Program Outcome Statement

Provide agile, efficient, and cost effective construction related services

### Program Results

The Construction Services Program provides construction estimates, installations, and related services to County departments and outside agencies on a fee-for-service basis to ensure accessible, functional, and safe environments for the public and County employees. The expertise of in-house craftsmen and their familiarity with County staff, facilities, and procedures enables quick response to service requests, including small to medium size projects, in coordination with the Facilities Maintenance and Capital Projects units.

Each year, approximately 500 service requests and some 10-15 facility improvement projects are completed within budget and on schedule. The Program anticipates that it will continue to receive service requests related to Integrated Workspace Management System (IWMS) projects in FY 2017-18 and FY 2018-19 as departments undertake minor remodels. IWMS projects have longer schedules and greater scopes of work than other projects. As a result, the Program anticipates the number of service requests completed per employee per year to continue at their current levels.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Average Service Requests Completed per Employee per Year <sup>1</sup> | 64                   | 58                   | 58                     | 60                   | 60                   |
| Percent of Service Requests Completed within Budget/<br>Schedule      | 100%                 | 100%                 | 100%                   | 95%                  | 95%                  |
| Percent of Customers Rating Services as 'Good' or 'Better'            | 100%                 | 100%                 | 100%                   | 90%                  | 90%                  |

<sup>1</sup> This measure includes a benchmark of the three year historical average of program performance, which was 72 for the three year period ending in FY 2015-16.

## Construction Services (4740B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 10.0              | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| Funded FTE                | 10.0              | 9.9               | 9.9                | 9.9               |                   | 9.9               |                   |
| <b>Total Requirements</b> | 2,247,145         | 2,365,604         | 2,802,895          | 2,835,420         | 32,525            | 2,658,852         | (176,568)         |
| <b>Total Sources</b>      | 2,247,145         | 2,365,604         | 2,802,895          | 2,835,420         | 32,525            | 2,658,852         | (176,568)         |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increase in reimbursement from clients based on anticipated projects; reduction in Fund Balance as a result of loan repayments; and decrease in anticipated materials expenses.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 32,525             | 32,525        | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; reduction in Fund Balance used to pay for non-reimbursable expenses in FY 2016-17; reduction in extra help expenses based on projected need; increase in reimbursement from clients based on anticipated project costs; and reduction in loan repayment based on anticipated Fund Balance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (176,568)          | (176,568)     | 0               | 0         |

Construction Services (4740B)  
Construction Services Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 1,269             | 2,467             |                    |                   |                   |                   |                   |
| Charges for Services        | 5,827             | 8,832             | 98,410             | 48,410            | (50,000)          | 48,410            |                   |
| Interfund Revenue           | 1,783,798         | 1,960,568         | 2,347,514          | 2,528,464         | 180,950           | 2,610,442         | 81,978            |
| Miscellaneous Revenue       | (648)             | 23,767            |                    |                   |                   |                   |                   |
| Other Financing Sources     | 268,414           |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>2,058,660</b>  | <b>1,995,634</b>  | <b>2,445,924</b>   | <b>2,576,874</b>  | <b>130,950</b>    | <b>2,658,852</b>  | <b>81,978</b>     |
| Fund Balance                | 188,485           | 369,969           | 356,971            | 258,546           | (98,425)          |                   | (258,546)         |
| <b>TOTAL SOURCES</b>        | <b>2,247,145</b>  | <b>2,365,604</b>  | <b>2,802,895</b>   | <b>2,835,420</b>  | <b>32,525</b>     | <b>2,658,852</b>  | <b>(176,568)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,294,223         | 1,563,205         | 2,046,499          | 2,148,337         | 101,838           | 2,048,838         | (99,499)          |
| Services and Supplies       | 160,766           | 218,259           | 411,646            | 339,146           | (72,500)          | 341,677           | 2,531             |
| Other Charges               | 419,762           | 223,621           | 340,028            | 335,498           | (4,530)           | 255,688           | (79,810)          |
| Other Financing Uses        | 2,425             | 3,549             | 4,722              | 12,439            | 7,717             | 12,649            | 210               |
| <b>Net Appropriations</b>   | <b>1,877,176</b>  | <b>2,008,633</b>  | <b>2,802,895</b>   | <b>2,835,420</b>  | <b>32,525</b>     | <b>2,658,852</b>  | <b>(176,568)</b>  |
| Contingencies/Dept Reserves | 369,969           | 356,971           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,247,145</b>  | <b>2,365,604</b>  | <b>2,802,895</b>   | <b>2,835,420</b>  | <b>32,525</b>     | <b>2,658,852</b>  | <b>(176,568)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 10.0              | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| Funded FTE                  | 10.0              | 9.9               | 9.9                | 9.9               |                   | 9.9               |                   |

## Vehicle and Equipment Services (4760B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Vehicle and Equipment Services**

### Program Outcome Statement

Provide efficient fleet procurement, maintenance, repair, and fuel services

### Program Results

Vehicle and Equipment Services provides vehicle procurement, maintenance, repair, and fuel services to County departments. The program has worked with several departments to address a replacement plan for their aging fleets. In FY 2015-16 and FY 2016-17, the Program assessed and implemented a replacement schedule with the departments, replacing over seventy aging vehicles with new, fuel-efficient vehicles. The program will continue to replace aging vehicles during FY 2017-18 and FY 2018-19, which is expected to result in reduced maintenance costs per vehicle. These reductions will help offset possible expected increases to other overall fleet vehicle operating costs.

In addition, the Program relocated its Redwood City Maintenance Facility to Grant Yard while keeping a remote location at the Redwood City County Center campus for motorpool services. Furthermore, a new vehicle reservation system is expected to be completed by the end of FY 2016-17. The remote motorpool location and new reservation system are expected to provide more efficient services for departments by reducing the time required to check out vehicles. These initiatives contribute to improving the Department's customer service rating performance measure.

The Program is expecting to upgrade the fuel management system in FY 2017-18 and FY 2018-19. This will not only streamline the fueling process for the departments, but also improve the accuracy of vehicle mileage data during fueling transactions. Accurate mileage entries will allow the Program to more efficiently and effectively provide maintenance services for mileage-based maintenances and meet the goal of reducing overall maintenance costs.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Total Annual Mileage of County Passenger and Patrol Vehicles                            |                      |                      |                        |                      |                      |
| Patrol Vehicles:  | 1,287,845            | 1,076,326            | 1,200,000              | 1,200,000            | 1,200,000            |
| Non-patrol Vehicles:  | 4,888,782            | 4,713,546            | 4,750,000              | 4,760,000            | 4,760,000            |
| Total Cost per Vehicle by Vehicle Type  |                      |                      |                        |                      |                      |
| Patrol Vehicles:  | \$6,735              | \$4,354              | \$5,570                | \$6,000              | \$6,250              |
| Non-patrol Vehicles:  | \$2,297              | \$1,403              | \$1,990                | \$2,060              | \$2,130              |
| Preventative Maintenance Repair Orders as a Percent of Total Repair Orders <sup>1</sup> | 50%                  | 51%                  | 52%                    | 51%                  | 51%                  |

<sup>1</sup> The Standard set by the American Public Works Association is 50% or more preventative maintenance repair orders as a percentage of total repair orders.

## Vehicle and Equipment Services (4760B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| Funded FTE                | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| <b>Total Requirements</b> | 18,209,684        | 21,034,315        | 24,554,666         | 25,171,579        | 616,913           | 24,529,768        | (641,811)         |
| <b>Total Sources</b>      | 18,209,684        | 21,034,315        | 24,554,666         | 25,171,579        | 616,913           | 24,529,768        | (641,811)         |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time vehicle and equipment purchases; increases in departmental contribution to vehicle replacement fund and replacement fund Reserves; increases in revenue from departments based on anticipated vehicle usage; decreases in fuel expenses and offsetting revenue due to the closure of County Center motorpool; and removal of one-time appropriation and revenue for completed Vehicle Reservation System project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 616,913            | 616,913       | 0               | 0         |

#### 2. Annual Vehicle Replacement

The Program is responsible for the annual replacement of assigned and pool vehicles. Reserves will fund the one-time replacement of 25 Sheriff patrol vehicles, and 123 vehicles for various departments.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 4,692,000          | 0             | 4,692,000       | 0         |
| (4,692,000)        | 0             | (4,692,000)     | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 616,913            | 616,913       | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increase in revenue from departments to offset anticipated vehicle usage and fuel costs; elimination of one-time vehicle purchase expenses; increase in Reserves due to completion of one-time purchases; decrease in departmental contributions to the replacement fund as needed replacements will have been completed; and minor increases in operating expenses.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (641,811)          | (641,811)     | 0               | 0         |

### 2. Annual Vehicle Replacement

The Program is responsible for the annual replacement of assigned and pool vehicles. Reserves will fund the one-time replacement of 14 patrol vehicles for the Sheriff's Office and 107 vehicles for various departments.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,842,500          | 0             | 3,842,500       | 0         |
| (3,842,500)        | 0             | (3,842,500)     | 0         |

### 3. Upgrade Fuel Management System

Funding from reserves is allocated to complete the upgrade of the current fuel management system with improved software and hardware to more effectively and automatically measure and manage fuel usage.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 100,000            | 0             | 100,000         | 0         |
| (100,000)          | 0             | (100,000)       | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (641,811)          | (641,811)     | 0               | 0         |

## Vehicle and Equipment Services (4760B) ALL FUNDS

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 81,824            | 109,144           |                    | 80,000            | 80,000            | 80,000            |                   |
| Charges for Services        | 3,558             | 7,346             | 10,500             | 10,271            | (229)             | 10,382            | 111               |
| Interfund Revenue           | 6,970,263         | 7,908,454         | 8,914,127          | 10,116,560        | 1,202,433         | 9,534,887         | (581,673)         |
| Miscellaneous Revenue       | 105,454           | 90,827            | 86,000             | 82,500            | (3,500)           | 82,500            |                   |
| Other Financing Sources     | 315,102           | 78,732            | 159,670            |                   | (159,670)         |                   |                   |
| <b>Total Revenue</b>        | <b>7,476,202</b>  | <b>8,194,503</b>  | <b>9,170,297</b>   | <b>10,289,331</b> | <b>1,119,034</b>  | <b>9,707,769</b>  | <b>(581,562)</b>  |
| Fund Balance                | 10,733,481        | 12,839,812        | 15,384,369         | 14,882,248        | (502,121)         | 14,821,999        | (60,249)          |
| <b>TOTAL SOURCES</b>        | <b>18,209,684</b> | <b>21,034,315</b> | <b>24,554,666</b>  | <b>25,171,579</b> | <b>616,913</b>    | <b>24,529,768</b> | <b>(641,811)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,594,084         | 1,661,143         | 1,832,148          | 1,936,343         | 104,195           | 1,987,893         | 51,550            |
| Services and Supplies       | 2,677,551         | 2,453,276         | 3,896,050          | 3,037,703         | (858,347)         | 3,103,217         | 65,514            |
| Other Charges               | 523,616           | 320,172           | 983,377            | 1,002,389         | 19,012            | 1,003,698         | 1,309             |
| Fixed Assets                | 896,452           | 1,524,301         | 3,280,000          | 4,692,000         | 1,412,000         | 3,942,500         | (749,500)         |
| Other Financing Uses        | 5,967             | 3,505             | 3,592              | 1,145             | (2,447)           | 1,175             | 30                |
| <b>Gross Appropriations</b> | <b>5,697,669</b>  | <b>5,962,397</b>  | <b>9,995,167</b>   | <b>10,669,580</b> | <b>674,413</b>    | <b>10,038,483</b> | <b>(631,097)</b>  |
| Intrafund Transfers         | (327,797)         | (312,452)         | (212,500)          | (320,000)         | (107,500)         | (330,714)         | (10,714)          |
| <b>Net Appropriations</b>   | <b>5,369,872</b>  | <b>5,649,945</b>  | <b>9,782,667</b>   | <b>10,349,580</b> | <b>566,913</b>    | <b>9,707,769</b>  | <b>(641,811)</b>  |
| Non-General Fund Reserves   | 12,839,812        | 15,384,369        | 14,771,999         | 14,821,999        | 50,000            | 14,821,999        |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>18,209,684</b> | <b>21,034,315</b> | <b>24,554,666</b>  | <b>25,171,579</b> | <b>616,913</b>    | <b>24,529,768</b> | <b>(641,811)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| Funded FTE                  | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |

## Waste Management (4820B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Waste Management**

### Program Outcome Statement

Administer and implement resource conservation programs and policies throughout the County

### Program Results

Effective FY 2015-16 this financial unit began to be dissolved. All Program activities transferred to the Office of Sustainability except management of two garbage franchise agreements, the Pescadero Transfer Station, and the maintenance and monitoring of the County's closed landfills, which transferred to the Utilities Program. In FY 2015-17 the Program completed the final financial transactions needed to dissolve the budget unit.

### Waste Management (4820B)

#### Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 9.0               |                   |                    |                   |                   |                   |                   |
| Funded FTE                | 9.0               |                   |                    |                   |                   |                   |                   |
| <b>Total Requirements</b> | 12,894,108        | 12                | 12                 |                   | (12)              |                   |                   |
| <b>Total Sources</b>      | 12,894,108        | 12                | 12                 |                   | (12)              |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect the final dissolution of this financial unit.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (12)               | (12)          | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

No change

Waste Management (4820B)  
Special Revenue Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 2,613,997         |                   |                    |                   |                   |                   |                   |
| Use of Money and Property        | 63,169            | 12                |                    |                   |                   |                   |                   |
| Intergovernmental Revenues       | 335,075           |                   |                    |                   |                   |                   |                   |
| Charges for Services             | 188,176           |                   |                    |                   |                   |                   |                   |
| Interfund Revenue                | 1,418,593         |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 58,482            |                   |                    |                   |                   |                   |                   |
| Other Financing Sources          | 66,649            |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>             | <b>4,744,141</b>  | <b>12</b>         |                    |                   |                   |                   |                   |
| Fund Balance                     | 8,149,967         |                   |                    | 12                | (12)              |                   |                   |
| <b>TOTAL SOURCES</b>             | <b>12,894,108</b> | <b>12</b>         | <b>12</b>          |                   | <b>(12)</b>       |                   |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 1,173,069         |                   |                    |                   |                   |                   |                   |
| Services and Supplies            | 2,438,160         |                   |                    |                   |                   |                   |                   |
| Other Charges                    | 176,088           |                   |                    |                   |                   |                   |                   |
| Other Financing Uses             | 4,411,694         |                   |                    | 12                | (12)              |                   |                   |
| <b>Net Appropriations</b>        | <b>8,199,011</b>  |                   |                    | <b>12</b>         | <b>(12)</b>       |                   |                   |
| Contingencies/Dept Reserves      | 4,695,097         | 12                |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>12,894,108</b> | <b>12</b>         | <b>12</b>          |                   | <b>(12)</b>       |                   |                   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 9.0               |                   |                    |                   |                   |                   |                   |
| Funded FTE                       | 9.0               |                   |                    |                   |                   |                   |                   |

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## Utilities (4840B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Utilities**

### Program Outcome Statement

Ensure the operation of utility programs and districts throughout San Mateo County

### Program Results

The Program provides customers in the County's 10 sewer districts with reliable sanitary sewer systems, responsible emergency assistance, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. Costs for sewage treatment and disposal and routine maintenance have increased significantly due to new regulations. The cost per mile for scheduled preventative maintenance of the 144 miles of sanitary sewer mains has increased from approximately \$5,000 in FY 2013-14 to over \$6,600 in FY 2015-16. This increase is due to changes to the scheduling methodology used for preventative maintenance efforts in each district to reduce overflows, which resulted in more intensive maintenance for that year. An increase in cost per mile has resulted from increases in the following areas: cost of materials and labor; maintenance effort required for complete cleaning of sewer mains; need for identification and resolution of infrastructure failure; regulatory compliance requirements; and vandalism requiring response and resolution. In FY 2017-19 the Program will continue to implement the Capital Improvement projects identified in the Sewer Master Plans or identified based on results of recent condition assessment programs for each district. It is anticipated that this work will have a positive, long-term effect on the maintenance cost per mile by reducing infrastructure failures. The Program is continuing to evaluate the impact of the FY 2016-17 winter storms. It will continue to assess design repairs to the impacted infrastructure and seek funding opportunities to support these efforts.

The Program continues to meet or exceed its target of time spent on scheduled sewer maintenance activities. This typically translates into less emergency requests to blockages in District maintained sewer lines and sanitary sewer overflows. Sewer district staff continue to provide emergency response to customer requests for assistance due to blockages in their sewer laterals. Incidents of sewage back-ups or overflows from sewer laterals must be responded to by staff 24/7 to ensure that the causes are not due to blockages in the district-maintained sewer mains. Additionally, sewage spills need to be cleaned up to protect public health and the environment. The Program anticipates that customer requests will remain steady and it will continue to meet its target of resolving 600 requests annually in FY 2017-18 and FY 2018-19.

In addition, the Program operates and maintains over 2,100 lights in ten street lighting districts in both suburban and rural settings. The lights provide enhanced visibility for drivers, bicyclists, and pedestrians in communities where they live and work.

The Program manages three County Service Areas (CSAs). Services provided include potable water and street lighting services.

The Program manages eight drainage maintenance districts and four flood control zones within various areas of the County to provide communities with reliable flood control and storm drain systems through efficient maintenance, repair and responsive customer service.

Finally, the Program manages watershed protection activities for the Department, which includes: obtaining environmental permits, field inspections during construction, determining the impacts of environmental regulations, coordinating with other departments to comply with the County's National Pollution Discharge Elimination System (NPDES) permit, monitoring of three County-maintained closed landfills to ensure compliance with State regulations, and developing road maintenance standards that are environmentally sensitive.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Resolved Sewer / Sanitation District Customer Requests Related to Sewer Lateral Back-Ups | 606                  | 573                  | 600                    | 600                  | 600                  |
| Percent of Time Spent on Sewer Preventative Maintenance <sup>1</sup>                               | 87%                  | 88%                  | 80%                    | 80%                  | 80%                  |
| Cost of Scheduled Sewer Work per Mile of Sanitary Sewer Maintained                                 | \$5,677              | \$6,624              | \$5,821                | \$6,000              | \$6,300              |

<sup>1</sup> This measure includes a benchmark of a three year historical average of program performance, which was 87 percent for the three year period ending in FY 2015-16.

### Utilities (4840B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 17.0              | 20.0              | 20.0               | 21.0              | 1.0               | 21.0              |                   |
| Funded FTE                | 16.8              | 19.7              | 19.7               | 20.6              | 0.9               | 20.6              |                   |
| <b>Total Requirements</b> | 87,903,310        | 97,469,365        | 91,782,700         | 90,247,293        | (1,535,407)       | 72,899,251        | (17,348,042)      |
| <b>Total Sources</b>      | 88,023,310        | 97,589,364        | 91,902,700         | 90,367,293        | (1,535,407)       | 73,019,251        | (17,348,042)      |
| <b>Net County Cost</b>    | (120,000)         | (120,000)         | (120,000)          | (120,000)         |                   | (120,000)         |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time project contributions to other agencies; anticipated increase in property tax revenue, elimination of one-time loan proceeds; elimination of one-time capital improvement

and equipment costs; decrease in available Fund Balance due to completion of one-time capital project expenses; elimination of one-time grant revenue; and minor increase in district operating costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,486,661)        | (3,486,661)   | 0               | 0         |

## 2. Sewer District Capital Improvement Projects

Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies, or excessive maintenance. One-time capital improvements throughout the sewer districts will be financed with Reserves. Improvements will help reduce sewer overflows and the amount of staff time spent on unscheduled maintenance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 5,880,000          | 0             | 5,880,000       | 0         |
| (5,880,000)        | 0             | (5,880,000)     | 0         |

## 3. Sewer Equipment Replacement

Equipment that is costly to maintain or no longer functional has been identified for replacement. Equipment that reflects the latest technology such as rodding and hydroflush trucks, combination hydroflush/vacuum trucks, flow meters, CCTV camera and vans will be acquired using a one-time appropriation of Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 250,000            | 0             | 250,000         | 0         |
| (250,000)          | 0             | (250,000)       | 0         |

## 4. General Fund Contribution to Crystal Springs County Sanitation District

A one-time transfer from the General Fund is allocated to the Crystal Springs County Sanitation District to fund a one-time settlement payment in Fiscal Year 2016-17.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 600,000            | 600,000       | 0               | 0         |

## 5. Flood Control Improvement Projects

To improve infrastructure and maintain channel capacity, Reserves are appropriated to complete construction of channel wall repair and improvement projects. These improvements will provide flood protection for properties and residents in the Colma Creek Flood Control Zone. In addition, Reserves are appropriated for the San Francisquito Creek Flood Control Zone 2 Bay to US-101 Flood Protection Project. This appropriation is to fund the second year of the flood reduction, ecosystem restoration, and recreation project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,630,000          | 0             | 3,630,000       | 0         |
| (3,630,000)        | 0             | (3,630,000)     | 0         |

#### 6. Installation of Underground Utilities for Belmont Highway Lighting District

Reserves are appropriated to install underground utilities in the Belmont Highway Lighting District, which will provide visual and safety benefits.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 75,000             | 0             | 75,000          | 0         |
| (75,000)           | 0             | (75,000)        | 0         |

#### 7. Pescadero Water Supply and Sustainability Project

Proposition 84 grant funding and transfers from the General Fund are appropriated to install a new well and storage tank in County Service Area 11. This project will increase storage capacity and extend the life of the well system.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,207,191          | 1,207,191     | 0               | 0         |

#### 8. Addition of Associate Engineer

One filled Associate Engineer position is transferred from Engineering to Utilities to provide assistance with special district operations and work on capital improvement and maintenance projects. The increase in position cost is offset by an increase in interfund revenue from special districts for services provided by the position.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 144,063            | 144,063       | 0               | 1         |

#### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,535,407)        | (1,535,407)   | 0               | 1         |

#### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time project contributions to other agencies; anticipated increase in property tax revenue, elimination of one-time grant revenue; elimination of one-time loan proceeds; elimination of one-time capital improvement and equipment costs; elimination of one-time expenses for LED lighting conversion project; decrease in available Fund Balance due to anticipated completion of one-time capital projects; reduction in transfer of funds among the special districts for operational expenses; and minor increases in district operating costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (17,348,042)       | (17,348,042)  | 0               | 0         |

## 2. Sewer District Capital Improvement Projects

Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies, or excessive maintenance. One-time capital improvements through the sewer districts are financed with Reserves. Improvements will help reduce sewer overflows and the amount of staff time spent on unscheduled maintenance.

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

## 3. Sewer Equipment Replacement

Equipment that is costly to maintain and is no longer functional has been identified for replacement. Equipment that reflects the latest technology such as rodding and hydroflush trucks, combination hydroflush/vacuum trucks, flow meters, CCTV camera and vans will be acquired using a one-time appropriation of Reserves.

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

## 4. Flood Control Capital Improvement Projects

To improve infrastructure and maintain channel capacity, Reserves are appropriated to complete construction of channel wall repair and improvement projects. These improvements will provide flood protection for properties and residents in the Colma Creek Flood Control Zone. In addition, Reserves are appropriated for year three of the San Francisquito Creek Flood Control Zone 2 Bay to US-101 Flood Protection Project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,630,000          | 0             | 2,630,000       | 0         |
| (2,630,000)        | 0             | (2,630,000)     | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (17,348,042)       | (17,348,042)  | 0               | 0         |

Utilities (4840B)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                     |
| Taxes                            | 7,173,743         | 7,545,823         | 4,567,253          | 5,045,629         | 478,376            | 5,141,742         | 96,113              |
| Licenses, Permits and Franchises | 780,197           | 993,069           | 550,000            | 600,000           | 50,000             | 600,000           |                     |
| Use of Money and Property        | 390,019           | 493,003           | 264,390            | 473,790           | 209,400            | 473,790           |                     |
| Intergovernmental Revenues       | 683,764           | 602,583           | 677,567            | 225,961           | (451,606)          | 25,961            | (200,000)           |
| Charges for Services             | 12,998,193        | 13,885,782        | 13,069,556         | 13,014,946        | (54,610)           | 13,006,424        | (8,522)             |
| Interfund Revenue                | 5,755,910         | 7,897,616         | 9,771,678          | 7,042,043         | (2,729,635)        | 7,169,596         | 127,553             |
| Miscellaneous Revenue            | 90,931            | 175,787           | 68,043             | 14,000            | (54,043)           | 14,000            |                     |
| Other Financing Sources          | 4,785,454         | 3,487,819         | 2,545,856          | 6,428,946         | 3,883,090          | 3,564,808         | (2,864,138)         |
| <b>Total Revenue</b>             | <b>32,658,212</b> | <b>35,081,482</b> | <b>31,514,343</b>  | <b>32,845,315</b> | <b>1,330,972</b>   | <b>29,996,321</b> | <b>(2,848,994)</b>  |
| Fund Balance                     | 55,365,098        | 62,507,883        | 60,388,357         | 57,521,978        | (2,866,379)        | 43,022,930        | (14,499,048)        |
| <b>TOTAL SOURCES</b>             | <b>88,023,310</b> | <b>97,589,364</b> | <b>91,902,700</b>  | <b>90,367,293</b> | <b>(1,535,407)</b> | <b>73,019,251</b> | <b>(17,348,042)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                     |
| Salaries and Benefits            | 2,463,496         | 2,791,287         | 3,397,491          | 3,674,412         | 276,921            | 3,787,301         | 112,889             |
| Services and Supplies            | 15,077,859        | 18,069,799        | 22,188,930         | 22,398,114        | 209,184            | 22,090,816        | (307,298)           |
| Other Charges                    | 2,286,158         | 4,559,506         | 10,199,891         | 4,551,106         | (5,648,785)        | 4,704,032         | 152,926             |
| Fixed Assets                     | 2,124,640         | 2,605,385         | 7,344,079          | 10,337,191        | 2,993,112          | 3,400,000         | (6,937,191)         |
| Other Financing Uses             | 4,623,197         | 5,034,050         | 4,363,386          | 6,330,130         | 1,966,744          | 5,373,672         | (956,458)           |
| <b>Gross Appropriations</b>      | <b>26,575,349</b> | <b>33,060,027</b> | <b>47,493,777</b>  | <b>47,290,953</b> | <b>(202,824)</b>   | <b>39,355,821</b> | <b>(7,935,132)</b>  |
| Intrafund Transfers              | (242,005)         | (115,373)         | (89,189)           | (66,590)          | 22,599             | (62,590)          | 4,000               |
| <b>Net Appropriations</b>        | <b>26,333,344</b> | <b>32,944,655</b> | <b>47,404,588</b>  | <b>47,224,363</b> | <b>(180,225)</b>   | <b>39,293,231</b> | <b>(7,931,132)</b>  |
| Contingencies/Dept Reserves      | 61,461,955        | 64,406,447        | 44,255,430         | 42,890,964        | (1,364,466)        | 33,468,080        | (9,422,884)         |
| Non-General Fund Reserves        | 108,011           | 118,263           | 122,682            | 131,966           | 9,284              | 137,940           | 5,974               |
| <b>TOTAL REQUIREMENTS</b>        | <b>87,903,310</b> | <b>97,469,365</b> | <b>91,782,700</b>  | <b>90,247,293</b> | <b>(1,535,407)</b> | <b>72,899,251</b> | <b>(17,348,042)</b> |
| <b>NET COUNTY COST</b>           | <b>(120,000)</b>  | <b>(120,000)</b>  | <b>(120,000)</b>   | <b>(120,000)</b>  |                    | <b>(120,000)</b>  |                     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                     |
| Salary Resolution                | 17.0              | 20.0              | 20.0               | 21.0              | 1.0                | 21.0              |                     |
| Funded FTE                       | 16.8              | 19.7              | 19.7               | 20.6              | 0.9                | 20.6              |                     |

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## Airports (4850B)

### Program Locator

County

Community Services

Department of Public Works

⇒ **Airports**

### Program Outcome Statement

Ensure the safe operation and maintenance of County-operated Airports

### Program Results

The San Mateo County Airports strive to engage and educate the local community about the important benefits of the Airports. The Program operates and maintains the San Carlos and Half Moon Bay Airports in compliance with Federal Aviation Regulations, State requirements, and County Airport Noise Abatement Procedures. Program staff manages and maintains over 500 acres of airport facilities, infrastructure, and equipment; manages over 400 lease agreement business contracts; and performs design and environmental studies for future federally funded safety, security, and infrastructure improvements at both the San Carlos and Half Moon Bay Airports.

In FY 2015-16 and FY 2016-17, the Program completed several capital improvements at the San Carlos Airport with Federal Aviation Administration (FAA) grant funds, including the construction of the aviation fuel facility and storm water pump station projects. The new fuel facility permits the Airport's fuel vendor to expand its sale of unleaded aviation fuel to better protect the environment and air quality. The Program is the only airport in the state to make this fuel commercially available.

The Program continues to achieve a 99 percent compliance rate with airport noise abatement procedures for departures. The high rate of compliance is the result of educational efforts and aircraft flight monitoring in the communities neighboring the Airports. In FY 2017-18 and FY 2018-19, the Program will use FAA grant funding to conduct a Part 150 Noise Study for the San Carlos Airport. The objective of the Study is to provide the County, surrounding communities, and the Airport with a document outlining the baseline noise conditions and a plan to develop agreements regarding noise abatement, noise impacts, and land use planning.

In FY 2017-18, the Program plans to design capital projects to seal and restripe the taxiways and runway at the San Carlos Airport; and repair a culvert, replace a windsock, and install perimeter fencing at the Half Moon Bay Airport. In addition, construction of hangars at San Carlos Airport will continue throughout FY 2017-18 and FY 2018-19. These capital projects will enhance the utility and safety of both Airports to better serve the community and maintain a high level of occupancy in Airport-owned hangars.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Occupancy:<br>Hangars, T-Shades<br>Offices & Concession Areas                               | 95.3%                | 95.0%                | 94.0%                  | 94.0%                | 94.0%                |
|  | 93.5%                | 94.0%                | 92.0%                  | 92.0%                | 92.0%                |
| Percent of Aircraft Departures<br>Observed in Compliance with<br>Noise Abatement Procedures            | 99%                  | 100%                 | 99%                    | 99%                  | 99%                  |
| Number of Maintenance<br>Requests Completed by Airport<br>Staff at the San Carlos Airport <sup>1</sup> | 124                  | 137                  | 130                    | 130                  | 130                  |

<sup>1</sup>This measure is a new benchmark which will be compared to two analogous Bay Area General Aviation Airports (Hayward and Livermore).

### Airports (4850B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 8.0               | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| Funded FTE                | 8.0               | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| <b>Total Requirements</b> | 5,689,931         | 5,481,180         | 8,554,086          | 9,729,303         | 1,175,217         | 5,844,440         | (3,884,863)       |
| <b>Total Sources</b>      | 5,689,931         | 5,481,180         | 8,554,086          | 9,729,303         | 1,175,217         | 5,844,440         | (3,884,863)       |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time loan proceeds to fund new hangars at San Carlos Airport; elimination of one-time grant revenue; elimination of one-time improvement project expenses; reduction in anticipated rent revenue due to vacancies; minor increases in operating expenses; and increase in Reserves as a result of capital improvement projects rolled over from FY 2016-17.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,031,745)        | (1,031,745)   | 0               | 0         |

## 2. Federal Aviation Administration (FAA) Grant Funded Projects

The Program has accepted Federal grant funding for projects that are identified on the FAA Airport Layout Plan and five-year FAA Airport Capital Improvement Plan. The FY 2017-18 projects are as follows: windsock replacement, culvert repair and perimeter fencing at the Half Moon Bay Airport, Airport Layout Plan update and Part 150 Noise Study at the San Carlos Airport. The implementation of these projects will rehabilitate airport infrastructure and enhance safety for airport users. The required County match for these projects is financed with Reserves.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,867,958          | 1,681,162     | 186,796         | 0         |
| (186,796)          | 0             | (186,796)       | 0         |

## 3. San Carlos Airport Hangar Project

Funding from Reserves is appropriated for the construction of two new hangar rows on the west side of the San Carlos Airport. In FY 2016-17, the Program received loan proceeds from the General Fund for this project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,500,000          | 0             | 1,500,000       | 0         |
| (1,500,000)        | 0             | (1,500,000)     | 0         |

## 4. Measure K Funded- Aircraft Noise Monitoring Projects

Two projects are funded with Measure K sales tax revenue: the installation of a Vector Airport System at San Carlos Airport and the addition of a term Airport Communications Specialist. The Vector Airport System is an aircraft departure monitoring and tracking system that fully integrates with the Airport's noise monitoring system. This system will allow the Airport to: better understand the volume and type of aircraft operations at the San Carlos Airport; enhance after-business hour security; and enhance Noise Abatement procedures. The term position will monitor and respond to community complaints and work with the pilots and business associations on noise mitigation programs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 225,800            | 225,800       | 0               | 0         |

## 5. Airport Capital Improvement Projects

Reserve funds are appropriated to make several improvements to the County airports. These projects include the repair of the terminal building roof, a new security system, parking lot rehabilitation, and the renovation of two tenant buildings at San Carlos Airport. Projects at Half Moon Bay Airport include a new entry sign, terminal building roof repair, and new slurry seal around the hangars. A new security system at San Carlos Airport is funded through a contribution from Non-Departmental Services authorized in the five-year Information Technology Management Plan.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,152,000          | 300,000       | 852,000         | 0         |
| (852,000)          | 0             | (852,000)       | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,175,217          | 1,175,217     | 0               | 0         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time federal grant revenue; elimination of one-time improvement project expenses; reduction in Fund Balance due to the use of Reserves to fund the San Carlos Airport Hangar project and other capital improvement projects in FY 2017-18; decrease in Reserves as a result of elimination of completed one-time capital improvement projects; reduction in one-time vehicle replacement charges; and minor increases in miscellaneous operating expenses.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,884,863)        | (3,884,863)   | 0               | 0         |

**2. San Carlos Airport Hangar Project**

Funding from Reserves is appropriated to complete the construction of two new hangar rows on the west side of the San Carlos Airport. In FY 2016-17, the Program received loan proceeds from the General Fund for this project.

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

**3. San Carlos Airport Security and Access System**

Funding from Reserves is appropriated to complete the installation of an access control system at the San Carlos Airport vehicle and pedestrian gates.

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

**TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (3,884,863)        | (3,884,863)   | 0               | 0         |

Airports (4850B)  
County Airports Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                    |
| Taxes                            |                   |                   |                    | 225,800           | 225,800            | 218,320           | (7,480)            |
| Licenses, Permits and Franchises | 15,500            |                   | 15,500             | 15,500            |                    | 15,500            |                    |
| Fines, Forfeitures and Penalties |                   |                   |                    | 10,000            | 10,000             | 10,000            |                    |
| Use of Money and Property        | 2,652,070         | 3,829,080         | 4,105,806          | 3,930,806         | (175,000)          | 3,930,806         |                    |
| Intergovernmental Revenues       | 1,490,372         | 307,750           | 1,179,661          | 1,681,162         | 501,501            |                   | (1,681,162)        |
| Charges for Services             | 13,571            | 13,430            | 29,500             | 29,500            |                    | 29,500            |                    |
| Interfund Revenue                |                   |                   | 2,800,000          |                   | (2,800,000)        |                   |                    |
| Miscellaneous Revenue            | 50,189            | 40,662            | 62,000             | 62,000            |                    | 62,000            |                    |
| Other Financing Sources          | 44,099            |                   |                    | 300,000           | 300,000            |                   | (300,000)          |
| <b>Total Revenue</b>             | <b>4,265,801</b>  | <b>4,190,921</b>  | <b>8,192,467</b>   | <b>6,254,768</b>  | <b>(1,937,699)</b> | <b>4,266,126</b>  | <b>(1,988,642)</b> |
| Fund Balance                     | 1,424,129         | 1,290,259         | 361,619            | 3,474,535         | 3,112,916          | 1,578,314         | (1,896,221)        |
| <b>TOTAL SOURCES</b>             | <b>5,689,931</b>  | <b>5,481,180</b>  | <b>8,554,086</b>   | <b>9,729,303</b>  | <b>1,175,217</b>   | <b>5,844,440</b>  | <b>(3,884,863)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits            | 1,054,771         | 1,098,910         | 1,393,559          | 1,579,999         | 186,440            | 1,635,610         | 55,611             |
| Services and Supplies            | 776,153           | 1,047,588         | 906,167            | 1,063,117         | 156,950            | 1,092,091         | 28,974             |
| Other Charges                    | 1,332,477         | 1,348,797         | 1,088,369          | 1,037,915         | (50,454)           | 846,141           | (191,774)          |
| Fixed Assets                     | 1,817,164         | 1,624,267         | 4,541,015          | 4,519,958         | (21,057)           | 1,500,000         | (3,019,958)        |
| <b>Gross Appropriations</b>      | <b>4,980,565</b>  | <b>5,119,562</b>  | <b>7,929,110</b>   | <b>8,200,989</b>  | <b>271,879</b>     | <b>5,073,842</b>  | <b>(3,127,147)</b> |
| Intrafund Transfers              |                   |                   | (50,000)           | (50,000)          |                    |                   | 50,000             |
| <b>Net Appropriations</b>        | <b>4,980,565</b>  | <b>5,119,562</b>  | <b>7,879,110</b>   | <b>8,150,989</b>  | <b>271,879</b>     | <b>5,073,842</b>  | <b>(3,077,147)</b> |
| Non-General Fund Reserves        | 709,366           | 361,619           | 674,976            | 1,578,314         | 903,338            | 770,598           | (807,716)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>5,689,931</b>  | <b>5,481,180</b>  | <b>8,554,086</b>   | <b>9,729,303</b>  | <b>1,175,217</b>   | <b>5,844,440</b>  | <b>(3,884,863)</b> |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution                | 8.0               | 9.0               | 9.0                | 9.0               |                    | 9.0               |                    |
| Funded FTE                       | 8.0               | 9.0               | 9.0                | 9.0               |                    | 9.0               |                    |

## Capital Projects (8500D)

### Program Locator

County

Community Services

⇒ **Capital Projects**

### Program Outcome Statement

The Capital Program plans, designs, constructs, remodels, upgrades, and in general, improves facilities and infrastructure to operate efficiently and safely

### Program Results

The Program underwent a re-organization approved by the Board of Supervisors in early January 2017. As a result, the Program was divided into two units. The Project Development Unit joined the County Manager's Office and will focus on "ground up" construction of new buildings primarily identified in the San Mateo Medical Center, Tower Road, North County Campus, and Redwood City Government Center Master Plans, which were previously managed in this program. The Capital Facilities Projects Unit remains in Public Works and will continue to oversee all infrastructure renovations and remodels in existing facilities; major infrastructure equipment and system replacement; and maintenance and operation project improvements.

Notable projects completed or substantially completed in FY 2016-17 include two multi-million dollar remodels; County Office Building One 3rd Floor Remodel and HVAC replacement, and the Serenity House. In addition, throughout FY 2015-16 and FY 2016-17, the Program completed the relocation of the Redwood City Motorpool to Grant Yard, Middlefield Road Recycling Center Demolition, and the San Mateo Medical Center Photovoltaic Solar Project. In total, the Program anticipates completing 75 projects in FY 2016-17.

In FY 2017-18 and FY 2018-19, the Program will continue to leverage alternative project delivery methods to expedite project delivery and meet its target of completing 90 percent of projects on track and within budget and schedule. In addition, to further enhance project delivery efficiency, the Program will evaluate new construction management software that will be specific to project planning, design and management.

In FY 2017-18 and FY 2018-19, the Program will complete the following notable projects: Countywide Interior Lighting Upgrade, Hall of Justice Replacement of Air Handling Units, San Mateo Medical Center Retrofit of Potable Water Tank, San Mateo Medical Center Replacement of Fire Alarm System, Memorial Park Replace of Wastewater Treatment Plant, Alpine Trail Bike and Pedestrian Trail Improvements, and San Mateo County Historic Courthouse Roof Repair and Maintenance.

As many of the improvement projects are multi-year projects, in FY 2017-18 the Program anticipates spending \$25 million and rolling forward any unspent funds to FY 2018-19 to complete projects. The Program has adjusted its targets to reflect the percentage of projects anticipated to be carried forward due to the nature and scope of each project. It is important to front-load the total Capital Project budget to allow staff to begin pre-construction work such as permitting, environmental review, stakeholder engagement, and design. This allows for projects to be more efficiently planned and phased over the next two-year budget cycle. Additionally, it allows staff to work on multiple projects simultaneously during outside agency review time, particularly during the environmental clearance and permitting phases.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Projects on Track to be Completed within Budget / Schedule                                      | 92%                  | 92%                  | 90%                    | 90%                  | 90%                  |
| Percent of New Single Year Projects not Started in the Same Year Funded and not Completed within Two Years | 9%                   | 8%                   | 10%                    | 25%                  | 25%                  |
| Capital Project Expenditures   | \$25.4 M             | \$23.9 M             | \$27 M                 | \$25 M               | \$26 M               |

Capital Projects (8500D)  
Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 27,714,633        | 27,433,966        | 143,156,183        | 55,402,338        | (87,753,845)      | 30,260,184        | (25,142,154)      |
| Total Sources      | 27,714,633        | 27,433,966        | 143,156,183        | 55,402,338        | (87,753,845)      | 30,260,184        | (25,142,154)      |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made due to: completed projects including the 3rd Floor Remodel and HVAC Replacement in County Office Building One, Maguire Correctional Facility Safety and Control Equipment Upgrade, Middlefield Road Recycling Center Demolition and other miscellaneous capital projects; the deferral of projects to future fiscal years; and to complete the transfer of projects to the Project Development Unit in the County Manager's Office and the Parks Department.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (96,484,140)       | (96,484,140)  | 0               | 0         |

2. New Funding for Capital Improvement Projects

New funding includes appropriations for Alpine Trail Bike and Pedestrian Trail Improvements, Human Services Agency 92nd Street Building Remodel, County Office Building One 5th Floor Renovation and HVAC Replacement, Design of Replacement Nurse Call System at the San Mateo Medical Center, Maguire Correctional Facility Remodel and other facilities maintenance, remodel and engineering projects.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 8,730,295          | 8,730,295     | 0               | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (87,753,845)       | (87,753,845)  | 0               | 0         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to remove funding for projects anticipated to be completed in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (50,052,566)       | (50,052,566)  | 0               | 0         |

**2. New Funding for Capital Improvement Projects**

New funding includes appropriations for Maguire Correctional Facility Remodel, Memorial Park Replacement of Wastewater and Potable Water Systems, Mirada Road Erosion Protection, Human Services 92nd Street Building Remodel, and other facilities maintenance and engineering projects.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 24,910,412         | 24,910,412    | 0               | 0         |

**TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (25,142,154)       | (25,142,154)  | 0               | 0         |

## Capital Projects Summary FY 2017-18 & FY 2018-19

| Project Description  | FY 2017-18<br>Total Approp | FY 2018-19<br>Total Approp |
|--|----------------------------|----------------------------|
| <b>HEALTH PROJECTS</b>   |                            |                            |
| 37th Ave ADA Barrier Removal   | 500,000                    |                            |
| San Mateo Medical Center Replace Expansion Joints in Multiple Locations      | 462,753                    |                            |
| San Mateo Medical Center Admin. Building Seismic Improvements OSHPD-Required | 29,206                     |                            |
| <b>Subtotal Health Services Projects - County General Fund 85110</b>         | <b>991,959</b>             |                            |
| San Mateo Medical Center Co-Generation Plant                                 | 144,325                    |                            |
| San Mateo Medical Center Replace Heat Exchangers on Low Capacity Boilers     | 1,613,831                  |                            |
| San Mateo Medical Center Retrofit Water Tank                                 | 1,915,759                  |                            |
| San Mateo Medical Center 2nd Floor Post Op Recovery Expansion                | 270,739                    |                            |
| Mike Nevin Medical Center-Install DDC Controls System                        | 12,276                     |                            |
| San Mateo Medical Center HVAC Equipment Controls Upgrade                     | 1,481,147                  |                            |
| SMMC Psychiatric Unit Patient Safety Remodel 3AB Bathrooms & Padded Room     | 568,342                    |                            |
| <b>Subtotal Medical Center Projects - County General Fund 85115</b>          | <b>6,006,417</b>           |                            |
| Respite Center - Hacienda House Remodel                                      | 2,754,847                  |                            |
| <b>Subtotal Health Services Projects - Measure K 85810</b>                   | <b>2,754,847</b>           |                            |
| <b>TOTAL HEALTH PROJECTS</b>   | <b>9,753,223</b>           |                            |
|  |                            |                            |
| <b>CRIMINAL JUSTICE PROJECTS</b>   |                            |                            |
| Youth Services Center Maintain Co-Generation System                          | 79,026                     |                            |
| Maguire Correctional Facility Upgrade Safety and Control Equipment           | 26,948                     |                            |
| San Mateo County Honor Camp Site Characterization                            | 50,000                     |                            |
| Camp Glenwood Shop Black Mold Abatement                                      | 23,450                     |                            |
| Maguire Correctional Facility Maintain Co-Generation System                  | 145,713                    |                            |
| Maguire Renovation Phase 2- Refrigeration Unit                               | 300,000                    |                            |
| Old Maguire Remodel  |                            | 11,000,000                 |
| <b>Subtotal Criminal Justice Projects - County General Fund 85120</b>        | <b>625,138</b>             | <b>11,000,000</b>          |
| Youth Services Center / Justice Center Plan                                  | 39,778                     |                            |
| YSC Replace Deficient Security and Surveillance System                       | 20,704                     |                            |
| 2014 MSCC Bond Administration Program  | 52,433                     |                            |
| <b>Subtotal Criminal Justice Projects - Bond 87920</b>                       | <b>112,915</b>             |                            |
| <b>TOTAL CRIMINAL JUSTICE PROJECTS</b>                                       | <b>738,053</b>             | <b>11,000,000</b>          |
|  |                            |                            |
| <b>PARKS AND MARINA PROJECTS</b>   |                            |                            |
| Alpine Trail Improve Bike/Pedestrian Trail                                   | 3,653,892                  |                            |

| Project Description  | FY 2017-18<br>Total Approp | FY 2018-19<br>Total Approp |
|--|----------------------------|----------------------------|
| Memorial Park Replace Wastewater System and Potable Water System         | 1,500,000                  | 3,279,541                  |
| Crystal Springs Trail South of Dam 600 Yards                             | 282,905                    | 750,000                    |
| <b>Subtotal Parks and Marina Projects - County General Fund 85130</b>    | <b>5,436,796</b>           | <b>4,029,541</b>           |
| Crystal Springs Construct Trail South of Dam to Highway 35               | 149,729                    |                            |
| <b>Subtotal Parks and Marina Projects - Parks Acquisition Fund 86130</b> | <b>149,729</b>             |                            |
| Huddart Park Restroom Building ADA Improvements                          | 100,000                    |                            |
| <b>Subtotal Parks/Marina Projects- Facility Surcharge 88330</b>          | <b>100,000</b>             |                            |
| <b>TOTAL PARKS AND MARINA PROJECTS</b>                                   | <b>5,686,525</b>           | <b>4,029,541</b>           |
|  |                            |                            |
| <b>OTHER COUNTY PROJECTS</b>   |                            |                            |
| Graffiti Abatement Program   | 54,291                     |                            |
| Strategic Energy Master Plan Project Development                         | 872,220                    |                            |
| EPA City Hall Improvements   |                            | 749,426                    |
| Pescadero Creek Dredging   | 173,318                    |                            |
| Mirada Rd Erosion Protection   | 1,000,000                  | 1,587,645                  |
| Pescadero High School Water Supply and Treatment Feasibility             | 86,983                     |                            |
| Pescadero High School Water Supply and Treatment Implementation          | 300,000                    |                            |
| Coastside/South County Water Supply Study                                | 200,000                    |                            |
| Pescadero North St./Clinic/Puente Parking Flooding                       | 200,000                    |                            |
| Sand Hill Rd Bicycle Conflict Zones Striping                             | 120,000                    |                            |
| Stage Road Sidewalk and Drainage   | 100,000                    |                            |
| East Palo Alto Government Center Renovation Feasibility Study            | 245,316                    |                            |
| CMO Kitchen Remodel  | 150,000                    |                            |
| Exterior Lighting Upgrade Phase II                                       | 144,366                    |                            |
| Capital Project Development  | 200,000                    |                            |
| Integrated Workplace Management System                                   | 750,000                    |                            |
| HOJ Replace 12" Titus VAV Box in Courtrooms 4A & 2A                      | 16,000                     |                            |
| Countywide Interior Lighting Upgrade                                     | 1,979,319                  |                            |
| Countywide Electrical Specifications and Safety Compliance               | 5,683                      | 68,185                     |
| EPA Government Center Replace HVAC                                       |                            | 437,833                    |
| Emergent Special Jobs-GF   | 250,000                    |                            |
| Health Replace 12 Fire Doors   | 75,000                     |                            |
| Health Replace Nurse Call System Design                                  | 150,000                    |                            |
| Human Resources 5th Floor Replacement HVAC, AHU, Asbestos Abatement      | 1,500,000                  |                            |
| <b>Subtotal Other County Projects - County General Fund 85170</b>        | <b>8,572,496</b>           | <b>2,843,089</b>           |

| Project Description   | FY 2017-18<br>Total Approp | FY 2018-19<br>Total Approp |
|---|----------------------------|----------------------------|
| Alpine Trail Slide Repairs  | 300,000                    |                            |
| <b>Subtotal Other County Projects - Department General Fund 85270</b>   | <b>300,000</b>             |                            |
| Fair Oaks Library & HSA Remodel   | 281,255                    |                            |
| <b>Subtotal Library Projects - Measure K 85840</b>                      | <b>281,255</b>             |                            |
| Sustainability Projects - CGC Vehicle Charging Stations                 | 150,000                    |                            |
| Maple Street Shelter Renovation   | 270,000                    |                            |
| CSA-7 Infrastructure Replacement  | 3,673,190                  |                            |
| Flooding in North Fair Oaks-Hire Consultant to study possible solutions | 182,557                    |                            |
| Pescadero Alternate Water Source Evaluation (CSA-11)                    | 100,000                    |                            |
| Pescadero (CSA-11) Aquifer Study  | 300,000                    |                            |
| <b>Subtotal Other County Projects - Measure K 85870</b>                 | <b>4,405,747</b>           |                            |
| Children's Receiving Home Emergency Generator                           | 300,000                    |                            |
| SMMC Replace Boilers 1-6 (Compliance Issue) Phase 2                     |                            | 1,000,000                  |
| Human Resources 5th Floor Replacement HVAC, AHU, Asbestos Abatement     | 1,500,000                  |                            |
| <b>Subtotal Other County Projects - Facility Surcharge 88370</b>        | <b>1,800,000</b>           | <b>1,000,000</b>           |
| Old Maguire Remodel   | 8,000,000                  |                            |
| 37th Ave ADA Barrier Removal  | 500,000                    |                            |
| Children's Receiving Home Remodel                                       |                            | 1,200,000                  |
| Human Services 92nd Street Building Remodel                             | 1,000,000                  | 3,500,000                  |
| Health -Repairs Cassia House  | 225,000                    |                            |
| Health - WPC Buildout of 2nd & 3rd Floor at 37th Avenue                 | 500,000                    |                            |
| SMMC Track Shelving for Distribution                                    | 85,056                     |                            |
| SMMC Track Shelving for SPD   | 82,938                     |                            |
| Human Resources Remodel   | 500,000                    |                            |
| Treasure Tax Office Lobby Remodel                                       | 50,000                     |                            |
| <b>Subtotal Other County Projects- Other 88670</b>                      | <b>10,942,994</b>          | <b>4,700,000</b>           |
| Skyllonda 2013 Series A Bond Administration                             | 16,758                     |                            |
| <b>Subtotal Capital Projects Bond Proceeds 87950</b>                    | <b>16,758</b>              |                            |
| YSC Co-Gen/Central Plant Upgrade  |                            | 499,686                    |
| SMMC Paint Chain Link Fence/Gate at Central Plant                       | 8,779                      |                            |
| SMMC Replace Base Board throughout Hospital                             | 63,291                     |                            |
| SMMC Paint Interior Walls Diagnostic & Treatment Wing                   | 127,570                    |                            |
| SMMC Paint Interior Walls/Ceiling Nursing Wing Ground Floor             | 104,640                    |                            |
| SMMC Replace Carpet Central Plant                                       |                            | 14,355                     |
| SMMC Repair/Replace Boiler SB1-SB6                                      | 130,084                    |                            |

| Project Description   | FY 2017-18<br>Total Approp | FY 2018-19<br>Total Approp |
|---|----------------------------|----------------------------|
| SMMC Remodel Engineering Office/Shop  | 194,281                    |                            |
| MCF Replace Air Handling Unit #9  | 99,862                     |                            |
| MCF Replace Co-Gen with Tico Units  | 697,916                    |                            |
| EPA Install Chain Hoist in Stairwell to Roof                                | 14,862                     |                            |
| Glenwood Replace 2 Heaters  | 26,401                     |                            |
| HOJ Replace Air Handling Units  | 1,598,832                  |                            |
| Parking Garage Update Monopoly Board Directory                              | 45,221                     |                            |
| SMMC Paint Walls/Ceiling 1st to 3rd Nursing Wing                            | 223,083                    |                            |
| San Mateo Medical Center Replace Smoke Detector                             | 1,833,429                  |                            |
| Countywide Survey Update - New FCIS Projects Development                    | 55,000                     |                            |
| Hall of Justice Replace Transfer Switch                                     | 45,883                     |                            |
| "Our Place" Child Care Center Replace Cabinets, Cabinet Doors & Countertops |                            | 13,841                     |
| Maguire Correctional Facility Add Main Line to Main Sewer                   | 49,170                     |                            |
| County Parking Structure Reset Pavers                                       | 150,000                    |                            |
| Honor Camp Install Monitoring Well  | 75,000                     |                            |
| Crime Lab Upgrade Lighting Control Systems                                  | 100,000                    |                            |
| San Mateo Medical Center Non-Structural Deficiency Corrections              | 66,264                     |                            |
| Facilities Projects Warranty and Close-out                                  | 50,000                     |                            |
| HOJ Paint Metal Doors & Frame   | 825                        |                            |
| CDF Edmonds Seal Coat Asphalt Pavement                                      | 7,070                      |                            |
| Motor Pool CSS Mill Asphalt Pavement  |                            | 6,098                      |
| North County Courts Parking Lot Seal Coat Asphalt                           |                            | 26,160                     |
| Central Library Replace Fixed Sash Window                                   |                            | 14,861                     |
| Election Registration Mill Asphalt Pavement                                 |                            | 44,674                     |
| SSF Adult Probation Replace Vinyl Floor Tiles                               |                            | 4,637                      |
| MDF Replace Air Handling Unit   | 257,614                    |                            |
| MDF Replace Supply or Exhaust Fan   | 4,748                      |                            |
| SM EPA Replace Hydraulic Elevator   |                            | 159,555                    |
| SM EPA Replace 3 Base Mounted Circulating Pumps                             |                            | 49,173                     |
| SM EPA Replace Centrifugal Exhaust Fans                                     |                            | 22,926                     |
| MDF Replace Exhaust Fans  | 51,310                     |                            |
| North County Courts Paint DA Hallway & Offices                              | 16,791                     |                            |
| HOJ Install Sinks in Custodial Closets                                      | 20,000                     |                            |
| HSA Replace Outdoor Packaging Units   | 259,666                    |                            |
| HSA Replace Centrifugal Exhaust Fans  | 2,643                      |                            |

| Project Description   | FY 2017-18<br>Total Approp | FY 2018-19<br>Total Approp |
|---|----------------------------|----------------------------|
| SMMC Investigative Study of Hydraulic Elevator North Addition #5 & #6       | 25,000                     |                            |
| Ag Building Paint Wood Windows, Exterior Stucco, And Doors Throughout       | 45,936                     |                            |
| Canyon Oaks Prep and Paint Stucco Exterior Surface Throughout               |                            | 16,714                     |
| CDF Belmont Apparatus Mill Asphalt Pavement, Seal Coat Asphalt Surface      |                            | 30,997                     |
| CDF Belmont Apparatus Paint Concrete Floor Throughout Interior              |                            | 6,855                      |
| CDF Belmont Apparatus Paint Interior Walls Throughout                       |                            | 12,625                     |
| CDF Belmont Apparatus Replace Aluminum Building Ladder                      |                            | 14,089                     |
| CDF Belmont Apparatus Replace Built-up Roofing                              | 115,088                    |                            |
| CDF Belmont Apparatus Replace Half Glass Exterior Double Doors              |                            | 3,280                      |
| CDF Belmont Apparatus Replace Half Glass Wood Interior Solid Doors          |                            | 9,162                      |
| CDF Belmont Apparatus Replace Window Throughout Exterior Including Tower    |                            | 24,035                     |
| CDF Belmont Apparatus Replace Wood Exterior Door With Frame                 |                            | 1,231                      |
| CDF Belmont Apparatus Replace Wood Interior Solid Core Doors                |                            | 7,013                      |
| CDF Belmont Barracks Paint Both Sides Wood Interior Door & Frame            |                            | 1,227                      |
| CDF Belmont Barracks Prep And Paint Interior Walls, Ceilings                |                            | 39,411                     |
| CDF Belmont Barracks Replace Built Up Roof                                  | 86,409                     |                            |
| CDF Belmont Barracks Replace Half Glass Wood Door Interior                  |                            | 2,161                      |
| CDF Belmont Barracks Replace Half Glass Wood Double Interior Solid Door     |                            | 6,123                      |
| CDF Belmont Barracks Replace Half Glass Wood Exterior Door 2nd Floor        |                            | 1,402                      |
| CDF Belmont Barracks Replace Wood Exterior Door West Side 1st Floor         |                            | 1,231                      |
| CDF Belmont Barracks Replace Wood Interior Hollow Core Door 1st Floor       |                            | 9,096                      |
| CDF Belmont Barracks Replace Wood Interior Hollow Core Door 2nd Floor       |                            | 8,111                      |
| CDF Belmont Paint Metal And Wood Doors (East Side & Apparatus Bay)          |                            | 1,564                      |
| Central Library Replace Built Up Roof and Uninsulated Standing Seam         |                            | 259,421                    |
| Central Library Replace Water Closet Compartment                            |                            | 7,188                      |
| County Office Building One prepare & Paint Metal Siding (Penthouse)         |                            | 5,517                      |
| County Office Building One Replace Steel Exterior Door (Penthouse)          |                            | 6,500                      |
| County Office Building Two Prepare & Paint Metal Roof                       |                            | 10,500                     |
| County Office Building Two Sandblast & Epoxy Paint Structural Steel At Roof |                            | 12,500                     |
| Cohn Sorenson Law Library Prep And Paint Interior Walls & Ceiling           | 35,212                     |                            |
| Cohn Sorenson Replace Roof  | 100,787                    |                            |
| Elections Registration Improvements-California Mandated                     | 250,000                    | 849,484                    |
| Hall Of Justice Replace 12 x 12 Vinyl Floor Tile                            |                            | 16,360                     |
| Hall Of Justice South Entrance Restoration                                  | 500,628                    |                            |
| Human Services Agency Replace Modified Bituminous Roofing                   | 301,132                    |                            |

| Project Description  | FY 2017-18<br>Total Approp | FY 2018-19<br>Total Approp |
|--|----------------------------|----------------------------|
| Motor Pool / CSS Replace Built Up Roof                                     | 64,875                     |                            |
| Old Courthouse Roof & Improvements   | 203,265                    |                            |
| Pescadero Yard Fuel Tank Replacement                                       | 387,749                    |                            |
| San Mateo Medical Center Admin Health Center Wing Paint Exterior Stucco    |                            | 29,644                     |
| San Mateo Medical Center Health Center Wing 3rd Floor Administration Paint |                            | 88,375                     |
| Youth Services Center Housing Building Seven Replace Carpet Throughout     | 140,199                    |                            |
| Maguire Facility Replace Carpet Project (Continued)                        | 80,759                     |                            |
| San Mateo Medical Center Replace Carpet                                    | 12,628                     |                            |
| <b>Subtotal County Projects - FCIS 85410</b>                               | <b>8,729,902</b>           | <b>2,337,782</b>           |
| <b>TOTAL OTHER COUNTY PROJECTS</b>   | <b>35,319,152</b>          | <b>10,880,871</b>          |
|  |                            |                            |
| <b>TOTAL ALL PROJECTS ALL FUNDS</b>  | <b>51,496,953</b>          | <b>25,910,412</b>          |

Capital Projects (8500B)  
Capital Project Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19   |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|---------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                     |                   |                     |
| Taxes                       | 2,887,107         | 5,644,447         | 51,846,047         | 7,711,849         | (44,134,198)        |                   | (7,711,849)         |
| Use of Money and Property   | 5,082             | 11,140            |                    |                   |                     |                   |                     |
| Charges for Services        | 480               |                   |                    |                   |                     |                   |                     |
| Interfund Revenue           | 43,939            |                   |                    |                   |                     |                   |                     |
| Miscellaneous Revenue       | 3,491             | 30,194            |                    |                   |                     |                   |                     |
| Other Financing Sources     | 22,438,930        | 19,391,135        | 87,816,342         | 43,290,445        | (44,525,897)        | 26,354,799        | (16,935,646)        |
| <b>Total Revenue</b>        | <b>25,379,029</b> | <b>25,076,916</b> | <b>139,662,389</b> | <b>51,002,294</b> | <b>(88,660,095)</b> | <b>26,354,799</b> | <b>(24,647,495)</b> |
| Fund Balance                | 2,335,604         | 2,357,051         | 3,493,794          | 4,400,044         | 906,250             | 3,905,385         | (494,659)           |
| <b>TOTAL SOURCES</b>        | <b>27,714,633</b> | <b>27,433,966</b> | <b>143,156,183</b> | <b>55,402,338</b> | <b>(87,753,845)</b> | <b>30,260,184</b> | <b>(25,142,154)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                     |                   |                     |
| Services and Supplies       | 6,090,541         | 8,105,720         |                    |                   |                     |                   |                     |
| Fixed Assets                | 19,267,041        | 15,834,452        | 139,072,373        | 51,496,953        | (87,575,420)        | 25,910,412        | (25,586,541)        |
| <b>Net Appropriations</b>   | <b>25,357,582</b> | <b>23,940,172</b> | <b>139,072,373</b> | <b>51,496,953</b> | <b>(87,575,420)</b> | <b>25,910,412</b> | <b>(25,586,541)</b> |
| Contingencies/Dept Reserves | 2,357,051         | 3,493,794         | 4,083,810          | 3,905,385         | (178,425)           | 4,349,772         | 444,387             |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,714,633</b> | <b>27,433,966</b> | <b>143,156,183</b> | <b>55,402,338</b> | <b>(87,753,845)</b> | <b>30,260,184</b> | <b>(25,142,154)</b> |

## Accumulated Capital Outlay Fund (8200B)

### Budget Unit Locator

County

Community Services

⇒ **Accumulated Capital Outlay Fund**

### Budget Unit Description

The Accumulated Capital Outlay Fund (ACO Fund) contains appropriations for County capital improvements, facilities maintenance projects, and debt service payments.

### Services Provided

Revenue is generated from the sale of real property and from interest earnings on Fund Balance.

### Program Results

The current fund balance is due to revenue from the County's sale of the Circle Star Plaza office complex in 2014, and are available to fund various capital projects. In FY 2015-17, reserves were used to begin predevelopment activities on several planned large capital construction projects. The Board approved the County's five year Capital Improvement Plan in April 2017, and several of the large projects will be funded through a combination of the General Fund and future debt financing. ACO Fund reserves will be utilized for completion of several projects in FY 2017-19, including the new County Office Building 3, the Lathrop House relocation, and the new Radio Shop.

### Accumulated Capital Outlay Fund (8200B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 87,677,407        | 88,383,155        | 88,024,197         | 86,097,552        | (1,926,645)       | 71,397,552        | (14,700,000)      |
| Total Sources      | 87,677,407        | 88,383,155        | 88,024,197         | 86,097,552        | (1,926,645)       | 71,397,552        | (14,700,000)      |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to remove projects appropriated in FY 2016-17, with a corresponding reduction in Fund Balance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,926,645)        | (1,926,645)   | 0               | 0         |

## 2. Capital Projects

Three capital projects are funded from reserves, including: County Office Building 3, the Lathrop House relocation, and the new Radio Shop.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 15,200,000         | 0             | 15,200,000      | 0         |
| (15,200,000)       | 0             | (15,200,000)    | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,926,645)        | (1,926,645)   | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to remove projects appropriated in FY 2017-18, with a corresponding reduction in Fund Balance.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (14,700,000)       | (14,700,000)  | 0               | 0         |

### 2. Capital Projects

Existing capital projects continue to be funded from reserves, including: County Office Building 3, the Lathrop House relocation, and the new Radio Shop.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 45,400,000         | 0             | 45,400,000      | 0         |
| (45,400,000)       | 0             | (45,400,000)    | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (14,700,000)       | (14,700,000)  | 0               | 0         |

Accumulated Capital Outlay Fund (8200B)  
Accumulated Capital Outlay Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property | 622,615           | 705,747           | 500,000            | 500,000           |                   | 500,000           |                   |
| <b>Total Revenue</b>      | 622,615           | 705,747           | 500,000            | 500,000           |                   | 500,000           |                   |
| Fund Balance              | 87,054,792        | 87,677,408        | 87,524,197         | 85,597,552        | (1,926,645)       | 70,897,552        | (14,700,000)      |
| <b>TOTAL SOURCES</b>      | 87,677,407        | 88,383,155        | 88,024,197         | 86,097,552        | (1,926,645)       | 71,397,552        | (14,700,000)      |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Other Financing Uses      |                   | 858,958           | 33,495,948         | 15,200,000        | (18,295,948)      | 45,900,000        | 30,700,000        |
| <b>Net Appropriations</b> |                   | 858,958           | 33,495,948         | 15,200,000        | (18,295,948)      | 45,900,000        | 30,700,000        |
| Non-General Fund Reserves | 87,677,407        | 87,524,197        | 54,528,249         | 70,897,552        | 16,369,303        | 25,497,552        | (45,400,000)      |
| <b>TOTAL REQUIREMENTS</b> | 87,677,407        | 88,383,155        | 88,024,197         | 86,097,552        | (1,926,645)       | 71,397,552        | (14,700,000)      |

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## Courthouse Construction Fund (8300B)

### Budget Unit Locator

County

Community Services

⇒ **Courthouse Construction Fund**

### Budget Unit Description

Funds the construction, rehabilitation, leasing, and financing of courtrooms

### Services Provided

For every \$10.00 of all criminal and traffic fines, bail, and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Courthouse Construction Fund for the purposes of construction, rehabilitation, lease, and financing of courtrooms. A penalty of \$1.50 is also added for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 collected pursuant to Government Code 76004.

In Addition, this Fund is used to provide debt service for the Court's relocation project and Court's prorated share of debt service for the Youth Services Center.

### Program Results

This Fund is currently only being used for debt service for Court facilities. Due to a reduction in fines and fees collected by the courts in recent years, revenues are insufficient to fund all debt service requirements for Court facilities. Additionally, reserves have been used to offset the difference but will be exhausted in FY 2017-18, eliminating any interest revenue as well. The County General Fund is legally obligated to fund any difference between the revenues and debt service. Once the debt service has been fully satisfied, the revenues will transfer to the State of California, which will take place in 2036, based on current debt service schedules.

### Courthouse Construction Fund (8300B)

#### Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 1,953,323         | 1,797,644         | 1,523,541          | 1,364,219         | (159,322)         | 1,364,422         | 203               |
| Total Sources      | 1,953,323         | 1,797,644         | 1,523,541          | 1,364,219         | (159,322)         | 1,364,422         | 203               |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect a decrease in court fines and interest earnings; as well as a declining fund balance due to current debt service on court facilities exceeding revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (4,160)            | (623,241)     | 619,081         | 0         |

## 2. General Fund Contribution and reduction in Reserves

A transfer from the General Fund, which will be ongoing until debt service on court facilities is satisfied, and a reduction in Reserves, offset the decrease in court fines and interest revenue. Fund Balance and Reserves have been exhausted.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (155,162)          | 463,919       | (619,081)       | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (159,322)          | (159,322)     | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect a decrease in court fines and interest earnings due to current debt service on court facilities exceeding revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 203                | 203           | 0               | 0         |

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 5,041             | 3,103             | 2,000              | 300               | (1,700)           |                   | (300)             |
| Charges for Services        | 1,101,694         | 976,489           | 1,100,000          | 900,000           | (200,000)         | 900,000           |                   |
| Interfund Revenue           |                   |                   |                    | 463,919           | 463,919           | 464,422           | 503               |
| Miscellaneous Revenue       | 5,342             |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>1,112,077</b>  | <b>979,591</b>    | <b>1,102,000</b>   | <b>1,364,219</b>  | <b>262,219</b>    | <b>1,364,422</b>  | <b>203</b>        |
| Fund Balance                | 841,246           | 818,053           | 421,541            |                   | (421,541)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>1,953,323</b>  | <b>1,797,644</b>  | <b>1,523,541</b>   | <b>1,364,219</b>  | <b>(159,322)</b>  | <b>1,364,422</b>  | <b>203</b>        |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Other Charges               | 5,467             |                   |                    |                   |                   |                   |                   |
| Other Financing Uses        | 1,129,802         | 1,376,103         | 1,368,379          | 1,364,219         | (4,160)           | 1,364,422         | 203               |
| <b>Net Appropriations</b>   | <b>1,135,270</b>  | <b>1,376,103</b>  | <b>1,368,379</b>   | <b>1,364,219</b>  | <b>(4,160)</b>    | <b>1,364,422</b>  | <b>203</b>        |
| Contingencies/Dept Reserves | 191,435           |                   |                    |                   |                   |                   |                   |
| Non-General Fund Reserves   | 626,618           | 421,541           | 155,162            |                   | (155,162)         |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,953,323</b>  | <b>1,797,644</b>  | <b>1,523,541</b>   | <b>1,364,219</b>  | <b>(159,322)</b>  | <b>1,364,422</b>  | <b>203</b>        |

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## Criminal Justice Construction Fund (8400B)

### Budget Unit Locator

County

Community Services

⇒ **Criminal Justice Construction Fund**

### Budget Unit Description

Funds the construction, rehabilitation, leasing, and financing of criminal justice facilities

### Services Provided

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Criminal Justice Construction Fund for purposes of construction, reconstruction, expansion, improvement, operation, or maintenance of criminal justice facilities. A penalty of \$1.50 is also added for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 collected pursuant to Government Code 76004.

### Program Results

Court revenues generated in this fund will continue to be budgeted for a portion of the debt service payment for the lease revenue bonds issued in 1993 to build the Maguire Correctional Facility. Due to a reduction in fines and fees collected by the courts in recent years, revenues are insufficient to fund the County's debt service requirements. Reserves will be used to make up the difference.

### Criminal Justice Construction Fund (8400B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 2,870,348         | 2,764,319         | 2,779,319          | 2,354,668         | (424,651)         | 2,172,668         | (182,000)         |
| Total Sources      | 2,870,348         | 2,764,319         | 2,779,319          | 2,354,668         | (424,651)         | 2,172,668         | (182,000)         |

### FY 2017-18 Program Funding Adjustments

There following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect a decrease in court fines and an increase in interest earnings; as well as a decrease in fund balance and reserves due to debt service exceeding projected revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (424,651)          | (424,651)     | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect a decrease in fund balance and reserves due to debt service exceeding projected revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (182,000)          | (182,000)     | 0               | 0         |

### Criminal Justice Construction Fund (8400B) Criminal Justice Temporary Construction Fund

#### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 15,741            | 17,494            | 15,000             | 18,000            | 3,000             | 18,000            |                   |
| Charges for Services        | 1,101,778         | 976,477           | 1,100,000          | 900,000           | (200,000)         | 900,000           |                   |
| Miscellaneous Revenue       | 1,468             |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>1,118,987</b>  | <b>993,971</b>    | <b>1,115,000</b>   | <b>918,000</b>    | <b>(197,000)</b>  | <b>918,000</b>    |                   |
| Fund Balance                | 1,751,362         | 1,770,348         | 1,664,319          | 1,436,668         | (227,651)         | 1,254,668         | (182,000)         |
| <b>TOTAL SOURCES</b>        | <b>2,870,348</b>  | <b>2,764,319</b>  | <b>2,779,319</b>   | <b>2,354,668</b>  | <b>(424,651)</b>  | <b>2,172,668</b>  | <b>(182,000)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Other Financing Uses        | 1,100,000         | 1,100,000         | 1,100,000          | 1,100,000         |                   | 1,100,000         |                   |
| <b>Net Appropriations</b>   | <b>1,100,000</b>  | <b>1,100,000</b>  | <b>1,100,000</b>   | <b>1,100,000</b>  |                   | <b>1,100,000</b>  |                   |
| Contingencies/Dept Reserves | 160,487           | 53,986            | 53,986             |                   | (53,986)          |                   |                   |
| Non-General Fund Reserves   | 1,609,861         | 1,610,333         | 1,625,333          | 1,254,668         | (370,665)         | 1,072,668         | (182,000)         |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,870,348</b>  | <b>2,764,319</b>  | <b>2,779,319</b>   | <b>2,354,668</b>  | <b>(424,651)</b>  | <b>2,172,668</b>  | <b>(182,000)</b>  |

## Other Capital Construction Fund (8450D)

### Budget Unit Locator

County

Community Services

⇒ **Other Capital Construction Fund**

### Budget Unit Description

The Other Capital Construction Fund contains appropriations for major County capital improvements

### Services Provided

Project revenues from the General Fund and other funding sources are budgeted for major capital improvement projects.

### Program Results

In January 2017, the Board of Supervisors authorized the creation of the Project Development Unit in the County Manager's Office, to manage major County capital improvement projects. Several major capital projects already underway or significantly planned were transferred from the Capital Projects unit in the Department of Public Works, including the Regional Operations Center, Skylonda and Pescadero fire stations, Animal Shelter, Cordilleras Mental Health Facility, and several master planning projects throughout the county. In April 2017, the Board approved the County's Five-Year Capital Improvement Plan, which includes the projects listed above, as well as work at the San Mateo Medical Center, the addition of County Office Building 3 (COB3) and a new parking garage at the County Government Center in Redwood City, and the South San Francisco Health Campus.

Funding for all of the approved projects will come from a variety of sources. In FY 2017-19, \$32.2 million will be allocated from the General Fund, as well as an additional \$12.9 million in seed funding which will be reimbursed with Bond proceeds in future years. In addition, \$32.5 million will be allocated from Measure K funds for the Regional Operations Center. \$60.6 million will be allocated from the Accumulated Capital Outlay (ACO) Fund, which consists of the remaining proceeds from the sale of the Circle Star Plaza office complex, for COB3, relocation of the Lathrop House, and the Radio Shop Replacement. The County expects to pursue debt financing in early 2018, and \$86.5 million will be allocated from the bond proceeds, as well as reimbursing the General Fund for seed funding.

The Other Capital Construction Projects Summary table below provides a list of all funded projects in FY 2017-18 and FY 2018-19.

### Other Capital Construction Fund (8450D)

#### Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements |                   | 25,718,334        | 98,928,514         | 89,731,135        | (9,197,379)       | 145,381,135       | 55,650,000        |
| Total Sources      |                   | 25,718,334        | 98,928,514         | 89,731,135        | (9,197,379)       | 145,381,135       | 55,650,000        |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to remove revenue and expenditures from work completed on the Maple Street Correctional Facility Warm Shell and Skylonda Fire Station, as well as the one-time transfer of projects from the Public Works Capital Projects Unit in FY 2016-17.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (87,447,379)       | (87,447,379)  | 0               | 0         |

### 2. Funding for ongoing and new Capital Construction Projects

Funding is allocated from the General Fund for several projects, including: Animal Care Shelter replacement, San Mateo Medical Center Master Plan Implementation, County Government Center Parking Garage 2, Cordilleras Mental Health Facility replacement, South San Francisco Health Campus, and Homeless Shelter replacement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 33,550,000         | 33,550,000    | 0               | 0         |

### 3. Funding for ongoing and new Capital Construction Projects

Funding is allocated from Measure K funds for several projects, including Regional Operations Center and Pescadero Fire Station Replacement.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 29,500,000         | 29,500,000    | 0               | 0         |

### 4. Funding for ongoing and new Capital Construction Projects

Funding is allocated from the Accumulated Capital Outlay Fund for three projects: County Office Building 3, Radio Shop replacement and Lathrop House relocation.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 15,200,000         | 15,200,000    | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (9,197,379)        | (9,197,379)   | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to remove funding for projects in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (30,850,000)       | (30,850,000)  | 0               | 0         |

### 2. Funding for ongoing Capital Construction Projects

Funding is allocated from bond proceeds for the construction of the Cordilleras Mental Health Facility replacement, County Government Center Parking Structure, San Mateo Medical Center Campus Master Plan implementation, Homeless Shelter replacement, and South San Francisco County Campus.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 86,500,000         | 86,500,000    | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 55,650,000         | 55,650,000    | 0               | 0         |

## Other Capital Construction Projects Summary FY 2017-18 &amp; FY 2018-19

| Project Description   | FY 2017-18<br>Total Approp | FY 2018-19<br>Total Approp |
|---|----------------------------|----------------------------|
| Maple Street Correctional Facility Warm Shell Buildout                    | 5,000,000                  |                            |
| <b>Warm Shell Project 84511</b>   | <b>5,000,000</b>           |                            |
| Skylonda Fire Station Project - Measure K                                 | 2,500,000                  |                            |
| Skylonda Fire Station Project - GF/Bond                                   | 2,500,000                  |                            |
| <b>Skylonda Fire Station Project 84512</b>                                | <b>5,000,000</b>           |                            |
| San Mateo Medical Center Campus Master Plan                               | 150,000                    |                            |
| San Mateo Medical Center Campus Master Plan Implementation - GF           | 6,500,000                  | 5,500,000                  |
| Animal Care Shelter   | 14,000,000                 | 6,000,000                  |
| County Office Building 3 - GF   |                            |                            |
| CGC Parking Structure II - GF   |                            |                            |
| <b>Major Capital Construction - General Fund 84710</b>                    | <b>20,650,000</b>          | <b>11,500,000</b>          |
| County Office Building 3 - ACO  | 10,000,000                 | 45,400,000                 |
| Radio Shop  | 4,300,000                  |                            |
| Lathrop House Relocation  | 900,000                    |                            |
| <b>Major Capital Construction - Accumulated Capital Outlay Fund 84720</b> | <b>15,200,000</b>          | <b>45,400,000</b>          |
| Public Dispatch and Emergency Operations Center                           | 29,000,000                 |                            |
| Pescadero Fire Station Replacement  | 500,000                    | 500,000                    |
| <b>Major Capital Construction - Measure K 84730</b>                       | <b>29,500,000</b>          | <b>500,000</b>             |
| SSF County Campus   | 1,000,000                  | 3,500,000                  |
| Cordilleras Mental Health Facility Replacement                            | 5,400,000                  | 32,000,000                 |
| San Mateo Medical Center Campus Master Plan Implementation - Bond         |                            | 24,500,000                 |
| Homeless Shelter  | 1,000,000                  | 5,000,000                  |
| CGC Parking Structure II  | 5,500,000                  | 25,000,000                 |
| <b>Major Capital Construction - Bond Proceeds 84740</b>                   | <b>12,900,000</b>          | <b>86,500,000</b>          |
|   |                            |                            |
| <b>TOTAL ALL PROJECTS ALL FUNDS</b>                                       | <b>88,250,000</b>          | <b>143,900,000</b>         |

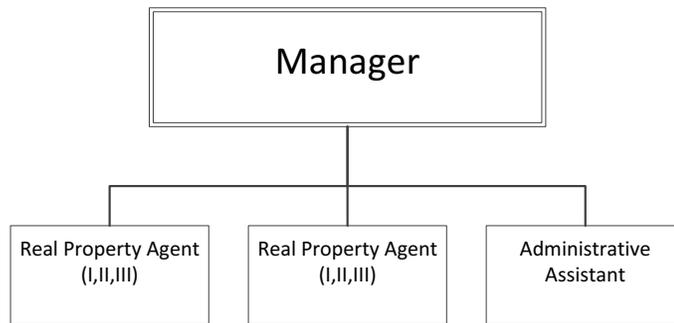
Other Capital Construction Fund (8450B)  
Capital Project Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                   |
| Taxes                     |                   |                   | 4,500,000          | 32,000,000        | 27,500,000        | 500,000           | (31,500,000)      |
| Use of Money and Property |                   | 107,334           |                    |                   |                   |                   |                   |
| Other Financing Sources   |                   | 25,611,000        | 80,947,379         | 51,250,000        | (29,697,379)      | 143,400,000       | 92,150,000        |
| <b>Total Revenue</b>      |                   | 25,718,334        | 85,447,379         | 83,250,000        | (2,197,379)       | 143,900,000       | 60,650,000        |
| Fund Balance              |                   |                   | 13,481,135         | 6,481,135         | (7,000,000)       | 1,481,135         | (5,000,000)       |
| <b>TOTAL SOURCES</b>      |                   | 25,718,334        | 98,928,514         | 89,731,135        | (9,197,379)       | 145,381,135       | 55,650,000        |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies     |                   | 1,500             |                    |                   |                   |                   |                   |
| Fixed Assets              |                   | 12,235,698        | 92,947,379         | 85,750,000        | (7,197,379)       | 143,900,000       | 58,150,000        |
| Other Financing Uses      |                   |                   | 4,500,000          | 2,500,000         | (2,000,000)       |                   | (2,500,000)       |
| <b>Net Appropriations</b> |                   | 12,237,198        | 97,447,379         | 88,250,000        | (9,197,379)       | 143,900,000       | 55,650,000        |
| Non-General Fund Reserves |                   | 13,481,135        | 1,481,135          | 1,481,135         |                   | 1,481,135         |                   |
| <b>TOTAL REQUIREMENTS</b> |                   | 25,718,334        | 98,928,514         | 89,731,135        | (9,197,379)       | 145,381,135       | 55,650,000        |

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Real Property Services



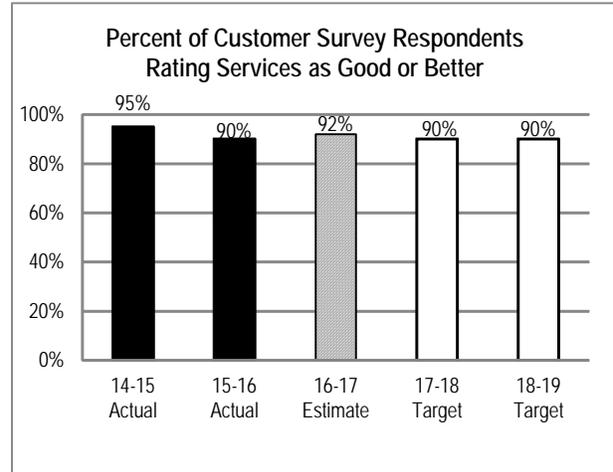
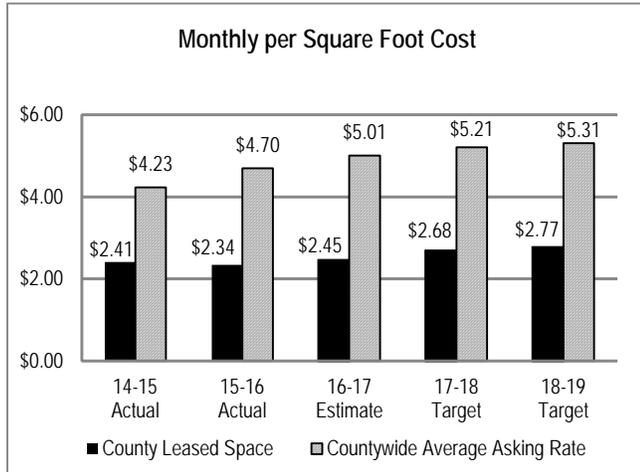
## Department Locator

County

Community Services

⇒ Real Property Services

## Headline Measures



## Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 40%                  | 60%                  | 80%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better     | 95%                  | 90%                  | 92%                    | 90%                  | 90%                  |
| Cost per Capita  | \$2.41               | \$2.34               | \$2.45                 | \$2.68               | \$2.77               |
| Percent of Employees Rating Working for the County as Very Good <sup>1</sup> | ---                  | ---                  | ---                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Evaluations Completed Annually <sup>2</sup>  | 0%                   | 0%                   | 100%                   | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement         | 75%                  | 100%                 | 100%                   | 90%                  | 90%                  |

<sup>1</sup> Due to the size of Real Property, data on employee evaluations is not available; however, responses from Department staff are included in the rollup of the County Manager's Office.

<sup>2</sup> Due to changes in management during FYs 2014-15 and 2015-16, no employee evaluations were completed.

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## Mission Statement

Provide competitive real estate services to County departments.

## Overview

Real Property Services efficiently and effectively researches historical records, negotiates leases as either the landlord or tenant based on market conditions and forecasts, disposes of surplus real property, and purchases property on the County's behalf. The unit collaborates with County, regional, city, and state departments and agencies to find cost-effective, well-considered strategies for providing health care services, human services, transportation, outdoor activities, construction of tenant improvement projects, and infrastructure maintenance. Real Property works closely with other County departments to define leased facility needs, identify appropriate alternatives, negotiate leases on competitive terms, and administer those agreements throughout the term of lease, and protects the County's financial and legal interests. In FYs 2017-19, Real Property will oversee 754,822 square feet of leased space. In addition, Real Property negotiates concession and permit agreements and facilitates right of way transactions.

## Program Results

For more than six years now, Real Property Services has successfully negotiated lease rates well below the countywide asking rates, due in part to continuing strong demand for office space on the Peninsula and the Department's market awareness and diligent negotiation. This results in a cost saving for the County and high value for departments who lease space for their services and operations.

Program priorities for FY 2017-18 and FY 2018-19 include the implementation of a new lease management system that will enable the Department to better organize and track County leases. Further, the Department will be securing the preferred location for the new Pescadero Fire Station, assisting in the phasing of future capital projects that impact County operations and services, finalizing and implementing the Construction Mitigation Plan to support Middlefield Road businesses during the construction of the Middlefield Road Improvement Project, and acquiring property damaged in La Honda by the 2017 winter storms.

FY 2018-19 includes a not-yet-approved rate increase that is reflected in the program funding adjustments explanation. Unlike other service charge departments, the Real Property Service charges have been flat over the past several fiscal years. The Department also had significant salary savings in the recent years due to unfilled positions. Now that the Department is fully staffed, the task of reviewing current rates is underway. The current \$0.06 per square foot service charge is not adequate to cover the costs of the fully-staffed department. The year two adjustments include an increased service charge of \$0.11 per square foot. Should the new rate not be approved, Real Property Services would have to reduce reserves and increase outside revenues to offset costs.

Real Property Services (1220B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Use of Money and Property   | 482,310           | 476,660           | 371,245            | 393,166           | 21,921             | 424,857           | 31,691            |
| Charges for Services        | 25,000            | 5,000             | 20,000             | 2,500             | (17,500)           | 2,500             |                   |
| Interfund Revenue           | 2,422,754         | 2,974,634         | 2,719,260          | 2,216,488         | (502,772)          | 2,392,435         | 175,947           |
| Miscellaneous Revenue       | 4,700             |                   |                    |                   |                    |                   |                   |
| <b>Total Revenue</b>        | <b>2,934,764</b>  | <b>3,456,294</b>  | <b>3,110,505</b>   | <b>2,612,154</b>  | <b>(498,351)</b>   | <b>2,819,792</b>  | <b>207,638</b>    |
| Fund Balance                | 1,587,578         | 1,519,327         | 1,563,709          | 1,352,409         | (211,300)          | 1,060,688         | (291,721)         |
| <b>TOTAL SOURCES</b>        | <b>4,522,342</b>  | <b>4,975,621</b>  | <b>4,674,214</b>   | <b>3,964,563</b>  | <b>(709,651)</b>   | <b>3,880,480</b>  | <b>(84,083)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 613,048           | 650,478           | 686,277            | 754,874           | 68,597             | 764,216           | 9,342             |
| Services and Supplies       | 129,113           | 110,377           | 826,368            | 143,400           | (682,968)          | 147,900           | 4,500             |
| Other Charges               | 15,133,160        | 17,031,106        | 18,358,196         | 18,403,163        | 44,967             | 19,030,435        | 627,272           |
| Other Financing Uses        | 3,038             | 4,312             | 4,419              | 18,246            | 13,827             | 18,482            | 236               |
| <b>Gross Appropriations</b> | <b>15,878,360</b> | <b>17,796,273</b> | <b>19,875,260</b>  | <b>19,319,683</b> | <b>(555,577)</b>   | <b>19,961,033</b> | <b>641,350</b>    |
| Intrafund Transfers         | (12,875,344)      | (14,384,361)      | (15,887,017)       | (16,415,808)      | (528,791)          | (17,196,106)      | (780,298)         |
| <b>Net Appropriations</b>   | <b>3,003,016</b>  | <b>3,411,912</b>  | <b>3,988,243</b>   | <b>2,903,875</b>  | <b>(1,084,368)</b> | <b>2,764,927</b>  | <b>(138,948)</b>  |
| Contingencies/Dept Reserves | 1,519,326         | 1,563,709         | 685,971            | 1,060,688         | 374,717            | 1,115,553         | 54,865            |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,522,342</b>  | <b>4,975,621</b>  | <b>4,674,214</b>   | <b>3,964,563</b>  | <b>(709,651)</b>   | <b>3,880,480</b>  | <b>(84,083)</b>   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 4.0               | 4.0               | 4.0                | 4.0               |                    | 4.0               |                   |
| Funded FTE                  | 4.0               | 4.0               | 4.0                | 4.0               |                    | 4.0               |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$709,651 or 15 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$21,921 in this funding source due to scheduled rent increases.

#### Charges for Services

There is a decrease of \$17,500 in this funding source due to a reduction in work performed for outside entities in favor of a shift in priorities to addressing the County's immediate needs for space and services.

#### Interfund Revenue

There is a net decrease of \$502,772 in this funding source due to expiration of leases and negotiated leases converting to County portfolio, resulting in reduced reimbursements from non-General Fund departments.

#### Fund Balance

There is a decrease of \$211,300 in this funding source due to ongoing projects. Fund Balance used for one-time projects and purchases in FY 2016-17 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$709,651 or 15 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$68,597 in this expenditure category due to negotiated salary and benefit increases.

#### Services and Supplies

There is a net decrease of \$682,968 in this expenditure category primarily due to the cost for a one-time project (implementation of the Accela system) being lower than estimated. The balance of the changes are adjustments to meet budget targets of zero net County cost.

#### Other Charges

There is a net increase of \$44,967 in this expenditure category primarily due to increases in County leased facility rental charges, property insurance, and automation services. This was partially offset by a decrease in County-owned facility rental charges.

#### Other Financing Uses

There is a net increase of \$13,827 in this expenditure category due to debt service on bonds, including principal and interest. This increase was partially offset by a decrease in the facility surcharge.

#### Intrafund Transfers

There is an increase of \$528,791 in this category due to reimbursements from General Fund departments for scheduled rent increases.

#### Contingencies/Departmental Reserves

There is an increase of \$374,717 in this expenditure category due to a one-time project expense (Accela system) cost being lower than estimated. The balance in General Fund Reserves represents 36 percent of Net Appropriations, which exceeds the County's two percent Reserves policy by \$1,002,611.

### NET COUNTY COST

Real Property is a no Net County Cost department.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$84,083 or two percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$31,691 in this funding source due to scheduled rent increases.

#### Charges for Services

No change

#### Interfund Revenue

There is an increase of \$175,947 in this funding source due to scheduled rent increases.

#### Fund Balance

There is a decrease of \$291,721 in this funding source due to increases in County leased facility rental charges and an increase in facility lease payments.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$84,083 or two percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$9,342 in this expenditure category due to negotiated salary and benefit increases.

#### Services and Supplies

There is a net increase of \$4,500 in this expenditure category due to expected replacements of computer hardware. This increase was partially offset by a decrease in outside printing and copy services to meet budget targets of zero Net County Cost.

#### Other Charges

There is an increase of \$627,272 in this expenditure category primarily due to a planned increase in the Real Property service charge to \$0.11 per square foot.

#### Other Financing Uses

There is an increase of \$236 in this expenditure category due to increases in debt service on bonds and the facility surcharge.

#### Intrafund Transfers

There is an increase of \$780,298 in this funding source due to scheduled rent increases on leased facilities.

#### Contingencies/Departmental Reserves

There is an increase of \$54,865 in this expenditure category due to a planned increase in service charges to \$0.11 per square foot. The Department has not increased service charges in recent years to offset the increased expenditures related to salaries, benefits, and other interdepartmental charges. The balance in General Fund Reserves represents 40 percent of Net Appropriations, which exceeds the County's two percent Reserves policy by \$1,060,254.

### NET COUNTY COST

Real Property Services is a no Net County Cost department.

## Real Property Services (1220B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 4.0               | 4.0               | 4.0                | 4.0               |                   | 4.0               |                   |
| Funded FTE                | 4.0               | 4.0               | 4.0                | 4.0               |                   | 4.0               |                   |
| <b>Total Requirements</b> | 4,522,342         | 4,975,621         | 4,674,214          | 3,964,563         | (709,651)         | 3,880,480         | (84,083)          |
| <b>Total Sources</b>      | 4,522,342         | 4,975,621         | 4,674,214          | 3,964,563         | (709,651)         | 3,880,480         | (84,083)          |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decreases in services to cities and Interfund Revenue for San Mateo County General Hospital; decreases in Services and Supplies; increases in facility lease payments; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (709,650)          | (709,650)     | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

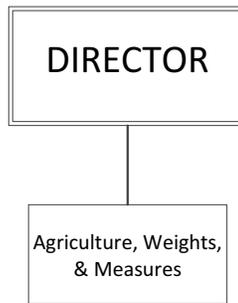
#### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in County leased facility rental charges; increases in facility lease payments; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (84,083)           | (84,083)      | 0               | 0         |

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## Agricultural Commissioner/Sealer



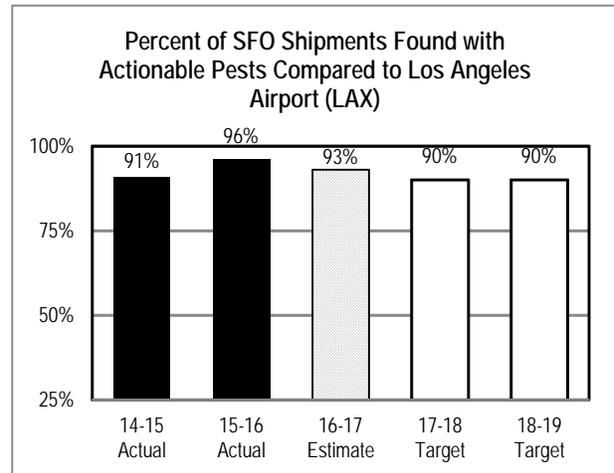
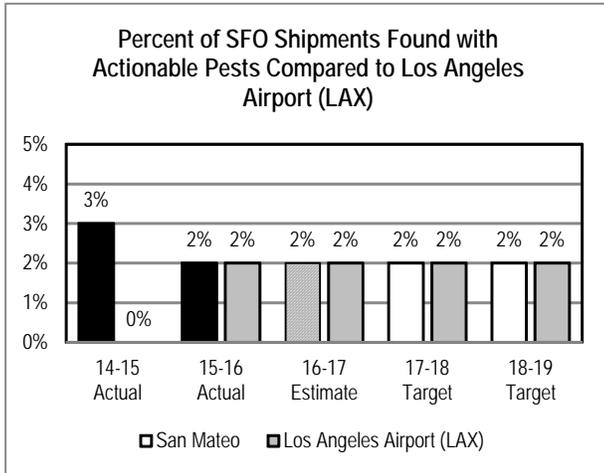
Department Locator

County

Community Services

➔ Agricultural Commissioner/Sealer

Headline Measures



Administrative Measures

|  | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|--|-------------------|-------------------|---------------------|-------------------|-------------------|
| Percent of Performance Goals Met   | 44%               | 56%               | 67%                 | 80%               | 85%               |
| Percent of Customer Survey Respondents Rating Services as Good or Better     | 100%              | 100%              | 90%                 | 90%               | 90%               |
| Cost per Capita Compared to Association of Bay Area Governments <sup>1</sup> | \$1.62/\$1.87     | \$2.17/\$1.71     | \$2.22/---          | \$2.28/---        | \$2.34/---        |
| Percent of Employees Rating Working for the County as Very Good              | 90%               | 83%               | 97%                 | 80.9%             | 80.9%             |
| Percent of Employee Evaluations Completed Annually                           | 90%               | 100%              | 100%                | 90%               | 90%               |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement         | 90%               | 100%              | 95%                 | 90%               | 90%               |

<sup>1</sup> Data not available

## Mission Statement

To protect agricultural and environmental resources, ensure the safe use of pesticides, provide consumer protection and ensure equity in the marketplace.

## Overview

The Agricultural Commissioner Sealer has four core areas of service:

- Inspect and ensure agricultural commodities entering County are free from invasive pests.
- Monitor County for invasive pests through insect pest detection trapping.
- Enforce pesticide regulations to ensure pesticides are used in accordance with regulations.
- Ensure weights and measures devices such as gas pumps, scanners and scales are accurate.

## Major Accomplishments in FY 2015-17

- Pest Detection staff interception of three Asian Citrus Psyllids (ACP), a vector of Huanglongbing, a lethal citrus disease. Department, with California Department of Food and Agriculture (CDFA), the local nursery industry and area residents established a quarantine area surrounding the ACP finds to prevent further movement.
- Implementation of new pesticide worker safety regulations effective January 2017. Effort included staff training, outreach and continuing education presentations to the agricultural industry.
- Investigated thirty Pesticide Illness reports and twenty-eight pesticide related complaints.
- California Department of Pesticide Regulation (CDPR) 2014-2016 Pesticide Program Performance Evaluation determined the County's Pesticide Regulatory program is effective.
- Oversaw weed control project to reduce presence of Jubata grass, an invasive weed, on Department of Public Works property in Pescadero.
- Identified and responded to Boxwood Blight, a deadly disease affecting boxwoods, found for the first time in California.
- Updated Weights and Measures Device Registration and Billing Program and implemented new Device Registration and Point-of-Sale System fees.
- Replaced outdated Weights and Measures gas pump testing vehicle equipment.
- Department applied for and was recipient of a San Mateo County Wellness Grant.
- Agricultural Ombudsman assisted over fifty agricultural producers with county regulatory process.
- As Fresh As It Gets (AFAIG) continued participation and promotion of San Mateo County agricultural products.

## Changes and Challenges

- Continue detection, quarantine enforcement and suppression of ACP and survey for Huanglongbing, a deadly state regulated citrus disease.
- Outreach and education of pesticide users concerning revised state and federal worker safety regulations and to increase public awareness of pesticide regulatory programs.
- Continue Succession Plan implementation and staff development.
- Manage diversifying programs and increasing responsibilities.
- Maintain a high level of customer service and employee satisfaction.
- Implementation of state-funded European Grape Vine Moth pest detection program.
- Continue to oversee weed control projects to manage Jubata grass, an invasive weed, on County properties in Pescadero and Half Moon Bay.

### **Key Initiatives**

- Installation and implementation of California Pesticide Enforcement Activity Tracking System (CalPEATS), a web based database for tracking Pesticide enforcement activities Statewide.
- Continue working with CDFA on development and implementation of Cal Trap, a web based pest detection trapping program.
- Work with Administration, County departments and cities with development of Cannabis enforcement policies and programs.

### **Program Results**

Pest Prevention inspections are performed at SFO, express carriers, nurseries and insect pest detection trap sites. Activities and services conducted are reimbursed via state agreements and industry fees. Early detection of harmful agricultural pests is facilitated by the placement of 4,060 insect traps throughout the County that are serviced 54,400 times each year.

The Pesticide Regulatory program focuses on applicator and fieldworker safety, endangered species protection, and monitoring of pesticide applications at sensitive sites. Oversight is provided for the agricultural industry, pest control businesses and the general public. Staff conducted outreach to growers, fieldworkers, landscape and pest control businesses and municipal employees to educate them about pesticide use safety and licensing requirements including two workshops for Spanish-speaking fieldworkers and attendance at a health fair in Pescadero.

Weights and Measures staff inspect businesses to ensure that weighing and measuring devices and price scanner systems are accurate and in compliance with State regulations. Consumer weights and measures complaints received directly from consumers, the District Attorney's Office, or State Division of Measurement Standards are investigated promptly. In FY 2015-16, 24 consumer complaints were investigated and resolved.

The State Unclaimed Gas Tax (UGT) subvention is an annual State subvention based on County expenditures for agricultural programs. The UGT has a Maintenance of Effort (MOE) requirement that General Fund expenditures remain at or above the previous five year average.

The High Risk Pest Exclusion state agreement requires a MOE of agricultural program General Fund expenditures remaining at or above the FY 1997-98 levels. The County and Department have successfully met these MOE requirements. All these programs are mandated by State law. The Program will maintain its current performance levels in FY 2017-18 and 2018-19.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Licensed Businesses in Compliance with Pesticide Regulatory Requirements  | 93%                  | 95%                  | 96%                    | 95%                  | 95%                  |
| Percent of Exotic Insect Quality Control Specimens Recovered by Pest Detection Staff   | 89%                  | 89%                  | 95%                    | 95%                  | 95%                  |
| Average cost per Weights and Measures device inspected compared to Association of Bay Area Government (ABAG) Counties <sup>1</sup> | \$53.95/\$112        | \$49.10/\$122        | \$50.33/---            | \$51.59/---          | \$52.88/---          |

<sup>1</sup> Data not available

## Agricultural Commissioner/Sealer (1260B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 600,374           | 620,611           | 724,891            | 722,900           | (1,991)           | 722,900           |                   |
| Fines, Forfeitures and Penalties | 16,615            | 24,236            |                    |                   |                   |                   |                   |
| Intergovernmental Revenues       | 2,363,603         | 2,453,507         | 2,445,900          | 2,449,180         | 3,280             | 2,449,180         |                   |
| Charges for Services             | 183,663           | 129,925           | 172,200            | 122,200           | (50,000)          | 122,200           |                   |
| Interfund Revenue                | 1,210             | 1,165             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 3,837             | 8,761             | 100                |                   | (100)             |                   |                   |
| <b>Total Revenue</b>             | <b>3,169,302</b>  | <b>3,238,204</b>  | <b>3,343,091</b>   | <b>3,294,280</b>  | <b>(48,811)</b>   | <b>3,294,280</b>  |                   |
| Fund Balance                     | 444,474           | 463,540           | 447,558            | 447,558           |                   | 447,558           |                   |
| <b>TOTAL SOURCES</b>             | <b>3,613,776</b>  | <b>3,701,744</b>  | <b>3,790,649</b>   | <b>3,741,838</b>  | <b>(48,811)</b>   | <b>3,741,838</b>  |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 4,002,214         | 4,127,954         | 4,515,529          | 4,722,438         | 206,909           | 4,798,394         | 75,956            |
| Services and Supplies            | 173,124           | 267,417           | 378,897            | 372,402           | (6,495)           | 371,602           | (800)             |
| Other Charges                    | 499,126           | 594,780           | 707,916            | 664,315           | (43,601)          | 668,825           | 4,510             |
| Other Financing Uses             | 5,689             | 3,401             | 3,485              | 4,381             | 896               | 4,495             | 114               |
| <b>Net Appropriations</b>        | <b>4,680,153</b>  | <b>4,993,551</b>  | <b>5,605,827</b>   | <b>5,763,536</b>  | <b>157,709</b>    | <b>5,843,316</b>  | <b>79,780</b>     |
| Contingencies/Dept Reserves      | 260,536           | 260,536           | 355,511            | 355,511           |                   | 355,511           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>4,940,689</b>  | <b>5,254,087</b>  | <b>5,961,338</b>   | <b>6,119,047</b>  | <b>157,709</b>    | <b>6,198,827</b>  | <b>79,780</b>     |
| <b>NET COUNTY COST</b>           | <b>1,326,913</b>  | <b>1,552,343</b>  | <b>2,170,689</b>   | <b>2,377,209</b>  | <b>206,520</b>    | <b>2,456,989</b>  | <b>79,780</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 30.0              | 30.0              | 30.0               | 30.0              |                   | 30.0              |                   |
| Funded FTE                       | 28.9              | 28.8              | 28.8               | 28.8              | 0.0               | 28.8              |                   |

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## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$48,811, or one percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Licenses, Permits and Franchises

There is a net decrease of \$1,991 in this funding source due to reduction in projected state administrative fee collections which was adjusted based on previous year actuals.

#### Intergovernmental Revenues

There is a net increase of \$3,280 in this funding source due to additional state revenue for pest detection trapping program.

#### Charges for Services

There is a net decrease of \$50,000 in this funding source due to reduced projected fees from certified farmers' market and phytosanitary export certification inspections. This increase was partially offset by an increase in intergovernmental revenue due to state agreements and subventions.

#### Miscellaneous Revenue

There is a net decrease of \$100 in this funding source due to elimination of sale of literature for the annual crop report which is now distributed electronically.

### TOTAL REQUIREMENTS

Total Requirements increased by \$157,709, or three percent, from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$206,909 in this expenditure category due to the inclusion of merit increases, promotions for flexibly staffed positions and negotiated salaries and benefits increases.

#### Services and Supplies

There is a net decrease of \$6,495 in this expenditure category due to adjustments to meet budget targets.

#### Other Charges

There is a net decrease of \$43,601 in this expenditure category largely due to reductions in motor vehicle replacement charges. This decrease was partially offset by adjustments to other service charges to meet budget targets.

#### Other Financing Uses

There is a net increase of \$896 in this expenditure category due to adjustments in facility surcharges.

#### Contingencies/Departmental Reserves

The balance in General Fund Reserves represents six percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$243,395. There are no changes to Non-General Fund Reserves.

### NET COUNTY COST

There is an increase of \$206,520, or 10 percent, in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources did not change from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget.

### TOTAL REQUIREMENTS

Total Requirements increased by \$79,780 or two percent, from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$75,956 in this expenditure category due to negotiated salaries and benefit increases, merit increases and promotions.

#### Services and Supplies

There is a net decrease of \$800 in this expenditure category due to adjustments made to meet budget targets.

#### Other Charges

There is a net increase of \$4,510 in this expenditure category due to increases in facility and leased facilities rental charges, ISD automation service charges, and other internal service charges. This increase was partially offset by adjustments to motor vehicle replacement charges and to meet budget targets.

#### Other Financing Uses

There is a net increase of \$114 in this expenditure category due to an increase in facility surcharge.

#### Contingencies/Departmental Reserves

The balance in General Fund Reserves represents six percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$243,395. There are no changes to Non-General Fund Reserves.

### NET COUNTY COST

There is an increase of \$79,780, or three percent, in the Department's General Fund allocation.

### Agricultural Commissioner/Sealer (1260B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 30.0              | 30.0              | 30.0               | 30.0              |                   | 30.0              |                   |
| Funded FTE                | 28.9              | 28.8              | 28.8               | 28.8              | 0.0               | 28.8              |                   |
| <b>Total Requirements</b> | 4,940,689         | 5,254,087         | 5,961,338          | 6,119,047         | 157,709           | 6,198,827         | 79,780            |
| <b>Total Sources</b>      | 3,613,776         | 3,701,744         | 3,790,649          | 3,741,838         | (48,811)          | 3,741,838         |                   |
| <b>Net County Cost</b>    | 1,326,913         | 1,552,343         | 2,170,689          | 2,377,209         | 206,520           | 2,456,989         | 79,780            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 157,709            | (48,811)      | 206,520         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

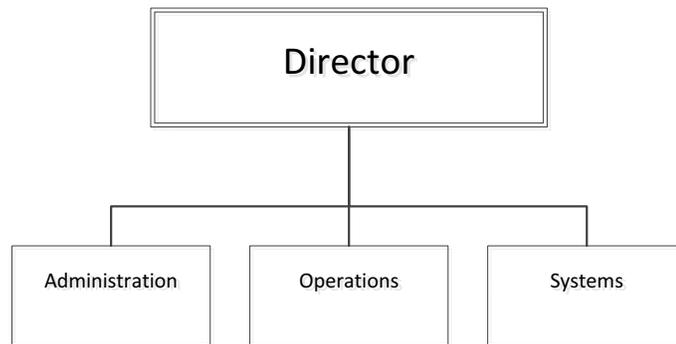
### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 79,780             | 0             | 79,780          | 0         |

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Office of Public Safety Communications



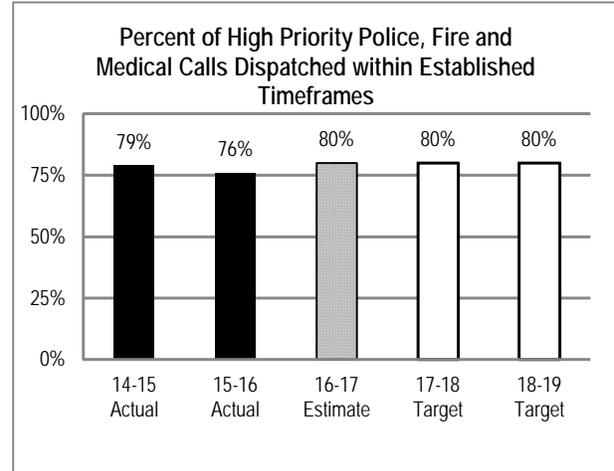
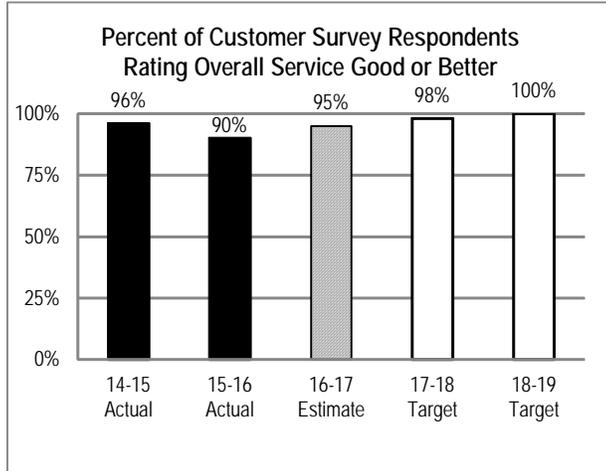
## Department Locator

County

Public Safety

⇒ Office of Public Safety Communications

## Headline Measures



## Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met   | 67%                  | 67%                  | 70%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better     | 100%                 | 100%                 | 90%                    | 90%                  | 90%                  |
| Cost per Capita Compared to Association of Bay Area Governments <sup>1</sup> | \$14.62              | \$15.23              | \$14.00                | \$14.00              | \$14.00              |
| Percent of Employees Rating Working for the County as Very Good              | 87%                  | 68%                  | 80%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                           | 90%                  | 95%                  | 95%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement         | 90%                  | 95%                  | 95%                    | 90%                  | 90%                  |

<sup>1</sup> Of the 9 Bay Area Counties, SMC-Public Safety Communications is 1 of only 4 (along with Marin, San Francisco, and Santa Clara) operating consolidated centers, providing dispatch services to EMS/Medical, Fire, and Police agencies.

## Mission Statement

The Office of Public Safety Communications (PSC) is dedicated to providing excellent police, fire, and medical emergency dispatch services. PSC does this by forming collaborative partnerships, ensuring quality, and upholding the values of the organization. As the initial responder, PSC acts quickly and decisively in order to achieve safety and quality of life for those we serve.

## Overview

PSC is a 24 hour a day, seven days a week operation, serving all branches of public safety response, including fire, police and emergency medical services. PSC does this by:

- Providing the public with (911) emergency and non-emergency public safety answering / call-taking services
- Providing field first responders with communications/dispatch services by obtaining relevant information needed for a safe and efficient response to a call for service.
- Assigning the appropriate type and number of field resources required and tracking all activities of responders via various deployment plans for each branch.
- Performing duties such as: Custodian of Records, quality compliance oversight, training program management, scheduling, budget and performance development, personnel development, and professional standards services.
- Providing a variety of technology services including: information management, hardware and software planning, integration, testing, and implementation and maintenance (Computer Aided Dispatch (CAD), Mobile Data Systems, Fire Station Alerting, 911 Phone Systems, PCs, etc.) for PSC and public safety partners.

## Major Accomplishments in FY 2015-17

In FY 2015-17 PSC undertook an aggressive schedule of initiatives to improve service, enhance employee satisfaction and evaluate performance. Highlights include:

- Continued success in staff engagement as several committees worked together to address Dispatch Center enhancements and upgrades, as well as planning for the new Regional Operations Center (ROC).
- Partial completion of PSC's performance management initiatives was a major accomplishment during the last two years, and continues as a top initiative. All Dispatch Center staff meet with managers for a "one-on-one" to discuss performance, conduct, recognition, improvement, and quality. This created the basis of performance feedback and evaluation, where 100 percent of employee evaluations were complete during FY 2015-17.
- Replacement of two of four specialized response vehicles that are used when deployed to assist the fire service during greater alarm or large scale incidents, and when staffing a tactical command post during a SWAT or major law enforcement incident. Existing vehicles are no longer road worthy but were put to good use during incidents such as the San Bruno pipeline explosion, apartment complex fires in Redwood City, High Risk Search Warrant Services, SWAT situations and other high profile events.
- Completed the RFP for a Gap Analysis Study for the Computer Aided Dispatch System (CAD). The current CAD hardware will be upgraded in FY 2017-18 in order to keep it in reliable working order. The Gap Analysis Study will identify current features and compare them to features that may or may not exist with CAD's in the current market. Outcomes of this study will provide the basis for next steps for the CAD replacement project.
- Participated in the ongoing planning for the new Regional Operations Center through recommendations for furniture and equipment, the new CAD system implementation, building layout and planning for the move

## Key Initiatives for FY 2017-19

- Continuing recruitment for new and lateral Call Takers and Dispatchers.
- Focusing on quality by revising Quality Assurance Standards and evaluating department performance measures.

## Program Results

PSC's primary areas of focus over the last two budget cycles were: staffing, staff engagement and retention, customer service and performance, and new building planning. PSC accomplished a comprehensive review of hiring and selection processes and made relevant changes in order to ensure alignment with best practices. As a result, this has expedited both processes and provided more thorough data to select candidates that are most suited for the dispatcher positions. In addition, entry-level training was re-assessed with outcomes to enhance and expedite both entry-level and lateral hire training experiences. Despite these efforts, hiring and training continues to be a challenge in law enforcement as well as in 911. Industry trends show that the vast majority of applicants do not meet background standards and for some, training and/or the probationary period proves to be more complex than initially thought. Thus, results are that less than 50 percent of newly hired employees stay beyond the probationary period.

PSC's staff engaged together to address Dispatch Center enhancements and upgrades with remarkable success. As previously reported, major undertakings of carpet replacement, workstation upgrades, headset modifications and a hygiene schedule are just some of the great work that was accomplished so that employees are comfortable while working long hours as we wait for transition to the new building.

Customer Service remained a focus as did its nexus to employee performance management. While staffing remains challenging, it is a Department priority to discuss performance, conduct, recognition, improvement and quality. This has created the basis of performance feedback and evaluation, where 100 percent of the dispatch center employees were evaluated.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of High Priority Police, Fire and Medical Calls Dispatched within Established Time Frames                   | 79%                  | 76%                  | 80%                    | 80%                  | 80%                  |
| Percent of Customer Survey Respondents Rating Overall Services Good or Better by 911 Callers and Emergency Services | 96%                  | 90%                  | 95%                    | 98%                  | 100%                 |
| Percent of 911 Calls Received and Answered within 10 Seconds  | 94%                  | 95%                  | 90%                    | 90%                  | 90%                  |

Public Safety Communications (1240B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 2,662,015         | 2,662,015         | 2,986,715          | 2,986,715         |                   | 2,986,715         |                   |
| Charges for Services        | 4,868,981         | 5,123,846         | 5,799,259          | 6,773,247         | 973,988           | 7,074,333         | 301,086           |
| Interfund Revenue           | 10,529            | 10,269            | 10,235             | 10,235            |                   | 9,704             | (531)             |
| Miscellaneous Revenue       | 169,931           | 202,786           | 80,000             | 80,000            |                   | 80,000            |                   |
| <b>Total Revenue</b>        | <b>7,711,455</b>  | <b>7,998,916</b>  | <b>8,876,209</b>   | <b>9,850,197</b>  | <b>973,988</b>    | <b>10,150,752</b> | <b>300,555</b>    |
| Fund Balance                | 316,918           | 599,042           | 694,622            | 694,622           |                   | 694,622           |                   |
| <b>TOTAL SOURCES</b>        | <b>8,028,373</b>  | <b>8,597,958</b>  | <b>9,570,831</b>   | <b>10,544,819</b> | <b>973,988</b>    | <b>10,845,374</b> | <b>300,555</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 10,093,317        | 10,862,937        | 11,584,703         | 12,500,525        | 915,822           | 12,843,665        | 343,140           |
| Services and Supplies       | 374,079           | 362,321           | 1,043,520          | 1,216,302         | 172,782           | 1,365,189         | 148,887           |
| Other Charges               | 492,758           | 654,242           | 637,581            | 695,544           | 57,963            | 706,207           | 10,663            |
| Fixed Assets                |                   | 318,604           | 575,000            | 575,000           |                   | 575,000           |                   |
| Other Financing Uses        | 28,992            | 27,330            | 23,256             | 28,234            | 4,978             | 28,234            |                   |
| <b>Gross Appropriations</b> | <b>10,989,146</b> | <b>12,225,435</b> | <b>13,864,060</b>  | <b>15,015,605</b> | <b>1,151,545</b>  | <b>15,518,295</b> | <b>502,690</b>    |
| Intrafund Transfers         | (321,358)         | (669,833)         | (912,615)          | (712,615)         | 200,000           | (731,934)         | (19,319)          |
| <b>Net Appropriations</b>   | <b>10,667,788</b> | <b>11,555,601</b> | <b>12,951,445</b>  | <b>14,302,990</b> | <b>1,351,545</b>  | <b>14,786,361</b> | <b>483,371</b>    |
| Contingencies/Dept Reserves | 299,938           | 302,781           | 445,063            | 445,063           |                   | 445,063           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>10,967,726</b> | <b>11,858,382</b> | <b>13,396,508</b>  | <b>14,748,053</b> | <b>1,351,545</b>  | <b>15,231,424</b> | <b>483,371</b>    |
| <b>NET COUNTY COST</b>      | <b>2,939,352</b>  | <b>3,260,424</b>  | <b>3,825,677</b>   | <b>4,203,234</b>  | <b>377,557</b>    | <b>4,386,050</b>  | <b>182,816</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 59.0              | 59.0              | 65.0               | 66.0              | 1.0               | 66.0              |                   |
| Funded FTE                  | 59.0              | 59.0              | 59.0               | 66.0              | 7.0               | 66.0              |                   |

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## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$973,988 or 10 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

No change

#### Charges for Services

There is an increase of \$973,988 in this funding source due to contractual increases on agreements with Dispatch Services customers.

#### Interfund Revenue

No change

#### Miscellaneous Revenue

No change

#### Fund Balance

No change

### TOTAL REQUIREMENTS

Total Requirements increase by \$1,351,545 or 10 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$915,822 in this expenditure category due to negotiated salary increases, increases in health benefits costs, increasing the appropriation for overtime to a level consistent with average use in prior years, reclassification of an Assistant Director - Unclassified to Assistant Director- Classified, and the addition of one Office Specialist.

#### Services and Supplies

There is an increase of \$172,782 in this expenditure category primarily due to adding appropriations for contract services, replacement of furniture and equipment in the Dispatch Center, and continuing maintenance for equipment. The remaining changes are adjustments to meet budget targets.

#### Other Charges

There is a net increase of \$57,963 in this expenditure category due to increases in radio, telephone, automation, facilities, and vehicle charges. This increase was partially offset by a decrease in insurance charges due to a reduction in the amount of auto liability claims.

#### Fixed Assets

No change

#### Other Financing Uses

There is an increase of \$4,978 in this expenditure category due to an increase in the amount of Debt Service charges and an increase in the facility surcharge.

#### Intrafund Transfers

There is a decrease of \$200,000 in this expenditure category due to completion of a telephone upgrade project that was reimbursed through Non-Departmental Services.

Contingencies/Departmental Reserves

No change. The balance of \$445,063 in Departmental Reserves represents 3.1 percent of Net Appropriations, exceeding the County's two percent Reserves policy by \$159,003.

**NET COUNTY COST**

There is an increase of \$377,557 or 9.8 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

**TOTAL SOURCES**

Total Sources increase by \$300,555 or 2.9 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

No change

Charges for Services

There is an increase of \$301,086 in this funding source due to contractual increases on agreements with Dispatch Services customers.

Interfund Revenue

There is a decrease of \$531 in this funding source due to reductions in revenue from services provided to internal County departments.

Miscellaneous Revenue

No change

Fund Balance

No change

**TOTAL REQUIREMENTS**

Total Requirements increase by \$483,371 or 3.3 percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$343,170 in this expenditure category due to negotiated salary increases, increases in health benefits costs, and increasing the appropriation for overtime commensurate with negotiated salary increases.

Services and Supplies

There is an increase of \$148,887 in this expenditure category due to anticipated requirements for moving and relocation expense, employee training expense, professional contract services, and service and employee recognition as the department prepares for the move to the new Regional Operations Center and Computer Aided Dispatch system.

Other Charges

There is an increase of \$10,663 in this expenditure category due to increases in radio, telephone, automation, facilities, vehicle, and insurance charges.

Fixed Assets

No change

Other Financing Uses

No change

Intrafund Transfers

There is an increase of \$19,319 in this expenditure category due to increases in transfers/reimbursements from internal Dispatch Services clients.

Contingencies/Departmental Reserves

No change. The balance of \$445,063 in Departmental Reserves represents three percent of Net Appropriations, exceeding the County's two percent Reserves policy by \$149,336.

**NET COUNTY COST**

There is an increase of \$182,816 or four percent in the Department's General Fund allocation.

**Public Safety Communications (1240B)  
Resource Allocation Summary**

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 59.0              | 59.0              | 65.0               | 66.0              | 1.0               | 66.0              |                   |
| Funded FTE                | 59.0              | 59.0              | 59.0               | 66.0              | 7.0               | 66.0              |                   |
| <b>Total Requirements</b> | 10,967,726        | 11,858,382        | 13,396,508         | 14,748,053        | 1,351,545         | 15,231,424        | 483,371           |
| <b>Total Sources</b>      | 8,028,373         | 8,597,958         | 9,570,831          | 10,544,819        | 973,988           | 10,845,374        | 300,555           |
| <b>Net County Cost</b>    | 2,939,352         | 3,260,424         | 3,825,677          | 4,203,234         | 377,557           | 4,386,050         | 182,816           |

**FY 2017-18 Program Funding Adjustments**

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including; negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and contractual increases per dispatching services agreements.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,250,646          | 973,988       | 276,658         | 0         |

**2. Position Adjustment**

One Office Specialist is added, which will be trained as a Custodian of Records.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 100,899            | 0             | 100,899         | 1         |

---

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,351,545          | 973,988       | 377,557         | 1         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and contractual increases per dispatching services agreements.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 483,371            | 300,355       | 182,816         | 0         |

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## Structural Fire (3550B)

### Budget Unit Locator County

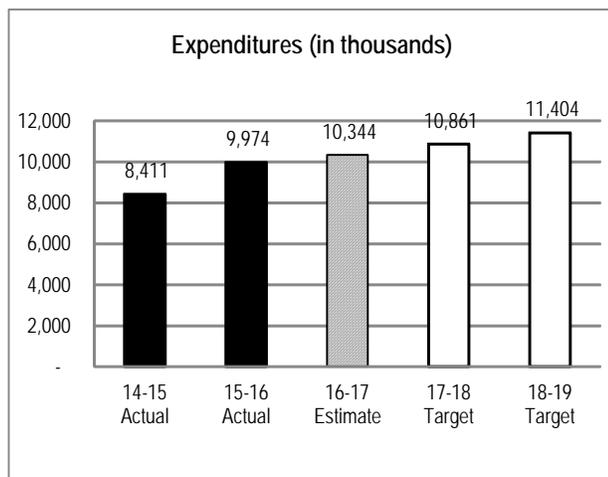
Community Services

⇒ **Structural Fire**

### Budget Unit Description

The Structural Fire Protection Fund is the source of funding for the Fire Protection Services Program. The main source of revenue for this fund is property taxes on all unincorporated parcels in the County Fire Protection District, which includes all land outside city and other fire district boundaries.

Over the last three years property tax revenues for Fire Protection Services have increased by approximately five percent due to the improving economy and overall growth in assessed values. However, these tax revenues remain below what is needed to fund fire services in the unincorporated areas of the County. To make up this shortfall the Budget Unit received a three percent allocation from the Public Safety Half-Cent Sales Tax (Proposition 172). In FY 2016-17, this allocation was approximately \$2 million.



### Structural Fire (3550B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 11,861,710        | 13,625,512        | 14,453,010         | 14,141,685        | (311,325)         | 14,261,297        | 119,612           |
| Total Sources      | 11,861,710        | 13,625,512        | 14,453,010         | 14,141,685        | (311,325)         | 14,261,297        | 119,612           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made as follows: the removal of one-time appropriations related to the purchase of furniture; tools and equipment; and training materials in the Fire Protection Services budget unit. This decrease is fully offset by a reduction in Fund Balance used for these one-time expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (311,325)          | (311,325)     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made as follows: increase in the contract with CalFire for fire protection services in the unincorporated areas. This increase is fully offset by an increase in projected property tax revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 119,612            | 119,612       | 0               | 0         |

Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                   |
| Taxes                      | 5,711,591         | 6,057,748         | 5,425,621          | 5,582,194         | 156,573           | 5,701,806         | 119,612           |
| Use of Money and Property  | 70,133            | 85,368            | 42,000             | 77,000            | 35,000            | 77,000            |                   |
| Intergovernmental Revenues | 2,022,963         | 2,123,539         | 2,119,995          | 2,119,550         | (445)             | 2,119,550         |                   |
| Charges for Services       | 296,130           | 303,656           | 290,000            | 280,000           | (10,000)          | 280,000           |                   |
| Interfund Revenue          |                   | 428               |                    |                   |                   |                   |                   |
| Miscellaneous Revenue      | 56,415            | 107,338           | 18,683             | 18,683            |                   | 18,683            |                   |
| <b>Total Revenue</b>       | <b>8,157,232</b>  | <b>8,678,076</b>  | <b>7,896,299</b>   | <b>8,077,427</b>  | <b>181,128</b>    | <b>8,197,039</b>  | <b>119,612</b>    |
| Fund Balance               | 3,704,478         | 4,947,436         | 6,556,711          | 6,064,258         | (492,453)         | 6,064,258         |                   |
| <b>TOTAL SOURCES</b>       | <b>11,861,710</b> | <b>13,625,512</b> | <b>14,453,010</b>  | <b>14,141,685</b> | <b>(311,325)</b>  | <b>14,261,297</b> | <b>119,612</b>    |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies      | 6,914,274         | 7,068,801         | 10,344,716         |                   | (10,344,716)      |                   |                   |
| Other Financing Uses       |                   |                   |                    | 10,033,391        | 10,033,391        | 10,153,003        | 119,612           |
| <b>Net Appropriations</b>  | <b>6,914,274</b>  | <b>7,068,801</b>  | <b>10,344,716</b>  | <b>10,033,391</b> | <b>(311,325)</b>  | <b>10,153,003</b> | <b>119,612</b>    |
| Non-General Fund Reserves  | 4,947,436         | 6,556,711         | 4,108,294          | 4,108,294         |                   | 4,108,294         |                   |
| <b>TOTAL REQUIREMENTS</b>  | <b>11,861,710</b> | <b>13,625,512</b> | <b>14,453,010</b>  | <b>14,141,685</b> | <b>(311,325)</b>  | <b>14,261,297</b> | <b>119,612</b>    |

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## Fire Protection Services (3580B)

### Budget Unit Locator

County

Community Services

⇒ Fire Protection Services

### Budget Unit Description

San Mateo County contracts with the California Department of Forestry and Fire Protection (CalFire) to staff four County owned fire stations in the unincorporated area and oversee three volunteer stations. The four County stations each have one County-owned engine. In addition to fire protection and emergency response, CalFire staff provides fire and life safety reviews of building plans, defensible space reviews, fire protection education, and fire investigation services. All four County Fire stations participate in the Countywide mutual aid program which sends the closest engine to any event, regardless of the city in which the event occurred.

Annually, County Fire responds to about 2,000 calls for service from the four stations staffed by CalFire. The Tower Road and Cordilleras stations each respond to between 600 and 700 calls per year while the Skylonda and Pescadero stations each average between 300 and 400 calls per year. The target response for all calls in urban areas is seven minutes, which CalFire meets or exceeds 90 percent of the time. In more rural areas of the County, response time can be longer, which is why the response percentage is not higher. The proposed budget will move the County toward the planned replacement of the CSA-1 engine at the Tower Road station with a ladder truck. That station will still house the County Fire engine year round and the CalFire state funded engine and bulldozer during the fire season.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Fire Related Deaths and Injuries  | 0                    | 0                    | 0                      | 0                    | 0                    |
| Percent of Fire and Emergency Medical Calls Responded to within Time Criteria Established by County EMS (7 minutes) | 94.7%                | 86.2%                | 90%                    | 90%                  | 90%                  |

### Fire Protection Services (3580B)

#### Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 7,518,304         | 8,695,434         | 14,078,884         | 13,233,391        | (845,493)         | 11,653,003        | (1,580,388)       |
| Total Sources      | 7,518,304         | 8,695,434         | 14,078,884         | 13,233,391        | (845,493)         | 11,653,003        | (1,580,388)       |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Adjustments are made to reflect current costs for existing levels of service and performance: including an increase in the contract with CalFire for fire protection services in the unincorporated areas. This increase is fully offset by revenue generated in the Structural Fire Fund.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 454,507            | 454,507       | 0               | 0         |

### 2. Measure K Fleet Replacement Fund

Measure K revenue and the associated expenditures for the replacement of aging County Fire fleet is removed as new vehicles were received in FY 2016-17. An appropriation of \$3.2 million in Measure K funding is included in the FY 2017-18 budget to continue implementing the phased replacement plan to significantly reduce the average age of the County Fire fleet and reduce fleet maintenance costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,300,000)        | (1,300,000)   | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (845,493)          | (845,493)     | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Adjustments are made to reflect current costs for existing levels of service and performance: including an increase in the contract with CalFire for fire protection services in the unincorporated areas. This increase is fully offset by revenue generated in the Structural Fire Fund and transferred into this budget unit.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 119,612            | 119,612       | 0               | 0         |

## 2. Measure K Fleet Replacement Fund

Measure K revenue and the associated expenditures for the replacement of aging County Fire fleet is removed as new vehicles are expected in FY 2017-18. An appropriation of \$1.5 million in Measure K funding is included in the FY 2018-19 budget to continue implementing the phased replacement plan to significantly reduce the average age of the County Fire fleet and reduce fleet maintenance costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,700,000)        | (1,700,000)   | 0               | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,580,388)        | (1,580,388)   | 0               | 0         |

Fire Protection Services (3580B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Taxes                       | 603,284           | 1,516,839         | 4,500,000          | 3,200,000         | (1,300,000)       | 1,500,000         | (1,700,000)        |
| Interfund Revenue           | 6,913,519         | 7,068,801         | 9,576,284          | 10,033,391        | 457,107           | 10,153,003        | 119,612            |
| Miscellaneous Revenue       | 1,500             | 109,794           | 2,600              |                   | (2,600)           |                   |                    |
| <b>TOTAL SOURCES</b>        | <b>7,518,304</b>  | <b>8,695,434</b>  | <b>14,078,884</b>  | <b>13,233,391</b> | <b>(845,493)</b>  | <b>11,653,003</b> | <b>(1,580,388)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 2,785             | 3,541             | 3,541              | 1,802             | (1,739)           | 1,802             |                    |
| Services and Supplies       | 6,710,886         | 6,713,856         | 8,968,958          | 9,461,926         | 492,968           | 9,579,898         | 117,972            |
| Other Charges               | 162,993           | 125,457           | 149,438            | 142,538           | (6,900)           | 144,175           | 1,637              |
| Fixed Assets                | 456,824           | 1,537,377         | 4,529,606          | 3,200,000         | (1,329,606)       | 1,500,000         | (1,700,000)        |
| Other Financing Uses        | 184,815           | 315,203           | 403,305            | 403,089           | (216)             | 403,092           | 3                  |
| <b>Gross Appropriations</b> | <b>7,518,304</b>  | <b>8,695,434</b>  | <b>14,054,848</b>  | <b>13,209,355</b> | <b>(845,493)</b>  | <b>11,628,967</b> | <b>(1,580,388)</b> |
| Intrafund Transfers         |                   |                   | 24,036             | 24,036            |                   | 24,036            |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>7,518,304</b>  | <b>8,695,434</b>  | <b>14,078,884</b>  | <b>13,233,391</b> | <b>(845,493)</b>  | <b>11,653,003</b> | <b>(1,580,388)</b> |

## County Service Area #1 (3560B)

### Budget Unit Locator

County

Community Services

⇒ **County Service Area #1**

### Budget Unit Description

The residents of County Services Area #1 (CSA-1), known as the Highlands / Baywood Park area, contract with the California Department of Forestry and Fire Protection (CalFire) and the Sheriff's Office for dedicated fire service and police patrol. CalFire staffs one fire engine 24/7 for the community and also provides fire safety and defensible space support. The Sheriff's Office provides 18 hours of patrol service seven days per week. These services are fully funded by property taxes and a supplemental parcel tax that must be approved by the CSA-1 voters every four years.

The CSA-1 fire engine, located at the Tower Road station, responds to between 400 and 500 calls per year. Within the boundaries of CSA-1, CalFire responds to emergency calls within the six minute target response time. The Sheriff's Office responds to an average of 1,500 resident calls per year with an average response time of 9.17 minutes for high priority calls. The proposed CSA-1 budget maintains all current contract services.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customer Survey Respondents Rating Fire Protection Services Good or Better | 83%                  | 91%                  | 90%                    | 90%                  | 90%                  |
| Percent of Customer Survey Respondents Rating Sheriff's Services Good or Better       | 93%                  | 90%                  | 90%                    | 90%                  | 90%                  |

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

#### Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 5,618,419         | 6,346,974         | 6,450,828          | 6,573,010         | 122,182           | 6,609,340         | 36,330            |
| Total Sources      | 5,618,419         | 6,346,974         | 6,450,828          | 6,573,010         | 122,182           | 6,609,340         | 36,330            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance: an increase to the CalFire contract to cover increased personnel costs and miscellaneous adjustments to operating costs and an increase in the contract with the Sheriff's Office for patrol services. These increases are fully offset by an increase in property tax revenue and interest earnings based on projections.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 122,182            | 122,182       | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance: an increase to the CalFire contract to cover increased personnel costs. This increase is fully offset by an increase in property tax revenue based on projections.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 36,330             | 36,330        | 0               | 0         |

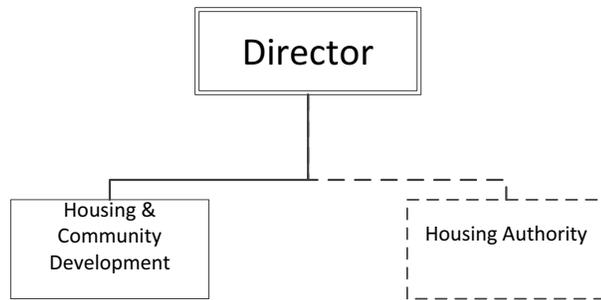
County Service Area #1 (3560B)  
County Service Area #1 Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                   |
| Taxes                      | 2,560,388         | 2,752,043         | 2,529,693          | 2,632,348         | 102,655           | 2,668,678         | 36,330            |
| Use of Money and Property  | 25,868            | 30,358            | 14,500             | 37,952            | 23,452            | 37,952            |                   |
| Intergovernmental Revenues | 13,603            | 13,331            | 13,500             | 13,500            |                   | 13,500            |                   |
| Charges for Services       | 91,884            | 91,783            | 93,925             | 90,000            | (3,925)           | 90,000            |                   |
| Miscellaneous Revenue      | 1,749             |                   | 4,000              | 4,000             |                   | 4,000             |                   |
| <b>Total Revenue</b>       | <b>2,693,492</b>  | <b>2,887,515</b>  | <b>2,655,618</b>   | <b>2,777,800</b>  | <b>122,182</b>    | <b>2,814,130</b>  | <b>36,330</b>     |
| Fund Balance               | 2,924,927         | 3,459,459         | 3,795,210          | 3,795,210         |                   | 3,795,210         |                   |
| <b>TOTAL SOURCES</b>       | <b>5,618,419</b>  | <b>6,346,974</b>  | <b>6,450,828</b>   | <b>6,573,010</b>  | <b>122,182</b>    | <b>6,609,340</b>  | <b>36,330</b>     |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies      | 2,158,925         | 2,543,037         | 2,877,978          | 3,000,320         | 122,342           | 3,036,650         | 36,330            |
| Other Charges              | 35                | 116               | 160                |                   | (160)             |                   |                   |
| Fixed Assets               |                   | 8,611             | 80,000             | 80,000            |                   | 80,000            |                   |
| <b>Net Appropriations</b>  | <b>2,158,960</b>  | <b>2,551,764</b>  | <b>2,958,138</b>   | <b>3,080,320</b>  | <b>122,182</b>    | <b>3,116,650</b>  | <b>36,330</b>     |
| Non-General Fund Reserves  | 3,459,459         | 3,795,210         | 3,492,690          | 3,492,690         |                   | 3,492,690         |                   |
| <b>TOTAL REQUIREMENTS</b>  | <b>5,618,419</b>  | <b>6,346,974</b>  | <b>6,450,828</b>   | <b>6,573,010</b>  | <b>122,182</b>    | <b>6,609,340</b>  | <b>36,330</b>     |

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# Department of Housing



**Legend:**  
----- = Information only non-General Fund Department

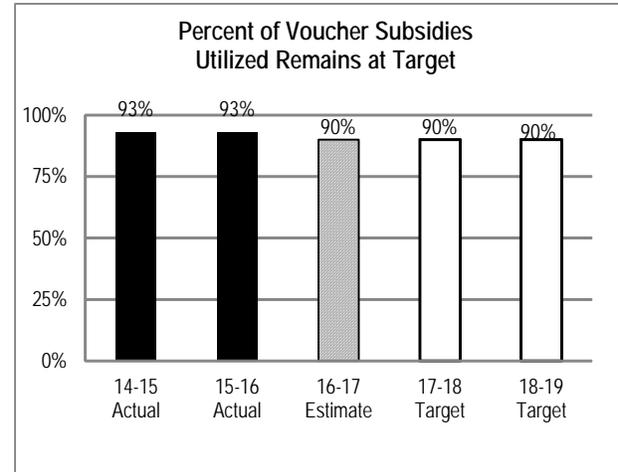
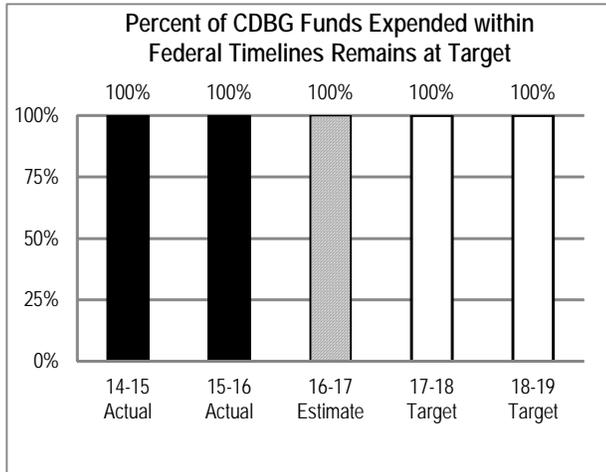
## Department Locator

County

Community Services

⇒ Department of Housing

## Headline Measures



## Administrative Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met  | 67%                  | 50%                  | 80%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 95%                  | 96%                  | 90%                    | 90%                  | 90%                  |
| Cost per Capita   | \$100.78             | \$97.83              | \$100                  | \$100                | \$100                |
| Percent of Employees Rating Working for the County as Very Good                   | 83%                  | 87%                  | 80%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                                | 69%                  | 61%                  | 80%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---                  | 51%                  | 80%                    | 90%                  | 90%                  |

<sup>1</sup> Data not available

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## Mission Statement

The mission of the Department of Housing is to be a catalyst for increasing the supply of affordable housing and creating opportunities for people of all income levels and abilities to prosper in livable, collaborative communities.

## Overview

The Department of Housing provides housing rental subsidy programs and funds affordable housing construction and community development. Highlights for FYs 2015-17 include:

- The Affordable Housing Fund (3.0, 4.0) allocated \$14.64 million for the construction of 584 new affordable housing units.
- In June 2016, a \$10 million fund was created for the preservation of existing affordable rental housing. As of May 2017, \$5.88 million had been awarded to one project to preserve 55 rental units.
- The Housing Authority provided 168 project-based vouchers to assist in the financing of four affordable housing complexes.
- The Housing Innovation Fund awarded \$500,000 to projects exploring non-traditional housing funding options, Accessory Dwelling Unit (ADU) feasibility, single family affordable housing preservation, best practices for transitional and supportive housing, and the transit/housing link.
- The Housing Authority was awarded 140 new project-based vouchers for veterans in a national competitive NOFA.

Challenges and opportunities for FYs 2017-19 include:

- The extremely low vacancy rate coupled with discrimination against voucher holders have led to a near inability for voucher holders to secure rental housing in the county. The Housing Authority is continuing and refining its Leasing Success Program to: 1) provide landlord incentives, 2) provide security deposit assistance, and 3) pay for the assistance of housing locator services for voucher holders.
- Pre-development activities are taking place at two housing opportunity sites owned by the County or Housing Authority: Midway Village in Daly City (redevelopment and expansion of the existing 150-unit, 7-acre site) and 2700 Middlefield Road in Redwood City (change of use and redevelopment of a 3.2-acre site).
- Working closely with the Human Services Agency, Department of Housing will implement strategies to achieve the County's goal of eliminating homelessness by 2020.
- The Department will invest Affordable Housing Funds with competitive project selections emphasizing maximum leverage of County funds from local city partnerships and the creation of placement opportunities for County clients.

Department of Housing (7900B)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                    |                    |                   |                    |
| Taxes                       | 22,297            | 1,865,617         | 25,617,033         | 8,972,500          | (16,644,533)       | 1,012,500         | (7,960,000)        |
| Use of Money and Property   | 3,042,983         | 3,689,031         | 3,702,185          | 3,726,998          | 24,813             | 3,726,998         |                    |
| Intergovernmental Revenues  | 68,718,390        | 71,766,227        | 73,402,211         | 88,112,947         | 14,710,736         | 85,454,459        | (2,658,488)        |
| Charges for Services        | 212,599           | 154,375           | 165,500            | 195,000            | 29,500             | 195,000           |                    |
| Interfund Revenue           | 770,361           | 1,750,203         | 1,686,840          | 481,429            | (1,205,411)        | 3,387,633         | 2,906,204          |
| Miscellaneous Revenue       | 812,835           | 1,288,035         | 561,576            | 514,354            | (47,222)           | 650,201           | 135,847            |
| <b>TOTAL SOURCES</b>        | <b>73,579,464</b> | <b>80,513,489</b> | <b>105,135,345</b> | <b>102,003,228</b> | <b>(3,132,117)</b> | <b>94,426,791</b> | <b>(7,576,437)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                    |                    |                   |                    |
| Salaries and Benefits       | 6,264,831         | 6,713,215         | 7,506,142          | 7,638,774          | 132,632            | 7,999,829         | 361,055            |
| Services and Supplies       | 2,684,066         | 2,417,007         | 3,008,948          | 3,008,831          | (117)              | 3,108,831         | 100,000            |
| Other Charges               | 64,906,167        | 71,786,921        | 95,087,006         | 91,618,719         | (3,468,287)        | 83,581,227        | (8,037,492)        |
| <b>Gross Appropriations</b> | <b>73,855,063</b> | <b>80,917,144</b> | <b>105,602,096</b> | <b>102,266,324</b> | <b>(3,335,772)</b> | <b>94,689,887</b> | <b>(7,576,437)</b> |
| Intrafund Transfers         |                   | (103,655)         | (203,655)          |                    | 203,655            |                   |                    |
| <b>Net Appropriations</b>   | <b>73,855,063</b> | <b>80,813,489</b> | <b>105,398,441</b> | <b>102,266,324</b> | <b>(3,132,117)</b> | <b>94,689,887</b> | <b>(7,576,437)</b> |
| Contingencies/Dept Reserves | 36,904            | 36,904            | 36,904             | 36,904             |                    | 36,904            |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>73,891,967</b> | <b>80,850,393</b> | <b>105,435,345</b> | <b>102,303,228</b> | <b>(3,132,117)</b> | <b>94,726,791</b> | <b>(7,576,437)</b> |
| <b>NET COUNTY COST</b>      | <b>312,503</b>    | <b>336,904</b>    | <b>300,000</b>     | <b>300,000</b>     |                    | <b>300,000</b>    |                    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                    |                    |                   |                    |
| Salary Resolution           | 56.0              | 57.0              | 60.0               | 61.0               | 1.0                | 61.0              |                    |
| Funded FTE                  | 56.0              | 57.0              | 60.0               | 60.8               | 0.8                | 60.8              |                    |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$3,132,117 or 2.9 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$16,644,533, in this funding source due to a reduced Measure K Funding Allocation adjustment and projected carry-over from prior years. On May 16, 2017, the Board of Supervisors approved a Measure K allocation of \$20.25 million for FY 2017-18. Those funds will be added as a June budget revision.

#### Use of Money and Property

There is an increase of \$24,813 in this funding source due to account classification change of rental subsidy payment receipts from Intergovernmental Revenue to Use of Money and Property.

#### Intergovernmental Revenues

There is a net increase of \$14,710,736 in this funding source primarily due to a \$1,358,140 increase in CDBG/HOME Program revenue carried over from prior years and an increase of \$13,338,590 due to inflation factor adjustment to the HUD funds based on a local rent study.

#### Charges for Services

There is an increase of \$29,500 in this funding source due to adjustment of fee-for-service income.

#### Interfund Revenue

There is a decrease of \$1,205,411 in this funding source due to a decrease in projected activity delivery cost.

#### Miscellaneous Revenue

There is a decrease of \$47,222 in this funding source due to a decrease in interest income.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$3,132,117 or 2.9 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$132,632 in this expenditure category due to negotiated salary and benefit increases.

#### Services and Supplies

There is a net decrease of \$117 in this expenditure category due to cost saving measures implementation.

#### Other Charges

There is a net decrease of \$3,468,287 in this expenditure category primarily due to a significant reduction in Measure K activities expenditures. This decrease is partially offset by an increase of \$13,017,902 in rental subsidy program expenses.

#### Intrafund Transfers

There is a decrease of \$203,655 in this expenditure category due to SMCSaves Program completion FY 2016-17.

#### Contingencies/Departmental Reserves

No change

### NET COUNTY COST

There is no change in Net County Cost.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$7,576,437 or 7.4 percent from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$7,960,000 in this funding source due to a reduction in Measure K funding and no projected carry-over from previous years. On May 16, 2017, the Board of Supervisors approved a Measure K allocation of \$20.25 million for FY 2018-19. Those funds will be added as a June budget revision.

#### Use of Money and Property

No change

#### Intergovernmental Revenues

There is a net decrease of \$2,658,488 in this funding source due to no projected carry-over from previous years.

#### Charges for Services

No change

#### Interfund Revenue

There is an increase of \$2,906,204 in this funding source due to HUD program income adjustment.

#### Miscellaneous Revenue

There is an increase of \$135,847 in this funding source due to increase in loan administrative income.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$7,576,437 or 7.4 percent from the FY 2017-18 Revised to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$361,055 in this expenditure category due an additional agile position and negotiated salary and benefit increases.

#### Services and Supplies

There is an increase of \$100,000 for the IT Refresh project.

#### Other Charges

There is a net decrease of \$8,037,492 in this expenditure category primarily due to a decrease in Measure K funding partially offset by anticipated carryover projects.

#### Intrafund Transfers

No change

#### Contingencies/Departmental Reserves

No change

### NET COUNTY COST

There is no change in Net County Cost.

## Housing and Community Development (7920P)

### Program Locator

County

Community Services

Department of Housing

⇒ **Housing and Community Development**

### Program Outcome Statement

Financial assistance to create and preserve housing for low-income residents

### Program Results

As shown in the Consolidated Annual Performance Evaluation Report to HUD for FY 2015-16, 6,500 households benefit from housing, community infrastructure and services made possible by financial and technical assistance administered by Housing and Community Development. Services include non-profits funded for the following purposes: homeless shelter operations, fair housing enforcement, legal assistance, micro-enterprise and economic development, home-sharing program and meals-on-wheels. Highlights include:

- Completed 265 new affordable housing units funded with CDBG, HOME, and the Affordable Housing Fund in FY 2016-17.
- 160 Home Sharing matches completed by HIP Housing through the 3rd Quarter FY 2016-17 utilizing Measure K funding.
- \$19 million in loans and grants made to the community through the Affordable Housing Fund in FY 2016-17 (new development and rental housing preservation), plus an additional \$5 million to support Behavioral Health funded supportive housing projects through payoff of facility mortgages.
- Continued to provide leadership and technical assistance to 21 Elements, the County's award winning planning partnership comprised of all 21 jurisdictions.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Community Development Block Grant Funds Expended Within Federal Timelines   | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Leverage Ratio of Affordable Housing Investment for Each Dollar of Local Funding Invested  | \$22                 | \$14.30              | \$15                   | \$15                 | \$15                 |
| Number of Households Benefitting Directly From County-Administered Loans and Grants for Home Purchase, Repair, or Rehabilitation | 285                  | 182                  | 350                    | 350                  | 350                  |

## Housing and Community Development (7920P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 11.0              | 11.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| Funded FTE                | 11.0              | 11.0              | 14.0               | 13.8              | (0.2)             | 13.8              |                   |
| <b>Total Requirements</b> | 5,367,636         | 8,583,707         | 33,468,010         | 17,019,712        | (16,448,298)      | 9,307,368         | (7,712,344)       |
| <b>Total Sources</b>      | 5,055,133         | 8,246,803         | 33,168,010         | 16,719,712        | (16,448,298)      | 9,007,368         | (7,712,344)       |
| <b>Net County Cost</b>    | 312,503           | 336,904           | 300,000            | 300,000           |                   | 300,000           |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decrease in Affordable Housing Fund and Measure K funding; and decrease in federal funds.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (16,448,298)       | (16,448,298)  | 0               | (0.2)     |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increase for an additional agile position; increases in internal service charges; decrease in Affordable Housing Fund and Measure K funding; and decrease in federal funds.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,732,344)        | (7,732,344)   | 0               | 0         |

#### 2. IT Refresh

Budget adjustments are made to reflect the IT Refresh project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 20,000             | 20,000        | 0               | 0         |

**TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,712,344)        | (7,712,344)   | 0               | 0         |

Housing and Community Development (7920P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                     |                   |                    |
| Taxes                       | 22,297            | 1,865,617         | 25,617,033         | 8,972,500         | (16,644,533)        | 1,012,500         | (7,960,000)        |
| Intergovernmental Revenues  | 3,821,246         | 4,077,099         | 5,629,192          | 7,001,338         | 1,372,146           | 4,342,850         | (2,658,488)        |
| Charges for Services        | 212,599           | 154,375           | 165,500            | 195,000           | 29,500              | 195,000           |                    |
| Interfund Revenue           | 770,361           | 1,750,203         | 1,686,840          | 481,429           | (1,205,411)         | 3,387,633         | 2,906,204          |
| Miscellaneous Revenue       | 228,631           | 399,508           | 69,445             | 69,445            |                     | 69,385            | (60)               |
| <b>TOTAL SOURCES</b>        | <b>5,055,133</b>  | <b>8,246,803</b>  | <b>33,168,010</b>  | <b>16,719,712</b> | <b>(16,448,298)</b> | <b>9,007,368</b>  | <b>(7,712,344)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                     |                   |                    |
| Salaries and Benefits       | 1,608,557         | 1,915,293         | 2,405,389          | 2,437,774         | 32,385              | 2,662,922         | 225,148            |
| Services and Supplies       | 341,015           | 257,788           | 830,104            | 631,955           | (198,149)           | 651,955           | 20,000             |
| Other Charges               | 3,381,161         | 6,477,376         | 30,399,268         | 13,913,079        | (16,486,189)        | 5,955,587         | (7,957,492)        |
| <b>Gross Appropriations</b> | <b>5,330,732</b>  | <b>8,650,458</b>  | <b>33,634,761</b>  | <b>16,982,808</b> | <b>(16,651,953)</b> | <b>9,270,464</b>  | <b>(7,712,344)</b> |
| Intrafund Transfers         |                   | (103,655)         | (203,655)          |                   | 203,655             |                   |                    |
| <b>Net Appropriations</b>   | <b>5,330,732</b>  | <b>8,546,803</b>  | <b>33,431,106</b>  | <b>16,982,808</b> | <b>(16,448,298)</b> | <b>9,270,464</b>  | <b>(7,712,344)</b> |
| Contingencies/Dept Reserves | 36,904            | 36,904            | 36,904             | 36,904            |                     | 36,904            |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,367,636</b>  | <b>8,583,707</b>  | <b>33,468,010</b>  | <b>17,019,712</b> | <b>(16,448,298)</b> | <b>9,307,368</b>  | <b>(7,712,344)</b> |
| <b>NET COUNTY COST</b>      | <b>312,503</b>    | <b>336,904</b>    | <b>300,000</b>     | <b>300,000</b>    |                     | <b>300,000</b>    |                    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                     |                   |                    |
| Salary Resolution           | 11.0              | 11.0              | 14.0               | 14.0              |                     | 14.0              |                    |
| Funded FTE                  | 11.0              | 11.0              | 14.0               | 13.8              | (0.2)               | 13.8              |                    |

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## Housing Authority (7930P)

### Program Locator

County

Community Services

Department of Housing

⇒ **Housing Authority - Information Only**

### Program Outcome Statement

Financial assistance to subsidize and create housing for low-income residents

### Program Results

The Housing Authority of the County of San Mateo (HACSM) serves over 4,700 low-income households by providing rental subsidies so that they may rent in privately owned properties in San Mateo County's expensive housing market. Currently, approximately 1,700 property owners participate in the HACSM's programs. Some of the program highlights include:

- Used HACSM's "block-grant" funding status to create three new rental subsidy programs for: 1) victims of domestic violence (15 units), 2) persons re-entering society after a period of incarceration and who are receiving addiction treatment and other supportive services (16 units), and 3) self-sufficiency program for single parents with children in shared housing (9 households).
- Created an online voucher waitlist system that is always open. Applicants have the ability to apply at any time with their own password-protected login and can monitor their status and keep contact and other information current.
- Created Affordable Housing Fund (AHF) by leveraging Housing Assistance Payment reserve and the County's Redevelopment "Boomerang" and other funds for affordable housing purposes. HACSM has committed close \$9 million to date towards AHF, supporting the creation of over 900 affordable housing units. Most of these units will be high quality new construction units.
- Contributed to the County's goals of ending homelessness by increasing the number of Housing Readiness vouchers. These time-limited vouchers serve individuals and families who are homeless but may not meet the eligibility criteria of Permanent Supportive Housing program.
- Launched the "Leasing Success Program" to assist voucher holders to find and secure affordable housing. HACSM contracted with Abode Services to provide housing locator assistance. The Leasing Success Program also includes incentives to encourage owners of rental property to participate in the voucher program.
- Implemented the five-year, time-limited voucher program with self-sufficiency case management services to assist clients increase self-sufficiency at program exit. The time limits may be extended for elderly and disabled clients or other program participants who may need additional time to complete their self-sufficiency activities.
- Received preliminary HUD approval to convert El Camino Villager (30 units) from public housing to project-based vouchers, thereby giving residents more options for their housing needs. The conversion will also increase HACSM's operation efficiency.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Families Exiting Housing Subsidy Programs as a Result of Self-Sufficiency       | 46                   | 35                   | 40                     | 40                   | 40                   |
| Number of Individuals and Families Served Through Provider-Based Assistance (PBA) Program | 46                   | 45                   | 45                     | 45                   | 45                   |
| Percent of Rental Voucher Subsidies Utilized  | 93%                  | 93%                  | 90%                    | 90%                  | 90%                  |

Housing Authority (7930P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 45.0              | 46.0              | 46.0               | 47.0              | 1.0               | 47.0              |                   |
| Funded FTE                | 45.0              | 46.0              | 46.0               | 47.0              | 1.0               | 47.0              |                   |
| <b>Total Requirements</b> | 68,524,331        | 72,266,686        | 71,967,335         | 85,283,516        | 13,316,181        | 85,419,423        | 135,907           |
| <b>Total Sources</b>      | 68,524,331        | 72,266,686        | 71,967,335         | 85,283,516        | 13,316,181        | 85,419,423        | 135,907           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases; increases in operating expenditures; increase in Intergovernmental Revenue due to inflation factor adjustment to the HUD funds based on a local rent study; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 13,316,181         | 13,316,181    | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are been made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases; increases in operating expenditures; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 135,907            | 135,907       | 0               | 0         |

### 2. IT Refresh

Funds are appropriated for a Department-funded IT Refresh project to replace desktop computers.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 80,000             | 0             | 80,000          | 0         |
| (80,000)           | 0             | (80,000)        | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

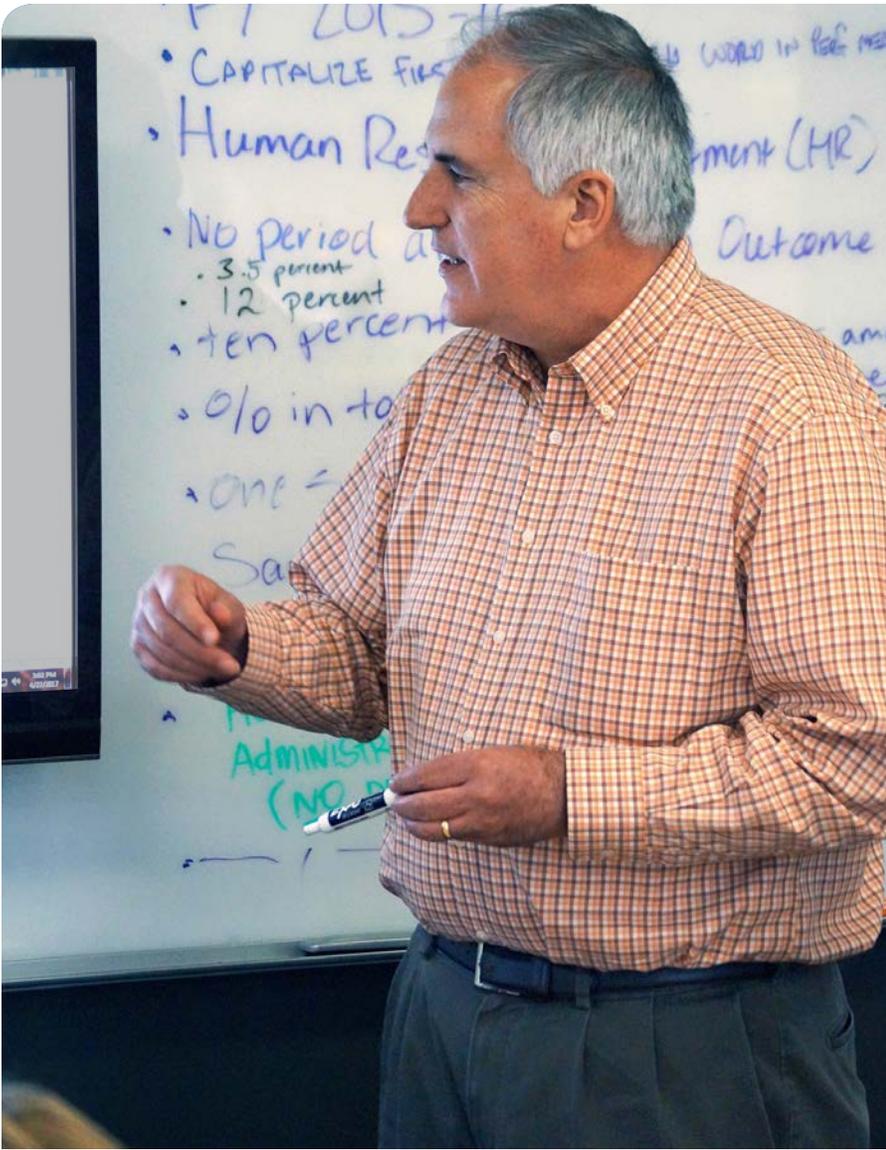
| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 135,907            | 135,907       | 0               | 0         |

Housing Authority (7930P)  
Housing Authority Fund (Information Only)

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 3,042,983         | 3,689,031         | 3,702,185          | 3,726,998         | 24,813            | 3,726,998         |                   |
| Intergovernmental Revenues  | 64,897,144        | 67,689,128        | 67,773,019         | 81,111,609        | 13,338,590        | 81,111,609        |                   |
| Miscellaneous Revenue       | 584,204           | 888,527           | 492,131            | 444,909           | (47,222)          | 580,816           | 135,907           |
| <b>TOTAL SOURCES</b>        | <b>68,524,331</b> | <b>72,266,686</b> | <b>71,967,335</b>  | <b>85,283,516</b> | <b>13,316,181</b> | <b>85,419,423</b> | <b>135,907</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,656,274         | 4,797,922         | 5,100,753          | 5,201,000         | 100,247           | 5,336,907         | 135,907           |
| Services and Supplies       | 2,343,051         | 2,159,219         | 2,178,844          | 2,376,876         | 198,032           | 2,456,876         | 80,000            |
| Other Charges               | 61,525,006        | 65,309,545        | 64,687,738         | 77,705,640        | 13,017,902        | 77,625,640        | (80,000)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>68,524,331</b> | <b>72,266,686</b> | <b>71,967,335</b>  | <b>85,283,516</b> | <b>13,316,181</b> | <b>85,419,423</b> | <b>135,907</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 45.0              | 46.0              | 46.0               | 47.0              | 1.0               | 47.0              |                   |
| Funded FTE                  | 45.0              | 46.0              | 46.0               | 47.0              | 1.0               | 47.0              |                   |

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## ADMINISTRATION AND FISCAL

# COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

## RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

The highest standards of public service

A common vision of responsiveness

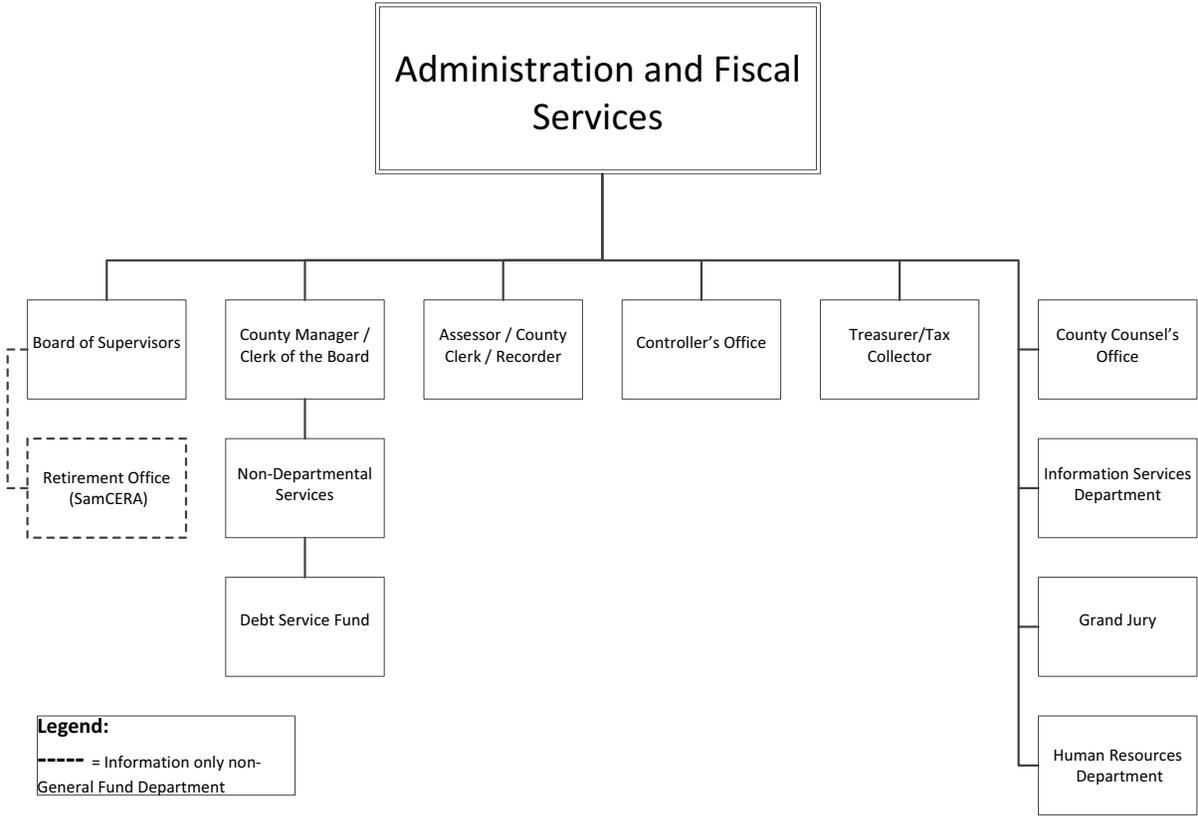
The highest standards of ethical conduct

Treating people with respect and dignity

# na Farrales

Deputy County Manager,  
County of San Mateo

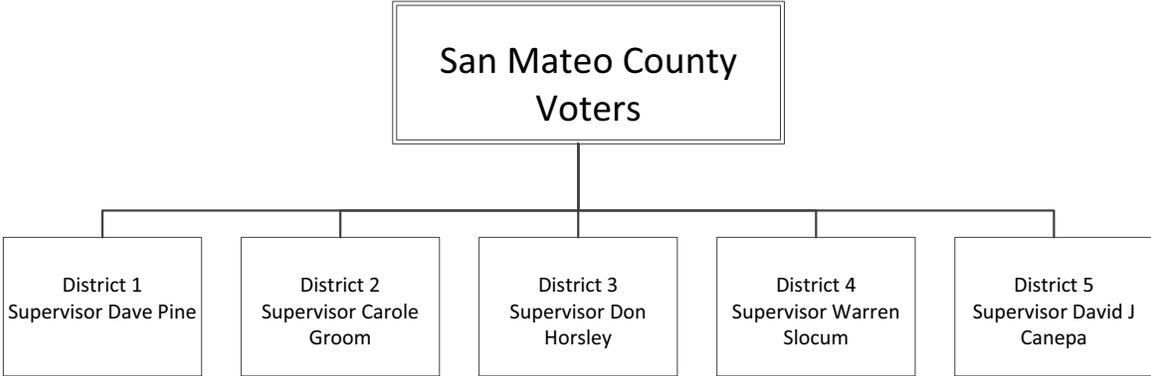




## Administration and Fiscal Services FY 2017-18 and 2018-19 All Funds Summary

| Total Requirements                 | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18   | Recomm<br>2018-19    | Change<br>2018-19   |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| <b>General Fund Budgets</b>        |                      |                      |                      |                      |                     |                      |                     |
| Board of Supervisors               | 3,940,690            | 4,016,732            | 4,897,898            | 5,182,476            | 284,578             | 5,295,504            | 113,028             |
| County Manager/Clerk of the Board  | 6,653,064            | 9,072,423            | 13,945,625           | 23,710,893           | 9,765,268           | 23,492,617           | (218,276)           |
| Assessor-County Clerk-Recorder     | 19,691,342           | 20,521,898           | 25,548,254           | 26,093,290           | 545,036             | 33,710,260           | 7,616,970           |
| Controller's Office                | 9,845,416            | 13,278,659           | 13,496,638           | 13,826,365           | 329,727             | 14,080,381           | 254,016             |
| Treasurer-Tax Collector            | 5,110,305            | 8,580,607            | 11,493,219           | 17,118,532           | 5,625,313           | 11,650,703           | (5,467,829)         |
| County Counsel's Office            | 9,818,947            | 11,051,542           | 13,044,995           | 13,855,583           | 810,588             | 13,400,942           | (454,641)           |
| Human Resources Department         | 11,618,479           | 13,942,678           | 15,895,570           | 17,708,745           | 1,813,175           | 17,542,895           | (165,850)           |
| Information Services Department    | 23,420,433           | 26,984,874           | 36,131,632           | 24,267,962           | (11,863,670)        | 17,526,308           | (6,741,654)         |
| Grand Jury                         | 457,601              | 101,323              | 114,731              | 124,362              | 9,631               | 124,362              |                     |
| Non-Departmental Services          | 477,037,767          | 495,502,018          | 367,145,019          | 316,164,782          | (50,980,237)        | 235,736,076          | (80,428,706)        |
| Workforce and Economic Development | 5,230,812            | 85,670               |                      |                      |                     |                      |                     |
| <b>Total General Fund</b>          | <b>572,824,856</b>   | <b>603,138,424</b>   | <b>501,713,581</b>   | <b>458,052,990</b>   | <b>(43,660,591)</b> | <b>372,560,048</b>   | <b>(85,492,942)</b> |
| <b>Non-General Fund Budgets</b>    |                      |                      |                      |                      |                     |                      |                     |
| Debt Service Fund                  | 48,336,687           | 49,216,864           | 74,552,897           | 75,285,261           | 732,364             | 74,206,682           | (1,078,579)         |
| <b>Total Non-General Fund</b>      | <b>48,336,687</b>    | <b>49,216,864</b>    | <b>74,552,897</b>    | <b>75,285,261</b>    | <b>732,364</b>      | <b>74,206,682</b>    | <b>(1,078,579)</b>  |
| <b>Total Requirements</b>          | <b>621,161,543</b>   | <b>652,355,288</b>   | <b>576,266,478</b>   | <b>533,338,251</b>   | <b>(42,928,227)</b> | <b>446,766,730</b>   | <b>(86,571,521)</b> |
| <b>Total Sources</b>               | <b>970,728,461</b>   | <b>1,009,152,359</b> | <b>1,020,435,648</b> | <b>1,007,845,522</b> | <b>(12,590,126)</b> | <b>931,381,217</b>   | <b>(76,464,305)</b> |
| <b>Net County Cost</b>             | <b>(349,566,918)</b> | <b>(356,797,071)</b> | <b>(444,169,170)</b> | <b>(474,507,271)</b> | <b>(30,338,101)</b> | <b>(484,614,487)</b> | <b>(10,107,216)</b> |
| <b>AUTHORIZED POSITIONS</b>        |                      |                      |                      |                      |                     |                      |                     |
| Salary Resolution                  | 485.0                | 507.0                | 529.0                | 528.0                | (1.0)               | 528.0                |                     |
| Funded FTE                         | 482.1                | 504.3                | 525.9                | 526.0                | 0.1                 | 526.0                |                     |
| <b>Information Only</b>            |                      |                      |                      |                      |                     |                      |                     |
| Retirement Office (SamCERA)        | 9,226,665            | 8,674,407            | 12,729,063           | 9,942,232            | (2,786,831)         | 10,135,006           | 192,774             |

# Board of Supervisors



## Department Locator

### County

Administration and Fiscal Services

### ⇒ Board of Supervisors

## Mission Statement

Protect and enhance community health, safety, welfare, and natural resources

## Program Results

The Board of Supervisors establishes legislative policy for the efficient administration of County government and ensures the delivery of services required for the general health, welfare, and public safety of the residents and taxpayers of San Mateo County. The five Board members are elected to four-year terms and are supported by a staff of seventeen. The Board exercises quasi-judicial authority and works with County departments, other local government agencies, and citizens to achieve the outcomes identified through a shared visioning process.

The Board adopted nine Shared Vision 2025 community impact goals and community indicators in January 2013 after receiving employee and public input on future priorities. These goals and indicators provide a foundation for collaborative decision-making, aligning department and employee goals, prioritizing resources, and evaluating outcomes and impact. In FY 2013-15, the Board approved major initiatives that were funded by Measure K half-cent sales tax revenues. These include the Big Lift early learning collaborative, prevention and early intervention programs for at-risk youth, mental health services, facilities and technology upgrades, and parks, library and fire protection projects. Progress on Shared Vision goals and Measure K initiatives are tracked in SMC Performance, online dashboards that were built on the County's open data platform.

All FY 2015-17 Measure K initiatives are making progress or meeting performance goals. Of the community indicators being tracked to show progress toward Shared Vision goals, 65 percent are moving in the right direction. The biggest gaps are in improving housing affordability and closing education achievement gaps. Only 14 percent of households in San Mateo County can afford a median-priced home, and only 57 percent of students are reading proficiently by third grade. In FY 2017-19, the County will continue to track progress toward both the Measure K initiatives and the Shared Vision 2025 goals.

The Board set three goals to address income inequality and promote more broadly shared prosperity in the county. By 2020, the County will:

- End homelessness
- Ensure that all foster children graduate from high school or its equivalent and complete two years of college or vocational training; and
- Improve school reading scores so that 80 percent of third graders are reading at grade level.

In addition to these goals, the Board convened two task forces to study issues of a Living Wage and Affordable Housing. As a result of the living wage task force, the County passed a living wage ordinance that sets a minimum wage that contractors are required to pay employees who are providing services under County contracts. The living wage is being phased in through a pilot program that began on January 1, 2017 and will end on June 30, 2022. The County is still studying the issue of affordable housing but has since launched the Home for All initiative with the goal of closing the jobs-housing gap within the County. The County continues to include the cities among a broad cross-section of stakeholders in these discussions so that future policy actions can be undertaken jointly by the County and cities.

Investments will continue for prevention and early intervention for youth, especially youth involved in the foster care system, mental health services, as well as The Big Lift and other initiatives to improve third grade reading proficiency and high school graduation rates.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Shared Vision 2025<br>Community Impact Goals Met or<br>Moving in the Right Direction <sup>1</sup> | ---                  | ---                  | 65%                    | 80%                  | 80%                  |
| Percent of Measure K<br>Performance Goals Met <sup>1</sup>   | ---                  | 100%                 | 100%                   | 100%                 | 100%                 |

<sup>1</sup> Data not available

### Board of Supervisors (1100B) General Fund

#### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 2,705             | 463               |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>2,705</b>      | <b>463</b>        |                    |                   |                   |                   |                   |
| Fund Balance                | 529,330           | 529,330           | 529,330            |                   | (529,330)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>532,035</b>    | <b>529,793</b>    | <b>529,330</b>     |                   | <b>(529,330)</b>  |                   |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,412,562         | 3,502,921         | 4,209,696          | 4,501,354         | 291,658           | 4,605,670         | 104,316           |
| Services and Supplies       | 237,407           | 231,062           | 398,422            | 394,373           | (4,049)           | 396,160           | 1,787             |
| Other Charges               | 274,891           | 266,736           | 304,170            | 343,481           | 39,311            | 349,881           | 6,400             |
| Other Financing Uses        | 15,829            | 16,013            | 16,410             | 20,205            | 3,795             | 20,730            | 525               |
| <b>Gross Appropriations</b> | <b>3,940,690</b>  | <b>4,016,732</b>  | <b>4,928,698</b>   | <b>5,259,413</b>  | <b>330,715</b>    | <b>5,372,441</b>  | <b>113,028</b>    |
| Intrafund Transfers         |                   |                   | (30,800)           | (76,937)          | (46,137)          | (76,937)          |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,940,690</b>  | <b>4,016,732</b>  | <b>4,897,898</b>   | <b>5,182,476</b>  | <b>284,578</b>    | <b>5,295,504</b>  | <b>113,028</b>    |
| <b>NET COUNTY COST</b>      | <b>3,408,655</b>  | <b>3,486,939</b>  | <b>4,368,568</b>   | <b>5,182,476</b>  | <b>813,908</b>    | <b>5,295,504</b>  | <b>113,028</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 22.0              | 22.0              | 22.0               | 22.0              |                   | 22.0              |                   |
| Funded FTE                  | 22.0              | 21.9              | 21.9               | 21.8              | (0.1)             | 21.8              |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$529,330 or 100 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Fund Balance

There is a decrease of \$529,330 due to the removal of Fund Balance from this budget unit.

### TOTAL REQUIREMENTS

Total Requirements increase by \$284,578 or 5.8 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$291,658 in this expenditure category due to negotiated salary and benefit changes.

#### Services and Supplies

There is a decrease of \$4,049 in this expenditure category due to removing one-time expenditures for new computer equipment as well as a reduction in general office expenses.

#### Other Charges

There is a net increase of \$39,311 in this expenditure category primarily due to increases in rent and facilities charges, ISD service charges, and general and liability insurance charges.

#### Other Financing Uses

There is an increase of \$3,795 in this expenditure category due to an increase in facility surcharges.

#### Intrafund Transfers

There is an increase of \$46,137 in this expenditure category due to an increase in reimbursement from Non-Departmental to cover operating costs for Board of Supervisors Special Projects.

### NET COUNTY COST

There is an increase of \$813,908 or 18.6 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

### TOTAL SOURCES

No change

### TOTAL REQUIREMENTS

Total Requirements increase by \$113,028 or 2.1 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$104,316 in this expenditure category due to negotiated salary and benefits changes.

#### Services and Supplies

There is an increase of \$1,787 in this expenditure category due to anticipated increases in mileage reimbursement to staff in the budget unit.

Other Charges

There is a net increase \$6,400 in this expenditure category primarily due to increases in rent and facilities charges as well as increased general and liability insurance charges.

Other Financing Uses

There is an increase of \$525 in this expenditure category due to an increase in facility surcharges.

**NET COUNTY COST**

There is an increase of \$113,028 or 2.1 percent in the Department's General Fund allocation.

**Board of Supervisors (1100B)  
Resource Allocation Summary**

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 22.0              | 22.0              | 22.0               | 22.0              |                   | 22.0              |                   |
| Funded FTE                | 22.0              | 21.9              | 21.9               | 21.8              | (0.1)             | 21.8              |                   |
| <b>Total Requirements</b> | <b>3,940,690</b>  | <b>4,016,732</b>  | <b>4,897,898</b>   | <b>5,182,476</b>  | <b>284,578</b>    | <b>5,295,504</b>  | <b>113,028</b>    |
| <b>Total Sources</b>      | <b>532,035</b>    | <b>529,793</b>    | <b>529,330</b>     |                   | <b>(529,330)</b>  |                   |                   |
| <b>Net County Cost</b>    | <b>3,408,655</b>  | <b>3,486,939</b>  | <b>4,368,568</b>   | <b>5,182,476</b>  | <b>813,908</b>    | <b>5,295,504</b>  | <b>113,028</b>    |

**FY 2017-18 Program Funding Adjustments**

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time expenditures; and the removal of Fund Balance from this budget unit.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 284,578            | (529,330)     | 813,908         | 0         |

**FY 2018-19 Program Funding Adjustments**

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

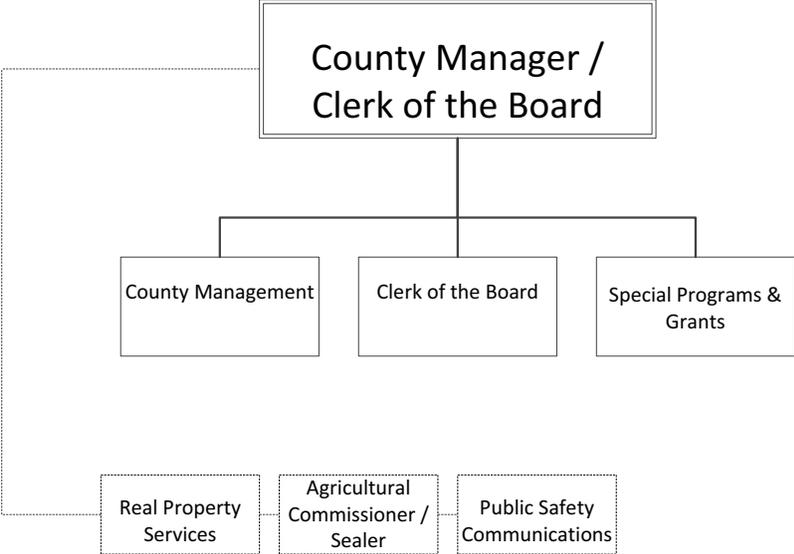
**1. Adjustments to Provide Current Level Services**

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 113,028            | 0             | 113,028         | 0         |

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County Manager / Clerk of the Board



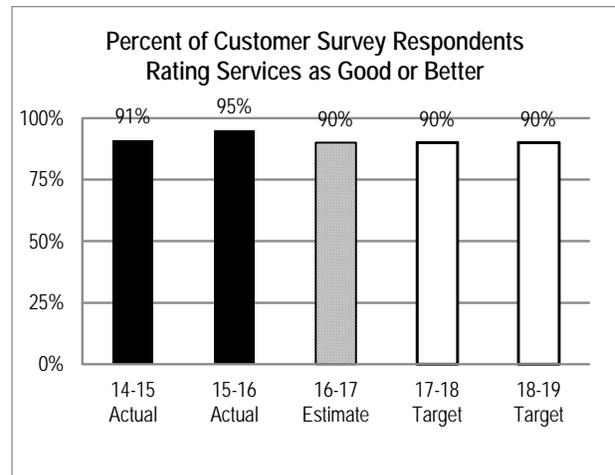
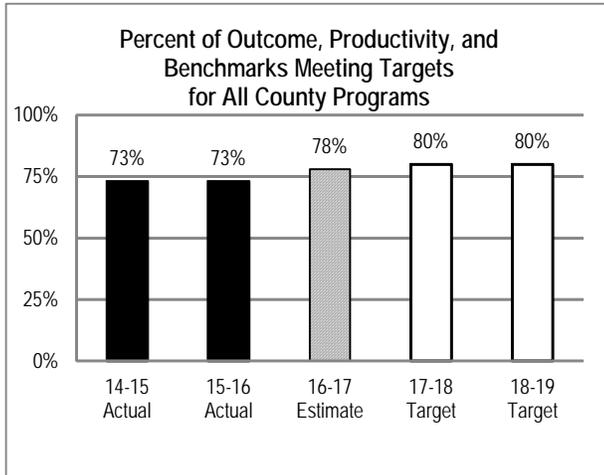
## Department Locator

### County

Administration and Fiscal Services

⇒ **County Manager/Clerk of the Board**

### Headline Measures



### Administrative Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met <sup>1</sup>  | ---                  | ---                  | 70%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better                   | 91%                  | 95%                  | 90%                    | 90%                  | 90%                  |
| Department Budget as a Percent of the Administration and Fiscal Agency Budget <sup>2</sup> | 7.4%                 | 8.4%                 | 10.4%                  | 16.7%                | 17.2%                |
| Percent of Employees Rating Working for the County as Very Good <sup>1</sup>               | ---                  | 94.1%                | 90%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually <sup>1</sup>                            | ---                  | ---                  | 15%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup>          | ---                  | 77%                  | 53%                    | 90%                  | 90%                  |

<sup>1</sup> Data not available

<sup>2</sup> In FY 2016-17, the Project Development Unit was created in the County Manager's Office. In FY 2017-18, the North Fair Oaks sub unit was transferred from the Office of Sustainability to the County Manager's Office.

## Mission Statement

The County Manager/Clerk of the Board leads San Mateo County's efforts to fulfill the Board of Supervisors' vision of a healthy, safe, livable, prosperous, environmentally conscious, and collaborative community.

## Overview

The County Manager supports the Board to achieve its priorities; set strategic direction; prepares and recommends a balanced budget; monitors progress and improved performance; builds community capacity; ensures unincorporated area communities' access to services; supports sustainability initiatives; assists in the implementation of the Facilities Master Plan; promotes shared services with cities and within the county; advocates federal and state legislation; educates and engages the community; improves access to and simplicity of digital government; and manages grant funding opportunities. The Clerk of the Board prepares and publishes the Board agenda; ensures Board's legal requirements are met; and supports Board appointments to advisory boards and commissions. The Project Development Unit plans and manages all new major "ground up" construction for the County and explores the most effective delivery method for each project to expedite delivery on time and within budget.

## The following are major accomplishments in FY 2015-17

- Maintained the highest credit ratings from Moody's (Aaa) and Standard and Poor's (AAA)
- Coordinated Board study sessions, reports, and events on affordable housing, homelessness, veterans, Community Choice Aggregation, County budget, and Measure K priorities
- Supported the creation and passage of a living wage ordinance and assisted in launching the Home for All website and toolkit
- Supported the passage of four County-sponsored bills: SB 598, AB 901, AB 1424, and AB 1362, and opposed SB 1157
- Awarded AB 109/Realignment/Re-Entry Grants to the Service League, Success Through Education Program (STEP), Job Train, and One East Palo Alto to provide services to the formerly incarcerated
- Conducted Civics 101 in Fall 2016, a nine week program that provides participants an in-depth look at County programs, services, and finances
- Provided ongoing monitoring and analysis of the impact of potential federal and state policy and funding actions on County programs and services, including the Affordable Care Act and In-Home Supportive Services Maintenance of Effort (MOE)
- Led countywide grant writing efforts
- Developed North Fair Oaks Community Plan
- Began site preparation for the Regional Operations Center and negotiated a contract with Daly City for 911 Dispatch Services
- Received the 1st Award for Excellence in Performance Management (ICMA)
- Conducted eight Lean Process Improvements projects
- Provided training and resources for Fiscal Officers, Managers, and Supervisors
- Realized approximately \$29.6 million in savings from refunding the Youth Service Center and Colma Creek Bonds
- Redesigned and revitalized the San Mateo County window display in the state capitol in Sacramento
- Increased Measure K outreach and education
- Conducted a request for proposal and selected a new agenda management system

**Priorities for FY 2017-19 include**

- Working with departments and community partners to achieve the County's 2020 goals to:
  - End homelessness
  - Ensure all foster children graduate from high school or its equivalent and complete two years of college or vocational training; and
  - Improve school reading scores so that 80 percent of 3rd graders are reading at grade level
- Opening of the Regional Operations Center
- Completing five-year capital and technology plans
- Continuing to support for the Home for All initiative
- Supporting the implementation of the Living Wage Ordinance
- Leading countywide efforts in Cannabis regulation
- Preparing and making publicly available the Community Vulnerability Index

County Manager/Clerk of the Board (1200B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 68,535            | 113,140           | 395,000            | 9,391,343         | 8,996,343         | 9,391,343         |                   |
| Intergovernmental Revenues  | 126,645           | 944,597           | 1,914,653          | 1,429,653         | (485,000)         | 1,029,653         | (400,000)         |
| Charges for Services        | 116,128           | 75,425            | 55,250             | 55,250            |                   | 55,250            |                   |
| Interfund Revenue           | 20,230            | 2,347             | 15,000             |                   | (15,000)          |                   |                   |
| Miscellaneous Revenue       | 12,290            | 35,989            |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>343,829</b>    | <b>1,171,498</b>  | <b>2,379,903</b>   | <b>10,876,246</b> | <b>8,496,343</b>  | <b>10,476,246</b> | <b>(400,000)</b>  |
| Fund Balance                | 732,971           | 1,464,006         | 1,897,061          | 2,254,371         | 357,310           | 2,254,371         |                   |
| <b>TOTAL SOURCES</b>        | <b>1,076,800</b>  | <b>2,635,504</b>  | <b>4,276,964</b>   | <b>13,130,617</b> | <b>8,853,653</b>  | <b>12,730,617</b> | <b>(400,000)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,173,163         | 4,549,091         | 6,963,442          | 8,472,634         | 1,509,192         | 8,540,356         | 67,722            |
| Services and Supplies       | 1,293,756         | 2,565,291         | 4,999,744          | 15,334,642        | 10,334,898        | 14,887,433        | (447,209)         |
| Other Charges               | 723,731           | 832,283           | 879,771            | 841,049           | (38,722)          | 851,757           | 10,708            |
| Fixed Assets                |                   |                   | 140,000            | 12,000            | (128,000)         | 12,000            |                   |
| Other Financing Uses        | 70,130            | 140,306           | 15,688             | 19,311            | 3,623             | 19,814            | 503               |
| <b>Gross Appropriations</b> | <b>6,260,780</b>  | <b>8,086,971</b>  | <b>12,998,645</b>  | <b>24,679,636</b> | <b>11,680,991</b> | <b>24,311,360</b> | <b>(368,276)</b>  |
| Intrafund Transfers         | (181,820)         | (119,687)         | (591,214)          | (2,864,247)       | (2,273,033)       | (2,714,247)       | 150,000           |
| <b>Net Appropriations</b>   | <b>6,078,960</b>  | <b>7,967,284</b>  | <b>12,407,431</b>  | <b>21,815,389</b> | <b>9,407,958</b>  | <b>21,597,113</b> | <b>(218,276)</b>  |
| Contingencies/Dept Reserves | 574,104           | 1,105,139         | 1,538,194          | 1,895,504         | 357,310           | 1,895,504         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,653,064</b>  | <b>9,072,423</b>  | <b>13,945,625</b>  | <b>23,710,893</b> | <b>9,765,268</b>  | <b>23,492,617</b> | <b>(218,276)</b>  |
| <b>NET COUNTY COST</b>      | <b>5,576,264</b>  | <b>6,436,920</b>  | <b>9,668,661</b>   | <b>10,580,276</b> | <b>911,615</b>    | <b>10,762,000</b> | <b>181,724</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 20.0              | 24.0              | 32.0               | 33.0              | 1.0               | 33.0              |                   |
| Funded FTE                  | 20.0              | 24.0              | 32.0               | 33.0              | 1.0               | 33.0              |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$8,853,653 or 207 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$8,996,343 in this funding source primarily due to the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office, which includes Measure K revenue for the Middlefield Road streetscape project, as well as an increase in Measure K revenue for the continued funding of the Measure K Outreach Coordinator limited term position.

#### Intergovernmental Revenues

There is a net decrease of \$480,000 in this funding source due to spending down of the Justice Assistance Grant funding for the Student With Amazing Goals (SWAG) program.

#### Charges for Services

No change

#### Interfund Revenue

There is a net decrease of \$15,000 in this funding source due to the removal of revenue from CalFire for accounting services that are now being managed by the Office of Sustainability.

#### Miscellaneous Revenue

No change

#### Fund Balance

There is a net increase of \$357,310 in this funding source due to projected unspent appropriations at the end of FY 2016-17.

### TOTAL REQUIREMENTS

Total Requirements increase by \$9,765,268 or 70 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,509,192 in this expenditure category primarily due to the addition of eight positions to staff the newly created Project Development Unit, the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office, the addition of one Communications Specialist Confidential position, and the continuation of the Measure K Outreach Coordinator position.

#### Services and Supplies

There is a net increase of \$10,334,898 in this expenditure category primarily due to the newly created Project Development Unit and the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office. This increase is partially offset by the removal of expenditures related to the Justice Assistance Grant funded SWAG program.

#### Other Charges

There is a net decrease \$38,722 in this expenditure category primarily due to re-appropriating expenditures in this category to Services and Supplies.

Fixed Assets

There is a decrease of \$128,000 in this expenditure category due to a reduction of equipment in the Project Development Unit.

Other Financing Uses

There is an increase of \$3,632 in this expenditure category due an increase in facility surcharges.

Intrafund Transfers

There is a net increase of \$2,273,033 in this expenditure category primarily due to the addition of an Intrafund Transfer to cover the one-time expenses related to the new Project Development Unit and the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office. This increase is partially offset by the removal of Intrafund Transfers associated with the funding of the Village Concept Study and the Redistricting Project.

Contingencies/Departmental Reserves

There is net increase of \$357,310 in this expenditure category due to setting aside of year-end Fund Balance to Reserves. The balance in General Fund Reserves represents 8.6 percent of Net Appropriations, which exceeds the County two percent Reserves requirement by \$1,459,196.

**NET COUNTY COST**

There is an increase of \$911,615 or 9.4 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

**TOTAL SOURCES**

Total Sources decrease by \$400,000 or three percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Taxes

No change

Intergovernmental Revenues

There is a decrease of \$400,000 in this funding source due to the expiration of the Justice Assistance Grant that was supporting the SWAG program.

Charges for Services

No change

Interfund Revenue

No change

Miscellaneous Revenue

No change

Fund Balance

No change

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$218,276 or 0.9 percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$67,722 in this expenditure category primarily due to negotiated salary and benefit increases, merit increases, and health benefit cost increases.

Services and Supplies

There is a decrease of \$447,209 in this expenditure category primarily due to reductions in contract expenses related to the Justice Assistant Grant funded SWAG program.

Other Charges

There is an increase of \$10,708 in this expenditure category due to an increase in County facility rental charges, automation services, and insurance costs.

Fixed Assets

No change

Other Financing Uses

There is an increase of \$503 in this expenditure category due an increase in facility surcharges.

Intrafund Transfers

There is a decrease of \$150,000 in this expenditure category primarily related to reimbursements from Measure K for salary and benefit costs for a limited term position in the North Fair Oaks sub-unit.

Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 8.7 percent of Net Appropriations, which exceeds the County two percent Reserves requirement by \$1,463,561.

**NET COUNTY COST**

There is an increase of \$181,724 or 1.7 percent in the Department's General Fund allocation.

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## County Management (1210P)

### Program Locator

#### County

Administration and Fiscal Services

County Manager/Clerk of the Board

⇒ **County Management**

### Program Outcome Statement

Increase customer satisfaction and achieve performance goals for County services

### Program Results

County Management provides leadership and direction to achieve the Board's and community's shared vision for a healthy and safe, livable, prosperous, environmentally conscious and collaborative community by the year 2025. Major responsibilities include overseeing the preparation and administration of the County budget, legislative and grant programs, as well as communications and civic engagement efforts; managing performance; leading multi-departmental and countywide initiatives; and coordinating the activities of County departments. This unit oversees County Manager/Clerk of the Board functions and supports operating departments.

The County continues to maintain the highest credit ratings through its proactive fiscal management practices. Protecting local revenues, advocating for full reimbursement of state mandated services, and advocating against adverse federal policy changes and programmatic funding reductions that are being aggressively pursued by the new Administration continue to be legislative priorities, along with support toward integration of services, data sharing, funding flexibility and elimination of requirements to better coordinate services and care for vulnerable low-income county residents. Resources were added in FY 2015-17 to improve communications with the community and Measure K, to assist non-profits in establishing best practices in programmatic and financial management, and to hire fellows to assist with major County initiatives including affordable housing and community services. SMC Performance dashboards were updated to continue to track progress toward Shared Vision, Measure K and department goals, and our Lean Leader cohort facilitated process improvement projects for County departments.

The Department's priorities in the next two years will continue to focus on the County's goals to end homelessness, ensure the success of foster youth, and improve third grade reading proficiency. Preparation of a two-year budget will continue so that there is time to review goals and accomplishments and prioritize resources toward performance improvement. In FY 2017-19, the Department will lead lean process improvement projects and evaluations of programs funded through the Measure K half-cent sales tax as well as SMC Saves grants.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customer Survey Respondents Rating County Services as Good or Better | 91%                  | 95%                  | 90%                    | 90%                  | 90%                  |
| Percent of Performance Goals Met for All County Programs                        | 73%                  | 73%                  | 78%                    | 80%                  | 80%                  |
| Issuer Credit Rating from Moody's and Standard & Poor's                         | Aaa/AAA              | Aaa/AAA              | Aaa/AAA                | Aaa/AAA              | Aaa/AAA              |

County Management (1210P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 18.0              | 20.0              | 19.0               | 20.0              | 1.0               | 20.0              |                   |
| Funded FTE                | 18.0              | 20.0              | 19.0               | 20.0              | 1.0               | 20.0              |                   |
| <b>Total Requirements</b> | 4,983,737         | 6,118,249         | 8,238,852          | 17,626,309        | 9,387,457         | 17,778,920        | 152,611           |
| <b>Total Sources</b>      | 822,026           | 1,579,492         | 1,957,061          | 11,295,714        | 9,338,653         | 11,295,714        |                   |
| <b>Net County Cost</b>    | 4,161,711         | 4,538,757         | 6,281,791          | 6,330,595         | 48,804            | 6,483,206         | 152,611           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and the transfer of the North Fair Oaks sub-unit from the Office of Sustainability to the County Manager's Office, including all revenue and expenditures related to the operation of that sub-unit.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 9,271,623          | 9,338,653     | (67,030)        | 0         |

## 2. Budget Director Double Fill

The current County Budget Director is retiring in the next year and the Office will be double-filling this position to facilitate the transfer of institutional knowledge as well as to ensure a smooth transition within the Office. This double fill will last approximately six months beginning in May 2017. This adjustment reflects the difference between the cost of the double-fill position and the vacant Assistant Budget Director position currently in the Program's budget.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 60,053             | 0             | 60,053          | 0         |

## 3. Communications Specialist - Confidential

The County Manager's Office is adding one Communications Specialist - Confidential to further the efforts on using social media to communicate the County's initiatives and performance. This position is partially offset by a reduction in extra-help salaries and benefit costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 165,455            | 0             | 165,455         | 0         |
| (109,674)          | 0             | (109,674)       | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 9,387,457          | 9,338,653     | 48,804          | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 152,611            | 0             | 152,611         | 0         |

## Clerk of the Board (1215P)

### Program Locator

County

Administration and Fiscal Services

County Manager/Clerk of the Board

⇒ **Clerk of the Board**

### Program Outcome Statement

Provide timely service and access to public records to both the Board of Supervisors and to the public

### Program Results

The Clerk of the Board provides support to the Board of Supervisors by maintaining the official current and historical records of the Board of Supervisors and administers the process for appointments to the Board and Commissions. Additionally, the Clerk is responsible for responding to requests from the public by processing requested information and providing assistance to the assessment appeals process.

In FY 2016-17, the Clerk of the Board worked with County departments and the Board of Supervisors to select a replacement system for SIRE, the automated agenda management system. The County is changing agenda management systems because the SIRE product will no longer be supported by the current vendor. In May 2016, a request for proposal was issued to select a new agenda management system. A multi-department review committee, along with input from the Board of Supervisors and Board staff, selected the Granicus suite of agenda management tools. Over the past six months, Clerk of the Board staff have worked closely with all agenda system users on the conversion to Granicus. In addition, the Information Services Department has provided project management support for the conversion and assisted with testing, training and overall system transition. The County will be fully converted to Granicus for the May 16, 2017 Board meeting.

The Assessment Appeals Board staff have been diligently working to reduce the appeals backlog. Over half of the currently open appeals require resolution of a pending Superior Court Case related to tax years 2000 - 2005. Hearings for the other half of the open appeals, dating back to tax year 2011, have been held and a decision is expected before the end of the fiscal year. For the current tax year, staff have been able to close approximately 50 open appeals a month.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Supervisors Satisfied with the Clerk of the Board Services <sup>1</sup> | ---                  | ---                  | 80%                    | 80%                  | 80%                  |
| Percent of Board Agenda Items Published Online and On-Time <sup>1</sup>            | ---                  | ---                  | 100%                   | 100%                 | 100%                 |

<sup>1</sup> Data not available

## Clerk of the Board (1215P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 2.0               | 4.0               | 5.0                | 5.0               |                   | 5.0               |                   |
| Funded FTE                | 2.0               | 4.0               | 5.0                | 5.0               |                   | 5.0               |                   |
| <b>Total Requirements</b> | 725,955           | 885,410           | 1,392,769          | 1,428,566         | 35,797            | 1,452,457         | 23,891            |
| <b>Total Sources</b>      | 116,128           | 80,914            | 80,250             | 80,250            |                   | 80,250            |                   |
| <b>Net County Cost</b>    | 609,827           | 804,496           | 1,312,519          | 1,348,316         | 35,797            | 1,372,207         | 23,891            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 35,797             | 0             | 35,797          | 0         |

#### 2. Limited Term Office Specialist-Confidential

One filled extra help Office Specialist-Confidential is converted to a limited term Office Specialist-Confidential. This position will assist with the processing of assessment appeals as well as general office tasks and assist with front desk coverage. The increase in salary and benefits is fully offset by a reduction in ongoing expenditures in services and supplies.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 9,300              | 0             | 9,300           | 0         |
| (9,300)            | 0             | (9,300)         | 0         |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 35,797             | 0             | 35,797          | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 23,891             | 0             | 23,891          | 0         |

## Special Projects and Grants (1217P)

### Program Locator

#### County

Administration and Fiscal Services

County Manager/Clerk of the Board

⇒ **Special Projects and Grants**

### Program Outcome Statement

The Special Programs and Grants unit of the County Manager's Office includes support for the County's Center for Continuous Process Improvement, the Students With Amazing Goals grant, and funds for special projects; County memberships and contributions are also included in this unit

### Program Results

While this budget unit includes a diverse set of activities, together the projects increase County productivity and responsiveness to citizen requests, and empower middle and high school age residents of East Palo Alto to stay in school.

#### Center for Continuous Process Improvement

The purpose of the Center for Continuous Process Improvement (CCPI) is to foster a countywide culture of continuous process improvement through a consistent and systematic approach to using LEAN/Six Sigma methodologies to maximize value, improve quality, and eliminate sources of wasteful activities. This long-term strategic program aligns with mission-critical activities at the County level and in departments by improving services, reducing waste, and increasing overall satisfaction for residents, customers, clients, and employees.

In FY 2015-17, 10 analysts from the County Manger's Office, Controller's Office, Human Resources, and Building and Planning Department were trained in LEAN/Six Sigma and worked with departments on process improvement projects. The projects completed included the Department of Housing's loan process, Information Services Department's Help Desk process, Department of Planning and Building Code Compliance process and clarification of roles, the County's two-year budget process, countywide program assessment and performance tracking, Park Aide recruitment process, the Department of Housing's Eligibility and Customer Services teams processes and roles and responsibilities, and the in-custody and out-of-custody programming between the Sheriff's Office, the Human Services Agency, Probation Department, and Health System.

#### Students With Amazing Goals

Students With Amazing Goals (SWAG) is a Byrne JAG funded program that provides comprehensive case management, educational supports, mentoring, life skills, physical and mental health, leadership and other services to high school-aged youth living in East Palo Alto and the Belle Haven neighborhood of Menlo Park, at risk of not graduating. The goal is to ensure that youth who are credit deficient, at-risk of not graduating and/or on probation receive academically rigorous and culturally relevant pro-social support to stay in school and graduate. Program goals include: reducing absenteeism rates among program participants by 75 percent; reducing absenteeism rates among non-probation youth enrolled in the program by 50 percent; achieving a 50 percent graduation rate among fifth year seniors; and a 75 percent program completion rate for all program participants.

| <b>FY 2017-19 MEMBERSHIPS AND CONTRIBUTIONS</b>                 | <b>Adopted<br/>2016-17</b> | <b>Recomm.<br/>2017-18</b> | <b>Recomm.<br/>2018-19</b> |
|---|----------------------------|----------------------------|----------------------------|
| <i>Memberships and Cost Shares:</i>                             |                            |                            |                            |
| Alliance for Innovation   | 7,500                      | 9,000                      | 9,000                      |
| Association of Bay Area Governments (ABAG)                      | 76,303                     | 82,281                     | 82,281                     |
| Association of Bay Area Governments/IRWM Drought Solicitation   | 13,740                     | 13,740                     | 13,740                     |
| Association of Bay Area Governments/Hazardous Waste             | 10,560                     | 10,560                     | 10,560                     |
| County Administrative Officers Association of CA (CAOA)         | 3,982                      | 3,982                      | 3,982                      |
| California State Association of Counties (CSAC)                 | 115,047                    | 115,047                    | 115,047                    |
| California State Association of Counties (CSAC) Litigation Fees | 12,522                     | 13,032                     | 13,032                     |
| City/County Association of Governments (C/CAG)                  | 21,289                     | 23,650                     | 23,650                     |
| Joint Venture Silicon Valley Network                            | 25,000                     | 25,000                     | 25,000                     |
| National Association of Counties (NACO)                         | 14,525                     | 14,525                     | 14,525                     |
| San Mateo County Economic Development Association               | 15,000                     | 16,000                     | 16,000                     |
| Sustainable San Mateo County                                    | 9,000                      | 9,000                      | 9,000                      |
| Urban County Caucus (UCC)                                       | 37,000                     | 37,000                     | 37,000                     |
| <b>Memberships and Cost Shares Total</b>                        | <b>361,468</b>             | <b>372,817</b>             | <b>372,817</b>             |
| <i>Contributions:</i>   |                            |                            |                            |
| Half Moon Bay / Coastside Chamber of Commerce                   | 7,500                      | 7,500                      | 7,500                      |
| Middlefield Road Cultural Festival                              | 25,000                     | 25,000                     | 25,000                     |
| National Organization to Insure a Sound-Controlled Environment  | 1,155                      | 1,155                      | 1,155                      |
| Peninsula Conflict Resolution Center (PCRC)                     | 8,570                      | 8,736                      | 8,736                      |
| PenTV   | 41,200                     | 41,200                     | 41,200                     |
| San Mateo County Library Joint Powers Authority                 | 140,504                    | 141,442                    | 145,355                    |
| <b>Contributions Total</b>                                      | <b>223,929</b>             | <b>225,033</b>             | <b>228,946</b>             |

|                                |                |                |                |
|--------------------------------|----------------|----------------|----------------|
| <b><i>Sponsorships:</i></b>    |                |                |                |
| Agricultural Workshop          | 5,000          | 5,000          | 5,000          |
| Disaster Preparedness Day      | 5,000          | 5,000          | 5,000          |
| Older Driver Safety Seminars   | 5,000          | 5,000          | 5,000          |
| Poet Laureate                  | 5,000          | 20,000         | 20,000         |
| Seniors on the Move Conference | 25,000         | 25,000         | 25,000         |
| Streets Alive                  | 5,000          | 5,000          | 5,000          |
| <b>Sponsorships Total</b>      | <b>50,000</b>  | <b>65,000</b>  | <b>65,000</b>  |
| <b>Grand Total</b>             | <b>635,397</b> | <b>662,850</b> | <b>666,763</b> |

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number and Percent of CCPI Events Meeting Process Improvement Goals After One Year of Implementation <sup>1</sup> | ---                  | 100%                 | 100%                   | 100%                 | 100%                 |
| Percent Reduction of Truancy Rates of SWAG Program Participants on Probation <sup>2</sup>                         | ---                  | ---                  | 75%                    | 75%                  | 75%                  |
| Percent Reduction of Truancy Rates of SWAG Program Participants Not on Probation <sup>2</sup>                     | ---                  | ---                  | 50%                    | 50%                  | 50%                  |

<sup>1</sup> Data not available

<sup>2</sup> New measure for FY 2016-17

### Special Projects and Grants (1217P) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 943,372           | 2,068,764         | 3,050,700          | 2,747,503         | (303,197)         | 2,351,416         | (396,087)         |
| Total Sources      | 138,645           | 975,097           | 2,239,653          | 1,754,653         | (485,000)         | 1,354,653         | (400,000)         |
| Net County Cost    | 804,726           | 1,093,667         | 811,047            | 992,850           | 181,803           | 996,763           | 3,913             |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; the removal of the Intrafund Transfer and associated decrease in expenditures related to the Village Concept study; and a decrease in the Justice Assistance Grant revenue and associated expenditures related to the Students With Amazing Goals project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (303,197)          | (485,000)     | 181,803         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures, including the Justice Assistance Grant revenue and associated expenditures related to the Students With Amazing Goals project as the grant has ended.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (396,087)          | (400,000)     | 3,913           | 0         |

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## Project Development Unit (1230P)

### Program Locator

#### County

Administration and Fiscal Services

County Manager/Clerk of the Board

⇒ **Project Development Unit**

### Program Outcome Statement

The Project Development Unit (PDU) pursues excellence by developing buildings and other County infrastructure that are functional, aesthetically appropriate, cost-effective, sustainable, inspiring, and compatible with the County of San Mateo's mission and policies

### Program Results

In January 2017, the Board of Supervisors authorized the creation of the Project Development Unit (PDU) in the County Manager's Office, to manage major, ground-up, capital improvement projects. Several major capital projects already underway or significantly planned were transferred from the Capital Projects unit in the Department of Public Works, including the Regional Operations Center, Skylonda and Pescadero fire stations, Animal Shelter, Cordilleras Mental Health Facility, and several master planning projects throughout the county. In April 2017, the Board approved the County's Five-Year Capital Improvement Plan, which includes the projects listed above, as well as projects to be managed by the PDU including work at the San Mateo Medical Center, the addition of County Office Building Three and a new parking garage at the County Government Center in Redwood City, and a South San Francisco County Health Campus.

In FY 2017-19, the PDU will explore options to make all new projects as energy efficient as possible, including learning about Zero Net Energy (ZNE) and other green design principles and how to apply them to County facilities. The Program will also explore different project delivery methodologies to help streamline the County's process and better position the County in the extremely competitive Bay Area construction Market. The Program expects to complete construction of the Regional Operations Center, Skylonda Fire Station, Animal Shelter, Radio Shop; and relocation of the Lathrop House during FY 2017-19; and the Program also expects to make significant progress on the San Mateo Medical Center project, the new Government Center Parking Structure and County Office Building Three, and Cordilleras Mental Health Facility.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Projects on Track to be Completed within the Project Budget <sup>1</sup> | ---                  | ---                  | ---                    | 100%                 | 100%                 |
| Percent of Projects on Track to be Completed on Schedule <sup>1</sup>               | ---                  | ---                  | ---                    | 100%                 | 100%                 |
| Percent of Projects with Adopted ZNE Design Principals <sup>1</sup>                 | ---                  | ---                  | ---                    | 100%                 | 100%                 |

<sup>1</sup> The Project Development Unit was created in the third quarter of FY 2016-17. Data collection will begin in FY 2017-18.

Project Development Unit (1230P)  
Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution  |                   |                   | 8.0                | 8.0               |                   | 8.0               |                   |
| Funded FTE         |                   |                   | 8.0                | 8.0               |                   | 8.0               |                   |
| Total Requirements |                   |                   | 1,263,304          | 1,908,515         | 645,211           | 1,909,824         | 1,309             |
| Net County Cost    |                   |                   | 1,263,304          | 1,908,515         | 645,211           | 1,909,824         | 1,309             |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 645,211            | 0             | 645,211         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

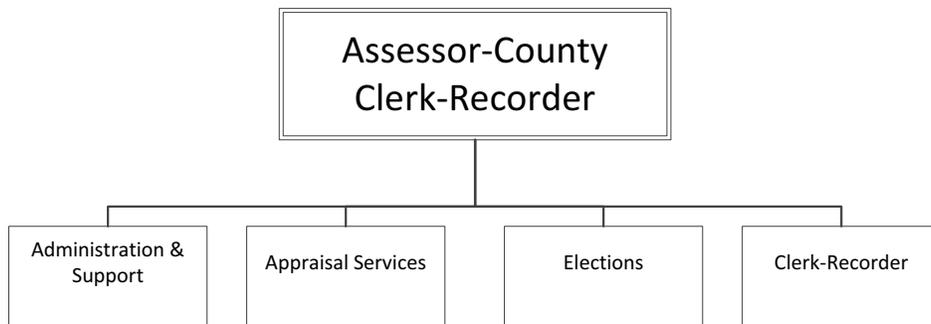
### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,309              | 0             | 1,309           | 0         |

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## Assessor-County Clerk-Recorder



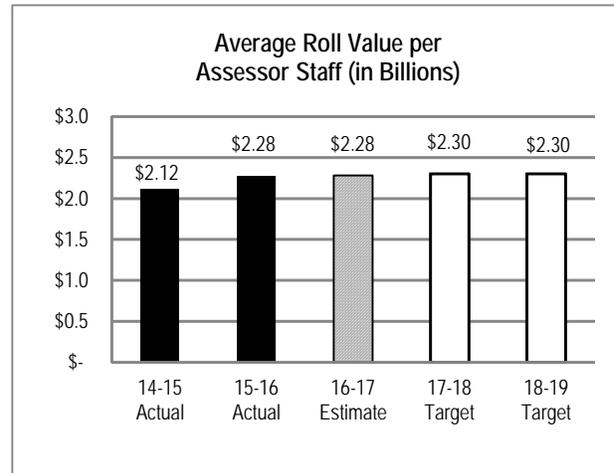
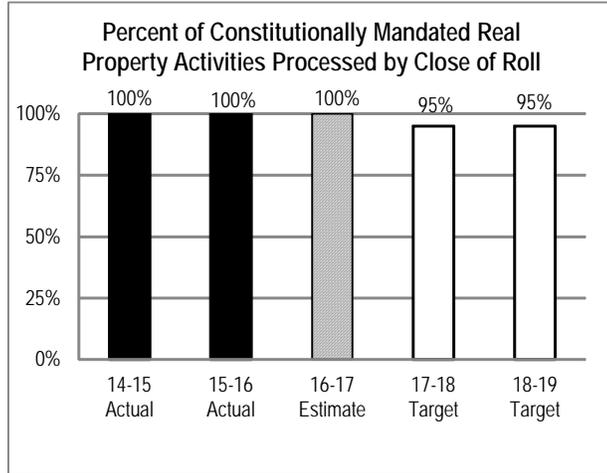
Department Locator

County

Administration and Fiscal Services

➔ Assessor-County Clerk-Recorder

Headline Measures



Administrative Measures

|  | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|--|-------------------|-------------------|---------------------|-------------------|-------------------|
| Percent of Performance Goals Met   | 80%               | 56%               | 63%                 | 75%               | 75%               |
| Percent of Customer Survey Respondents Rating Services as Good or Better | 92%               | 81%               | 90%                 | 90%               | 90%               |
| Cost per Capita <sup>1</sup>   | \$27.74           | \$31.82           | \$39.37             | \$39.42           | \$43.51           |
| Percent of Employees Rating Working for the County as Very Good          | 83%               | 69%               | 70%                 | 80.9%             | 80.9%             |
| Percent of Employee Evaluations Completed Annually                       | 90%               | 10%               | 50%                 | 90%               | 90%               |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement     | 8%                | 8%                | 75%                 | 90%               | 90%               |

<sup>1</sup> The cost per capita calculation is the Department's Gross Appropriations divided by the San Mateo County population.

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## Mission Statement

The mission of the Assessor-County Clerk-Recorder Elections is to ensure equitable service and treatment of County property owners by accurate and fair valuation of land, improvements, and businesses; register County citizens to vote and efficiently conduct transparent elections; preserve and protect historical and cultural records; and create an accurate public record of recorded transactions relating to people and property within San Mateo County.

## Overview

The Appraisal Services Program produces equitable, timely, and accurate tax roll assessments of real and personal property that generate property tax revenues. In turn, these revenues fund the delivery of essential community services for local governments, schools, community colleges, and special districts. Staff within this division defend the County's valuations before the Assessment Appeals Board and courts. The Assessor Roll Tracker provides real-time roll data for land and improvement roll changes, which assists local government in managing revenue changes and the impacts of appeals, open activities, and supplemental changes.

The Elections Program serves as a resource for voting and registration information. The division also promotes civic involvement in the election process by registering eligible voters and conducting transparent and accurate elections for local, state, and federal governments, as well as the San Mateo County Employees' Retirement Association (SamCERA).

The Clerk-Recorder Program creates, maintains, preserves, and provides access to public records (e.g., birth, death, and marriage certificates); processes marriage licenses and fictitious business names; records documents of private property ownership; collects the transfer taxes when properties change ownership; and provides customer service to the general public, government agencies, and the private sector. The Clerk-Recorder serves as the filing officer for, among other filings, Conflict of Interest Code and Loyalty Oaths.

The Administration and Support Program provides the Assessor, County Clerk-Recorder, and Elections divisions with administrative, fiscal, and technological support, as well as legislative leadership.

## Accomplishments

The Appraisal Services Program produced a \$191 billion local property assessment roll on schedule in FY 2015-16. This was the sixth consecutive year of property assessment roll expansion and set a new historical high for the fifth year in a row. Roll value continues to grow due to significant growth of new construction, high job growth, and increasing real estate prices. Major construction projects, those greater than 80,000 square feet, accounted for over two million square feet of new improvements coming to market in 2016, with many more projects under way or nearing completion. The \$13.5 billion increase in the net roll value translates, through the one percent tax rate, to \$135 million more in property tax revenue to be shared by local governments, including the County, cities, schools, community colleges, and special districts.

The Elections Program helped San Mateo County become the first county in the State of California to conduct a Consolidated Municipal, School, and Special District All-Mailed Ballot Election under the provisions of AB 2028. One of the State's first remote accessible sample ballot systems was implemented for visually impaired voters. This division played an important role in the development of key election legislation such as SB 450 (Vote by Mail Voting and Ballot Elections), AB 2252 (Remote Accessible Vote by Mail Systems), and AB 2028 (All-Mailed Ballot Elections). The Chief Elections Officer established the County's first Voting Accessibility Advisory Committee (VAAC), which was established to encourage the active participation of persons with disabilities and community based organizations in the election process.

The County Clerk-Recorder successfully implemented new technology software upgrades that enhanced business intelligence functions for cashiering, filing, and reporting. All vital records are recorded electronically and in July 2016, the Clerk-Recorder launched its electronic recording application. Electronic recording decreases the amount of time it takes to make records available to the public and streamlines the process greatly for the business sector. As one of the few remaining U.S. State Department passport facilities, this division saw a 117 percent increase in applicants year-over-year, serving 4,473 passport applicants.

The Administration and Support Program updated the Department's Strategic Plan 2020 which is used to identify and realize the Department's most important priorities and goals. This division completed and published the Assessor-County Clerk-Recorder Elections (ACRE) Phase 1 website redesign Request for Proposals (RFP) and selected a vendor to develop the website. The Geographical Information System (GIS) RFP was developed and published with a vendor recently selected for the project. Additionally, the Department's IT unit completed and published the Assessor Property Assessment System (APAS) RFP.

### Challenges/Initiatives/Trends

The estimated 50 million square feet of large commercial real estate development expected over the next five to six years will generate a significant workload increase for the Appraisal Services Program. Additional resources are needed to meet the Assessor's constitutional and statutory mandates during this cyclical surge. Additionally, the property assessment roll continues to increase in complexity (e.g., new generation campus developments, large scale mixed use facilities, and corporate mergers and acquisitions). Assessment appeals and litigation continues to increase in complexity and diversity with nearly 20 percent of the 2016-17 combined roll value currently under appeal. Total assessed value of all open appeals is \$37 billion with approximately \$20 billion in assessed value at risk. There is \$15 billion of assessed value before the courts of which \$2 billion is at risk.

In the Elections Program, the complexity of managing election operations will increase significantly due to new legislation such as SB 415 (even-year elections), SB 450 (all-mailed ballot elections), AB 1461 (DMV motor voter), AB 1436 (same day voter registration), and AB 2252 (remote accessible vote by mail systems). The Program will replace its current legacy voting system during FY 2017-19. Citizen participation programs such as the VAAC and the establishment of the County's Language Accessibility Advisory Committee (LAAC) along with additional American with Disabilities Act (ADA) requirements will increase staffing responsibilities in these areas. Tower Road facility improvements will be essential to accommodate the operational changes required under these new legislative mandates. The development of a Continuity of Operations Plan (COOP), Return to Operations (RTO), and the implementation of disaster recovery plans are critical initiatives to protect the delivery of services to the public in the event of a major disaster or cyber-attack.

The Administration and Support Program is working on a multi-year project to replace the Department's aging legacy assessment system (i.e., EZ Access) with the new APAS. The APAS RFP submission date is May 2017 and vendor selection and contract execution is targeted for December 2017. This division will also work on the redesign and development of the Department's website. A third significant project for the Department is the completion of the Assessor's GIS, which will include the construction of digital map data for the entire county.

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

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 30,979            | 17,837            |                    | 9,000             | 9,000             | 9,000             |                   |
| Charges for Services        | 10,474,759        | 10,580,412        | 10,643,679         | 9,771,100         | (872,579)         | 12,015,623        | 2,244,523         |
| Interfund Revenue           |                   |                   |                    | 612,246           | 612,246           | 5,624,409         | 5,012,163         |
| Miscellaneous Revenue       | 47,445            | 73,649            | 17,000             | 12,000            | (5,000)           | 24,000            | 12,000            |
| <b>Total Revenue</b>        | <b>10,553,183</b> | <b>10,671,897</b> | <b>10,660,679</b>  | <b>10,404,346</b> | <b>(256,333)</b>  | <b>17,673,032</b> | <b>7,268,686</b>  |
| Fund Balance                | 2,492,326         | 2,825,119         | 2,985,818          | 2,779,895         | (205,923)         | 2,679,895         | (100,000)         |
| <b>TOTAL SOURCES</b>        | <b>13,045,509</b> | <b>13,497,016</b> | <b>13,646,497</b>  | <b>13,184,241</b> | <b>(462,256)</b>  | <b>20,352,927</b> | <b>7,168,686</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 15,565,527        | 17,290,696        | 18,911,505         | 18,920,571        | 9,066             | 19,679,819        | 759,248           |
| Services and Supplies       | 3,618,379         | 5,183,363         | 8,615,036          | 11,129,523        | 2,514,487         | 6,360,266         | (4,769,257)       |
| Other Charges               | 980,947           | 1,350,128         | 1,435,335          | 1,649,246         | 213,911           | 1,699,761         | 50,515            |
| Fixed Assets                | 213,693           | (3,836)           | 631,002            | 23,000            | (608,002)         | 5,000,000         | 4,977,000         |
| Other Financing Uses        | 661,380           | 523,986           | 530,370            | 539,944           | 9,574             | 549,785           | 9,841             |
| <b>Gross Appropriations</b> | <b>21,039,926</b> | <b>24,344,337</b> | <b>30,123,248</b>  | <b>32,262,284</b> | <b>2,139,036</b>  | <b>33,289,631</b> | <b>1,027,347</b>  |
| Intrafund Transfers         | (1,824,861)       | (4,322,439)       | (5,406,000)        | (8,000,000)       | (2,594,000)       | (1,410,377)       | 6,589,623         |
| <b>Net Appropriations</b>   | <b>19,215,065</b> | <b>20,021,898</b> | <b>24,717,248</b>  | <b>24,262,284</b> | <b>(454,964)</b>  | <b>31,879,254</b> | <b>7,616,970</b>  |
| Contingencies/Dept Reserves | 476,277           | 500,000           | 831,006            | 1,831,006         | 1,000,000         | 1,831,006         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>19,691,342</b> | <b>20,521,898</b> | <b>25,548,254</b>  | <b>26,093,290</b> | <b>545,036</b>    | <b>33,710,260</b> | <b>7,616,970</b>  |
| <b>NET COUNTY COST</b>      | <b>6,645,833</b>  | <b>7,024,882</b>  | <b>11,901,757</b>  | <b>12,909,049</b> | <b>1,007,292</b>  | <b>13,357,333</b> | <b>448,284</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 117.0             | 121.0             | 121.0              | 121.0             |                   | 121.0             |                   |
| Funded FTE                  | 116.9             | 120.5             | 120.5              | 120.9             | 0.5               | 120.9             |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$462,256 or 3.4 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is an increase of \$9,000 in this funding source due to quarterly voter registration postage reimbursements.

#### Charges for Services

There is a net decrease of \$872,579 in this funding source primarily due to a decrease of \$1,643,179 to remove and reclassify budgeted funds from micrographic conversion fee to other interfund revenue. This decrease is partially offset by increases of \$300,000 in supplemental tax administration fees, \$200,000 in document recording fees, and \$252,600 in election reimbursements from other jurisdictions.

#### Interfund Revenue

There is an increase of \$612,246 in this funding source to budget for a transfer from the Clerk-Recorder Trust Fund; this revenue will be used for various Clerk-Recorder projects.

#### Miscellaneous Revenue

There is a decrease of \$5,000 in this funding source due to fewer elections data requests.

#### Fund Balance

There is a decrease of \$205,923 in this funding source due to the elimination of one-time projects in FY 2016-17, including the Department's new phone system and website.

### TOTAL REQUIREMENTS

Total Requirements increase by \$545,036 or 2.1 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$9,066 in this expenditure category due to negotiated salary and benefit increases. This increase is offset by decreases in extra-help, annuity contributions, and health plan costs.

#### Services and Supplies

There is a net increase of \$2,514,487 in this expenditure category due to increases of \$2,999,000 in professional contract services related to the Assessor Property Assessment System or EZ Access enhancements, \$566,625 in election costs, and \$297,179 in software license and maintenance costs. This increase is partially offset by a decrease of \$1,443,726 in contract costs for special program services and other professional contract services related to one-time projects in FY 2016-17, including the digitized documentation and social security truncation projects.

#### Other Charges

There is a net increase of \$213,911 in this expenditure category due to increases of IT related service charges and facility rental charges. This increase is partially offset by decreases in motor vehicle mileage charges and auto liability insurance.

#### Fixed Assets

There is a decrease of \$608,002 due to the elimination of one-time purchases in FY 2016-17 for the Department's phone system and VMware/disk storage expansion projects.

Other Financing Uses

There is an increase of \$9,574 in this expenditure category due to increases of facility surcharges and debt service payments.

Intrafund Transfers

There is a net increase of \$2,594,000 in this expenditure category due to an increase of \$3,100,000 in a transfer provided to the Department for the Assessor Property Assessment System or EZ Access enhancements. This increase is partially offset by a decrease of \$506,000 in lower election cost reimbursements versus the prior year (i.e., the Presidential General Election).

Contingencies/Departmental Reserves

There is an increase of \$1,000,000 in this expenditure category due to the postponement of a FY 2016-17 contract that was not spent for new construction valuation; the amount of the contract is set aside in Departmental Reserves. The balance in General Fund Reserves represents 7.5 percent of Net Appropriations, which exceeds the County two percent Reserves requirements by \$1,345,760.

**NET COUNTY COST**

There is an increase of \$1,007,292 or 8.5 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

**TOTAL SOURCES**

Total Sources increase by \$7,168,686 or 54.4 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

No change

Charges for Services

There is a net increase of \$2,244,523 in this funding source due to an increase of \$2,285,023 in election cost reimbursements from other jurisdictions. This increase is partially offset by a decrease of \$40,500 in candidate filing fees.

Interfund Revenue

There is an increase of \$5,012,163 due to an Election System Trust Fund transfer for a new voting system.

Miscellaneous Revenue

There is an increase of \$12,000 in this funding source due to more elections data requests.

Fund Balance

There is a decrease of \$100,000 in this funding source due to the elimination of one-time expenditures for the Remote Access Vote by Mail System in FY 2017-18.

**TOTAL REQUIREMENTS**

Total Requirements increase by \$7,616,970 or 29.2 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$759,248 in this expenditure category primarily due to negotiated salary and benefit increases.

Services and Supplies

There is a net decrease of \$4,769,257 in this expenditure category primarily due to the elimination of one-time expenditures associated with the Assessor Property Assessment System or EZ Access enhancements and the Geographical Information System (GIS) project in FY 2017-18. This decrease is partially offset by an increase of \$799,875 in election costs.

Other Charges

There is an increase of \$50,515 in this expenditure category primarily due to increases in IT related service charges and facility rental charges.

Fixed Assets

There is an increase of \$4,977,000 in this expenditure category due to the one-time purchase of a new election voting system.

Other Financing Uses

There is an increase of \$9,841 in this expenditure category due to increases in facility surcharge and debt service payments.

Intrafund Transfers

There is a decrease of \$6,589,623 in this expenditure category primarily due to the elimination of one-time expenditures, including the Assessor Property Assessment System or EZ Access enhancements and the GIS project in FY 2017-18, and less reimbursements from the General Fund due to partial reimbursements from other jurisdictions for the November 2018 Statewide General Election.

Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 5.7 percent of Net Appropriations, which exceeds the County two percent Reserves requirement by \$1,193,421.

**NET COUNTY COST**

There is an increase of \$448,284 or 3.5 percent in the Department's General Fund allocation.

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## Appraisal Services (1310P)

### Program Locator

#### County

Administration and Fiscal Services

Assessor-County Clerk-Recorder

⇒ **Appraisal Services**

### Program Outcome Statement

Produce equitable, timely, and accurate property tax assessment rolls

### Program Results

Annually, the Appraisal Services Program values and enrolls all tangible property, including residential, commercial, agricultural, and business personal property interests. The property tax generated by this activity is an essential revenue source for local government. The Program preserves taxable value by defending property owner challenges to the Assessor's opinion of value before the Assessment Appeals Board and the courts. In FY 2015-16, staff processed 40,370 transfer, sale, new construction, and remodel events that occurred when properties changed ownership, were newly constructed, or altered by a remodel, and reviewed 9,000 properties for declines in value. Staff also audited 232 major businesses for declaration compliance and reviewed 19,000 annual business property declarations to accurately enroll business property asset acquisitions and disposals. Tax relief was provided to 46 property owners whose property was damaged or destroyed due to a disaster. Additionally, the Program provided 1,524 exemptions to welfare and religious organizations with an assessed value of \$3.7 billion and 122,768 homeowners' tax exemptions.

Staff resolved 1,089 property assessment appeals in FY 2015-16, which is approximately 61 percent of the total outstanding appeals this year. These figures represent a sizeable workload and tax base at risk. Resolving these appeals helped preserve the tax base. The establishment of the Assessment Standards team provided the resources needed to reduce the deficit of annual required continuing education hours by increasing the courses and training offered to the Assessor's staff. The team also administered training for new hires and cross-training for the existing staff in accordance with the Program's succession plan. In addition, the Standards team created a centralized online portal for staff to easily access important resources and information. Furthermore, the Standards team and numerous other Assessor staff actively participated and provided crucial input in the Assessment Property Tax System (ATS) project and continue to play a crucial role in the new Assessor Property Assessment System (APAS) project.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Constitutionally Mandated Real Property Activities Processed by Close of Roll | 100%                 | 100%                 | 100%                   | 95%                  | 95%                  |
| Number/Percent of Assessment Appeals Resolved by June 30                                 | 1,773/66%            | 1,089/61%            | 900/53%                | 900/50%              | 900/50%              |
| Property Tax Revenue per Assessor Staff  | \$21.2 M             | \$23 M               | \$23 M                 | \$23 M               | \$23 M               |

Appraisal Services (1310P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 77.0              | 82.0              | 81.0               | 81.0              |                   | 81.0              |                   |
| Funded FTE                | 76.9              | 81.6              | 80.6               | 80.9              | 0.4               | 80.9              |                   |
| <b>Total Requirements</b> | 12,124,452        | 12,952,425        | 15,761,833         | 16,302,728        | 540,895           | 16,687,050        | 384,322           |
| <b>Total Sources</b>      | 7,157,581         | 8,132,144         | 7,534,918          | 8,832,918         | 1,298,000         | 8,832,918         |                   |
| <b>Net County Cost</b>    | 4,966,871         | 4,820,281         | 8,226,915          | 7,469,810         | (757,105)         | 7,854,132         | 384,322           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in training costs; and increases in supplemental tax administration fees.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 359,100            | 1,298,000     | (938,900)       | 0         |

2. SofTech Software License and Maintenance

SofTech software license and maintenance expenses are added for the Department's rebranding effort and for additional FileNet software features.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 28,500             | 0             | 28,500          | 0         |

### 3. SharePoint Analysis

Funding is added for consulting services to help properly develop and maximize the benefits of the County's SharePoint document management and storage system. The analysis will identify best practices that allow more efficient storage, archiving, management, retrieval, searching, and reporting of electronic records and documents.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 41,665             | 0             | 41,665          | 0         |

### 4. Continuity of Operations Plan (COOP)

Funding for this project will allow the Department to develop and implement the COOP, Return to Operations (RTO), and Disaster Recovery Plans, which will all aid the Department and the citizens of the county in the event of a disaster or cyber-security attack.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 111,630            | 0             | 111,630         | 0         |

### 5. Assessor Property Assessment System (APAS) or EZ Access System

The Department is analyzing and evaluating a replacement for the current property assessment system (i.e., EZ Access). If a new APAS is selected, the Department will move forward with the development of APAS. If a new system is not selected, the Department will focus on enhancing the current EZ Access System. A decision is expected to be made by September 2017. The costs for either system are offset by a transfer from Non-Departmental Services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,100,000          | 0             | 3,100,000       | 0         |
| (3,100,000)        | 0             | (3,100,000)     | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 540,895            | 1,298,000     | (757,105)       | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time expenditures in FY 2017-18, including the SofTech license and maintenance project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 384,322            | 0             | 384,322         | 0         |

## Administration and Support (1320P)

### Program Locator

County

Administration and Fiscal Services

Assessor-County Clerk-Recorder

⇒ **Administration and Support**

### Program Outcome Statement

Maintain the Department's high quality technical and fiscal operations

### Program Results

Administration and Support provides the Assessor, County Clerk-Recorder, and Elections divisions with administrative, fiscal, and technological support as well as legislative leadership. The Program serves as the County's filing officer for Loyalty Oaths and approximately 2,000 Conflict of Interest-Form 700s. The Program processed \$16.7 million of Documentary Transfer Tax distributions for 20 cities and the County in FY 2015-16.

The technology requirements and complexity of the four diverse programs in the Department require significant administration and technology staff oversight. The Department continues to focus on executing the top ten initiatives outlined in its Strategic Plan 2020. These initiatives include four information system projects, the Department's Continuity of Operations Plan (COOP), and staff development, including extensive cross-training. The Plan was updated in 2017 and while the top priorities remain the same, several new initiatives have been added and prioritized for the FY 2017-19 budget cycle.

During FY 2017-19, staff will be focused on making significant progress on developing and implementing the new Assessor Property Assessment System (APAS), Geographical Information System (GIS), Assessor-County Clerk-Recorder Elections (ACRE) website, historical preservation of documents, supporting SB 450 (vote by mail voting and ballot elections), and planning for a new elections system for the 2019 election. In support of these projects, the IT organizational staffing model is being reviewed and proposed changes will be revisited during September Revisions.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of IT Customer Service Respondents Rating Services as Good or Better | 95%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Amount of Property Transfer Tax Collected for Taxing Agencies                | \$17 M               | \$17 M               | \$17 M                 | \$17 M               | \$17 M               |
| Cost per Capita <sup>1</sup>   | \$27.74              | \$31.82              | \$39.37                | \$39.42              | \$43.51              |

<sup>1</sup> The cost per capita calculation is the Department's Gross Appropriations divided by the San Mateo County population.

## Administration and Support (1320P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 9.0               | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| Funded FTE                | 9.0               | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| <b>Total Requirements</b> | 1,618,707         | 1,811,048         | 2,417,830          | 2,233,765         | (184,065)         | 2,041,842         | (191,923)         |
| <b>Total Sources</b>      | 234,924           | 147,436           | 784,318            | 167,699           | (616,619)         | 170,058           | 2,359             |
| <b>Net County Cost</b>    | 1,383,783         | 1,663,612         | 1,633,512          | 2,066,066         | 432,554           | 1,871,784         | (194,282)         |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time expenditures in FY 2016-17, including the ACRE website redesign and new department phone system.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (184,065)          | (616,619)     | 432,554         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; reductions in computer equipment purchases; and the elimination of one-time expenditures in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (191,923)          | 2,359         | (194,282)       | 0         |

## Elections (1330P)

### Program Locator

#### County

Administration and Fiscal Services

Assessor-County Clerk-Recorder

⇒ Elections

### Program Outcome Statement

Register voters and conduct fair and accurate elections

### Program Results

Elections exceeded the goal of registering 76 percent of eligible voters in San Mateo County in FY 2016-17, with 78.7 percent of eligible voters registered to vote. In November 2015, Elections successfully conducted the first countywide all-mail ballot election in the State of California. In 2016, the Program focused on conducting the two most complex and largest elections in the four-year election cycle (i.e., the June Presidential Primary Election and the November Presidential General Election). There was a record number of registered voters, 81.7 percent, who voted in the Presidential General Election, exceeding the Program's target of 79 percent for the year. In November 2016, 35 jurisdictions conducted elections. Additionally, elections were held for 92 federal, state, and local candidates, 15 local measures, and 17 State propositions.

The Program formed the Voting Accessibility Advisory Committee (VAAC), which works to enhance services and accessibility to the disabled and elderly in the community. Sample ballot and official voter information pamphlets are now provided in an online accessible format for disabled, overseas, and military voters. The Program commenced a procurement process for a remote accessible vote-by-mail system that will enable disabled, overseas, and military voters to access their ballots via the internet. Once the State certifies one or more systems, the Program's goal is to obtain and implement one as soon as possible. New and increasingly complex legislative mandates such as SB 415 - California Voter Participation Rights Act (odd-to-even-numbered year elections), AB 1436 - Conditional Voter Registration Law (election day registration and provisional voting), AB 1461 - DMV New Motor Voter Law (automatic DMV voter registration), AB 2252 - Remote Accessible Vote-by-Mail System, AB 2028 - All-Mailed Ballot Election, and SB 450 - California Voter's Choice Act (all-mailed ballot/vote center election model) will dramatically impact election operations, staffing levels, and facility requirements.

Over the next two year budget cycle, the Program will replace its aging legacy voting system to conform to new legislative mandates. Analysis of potential replacement voting systems is currently under way. Facility improvements will be needed in the areas of security, vote by mail work areas, parking and pedestrian circulation, and emergency backup generators.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Eligible Voters Registered to Vote                   | 72.5%                | 73.2%                | 78.6%                  | 76%                  | 77%                  |
| Percent of Registered Voters Who Voted in the November Election | 46.3%                | 29.5%                | 81.7%                  | 27%                  | 65%                  |
| Cost of November Election per Registered Voter                  | \$7.55               | \$7.68               | \$11.79                | \$2.13               | \$12.10              |

Elections (1330P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 12.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |
| Funded FTE                | 12.0              | 11.9              | 11.9               | 12.0              | 0.1               | 12.0              |                   |
| <b>Total Requirements</b> | 2,879,695         | 2,529,164         | 2,982,232          | 3,657,136         | 674,904           | 11,032,251        | 7,375,115         |
| <b>Total Sources</b>      | 1,903,308         | 1,807,232         | 499,000            | 412,600           | (86,400)          | 7,569,123         | 7,156,523         |
| <b>Net County Cost</b>    | 976,387           | 721,932           | 2,483,232          | 3,244,536         | 761,304           | 3,463,128         | 218,592           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures in FY 2016-17 for election services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 119,009            | (339,000)     | 458,009         | 0         |

2. Uniform District Election Law (UDEL) Election Costs

The November 7, 2017 UDEL election costs for consolidated municipal, school, and special districts are fully funded by the cities and districts.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 252,600            | 252,600       | 0               | 0         |

### 3. Election Costs for the Statewide Direct Primary Election

The June 5, 2018 Statewide Direct (Gubernatorial) Primary Election costs (e.g., extra-help salaries) are offset by a transfer from Non-Departmental Services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,700,000          | 0             | 2,700,000       | 0         |
| (2,700,000)        | 0             | (2,700,000)     | 0         |

### 4. Remote Accessible Vote By Mail System

Elections is obtaining a remote accessible vote by mail system that allows visually impaired voters to remotely cast their ballots via the internet.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 100,000            | 0             | 100,000         | 0         |

### 5. SharePoint Analysis

Funding is added for consulting services to help properly develop and maximize the benefits of the County's SharePoint document management and storage system. The analysis will identify best practices that allow more efficient storage, archiving, management, retrieval, searching, and reporting of electronic records and documents.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 41,665             | 0             | 41,665          | 0         |

### 6. Continuity of Operations Plan (COOP)

The funding for this project will allow the Department to develop and implement the COOP, Return to Operations (RTO), and Disaster Recovery Plans, which will all aid the Department and the citizens of the county in the event of a disaster or cyber-security attack.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 111,630            | 0             | 111,630         | 0         |

### 7. Anchored Drop Boxes for Vote By Mail Ballots at City Halls

Due to the increase in vote by mail ballots and all-mailed ballot elections under AB 2028 and SB 450, the installation of anchored drop boxes at city halls will better serve the public.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 50,000             | 0             | 50,000          | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 674,904            | (86,400)      | 761,304         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures in FY 2017-18 for UDEL elections.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (162,508)          | (381,100)     | 218,592         | 0         |

### 2. Election Costs for the Statewide General Election

The November 6, 2018 Statewide (Gubernatorial) General Election costs (e.g., extra-help salaries) are offset by the entities participating in the election and a transfer from Non-Departmental Services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,948,000          | 2,537,623     | 1,410,377       | 0         |
| (1,410,377)        | 0             | (1,410,377)     | 0         |

### 3. New Voting System

The current electronic voting system will soon reach its end-of-life cycle. Elections is expecting to replace the system in FY 2018-19. The new system will need to meet the requirements of the new election legislation requirements. The new voting system will be funded by the Voting Equipment Trust Fund.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 5,000,000          | 5,000,000     | 0               | 0         |

## TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 7,375,115          | 7,156,523     | 218,592         | 0         |

## County Clerk-Recorder (1340P)

### Program Locator

#### County

Administration and Fiscal Services

Assessor-County Clerk-Recorder

⇒ **County Clerk-Recorder**

### Program Outcome Statement

Record property transactions, issue official certificates/licenses, and preserve records

### Program Results

The County Clerk-Recorder Program is responsible for providing direct services to the public, including recording and maintaining real property transactions, issuing vital records (e.g., birth and death certificates), issuing marriage licenses, performing wedding ceremonies, and filing fictitious business name statements as well as other professional registrations.

On a daily basis, Program staff receive 250-300 telephone calls, serve 100-150 walk-in customers, record approximately 800 land-transaction documents, and issue approximately 100 certified copies of vital records. Staff have been cross-trained in order to ensure proper coverage at each counter.

The County Clerk-Recorder's office offers 20 public workstations and easy access to searchable databases that yield information in just a few seconds, as well as historical microfilm and books that date back to 1856. In addition, the County Clerk-Recorder is the official guardian of certain historical records for the County. These historical records include maps, land transaction books containing all grantor and grantee names, and microfilm of all recorded documents.

Electronic recording decreases the amount of time it takes to make records available to the public and streamlines the process greatly for the business sector. The Clerk-Recorder launched its electronic recording application in July 2016 and is currently e-recording with five submitters. All vital records are recorded electronically and made available in a timely manner.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Documents Recorded Electronically                                  | 18%                  | 10%                  | 20%                    | 20%                  | 20%                  |
| Percent of Survey Respondents Rating Services as Good or Better               | 92%                  | 81%                  | 90%                    | 90%                  | 90%                  |
| Number of Recorded Documents per Recorder Staff Member/Benchmark <sup>1</sup> | 20,015/<br>23,100    | 19,509/<br>21,989    | 18,750/<br>23,245      | 18,750/<br>---       | 18,750/<br>---       |

<sup>1</sup> Data not available

## County Clerk-Recorder (1340P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 19.0              | 18.0              | 19.0               | 19.0              |                   | 19.0              |                   |
| Funded FTE                | 19.0              | 18.0              | 19.0               | 19.0              | 0.0               | 19.0              |                   |
| <b>Total Requirements</b> | 3,068,488         | 3,229,261         | 4,386,359          | 3,899,661         | (486,698)         | 3,949,117         | 49,456            |
| <b>Total Sources</b>      | 3,749,695         | 3,410,203         | 4,828,261          | 3,771,024         | (1,057,237)       | 3,780,828         | 9,804             |
| <b>Net County Cost</b>    | (681,207)         | (180,942)         | (441,902)          | 128,637           | 570,539           | 168,289           | 39,652            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time expenditures in FY 2016-17, including the digitized documentation and social security truncation projects.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (706,493)          | (1,057,237)   | 350,744         | 0         |

#### 2. SofTech Software License and Maintenance

SofTech software license and maintenance expenses are added for the Department's rebranding effort and for additional FileNet software features.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 66,500             | 0             | 66,500          | 0         |

#### 3. SharePoint Analysis

Funding is added for consulting services to help properly develop and maximize the benefits of the County's SharePoint document management and storage system. The analysis will identify best practices that allow more efficient storage, archiving, management, retrieval, searching, and reporting of electronic records and documents.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 41,665             | 0             | 41,665          | 0         |

#### 4. Continuity of Operations Plan (COOP)

The funding for this project will allow the Department to develop and implement the COOP, Return to Operations (RTO), and Disaster Recovery Plans, which will all aid the Department and the citizens of the county in the event of a disaster or cyber-security attack.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 111,630            | 0             | 111,630         | 0         |

#### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (486,698)          | (1,057,237)   | 570,539         | 0         |

#### FY 2018-19 Program Funding Adjustments

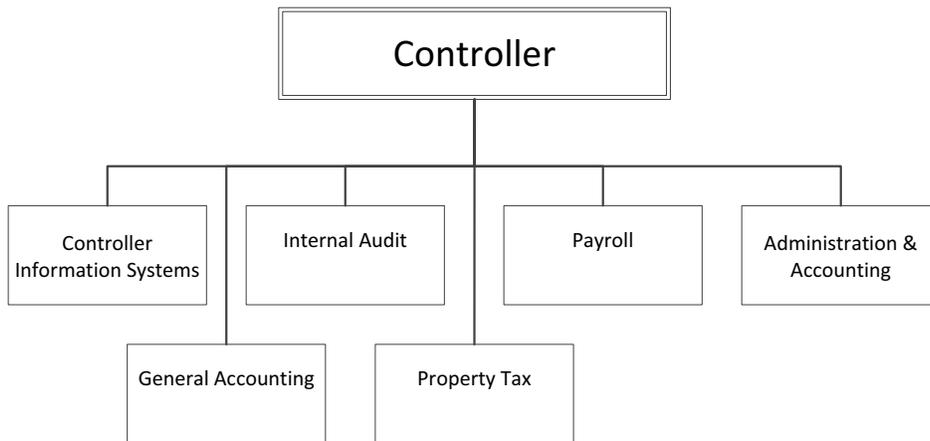
The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time expenditures in FY 2017-18, including the SofTech software license and maintenance project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 49,456             | 9,804         | 39,652          | 0         |

## Controller's Office



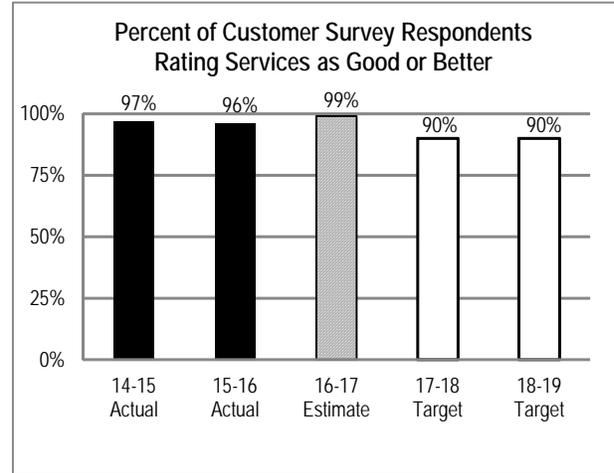
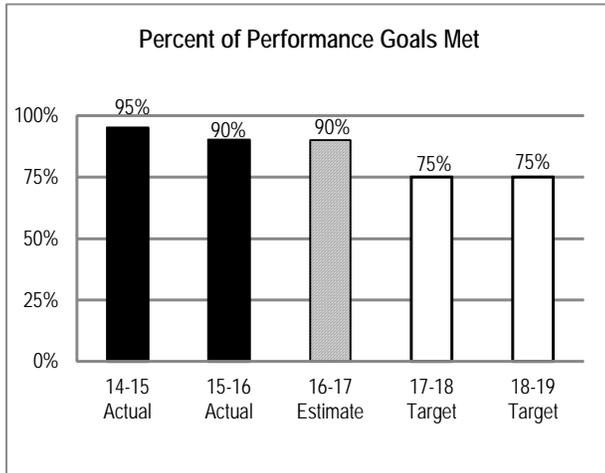
Department Locator

County

Administration and Fiscal Services

➔ **Controller's Office**

Headline Measures



Administrative Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met  | 95%                  | 90%                  | 90%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 97%                  | 96%                  | 99%                    | 90%                  | 90%                  |
| Cost per Capita Compared to Bay Area Counties <sup>1</sup>                        | ---                  | \$12.30              | \$12.84                | ---                  | ---                  |
| Percent of Employees Rating Working for the County as Very Good                   | 80%                  | 70%                  | 79%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                                | 81%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---                  | 97%                  | 60%                    | 90%                  | 90%                  |

<sup>1</sup> Data not available

## Mission Statement

The Controller's Office contributes to the financial transparency and operational effectiveness of the County by providing quality accounting, financial reporting, auditing, and payroll services to County departments, local government agencies, and taxpayers.

## Overview

The Office provides financial and accounting services to the County and external governmental entities located within San Mateo County. The services provided are primarily accounting, payroll, audit, and property tax related. To fulfill these services, the Office utilizes and is responsible for maintaining and improving countywide systems such as the OneSolution Finance and Administration System (OFAS) for accounting, Workday for payroll, Automated Timekeeping System (ATKS) for time-keeping, and SMCTAX for property taxes.

In addition to processing payroll, distributing property taxes, maintaining accounting, payroll and property tax systems, conducting audits, reviewing financial transactions processed through the County's financial accounting system, and compiling the County's annual SB 90 claims and 2 CFR Part 200 cost allocation plan (formerly the A-87 cost allocation plan), the Department achieved the following accomplishments in FY 2015-16 and FY 2016-17:

### **Award Winning Annual Financial Reports**

Once again, the Controller's Office received the Government Finance Officer Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting; the audited Comprehensive Annual Financial Report (CAFR) for the 17th consecutive year and the Popular Annual Financial Report (PAFR) for the 13th consecutive year. The new and complex accounting and financial reporting rules, including the Other Post-Employment Benefits (GASB 74 and 75) will be implemented in the FY 2017-18 CAFR, which is expected to be issued no later than December 31, 2018.

### **Major Upgrade to the Financial Accounting System**

In October 2015, the Controller's Office upgraded the County's financial accounting system. This was a significant upgrade that changed the user interface and enabled the system to provide better reporting capabilities.

### **Property Tax System Migrated to Cloud Environment**

The County's property tax system was migrated to a hosted environment in two different geographical regions of the country. This change will help ensure that the County will still have access to its property tax system during a business interruption caused by unanticipated events (e.g., a natural disaster).

### **Cost Recovery from the State**

In FY 2002, the State Controller's Office (SCO) disallowed \$3.2 million of the County's reimbursement claims for mental health services provided to SB 90 - Handicapped and Disabled Students for FY 1995-96 through FY 1998-99. The County disagreed with the SCO's disallowance of the \$3.2 million and filed an Incorrect Reduction Claim with the Commission on State Mandates (CSM) to settle the dispute. Based on the CSM ruling and further negotiations with the SCO, the County was able to reduce the disallowed costs from \$3.2 million to \$1.7 million. The Controller's Office, Health System, and County Counsel's Office worked with the State to recover \$1.5 million for the County. The State paid \$1.5 million in reinstated cost reimbursements to the County in FY 2015-16. This reinstatement of costs allowed the County to negotiate a reinstatement of an additional \$1 million in disallowed costs for FY 2006-07 through FY 2009-10. These amounts will be paid to the County when appropriations become available in the State budget.

**Property Tax System Disaster Recovery Plan Developed, Documented, and Tested**

System disaster recovery testing ensures that an organization can recover data, restore critical business applications, and continue operations after an interruption of services. The disaster recovery plan (DR Plan) for the property tax system was developed, documented, and tested in May 2016 and April 2017. In both years, the testing of the DR Plan did not reveal any significant issues. This DR Plan will be tested annually to ensure it continues to operate as expected when it is needed.

In the upcoming budget cycle, the Controller's Office will work on several significant initiatives. The primary focus will be on the replacement of the property tax system. The Controller's Office is in the process of identifying viable solutions. The Controller's Office will also focus on conducting IT system and construction audits, and preparing a business continuity plan for its six different business functions that support all County departments. The business continuity plan will identify the various interdependencies between County departments and the Controller's Office. A successful plan will include procedures to follow in order to minimize disruption to the County's ability to provide services to its constituents. Following the completion of the business continuity plan, the Controller's Office will prepare a DR Plan for the various business systems of the Office that support critical and countywide business processes.

Controller's Office (1400B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 154,588           | 120,689           | 100,000            | 145,000           | 45,000            | 165,000           | 20,000            |
| Charges for Services        | 1,814,432         | 2,516,431         | 1,644,420          | 2,025,586         | 381,166           | 2,007,820         | (17,766)          |
| Interfund Revenue           | 377,087           | 851,097           | 1,210              | 1,230             | 20                |                   | (1,230)           |
| Miscellaneous Revenue       | 194,527           | 211,144           | 150,000            | 120,000           | (30,000)          | 80,000            | (40,000)          |
| <b>Total Revenue</b>        | <b>2,540,635</b>  | <b>3,699,361</b>  | <b>1,895,630</b>   | <b>2,291,816</b>  | <b>396,186</b>    | <b>2,252,820</b>  | <b>(38,996)</b>   |
| Fund Balance                | 1,192,637         | 1,319,463         | 1,812,609          | 1,342,428         | (470,181)         | 1,342,428         |                   |
| <b>TOTAL SOURCES</b>        | <b>3,733,272</b>  | <b>5,018,824</b>  | <b>3,708,239</b>   | <b>3,634,244</b>  | <b>(73,995)</b>   | <b>3,595,248</b>  | <b>(38,996)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 6,537,187         | 7,567,488         | 7,904,254          | 8,434,599         | 530,345           | 8,615,516         | 180,917           |
| Services and Supplies       | 1,220,095         | 2,156,369         | 1,084,313          | 934,550           | (149,763)         | 903,190           | (31,360)          |
| Other Charges               | 2,234,052         | 3,632,468         | 3,251,023          | 3,137,862         | (113,161)         | 3,246,222         | 108,360           |
| Other Financing Uses        | 224,429           | 174,760           | 176,810            | 180,366           | 3,556             | 182,705           | 2,339             |
| <b>Gross Appropriations</b> | <b>10,215,763</b> | <b>13,531,085</b> | <b>12,416,400</b>  | <b>12,687,377</b> | <b>270,977</b>    | <b>12,947,633</b> | <b>260,256</b>    |
| Intrafund Transfers         | (993,036)         | (1,238,186)       | (262,190)          | (203,440)         | 58,750            | (209,680)         | (6,240)           |
| <b>Net Appropriations</b>   | <b>9,222,728</b>  | <b>12,292,899</b> | <b>12,154,210</b>  | <b>12,483,937</b> | <b>329,727</b>    | <b>12,737,953</b> | <b>254,016</b>    |
| Contingencies/Dept Reserves | 622,688           | 985,760           | 1,342,428          | 1,342,428         |                   | 1,342,428         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,845,416</b>  | <b>13,278,659</b> | <b>13,496,638</b>  | <b>13,826,365</b> | <b>329,727</b>    | <b>14,080,381</b> | <b>254,016</b>    |
| <b>NET COUNTY COST</b>      | <b>6,112,144</b>  | <b>8,259,835</b>  | <b>9,788,399</b>   | <b>10,192,121</b> | <b>403,722</b>    | <b>10,485,133</b> | <b>293,012</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 43.0              | 46.0              | 46.0               | 46.0              |                   | 46.0              |                   |
| Funded FTE                  | 43.0              | 45.9              | 45.9               | 46.0              | 0.1               | 46.0              |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$73,995 or two percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is an increase of \$45,000 in this funding source due to an increase in reimbursements from administration costs related to redevelopment agency dissolution activities.

#### Charges for Services

There is a net increase of \$381,166 in this funding source primarily due to increases of \$169,820 in fees charged to local agencies for property tax services, \$145,640 in tax collection fees, and \$112,500 in supplemental tax administration fees. This increase is partially offset by a decrease of \$36,794 in fees for accounting services provided to special districts.

#### Interfund Revenue

There is an increase of \$20 in this funding source due to an increase in the County Wellness Grant.

#### Miscellaneous Revenue

There is a decrease of \$30,000 in this funding source due to decreases in rebates and refunds.

#### Fund Balance

There is a decrease of \$470,181 in this funding source due to the elimination of one-time projects and expenditures in FY 2016-17.

### TOTAL REQUIREMENTS

Total Requirements increase by \$329,727 or 2.4 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$530,345 in this expenditure category due to negotiated salary and benefit increases, and term and extra-help employee salaries. This increase is partially offset by reductions in overtime pay and dental plan costs.

#### Services and Supplies

There is a net decrease of \$149,763 in this expenditure category due to decreases in computer equipment expenses and contract services. This decrease is partially offset by increases in training expenses, office furniture and equipment, and travel expenses.

#### Other Charges

There is a net decrease of \$113,161 in this expenditure category due to a decrease of \$157,457 in one-time IT related expenditures incurred in the prior year. This decrease is partially offset by increases of facility rental charges and banking charges.

#### Other Financing Uses

There is an increase of \$3,556 in this expenditure category due to an increase in debt service payments.

#### Intrafund Transfers

There is a decrease of \$58,750 in this expenditure category due to a decrease in transfers from Non-Departmental Services for property tax and payroll system costs.

Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 10.8 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$1,092,749.

**NET COUNTY COST**

There is an increase of \$403,722 or 4.1 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

**TOTAL SOURCES**

Total Sources decrease by \$38,996 or 1.1 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$20,000 in this funding source due to an increase in reimbursements for administration costs related to redevelopment agency dissolution activities.

Charges for Services

There is a decrease of \$17,766 in this funding source due to a decrease in fees collected for providing accounting services to special districts.

Interfund Revenue

There is a decrease of \$1,230 in this funding source due to a decrease in the County Wellness Grant.

Miscellaneous Revenue

There is a decrease of \$40,000 in this funding source due to decreases in rebates and refunds.

Fund Balance

No change

**TOTAL REQUIREMENTS**

Total Requirements increase by \$254,016 or 1.8 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$180,917 in this expenditure category due to negotiated salary and benefit increases. This increase is partially offset by a decrease in extra-help employee salaries.

Services and Supplies

There is a net decrease of \$31,360 in this expenditure category due to decreases in contract expenses and specialized training courses. This decrease is partially offset by an increase in office furniture and equipment.

Other Charges

There is an increase of \$108,360 in this expenditure category primarily due to an increase of \$101,501 in IT support of the County's payroll and timekeeping systems.

Other Financing Uses

There is an increase of \$2,339 in this expenditure category due to increases in services charges and debt service payments.

Intrafund Transfers

There is an increase of \$6,240 in this expenditure category due to transfers from Non-Departmental Services for an increase in contract services for the property tax system.

Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 10.5 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$1,087,669.

**NET COUNTY COST**

There is an increase of \$293,012 or 2.9 percent in the Department's General Fund allocation.

## Administration (1411P)

### Program Locator

County

Administration and Fiscal Services

Controller's Office

⇒ **Administration**

### Program Outcome Statement

Administer and improve department performance through strategy, guidance, and support

### Program Results

Administration strategically plans and directs the work of all Controller's Office programs, and manages the Department's personnel, budget, contracts, purchases, payables, and training. The Program coordinates the County's recovery of reimbursements for disaster-related losses and costs, and works with County departments and consultants to prepare the annual 2 CFR Part 200 cost allocation plan to maximize funding from grants and other sources. The Program's management of the countywide SB 90 reimbursement claims for State mandated activities also helps maximize the County's recoverable claim amounts. The Program's goal is to meet the targets for the following performance measures.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met  | 95%                  | 90%                  | 90%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 97%                  | 96%                  | 99%                    | 90%                  | 90%                  |
| Cost per Capita Compared to Bay Area Counties <sup>1</sup>                        | ---                  | \$12.30              | \$12.84                | ---                  | ---                  |
| Percent of Employees Rating Working for the County as Very Good                   | 80%                  | 70%                  | 79%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                                | 81%                  | 90%                  | 90%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---                  | ---                  | 60%                    | 90%                  | 90%                  |

<sup>1</sup> Data not available

## Administration (1411P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 5.0               | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| Funded FTE                | 5.0               | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| <b>Total Requirements</b> | 2,516,206         | 3,047,502         | 3,378,893          | 3,586,998         | 208,105           | 3,524,032         | (62,966)          |
| <b>Total Sources</b>      | 416,952           | 1,358,482         | 1,813,819          | 1,343,658         | (470,161)         | 1,342,428         | (1,230)           |
| <b>Net County Cost</b>    | 2,099,255         | 1,689,020         | 1,565,074          | 2,243,340         | 678,266           | 2,181,604         | (61,736)          |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 208,105            | (470,161)     | 678,266         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and decreases in Wellness Grant revenue.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (62,966)           | (1,230)       | (61,736)        | 0         |

## Internal Audit (1421P)

### Program Locator

County

Administration and Fiscal Services

Controller's Office

⇒ **Internal Audit**

### Program Outcome Statement

Mitigate financial and operational risks and improve countywide operations

### Program Results

This Program conducts financial, compliance, and operational audits for County departments and related entities to meet reporting and compliance requirements, reduce financial risk, and identify opportunities for the County to enhance revenues, reduce costs, and operate more efficiently. The objective is to ensure that policies are adequate and complied with, and that controls are operating effectively to minimize the risk of errors and fraud. The Program provides assistance with the annual single audit to help the County meet reporting requirements for federal grants totaling \$115 million. Additionally, the Program delivers the annual Measure K sales and use tax audit. During FY 2015-16, the Program also made significant contributions to County divisions and programs, including the Private Defender Program, the Public Administrator, countywide disbursements, specific IT systems, credit card processes, and others by ensuring that internal controls are adequate and properly followed.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Countywide Audits Performed   | 3                    | 3                    | 5                      | 3                    | 3                    |
| County Budget per Internal Audit Employee Compared to Bay Area Benchmark <sup>1</sup> | ---                  | \$280.7 M            | \$310.1 M              | ---                  | ---                  |
| Percent of Total Available Time Spent on Audit Reviews                                | 68%                  | 77%                  | 74%                    | 70%                  | 70%                  |

<sup>1</sup> Data not available

## Internal Audit (1421P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 8.0               | 8.0               | 8.0                | 8.0               |                   | 8.0               |                   |
| Funded FTE                | 8.0               | 7.9               | 7.9                | 8.0               | 0.1               | 8.0               |                   |
| <b>Total Requirements</b> | 1,048,449         | 1,352,971         | 1,877,467          | 1,536,519         | (340,948)         | 1,576,494         | 39,975            |
| <b>Total Sources</b>      | 21,262            | 19,169            | 12,000             | 2,000             | (10,000)          | 2,000             |                   |
| <b>Net County Cost</b>    | 1,027,188         | 1,333,803         | 1,865,467          | 1,534,519         | (330,948)         | 1,574,494         | 39,975            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decreases in extra-help employee salaries; and decreases in contract costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (340,948)          | (10,000)      | (330,948)       | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 39,975             | 0             | 39,975          | 0         |

## Payroll Services (1431P)

### Program Locator

County

Administration and Fiscal Services

Controller's Office

⇒ **Payroll Services**

### Program Outcome Statement

Process payroll for County employees accurately and in a timely manner

### Program Results

Payroll Services is responsible for processing bi-weekly payroll for approximately 6,500 employees who work for the County of San Mateo, San Mateo County Superior Court, and four special districts. During FY 2014-15, the County replaced the aging payroll and personnel system with Workday. Workday integrates with the ATKS timekeeping system in order to process timesheet data and calculate payroll. This Program is responsible for processing employee payroll requests; payroll/employment tax reports to state and federal governments; annual W-2 forms for employees; State Disability Insurance and workers' compensation reporting; retirement contributions; and payroll garnishments. Payroll Services supports and maintains all software and hardware needs for the Workday and ATKS systems; improves the usability of these systems; and designs, develops, and implements new processes to ensure the systems operate efficiently and effectively. The Program also manages required system and process updates to remain current with changes to labor agreements and federal and state payroll statutes and regulations.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Payroll Checks/<br>Payments Issued Correctly   | 99.9%                | 98.6%                | 99%                    | 99%                  | 99%                  |
| Countywide Employees per<br>Payroll Division Employee<br>Compared to Bay Area<br>Benchmark <sup>1</sup> | ---                  | 1,050                | 1,043                  | ---                  | ---                  |
| Percent of Payroll Checks/<br>Payments Direct Deposited   | 98%                  | 98%                  | 97%                    | 95%                  | 95%                  |

<sup>1</sup> Data not available

## Payroll Services (1431P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 6.0               | 7.0               | 7.0                | 7.0               |                   | 7.0               |                   |
| Funded FTE                | 6.0               | 7.0               | 7.0                | 7.0               |                   | 7.0               |                   |
| <b>Total Requirements</b> | 2,138,612         | 3,756,182         | 3,787,807          | 3,907,198         | 119,391           | 4,059,467         | 152,269           |
| <b>Total Sources</b>      | 27,192            | 24,855            | 25,000             | 25,549            | 549               | 25,000            | (549)             |
| <b>Net County Cost</b>    | 2,111,420         | 3,731,327         | 3,762,807          | 3,881,649         | 118,842           | 4,034,467         | 152,818           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in term position costs to support the Workday functions; cost increases related to administering and supporting the County's ATKS, Touchbase (i.e., the Medical Center timekeeping system), and Workday applications; and increases in revenue for payroll services provided to special districts.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 104,403            | 549           | 103,854         | 0         |

#### 2. Job Classification Changes

One vacant Financial Services Manager I is deleted and one Controller Division Manager is added; and one vacant Fiscal Office Specialist is deleted and one Fiscal Office Services Supervisor is added. The job classification changes will assist the Program with Workday payroll functions. The difference in costs will be funded through an increase in Net County Cost.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 14,988             | 0             | 14,988          | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 119,391            | 549           | 118,842         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in term position costs to support the Workday functions; cost increases related to administering and supporting the County's ATKs, Touchbase (i.e., the Medical Center timekeeping system), and Workday applications; and decreases in revenue for payroll services provided to special districts.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 152,269            | (549)         | 152,818         | 0         |

## Controller Information Systems (1432P)

### Program Locator

County

Administration and Fiscal Services

Controller's Office

⇒ **Controller Information Systems**

### Program Outcome Statement

Maintain, support, and improve the County's financial accounting and related systems

### Program Results

Controller Information Systems (CIS) maintains and continuously improves the County's financial accounting system (i.e., OFAS) by ensuring the adequate training of users and system availability. The Program also provides help-desk support to over 400 financial accounting system users countywide.

In FY 2015-16, the Program upgraded the County's financial accounting system. This represented a significant upgrade that changed the user interface and enabled the system to provide better reporting capabilities.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Maintain Availability of Financial System Compared to Bay Area Benchmark | 99.9%                | 97.2%                | 99.9%                  | 99.6%                | 99.6%                |
| Customer Survey Respondents Rating Services as Good or Better            | 99%                  | 98%                  | 99%                    | 90%                  | 90%                  |
| Provide Training to Financial System Users Each Year                     | 165 Users            | 344 Users            | 116 Users              | 90 Users             | 90 Users             |

### Controller Information Systems (1432P)

#### Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 5.0               | 5.0               | 5.0                | 5.0               |                   | 5.0               |                   |
| Funded FTE                | 5.0               | 5.0               | 5.0                | 5.0               |                   | 5.0               |                   |
| <b>Total Requirements</b> | 814,495           | 817,543           | 1,019,633          | 1,006,013         | (13,620)          | 1,101,222         | 95,209            |
| <b>Total Sources</b>      | 148,893           |                   |                    |                   |                   |                   |                   |
| <b>Net County Cost</b>    | 665,602           | 817,543           | 1,019,633          | 1,006,013         | (13,620)          | 1,101,222         | 95,209            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in term position costs; and decreases in one-time costs for computers and computer equipment replacements.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (13,620)           | 0             | (13,620)        | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in term position costs; and decreases in one-time costs for computers and computer equipment replacements.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 95,209             | 0             | 95,209          | 0         |

## General Accounting (1441P)

### Program Locator

County

Administration and Fiscal Services

Controller's Office

⇒ **General Accounting**

### Program Outcome Statement

Maintain public accountability and fiscal transparency of the County's financial information

### Program Results

The core function of General Accounting is to maintain the County's financial accountability and transparency. The Program reviews, and is a key point of internal control for, financial transactions processed through the County's financial accounting system (i.e., OFAS).

In addition, the Program is responsible for the following:

- providing departments and affiliated entities with technical guidance to address complex accounting issues;
- maintaining sound internal control procedures to safeguard County's assets;
- compiling and analyzing financial information to meet various business needs;
- preparing financial reports to comply with accounting and reporting standards; and
- working with internal and external auditors to complete mandated audits.

The Program produced the County's award-winning audited Comprehensive Annual Financial Report (CAFR) for the 17th consecutive year and the Popular Annual Financial Report (PAFR) for the 13th consecutive year. These awards for excellence in financial reporting demonstrate the Program's commitment to the highest standards of transparent and accurate accounting and financial reporting. Overall, the Program helps the County obtain the best possible credit rating. Thus, the County is able to borrow at the lowest available interest rate to finance major capital projects. The program will continue to explore ways to optimize its operating efficiency and effectiveness.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Monthly Closings Performed on Time  | 12                   | 12                   | 12                     | 12                   | 12                   |
| CAFR Issued with Unqualified Opinion and Receive GFOA Award of Excellence                   | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Total Number of Transactions Processed (e.g., journal entries, invoices, and cash receipts) | 3.3 M                | 4.1 M                | 3 M                    | 3 M                  | 3 M                  |

## General Accounting (1441P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 8.0               | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| Funded FTE                | 8.0               | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| <b>Total Requirements</b> | 1,062,700         | 1,278,956         | 1,344,031          | 1,487,676         | 143,645           | 1,516,547         | 28,871            |
| <b>Total Sources</b>      | 211,179           | 230,006           | 220,000            | 157,220           | (62,780)          | 117,000           | (40,220)          |
| <b>Net County Cost</b>    | 851,521           | 1,048,950         | 1,124,031          | 1,330,456         | 206,425           | 1,399,547         | 69,091            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and decreases in contract costs and revenues from service agreements for providing accounting services to SamCERA (i.e., the County's retirement system), special districts, and other agencies.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 143,645            | (62,780)      | 206,425         | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and decreases in contract costs and revenues from service agreements for providing accounting services to SamCERA (i.e., the County's retirement system), special districts, and other agencies.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 28,871             | (40,220)      | 69,091          | 0         |

## Property Tax/Special Accounting (1461P)

### Program Locator

County

Administration and Fiscal Services

Controller's Office

⇒ **Property Tax and Special Accounting**

### Program Outcome Statement

Administer the calculation and distribution of property taxes in accordance with applicable laws

### Program Results

The main function of the Program is to calculate the property taxes for the County and distribute them to the County, cities, schools, and special districts pursuant to California laws. The Program is also responsible for maintaining the tax rolls throughout the year, correcting bills and issuing tax-payer refunds as needed. In addition, the Program provides accounting support services to 12 special districts that maintain their funds with the County Treasurer.

In FY 2015-16, the Controller's Office moved its property tax system to a cloud environment with a disaster recovery site at two separate geographical locations within the country.

The Program has also made, and continues to make, enhancements to the property tax system to increase efficiencies in its tax roll maintenance and apportionment processes. During FY 2016-17, the Program automated portions of the property tax segregation process and moved the secured roll correction process from an Access database to the property tax system.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Complete Major Tax Apportionments by Installment Due Date                                       | 100%                 | 100%                 | 95%                    | 95%                  | 95%                  |
| Total Dollars Apportioned per Property Tax Employee Compared to Bay Area Benchmark <sup>1</sup> | ---                  | \$666.6 M            | \$689 M                | ---                  | ---                  |
| Percent of Customer Survey Respondents Rating Services as Good or Excellent                     | 100%                 | 100%                 | 90%                    | 90%                  | 90%                  |

<sup>1</sup> Data not available

## Property Tax/Special Accounting (1461P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 10.0              | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| Funded FTE                | 10.0              | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| <b>Total Requirements</b> | 1,866,573         | 3,020,322         | 2,088,807          | 2,301,961         | 213,154           | 2,302,619         | 658               |
| <b>Total Sources</b>      | 2,564,379         | 3,386,313         | 1,637,420          | 2,105,817         | 468,397           | 2,108,820         | 3,003             |
| <b>Net County Cost</b>    | (697,805)         | (365,990)         | 451,387            | 196,144           | (255,243)         | 193,799           | (2,345)           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in contract costs for a project manager to manage the testing of the property tax system's disaster recovery plan; and increases in revenue from property tax administration fees, tax/assessment collection fees, and supplemental tax administrative fees.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 213,154            | 468,397       | (255,243)       | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

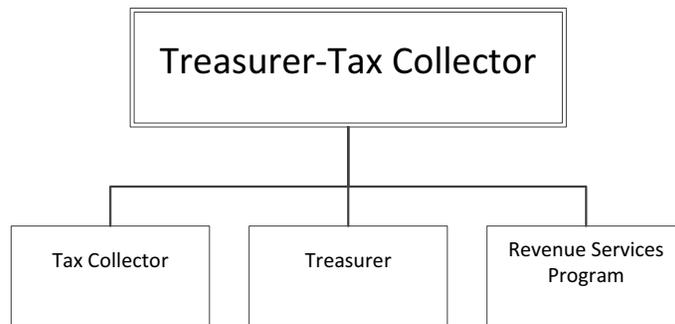
#### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 658                | 3,003         | (2,345)         | 0         |

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### Treasurer-Tax Collector



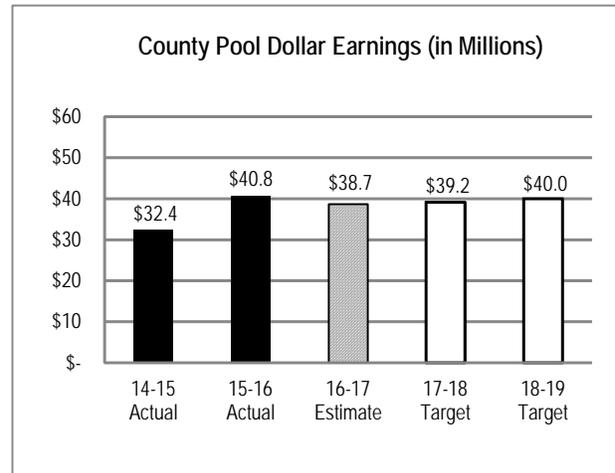
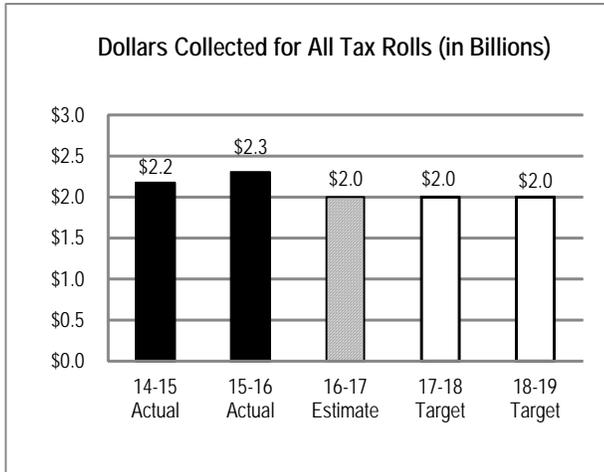
## Department Locator

### County

Administration and Fiscal Services

### ➔ Treasurer-Tax Collector

## Headline Measures



## Administrative Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met  | 75%                  | 86%                  | 80%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 95%                  | 93%                  | 95%                    | 90%                  | 90%                  |
| Cost per Capita Compared to Bay Area Counties <sup>1</sup>                        | \$11.11              | \$11.48              | \$12.63                | \$14.81              | \$14.94              |
| Percent of Employees Rating Working for the County as Very Good                   | 75.0%                | 71.0%                | 64.1%                  | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                                | 81%                  | 87%                  | 89%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>2</sup> | ---                  | 9%                   | 12%                    | 90%                  | 90%                  |

<sup>1</sup> The cost per capita calculation is the Department's Gross Appropriation divided by the San Mateo County population.

<sup>2</sup> Data not available

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## Mission Statement

The San Mateo County Treasurer-Tax Collector is dedicated to providing the highest level of customer service in a courteous, consistent, and professional manner while providing accurate information, collecting revenue effectively, investing responsibly, and safeguarding taxpayer dollars for the residents of the County.

## Overview

The Tax Collector Program is responsible for preparing and mailing property tax bills to collect secured, unsecured, and supplemental taxes. This division is also responsible for the collection of the Transient Occupancy Tax (TOT), which is levied on the rent charged by the operator for the privilege of occupying a room or rooms or other living space in a hotel, inn, tourist home or house, motel, or other similar structure or portion thereof for a period of 30 days or less. Staff within the Tax Collector's Office provide information and assistance to individual taxpayers; record payments and reconcile accounts with the Controller for all tax rolls; oversee tax defaulted or delinquent tax payments; and, with the approval of the Board of Supervisors, sell delinquent property at auctions. This division is currently working on setting up the processing of unsecured tax payments through the lockbox. E-billing went live with the first electronic notices issued in FY 2016-17. There are currently 2,152 parcels enrolled in E-billing. A new property tax system has been identified through a Request for Proposals (RFP) process. The Department is in the final stages of purchasing the system and is planning to implement the new system within the upcoming budget cycle.

The Treasurer Program is responsible for the receipt, custody, and investment of all monies placed in the County treasury for all County departments, schools, cities, and special districts. Moreover, this division oversees all banking operations and the County Investment Pool. The primary objective of this division is to preserve principal, maintain sufficient liquidity to meet the financial needs of the County at all times, and earn a reasonable rate of return.

For FY 2016-17, the estimated dollar earnings and estimated earnings rate are \$38.7 million and 0.9 percent, respectively. The County Pool has consistently outperformed the Local Agency Investment Fund (LAIF) benchmark. The LAIF rate is the statewide standard that all counties in California use as their benchmark. The Treasurer Program is currently handling paying agent responsibilities for 152 General Obligation (GO) bonds and four Tax and Revenue Anticipation Notes (TRANS) for school districts. As the provider of banking and cash management services to all County departments, this division anticipates that it will process 109,328 customer transactions. Due to the current size of the County Investment Pool, administrative costs have been reduced and operational efficiencies have been realized within the Treasurer Program. Effective July 1, 2016, the County Investment Pool's administrative fee was reduced from 11.5 basis points to 10.5 basis points.

The Revenue Services Program pursues the payment of delinquent debts owed to County departments including, but not limited to, the San Mateo Medical Center, Superior Court, Probation Department, Sheriff's Office, Environmental Health, and the Human Services Agency. Services provided under this division include establishing accounts, billing and collecting, contacting debtors, processing payments, and posting revenue. The primary obstacle affecting this division's ability to collect payments from debtors is mainly due to the high cost of living in the Bay Area.

Treasurer-Tax Collector (1500B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                   |                   |                   |                     |
| Taxes                            |                    | 396                |                    |                   |                   |                   |                     |
| Licenses, Permits and Franchises | 3,149              | 2,628              | 3,650              | 1,850             | (1,800)           | 1,850             |                     |
| Use of Money and Property        | 67,177             | 90,510             | 50,000             | 55,000            | 5,000             | 55,000            |                     |
| Charges for Services             | 6,011,332          | 6,652,621          | 4,974,990          | 5,199,990         | 225,000           | 5,199,990         |                     |
| Interfund Revenue                | 740,165            | 568,038            | 681,000            | 6,244,364         | 5,563,364         | 671,000           | (5,573,364)         |
| Miscellaneous Revenue            | 144,940            | 179,987            | 96,500             | 106,500           | 10,000            | 106,500           |                     |
| <b>Total Revenue</b>             | <b>6,966,763</b>   | <b>7,494,178</b>   | <b>5,806,140</b>   | <b>11,607,704</b> | <b>5,801,564</b>  | <b>6,034,340</b>  | <b>(5,573,364)</b>  |
| Fund Balance                     | 2,718,787          | 5,676,343          | 4,218,878          | 3,912,028         | (306,850)         | 3,912,028         |                     |
| <b>TOTAL SOURCES</b>             | <b>9,685,550</b>   | <b>13,170,521</b>  | <b>10,025,018</b>  | <b>15,519,732</b> | <b>5,494,714</b>  | <b>9,946,368</b>  | <b>(5,573,364)</b>  |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                   |                   |                   |                     |
| Salaries and Benefits            | 6,381,374          | 6,492,888          | 8,389,734          | 9,558,459         | 1,168,725         | 8,927,784         | (630,675)           |
| Services and Supplies            | 1,003,803          | 1,176,728          | 3,336,024          | 17,584,401        | 14,248,377        | 3,714,663         | (13,869,738)        |
| Other Charges                    | 755,222            | 3,565,137          | 2,316,441          | 1,377,586         | (938,855)         | 1,393,216         | 15,630              |
| Fixed Assets                     |                    | 38,473             | 50,000             | 40,000            | (10,000)          | 40,000            |                     |
| Other Financing Uses             | 223,492            | 178,741            | 181,203            | 185,404           | 4,201             | 187,240           | 1,836               |
| <b>Gross Appropriations</b>      | <b>8,363,892</b>   | <b>11,451,968</b>  | <b>14,273,402</b>  | <b>28,745,850</b> | <b>14,472,448</b> | <b>14,262,903</b> | <b>(14,482,947)</b> |
| Intrafund Transfers              | (3,454,946)        | (3,172,720)        | (3,081,542)        | (11,928,677)      | (8,847,135)       | (2,913,559)       | 9,015,118           |
| <b>Net Appropriations</b>        | <b>4,908,946</b>   | <b>8,279,248</b>   | <b>11,191,860</b>  | <b>16,817,173</b> | <b>5,625,313</b>  | <b>11,349,344</b> | <b>(5,467,829)</b>  |
| Contingencies/Dept Reserves      | 201,359            | 301,359            | 301,359            | 301,359           |                   | 301,359           |                     |
| <b>TOTAL REQUIREMENTS</b>        | <b>5,110,305</b>   | <b>8,580,607</b>   | <b>11,493,219</b>  | <b>17,118,532</b> | <b>5,625,313</b>  | <b>11,650,703</b> | <b>(5,467,829)</b>  |
| <b>NET COUNTY COST</b>           | <b>(4,575,244)</b> | <b>(4,589,915)</b> | <b>1,468,201</b>   | <b>1,598,800</b>  | <b>130,599</b>    | <b>1,704,335</b>  | <b>105,535</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                   |                   |                   |                     |
| Salary Resolution                | 61.0               | 61.0               | 61.0               | 59.0              | (2.0)             | 59.0              |                     |
| Funded FTE                       | 61.0               | 61.0               | 61.0               | 59.0              | (2.0)             | 59.0              |                     |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$5,494,714 or 54.8 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Licenses, Permits, and Franchises

There is a decrease of \$1,800 in this funding source due to a decrease in obtaining and renewing business licenses.

#### Use of Money and Property

There is an increase of \$5,000 in this funding source due to an increase in payments from judgment interests.

#### Charges for Services

There is a net increase of \$225,000 in this funding source due to increases of \$220,000 in Commissions from an increase in the County Investment Pool and \$50,000 in supplemental tax administration fees. This increase is partially offset by decreases of \$35,000 in redemption fees and \$20,000 in special tax fees.

#### Interfund Revenue

There is a net increase of \$5,563,364 in this funding source due to an increase of \$5,572,864 for a transfer from the Property Tax System Replacement Trust Fund that will partially offset the costs of the Treasurer-Tax Collector's property tax system. This increase is partially offset by a decrease of \$9,500 in service fees collected by the Revenue Services Program.

#### Miscellaneous Revenue

There is an increase of \$10,000 in this funding source due to an increase in reimbursements for legal service fees.

#### Fund Balance

There is a decrease of \$306,850 in this funding source due to anticipated shortfalls in revenue in FY 2016-17.

### TOTAL REQUIREMENTS

Total Requirements increase by \$5,625,313 or 49 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,168,725 in this expenditure category primarily due to negotiated salary and benefit increases, retirement contributions, and additional term positions for the property tax system. This increase is partially offset by a decrease of \$169,082 in other benefits.

#### Services and Supplies

There is a net increase of \$14,248,377 in this expenditure category due to increases of \$13,860,518 for the replacement and implementation of the new property tax system, \$446,000 in imaging expenses for the Department's document imaging project, and \$198,367 in printing and copying services. This increase is partially offset by decreases of \$75,041 in contract expenses for program services, \$70,000 in software license and maintenance expenses, and \$38,500 in computer equipment costs.

#### Other Charges

There is a net decrease of \$938,855 in this expenditure category due to decreases of \$799,503 in one-time expenditures in FY 2016-17, \$110,000 for the elimination of an installation project that was cancelled in FY 2016-17, and \$58,300 in banking charges. This decrease is partially offset by increases of \$19,157 in IT related costs and \$16,068 in facility rental charges.

**Fixed Assets**

There is a decrease of \$10,000 in this expenditure category due to the completion of a server installation project in FY 2016-17.

**Other Financing Uses**

There is an increase of \$4,201 in this expenditure category due to increases in facility service charges and debt service payments.

**Intrafund Transfers**

There is an increase of \$8,847,135 in this expenditure category primarily due to a one-time transfer from Non-Departmental Services for the property tax system.

**Contingencies/Departmental Reserves**

No change. The balance in General Fund Reserves represents 1.8 percent of Net Appropriations, which does not exceed the County two percent Reserves policy by \$34,984. Given the influx of appropriations for the new property tax system, the Department will not exceed the County two percent Reserves policy in FY 2017-18, however the Department will exceed the policy in FY 2018-19 when one-time expenditures are eliminated.

**NET COUNTY COST**

There is an increase of \$130,599 or 8.9 percent in the Department's General Fund allocation.

**FY 2018-19 Budget Overview****TOTAL SOURCES**

Total Sources decrease by \$5,573,364 or 35.9 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

**Licenses, Permits, and Franchises**

No change

**Use of Money and Property**

No change

**Charges for Services**

No change

**Interfund Revenue**

There is a decrease of \$5,573,364 in this funding source due to the elimination of a one-time transfer from the Property Tax System Replacement Trust Fund for the property tax system in FY 2017-18.

**Miscellaneous Revenue**

No change

**Fund Balance**

No change

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$5,467,829 or 31.9 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

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### Salaries and Benefits

There is a net decrease of \$630,675 in this expenditure category due to decreases of \$799,464 in benefit adjustments to eliminate one-time position expenditures for the property tax system and \$15,000 in extra-help salaries. This decrease is partially offset by negotiated salary and benefit increases totaling \$183,549.

increases of \$72,733 in regular salaries, \$78,265 in health plan costs, and \$20,617 in retirement contributions.

### Services and Supplies

There is a net decrease of \$13,869,738 in this expenditure category primarily due to a decrease of \$13,468,518 to eliminate the one-time purchase and implementation of a new property tax system in FY 2017-18. This decrease is partially offset by increases of \$64,000 in computer equipment and \$5,442 in investment related expenses.

### Other Charges

There is an increase of \$15,630 in this expenditure category due to increases of \$8,598 in facility rental charges, \$3,535 in facility maintenance charges, and \$2,228 in IT related costs.

### Fixed Assets

No change

### Other Financing Uses

There is an increase of \$1,836 in this expenditure category due to increases in facility service charges and debt service payments.

### Intrafund Transfers

There is a decrease of \$9,015,118 in this expenditure category primarily due to the elimination of a transfer from Non-Departmental Services for the property tax system in FY 2017-18.

### Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 2.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$74,372.

## **NET COUNTY COST**

There is an increase of \$105,535 or 6.6 percent in this department's General Fund allocation.

## Tax Collector (1510P)

### Program Locator

County

Administration and Fiscal Services

Treasurer-Tax Collector

⇒ Tax Collector

### Program Outcome Statement

Provides property tax billing and collection services

### Program Results

The Tax Collector provides property tax billing and collection services, as well as public auctions for tax defaulted property. The Program processes an average of 300,000 tax bills annually. The Tax Collector is using a lockbox system that allows Union Bank to directly receive, process, and deposit secured property tax payments. The Tax Collector has two additional payment locations. During peak tax times, coastside residents can make their property tax payments at the Sheriff's substation in Half Moon Bay. North Bay residents can make their payments all year round at the Department's satellite office in South San Francisco.

In FY 2015-17, dollars collected increased as a result of the Program's continued focus on collection efforts, as well as the increasing dollar value of the secured tax roll. At 98 percent, San Mateo County continues to maintain one of the highest secured collection rates in California. Priorities for FY 2017-19 include the following: replace the existing property tax system for which funds have been set aside in the budget; implement an imaging project to convert all paper records to imaged documents; populate historical information into the new property tax system; and begin testing supplemental payment processing at the Union Bank lockbox.

### Performance Measures

|                                     | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|-------------------------------------|----------------------|----------------------|------------------------|----------------------|----------------------|
| Dollars Collected for All Tax Rolls | \$2.2 B              | \$2.3 B              | \$2 B                  | \$2 B                | \$2 B                |
| Cost per Tax Bill                   | \$3.94               | \$5.75               | \$6.00                 | \$6.00               | \$6.00               |
| Secured Collection Rate             | 99%                  | 99%                  | 98%                    | 99%                  | 99%                  |

### Tax Collector (1510P)

#### Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| Funded FTE                | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| <b>Total Requirements</b> | 2,817,453         | 4,156,510         | 4,312,846          | 10,288,137        | 5,975,291         | 4,944,176         | (5,343,961)       |
| <b>Total Sources</b>      | 3,103,991         | 4,850,777         | 2,871,473          | 8,448,037         | 5,576,564         | 2,874,673         | (5,573,364)       |
| <b>Net County Cost</b>    | (286,538)         | (694,267)         | 1,441,373          | 1,840,100         | 398,727           | 2,069,503         | 229,403           |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in printing and mailing costs; decreases in internal banking charges; and the elimination of one-time expenditures in FY 2016-17.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 152,927            | 3,200         | 149,727         | 0         |

### 2. Property Tax System Replacement

The Treasurer-Tax Collector is replacing the antiquated AS400 Tax System, which has been utilized for over 25 years. The new property tax system, which was reviewed and selected through a RFP process, meets the Department's technical, business, and administrative requirements. One IT Manager and two term Fiscal Office Specialists will eventually be added to support the new tax system and implementation process. The total costs associated with the system are offset by a transfer from Non-Departmental Services and funding that was set aside in the Department's Property Tax System Replacement Trust Fund.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 14,663,482         | 0             | 14,663,482      | 0         |
| (9,090,118)        | 5,573,364     | (14,663,482)    | 0         |

### 3. Document Imaging Project

The document imaging project will help the Department manage vital records by indexing, retrieving, storing, and sharing important information.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 223,000            | 0             | 223,000         | 0         |

### 4. Interactive Voice Response System

The interactive voice response system will allow the Tax Collector to properly identify, segment, and route callers to the most appropriate agent within the office.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 26,000             | 0             | 26,000          | 0         |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 5,975,291          | 5,576,564     | 398,727         | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures associated with the property tax system in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (5,343,961)        | (5,573,364)   | 229,403         | 0         |

## Treasurer (1520P)

### Program Locator

County

Administration and Fiscal Services

Treasurer-Tax Collector

⇒ **Treasurer**

### Program Outcome Statement

Manages and protects the financial assets of the County

### Program Results

The Treasurer Program is responsible for providing treasury services to all County departments, schools, cities, special districts, and taxpayers, including investment of the County Pool, banking services, school bond paying agent services, and cashiering. The Program manages a \$5 billion investment pool that is comprised of 22.3 percent voluntary and 77.7 percent involuntary participants.

In FY 2015-17, all compliance and audit reports were completed with no exceptions noted. Investment Services Specialists in the Program strive to ensure that all transactions comply with the investment policy and state code. In FY 2016-17, the estimated dollar earnings in the Pool is projected to be \$38.7 million. The County Pool yield rate is projected to be 0.90 percent, which would outperform the Local Agency Investment Fund (LAIF) rate of 0.70 percent. Paying agent responsibilities were accepted for new school bond issues, Tax and Revenue Anticipation Notes, and Bond Anticipation Notes, which increased funding to the County Pool. Banking costs were maintained by charging departments for services in excess of general usage.

Priorities for the upcoming budget cycle include hiring and retaining qualified staff; striving to stay competitive with, or outperform, LAIF; achieve an overall customer satisfaction rating of 90 percent or higher; process 98 percent of deposits within one day; and implement a continuity of operations plan (COOP) to ensure that funds are available in the event of an emergency.

### Performance Measures

|                                 | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---------------------------------|----------------------|----------------------|------------------------|----------------------|----------------------|
| Investment Pool Compliance      | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| County Pool Dollar Earnings     | \$32.4 M             | \$40.8 M             | \$38.7 M               | \$42.8 M             | \$41.4 M             |
| County Pool Gross Earnings Rate | 0.8%                 | 0.9%                 | 0.9%                   | 1%                   | 0.9%                 |

## Treasurer (1520P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 20.0              | 20.0              | 20.0               | 19.0              | (1.0)             | 19.0              |                   |
| Funded FTE                | 20.0              | 20.0              | 20.0               | 19.0              | (1.0)             | 19.0              |                   |
| <b>Total Requirements</b> | 2,421,852         | 3,542,755         | 4,966,447          | 4,915,043         | (51,404)          | 4,791,175         | (123,868)         |
| <b>Total Sources</b>      | 4,656,035         | 5,835,838         | 4,936,343          | 5,156,343         | 220,000           | 5,156,343         |                   |
| <b>Net County Cost</b>    | (2,234,183)       | (2,293,084)       | 30,104             | (241,300)         | (271,404)         | (365,168)         | (123,868)         |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases due to the reclassification of six positions, including the reclassification of one Fiscal Office Specialist to a Senior Cash Management Specialist and five Fiscal Office Specialists to five Cash Management Specialists; decreases as a result of moving one Fiscal Office Specialist from the Treasurer Program to the Revenue Services Program; and the elimination of one-time expenditures in FY 2016-17.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (274,404)          | 220,000       | (494,404)       | (1)       |

#### 2. Document Imaging Project

The document imaging project will help the Department manage vital records by indexing, retrieving, storing, and sharing important information.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 223,000            | 0             | 223,000         | 0         |

#### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (51,404)           | 220,000       | (271,404)       | (1)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time expenditures related to the document imaging project in FY 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (123,868)          | 0             | (123,868)       | 0         |

## Revenue Services Program (1530P)

### Program Locator

County

Administration and Fiscal Services

Treasurer-Tax Collector

⇒ **Revenue Services Program**

### Program Outcome Statement

Increase County revenue by performing debt collection services

### Program Results

Revenue Services' primary goal is to continue to support agencies and departments in their effort to recover revenue by providing timely, professional, and cost effective collection services. In FY 2015-17, dollars collected have been negatively impacted due to several factors, including the type and number of accounts referred to the Program. The Program is projecting \$15.3 million in revenue, which is below the Program's goal of \$16 million. For FY 2017-19, priorities include reviewing projected revenue losses and restructuring the Program's operations to adapt to a changing environment.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Dollars Collected by Revenue Services  | \$19.9 M             | \$17.8 M             | \$15.3 M               | \$16 M               | \$16 M               |
| Cost of Collections Ratio  | 17%                  | 19%                  | 24%                    | 22%                  | 22%                  |
| Achieve at Least 60% of the Court Ordered Debt Comprehensive Collection Program Components | 81%                  | 80%                  | 80%                    | 80%                  | 80%                  |

### Revenue Services Program (1530P)

#### Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 27.0              | 27.0              | 27.0               | 26.0              | (1.0)             | 26.0              |                   |
| Funded FTE                | 27.0              | 27.0              | 27.0               | 25.9              | (1.1)             | 25.9              |                   |
| <b>Total Requirements</b> | (129,000)         | 881,342           | 2,213,926          | 1,915,352         | (298,574)         | 1,915,352         |                   |
| <b>Total Sources</b>      | 1,925,524         | 2,483,906         | 2,217,202          | 1,915,352         | (301,850)         | 1,915,352         |                   |
| <b>Net County Cost</b>    | (2,054,523)       | (1,602,564)       | (3,276)            |                   | 3,276             |                   |                   |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases as a result of moving one Fiscal Office Specialist from the Treasurer Program to the Revenue Services Program; and the elimination of one-time revenues and expenditures related to the property tax system.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (105,782)          | (301,850)     | 196,068         | 1         |

### 2. Elimination of Two Positions

The Revenue Services Program is eliminating two vacant positions: Office Assistant II and one Revenue Collector I/II. Eliminating the positions is needed due to declining revenues.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (192,792)          | 0             | (192,792)       | (2)       |

### Total FY 2017-18 Program Funding Adjustments

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (298,574)          | (301,850)     | 3,276           | (1)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

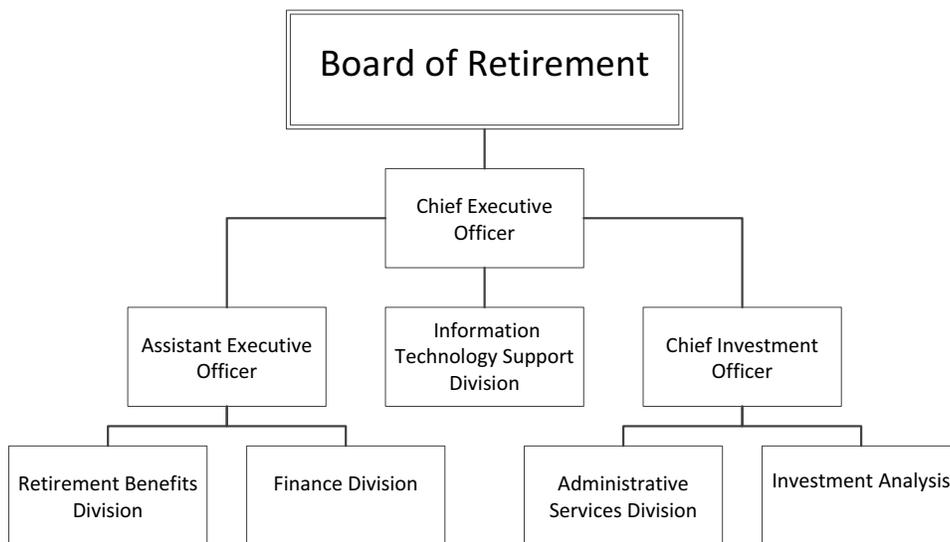
### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; offset by a transfer from the Superior Court and Probation Department for commissions generated from collecting fees; decreases in extra-help salaries, decreases in general office expenses, and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 75,000             | 0             | 75,000          | 0         |
| (75,000)           | 0             | (75,000)        | 0         |

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Retirement Office (SamCERA)



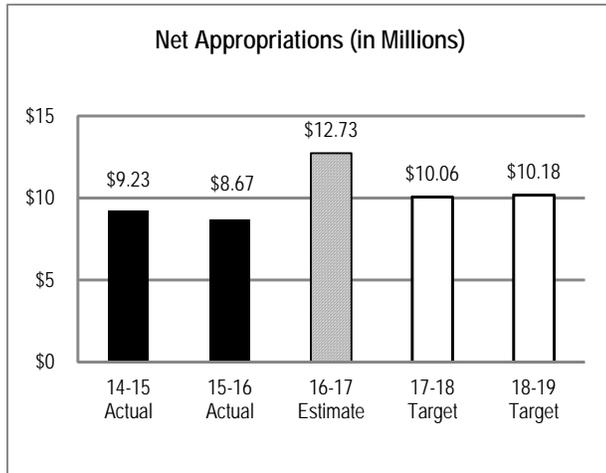
## Retirement Office (2000B)

### Program Locator

County

Administration and Fiscal Services

⇒ Retirement Office (SamCERA) - Information Only



### Program Outcome Statement

Act as a prudent administrator for the retirement system

#### Overview

SamCERA was created by the Board of Supervisors in 1944, pursuant to the provisions of California's County Employees' Retirement Law of 1937. SamCERA provides retirement, disability, and death benefits for its eligible members in accordance with the provisions of the Constitution of the State of California. The Board of Retirement serves as fiduciary for all of SamCERAs members. The Board is responsible for administering the provisions of the 1937 Act that the Board of Supervisors has made applicable to San Mateo County. SamCERAs staff of 23 full time employees is responsible for assuring that the needs of the members, employers, and board are met in accordance with the high standards set forth in the mission and goals statement. SamCERAs goals are to provide caring, fair, accurate, timely, and knowledgeable professional services to SamCERAs clients and the public. SamCERA prudently manages assets in order to appropriately fund the actuarial liabilities of the retirement system and assure the ability to pay all earned benefits while minimizing the costs to its employers. SamCERA serves as a loyal fiduciary to its 11,421 members and works to constantly improve the effectiveness of its services and the efficiency of its operations.

#### Program Results

For the fiscal year ending June 30, 2016, \$3.5 billion in net assets were held in trust for pension benefits. As of June 30, 2016, the actuarial funded ratio for SamCERA increased from 82.6 percent to 83.1 percent. In consultation with its actuarial services consultant, Milliman, Inc., in June 2016, the SamCERA Retirement Board lowered its investment earnings assumption from 7.25 percent to 7.0 percent, beginning with FY 2017-18. It is anticipated that the Fund will meet or exceed the earnings assumption target for FY 2016-17. SamCERA partners with Financial Knowledge Network to provide financial education to members. Financial Knowledge Network is well known and respected throughout the industry for providing 'conflict free' education.

This means the instructors will not offer to sell financial products or their services to students of the classes. Both SamCERA and Financial Knowledge Network believe that this approach eliminates the stress on all parties that is very often a barrier to learning.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Retirement Workshops and Member Outreach Events | 35                   | 32                   | 35                     | 35                   | 35                   |
| Actuarial Funded Ratio for SamCERA                        | 82%                  | 83%                  | 83%                    | 84%                  | 85%                  |

### Retirement Office (2000B) Resource Allocation Summary (Information Only)

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 23.0              | 24.0              | 24.0               | 24.0              |                   | 24.0              |                   |
| Funded FTE                | 22.9              | 24.0              | 24.0               | 24.0              |                   | 24.0              |                   |
| <b>Total Requirements</b> | 9,226,665         | 8,674,407         | 12,729,063         | 9,942,232         | (2,786,831)       | 10,135,006        | 192,774           |
| <b>Total Sources</b>      | 9,226,665         | 8,674,407         | 12,729,063         | 9,942,232         | (2,786,831)       | 10,135,006        | 192,774           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; the completion of a pension administration software project; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (2,786,831)        | (2,786,831)   | 0               | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

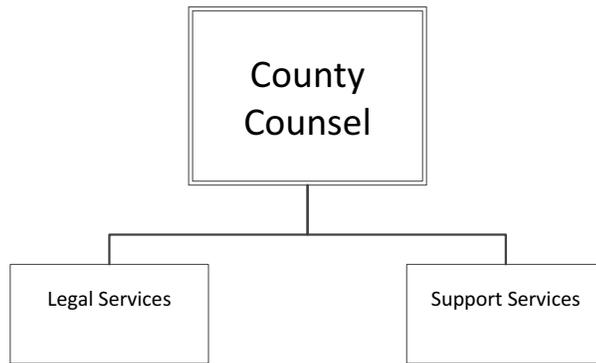
| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 192,774            | 192,774       | 0               | 0         |

## Retirement Office (2000B) Retirement Trust Fund (Information Only)

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 9,226,665         | 8,674,407         |                    |                   |                   |                   |                   |
| Other Financing Sources     |                   |                   | 12,729,063         | 9,942,232         | (2,786,831)       | 10,135,006        | 192,774           |
| <b>TOTAL SOURCES</b>        | 9,226,665         | 8,674,407         | 12,729,063         | 9,942,232         | (2,786,831)       | 10,135,006        | 192,774           |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,093,674         | 4,506,412         | 5,012,185          | 5,241,029         | 228,844           | 5,323,176         | 82,147            |
| Services and Supplies       | 1,809,550         | 2,077,030         | 3,419,271          | 3,521,849         | 102,578           | 3,627,506         | 105,657           |
| Other Charges               | 117,393           | 134,890           | 297,607            | 179,354           | (118,253)         | 184,324           | 4,970             |
| Fixed Assets                | 3,206,047         | 1,956,076         | 4,000,000          | 1,000,000         | (3,000,000)       | 1,000,000         |                   |
| <b>TOTAL REQUIREMENTS</b>   | 9,226,665         | 8,674,407         | 12,729,063         | 9,942,232         | (2,786,831)       | 10,135,006        | 192,774           |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 23.0              | 24.0              | 24.0               | 24.0              |                   | 24.0              |                   |
| Funded FTE                  | 22.9              | 24.0              | 24.0               | 24.0              |                   | 24.0              |                   |

## County Counsel's Office



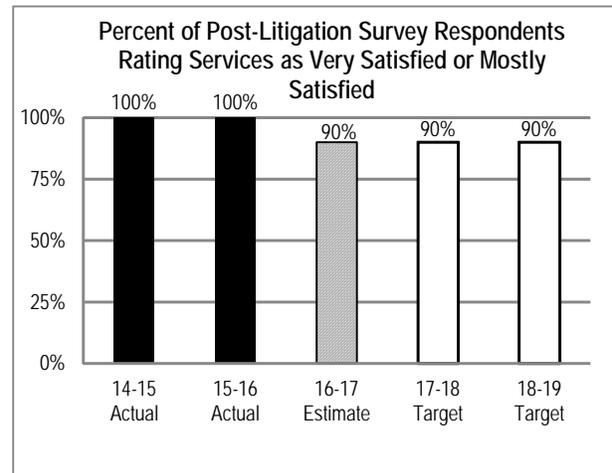
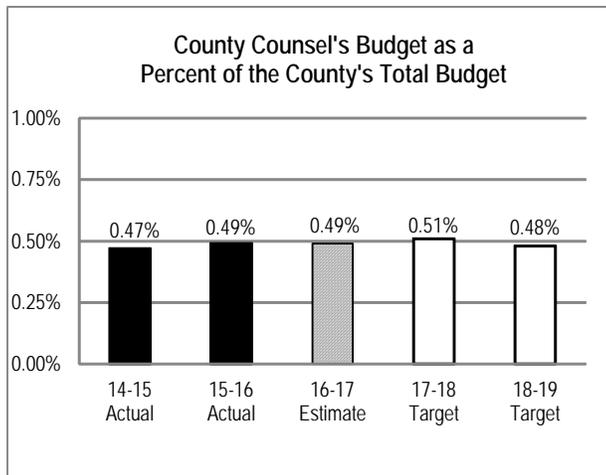
## Department Locator

County

Administration and Fiscal Services

⇒ County Counsel's Office

## Headline Measures



## Administrative Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Performance Goals Met  | 86%                  | 86%                  | 83%                    | 75%                  | 75%                  |
| Percent of Customer Survey Respondents Rating Services as Good or Better <sup>1</sup> | ---                  | 96%                  | ---                    | 90%                  | ---                  |
| Cost per Capita Compared to Bay Area Counties <sup>2</sup>                            | \$13.07              | \$15.81              | \$16.61                | \$18.11              | \$17.51              |
| Percent of Employees Rating Working for the County as Very Good                       | 90%                  | 90%                  | 95%                    | 80.9%                | 80.9%                |
| Percent of Employee Evaluations Completed Annually                                    | 82%                  | 82%                  | 71%                    | 90%                  | 90%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement                  | 39%                  | 43%                  | 80%                    | 90%                  | 90%                  |

<sup>1</sup> Customer surveys are conducted every other year.

<sup>2</sup> The cost per capita calculation is Total Requirements divided by the San Mateo County population.

## Mission Statement

The County Counsel's Office provides quality and timely legal services to the Board of Supervisors, County Manager, elected County officials, and all County departments. It also supports the various boards, commissions, school districts, special districts, and other public agencies operating within the County, thus allowing them to carry out their responsibilities in a manner fully consistent with the law. The support provided by the Office includes legal representation for clients in disputes before administrative agencies and the courts.

## Overview

The County Counsel's Office is comprised of civil attorneys and support staff that provide the County with a full range of general legal services such as advising, advocating, representing, and training clients regarding compliance with laws, regulations, ordinances, contracts, policies, and directives. The Office also defends and/or prosecutes civil actions on behalf of its clients. The Office's recent accomplishments include the following:

- Provided legal support for the Board of Supervisors in its effort to study and address concerns related to affordable housing;
- Created the Peninsula Clean Energy Authority in cooperation with all twenty cities;
- Supported the extension of the Measure K sales tax;
- Recovered more than \$80 million from the Lehman Brothers bankruptcy and other litigation against the financial industry;
- Supported the effort to reissue bonds, resulting in countywide savings in excess of \$20 million;
- Developed an urgency ordinance regarding commercial nonmedical marijuana activity and outdoor cultivation of marijuana and led the countywide effort with regard to future regulation;
- Supported the Planning and Building Department on a wide range of ongoing ordinance updates including the Tree Ordinance Update, Short-Term Rental Ordinance, and Second Unit Ordinance;
- Developed the County's Living Wage Ordinance;
- Won or resolved all general litigation cases for FY 2015-17.

## FY 2017-19 Priorities

The Office has identified the following priority areas for FY 2017-19:

- Proposition 64 and recreational marijuana
- Local airport management
- Affordable workforce housing
- Sea level rise
- County capital projects
- Peninsula Clean Energy

Given the ever-increasing volume and complexity of legal work, a significant ongoing challenge for the Office is continuing to provide responsive, timely, and top-rate legal services within its current staffing levels. The Office completed several initiatives to improve client service and office efficiency, including the implementation of the ProLaw case management system and the Logikcull eDiscovery platform. The Office has also established several practice teams and committees in order to share knowledge and increase collaboration. Furthermore, there is a trend in county counsel offices statewide towards more practice specialization. The County Counsel's Office is committed to recruiting and hiring candidates who bring experience and skill sets that address identified client needs.

## Program Results

The County Counsel's Office supports the Board of Supervisors, County Manager, elected County officials, all County departments, and more than 30 other public agencies including various boards, commissions, school districts, and special districts. The Office also represents clients in disputes before administrative agencies and the courts, enabling clients to carry out their missions in manners consistent with the law and with protection from undo losses and risks. Staff is committed to providing accurate, thorough, timely, and effective solutions to complex legal matters.

To gauge its effectiveness, the County Counsel's Office conducts client satisfaction surveys and post-litigation surveys. In both cases, at least 95 percent of survey respondents rated the legal services rendered as "Good, Better, Very Satisfied, or Mostly Satisfied." Moving forward, and accounting for a new emphasis on proactive client relations, the County Counsel's Office expects continued customer satisfaction ratings of 95 percent or better.

In addition to surveys, the County Counsel's Office uses efficiency as a means to gauge its effectiveness. This is accomplished by comparing its budget to that of the County, and tracking its overall cost on a per capita basis. Despite greater demand for services and higher operating costs, the trend of efficient operations is expected to continue into FY 2017-19.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customer Survey Respondents Rating Services as Good or Better <sup>1</sup>               | ---                  | 96%                  | ---                    | 90%                  | ---                  |
| Percent of Post-Litigation Survey Respondents Rating Services as Very Satisfied or Mostly Satisfied | 100%                 | 100%                 | 90%                    | 90%                  | 90%                  |
| County Counsel's Budget as a Percent of the County's Total Budget                                   | 0.47%                | 0.49%                | 0.49%                  | 0.51%                | 0.48%                |

<sup>1</sup> Customer surveys are conducted every other year.

County Counsel's Office (1600B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 88,337            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 4,131,133         | 4,141,112         | 4,315,498          | 4,639,663         | 324,165           | 4,741,803         | 102,140           |
| Interfund Revenue           | 2,858             | 4,265             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 15,248            | 116,463           | 10,000             | 10,000            |                   | 10,000            |                   |
| <b>Total Revenue</b>        | <b>4,237,576</b>  | <b>4,261,840</b>  | <b>4,325,498</b>   | <b>4,649,663</b>  | <b>324,165</b>    | <b>4,751,803</b>  | <b>102,140</b>    |
| Fund Balance                | 2,433,229         | 2,441,481         | 2,678,725          | 2,669,812         | (8,913)           | 1,917,109         | (752,703)         |
| <b>TOTAL SOURCES</b>        | <b>6,670,805</b>  | <b>6,703,321</b>  | <b>7,004,223</b>   | <b>7,319,475</b>  | <b>315,252</b>    | <b>6,668,912</b>  | <b>(650,563)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 9,652,050         | 10,419,200        | 11,270,834         | 12,283,744        | 1,012,910         | 12,477,434        | 193,690           |
| Services and Supplies       | 432,116           | 505,324           | 952,250            | 1,237,318         | 285,068           | 1,001,003         | (236,315)         |
| Other Charges               | 465,441           | 583,890           | 621,497            | 689,567           | 68,070            | 704,685           | 15,118            |
| Fixed Assets                |                   |                   | 10,000             | 10,000            |                   | 10,000            |                   |
| Other Financing Uses        | 26,098            | 26,401            | 27,060             | 33,310            | 6,250             | 34,177            | 867               |
| <b>Gross Appropriations</b> | <b>10,575,706</b> | <b>11,534,815</b> | <b>12,881,641</b>  | <b>14,253,939</b> | <b>1,372,298</b>  | <b>14,227,299</b> | <b>(26,640)</b>   |
| Intrafund Transfers         | (1,804,932)       | (2,280,689)       | (2,016,293)        | (2,016,293)       |                   | (2,016,293)       |                   |
| <b>Net Appropriations</b>   | <b>8,770,774</b>  | <b>9,254,126</b>  | <b>10,865,348</b>  | <b>12,237,646</b> | <b>1,372,298</b>  | <b>12,211,006</b> | <b>(26,640)</b>   |
| Contingencies/Dept Reserves | 1,048,173         | 1,797,416         | 2,179,647          | 1,617,937         | (561,710)         | 1,189,936         | (428,001)         |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,818,947</b>  | <b>11,051,542</b> | <b>13,044,995</b>  | <b>13,855,583</b> | <b>810,588</b>    | <b>13,400,942</b> | <b>(454,641)</b>  |
| <b>NET COUNTY COST</b>      | <b>3,148,142</b>  | <b>4,348,220</b>  | <b>6,040,772</b>   | <b>6,536,108</b>  | <b>495,336</b>    | <b>6,732,030</b>  | <b>195,922</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 43.0              | 43.0              | 45.0               | 45.0              |                   | 45.0              |                   |
| Funded FTE                  | 42.3              | 42.4              | 44.0               | 43.8              | (0.2)             | 43.8              |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$315,252 or 4.5 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Charges for Services

There is an increase of \$324,165 in this funding source due to an increase in legal services provided to agencies, including Peninsula Clean Energy.

#### Miscellaneous Revenue

No change

#### Fund Balance

There is a decrease of \$8,913 in this funding source due to the elimination of one-time projects and purchases in FY 2016-17.

### TOTAL REQUIREMENTS

Total Requirements increase by \$810,588 or 6.2 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,012,910 in this expenditure category due to negated salary and benefit increases and extra-help salaries. This increase is partially offset by decreases in benefit costs and dental plan costs.

#### Services and Supplies

There is an increase of \$285,068 in this expenditure category due to increases in anticipated maintenance expenses, office furniture expenses, and computer equipment purchases.

#### Other Charges

There is a net increase of \$68,070 in this expenditure category due to increases in facility rental charges, IT related charges, and capital project expenses. This increase is partially offset by a decrease in telephone charges.

#### Fixed Assets

No change

#### Other Financing Uses

There is an increase of \$6,250 in this expenditure category due to an increase in facility surcharges.

#### Intrafund Transfers

No change

#### Contingencies/Departmental Reserves

There is a decrease of \$561,710 in this expenditure category due to a decrease in Departmental Reserves resulting from increased expenditures in other categories. The balance in General Fund Reserves represents 13.2 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$1,373,184.

### NET COUNTY COST

There is an increase of \$495,336 or 8.2 percent in the Department's General Fund allocation.

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## FY 2018-19 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$650,563 or 8.9 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Charges for Services

There is an increase of \$102,140 in this funding source due to an increase in legal services provided to outside agencies.

#### Miscellaneous Revenue

No change

#### Fund Balance

There is a decrease of \$752,703 in this funding source due to the elimination of one-time projects and purchases in FY 2017-18.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$454,641 or 3.3 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$193,690 in this expenditure category due to negotiated salary and benefit increases. This increase is partially offset by a decrease in other benefit costs.

#### Services and Supplies

There is a decrease of \$236,315 in this expenditure category primarily due to the elimination of one-time maintenance expenditures in FY 2017-18.

#### Other Charges

There is an increase of \$15,118 in this expenditure category due to scheduled increases in internal service charges.

#### Fixed Assets

No change

#### Other Financing Uses

There is an increase of \$867 in this expenditure category due to increases in facility surcharges

#### Intrafund Transfers

No change

#### Contingencies/Departmental Reserves

There is a decrease of \$428,001 in this expenditure category due to a decrease in Departmental Reserves resulting from increasing expenditures in other categories. The balance in General Fund Reserves represents 9.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$945,716.

### NET COUNTY COST

There is an increase of \$195,922 or three percent in the Department's General Fund allocation.

## County Counsel's Office (1600B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 43.0              | 43.0              | 45.0               | 45.0              |                   | 45.0              |                   |
| Funded FTE                | 42.3              | 42.4              | 44.0               | 43.8              | (0.2)             | 43.8              |                   |
| <b>Total Requirements</b> | 9,818,947         | 11,051,542        | 13,044,995         | 13,855,583        | 810,588           | 13,400,942        | (454,641)         |
| <b>Total Sources</b>      | 6,670,805         | 6,703,321         | 7,004,223          | 7,319,475         | 315,252           | 6,668,912         | (650,563)         |
| <b>Net County Cost</b>    | 3,148,142         | 4,348,220         | 6,040,772          | 6,536,108         | 495,336           | 6,732,030         | 195,922           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in term and extra-help costs; increases in charges for services to outside agencies; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 810,588            | 315,252       | 495,336         | 0         |

### FY 2018-19 Program Funding Adjustments

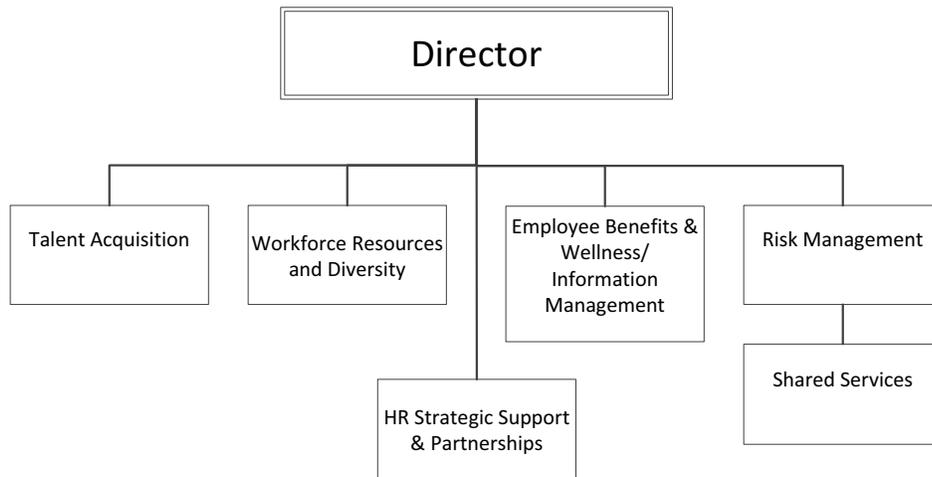
The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in charges for services to outside agencies; and the elimination of one-time revenues and expenditures in 2017-18.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (454,641)          | (650,563)     | 195,922         | 0         |

# Human Resources Department



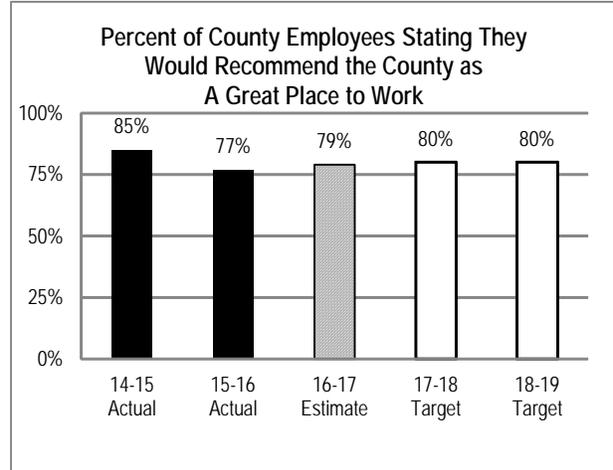
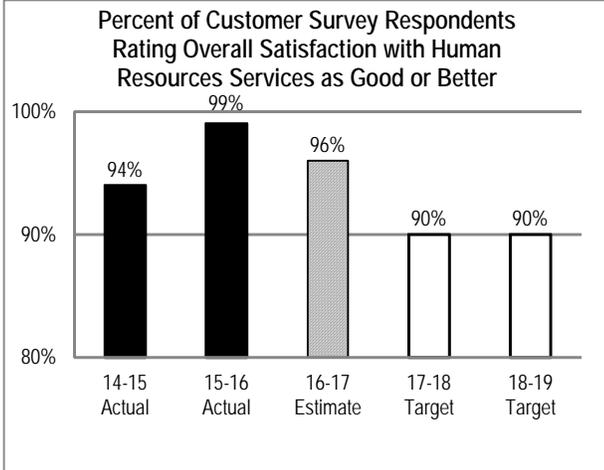
Department Locator

County

Administration and Fiscal Services

➔ Human Resources Department

Headline Measures



Administrative Measures

|   | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|---|-------------------|-------------------|---------------------|-------------------|-------------------|
| Percent of Performance Goals Met  | 83%               | 86%               | 86%                 | 75%               | 75%               |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 94%               | 99%               | 96%                 | 90%               | 90%               |
| Cost per Capita Compared to Bay Area Counties                                     | \$13              | \$15              | \$18                | \$18              | \$18              |
| Percent of Employees Rating Working for the County as Very Good                   | 97%               | 94%               | 93%                 | 80.9%             | 80.9%             |
| Percent of Employee Evaluations Completed Annually                                | 100%              | 98%               | 90%                 | 90%               | 90%               |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---               | 86%               | 86%                 | 90%               | 90%               |

<sup>1</sup> Data not available

## Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, well-equipped and productive work environment for employees, their families, departments, and the public in order to maximize individual potential, increase organizational capacity and position San Mateo County as an employer of choice.

## Overview

The Human Resources Department (HR) provides innovative, collaborative and diverse services in the areas of talent management (recruitment, classification, compensation, organizational development, and training), employee and labor relations, employee benefits and wellness, equal employment opportunity, risk management, human resources information management, procurement and mail services. The Department also supports the Civil Service Commission, Commission on the Status of Women, Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Commission, and Domestic Violence Council.

Major accomplishments in FY 2015-16 and FY 2016-17:

- Received a 2017 IPMA-HR Award for Excellence for the County's Agile Organization Initiative, which in addition to the creation of the limited term employment type, HR has 1) expanded the Management Fellowship Program (going from three to 16 fellows) as well as increasing the number of partnerships with local universities; and 2) expanded internship programs, including offering the Supported Training and Employment Program (STEP) year-round and increasing the number of participants. STEP offers emancipated foster youth valuable on-the-job training and development. This program received a 2015 CSAC Challenge Award for its innovative approach and outcomes.
- Launched an Executive Leadership Academy (ELA) for high performing individuals interested in promoting into department head/assistant/deputy level positions. After a competitive process, 12 leaders were selected to participate in the ELA. The program includes a skills assessment, skills development/training, and a project/rotational assignment. The participants will complete the 18 month program in August 2017.
- Conducted Career Development Assessment Centers (CDAC) for 1) Management Analysts interested in promoting into leadership financial positions and 2) employees aspiring to become supervisors. The interest in the CDAC for aspiring supervisors was extremely high and as a result the County hosted two sessions for 34 individuals.
- Launched the sixth annual Employee Engagement Survey, providing supervisors and managers with their results via customized web portals. Training was offered to Employee Engagement Champions to assist departmental staff in interpreting results. Overall, 4,294 employees completed the survey, which represents an increase of 500 compared to the 2015 survey. Overall, 70 percent of employees are engaged or highly engaged, which is up by three percent from last year. Since the Employee Engagement Survey was initially launched, there have been several initiatives that have been created based on feedback, including: the Employee Engagement Committee, Essential Supervisory Skills (ESS) Academy, Supervisors' Online Support (SOS) website, Employee Engagement Guide, Onboarding Guides and Checklists, Employee Engagement Training including Driving Your Own Engagement.
- Hosted a Career Development Day in October 2016 that attracted 700 employees. A committee comprised of labor and department representatives designed the day that included career success stories, information about what hiring managers are looking for, resource tables, speed coaching and individual head shots. The committee continues to expand their work and has created a webpage highlighting career resources, hosted job shadowing programs including a session for employees interested in law enforcement careers, and introduced a Stepping Up and Leading Up Academy for all employees.
- Enhanced services through various technology initiatives: introduction of an Employee Relations (ER) App which provides resources for County staff; refinement of the Learning Management System (LMS) to allow password single sign on; new Risk Management Information System (Origami) to improve tracking and reporting of claims and injuries; Workday process improvements; and online bid system.

In FY 2017-18 and FY 2018-19, HR will focus on several initiatives to drive performance resulting in excellent customer service, increased employee retention rates, high promotion rates and increased employee engagement and wellness:

- **Expand Agile Organization** - The expansion of work delivery models will continue to be a priority in the upcoming fiscal years. Internships will be expanded with the transfer of Jobs for Youth from the Human Services Agency to the HR Department in the Summer of 2017. The Management Fellowship Program will be expanded to a regional program. This will allow public agencies in San Mateo and Santa Clara Counties to participate. HR staff will market the Regional Management Fellowship Program and offer networking and educational sessions for fellows; public agencies will be responsible for identifying their agency's fellowship opportunities as well as recruiting and selecting their fellows. Other efforts include deploying a volunteer management system/app to promote and offer volunteer opportunities.
- **Leverage HR Technology** - Implement the Contracts Management System countywide to streamline the contracts process. The project is currently in the pilot phase with several departments participating. Another system that is currently in the pilot phase is the Risk Management Information System (Origami). This system will be deployed countywide in the upcoming fiscal year. The HR Department will also continue to leverage Workday capabilities/modules/reporting.
- **Expand Succession Management Program** - Offer the Career Opportunities Program, Career Development Assessment Centers, Job Shadow programs including sessions for employees interested in finance, nursing and social work careers, and other efforts to expand career opportunities. The Management Talent Exchange Program (MTEP), which provides emerging leaders from public agencies in San Mateo and Santa Clara Counties the opportunity to participate in a 3-month assignment in another public agency, will be offered in 2017.
- **Enhance Employee Experience** - The annual Employee Engagement Survey will be conducted and information from the survey will be used to improve services. A pilot project to revamp the performance management (evaluation) process will be initiated. The emphasis will be placed on performance and development conversations rather than rating individuals for past performance. The pilot will include participants from the ELA and a Management Fellow will assist with the project. Other efforts to enhance the employee experience include: holding an Employee Innovation Summit, a one-day event where employees develop and pitch ideas to improve County services; refining the Onboarding process; identifying new recruitment strategies through social media, direct sourcing and other approaches; offering wellness dividends; and creating a communications unit within the HR Department to better connect with employees/departments.

Human Resources Department (1700D)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       |                   | 184,914           | 400,000            | 400,000           |                   | 400,000           |                   |
| Use of Money and Property   | 5,440             | 6,663             | 10,000             | 6,000             | (4,000)           | 6,000             |                   |
| Intergovernmental Revenues  | 53,754            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 184,903           | 327,109           | 232,944            | 308,782           | 75,838            | 331,413           | 22,631            |
| Interfund Revenue           | 4,834,878         | 6,108,695         | 6,359,268          | 7,783,368         | 1,424,100         | 7,923,666         | 140,298           |
| Miscellaneous Revenue       | 263,354           | 260,625           | 322,100            | 269,059           | (53,041)          | 282,871           | 13,812            |
| Other Financing Sources     | 453               | (7)               | 250,000            |                   | (250,000)         |                   |                   |
| <b>Total Revenue</b>        | <b>5,342,782</b>  | <b>6,887,998</b>  | <b>7,574,312</b>   | <b>8,767,209</b>  | <b>1,192,897</b>  | <b>8,943,950</b>  | <b>176,741</b>    |
| Fund Balance                | 995,991           | 1,169,680         | 1,389,804          | 1,227,544         | (162,260)         | 688,984           | (538,560)         |
| <b>TOTAL SOURCES</b>        | <b>6,338,773</b>  | <b>8,057,678</b>  | <b>8,964,116</b>   | <b>9,994,753</b>  | <b>1,030,637</b>  | <b>9,632,934</b>  | <b>(361,819)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 9,482,637         | 11,799,362        | 13,101,998         | 14,401,712        | 1,299,714         | 14,736,934        | 335,222           |
| Services and Supplies       | 2,161,083         | 2,718,136         | 2,951,446          | 2,987,697         | 36,251            | 2,970,196         | (17,501)          |
| Other Charges               | 852,913           | 1,059,993         | 1,442,303          | 1,712,202         | 269,899           | 1,716,589         | 4,387             |
| Fixed Assets                | 29,097            |                   | 395,903            |                   | (395,903)         |                   |                   |
| Other Financing Uses        | 38,273            | 50,175            | 551,424            | 813,595           | 262,171           | 276,336           | (537,259)         |
| <b>Gross Appropriations</b> | <b>12,564,003</b> | <b>15,627,666</b> | <b>18,443,074</b>  | <b>19,915,206</b> | <b>1,472,132</b>  | <b>19,700,055</b> | <b>(215,151)</b>  |
| Intrafund Transfers         | (1,402,331)       | (2,141,795)       | (3,004,311)        | (2,663,268)       | 341,043           | (2,613,967)       | 49,301            |
| <b>Net Appropriations</b>   | <b>11,161,672</b> | <b>13,485,871</b> | <b>15,438,763</b>  | <b>17,251,938</b> | <b>1,813,175</b>  | <b>17,086,088</b> | <b>(165,850)</b>  |
| Contingencies/Dept Reserves | 456,807           | 456,807           | 456,807            | 456,807           |                   | 456,807           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>11,618,479</b> | <b>13,942,678</b> | <b>15,895,570</b>  | <b>17,708,745</b> | <b>1,813,175</b>  | <b>17,542,895</b> | <b>(165,850)</b>  |
| <b>NET COUNTY COST</b>      | <b>5,279,706</b>  | <b>5,885,000</b>  | <b>6,931,454</b>   | <b>7,713,992</b>  | <b>782,538</b>    | <b>7,909,961</b>  | <b>195,969</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 65.0              | 70.0              | 71.0               | 71.0              |                   | 71.0              |                   |
| Funded FTE                  | 63.4              | 69.2              | 70.2               | 70.5              | 0.3               | 70.5              |                   |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$1,030,637 or 11.5 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a decrease of \$4,000 in this funding source due to a reduction in vending machine concessions.

#### Charges for Services

There is a net increase of \$75,838 in this funding source to reflect an accounting change moving revenues from Interfund Revenue to this revenue class. The net increase is partially offset by reduced reimbursement from the Court for human resources services.

#### Interfund Revenue

There is a net increase of \$1,424,100 in this funding source due primarily to reimbursement from trust funds to cover Risk Management, Benefits and other program operational expenses.

#### Miscellaneous Revenue

There is a net decrease of \$53,041 in this funding source primarily due to the elimination of one-time funding relating to summer internship program.

#### Other Financing Sources

There is a decrease of \$250,000 in this funding source due to an accounting change that moves Title II/ADA Capital Projects receipts from this revenue class to IntraFund Transfers.

#### Fund Balance

There is a net decrease of \$162,260 in this funding source due to completion of one-time projects, partially offset by the carry-forward of several projects including Title II/ADA Capital Projects.

### TOTAL REQUIREMENTS

Total Requirements increase by \$1,813,175 or 11.4 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,299,714 in this expenditure category primarily due to negotiated salary and benefit increases and extra help, internship and limited term positions in various programs including, Equal Employment Opportunity, Personnel Services and Human Resources Information Management/Classification and Compensation. Appropriations are also included to cover costs associated with a Management Fellow to lead efforts to revamp the performance management process and pilot new processes with the Executive Leadership Academy participants.

#### Services and Supplies

There is a net increase of \$36,251 in this expenditure category primarily due to adjustments to various accounts including appropriations for computer expenses as well as costs associated with a countywide Personnel/Payroll Organizational and Classification Study.

#### Other Charges

There is a net increase of \$269,899 in this expenditure category primarily due to increases in automation costs, including costs associated with maintaining the Civil Service Files/Personnel Files on SharePoint online.

#### Fixed Assets

There is decrease of \$395,903 as appropriations have been moved to Other Financing Sources.

Other Financing Uses

There is an increase of \$262,171 associated with appropriations for Title II/ADA Capital Projects.

Intrafund Transfers

There is a net decrease of \$341,043 in this expenditure category primarily due to elimination of one-time projects and reimbursements, partially offset by reimbursement for Title II/ADA Capital Projects and Personnel/Payroll Organizational and Classification Study.

Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 2.6 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$111,768.

**NET COUNTY COST**

There is a net increase of \$782,538 or 11.3 percent in the Department's General Fund allocation.

## FY 2018-19 Budget Overview

**TOTAL SOURCES**

Total Sources decrease by \$361,819 or 3.6 percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$22,631 in this funding source for services provided to external partners.

Interfund Revenue

There is an increase of \$140,298 in this funding source from Risk Management and Benefits Trust Funds to offset operational expenses.

Miscellaneous Revenue

There is an increase of \$13,812 in this funding source to cover special projects and events.

Fund Balance

There is a decrease of \$538,560 in this funding source due to the elimination of prior year one-time projects and purchases, including Title II/ADA Capital Projects.

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$165,850 or 0.9 percent from the FY 2017-18 Recommended to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$335,222 in this expenditure category due primarily to negotiated salary and benefit increases.

Services and Supplies

There is a net decrease of \$17,501 in this expenditure category due to elimination of one-time projects, including the Personnel/Payroll Organizational and Classification Study.

Other Charges

There is a net increase of \$4,387 in this expenditure category to reflect changes to internal service charges.

Other Financing Uses

There is decrease of \$537,259 due to completion of one-time projects, including Title II/ADA Capital Projects.

Intrafund Transfers

There is a net decrease of \$49,301 in this expenditure category primarily due to the completion of one-time projects, including the Personnel/Payroll Organizational and Classification Study.

Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 2.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$115,085.

**NET COUNTY COST**

There is an increase of \$195,969 or 2.5 percent in the Department's General Fund allocation.

Human Resources Department (1700B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       |                   | 184,914           | 400,000            | 400,000           |                   | 400,000           |                   |
| Intergovernmental Revenues  | 53,754            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 177,966           | 320,954           | 225,412            | 301,250           | 75,838            | 323,881           | 22,631            |
| Interfund Revenue           | 4,723,586         | 6,092,963         | 6,236,499          | 7,668,368         | 1,431,869         | 7,808,666         | 140,298           |
| Miscellaneous Revenue       | 168,779           | 198,478           | 272,100            | 219,716           | (52,384)          | 233,528           | 13,812            |
| Other Financing Sources     |                   |                   | 250,000            |                   | (250,000)         |                   |                   |
| <b>Total Revenue</b>        | <b>5,124,086</b>  | <b>6,797,308</b>  | <b>7,384,011</b>   | <b>8,589,334</b>  | <b>1,205,323</b>  | <b>8,766,075</b>  | <b>176,741</b>    |
| Fund Balance                | 992,387           | 1,042,069         | 1,343,912          | 1,206,544         | (137,368)         | 667,984           | (538,560)         |
| <b>TOTAL SOURCES</b>        | <b>6,116,473</b>  | <b>7,839,377</b>  | <b>8,727,923</b>   | <b>9,795,878</b>  | <b>1,067,955</b>  | <b>9,434,059</b>  | <b>(361,819)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 8,022,530         | 10,055,352        | 10,816,683         | 12,094,776        | 1,278,093         | 12,398,928        | 304,152           |
| Services and Supplies       | 2,015,926         | 2,174,122         | 2,493,396          | 2,522,678         | 29,282            | 2,505,177         | (17,501)          |
| Other Charges               | 634,041           | 846,803           | 881,306            | 1,136,792         | 255,486           | 1,163,122         | 26,330            |
| Fixed Assets                | 29,097            |                   | 395,903            |                   | (395,903)         |                   |                   |
| Other Financing Uses        | 30,495            | 40,157            | 541,155            | 803,937           | 262,782           | 266,428           | (537,509)         |
| <b>Gross Appropriations</b> | <b>10,732,088</b> | <b>13,116,433</b> | <b>15,128,443</b>  | <b>16,558,183</b> | <b>1,429,740</b>  | <b>16,333,655</b> | <b>(224,528)</b>  |
| Intrafund Transfers         | (1,284,782)       | (1,437,744)       | (1,603,499)        | (1,221,178)       | 382,321           | (1,190,120)       | 31,058            |
| <b>Net Appropriations</b>   | <b>9,447,306</b>  | <b>11,678,689</b> | <b>13,524,944</b>  | <b>15,337,005</b> | <b>1,812,061</b>  | <b>15,143,535</b> | <b>(193,470)</b>  |
| Contingencies/Dept Reserves | 456,807           | 456,807           | 456,807            | 456,807           |                   | 456,807           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,904,113</b>  | <b>12,135,496</b> | <b>13,981,751</b>  | <b>15,793,812</b> | <b>1,812,061</b>  | <b>15,600,342</b> | <b>(193,470)</b>  |
| <b>NET COUNTY COST</b>      | <b>3,787,641</b>  | <b>4,296,119</b>  | <b>5,253,828</b>   | <b>5,997,934</b>  | <b>744,106</b>    | <b>6,166,283</b>  | <b>168,349</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 52.0              | 58.0              | 59.0               | 59.0              |                   | 59.0              |                   |
| Funded FTE                  | 50.4              | 57.3              | 58.3               | 58.6              | 0.3               | 58.6              |                   |

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## HR Strategic Support and Partnerships (1710P)

### Program Locator

#### County

Administration and Fiscal Services

Human Resources

⇒ **HR Strategic Support and Partnerships**

### Program Outcome Statement

Increase organizational capacity through technology, partnerships, and financial performance

### Program Results

Human Resources (HR) Strategic Support and Partnerships collaborates with departments, employees, external partners, and internal HR divisions to provide leadership, consultative and support services. Program results reflect that over 96 percent of customers rate the services provided by HR as good or excellent, which exceeds the countywide target of 90 percent. The cost per capita is at \$18, which is lower than other bay area counties. Over 80 percent of HR performance measures (quality and outcome measures) are met.

Major program accomplishments during FY 2015-16 and FY 2016-17 include: receiving the 2017 International Public Management Association-HR Award for Excellence for work associated with the Agile Organization initiative, including the creation of term employment type and expansion of internships and management fellowship programs; converting the Supported Training and Employment Program (STEP) for emancipated foster youth into a year-round program and receiving a 2015 CSAC Challenge Award for those efforts; hosting the annual Employee Innovation Summit to identify ideas to enhance County services; hosting the annual Hack-SMC and Apps Challenge events; coordinating Career Opportunities Committee activities, including Career Development Day, Job Shadow program, webpage offering career resources; hosting a Jobs Youth Summit for under-represented youth in our community to provide them with resources and tools needed to gain employment; promoting succession management initiatives, including offering several Career Development Assessment Centers and an Executive Leadership Academy; and leading Employee Engagement efforts, which included the annual survey, access to a web portal for supervisors and managers, and employee engagement champion training sessions.

Key priorities in FY 2017-18 and FY 2018-19 include: creating a communications unit to streamline various communications sent from the HR Department to employees; expanding Agile Organization initiative to allow for more flexibility and opportunities; expanding the management fellowship program to a regional program (public agencies within San Mateo and Santa Clara Counties); promoting employee engagement including conducting annual survey, providing supervisors managers with tools and resources to increase engagement and deploying countywide strategies; promoting succession management programs; expanding internship opportunities through the transfer of Jobs for Youth program from the Human Services Agency to the HR Department; revamping the performance evaluation process; and launching the Management Talent Exchange Program (MTEP), which provided emerging leaders from public agencies in San Mateo and Santa Clara Counties the opportunity to participate in a three month assignment in another public agency.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customer Survey Respondents Rating Overall Satisfaction with Services Good or Better | 94%                  | 99%                  | 96%                    | 90%                  | 90%                  |
| Quality and Outcome Measures Meeting Performance Targets  | 83%                  | 86%                  | 86%                    | 75%                  | 75%                  |
| Cost per Capita – County Human Resources vs. Surrounding Counties Average                       | \$13 / \$33          | \$15 / \$33          | \$18 / \$34            | \$18 / \$34          | \$18 / \$34          |

 HR Strategic Support and Partnerships (1710P)  
 Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 9.0               | 11.0              | 10.0               | 12.0              | 2.0               | 12.0              |                   |
| Funded FTE                | 9.0               | 11.0              | 10.0               | 11.9              | 1.9               | 11.9              |                   |
| <b>Total Requirements</b> | 2,250,919         | 2,782,383         | 3,182,514          | 3,950,875         | 768,361           | 3,974,271         | 23,396            |
| <b>Total Sources</b>      | 1,331,183         | 1,913,465         | 1,923,390          | 2,918,928         | 995,538           | 2,964,831         | 45,903            |
| <b>Net County Cost</b>    | 919,736           | 868,918           | 1,259,124          | 1,031,947         | (227,177)         | 1,009,440         | (22,507)          |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures; funding from the Human Resources Trust Fund to cover operational expenses, including the transfer of two positions to this program, which includes the creation of a Communications Unit.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 638,361            | 865,538       | (227,177)       | 2         |

## 2. Performance Management Revamp Project

Appropriations are included for a limited term Management Fellow to support the County's efforts to revamp the performance management process. The new framework will focus on coaching, feedback, and conversations relating to employee growth and development. The process will be employee driven and reduce complexity and administrative processes. The initial pilot will include the County's Executive Leadership Academy (ELA) participants. An offset from the HR Trust Funds is included to cover these costs. There is no impact to the Net County Cost.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 130,000            | 130,000       | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 768,361            | 995,538       | (227,177)       | 2         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 23,396             | 45,903        | (22,507)        | 0         |

## Employee Benefits and Wellness (1720P)

### Program Locator

#### County

Administration and Fiscal Services

Human Resources Department

⇒ **Employee Benefits and Wellness**

### Program Outcome Statement

Optimize employee and organizational health and productivity through effective benefit, wellness, and human information management services

### Program Results

Employee Benefits and Wellness provides work-life/wellness programs and comprehensive and accessible benefits, services and programs to eligible employees, retirees, and their dependents to enhance quality of life and to help recruit and retain top employees. The program also includes Human Resources Information Management, which oversees and ensures optimal leveraging of human resource information and systems in human capital planning, reporting and analytics, compensation and classification.

The semi-annual benefits survey will be conducted at year-end. It is anticipated that ratings will be higher than the prior survey based on additional outreach efforts and process enhancements made by the program during the last two years. Program results reflect that 3,000 employees participated in wellness screenings, which are offered countywide and are anticipated to improve employee health and result in long-term cost savings. Of those referred to high-risk Wellness Coaching services, over 65 percent complete the program. In addition, 90 percent of employees attending health promotion classes are reporting that they utilize skills/report change in behavior after attending courses.

Major program accomplishments during FY 2015-16 and FY 2016-17 include: receiving the 2017 National Association of Governmental Defined Contribution Administrators Leadership Award for negotiating deferred compensation auto enrollment for all new employees; processing open enrollment in-house, utilizing Workday; increasing wellness dividends from \$250 to \$500 for employees that participate in wellness screenings and health assessments; implementing recommendations from the labor-management Benefits Committee including offering a new dental provider; continuing to implement/comply with Affordable Care Act requirements; completing a countywide IT classification study; and implementing Workday upgrades and enhancements.

FY 2017-18 and FY 2018-19 program priorities include: continuing to fully leverage Workday functionality/capabilities; focusing on customer service enhancements by expanding health care plan options and technology; implementing recommendations from the labor-management Benefits Committee; offering wellness dividends to employees participating in wellness screening; conducting a countywide personnel/payroll operations and classification study; completing compensation and classification studies in preparation for and resulting from bargaining sessions; and providing additional Workday training and support to personnel/payroll staff.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customer Survey Respondents Rating Overall Satisfaction with Services Good or Better <sup>1</sup> |                      |                      |                        |                      |                      |
| - Active   | 79%                  | ---                  | 80%                    | 90%                  | 90%                  |
| - Retirees   | 87%                  | ---                  | 90%                    | 90%                  | 90%                  |
| - Wellness/Work Life   | 92%                  | 97%                  | 90%                    | 90%                  | 90%                  |
| - HRIM   | ---                  | ---                  | 90%                    | 90%                  | 90%                  |
| Percent Completion Rate of Employees Who Participated in High-Risk Wellness Coaching Services                | 65%                  | 47%                  | 67%                    | 60%                  | 60%                  |
| Cost per Active Participant vs. Bay Area Counties <sup>2, 1</sup>  | \$13,428/---         | \$14,662/---         | \$15,014/---           | \$15,765/---         | \$16,555/---         |

<sup>1</sup> Data not available

<sup>2</sup> Average annual (calendar year) County contribution to an active employee's health premium

Employee Benefits and Wellness (1720P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 8.0               | 10.0              | 11.0               | 15.0              | 4.0               | 15.0              |                   |
| Funded FTE                | 8.0               | 10.0              | 11.0               | 15.0              | 4.0               | 15.0              |                   |
| <b>Total Requirements</b> | 1,500,357         | 2,568,224         | 2,785,472          | 4,045,220         | 1,259,748         | 4,138,898         | 93,678            |
| <b>Total Sources</b>      | 1,500,357         | 2,234,552         | 2,468,636          | 3,110,555         | 641,919           | 3,178,740         | 68,185            |
| <b>Net County Cost</b>    |                   | 333,672           | 316,836            | 934,665           | 617,829           | 960,158           | 25,493            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and increased staffing costs as a result of the creation of the Human Resources Information Management unit within this program. Revenue adjustments include increased reimbursements from the Benefits Trust Fund to cover operational expenses. A portion of the Net County Cost is shifted from other programs within the Department to partially offset staffing costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,259,748          | 641,919       | 617,829         | 4         |

### 2. Countywide Personnel/Payroll Organizational and Classification Study

In light of recent changes impacting the County's personnel/payroll system and processing, a study will be conducted in the upcoming year to: 1) identify and document existing payroll/personnel processing procedures performed by departments; 2) review and analyze departments' personnel/payroll organizational structures; 3) research industry best practices and organizational structures for the efficient delivery of payroll/personnel services and support which includes timecard processing; onboarding and off boarding; comp changes; promotions and transfers; other personnel transactions; and 4) make recommendations to improve services. Funding for this project is offset by a transfer from Non-Departmental Services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 50,000             | 0             | 50,000          | 0         |
| (50,000)           | 0             | (50,000)        | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,259,748          | 641,919       | 617,829         | 4         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 93,678             | 68,185        | 25,493          | 0         |

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## Risk Management (1730P)

### Program Locator

#### County

Administration and Fiscal Services

Human Resources Department

⇒ **Risk Management**

### Program Outcome Statement

Identify, assess, monitor, and mitigate safety and insurance programs

### Program Results

Risk Management ensures financial stability through appropriate identification, assessment and management of potential exposures to County assets and promotes employee and public safety through education, training and compliance for both employees and the public.

Program results reflect that the number of workers compensation claims has remained relatively stable over the last few years, with 12 claims per 100 full-time employees, which is comparable with the International City/County Management Association benchmark. Program staff continue to provide risk management services and training to staff. It is anticipated that customer survey ratings for the current fiscal year will meet or exceed the County's target of 90 percent of customers rating services as good or better.

Major program accomplishments during FY 2015-16 and FY 2016-17 include: initiating the implementation of a new Risk Management Information System (Origami), an electronic management system that incorporates data from multiple sources and provides tracking, reporting and tools; issuing a RFP for Workers Compensation third party administrator; updating the American Disabilities Act Site Evaluation tool and prioritized the Plan's Facilities List; continuing to deploy preventative services to departments including Repetitive Stress Injury software-RSI Guard, Company Nurse for reporting and triaging employee injuries, and iMitigate, an online self-assessment and interactive training tool for computer workstation users. Over 90 percent of employees that completed the assessment indicated that they will make behavioral changes as a result of the assessment.

FY 2017-18 and FY 2018-19 program priorities include: focusing on loss prevention and identifying trends through data analysis to mitigate exposure; implementing the new Risk Management Information System; transitioning the new workers compensation third party administrator; promoting RSI Guard software, iMitigate and Company Nurse; and implementing Title II/ADA projects.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Number of Workers' Compensation Claims (per 100 FTEs) - San Mateo County vs. ICMA <sup>1</sup>                     | 11.7 / 12            | 12.5 / 12            | 12 / 12                | 12 / 12              | 12 / 12              |
| Percent of Customer Survey Respondents Rating Overall Satisfaction with Services as Good or Better <sup>2, 3</sup> | ---                  | ---                  | 90%                    | 90%                  | 90%                  |
| Expenditures for Liability Claims per Capita   | \$2.76 /<br>\$4.46   | \$3.79 /<br>\$4.46   | \$3.79 /<br>\$4.46     | \$3.79 /<br>\$4.46   | \$3.79 /<br>\$4.46   |

<sup>1</sup> International City/County Management Association, 2011 Comparative Performance Measurement Report; data includes General Liability claims only.

<sup>2</sup> Customers are Supervisors and Managers.

<sup>3</sup> Data not available

### Risk Management (1730P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 12.0              | 11.0              | 11.0               | 7.0               | (4.0)             | 7.0               |                   |
| Funded FTE                | 10.8              | 10.3              | 10.3               | 6.8               | (3.6)             | 6.8               |                   |
| <b>Total Requirements</b> | 1,634,305         | 1,841,809         | 3,038,824          | 2,168,343         | (870,481)         | 1,659,299         | (509,044)         |
| <b>Total Sources</b>      | 2,055,207         | 2,487,712         | 3,038,824          | 2,168,343         | (870,481)         | 1,659,299         | (509,044)         |
| <b>Net County Cost</b>    | (420,902)         | (645,904)         |                    |                   |                   |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Other adjustments reflect increased Fund Balance and corresponding appropriations for Title II/ADA accessibility projects. The overall reduction in funding and appropriations is due to the transfer of four positions to other programs within the Department.

Title II/ADA Capital Projects previously budgeted in Other Financing Sources revenue class is moved to Intrafund Transfers.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (870,481)          | (870,481)     | 0               | (4)       |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and reductions in Fund Balance and corresponding appropriations due to prior year completion of capital projects relating to Title II/ADA Capital Projects.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (509,044)          | (509,044)     | 0               | 0         |

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## Talent Acquisition (1740P)

### Program Locator

#### County

Administration and Fiscal Services

Human Resources Department

⇒ **Talent Acquisition**

### Program Outcome Statement

Ensure hiring of a highly qualified and diverse workforce

### Program Results

Talent Acquisition provides innovative recruitment, sourcing and selection services. Program results reflect that annually 500 recruitments are conducted and over 20,000 applications are received. Overall, 96 percent of hiring managers surveyed indicate a satisfaction with their new hires after six months. The time-to-fill position (from requisition to creation of list) is at four weeks for internal recruitments and six weeks for external recruitments, which is well below the industry standard. Promotion rates reflect that over 60 percent of management recruitments are filled with internal candidates and 40 percent of non-management positions are filled by internal candidates.

Major accomplishments during FY 2015-16 and FY 2016-17 include: expanding direct sourcing of candidates; creating a recruitment brand and employment web page; expanding the County's Management Fellowship Program from three to 16 participants; hosting and presenting at the Career Development Day event that attracted over 700 employees; and piloting supervisory and management tests to identify the most qualified candidates for key leadership positions.

FY 2017-18 and FY 2018-19 priorities include: continuing to deploy new recruitment strategies through social media, direct sourcing, job fairs and other partnerships, and providing training and guidance to supervisors and managers on use of the County's diverse workforce staffing options.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Clients Satisfied with New Hires After Six Months <sup>1</sup>                | 100%                 | 96%                  | 96%                    | 90%                  | 90%                  |
| Time-to-Fill vs. ICMA (days) <sup>2</sup>  | 4 weeks /<br>5 weeks | 4 weeks /<br>5 weeks | 4 weeks /<br>5 weeks   | 4 weeks /<br>6 weeks | 4 weeks /<br>6 weeks |
| <ul style="list-style-type: none"> <li>• Internal</li> <li>• External</li> </ul>         | 12 weeks<br>ICMA     | 12 weeks<br>ICMA     | 12 weeks<br>ICMA       | 12 weeks<br>ICMA     | 12 weeks<br>ICMA     |
| Percent of Positions Filled with Internal Candidates                                     |                      |                      |                        |                      |                      |
| <ul style="list-style-type: none"> <li>• Management</li> <li>• Non-Management</li> </ul> | 65%<br>40%           | 65%<br>40%           | 65%<br>40%             | 60%<br>40%           | 60%<br>40%           |
| Percent of Employees Retained – 1 Year, 5 Years <sup>1</sup>                             | ---                  | ---                  | ---                    | ---                  | ---                  |
| Cost per Recruitment vs. Bay Area Counties <sup>1</sup>                                  | \$4,183              | \$4,283              | \$4,296                | \$5,000              | \$5,300              |

<sup>1</sup> Data not available

<sup>2</sup> International City/County Management Association, 2011 Comparative Performance Measurement Report

### Talent Acquisition (1740P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 12.0              | 14.0              | 15.0               | 14.0              | (1.0)             | 14.0              |                   |
| Funded FTE                | 11.7              | 14.0              | 15.0               | 13.9              | (1.1)             | 13.9              |                   |
| <b>Total Requirements</b> | 2,040,903         | 2,419,942         | 2,298,183          | 2,604,167         | 305,984           | 2,656,570         | 52,403            |
| <b>Total Sources</b>      | 584,422           | 474,936           | 527,975            | 602,873           | 74,898            | 604,880           | 2,007             |
| <b>Net County Cost</b>    | 1,456,481         | 1,945,006         | 1,770,208          | 2,001,294         | 231,086           | 2,051,690         | 50,396            |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; and net reduction of one position that is transferred to another program within the Department; Intrafund Transfers have been reduced to back-out one-time reimbursements, resulting in increased requirements. Transfers from HR trust funds are increased to cover operational costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 305,984            | 74,898        | 231,086         | (1)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 52,403             | 2,007         | 50,396          | 0         |

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## Workforce Resources and Diversity (1750P)

### Program Locator

#### County

Administration and Fiscal Services

Human Resources Department

⇒ **Workforce Resources and Diversity**

### Program Outcome Statement

Increase individual potential and foster an inclusive and productive work-environment

### Program Results

Workforce Resources and Diversity includes three divisions: Employee and Labor Relations (ELR), Equal Employment Opportunity (EEO), and Training and Development. Program results reflect that over 95 percent of ELR and EEO cases continue to be resolved prior to formal process. There were 20 formal grievances during the last fiscal year, which is less than one percent of represented employees and lower than the International City/County Management Association benchmark. Staff continue to develop and offer a comprehensive, strategic training program that includes both instructor-led and online sessions to meet organizational and individual goals. Nearly 100 percent of training participants indicate that they are utilizing the skills they learned during training sessions.

Major program accomplishments during FY 2015-16 and FY 2016-17 include: promoting succession management initiatives by launching an Executive Leadership Academy (ELA) for high performing leaders interested in promoting into department head or assistant department head positions, creating a Stepping Up and Leading Up Academy for all employees, and re-launching the Management Development Program and Essential Supervisory Skills (ESS) Academy; redesigning New Employee Welcome orientation to allow for more interaction, dialogue and connection; promoting academic development by offering an Academic Open House with local academic community partners and developing a new Tuition Reimbursement process; supporting the County LGBTQ Commission that included the development of a strategic plan; launching an Employee Relations (ER) App that provides resources for supervisors and managers; and offering an extensive array of training sessions, including employee relations and EEO sessions; and enhanced access to the County's Learning Management System by deploying single sign on.

FY 2017-18 and FY 2018-19 program priorities include: expanding employee relations and EEO training for supervisors and managers; conducting labor negotiations; expanding workforce diversity and inclusion services; revamping the performance management process; continuing to collaborate with the Training Consortium for Public Agencies, and creating and promoting succession management programs to further develop individual and organizational capacity.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Complaints Resolved<br>Prior to Formal Process:   |                      |                      |                        |                      |                      |
| - Equal Employment<br>Opportunity  | 97%                  | 97%                  | 97%                    | 90%                  | 90%                  |
| - Employee and Labor Relations   | 96%                  | 96%                  | 98%                    | 90%                  | 90%                  |
| Ratio of Employee Grievances<br>per Employee Subject to<br>Grievances - SMC vs. ICMA <sup>1</sup>                  | 0.20 / 1.00          | 0.60 / 1.00          | 0.60 / 1.00            | 0.60 / 1.00          | 0.60 / 1.00          |
| Percent of Participants Utilizing<br>Skills or Reporting Change in<br>Behavior After Attending<br>Training Classes | 100%                 | 99%                  | 99%                    | 90%                  | 90%                  |

<sup>1</sup> International City/County Management Association, 2011 Comparative Performance Measurement Report

## Workforce Resources and Diversity (1750P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 11.0              | 12.0              | 12.0               | 11.0              | (1.0)             | 11.0              |                   |
| Funded FTE                | 11.0              | 12.0              | 12.0               | 11.0              | (1.0)             | 11.0              |                   |
| <b>Total Requirements</b> | 2,477,631         | 2,523,138         | 2,676,758          | 3,025,207         | 348,449           | 3,171,304         | 146,097           |
| <b>Total Sources</b>      | 645,304           | 728,712           | 769,098            | 995,179           | 226,081           | 1,026,309         | 31,130            |
| <b>Net County Cost</b>    | 1,832,327         | 1,794,426         | 1,907,660          | 2,030,028         | 122,368           | 2,144,995         | 114,967           |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; elimination of one-time revenues and expenditures; increases in extra-help costs, partially offset by the transfer of one position to another program within the Department; and increases in one-time projects and reimbursements.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 348,449            | 226,081       | 122,368         | (1)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminarily Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 146,097            | 31,130        | 114,967         | 0         |

## Shared Services (1780B)

### Program Locator

#### County

Administration and Fiscal Services

Human Resources Department

⇒ **Shared Services**

### Program Outcome Statement

Provide quality and cost-effective mail, procurement, and contracts management services

### Program Results

The Shared Services Program is comprised of Procurement, Mail Services and Contract Management Services. Program results reflect that four million pieces of mail, and over \$65 million in purchasing requests are processed annually. The Contract Management team has completed Phase I roll out of the contracts management system. On average the County awards \$300 million in contracts.

Major program accomplishments during FY 2015-16 and FY 2016-17 include: implementing a new bid system; deploying new mail sorters that reduced postage costs by using e-return receipts; expanding vendor agreements; implementing the pilot phase of the Contracts Management System project; and filling key positions, including Procurement Manager.

FY 2017-18 and FY 2018-19 program priorities include: deploying the Contract Management System countywide, and deploying various service enhancements to standardize commodities and offering training.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Customer Survey Respondents Rating Services Good or Better - Purchasing / Mail            | 79% / 90%            | 85% / 90%            | 90% / 90%              | 90% / 90%            | 90% / 90%            |
| Cost of Purchasing Unit as a Percent of Total Purchases Processed vs. Bay Area Counties <sup>1</sup> | ---                  | ---                  | ---                    | ---                  | ---                  |
| Total Days from Receipt of Purchase Requisition through Purchase Order <sup>2</sup> County vs. ICMA  | 16 / 45              | --- / 45             | 16 / 45                | 16 / 45              | 16 / 45              |

<sup>1</sup> Data not available

<sup>2</sup> International City/County Management Association, 2011 Comparative Performance Measurement Report

## Shared Services (1780B) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 13.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |
| Funded FTE                | 13.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |
| <b>Total Requirements</b> | 1,714,365         | 1,807,182         | 1,913,819          | 1,914,933         | 1,114             | 1,942,553         | 27,620            |
| <b>Total Sources</b>      | 222,300           | 218,301           | 236,193            | 198,875           | (37,318)          | 198,875           |                   |
| <b>Net County Cost</b>    | 1,492,065         | 1,588,881         | 1,677,626          | 1,716,058         | 38,432            | 1,743,678         | 27,620            |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,114              | (37,318)      | 38,432          | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 27,620             | 0             | 27,620          | 0         |

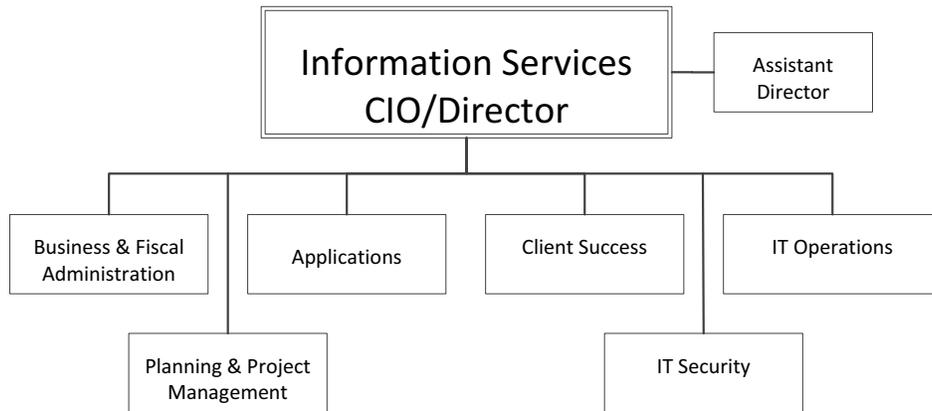
Shared Services (1780B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 5,440             | 6,663             | 10,000             | 6,000             | (4,000)           | 6,000             |                   |
| Charges for Services        | 6,937             | 6,156             | 7,532              | 7,532             |                   | 7,532             |                   |
| Interfund Revenue           | 111,291           | 15,732            | 122,769            | 115,000           | (7,769)           | 115,000           |                   |
| Miscellaneous Revenue       | 94,575            | 62,147            | 50,000             | 49,343            | (657)             | 49,343            |                   |
| Other Financing Sources     | 453               | (7)               |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>218,696</b>    | <b>90,690</b>     | <b>190,301</b>     | <b>177,875</b>    | <b>(12,426)</b>   | <b>177,875</b>    |                   |
| Fund Balance                | 3,604             | 127,611           | 45,892             | 21,000            | (24,892)          | 21,000            |                   |
| <b>TOTAL SOURCES</b>        | <b>222,300</b>    | <b>218,301</b>    | <b>236,193</b>     | <b>198,875</b>    | <b>(37,318)</b>   | <b>198,875</b>    |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,460,108         | 1,744,010         | 2,285,315          | 2,306,936         | 21,621            | 2,338,006         | 31,070            |
| Services and Supplies       | 145,157           | 544,014           | 458,050            | 465,019           | 6,969             | 465,019           |                   |
| Other Charges               | 218,873           | 213,191           | 560,997            | 575,410           | 14,413            | 553,467           | (21,943)          |
| Other Financing Uses        | 7,778             | 10,018            | 10,269             | 9,658             | (611)             | 9,908             | 250               |
| <b>Gross Appropriations</b> | <b>1,831,915</b>  | <b>2,511,233</b>  | <b>3,314,631</b>   | <b>3,357,023</b>  | <b>42,392</b>     | <b>3,366,400</b>  | <b>9,377</b>      |
| Intrafund Transfers         | (117,550)         | (704,051)         | (1,400,812)        | (1,442,090)       | (41,278)          | (1,423,847)       | 18,243            |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,714,365</b>  | <b>1,807,182</b>  | <b>1,913,819</b>   | <b>1,914,933</b>  | <b>1,114</b>      | <b>1,942,553</b>  | <b>27,620</b>     |
| <b>NET COUNTY COST</b>      | <b>1,492,065</b>  | <b>1,588,881</b>  | <b>1,677,626</b>   | <b>1,716,058</b>  | <b>38,432</b>     | <b>1,743,678</b>  | <b>27,620</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 13.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |
| Funded FTE                  | 13.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |

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# Information Services Department



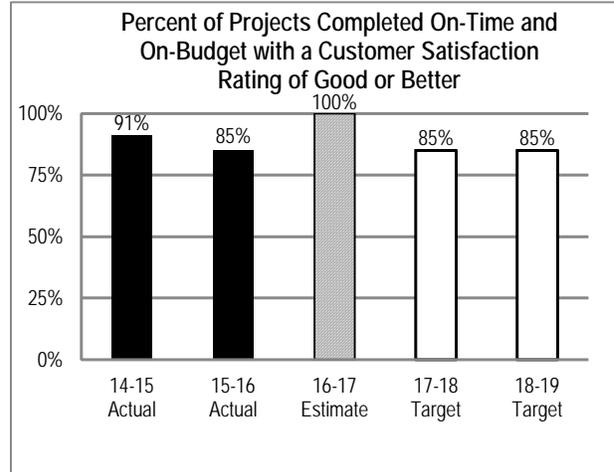
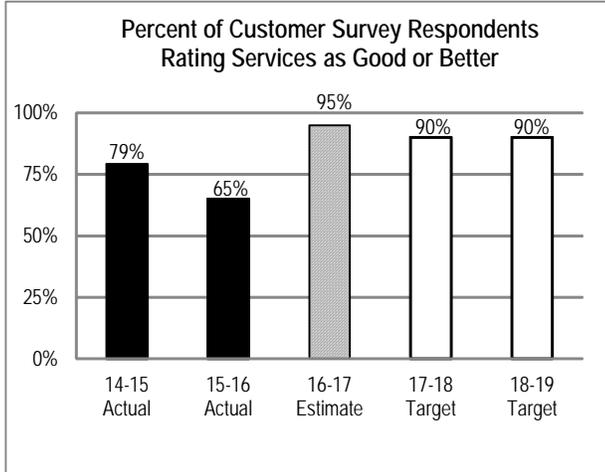
Department Locator

County

Administration and Fiscal Services

➔ Information Services Department

Headline Measures



Administrative Measures

|   | FY 2014-15 Actual | FY 2015-16 Actual | FY 2016-17 Estimate | FY 2017-18 Target | FY 2018-19 Target |
|---|-------------------|-------------------|---------------------|-------------------|-------------------|
| Percent of Performance Goals Met  | 70%               | 73%               | 87%                 | 75%               | 75%               |
| Percent of Customer Survey Respondents Rating Services as Good or Better          | 79%               | 65%               | 95%                 | 90%               | 90%               |
| Percent of an IT FTE to Support each Employee                                     | 3.0%              | 3.4%              | 3.6%                | 4.0%              | 4.0%              |
| Percent of Employees Rating Working for the County as Very Good                   | 72%               | 67%               | 72%                 | 80.9%             | 80.9%             |
| Percent of Employee Evaluations Completed Annually                                | 95%               | 95%               | 98%                 | 90%               | 90%               |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---               | 48%               | 50%                 | 90%               | 90%               |

<sup>1</sup> Data not available

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## Mission Statement

Promote the effectiveness of government by innovating solutions and building stronger connections through reliable and secure infrastructure and applications, excellent customer service, and greater access to information.

## Overview

To uphold the mission and vision of the Information Services Department (ISD), technical services are provided to over 9,000 users at the County of San Mateo as well as to other external partner agencies. ISD provides close to 25 major services using a diverse selection of platforms, applications, and servers to ensure the highest availability for its customers' business needs. ISD also employs a responsive, multi-tier service desk to address customer concerns and troubleshoot service-related issues on a 24 hours a day, seven days a week, and 365 days a year basis. ISDs on-call staff respond to its customer's operational support needs around the clock. Additionally, ISD has a professional Project Management Office (PMO) that enables the Department to ensure the timely delivery of customers' technology projects. Since many of the Department's services are connected, ISDs customers benefit from more integrated IT solutions. ISDs staff of business-savvy technology service professionals are adept at bundling services for its customers and working closely with customers to define, achieve, and measure their IT service goals.

Information Services Department (1800B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19   |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|---------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                     |                   |                     |
| Taxes                       | 4,843,286         | 8,885,156         | 8,426,097          | 1,393,597         | (7,032,500)         | 75,000            | (1,318,597)         |
| Use of Money and Property   | 185,716           | 178,661           | 170,000            | 174,456           | 4,456               | 166,634           | (7,822)             |
| Intergovernmental Revenues  | 399,775           | 1,576,233         | 1,887,509          | 6,000,000         | 4,112,491           |                   | (6,000,000)         |
| Charges for Services        | 1,566,237         | 1,796,852         | 1,867,589          | 1,291,878         | (575,711)           | 1,441,025         | 149,147             |
| Interfund Revenue           | 5,996,996         | 8,446,848         | 11,039,494         | 7,702,746         | (3,336,748)         | 8,035,590         | 332,844             |
| Miscellaneous Revenue       | 295,362           | 361,999           |                    |                   |                     |                   |                     |
| <b>Total Revenue</b>        | <b>13,287,372</b> | <b>21,245,750</b> | <b>23,390,689</b>  | <b>16,562,677</b> | <b>(6,828,012)</b>  | <b>9,718,249</b>  | <b>(6,844,428)</b>  |
| Fund Balance                | 10,133,061        | 5,739,124         | 12,740,943         | 7,705,285         | (5,035,658)         | 7,808,059         | 102,774             |
| <b>TOTAL SOURCES</b>        | <b>23,420,433</b> | <b>26,984,874</b> | <b>36,131,632</b>  | <b>24,267,962</b> | <b>(11,863,670)</b> | <b>17,526,308</b> | <b>(6,741,654)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                     |                   |                     |
| Salaries and Benefits       | 21,492,178        | 20,251,991        | 26,729,127         | 28,809,690        | 2,080,563           | 29,333,465        | 523,775             |
| Services and Supplies       | 46,901,641        | 40,931,400        | 63,873,525         | 37,778,282        | (26,095,243)        | 25,361,473        | (12,416,809)        |
| Other Charges               | 1,967,728         | 2,878,796         | 3,337,848          | 2,018,148         | (1,319,700)         | 2,076,450         | 58,302              |
| Fixed Assets                | 2,393,651         | 1,674,292         | 2,525,000          | 135,000           | (2,390,000)         | 85,000            | (50,000)            |
| Other Financing Uses        | 388,120           | 405,081           | 509,388            | 537,250           | 27,862              | 539,935           | 2,685               |
| <b>Gross Appropriations</b> | <b>73,143,319</b> | <b>66,141,560</b> | <b>96,974,888</b>  | <b>69,278,370</b> | <b>(27,696,518)</b> | <b>57,396,323</b> | <b>(11,882,047)</b> |
| Intrafund Transfers         | (55,325,988)      | (51,818,873)      | (68,027,130)       | (52,281,163)      | 15,745,967          | (47,229,995)      | 5,051,168           |
| <b>Net Appropriations</b>   | <b>17,817,331</b> | <b>14,322,687</b> | <b>28,947,758</b>  | <b>16,997,207</b> | <b>(11,950,551)</b> | <b>10,166,328</b> | <b>(6,830,879)</b>  |
| Contingencies/Dept Reserves | 5,603,102         | 12,662,187        | 7,183,874          | 7,270,755         | 86,881              | 7,359,980         | 89,225              |
| <b>TOTAL REQUIREMENTS</b>   | <b>23,420,433</b> | <b>26,984,874</b> | <b>36,131,632</b>  | <b>24,267,962</b> | <b>(11,863,670)</b> | <b>17,526,308</b> | <b>(6,741,654)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                     |                   |                     |
| Salary Resolution           | 113.0             | 120.0             | 131.0              | 131.0             |                     | 131.0             |                     |
| Funded FTE                  | 112.5             | 119.5             | 130.5              | 131.0             | 0.5                 | 131.0             |                     |

## FY 2017-18 Budget Overview

### TOTAL SOURCES

Total Sources decrease by \$11,863,670 or 32.8 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Taxes

There is a decrease of \$7,032,500 in this funding source due to the completion of Measure K projects in FY 2016-17.

#### Use of Money and Property

There is an increase of \$4,456 in this funding source due to an increase in rental leases for the Department's radio sites.

#### Intergovernmental Revenues

There is an increase of \$4,112,491 in this funding source due to the inclusion of Proposition 172 funding for the Radio Upgrade and Regional Operations Center (ROC) Support Project.

#### Charges for Services

There is a net decrease of \$575,711 in this funding source primarily due to a decrease of \$841,230 in Core IT revenue from the Superior Court. This decrease is partially offset by increases of \$176,516 in radio services revenue and \$98,223 in telephone services revenue from contracts with other agencies.

#### Interfund Revenue

There is a decrease of \$3,336,748 in this funding source primarily due to a decrease of \$3,203,754 as a result of the completion of projects, including several San Mateo Medical Center (SMMC) projects in FY 2016-17.

#### Fund Balance

There is a decrease of \$5,035,658 in this funding source due to the elimination of one-time projects and purchases in FY 2016-17.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$11,863,670 or 32.8 percent from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$2,080,563 in this expenditure category due to negotiated salary and benefit increases including \$991,382 in regular employee salaries, \$949,432 in extra-help salaries and benefits, and \$548,912 in retirement contributions. This increase is partially offset by decreases of \$360,000 in extra-help costs associated with night shifts, \$86,000 in overtime pay, and \$70,200 in extra-compensation costs.

#### Services and Supplies

There is a net decrease of \$26,095,243 in this expenditure category primarily due to decreases of \$22,581,346 in contracting expenses and one-time expenditures in FY 2016-17, \$818,872 in maintenance expenses, \$499,711 in cell phone, data line, and data circuit costs, \$425,303 in computer supplies, and \$223,165 in radio equipment expenses.

#### Other Charges

There is a net decrease of \$1,319,700 in this expenditure category due to decreases of \$737,068 in service charges that are budgeted in other accounts, \$391,781 in leased facility rental charges, and \$210,926 in IT related automation service charges. This decrease is partially offset by an increase of \$89,920 in rental charges.

Fixed Assets

There is a decrease of \$2,390,000 in this expenditure category due to the elimination of one-time purchases in FY 2016-17.

Other Financing Uses

There is a net increase of \$27,862 in this expenditure category primarily due to an increase of \$57,218 in transfers for microwaves. This increase is partially offset by a decrease of \$30,695 in facility surcharges.

Intrafund Transfers

There is a net decrease of \$15,745,967 in this expenditure category primarily due to the elimination of one-time expenditures for projects funded by Non-Departmental Services in FY 2016-17.

Contingencies/Departmental Reserves

There is an increase of \$86,881 in this expenditure category due to new contributions for managing the Controller's systems, including the accounting and timekeeping systems. The balance in General Fund Reserves represents 42.8 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$6,930,811. These Reserves include funding advanced by operating departments for systems, technology infrastructure, and projects still in progress.

**NET COUNTY COST**

There is no change in the Department's General Fund allocation.

**FY 2018-19 Budget Overview****TOTAL SOURCES**

Total Sources decrease by \$6,741,654 or 27.8 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

Taxes

There is a decrease of \$1,318,597 in this funding source due to the completion of Measure K projects in FY 2017-18.

Use of Money and Property

There is a decrease of \$7,822 in this funding source due to an increase in rental leases for the Department's radio sites.

Intergovernmental Revenues

There is a decrease of \$6,000,000 in this funding source due to the elimination of one-time Prop. 172 sales tax revenue for the Radio Upgrade and ROC Support Project in FY 2017-18.

Charges for Services

There is an increase of \$149,147 in this funding source primarily due to an increase in Superior Court funding for the Criminal Justice Information System (CJIS).

Interfund Revenue

There is an increase of \$332,844 in this funding source primarily due to an increase in revenue from a PC replacement project at SMMC.

Fund Balance

There is an increase of \$102,774 in this funding source due to anticipated savings in FY 2017-18.

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## TOTAL REQUIREMENTS

Total Requirements decrease by \$6,741,654 or 27.8 percent from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget due to the following changes:

### Salaries and Benefits

There is a net increase of \$523,775 in this expenditure category primarily due to negotiated salary and benefit increases and extra-help salaries.

### Services and Supplies

There is a net decrease of \$12,416,809 in this expenditure category due to decreases of \$13,586,660 as a result of the elimination of one-time projects and expenditures in FY 2017-18, including CJIS projects, and \$100,000 in data processing services. This decrease is partially offset by increases of \$921,859 in software license and maintenance expenses, \$263,065 in computer and electronics equipment maintenance expenses, and \$124,473 in cell phone, data line, and data circuit costs.

### Other Charges

There is an increase of \$58,302 in this expenditure category primarily due to increases in facility rental charges and leased facility rental charges.

### Fixed Assets

There is a decrease of \$50,000 in this expenditure category due to the elimination of one-time purchases in FY 2017-18.

### Other Financing Uses

There is an increase of \$2,685 in this expenditure category primarily due to increases in facility surcharges.

### Intrafund Transfers

There is a net decrease of \$5,051,168 in this expenditure category primarily due to the reduction of one-time expenditures for projects funded by Non-Departmental Services.

### Contingencies/Departmental Reserves

There is an increase of \$89,225 in this expenditure category due to new contributions for managing the Controller's systems, including the accounting and timekeeping systems. The balance in General Fund Reserves represents 72.4 percent of Net Appropriations, which exceeds the County two percent Reserves policy by \$7,156,653. These Reserves include funding advanced by operating departments for systems, technology infrastructure, and projects still in progress.

## NET COUNTY COST

There is no change in the Department's General Fund allocation.

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## Business and Fiscal Administration (1810P)

### Program Locator

#### County

Administration and Fiscal Services

Information Services Department

⇒ **Business and Fiscal Administration**

### Program Outcome Statement

Provide effective and timely business, fiscal, and administrative support services to the Information Services Department (ISD) and its customers

### Program Results

As part of the County's goal to standardize performance management practices for the administrative support programs, six measures have been implemented to improve and monitor factors which contribute to overall service delivery. The customer satisfaction measure will provide an overall indication of how services within the Program are performing; the employee evaluation measure and the tracking of outcome and efficiency measures will improve performance; and the employee engagement measure will support the sustainability of services over time.

The Department has made significant improvements in terms of measuring performance, such as improving customer satisfaction and employee satisfaction scores, and meeting department-wide performance goals. ISD believes metrics have improved significantly due to the network upgrade, the new Service Desk Ticketing System, and the rollout of new desktop productivity applications, such as Office 365 and WorkDay. An additional factor has been the improvement of service delivery through a reorganization of the Department, and within the Program, the hiring of key personnel such as a new Administrative Services Manager, Budget Analyst, Administrative Assistant, and Fiscal Office Assistant to expedite processes related to accounting, contracts, and procurement. ISD will be hiring a Finance and Budget Manager to focus on reviewing the Department's accounting and budget practices, updating and improving related policies and procedures, and promoting operational excellence.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Employee Evaluations Completed Annually                                | 95%                  | 95%                  | 98%                    | 90%                  | 90%                  |
| Percent of Employees Rating Working for the County as Very Good                   | 72%                  | 67%                  | 72%                    | 80.9%                | 80.9%                |
| Percent of Performance Goals Met  | 70%                  | 73%                  | 87%                    | 75%                  | 75%                  |
| Percent of Employees Meeting the 20 Hour Annual Training Requirement <sup>1</sup> | ---                  | 47.7%                | 50%                    | 90%                  | 90%                  |

<sup>1</sup> New measure for FY 2015-16

## Business and Fiscal Administration (1810P) Resource Allocation Summary<sup>1</sup>

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 14.0              | 16.0              | 16.0               | 17.0              | 1.0               | 17.0              |                   |
| Funded FTE                | 14.0              | 16.0              | 16.0               | 17.0              | 1.0               | 17.0              |                   |
| <b>Total Requirements</b> | (44,011,504)      | (31,597,394)      | 678,826            |                   | (678,826)         |                   |                   |
| <b>Total Sources</b>      | 5,793,227         | 8,514,086         | 661,822            |                   | (661,822)         |                   |                   |
| <b>Net County Cost</b>    | (49,804,732)      | (40,111,481)      | 17,004             |                   | (17,004)          |                   |                   |

<sup>1</sup>Expenditures in this Program for FY 2017-18 and FY 2018-19 are fully offset by Intrafund Transfers from service charges paid by County departments.

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases as a result of a department reorganization in which a net increase of one position is moved to this program; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (678,826)          | (661,822)     | (17,004)        | 1         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decreases from anticipated transfers; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 4,463              | 0             | 4,463           | 0         |
| (4,463)            | 0             | (4,463)         | 0         |

## Client Services (1820P)

### Program Locator

#### County

Administration and Fiscal Services

Information Services Department

⇒ **Client Success**

### Program Outcome Statement

Provide proactive, responsive, and reliable support while continuously improving customer satisfaction and enabling customer success

### Program Results

To better measure support and improve customer satisfaction, the Client Success Program will take both a proactive and responsive approach to service delivery.

There is a new performance measure to track the percent of Information Services Department (ISD) tickets created via the Self-Service portal. The Program has taken steps to promote the use of the portal to the Department's customers. ISD's goal is to get its customers to feel comfortable about creating their own tickets online, which will lead them to explore the portal and take advantage of its resources. The Department will work on increasing the number of tickets created via the Self-Service portal by adding more workflows in ServiceNow. This will help increase options for self-service, improving communication to ISD's user base, and adding more active directory accounts into ServiceNow and thus making the portal available to more users.

ISD will continue to track and report on the Service Desk's first call resolution rate for incidents. This is a common customer satisfaction metric for service or help desks because it measures the service organization's ability to address the caller's need the first time they call without requiring them to follow up with another call; not only are follow-up calls an indication of customer dissatisfaction, but they also increase overall call volume which can lead to the need for more resources to answer calls. This performance measure's percent has increased because of the Service Desk's expanded support hours of 24 hours a day and five days a week Monday through Friday, and two weekend shifts.

The percent of an IT organization's tickets resolved by a Service Desk is an indicator that measures the organization's ability to distribute support appropriately across the various support tiers. The Service Desk is considered level one support and the more tickets it can handle, the fewer tickets will get reassigned to the other, more expensive, support levels that should be handling projects and more complex issues. ISD plans to improve this measure by providing Service Desk staff with more internal and external training and creating application-specific scripts to enable staff to handle more types of tickets.

The Program's ultimate goal is to improve customer satisfaction. The survey responses are specific to responsive support and just one indicator of how satisfied the Department's customers feel. With a new Division Manager, the team will create a customer relationship management strategy that focuses on customer needs, open and frequent communication, and improved escalation processes. This strategy will work hand-in-hand with employee engagement efforts to improve internal communication and collaboration. This will unify the Department and improve its overall service delivery, which will lead to a better customer experience.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Tickets Created on the Self-Service Portal <sup>1</sup> | ---                  | ---                  | ---                    | 35%                  | 40%                  |
| Service Desk First Call Resolution                                 | 68%                  | 60%                  | 97%                    | 75%                  | 80%                  |
| Percent of Total Tickets Resolved by the Service Desk <sup>1</sup> | ---                  | ---                  | ---                    | 40%                  | 40%                  |

<sup>1</sup> New measure for FY 2017-18

### Client Services (1820P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 16.0              | 17.0              | 18.0               | 20.0              | 2.0               | 20.0              |                   |
| Funded FTE                | 15.5              | 16.5              | 17.5               | 20.0              | 2.5               | 20.0              |                   |
| <b>Total Requirements</b> | 2,721,268         | 3,084,308         | 1,059,572          | 1,086,338         | 26,766            | 683,341           | (402,997)         |
| <b>Total Sources</b>      | 7,127             |                   | 1,427,813          | 1,086,338         | (341,475)         | 683,341           | (402,997)         |
| <b>Net County Cost</b>    | 2,714,141         | 3,084,308         | (368,241)          |                   | 368,241           |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases as a result of a department reorganization in which a net increase of two positions are moved to this program; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 26,766             | (341,475)     | 368,241         | 2         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (402,997)          | (402,997)     | 0               | 0         |

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## IT Operations (1830P)

### Program Locator

#### County

Administration and Fiscal Services

Information Services Department

⇒ **IT Operations**

### Program Outcome Statement

Provide secure, reliable, and highly available infrastructure and connectivity to support County systems and ISD customers

### Program Results

ISDs availability of core services has exceeded, on average, both the Department's target and industry benchmark, however, ISD always strives for continuous improvement in reliability and accessibility. The expansion of both the wireless and fiber connectivity throughout the County will ensure that availability remains high, and that the County keeps pace with the changing needs of departments and agencies. Also, the increase in bandwidth to both of the County's internet connections will enhance the user experience to the County's cloud based services such as WorkDay, Office 365, and ServiceNow. The evolution of the County's monitoring systems helps ensure that the enterprise network, servers, and services can be proactively maintained to reduce outages. The virtual storage and compute environment continues to grow in support of the County's requirements for high performing, cost effective, and highly available data processing systems.

The median number of minutes to respond to high priority incidents is a new performance measure. This, along with the increase in staffing, are positive steps that have been taken to ensure that high priority incidents are responded to in a timely manner.

The percent of data restores completed successfully is a new performance measure that the Department would like to use to highlight the integrity of data backups that are performed daily as well as the reliability of data restorations; data backups are only as good as their ability to restore that data whenever it is required or requested.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Data Restores Completed Successfully <sup>1</sup>                                       | ---                  | ---                  | ---                    | 90%                  | 90%                  |
| Availability of Core Services (i.e., Datacenter, Wide Area Network, Radio Backbone, and Phone PBX) | 99.95%               | 99.94%               | 99.94%                 | 99.90%               | 99.90%               |
| Median Number of Minutes to Respond to High Priority Incidents <sup>1</sup>                        | ---                  | ---                  | ---                    | 60 min               | 60 min               |

<sup>1</sup> New measure for FY 2017-18

IT Operations (1830P)  
Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 51.0              | 53.0              | 58.0               | 59.0              | 1.0               | 59.0              |                   |
| Funded FTE                | 51.0              | 53.0              | 58.0               | 59.0              | 1.0               | 59.0              |                   |
| <b>Total Requirements</b> | 23,280,023        | 19,509,331        | 9,080,930          | 9,300,005         | 219,075           | 9,358,865         | 58,860            |
| <b>Total Sources</b>      | 5,462,851         | 4,808,642         | 8,724,149          | 9,300,005         | 575,856           | 9,358,865         | 58,860            |
| <b>Net County Cost</b>    | 17,817,171        | 14,700,689        | 356,781            |                   | (356,781)         |                   |                   |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases as a result of a department reorganization in which a position is moved to this program; increases as a result of the reclassification of one Information Services Application Support Analyst II to an Information Services Department Division Manager; increases in computer equipment purchases; decreases in radio equipment purchases; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 219,075            | 575,856       | (356,781)       | 1         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 58,860             | 58,860        | 0               | 0         |

## Planning and Project Management (1844P)

### Program Locator

#### County

Administration and Fiscal Services

Information Services Department

⇒ **Planning and Project Management**

### Program Outcome Statement

The Planning and Project Management Program consists of two areas that work in conjunction to assess and deliver quality projects for the County:

- *Planning and Research* – Provide research, expertise, and governance on IT investments by performing technology assessments, reviewing technology contracts, and publishing policies and guidelines
- *Project Management Office (PMO)* – Manage a portfolio of enterprise and department technology projects to deliver business solutions for the County's residents, employees, and visitors

### Program Results

In alignment with the County Strategic Plan to modernize County infrastructure and applications, the Department has delivered a number of key projects and continues to make progress on others. Completed projects include PC rollouts for the Health System and Human Services Agency; Office 365; SharePoint; Assessment and Tax Systems; Criminal Justice Integration System (CJIS); Probation Information Management System (PIMS) integration; System Center Configuration Manager (SCCM) assessment; and the initial phases of Wi-Fi expansion and fiber upgrades. Additional datasets are being released on the Open Data portal and the enterprise Geographic Information System (GIS) will be implemented by December 2017.

Priorities for FY 2017-19 include expanding public Wi-Fi sites, fiber and wireless networks, Voice Over Internet Protocol (VOIP) upgrades, Disaster Recovery Plans (DR Plans), Windows 10, and improvements to internet bandwidth, the radio facility, and the DataCenter, which houses servers used for County departments and agencies.

In order to track the performance of the Program, the percent increase in the number of times users connect to public Wi-Fi is created to measure the increase in usage of public Wi-Fi installed at various locations throughout the county. Moving forward, the Program will begin monitoring progress made on the percent of IT FTEs to County employees, which will benchmark ISDs ratio against industry standards, including standards from Gartner.

## Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of IT Contracts Reviewed within 10 Business Days <sup>1</sup>              | ---                  | ---                  | ---                    | 90%                  | 90%                  |
| Percent Increase in the Number of Times Users Connect to Public Wi-Fi <sup>1</sup> | ---                  | ---                  | ---                    | 10%                  | 10%                  |
| Percent of an IT FTE to Support each Employee                                      | 3%                   | 3.4%                 | 3.6%                   | 4%                   | 4%                   |

<sup>1</sup> New measure for FY 2017-18

### Planning and Project Management (1844P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 1.0               | 1.0               | 2.0                | 3.0               | 1.0               | 3.0               |                   |
| Funded FTE                | 1.0               | 1.0               | 2.0                | 3.0               | 1.0               | 3.0               |                   |
| <b>Total Requirements</b> | 27,889,714        | 18,010,376        | 17,179,168         | 7,745,052         | (9,434,116)       | 595,894           | (7,149,158)       |
| <b>Total Sources</b>      | 8,443,874         | 11,256,327        | 17,179,420         | 7,745,052         | (9,434,368)       | 595,894           | (7,149,158)       |
| <b>Net County Cost</b>    | 19,445,840        | 6,754,050         | (252)              |                   | 252               |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases as a result of the reclassification of one Information Services Application Support Analyst III to one Information Services Department Division Manager; increases in internal service charges; increases as a result of a department reorganization in which a position is moved to this program; and the elimination of one-time revenues and expenditures associated with Measure K and Proposition 172 projects completed in FY 2016-17.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (15,434,116)       | (15,434,368)  | 252             | 1         |

## 2. Radio Upgrade and Regional Operations Center (ROC) Support Project

Proposition 172 funding is added for equipment and services to upgrade the County's public safety communications system software and 911 Center dispatch radio consoles.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 6,000,000          | 6,000,000     | 0               | 0         |

### TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (9,434,116)        | (9,434,368)   | 252             | 1         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures in FY 2017-18, including Measure K projects and Proposition 172 funding for the Radio Upgrade and ROC Support Project.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,149,158)        | (7,149,158)   | 0               | 0         |

## IT Security (1850P)

### Program Locator

County

Administration and Fiscal Services

Information Services Department

⇒ **IT Security**

### Program Outcome Statement

The IT Security Program works to protect the County's network, data, and connected devices as well as ensure the County workforce follows IT best practices, standards, and policies

### Program Results

The IT Security Program provides countywide services and support in the areas of information technology and security. The primary function of the Program is to protect County information resources. The Program is responsible for identity and access management, remote access, investigations and IT auditing, IT security policies, IT security training, and cardkey access.

The performance measures listed below are all new. The median number of minutes to respond to high priority incidents ensures that the Program is committed to monitoring systems and responding appropriately to minimize impact. In addition, monitoring the percent of managed servers that are patched regularly, and computers that do not have current anti-virus protection, will help ensure the security of County resources.

### Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Median Number of Minutes to Respond to High Priority Incidents <sup>1</sup>                   | ---                  | ---                  | ---                    | 60 min               | 60 min               |
| Percent of ISD Managed Servers Patched with Security Patches <sup>1</sup>                     | ---                  | ---                  | ---                    | 95%                  | 95%                  |
| Percent of Countywide PC and Laptop Computers with Current Anti-Virus Protection <sup>1</sup> | ---                  | ---                  | ---                    | 65%                  | 65%                  |

<sup>1</sup> New measure for FY 2017-18

## IT Security (1850P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 6.0               | 6.0               | 6.0                | 7.0               | 1.0               | 7.0               |                   |
| Funded FTE                | 6.0               | 6.0               | 6.0                | 7.0               | 1.0               | 7.0               |                   |
| <b>Total Requirements</b> |                   | 3,558,536         | 1,905,320          | 774,887           | (1,130,433)       | 763,160           | (11,727)          |
| <b>Total Sources</b>      |                   |                   | 1,906,328          | 774,887           | (1,131,441)       | 763,160           | (11,727)          |
| <b>Net County Cost</b>    |                   | 3,558,536         | (1,008)            |                   | 1,008             |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases as a result of a department reorganization in which a position is moved to this program; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,130,433)        | (1,131,441)   | 1,008           | 1         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (11,727)           | (11,727)      | 0               | 0         |

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## Applications (1860P)

### Program Locator

#### County

Administration and Fiscal Services

Information Services Department

#### ⇒ **Applications**

### Program Outcome Statement

Increase the productivity and efficiency of County employees through the delivery of reliable and easy to use software applications

### Program Results

The Applications Program is committed to improving the effectiveness and efficiency of government services through the use of information technology. For the past few years, the County has been modernizing applications and business systems. The three enterprise applications that have been key to this modernization effort are Workday for payroll and personnel, Criminal Justice Integration (CJI) for data sharing among the County's criminal justice departments and the Superior Court, and Microsoft Office 365 (O365), a suite of productivity and communication tools.

To improve availability, the CJI team will perform a platform upgrade and migrate from physical servers to a virtual environment, which will greatly reduce the recovery time needed in the event of a hardware failure or outage.

The transformation of major IT systems in the County has resulted in change fatigue among users as they try to adapt to technological changes in the workplace. The O365 team is tasked with making the transition easier for County employees by helping them learn to use tools to become more productive, thereby increasing customer satisfaction.

Mobility is growing among users; O365 as well as Workday offer mobile apps that enable employees to work from anywhere. Continuing to enhance features and improve the mobile experience is a must for the County to attract and retain millennials. A failure in a critical system can result in less worker productivity and an additional cost to taxpayers. The Applications Program aims to minimize system downtime through the availability of key applications and response times for high priority incidents.

## Performance Measures

|   | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|---|----------------------|----------------------|------------------------|----------------------|----------------------|
| Availability of Key Applications (i.e., Workday, CJI, Middleware, SharePoint, and O365) <sup>1</sup>  | ---                  | ---                  | ---                    | 99.5%                | 99.5%                |
| Median Number of Minutes to Respond to High Priority Incidents <sup>1</sup>   | ---                  | ---                  | ---                    | 10%                  | 10%                  |
| Percent of Customer Survey Respondents Rating Services for Key Applications (i.e., Workday, CJI, Middleware, SharePoint, and O365) as Good or Better <sup>1</sup> | ---                  | ---                  | ---                    | 75%                  | 75%                  |

<sup>1</sup> New measure for FY 2017-18

### Applications (1860P) Resource Allocation Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Salary Resolution         | 25.0              | 27.0              | 31.0               | 25.0              | (6.0)             | 25.0              |                   |
| Funded FTE                | 25.0              | 27.0              | 31.0               | 25.0              | (6.0)             | 25.0              |                   |
| <b>Total Requirements</b> | 13,540,933        | 14,419,717        | 6,227,816          | 5,361,680         | (866,136)         | 6,125,048         | 763,368           |
| <b>Total Sources</b>      | 3,713,353         | 2,405,819         | 6,232,100          | 5,361,680         | (870,420)         | 6,125,048         | 763,368           |
| <b>Net County Cost</b>    | 9,827,580         | 12,013,898        | (4,284)            |                   | 4,284             |                   |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decreases as a result of a department reorganization in which positions are moved to other programs; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (866,136)          | (870,420)     | 4,284           | (6)       |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

### 1. Adjustments to Provide Current Level Services

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 763,368            | 763,368       | 0               | 0         |

## Grand Jury (1920B)

### Program Locator

County

Administration and Fiscal Services

⇒ **Grand Jury**

### Program Outcome Statement

The Grand Jury conducts civil investigations of county and city government operations

### Program Results

The Civil Grand Jury is a judicial body composed of nineteen citizen volunteers who serve as the “watchdog” for citizens of the County. The panel of grand jurors conducts civil investigations on subjects related to the operations of local government. Citizens can request an inquiry by the Civil Grand Jury on any subject of interest. The independent panel has discretion over which subjects will be investigated. The Independent Contractor that audits the County’s financial statements is also budgeted in this program.

The FY 2015-16 Grand Jury conducted ten investigations and published ten official reports: Juvenile Services Division’s Youth Detention Facilities: Underutilized and Overpriced; Youth in Mental Health Crisis: What Lies Behind the Emergency Room Doors; Rape Kit Processing in San Mateo County; Innocent Until Proven Guilty? Bail Practices in San Mateo County; Safety, Security, and Emergency Preparedness on the San Mateo County Community College Campuses; San Mateo County’s Cottage Industry of Sanitary Districts; San Mateo County Law Library In Crisis; The San Mateo County Harbor District: The Price of Dysfunction Is Rising; and Teens in Mental Health Crisis: From 911 to the Emergency Room Door; Body Cameras - The Reel Truth.

At the end of each official report, the Grand Jury makes recommendations that require a response within ninety days for the Board of Supervisors and 60 days for elected officials. Each recommendation requires one of the following responses: the recommendation has been implemented, the recommendation has not yet been implemented, the recommendation requires further analysis, or the recommendation will not be implemented.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Percent of Time the County’s Financial Statements are Fairly Stated in All Material Respects   | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |
| Percent of Grand Jury Recommendations that San Mateo County Elected Officials and Staff Agreed to Implement or Have Already Implemented <sup>1</sup> | ---                  | ---                  | 50%                    | 50%                  | 50%                  |
| Number of Official Grand Jury Reports <sup>1</sup>   | 8                    | 10                   | ---                    | ---                  | ---                  |

<sup>1</sup> Data not available

## Grand Jury (1920B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 457,601           | 101,323           | 114,731            | 124,362           | 9,631             | 124,362           |                   |
| Net County Cost    | 457,601           | 101,323           | 114,731            | 124,362           | 9,631             | 124,362           |                   |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments are made to reflect current costs for existing levels of service and performance, including: negotiated salary and benefit increases, including merit increases; and adjustments to internal service charges.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 9,631              | 0             | 9,631           | 0         |

### FY 2018-19 Program Funding Adjustments

No change

Grand Jury (1920B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits     | 58,970            | 60,755            | 65,209             | 70,000            | 4,791             | 70,000            |                   |
| Services and Supplies     | 398,152           | 40,071            | 48,922             | 53,922            | 5,000             | 53,922            |                   |
| Other Charges             | 479               | 496               | 600                | 440               | (160)             | 440               |                   |
| <b>TOTAL REQUIREMENTS</b> | 457,601           | 101,323           | 114,731            | 124,362           | 9,631             | 124,362           |                   |
| <b>NET COUNTY COST</b>    | 457,601           | 101,323           | 114,731            | 124,362           | 9,631             | 124,362           |                   |

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## Non-Departmental Services (8000B)

### Budget Unit Locator

County

Administration and Fiscal Services

⇒ **Non-Departmental Services**

### Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenues, including property tax, sales and use tax, Transient Occupancy Tax (TOT), interest earnings, and overhead recovered from Non-General Fund departments through the 2 CFR Part 200 cost plan. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. This budget unit also includes appropriations that benefit many or all departments such as countywide IT projects, facility repairs, capital improvement projects, debt service payments, countywide elections, and retiree health contributions.

The County has four categories of General Fund Reserves: Non-Departmental Reserves, Education Revenue Augmentation Fund (ERAF) Reserves, Contingencies, and Departmental Reserves. The County's Reserves Policy stipulates that the General Fund maintain a five percent General Reserve and a three percent Contingency and that operating departments maintain a two percent Departmental Reserve. The five percent General Reserve and the three percent Contingency are budgeted here. On January 31, 2012, the Board of Supervisors amended the Reserves Policy to use 50 percent of Excess ERAF on an ongoing basis. ERAF Reserves continue to be used for one-time uses, such as capital and IT projects, pay down of unfunded liabilities, debt retirement, and productivity enhancement and cost avoidance projects.

### Program Results

There were three major initiatives undertaken during the past two fiscal years that have had a positive impact on the County's long-term finances: the refunding of the 1997 and 2004 COP bonds for Colma Creek Flood Zone, the refinancing of the 2008 Youth Services Center bonds, and the continued pay down of the County's unfunded pension liability.

In the refunding of the 1997 and 2004 COP bonds for the Colma Creek Flood Zone, the County reduced the debt service by \$6.9 million with a present value savings of \$3.6 million at an All-In True Interest Cost of 3.61 percent. In addition, the County refinanced its 2008 Youth Services Center Series A bonds, reducing the total debt service by \$22.7 million with a present value savings of \$19.3 million at an All-In True Interest Cost of 2.86 percent. The County was able to garner these favorable All-In True Interests Costs due to strong credit ratings and accelerated payment schedules.

The County continued its pay down of the unfunded pension liability which began in FY 2013-14. The additional pension contributions over ten years of \$140 million and the commitment to fund the retirement system at an accelerated blended rate of 38 percent through FY 2022-23, will save the County \$300 million over the next 30 years and result in significant annual savings by FY 2023-24.

In November 2016, the voters passed Measure K, which extended the Measure K half-cent sales tax through 2043, increasing the estimated tax revenue by \$80 million annually. The County budgeted \$139.1 million and \$178.1 million in FY 2015-16 and FY 2016-17 respectfully. These amounts are budgeted across all County departments and include rollover funding from prior years.

General purpose revenue growth in FY 2016-17 will exceed expectations due to unanticipated Excess ERAF, which came in \$57 million over budget. In keeping with the Board's conservative policy of appropriating one-half of Excess ERAF for ongoing purposes, the FY 2017-19 Recommended Budget includes \$55 million for both years.

Overall, Net County Cost allocated to operating departments is increased by \$34.9 million in FY 2017-18 and \$11.6 million in FY 2018-19.

## Performance Measures

|  | FY 2015-16<br>Actual | FY 2016-17<br>Target | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| General Purpose Revenue Growth   | 6.5%                 | 3.6%                 | 5%                     | 4.3%                 | 3.6%                 |
| Non-Departmental Reserves and Contingencies                                | \$369 M              | \$116.1 M            | \$303.9 M              | \$125.7 M            | \$125.2 M            |
| General Fund Reserves and Contingencies as a Percent of Net Appropriations | 35.5%                | 10.6%                | 24.4%                  | 11.3%                | 11.9%                |

Non-Departmental Services (8000B)  
Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 477,037,767       | 495,502,018       | 367,145,019        | 316,164,782       | (50,980,237)      | 235,736,076       | (80,428,706)      |
| Total Sources      | 852,595,587       | 883,349,004       | 861,596,732        | 845,509,237       | (16,087,495)      | 776,721,221       | (68,788,016)      |
| Net County Cost    | (375,557,820)     | (387,846,986)     | (494,451,713)      | (529,344,455)     | (34,892,742)      | (540,985,145)     | (11,640,690)      |

## FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: adjustments to general purpose revenues, including Secured, Unsecured and Supplemental Property Tax, Property Tax In-Lieu of Vehicle License Fees, point-of-sale Bradley Burns sales Tax, Vehicle Rental Business License Tax, and interest and investment income. The revenue increases are offset by a reduction in projected Year-End Fund Balance. Significant reductions are made to Requirements, including the removal of one-time items such as portions of loans to the City of Half Moon Bay and Pacific Clean Energy, the acquisition of the Coastside Clinic and three parcels on Middlefield Road slated for parking, the funding for the Human Services Agency Benefit Analysts associated with the implementation of the Affordable Care Act, and one-time Capital and IT costs. Additional adjustments are made to the Retirement Prepayment, Retiree Health costs and Measure K funded initiatives.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (139,927,626)      | 12,863,190    | (152,790,816)   | 0         |
| 0                  | (21,450,685)  | 21,450,685      | 0         |

## 2. Capital Projects

In April 2017, the Board of Supervisors approved a Five Year Capital Improvement Plan. Significant projects funded by Non-Departmental Services include: Animal Care Shelter replacement; San Mateo Medical Center Master Plan implementation; County Government Center Parking Garage Two; Cordilleras Mental Health Facility replacement; South San Francisco County Campus; Homeless Shelter replacement; Alpine Trail Bike and Pedestrian Trail improvements; County Office Building One 5th Floor renovation and HVAC replacement; design of Replacement Nurse Call System, Smoke Detector replacement and Co-Gen upgrades at the San Mateo Medical Center; Maguire Correctional Facility remodel; and other facilities maintenance, remodel and engineering projects.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 39,337,301         | 0             | 39,337,301      | 0         |

## 3. SamCERA Blended Rate Pension Contributions

On August 6, 2013 the Board authorized staff to draft a Memorandum of Understanding with SamCERA to reduce unfunded pension liabilities by accelerating the pay down using one-time sources such as Reserves and Excess ERAF. The Board approved an option that calls for the blended contribution rate to remain flat at 38 percent through FY 2022-23, as well as annual lump-sum contributions. This initiative will result in significant ongoing savings beginning in FY 2024-25.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 17,630,129         | 0             | 17,630,129      | 0         |

## 4. Property Tax System

Funding for the replacement of the property tax systems in the Assessor's and Treasurer-Tax Collector offices is included.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 12,190,118         | 0             | 12,190,118      | 0         |

## 5. Measure K Funding Reductions

Measure K allocations for SamTrans and Board District-specific initiatives have been reduced due to the timing of Board direction for Measure K initiatives. Board direction provided on May 16, 2017 will be reflected in June Revisions.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (7,500,000)        | (7,500,000)   | 0               | 0         |

## 6. IT Projects

Funding is provided for one-time IT projects including the upgrade and maintenance of aging systems, upgrades to Servicenow and SharePoint applications, desktop upgrades and replacements, performance analytics and customer reporting applications, IT security, and GIS implementation.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 6,977,459          | 0             | 6,977,459       | 0         |

**7. SMCSaves**

Funding is added for another cycle of the SMCSaves program that pilots staff's innovative ideas for savings and efficiencies in county services to residents.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 5,000,000          | 0             | 5,000,000       | 0         |

**8. Coastside Flooding**

Funding is provided for one-time assistance with renovation of damages on the coastside as a result of the recent floods.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 3,000,000          | 0             | 3,000,000       | 0         |

**9. San Mateo Event Center Parking Lot Paving**

Funding is provided for one-time assistance with repaving of the parking lot at the San Mateo Events Center.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 2,400,000          | 0             | 2,400,000       | 0         |

**10. CSA 11 Water Supply**

Funding is provided for the CSA 11 Water Supply and Sustainability Project to potentially replace the water tank and well, as necessary, in Pescadero.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 1,007,191          | 0             | 1,007,191       | 0         |

**11. Non-Departmental Reserves**

Adjustments are made to reflect projected year-end Fund Balance and Reserves, as well as the three percent Contingency. These increases are primarily the result of unanticipated general purpose revenues in FY 2017-18, including Excess ERAF.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 8,905,191          | 0             | 8,905,191       | 0         |

**TOTAL FY 2017-18 PROGRAM FUNDING ADJUSTMENTS**

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (50,980,237)       | (16,087,495)  | (34,892,742)    | 0         |

## FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: adjustments to general purpose revenues, including Secured, Unsecured and Supplemental Property Tax, Property Tax In-Lieu of Vehicle License Fees, point-of-sale Bradley Burns sales Tax, Vehicle Rental Business License Tax, and interest and investment income. The revenue increases are offset by a reduction in projected Year-End Fund Balance. Significant reductions are made to Requirements, including the removal of one-time items such as the Property Tax systems replacements, funding for the SMC Saves program, assistance with renovations on the coast due to flooding, the CSA11 Water Supply and Sustainability Project, paving of the parking lot at the San Mateo Events Center, and other one-time Capital and IT costs.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (112,139,118)      | 17,838,577    | (129,977,695)   | 0         |
| 0                  | (86,626,593)  | 86,626,593      | 0         |

### 2. New Capital Projects

New funding from Non-Departmental Services is allocated for Capital Projects, including: Animal Care Shelter replacement; San Mateo Medical Center Master Plan implementation; Maguire Correctional Facility Remodel; Memorial Park Replacement of Wastewater and Potable Water Systems; Mirada Road Erosion Protection; and other facilities maintenance and engineering projects.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 31,710,412         | 0             | 31,710,412      | 0         |

### TOTAL FY 2018-19 PROGRAM FUNDING ADJUSTMENTS

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (80,428,706)       | (68,788,016)  | (11,640,690)    | 0         |

## Non-Departmental Services (8000B) ALL FUNDS

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18   | Recomm<br>2018-19    | Change<br>2018-19   |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                      |                     |                      |                     |
| Taxes                            | 509,389,511          | 516,332,741          | 510,742,705          | 522,422,735          | 11,680,030          | 540,825,831          | 18,403,096          |
| Licenses, Permits and Franchises | 436,337              | 437,985              | 436,337              | 440,700              | 4,363               | 445,107              | 4,407               |
| Fines, Forfeitures and Penalties | 149,019              | 141,357              |                      |                      |                     |                      |                     |
| Use of Money and Property        | 7,876,841            | 9,744,506            | 8,852,651            | 10,161,177           | 1,308,526           | 10,262,789           | 101,612             |
| Intergovernmental Revenues       | 14,614,948           | 4,028,373            | 2,074,226            | 2,123,528            | 49,302              | 2,136,510            | 12,982              |
| Charges for Services             | (229,302)            | 876,239              | 921,995              | 1,181,212            | 259,217             | 911,199              | (270,013)           |
| Interfund Revenue                | 4,732,130            | 4,569,462            | 8,438,125            | 4,755,542            | (3,682,583)         | 4,342,035            | (413,507)           |
| Miscellaneous Revenue            | 1,511,889            | 825,127              | 236,937              | 481,272              | 244,335             | 481,272              |                     |
| Other Financing Sources          | 1,499,389            |                      | 4,500,000            |                      | (4,500,000)         |                      |                     |
| <b>Total Revenue</b>             | <b>539,980,760</b>   | <b>536,955,789</b>   | <b>536,202,976</b>   | <b>541,566,166</b>   | <b>5,363,190</b>    | <b>559,404,743</b>   | <b>17,838,577</b>   |
| Fund Balance                     | 312,614,827          | 346,393,215          | 325,393,756          | 303,943,071          | (21,450,685)        | 217,316,478          | (86,626,593)        |
| <b>TOTAL SOURCES</b>             | <b>852,595,587</b>   | <b>883,349,004</b>   | <b>861,596,732</b>   | <b>845,509,237</b>   | <b>(16,087,495)</b> | <b>776,721,221</b>   | <b>(68,788,016)</b> |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                      |                     |                      |                     |
| Salaries and Benefits            | 13,961,444           | 27,623,625           | 42,570,000           | 28,770,129           | (13,799,871)        | 28,770,129           |                     |
| Services and Supplies            | 48,682,333           | 37,127,770           | 53,605,622           | 45,582,285           | (8,023,337)         | 24,122,485           | (21,459,800)        |
| Other Charges                    | 4,470,953            | 15,622,241           | 52,443,853           | 46,277,749           | (6,166,104)         | 22,163,990           | (24,113,759)        |
| Fixed Assets                     | 9,513,983            | 146,049              | 11,400,000           |                      | (11,400,000)        |                      |                     |
| Other Financing Uses             | 24,874,321           | 46,911,640           | 91,352,351           | 70,421,995           | (20,930,356)        | 36,018,717           | (34,403,278)        |
| <b>Gross Appropriations</b>      | <b>101,503,034</b>   | <b>127,431,326</b>   | <b>251,371,826</b>   | <b>191,052,158</b>   | <b>(60,319,668)</b> | <b>111,075,321</b>   | <b>(79,976,837)</b> |
| Intrafund Transfers              | (721,958)            | (888,747)            | (349,510)            | (577,949)            | (228,439)           | (577,949)            |                     |
| <b>Net Appropriations</b>        | <b>100,781,076</b>   | <b>126,542,579</b>   | <b>251,022,316</b>   | <b>190,474,209</b>   | <b>(60,548,107)</b> | <b>110,497,372</b>   | <b>(79,976,837)</b> |
| Contingencies/Dept Reserves      | 376,256,690          | 368,959,439          | 116,122,703          | 125,690,573          | 9,567,870           | 125,238,704          | (451,869)           |
| <b>TOTAL REQUIREMENTS</b>        | <b>477,037,767</b>   | <b>495,502,018</b>   | <b>367,145,019</b>   | <b>316,164,782</b>   | <b>(50,980,237)</b> | <b>235,736,076</b>   | <b>(80,428,706)</b> |
| <b>NET COUNTY COST</b>           | <b>(375,557,820)</b> | <b>(387,846,986)</b> | <b>(494,451,713)</b> | <b>(529,344,455)</b> | <b>(34,892,742)</b> | <b>(540,985,145)</b> | <b>(11,640,690)</b> |

## Debt Service Fund (8900B)

### Budget Unit Locator

County

Administration and Fiscal Services

⇒ **Debt Service Fund**

### Budget Unit Description

The Debt Service Fund was established in FY 1995-96 to centrally budget all County debt service payments. Amounts are transferred into this fund from various funding sources before payments are made. In June 1997, the County adopted a Debt Limit policy that caps annual debt service payments at four percent of the County Budget average for the last five years. The payment of debt service obligation is a mandated function.

### Program Results

In September 2008, following the demise of the Auction Rate Security (ARS) market, in large part due to the collapse of the bond insurance industry, the County obtained its own credit ratings from Moody's and Standard & Poor's to eliminate its reliance on bond insurance. In August 2008 the County received issuer credit ratings Aa1 from Moody's and AA+ from Standard & Poor's. Subsequently, both ratings were upgraded to Aaa and AAA, respectively, making San Mateo County among the highest rated counties in the State of California.

In July 2015, the County refunded its 1997 and 2004 COP bonds for the Colma Creek Flood Zone, reducing the debt service from \$36.5 million to \$29.7 million for a total savings of \$6.9 million and a present value savings of \$3.6 million. The All-In True Interest Cost was 3.6 percent, which included the cost of issuance.

In January 2016, the County refinanced its 2008 Youth Services Center Series A bonds, reducing the debt service from \$185.3 million to \$162.6 million for a total savings of \$22.7 million and a present value savings of \$19.3 million. The All-In True Interest Cost was 2.8 percent, which included the cost of issuance.

This favorable pricing was largely due to the County's strong credit, as San Mateo County is one of the only three counties in the State with AAA ratings from both Moody's and Standards & Poor's.

Debt service obligations total \$54,001,479 and \$52,064,590 for FY 2017-18 and FY 2018-19 respectively.

### Performance Measures

|  | FY 2014-15<br>Actual | FY 2015-16<br>Actual | FY 2016-17<br>Estimate | FY 2017-18<br>Target | FY 2018-19<br>Target |
|--|----------------------|----------------------|------------------------|----------------------|----------------------|
| Issuer Credit Ratings from Moody's and Standard & Poor's | Aaa / AAA            | Aaa / AAA            | Aaa / AAA              | Aaa / AAA            | Aaa / AAA            |
| Debt Service Obligations Paid on Time and Within Budget  | 100%                 | 100%                 | 100%                   | 100%                 | 100%                 |

## Debt Service Fund (8900B) Resource Allocation Summary

|                    | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|--------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Total Requirements | 48,336,687        | 49,216,864        | 74,552,897         | 75,285,261        | 732,364           | 74,206,682        | (1,078,579)       |
| Total Sources      | 48,336,687        | 49,216,864        | 74,552,897         | 75,285,261        | 732,364           | 74,206,682        | (1,078,579)       |

### FY 2017-18 Program Funding Adjustments

The following are significant changes from the FY 2016-17 Revised to the FY 2017-18 Recommended Budget:

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

Budget adjustments have been made to reflect reductions to debt service and corresponding reimbursements from County departments, as well as increases to fund balance and reserves, including funding for banking services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| 732,364            | 732,364       | 0               | 0         |

### FY 2018-19 Program Funding Adjustments

The following are significant changes from the FY 2017-18 Recommended Budget to the FY 2018-19 Preliminary Recommended Budget:

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

Budget adjustments have been made to reflect reductions to debt service and corresponding reimbursements from County departments, as well as increases to fund balance and reserves, including funding for banking services.

| Total Requirements | Total Sources | Net County Cost | Positions |
|--------------------|---------------|-----------------|-----------|
| (1,078,579)        | (1,078,579)   | 0               | 0         |

## FY 2017-18 Long Term Debt Service

| Long-Term Debt Service <sup>1</sup> | Principal         | Interest          | Total             | Funding Sources                               |
|-------------------------------------|-------------------|-------------------|-------------------|---|
| Colma Creek Flood Control           | 630,000           | 876,200           | 1,506,200         | Colma Creek Flood Control Special District    |
| Courts Relocation Project           | 290,000           | 202,352           | 492,352           | Courthouse Construction Fund                  |
| Crime Lab                           | 775,000           | 372,783           | 1,147,783         | General Fund/Fees/Reserves                    |
| Health Center                       | 5,025,000         | 3,522,034         | 8,547,034         | General Fund/SB1732FQHC/Tobacco               |
| HSA Redwood City District           | 205,000           | 141,603           | 346,603           | HSA (claimable)/Housing/General Fund          |
| Maguire Jail Facility               | 4,450,000         | 1,016,813         | 5,466,813         | General Fund/Criminal Justice Facilities Fund |
| Mutual Aid ESC JPA/Admin            | 330,000           | 158,931           | 488,931           | Reserves/User Departments/Cities              |
| New Office Building                 | 625,000           | 949,225           | 1,574,225         | Facilities Surcharge/Rent from County         |
| North County Clinic                 | 232,739           | 692,261           | 925,000           | FQHC Reimbursement/Tobacco Settlement         |
| Skylonda Fire Station               | 145,000           | 167,963           | 312,963           | General Fund                                  |
| Youth Services Center               | 3,290,000         | 4,450,725         | 7,740,725         | Rent From Departments                         |
| Maple St. Correctional Ctr          | 18,085,000        | 7,367,850         | 25,452,850        | General Fund                                  |
| <b>TOTAL DEBT SERVICE</b>           | <b>34,082,739</b> | <b>19,918,736</b> | <b>54,001,479</b> |   |

<sup>1</sup> Colma Creek Flood Control not included in the Debt Service Subject to Debt Limit.

| Calculation of Annual Debt Service Limit                       |               |
|--|---------------|
| Fiscal Year  | Budget        |
| Adopted FY 2013-14   | 2,144,058,041 |
| Adopted FY 2014-15   | 2,226,660,841 |
| Adopted FY 2015-16   | 2,533,481,468 |
| Adopted FY 2016-17   | 2,717,824,392 |
| Recommended FY 2017-18   | 2,655,921,222 |
| Five Year Average  | 2,455,589,193 |
| Debt Limit 4.0%  | 98,223,568    |
| FY 2017-18 Debt Service Subject to the Debt Limit <sup>1</sup> | 52,495,279    |
| Under Limit by this Amount                                     | 45,728,289    |
| <b>% Under Debt Limit</b>                                      | <b>46.56%</b> |

<sup>1</sup> Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

## FY 2018-19 Long Term Debt Service

| Long-Term Debt Service <sup>1</sup> | Principal         | Interest          | Total             | Funding Sources                            |
|-------------------------------------|-------------------|-------------------|-------------------|--|
| Colma Creek Flood Control           | 650,000           | 853,750           | 1,503,750         | Colma Creek Flood Control Special District |
| Courts Relocation Project           | 305,000           | 187,526           | 492,526           | Courthouse Construction Fund               |
| Crime Lab                           | 815,000           | 332,996           | 1,147,996         | General Fund/Fees                          |
| Health Center                       | 5,285,000         | 3,268,259         | 8,553,259         | General Fund/SB1732FQHC/Tobacco Set-       |
| HSA Redwood City District           | 210,000           | 131,228           | 341,228           | HSA (claimable)/Housing/General Fund       |
| Maguire Jail Facility               | 4,675,000         | 788,750           | 5,463,750         | General Fund/Criminal Justice Facilities   |
| Mutual Aid ESC JPA/Admin            | 350,000           | 141,968           | 491,968           | Reserves/User Departments/Cities           |
| New Office Building                 | 675,000           | 917,225           | 1,592,225         | Facilities Surcharge/Rent from County      |
| North County Clinic                 | 226,717           | 728,283           | 955,000           | FQHC Reimbursement/Tobacco Settlement      |
| Skylonda Fire Station               | 155,000           | 160,463           | 315,463           | General Fund                               |
| Youth Services Center               | 3,410,000         | 4,333,175         | 7,743,175         | Rent From Departments                      |
| Maple Street Correctional           | 16,910,000        | 6,554,250         | 23,464,250        | General Fund                               |
| <b>TOTAL DEBT SERVICE</b>           | <b>33,666,717</b> | <b>18,397,873</b> | <b>52,064,590</b> |  |

<sup>1</sup> Colma Creek Flood Control not included in the Debt Service Subject to Debt Limit.

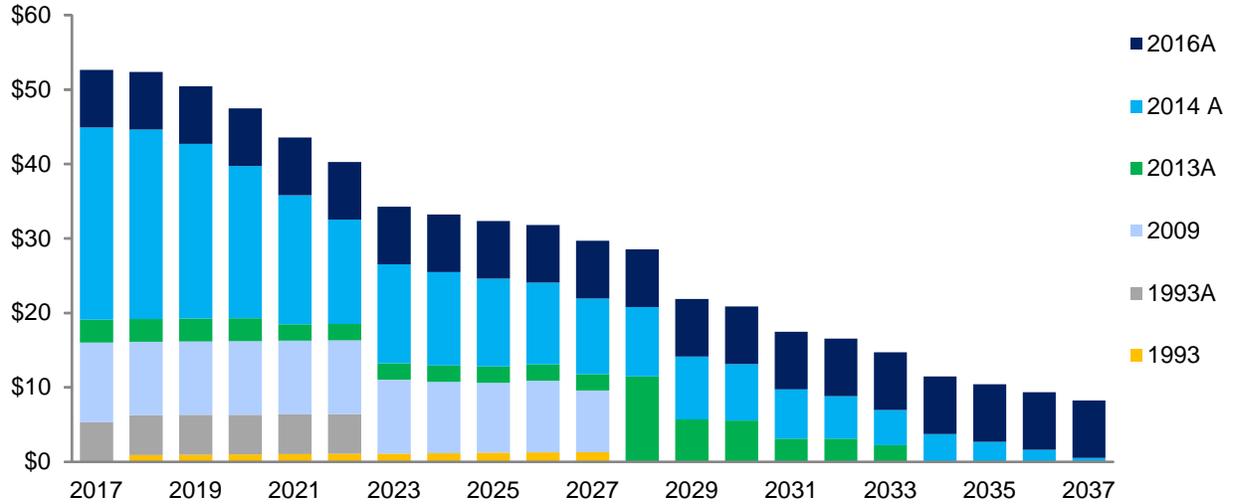
| Calculation of Annual Debt Service Limit                       |               |
|--|---------------|
| Fiscal Year  | Budget        |
| Adopted FY 2014-15   | 2,226,660,841 |
| Adopted FY 2015-16   | 2,533,481,468 |
| Adopted FY 2016-17   | 2,717,824,392 |
| Recommended FY 2017-18   | 2,533,481,468 |
| Recommended FY 2018-19   | 2,505,296,150 |
| Five Year Average  | 2,503,348,864 |
| Debt Limit 4.0%  | 100,133,955   |
| FY 2018-19 Debt Service Subject to the Debt Limit <sup>1</sup> | 50,560,840    |
| Under Limit by this Amount                                     | 49,573,115    |
| <b>% Under Debt Limit</b>                                      | <b>49.51%</b> |

<sup>1</sup> Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

## Outstanding Lease Revenue Bond Debt

The debt service for the County's \$417 million lease revenue bonds decreases over the next several years as a result of the level total cost structure for the Series 2014 Maple Street bonds and the scheduled retirement of long-term debt.

**San Mateo County Lease Revenue Bond Series 1993-2016 Debt Service**  
(in millions)

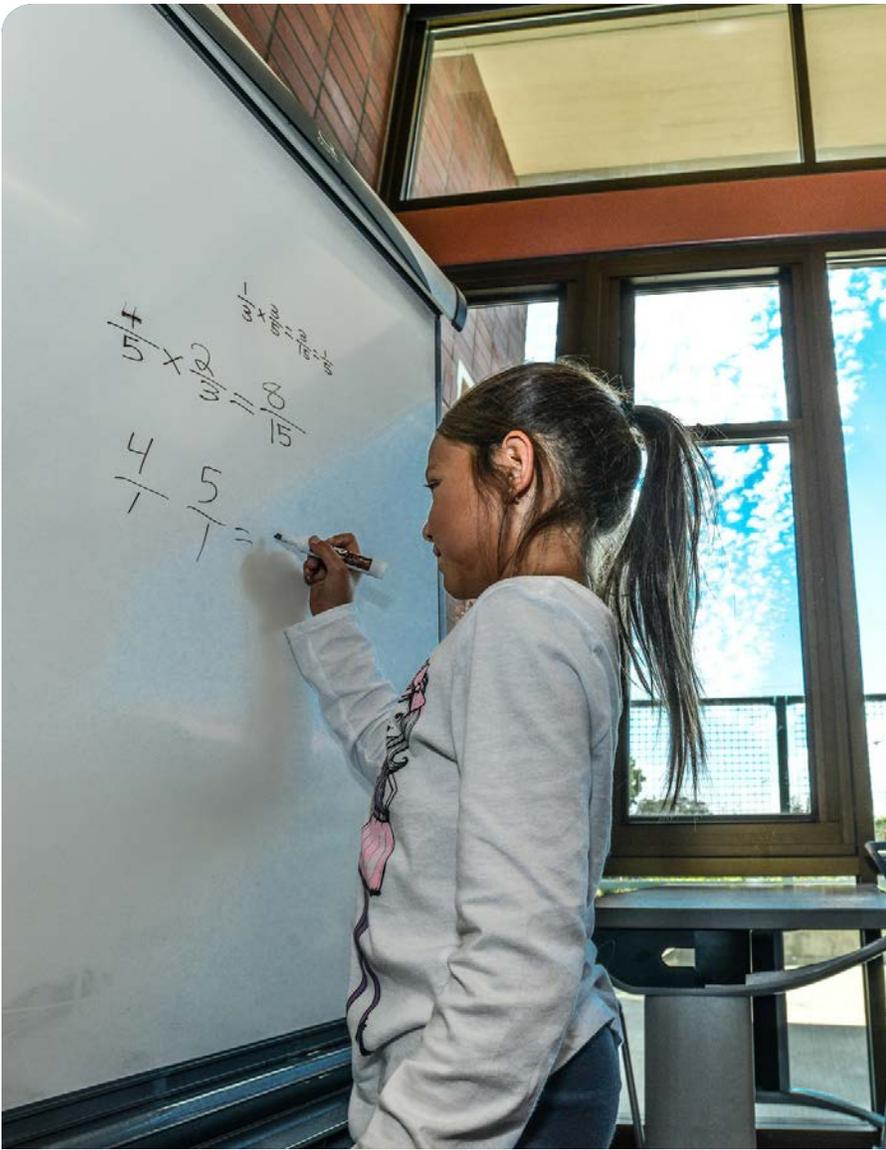


Source: Citigroup Global Markets, Inc.

Debt Service Fund (8900B)  
Debt Service Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property | 112,852           | 143,389           |                    |                   |                   |                   |                    |
| Miscellaneous Revenue     | 30,448            |                   |                    |                   |                   |                   |                    |
| Other Financing Sources   | 29,898,794        | 30,318,025        | 54,958,177         | 54,834,006        | (124,171)         | 52,933,900        | (1,900,106)        |
| <b>Total Revenue</b>      | <b>30,042,094</b> | <b>30,461,414</b> | <b>54,958,177</b>  | <b>54,834,006</b> | <b>(124,171)</b>  | <b>52,933,900</b> | <b>(1,900,106)</b> |
| Fund Balance              | 18,294,593        | 18,755,450        | 19,594,720         | 20,451,255        | 856,535           | 21,272,782        | 821,527            |
| <b>TOTAL SOURCES</b>      | <b>48,336,687</b> | <b>49,216,864</b> | <b>74,552,897</b>  | <b>75,285,261</b> | <b>732,364</b>    | <b>74,206,682</b> | <b>(1,078,579)</b> |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                    |
| Services and Supplies     | 15,907            |                   | 17,000             |                   | (17,000)          |                   |                    |
| Other Charges             | 29,565,330        | 29,622,144        | 54,319,976         | 54,012,479        | (307,497)         | 52,075,590        | (1,936,889)        |
| <b>Net Appropriations</b> | <b>29,581,237</b> | <b>29,622,144</b> | <b>54,336,976</b>  | <b>54,012,479</b> | <b>(324,497)</b>  | <b>52,075,590</b> | <b>(1,936,889)</b> |
| Non-General Fund Reserves | 18,755,450        | 19,594,720        | 20,215,921         | 21,272,782        | 1,056,861         | 22,131,092        | 858,310            |
| <b>TOTAL REQUIREMENTS</b> | <b>48,336,687</b> | <b>49,216,864</b> | <b>74,552,897</b>  | <b>75,285,261</b> | <b>732,364</b>    | <b>74,206,682</b> | <b>(1,078,579)</b> |



## BUDGET UNIT AND PROGRAM SUMMARIES

# COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

### RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with respect  
and dignity



Sheriff's Office (3000B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19  |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|--------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                    |                   |                    |                    |
| Taxes                            | 486,645            | 761,790            | 815,332            | 892,997            | 77,665            | 837,534            | (55,463)           |
| Licenses, Permits and Franchises | 3,009              | 4,256              | 2,100              | 2,100              |                   | 2,100              |                    |
| Fines, Forfeitures and Penalties | 291,911            | 401,065            | 293,636            | 293,636            |                   | 293,636            |                    |
| Intergovernmental Revenues       | 73,379,228         | 78,871,922         | 91,644,164         | 93,613,958         | 1,969,794         | 94,082,780         | 468,822            |
| Charges for Services             | 10,303,224         | 10,603,215         | 10,101,054         | 10,721,331         | 620,277           | 10,962,845         | 241,514            |
| Interfund Revenue                | 4,172,675          | 3,661,034          | 3,081,521          | 2,937,108          | (144,413)         | 2,968,120          | 31,012             |
| Miscellaneous Revenue            | 1,060,220          | 2,311,540          | 742,597            | 2,022,088          | 1,279,491         | 2,021,883          | (205)              |
| Other Financing Sources          | 43,256             | 44,669             |                    |                    |                   |                    |                    |
| <b>Total Revenue</b>             | <b>89,740,167</b>  | <b>96,659,492</b>  | <b>106,680,404</b> | <b>110,483,218</b> | <b>3,802,814</b>  | <b>111,168,898</b> | <b>685,680</b>     |
| Fund Balance                     | 9,263,553          | 13,058,131         | 15,847,194         | 14,537,169         | (1,310,025)       | 6,537,169          | (8,000,000)        |
| <b>TOTAL SOURCES</b>             | <b>99,003,720</b>  | <b>109,717,623</b> | <b>122,527,598</b> | <b>125,020,387</b> | <b>2,492,789</b>  | <b>117,706,067</b> | <b>(7,314,320)</b> |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                    |                   |                    |                    |
| Salaries and Benefits            | 144,560,994        | 153,692,603        | 165,889,487        | 178,809,695        | 12,920,208        | 182,487,903        | 3,678,208          |
| Services and Supplies            | 15,989,263         | 15,354,769         | 21,050,146         | 24,027,502         | 2,977,356         | 22,960,530         | (1,066,972)        |
| Other Charges                    | 19,953,355         | 25,362,478         | 26,055,409         | 23,788,837         | (2,266,572)       | 24,235,280         | 446,443            |
| Fixed Assets                     | 1,213,205          | 1,219,018          | 4,226,333          | 2,069,074          | (2,157,259)       | 2,069,074          |                    |
| Other Financing Uses             | 1,978,388          | 2,336,834          | 27,703,839         | 35,202,527         | 7,498,688         | 25,239,627         | (9,962,900)        |
| <b>Gross Appropriations</b>      | <b>183,695,205</b> | <b>197,965,703</b> | <b>244,925,214</b> | <b>263,897,635</b> | <b>18,972,421</b> | <b>256,992,414</b> | <b>(6,905,221)</b> |
| Intrafund Transfers              | (1,753,282)        | (1,621,328)        | (3,386,880)        | (4,994,996)        | (1,608,116)       | (4,431,884)        | 563,112            |
| <b>Net Appropriations</b>        | <b>181,941,924</b> | <b>196,344,375</b> | <b>241,538,334</b> | <b>258,902,639</b> | <b>17,364,305</b> | <b>252,560,530</b> | <b>(6,342,109)</b> |
| Contingencies/Dept Reserves      | 7,312,934          | 7,312,934          | 12,309,582         | 4,965,848          | (7,343,734)       | 4,965,848          |                    |
| <b>TOTAL REQUIREMENTS</b>        | <b>189,254,858</b> | <b>203,657,309</b> | <b>253,847,916</b> | <b>263,868,487</b> | <b>10,020,571</b> | <b>257,526,378</b> | <b>(6,342,109)</b> |
| <b>NET COUNTY COST</b>           | <b>90,251,138</b>  | <b>93,939,686</b>  | <b>131,320,318</b> | <b>138,848,100</b> | <b>7,527,782</b>  | <b>139,820,311</b> | <b>972,211</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                    |                   |                    |                    |
| Salary Resolution                | 762.0              | 772.0              | 803.0              | 812.0              | 9.0               | 812.0              |                    |
| Funded FTE                       | 757.8              | 767.4              | 787.4              | 802.7              | 15.3              | 806.7              | 4.0                |

## Administrative Services (3011P) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                    |
| Intergovernmental Revenues  | 2,231,916         | 2,003,180         | 2,106,221          | 2,000,000         | (106,221)          | 2,000,000         |                    |
| Charges for Services        | 175,224           | 177,264           | 228,500            | 228,500           |                    | 228,500           |                    |
| Interfund Revenue           | 45,558            | 33,414            | 30,000             | 30,000            |                    | 30,000            |                    |
| Miscellaneous Revenue       | 10,024            | 564,989           | 30,000             | 30,000            |                    | 30,000            |                    |
| <b>Total Revenue</b>        | <b>2,462,722</b>  | <b>2,778,847</b>  | <b>2,394,721</b>   | <b>2,288,500</b>  | <b>(106,221)</b>   | <b>2,288,500</b>  |                    |
| Fund Balance                | 9,263,553         | 13,058,131        | 15,847,194         | 14,537,169        | (1,310,025)        | 6,537,169         | (8,000,000)        |
| <b>TOTAL SOURCES</b>        | <b>11,726,275</b> | <b>15,836,978</b> | <b>18,241,915</b>  | <b>16,825,669</b> | <b>(1,416,246)</b> | <b>8,825,669</b>  | <b>(8,000,000)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits       | 4,462,118         | 5,092,538         | 5,964,199          | 6,419,982         | 455,783            | 6,542,143         | 122,161            |
| Services and Supplies       | 1,100,099         | 2,153,530         | 1,818,950          | 2,224,295         | 405,345            | 2,224,295         |                    |
| Other Charges               | 1,577,441         | 2,446,565         | 2,572,719          | 2,688,005         | 115,286            | 2,772,942         | 84,937             |
| Fixed Assets                | 209,271           | 564,082           | 1,568,528          |                   | (1,568,528)        |                   |                    |
| Other Financing Uses        | 21,121            | 21,367            | 21,899             | 8,026,958         | 8,005,059          | 27,659            | (7,999,299)        |
| <b>Gross Appropriations</b> | <b>7,370,050</b>  | <b>10,278,082</b> | <b>11,946,295</b>  | <b>19,359,240</b> | <b>7,412,945</b>   | <b>11,567,039</b> | <b>(7,792,201)</b> |
| Intrafund Transfers         | (229,304)         | (232,488)         | (389,438)          | (583,746)         | (194,308)          | (583,746)         |                    |
| <b>Net Appropriations</b>   | <b>7,140,746</b>  | <b>10,045,594</b> | <b>11,556,857</b>  | <b>18,775,494</b> | <b>7,218,637</b>   | <b>10,983,293</b> | <b>(7,792,201)</b> |
| Contingencies/Dept Reserves | 7,312,934         | 7,312,934         | 12,309,582         | 4,965,848         | (7,343,734)        | 4,965,848         |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>14,453,680</b> | <b>17,358,528</b> | <b>23,866,439</b>  | <b>23,741,342</b> | <b>(125,097)</b>   | <b>15,949,141</b> | <b>(7,792,201)</b> |
| <b>NET COUNTY COST</b>      | <b>2,727,405</b>  | <b>1,521,550</b>  | <b>5,624,524</b>   | <b>6,915,673</b>  | <b>1,291,149</b>   | <b>7,123,472</b>  | <b>207,799</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution           | 27.0              | 30.0              | 32.0               | 32.0              |                    | 32.0              |                    |
| Funded FTE                  | 27.0              | 30.0              | 32.0               | 32.0              |                    | 32.0              |                    |

Support Services Division (3013P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            | 2,385             | (2,385)           |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 3,009             | 4,256             | 2,100              | 2,100             |                   | 2,100             |                   |
| Fines, Forfeitures and Penalties | 4,995             | 62,958            | 40,000             | 40,000            |                   | 40,000            |                   |
| Intergovernmental Revenues       | 1,355,053         | 1,386,037         | 1,574,589          | 1,585,946         | 11,357            | 1,585,946         |                   |
| Charges for Services             | 275,183           | 245,968           | 274,256            | 274,256           |                   | 274,256           |                   |
| Interfund Revenue                | 1,630,159         | 1,294,915         | 28,705             | 637,447           | 608,742           | 646,345           | 8,898             |
| Miscellaneous Revenue            | 143,515           | 72,980            | 489,000            | 629,000           | 140,000           | 629,000           |                   |
| Other Financing Sources          | 21,150            | 21,150            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>             | <b>3,435,449</b>  | <b>3,085,879</b>  | <b>2,408,650</b>   | <b>3,168,749</b>  | <b>760,099</b>    | <b>3,177,647</b>  | <b>8,898</b>      |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 9,383,811         | 9,440,651         | 10,015,570         | 10,485,991        | 470,421           | 10,711,670        | 225,679           |
| Services and Supplies            | 2,710,187         | 2,135,037         | 1,071,979          | 1,118,508         | 46,529            | 1,118,508         |                   |
| Other Charges                    | 551,860           | 592,996           | 709,346            | 711,402           | 2,056             | 726,003           | 14,601            |
| Fixed Assets                     | 71,694            |                   |                    |                   |                   |                   |                   |
| Other Financing Uses             | 28,668            | 29,031            | 29,765             | 32,784            | 3,019             | 33,637            | 853               |
| <b>Gross Appropriations</b>      | <b>12,746,220</b> | <b>12,197,715</b> | <b>11,826,660</b>  | <b>12,348,685</b> | <b>522,025</b>    | <b>12,589,818</b> | <b>241,133</b>    |
| Intrafund Transfers              | (1,169,177)       | (1,075,082)       | (1,175,930)        | (789,345)         | 386,585           | (789,345)         |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>11,577,043</b> | <b>11,122,633</b> | <b>10,650,730</b>  | <b>11,559,340</b> | <b>908,610</b>    | <b>11,800,473</b> | <b>241,133</b>    |
| <b>NET COUNTY COST</b>           | <b>8,141,594</b>  | <b>8,036,755</b>  | <b>8,242,080</b>   | <b>8,390,591</b>  | <b>148,511</b>    | <b>8,622,826</b>  | <b>232,235</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 52.0              | 53.0              | 53.0               | 53.0              |                   | 53.0              |                   |
| Funded FTE                       | 51.9              | 52.9              | 52.9               | 52.9              |                   | 52.9              |                   |

Forensic Laboratory Division (3017P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 1,745,200         | 1,674,958         | 2,255,257          | 1,902,196         | (353,061)         | 1,988,196         | 86,000            |
| Charges for Services        | 1,457,766         | 1,541,311         | 1,522,423          | 1,522,423         |                   | 1,532,423         | 10,000            |
| Interfund Revenue           | 825,312           | 907,569           | 680,155            | 687,908           | 7,753             | 688,355           | 447               |
| Miscellaneous Revenue       | 56,177            | 33,608            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>4,084,456</b>  | <b>4,157,445</b>  | <b>4,457,835</b>   | <b>4,112,527</b>  | <b>(345,308)</b>  | <b>4,208,974</b>  | <b>96,447</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,394,820         | 4,660,014         | 5,017,958          | 5,255,555         | 237,597           | 5,322,296         | 66,741            |
| Services and Supplies       | 775,124           | 898,490           | 1,171,234          | 1,539,035         | 367,801           | 1,025,707         | (513,328)         |
| Other Charges               | 655,925           | 727,324           | 866,712            | 759,743           | (106,969)         | 790,043           | 30,300            |
| Fixed Assets                | 6,232             | 16,600            | 28,704             | 14,704            | (14,000)          | 14,704            |                   |
| Other Financing Uses        | 947,621           | 958,162           | 959,486            | 956,435           | (3,051)           | 957,772           | 1,337             |
| <b>Gross Appropriations</b> | <b>6,779,722</b>  | <b>7,260,590</b>  | <b>8,044,094</b>   | <b>8,525,472</b>  | <b>481,378</b>    | <b>8,110,522</b>  | <b>(414,950)</b>  |
| Intrafund Transfers         | (83,194)          |                   |                    | (596,000)         | (596,000)         |                   | 596,000           |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,696,528</b>  | <b>7,260,590</b>  | <b>8,044,094</b>   | <b>7,929,472</b>  | <b>(114,622)</b>  | <b>8,110,522</b>  | <b>181,050</b>    |
| <b>NET COUNTY COST</b>      | <b>2,612,072</b>  | <b>3,103,145</b>  | <b>3,586,259</b>   | <b>3,816,945</b>  | <b>230,686</b>    | <b>3,901,548</b>  | <b>84,603</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 30.0              | 30.0              | 30.0               | 30.0              |                   | 30.0              |                   |
| Funded FTE                  | 30.0              | 30.0              | 30.0               | 30.0              |                   | 30.0              |                   |

Patrol Division (3051P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            | 456,093           | 706,990           | 749,547            | 827,596           | 78,049            | 771,676           | (55,920)          |
| Fines, Forfeitures and Penalties | 286,916           | 338,108           | 253,636            | 253,636           |                   | 253,636           |                   |
| Intergovernmental Revenues       | 20,996,875        | 21,944,935        | 22,047,130         | 23,321,325        | 1,274,195         | 23,427,470        | 106,145           |
| Charges for Services             | 7,421,666         | 7,797,186         | 7,154,631          | 7,765,379         | 610,748           | 7,996,712         | 231,333           |
| Interfund Revenue                | 843,434           | 863,310           | 864,505            | 885,154           | 20,649            | 896,597           | 11,443            |
| Miscellaneous Revenue            | 274,704           | 422,924           | 200,097            | 238,097           | 38,000            | 238,097           |                   |
| Other Financing Sources          | 22,106            | 23,519            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>             | <b>30,301,794</b> | <b>32,096,971</b> | <b>31,269,546</b>  | <b>33,291,187</b> | <b>2,021,641</b>  | <b>33,584,188</b> | <b>293,001</b>    |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 38,611,849        | 39,658,217        | 39,551,399         | 42,062,159        | 2,510,760         | 42,611,836        | 549,677           |
| Services and Supplies            | 1,231,148         | 1,302,038         | 1,547,952          | 1,688,746         | 140,794           | 1,628,746         | (60,000)          |
| Other Charges                    | 4,134,864         | 4,958,041         | 4,858,784          | 5,487,374         | 628,590           | 5,556,252         | 68,878            |
| Fixed Assets                     | 45,571            | 13,243            | 15,000             |                   | (15,000)          |                   |                   |
| Other Financing Uses             | 557,845           | 694,269           | 30,492             | 36,737            | 6,245             | 37,640            | 903               |
| <b>Gross Appropriations</b>      | <b>44,581,277</b> | <b>46,625,808</b> | <b>46,003,627</b>  | <b>49,275,016</b> | <b>3,271,389</b>  | <b>49,834,474</b> | <b>559,458</b>    |
| Intrafund Transfers              | (29,863)          | (12,463)          | 116,988            | (313,096)         | (430,084)         | (313,096)         |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>44,551,414</b> | <b>46,613,344</b> | <b>46,120,615</b>  | <b>48,961,920</b> | <b>2,841,305</b>  | <b>49,521,378</b> | <b>559,458</b>    |
| <b>NET COUNTY COST</b>           | <b>14,249,621</b> | <b>14,516,373</b> | <b>14,851,069</b>  | <b>15,670,733</b> | <b>819,664</b>    | <b>15,937,190</b> | <b>266,457</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 161.0             | 164.0             | 167.0              | 165.0             | (2.0)             | 165.0             |                   |
| Funded FTE                       | 156.9             | 160.0             | 163.0              | 161.0             | (2.0)             | 161.0             |                   |

Investigations Bureau (3053P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 13,347,830        | 11,960,975        | 17,321,135         | 17,266,381        | (54,754)          | 17,406,806        | 140,425           |
| Charges for Services        | 57,322            | 1,766             |                    |                   |                   |                   |                   |
| Interfund Revenue           | 483,894           | 41,111            | 848,088            |                   | (848,088)         |                   |                   |
| Miscellaneous Revenue       | 106,702           | 597,662           |                    | 1,099,612         | 1,099,612         | 1,099,612         |                   |
| <b>TOTAL SOURCES</b>        | <b>13,995,747</b> | <b>12,601,513</b> | <b>18,169,223</b>  | <b>18,365,993</b> | <b>196,770</b>    | <b>18,506,418</b> | <b>140,425</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 13,885,351        | 15,857,258        | 18,101,197         | 18,843,126        | 741,929           | 19,070,838        | 227,712           |
| Services and Supplies       | 5,014,780         | 3,660,352         | 5,539,849          | 5,360,462         | (179,387)         | 5,360,462         |                   |
| Other Charges               | 1,014,348         | 1,142,581         | 1,308,294          | 1,208,275         | (100,019)         | 1,235,537         | 27,262            |
| Fixed Assets                | 490,609           | 103,891           | 1,150,000          | 1,121,409         | (28,591)          | 1,121,409         |                   |
| Other Financing Uses        | 14,314            | 14,480            | 14,841             | 18,270            | 3,429             | 18,745            | 475               |
| <b>Gross Appropriations</b> | <b>20,419,402</b> | <b>20,778,563</b> | <b>26,114,181</b>  | <b>26,551,542</b> | <b>437,361</b>    | <b>26,806,991</b> | <b>255,449</b>    |
| Intrafund Transfers         | (4,050)           |                   |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>20,415,352</b> | <b>20,778,563</b> | <b>26,114,181</b>  | <b>26,551,542</b> | <b>437,361</b>    | <b>26,806,991</b> | <b>255,449</b>    |
| <b>NET COUNTY COST</b>      | <b>6,419,605</b>  | <b>8,177,050</b>  | <b>7,944,958</b>   | <b>8,185,549</b>  | <b>240,591</b>    | <b>8,300,573</b>  | <b>115,024</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 82.0              | 85.0              | 92.0               | 92.0              |                   | 92.0              |                   |
| Funded FTE                  | 82.0              | 84.5              | 91.5               | 91.5              |                   | 91.5              |                   |

Homeland Security Division (3055P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Taxes                       | 28,167            | 57,186            | 65,785             | 65,401            | (384)              | 65,858            | 457               |
| Intergovernmental Revenues  | 4,099,648         | 3,418,827         | 5,913,077          | 4,787,597         | (1,125,480)        | 4,780,869         | (6,728)           |
| Charges for Services        | 157,300           | 203,271           | 119,390            | 123,919           | 4,529              | 124,100           | 181               |
| Miscellaneous Revenue       | 3,996             | 37,624            |                    | 1,879             | 1,879              | 1,674             | (205)             |
| <b>TOTAL SOURCES</b>        | <b>4,289,110</b>  | <b>3,716,908</b>  | <b>6,098,252</b>   | <b>4,978,796</b>  | <b>(1,119,456)</b> | <b>4,972,501</b>  | <b>(6,295)</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 3,653,846         | 3,984,197         | 3,955,998          | 4,190,961         | 234,963            | 4,217,641         | 26,680            |
| Services and Supplies       | 2,089,801         | 2,024,459         | 3,447,244          | 2,631,539         | (815,705)          | 2,629,162         | (2,377)           |
| Other Charges               | 881,623           | 1,236,390         | 1,044,051          | 1,055,110         | 11,059             | 1,063,381         | 8,271             |
| Fixed Assets                | 381,271           | 406,342           | 1,464,101          | 932,961           | (531,140)          | 932,961           |                   |
| Other Financing Uses        | 66,955            | 52,842            | 53,498             | 54,490            | 992                | 55,243            | 753               |
| <b>Gross Appropriations</b> | <b>7,073,497</b>  | <b>7,704,231</b>  | <b>9,964,892</b>   | <b>8,865,061</b>  | <b>(1,099,831)</b> | <b>8,898,388</b>  | <b>33,327</b>     |
| Intrafund Transfers         | (111,035)         | (301,295)         | (613,748)          | (431,702)         | 182,046            | (432,186)         | (484)             |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,962,462</b>  | <b>7,402,936</b>  | <b>9,351,144</b>   | <b>8,433,359</b>  | <b>(917,785)</b>   | <b>8,466,202</b>  | <b>32,843</b>     |
| <b>NET COUNTY COST</b>      | <b>2,673,351</b>  | <b>3,686,028</b>  | <b>3,252,892</b>   | <b>3,454,563</b>  | <b>201,671</b>     | <b>3,493,701</b>  | <b>39,138</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 14.0              | 14.0              | 14.0               | 14.0              |                    | 14.0              |                   |
| Funded FTE                  | 14.0              | 14.0              | 14.0               | 14.0              |                    | 14.0              |                   |

Maguire Corrections Division (3101P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Intergovernmental Revenues  | 11,936,428        | 13,044,710        | 13,257,391         | 13,257,391        |                    | 13,257,391        |                   |
| Charges for Services        | 60,085            | 38,361            | 15,000             | 15,000            |                    | 15,000            |                   |
| Interfund Revenue           | 344,317           | 520,716           | 630,068            | 696,599           | 66,531             | 706,823           | 10,224            |
| Miscellaneous Revenue       | 292,473           | 469,138           |                    |                   |                    |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>12,633,303</b> | <b>14,072,926</b> | <b>13,902,459</b>  | <b>13,968,990</b> | <b>66,531</b>      | <b>13,979,214</b> | <b>10,224</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 42,946,227        | 40,720,770        | 42,609,018         | 41,666,986        | (942,032)          | 43,300,670        | 1,633,684         |
| Services and Supplies       | 1,236,321         | 1,234,958         | 1,173,579          | 1,636,343         | 462,764            | 1,139,543         | (496,800)         |
| Other Charges               | 9,367,081         | 6,541,106         | 6,377,718          | 5,847,343         | (530,375)          | 5,903,737         | 56,394            |
| Other Financing Uses        | 265,792           | 306,224           | 313,837            | 293,439           | (20,398)           | 301,070           | 7,631             |
| <b>TOTAL REQUIREMENTS</b>   | <b>53,815,422</b> | <b>48,803,058</b> | <b>50,474,152</b>  | <b>49,444,111</b> | <b>(1,030,041)</b> | <b>50,645,020</b> | <b>1,200,909</b>  |
| <b>NET COUNTY COST</b>      | <b>41,182,118</b> | <b>34,730,133</b> | <b>36,571,693</b>  | <b>35,475,121</b> | <b>(1,096,572)</b> | <b>36,665,806</b> | <b>1,190,685</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 217.0             | 205.0             | 205.0              | 190.0             | (15.0)             | 190.0             |                   |
| Funded FTE                  | 217.0             | 205.0             | 205.0              | 186.0             | (19.0)             | 190.0             | 4.0               |

Maple Street Corrections Division (3150P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Intergovernmental Revenues  | 7,561,707         | 12,557,436        | 15,380,612         | 17,106,201        | 1,725,589         | 17,186,460        | 80,259             |
| Charges for Services        | 658,131           | 552,601           | 761,854            | 761,854           |                   | 761,854           |                    |
| Miscellaneous Revenue       | 52,292            | 10,438            | 23,500             | 23,500            |                   | 23,500            |                    |
| <b>TOTAL SOURCES</b>        | <b>8,272,130</b>  | <b>13,120,475</b> | <b>16,165,966</b>  | <b>17,891,555</b> | <b>1,725,589</b>  | <b>17,971,814</b> | <b>80,259</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 13,270,430        | 19,576,012        | 24,931,199         | 33,110,692        | 8,179,493         | 33,833,204        | 722,512            |
| Services and Supplies       | 848,151           | 939,292           | 4,022,603          | 6,567,919         | 2,545,316         | 6,573,452         | 5,533              |
| Other Charges               | 1,218,596         | 7,191,469         | 7,736,932          | 5,554,343         | (2,182,589)       | 5,695,767         | 141,424            |
| Fixed Assets                |                   | 53,433            |                    |                   |                   |                   |                    |
| Other Financing Uses        | 54,692            | 238,270           | 26,258,574         | 25,759,295        | (499,279)         | 23,783,259        | (1,976,036)        |
| <b>Gross Appropriations</b> | <b>15,391,870</b> | <b>27,998,477</b> | <b>62,949,308</b>  | <b>70,992,249</b> | <b>8,042,941</b>  | <b>69,885,682</b> | <b>(1,106,567)</b> |
| Intrafund Transfers         | (126,659)         |                   | (1,324,752)        | (2,281,107)       | (956,355)         | (2,313,511)       | (32,404)           |
| <b>TOTAL REQUIREMENTS</b>   | <b>15,265,211</b> | <b>27,998,477</b> | <b>61,624,556</b>  | <b>68,711,142</b> | <b>7,086,586</b>  | <b>67,572,171</b> | <b>(1,138,971)</b> |
| <b>NET COUNTY COST</b>      | <b>6,993,082</b>  | <b>14,878,001</b> | <b>45,458,590</b>  | <b>50,819,587</b> | <b>5,360,997</b>  | <b>49,600,357</b> | <b>(1,219,230)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 113.0             | 125.0             | 144.0              | 170.0             | 26.0              | 170.0             |                    |
| Funded FTE                  | 113.0             | 125.0             | 133.0              | 169.3             | 36.3              | 169.3             |                    |

Court Security and Transportation Bureau (3158P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 10,104,571        | 10,880,865        | 11,788,752         | 12,386,921        | 598,169           | 12,449,642        | 62,721            |
| Charges for Services        | 40,546            | 45,486            | 25,000             | 30,000            | 5,000             | 30,000            |                   |
| Miscellaneous Revenue       | 120,339           | 102,178           |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>10,265,456</b> | <b>11,028,529</b> | <b>11,813,752</b>  | <b>12,416,921</b> | <b>603,169</b>    | <b>12,479,642</b> | <b>62,721</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 13,952,541        | 14,702,946        | 15,742,949         | 16,774,243        | 1,031,294         | 16,877,605        | 103,362           |
| Services and Supplies       | 983,653           | 1,006,612         | 1,256,756          | 1,260,655         | 3,899             | 1,260,655         |                   |
| Other Charges               | 551,616           | 526,006           | 580,853            | 477,242           | (103,611)         | 491,618           | 14,376            |
| Fixed Assets                | 8,557             | 61,426            |                    |                   |                   |                   |                   |
| Other Financing Uses        | 21,380            | 22,190            | 21,447             | 24,119            | 2,672             | 24,602            | 483               |
| <b>TOTAL REQUIREMENTS</b>   | <b>15,517,746</b> | <b>16,319,180</b> | <b>17,602,005</b>  | <b>18,536,259</b> | <b>934,254</b>    | <b>18,654,480</b> | <b>118,221</b>    |
| <b>NET COUNTY COST</b>      | <b>5,252,290</b>  | <b>5,290,651</b>  | <b>5,788,253</b>   | <b>6,119,338</b>  | <b>331,085</b>    | <b>6,174,838</b>  | <b>55,500</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 66.0              | 66.0              | 66.0               | 66.0              |                   | 66.0              |                   |
| Funded FTE                  | 66.0              | 66.0              | 66.0               | 66.0              |                   | 66.0              |                   |

Message Switch (1940B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 519,900           | 503,364           | 522,828            | 489,607           | (33,221)          | 489,607           |                   |
| Interfund Revenue           | 2,642             | 2,923             | 2,919              | 2,372             | (547)             | 2,372             |                   |
| <b>Total Revenue</b>        | <b>522,542</b>    | <b>506,287</b>    | <b>525,747</b>     | <b>491,979</b>    | <b>(33,768)</b>   | <b>491,979</b>    |                   |
| Fund Balance                | 832,132           | 924,957           | 750,558            | 713,315           | (37,243)          | 713,315           |                   |
| <b>TOTAL SOURCES</b>        | <b>1,354,674</b>  | <b>1,431,244</b>  | <b>1,276,305</b>   | <b>1,205,294</b>  | <b>(71,011)</b>   | <b>1,205,294</b>  |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies       | 366,204           | 596,477           | 505,569            | 474,323           | (31,246)          | 474,323           |                   |
| Other Charges               | 261,321           | 264,368           | 267,860            | 210,508           | (57,352)          | 210,508           |                   |
| Fixed Assets                |                   | 21,946            |                    |                   |                   |                   |                   |
| <b>Gross Appropriations</b> | <b>627,526</b>    | <b>882,792</b>    | <b>773,429</b>     | <b>684,831</b>    | <b>(88,598)</b>   | <b>684,831</b>    |                   |
| Intrafund Transfers         | (197,808)         | (202,105)         | (195,632)          | (182,652)         | 12,980            | (182,652)         |                   |
| <b>Net Appropriations</b>   | <b>429,717</b>    | <b>680,687</b>    | <b>577,797</b>     | <b>502,179</b>    | <b>(75,618)</b>   | <b>502,179</b>    |                   |
| Contingencies/Dept Reserves | 924,957           | 750,558           | 698,508            | 703,115           | 4,607             | 703,115           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,354,674</b>  | <b>1,431,244</b>  | <b>1,276,305</b>   | <b>1,205,294</b>  | <b>(71,011)</b>   | <b>1,205,294</b>  |                   |

Probation Department (3200B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|--------------------|--------------------|-------------------|---------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                    |                    |                   |                     |                   |                    |
| Taxes                            |                   | 27,897             | 75,000             |                   | (75,000)            |                   |                    |
| Fines, Forfeitures and Penalties | 17,266            | 19,337             | 16,566             | 16,566            |                     | 16,566            |                    |
| Intergovernmental Revenues       | 31,262,100        | 35,263,849         | 33,083,250         | 37,094,547        | 4,011,297           | 32,510,359        | (4,584,188)        |
| Charges for Services             | 1,643,566         | 1,577,687          | 1,481,722          | 1,395,805         | (85,917)            | 1,395,805         |                    |
| Interfund Revenue                | 2,770             | 3,173              |                    |                   |                     |                   |                    |
| Miscellaneous Revenue            | 289,434           | 293,859            | 113,425            | 243,494           | 130,069             | 243,494           |                    |
| <b>Total Revenue</b>             | <b>33,215,137</b> | <b>37,185,802</b>  | <b>34,769,963</b>  | <b>38,750,412</b> | <b>3,980,449</b>    | <b>34,166,224</b> | <b>(4,584,188)</b> |
| Fund Balance                     | 4,501,613         | 5,070,697          | 6,391,810          | 3,090,894         | (3,300,916)         | 3,090,894         |                    |
| <b>TOTAL SOURCES</b>             | <b>37,716,750</b> | <b>42,256,499</b>  | <b>41,161,773</b>  | <b>41,841,306</b> | <b>679,533</b>      | <b>37,257,118</b> | <b>(4,584,188)</b> |
| <b>REQUIREMENTS</b>              |                   |                    |                    |                   |                     |                   |                    |
| Salaries and Benefits            | 56,553,058        | 58,579,281         | 61,783,079         | 66,385,137        | 4,602,058           | 67,964,817        | 1,579,680          |
| Services and Supplies            | 23,037,047        | 23,474,580         | 24,099,056         | 6,119,783         | (17,979,273)        | 5,919,783         | (200,000)          |
| Other Charges                    | 8,194,752         | 9,709,591          | 10,126,832         | 10,990,111        | 863,279             | 10,206,221        | (783,890)          |
| Fixed Assets                     | 983,388           | 2,949,194          | 4,477,115          | 3,300,000         | (1,177,115)         |                   | (3,300,000)        |
| Other Financing Uses             | 7,478,128         | 7,556,660          | 6,363,552          | 6,364,037         | 485                 | 6,375,438         | 11,401             |
| <b>Gross Appropriations</b>      | <b>96,246,373</b> | <b>102,269,306</b> | <b>106,849,634</b> | <b>93,159,068</b> | <b>(13,690,566)</b> | <b>90,466,259</b> | <b>(2,692,809)</b> |
| Intrafund Transfers              | (18,265,059)      | (18,829,256)       | (18,611,363)       | (132,948)         | 18,478,415          | (132,948)         |                    |
| <b>Net Appropriations</b>        | <b>77,981,314</b> | <b>83,440,050</b>  | <b>88,238,271</b>  | <b>93,026,120</b> | <b>4,787,849</b>    | <b>90,333,311</b> | <b>(2,692,809)</b> |
| Contingencies/Dept Reserves      | 2,420,003         | 2,032,512          | 2,032,512          | 2,032,512         |                     | 2,032,512         |                    |
| <b>TOTAL REQUIREMENTS</b>        | <b>80,401,317</b> | <b>85,472,562</b>  | <b>90,270,783</b>  | <b>95,058,632</b> | <b>4,787,849</b>    | <b>92,365,823</b> | <b>(2,692,809)</b> |
| <b>NET COUNTY COST</b>           | <b>42,684,567</b> | <b>43,216,063</b>  | <b>49,109,010</b>  | <b>53,217,326</b> | <b>4,108,316</b>    | <b>55,108,705</b> | <b>1,891,379</b>   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                    |                    |                   |                     |                   |                    |
| Salary Resolution                | 415.0             | 415.0              | 415.0              | 415.0             |                     | 415.0             |                    |
| Funded FTE                       | 412.5             | 405.6              | 405.6              | 409.7             | 4.1                 | 409.7             |                    |

Administrative Services (3211P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                    |                    |                   |                   |                   |                    |
| Intergovernmental Revenues  | 968,227           | 4,280,993          | 2,066,464          | 5,246,062         | 3,179,598         | 546,062           | (4,700,000)        |
| Charges for Services        | 73                | 89                 | 150                | 150               |                   | 150               |                    |
| Interfund Revenue           | 2,770             | 3,173              |                    |                   |                   |                   |                    |
| Miscellaneous Revenue       | 15,237            | 22,251             |                    |                   |                   |                   |                    |
| <b>Total Revenue</b>        | <b>986,306</b>    | <b>4,306,505</b>   | <b>2,066,614</b>   | <b>5,246,212</b>  | <b>3,179,598</b>  | <b>546,212</b>    | <b>(4,700,000)</b> |
| Fund Balance                | 1,451,539         | 2,051,411          | 3,972,524          | 671,608           | (3,300,916)       | 671,608           |                    |
| <b>TOTAL SOURCES</b>        | <b>2,437,845</b>  | <b>6,357,916</b>   | <b>6,039,138</b>   | <b>5,917,820</b>  | <b>(121,318)</b>  | <b>1,217,820</b>  | <b>(4,700,000)</b> |
| <b>REQUIREMENTS</b>         |                   |                    |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 4,613,094         | 5,679,109          | 5,497,910          | 7,509,776         | 2,011,866         | 7,330,225         | (179,551)          |
| Services and Supplies       | 568,318           | 598,455            | 986,429            | 1,235,429         | 249,000           | 1,035,429         | (200,000)          |
| Other Charges               | 1,798,597         | 2,382,274          | 2,291,981          | 3,224,826         | 932,845           | 2,286,710         | (938,116)          |
| Fixed Assets                | 975,396           | 2,935,029          | 4,477,115          | 3,300,000         | (1,177,115)       |                   | (3,300,000)        |
| Other Financing Uses        |                   |                    | 841,015            |                   | (841,015)         |                   |                    |
| <b>Gross Appropriations</b> | <b>7,955,405</b>  | <b>11,594,867</b>  | <b>14,094,450</b>  | <b>15,270,031</b> | <b>1,175,581</b>  | <b>10,652,364</b> | <b>(4,617,667)</b> |
| Intrafund Transfers         | (6,202,969)       | (7,163,428)        | (7,650,843)        |                   | 7,650,843         |                   |                    |
| <b>Net Appropriations</b>   | <b>1,752,436</b>  | <b>4,431,439</b>   | <b>6,443,607</b>   | <b>15,270,031</b> | <b>8,826,424</b>  | <b>10,652,364</b> | <b>(4,617,667)</b> |
| Contingencies/Dept Reserves | 68,889            | 281,398            | 281,398            | 281,398           |                   | 281,398           |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,821,325</b>  | <b>4,712,837</b>   | <b>6,725,005</b>   | <b>15,551,429</b> | <b>8,826,424</b>  | <b>10,933,762</b> | <b>(4,617,667)</b> |
| <b>NET COUNTY COST</b>      | <b>(616,520)</b>  | <b>(1,645,079)</b> | <b>685,867</b>     | <b>9,633,609</b>  | <b>8,947,742</b>  | <b>9,715,942</b>  | <b>82,333</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                    |                    |                   |                   |                   |                    |
| Salary Resolution           | 23.0              | 31.0               | 31.0               | 39.0              | 8.0               | 39.0              |                    |
| Funded FTE                  | 23.0              | 30.9               | 30.9               | 38.9              | 8.0               | 38.9              |                    |

Adult Services (3227P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Fines, Forfeitures and Penalties | 3,177             | 4,673             | 156                | 156               |                    | 156               |                   |
| Intergovernmental Revenues       | 8,886,107         | 8,638,318         | 9,025,125          | 9,922,899         | 897,774            | 10,038,711        | 115,812           |
| Charges for Services             | 1,332,254         | 1,309,872         | 1,233,933          | 1,220,933         | (13,000)           | 1,220,933         |                   |
| Miscellaneous Revenue            | 138,159           | 116,005           | 57,700             | 57,700            |                    | 57,700            |                   |
| <b>TOTAL SOURCES</b>             | <b>10,359,696</b> | <b>10,068,867</b> | <b>10,316,914</b>  | <b>11,201,688</b> | <b>884,774</b>     | <b>11,317,500</b> | <b>115,812</b>    |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits            | 19,775,058        | 20,576,910        | 22,509,803         | 23,245,587        | 735,784            | 23,904,284        | 658,697           |
| Services and Supplies            | 7,648,522         | 8,490,644         | 8,767,052          | 1,041,392         | (7,725,660)        | 1,041,392         |                   |
| Other Charges                    | 1,561,074         | 1,688,469         | 1,447,159          | 1,546,512         | 99,353             | 1,571,398         | 24,886            |
| Other Financing Uses             | 62,603            | 63,423            | 65,004             | 72,882            | 7,878              | 74,777            | 1,895             |
| <b>Gross Appropriations</b>      | <b>29,047,257</b> | <b>30,819,447</b> | <b>32,789,018</b>  | <b>25,906,373</b> | <b>(6,882,645)</b> | <b>26,591,851</b> | <b>685,478</b>    |
| Intrafund Transfers              | (4,302,178)       | (5,029,014)       | (4,627,623)        |                   | 4,627,623          |                   |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>24,745,079</b> | <b>25,790,433</b> | <b>28,161,395</b>  | <b>25,906,373</b> | <b>(2,255,022)</b> | <b>26,591,851</b> | <b>685,478</b>    |
| <b>NET COUNTY COST</b>           | <b>14,385,382</b> | <b>15,721,566</b> | <b>17,844,481</b>  | <b>14,704,685</b> | <b>(3,139,796)</b> | <b>15,274,351</b> | <b>569,666</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution                | 154.0             | 150.0             | 150.0              | 145.0             | (5.0)              | 145.0             |                   |
| Funded FTE                       | 152.7             | 145.8             | 145.8              | 142.4             | (3.4)              | 142.4             |                   |

Juvenile Services (3253P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Taxes                            |                   | 27,897            | 75,000             |                   | (75,000)           |                   |                   |
| Fines, Forfeitures and Penalties | 14,089            | 14,665            | 16,410             | 16,410            |                    | 16,410            |                   |
| Intergovernmental Revenues       | 8,856,773         | 9,180,224         | 9,704,832          | 9,659,832         | (45,000)           | 9,659,832         |                   |
| Charges for Services             | 42,693            | 26,351            | 41,619             | 24,319            | (17,300)           | 24,319            |                   |
| Miscellaneous Revenue            | 86,159            | 117,055           | 21,500             | 101,500           | 80,000             | 101,500           |                   |
| <b>Total Revenue</b>             | <b>8,999,714</b>  | <b>9,366,192</b>  | <b>9,859,361</b>   | <b>9,802,061</b>  | <b>(57,300)</b>    | <b>9,802,061</b>  |                   |
| Fund Balance                     | 839,817           | 839,817           | 839,817            | 839,817           |                    | 839,817           |                   |
| <b>TOTAL SOURCES</b>             | <b>9,839,531</b>  | <b>10,206,009</b> | <b>10,699,178</b>  | <b>10,641,878</b> | <b>(57,300)</b>    | <b>10,641,878</b> |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits            | 12,661,257        | 12,440,553        | 14,070,780         | 14,669,630        | 598,850            | 15,080,728        | 411,098           |
| Services and Supplies            | 10,812,204        | 9,971,237         | 9,714,248          | 2,570,846         | (7,143,402)        | 2,570,846         |                   |
| Other Charges                    | 1,195,666         | 1,414,030         | 1,895,699          | 2,087,668         | 191,969            | 2,163,918         | 76,250            |
| Other Financing Uses             | 2,882,472         | 2,907,111         | 1,598,554          | 2,458,230         | 859,676            | 2,462,043         | 3,813             |
| <b>Gross Appropriations</b>      | <b>27,551,599</b> | <b>26,732,932</b> | <b>27,279,281</b>  | <b>21,786,374</b> | <b>(5,492,907)</b> | <b>22,277,535</b> | <b>491,161</b>    |
| Intrafund Transfers              | (7,352,125)       | (6,292,085)       | (5,512,144)        | (132,948)         | 5,379,196          | (132,948)         |                   |
| <b>Net Appropriations</b>        | <b>20,199,473</b> | <b>20,440,846</b> | <b>21,767,137</b>  | <b>21,653,426</b> | <b>(113,711)</b>   | <b>22,144,587</b> | <b>491,161</b>    |
| Contingencies/Dept Reserves      | 839,817           | 839,817           | 839,817            | 839,817           |                    | 839,817           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>21,039,290</b> | <b>21,280,663</b> | <b>22,606,954</b>  | <b>22,493,243</b> | <b>(113,711)</b>   | <b>22,984,404</b> | <b>491,161</b>    |
| <b>NET COUNTY COST</b>           | <b>11,199,760</b> | <b>11,074,654</b> | <b>11,907,776</b>  | <b>11,851,365</b> | <b>(56,411)</b>    | <b>12,342,526</b> | <b>491,161</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution                | 99.0              | 96.0              | 96.0               | 93.0              | (3.0)              | 93.0              |                   |
| Funded FTE                       | 98.5              | 92.9              | 92.9               | 90.7              | (2.2)              | 90.7              |                   |

Institutions Services (3283P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Intergovernmental Revenues  | 12,550,993        | 13,164,315        | 12,286,829         | 12,265,754        | (21,075)           | 12,265,754        |                   |
| Charges for Services        | 268,547           | 241,375           | 206,020            | 150,403           | (55,617)           | 150,403           |                   |
| Miscellaneous Revenue       | 49,880            | 38,548            | 34,225             | 84,294            | 50,069             | 84,294            |                   |
| <b>Total Revenue</b>        | <b>12,869,421</b> | <b>13,444,238</b> | <b>12,527,074</b>  | <b>12,500,451</b> | <b>(26,623)</b>    | <b>12,500,451</b> |                   |
| Fund Balance                | 2,210,257         | 2,179,469         | 1,579,469          | 1,579,469         |                    | 1,579,469         |                   |
| <b>TOTAL SOURCES</b>        | <b>15,079,678</b> | <b>15,623,707</b> | <b>14,106,543</b>  | <b>14,079,920</b> | <b>(26,623)</b>    | <b>14,079,920</b> |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 19,503,649        | 19,882,708        | 19,704,586         | 20,960,144        | 1,255,558          | 21,649,580        | 689,436           |
| Services and Supplies       | 4,008,003         | 4,414,244         | 4,631,327          | 1,272,116         | (3,359,211)        | 1,272,116         |                   |
| Other Charges               | 3,639,415         | 4,224,818         | 4,491,993          | 4,131,105         | (360,888)          | 4,184,195         | 53,090            |
| Fixed Assets                | 7,992             | 14,165            |                    |                   |                    |                   |                   |
| Other Financing Uses        | 4,533,053         | 4,586,126         | 3,858,979          | 3,832,925         | (26,054)           | 3,838,618         | 5,693             |
| <b>Gross Appropriations</b> | <b>31,692,112</b> | <b>33,122,061</b> | <b>32,686,885</b>  | <b>30,196,290</b> | <b>(2,490,595)</b> | <b>30,944,509</b> | <b>748,219</b>    |
| Intrafund Transfers         | (407,786)         | (344,729)         | (820,753)          |                   | 820,753            |                   |                   |
| <b>Net Appropriations</b>   | <b>31,284,326</b> | <b>32,777,332</b> | <b>31,866,132</b>  | <b>30,196,290</b> | <b>(1,669,842)</b> | <b>30,944,509</b> | <b>748,219</b>    |
| Contingencies/Dept Reserves | 1,511,297         | 911,297           | 911,297            | 911,297           |                    | 911,297           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>32,795,623</b> | <b>33,688,629</b> | <b>32,777,429</b>  | <b>31,107,587</b> | <b>(1,669,842)</b> | <b>31,855,806</b> | <b>748,219</b>    |
| <b>NET COUNTY COST</b>      | <b>17,715,945</b> | <b>18,064,922</b> | <b>18,670,886</b>  | <b>17,027,667</b> | <b>(1,643,219)</b> | <b>17,775,886</b> | <b>748,219</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 139.0             | 138.0             | 138.0              | 138.0             |                    | 138.0             |                   |
| Funded FTE                  | 138.3             | 136.0             | 136.0              | 137.8             | 1.8                | 137.8             |                   |

District Attorney's Office (2510B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 623,735           | 1,179,416          | 1,101,258         | (78,158)          | 908,981           | (192,277)         |
| Fines, Forfeitures and Penalties | 450,501           | 366,919           | 400,000            | 400,000           |                   | 400,000           |                   |
| Intergovernmental Revenues       | 14,350,351        | 13,879,254        | 14,409,532         | 14,247,255        | (162,277)         | 13,665,684        | (581,571)         |
| Charges for Services             | 183               | 10,624            |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 450,894           | 500,755           | 122,000            | 422,000           | 300,000           | 422,000           |                   |
| <b>Total Revenue</b>             | <b>15,251,930</b> | <b>15,381,287</b> | <b>16,110,948</b>  | <b>16,170,513</b> | <b>59,565</b>     | <b>15,396,665</b> | <b>(773,848)</b>  |
| Fund Balance                     | 1,803,507         | 2,858,165         | 3,246,704          | 3,414,652         | 167,948           | 3,414,652         |                   |
| <b>TOTAL SOURCES</b>             | <b>17,055,437</b> | <b>18,239,452</b> | <b>19,357,652</b>  | <b>19,585,165</b> | <b>227,513</b>    | <b>18,811,317</b> | <b>(773,848)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 24,269,087        | 25,646,764        | 29,198,019         | 29,813,945        | 615,926           | 30,671,548        | 857,603           |
| Services and Supplies            | 1,668,260         | 1,443,569         | 2,245,389          | 2,212,602         | (32,787)          | 1,505,475         | (707,127)         |
| Other Charges                    | 1,878,207         | 2,222,648         | 2,337,965          | 2,860,443         | 522,478           | 2,838,877         | (21,566)          |
| Fixed Assets                     | 29,100            | 26,193            |                    |                   |                   |                   |                   |
| Other Financing Uses             | 164,225           | 168,447           | 158,340            | 176,232           | 17,892            | 179,218           | 2,986             |
| <b>Gross Appropriations</b>      | <b>28,008,879</b> | <b>29,507,621</b> | <b>33,939,713</b>  | <b>35,063,222</b> | <b>1,123,509</b>  | <b>35,195,118</b> | <b>131,896</b>    |
| Intrafund Transfers              |                   | (119,930)         | (556,512)          | (487,973)         | 68,539            | (486,585)         | 1,388             |
| <b>Net Appropriations</b>        | <b>28,008,879</b> | <b>29,387,691</b> | <b>33,383,201</b>  | <b>34,575,249</b> | <b>1,192,048</b>  | <b>34,708,533</b> | <b>133,284</b>    |
| Contingencies/Dept Reserves      | 1,398,987         | 2,453,645         | 2,843,010          | 2,843,010         |                   | 2,843,010         |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>29,407,866</b> | <b>31,841,336</b> | <b>36,226,211</b>  | <b>37,418,259</b> | <b>1,192,048</b>  | <b>37,551,543</b> | <b>133,284</b>    |
| <b>NET COUNTY COST</b>           | <b>12,352,429</b> | <b>13,601,884</b> | <b>16,868,559</b>  | <b>17,833,094</b> | <b>964,535</b>    | <b>18,740,226</b> | <b>907,132</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 122.0             | 129.0             | 131.0              | 131.0             |                   | 133.0             | 2.0               |
| Funded FTE                       | 120.2             | 127.1             | 129.1              | 129.1             |                   | 131.1             | 2.0               |

Private Defender Program (2800B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                    |                   |                   |
| Intergovernmental Revenues |                   |                   | 427,897            | 450,000           | 22,103             | 450,000           |                   |
| Charges for Services       | 704,152           | 600,571           | 629,982            | 600,000           | (29,982)           | 600,000           |                   |
| Interfund Revenue          | 434,687           | 467,587           |                    |                   |                    |                   |                   |
| <b>TOTAL SOURCES</b>       | <b>1,138,839</b>  | <b>1,068,158</b>  | <b>1,057,879</b>   | <b>1,050,000</b>  | <b>(7,879)</b>     | <b>1,050,000</b>  |                   |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                    |                   |                   |
| Services and Supplies      | 18,455,439        | 20,002,766        | 21,372,823         | 18,872,823        | (2,500,000)        | 18,872,823        |                   |
| Other Charges              | 16,077            | 21,630            | 22,407             | 24,681            | 2,274              | 25,246            | 565               |
| Other Financing Uses       | 43,344            | 43,804            | 36,825             | 37,045            | 220                | 37,119            | 74                |
| <b>TOTAL REQUIREMENTS</b>  | <b>18,514,859</b> | <b>20,068,201</b> | <b>21,432,055</b>  | <b>18,934,549</b> | <b>(2,497,506)</b> | <b>18,935,188</b> | <b>639</b>        |
| <b>NET COUNTY COST</b>     | <b>17,376,020</b> | <b>19,000,043</b> | <b>20,374,176</b>  | <b>17,884,549</b> | <b>(2,489,627)</b> | <b>17,885,188</b> | <b>639</b>        |

County Support of the Courts (2700B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Fines, Forfeitures and Penalties | 6,783,447         | 5,679,810         | 6,185,540          | 5,069,040         | (1,116,500)        | 5,069,040         |                   |
| Charges for Services             | 1,602,673         | 1,447,546         | 1,585,421          | 1,305,921         | (279,500)          | 1,305,921         |                   |
| Miscellaneous Revenue            | 1,058,398         | 1,034,771         | 1,064,221          | 1,168,221         | 104,000            | 1,168,221         |                   |
| <b>TOTAL SOURCES</b>             | <b>9,444,518</b>  | <b>8,162,127</b>  | <b>8,835,182</b>   | <b>7,543,182</b>  | <b>(1,292,000)</b> | <b>7,543,182</b>  |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits            | 485,561           | 498,450           | 520,000            | 530,000           | 10,000             | 530,000           |                   |
| Services and Supplies            | 1,167,482         | 1,057,908         | 1,104,052          | 1,094,052         | (10,000)           | 1,094,052         |                   |
| Other Charges                    | 19,091,446        | 18,990,320        | 19,401,497         | 19,410,255        | 8,758              | 19,413,404        | 3,149             |
| Other Financing Uses             | 4,928             | 6,612             | 6,777              | 7,543             | 766                | 7,739             | 196               |
| <b>TOTAL REQUIREMENTS</b>        | <b>20,749,417</b> | <b>20,553,290</b> | <b>21,032,326</b>  | <b>21,041,850</b> | <b>9,524</b>       | <b>21,045,195</b> | <b>3,345</b>      |
| <b>NET COUNTY COST</b>           | <b>11,304,899</b> | <b>12,391,164</b> | <b>12,197,144</b>  | <b>13,498,668</b> | <b>1,301,524</b>   | <b>13,502,013</b> | <b>3,345</b>      |

Coroner's Office (3300B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 11,820            | 11,716            | 11,500             | 11,500            |                   | 11,500            |                   |
| Intergovernmental Revenues       | 530,717           | 489,840           | 489,840            | 635,414           | 145,574           | 513,512           | (121,902)         |
| Charges for Services             | 213,385           | 224,104           | 255,000            | 255,000           |                   | 255,000           |                   |
| Miscellaneous Revenue            | 3,209             | 31,816            | 7,138              | 2,000             | (5,138)           | 2,500             | 500               |
| <b>Total Revenue</b>             | <b>759,132</b>    | <b>757,476</b>    | <b>763,478</b>     | <b>903,914</b>    | <b>140,436</b>    | <b>782,512</b>    | <b>(121,402)</b>  |
| Fund Balance                     | 299,934           | 362,055           | 402,354            | 402,354           |                   | 402,354           |                   |
| <b>TOTAL SOURCES</b>             | <b>1,059,066</b>  | <b>1,119,531</b>  | <b>1,165,832</b>   | <b>1,306,268</b>  | <b>140,436</b>    | <b>1,184,866</b>  | <b>(121,402)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 1,539,567         | 1,700,314         | 1,989,792          | 2,300,356         | 310,564           | 2,215,821         | (84,535)          |
| Services and Supplies            | 631,854           | 620,964           | 721,119            | 679,258           | (41,861)          | 663,994           | (15,264)          |
| Other Charges                    | 316,067           | 330,202           | 387,891            | 372,088           | (15,803)          | 402,498           | 30,410            |
| Other Financing Uses             | 13,637            | 16,510            | 16,677             | 16,659            | (18)              | 17,096            | 437               |
| <b>Gross Appropriations</b>      | <b>2,501,125</b>  | <b>2,667,990</b>  | <b>3,115,479</b>   | <b>3,368,361</b>  | <b>252,882</b>    | <b>3,299,409</b>  | <b>(68,952)</b>   |
| Intrafund Transfers              |                   |                   | (20,000)           |                   | 20,000            |                   |                   |
| <b>Net Appropriations</b>        | <b>2,501,125</b>  | <b>2,667,990</b>  | <b>3,095,479</b>   | <b>3,368,361</b>  | <b>272,882</b>    | <b>3,299,409</b>  | <b>(68,952)</b>   |
| Contingencies/Dept Reserves      | 152,420           | 167,838           | 201,772            | 201,772           |                   | 201,772           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,653,545</b>  | <b>2,835,828</b>  | <b>3,297,251</b>   | <b>3,570,133</b>  | <b>272,882</b>    | <b>3,501,181</b>  | <b>(68,952)</b>   |
| <b>NET COUNTY COST</b>           | <b>1,594,479</b>  | <b>1,716,298</b>  | <b>2,131,419</b>   | <b>2,263,865</b>  | <b>132,446</b>    | <b>2,316,315</b>  | <b>52,450</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 13.0              | 13.0              | 13.0               | 13.0              |                   | 13.0              |                   |
| Funded FTE                       | 13.0              | 13.0              | 13.0               | 13.0              |                   | 13.0              |                   |

Health Administration (5500B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Intergovernmental Revenues  | 6,987,039         | 207,735           | 1,702,954          | 1,358,122         | (344,832)         | 1,046,523         | (311,599)          |
| Charges for Services        | 860,253           | 3,213,636         | 3,216,042          | 3,752,852         | 536,810           | 2,990,571         | (762,281)          |
| Interfund Revenue           | 223,795           | 2,192,714         | 2,191,603          | 2,191,604         | 1                 | 2,191,604         |                    |
| Miscellaneous Revenue       | 23,043            | 6,236,541         | 7,993,561          | 13,047,560        | 5,053,999         | 12,941,465        | (106,095)          |
| <b>Total Revenue</b>        | <b>8,094,130</b>  | <b>11,850,626</b> | <b>15,104,160</b>  | <b>20,350,138</b> | <b>5,245,978</b>  | <b>19,170,163</b> | <b>(1,179,975)</b> |
| Fund Balance                | (9,507)           |                   | 211                |                   | (211)             | 399,022           | 399,022            |
| <b>TOTAL SOURCES</b>        | <b>8,084,623</b>  | <b>11,850,626</b> | <b>15,104,371</b>  | <b>20,350,138</b> | <b>5,245,767</b>  | <b>19,569,185</b> | <b>(780,953)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 2,768,901         | 5,231,322         | 6,036,919          | 6,516,376         | 479,457           | 6,520,658         | 4,282              |
| Services and Supplies       | 976,450           | 2,600,079         | 2,764,704          | 3,314,907         | 550,203           | 2,507,655         | (807,252)          |
| Other Charges               | 257,947           | 7,064,493         | 9,260,720          | 12,997,033        | 3,736,313         | 13,018,952        | 21,919             |
| Other Financing Uses        | 6,419,148         | 1,794             | 2,673              | 3,711             | 1,038             | 3,809             | 98                 |
| <b>Gross Appropriations</b> | <b>10,422,446</b> | <b>14,897,689</b> | <b>18,065,016</b>  | <b>22,832,027</b> | <b>4,767,011</b>  | <b>22,051,074</b> | <b>(780,953)</b>   |
| Intrafund Transfers         | (2,260,574)       | (3,047,484)       | (2,960,645)        | (2,880,911)       | 79,734            | (2,880,911)       |                    |
| <b>Net Appropriations</b>   | <b>8,161,872</b>  | <b>11,850,205</b> | <b>15,104,371</b>  | <b>19,951,116</b> | <b>4,846,745</b>  | <b>19,170,163</b> | <b>(780,953)</b>   |
| Contingencies/Dept Reserves |                   | 421               |                    | 399,022           | 399,022           | 399,022           |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>8,161,872</b>  | <b>11,850,626</b> | <b>15,104,371</b>  | <b>20,350,138</b> | <b>5,245,767</b>  | <b>19,569,185</b> | <b>(780,953)</b>   |
| <b>NET COUNTY COST</b>      | <b>77,249</b>     |                   |                    |                   |                   |                   |                    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 15.0              | 24.0              | 24.0               | 24.0              |                   | 24.0              |                    |
| Funded FTE                  | 14.7              | 23.6              | 23.6               | 23.8              | 0.2               | 23.8              |                    |

## Health Coverage Unit (5510B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 225,000           | 489,539           | 631,836            | 1,932,965         | 1,301,129         | 1,932,965         |                   |
| Charges for Services        | 384,697           | 271,030           | 1,219,663          | 2,832,544         | 1,612,881         | 2,934,211         | 101,667           |
| Interfund Revenue           | 257,674           | 247,588           | 236,512            | 205,361           | (31,151)          | 207,811           | 2,450             |
| Miscellaneous Revenue       | 2,805,543         | 2,121,869         | 902,802            | 592,074           | (310,728)         | 629,202           | 37,128            |
| <b>Total Revenue</b>        | <b>3,672,914</b>  | <b>3,130,025</b>  | <b>2,990,813</b>   | <b>5,562,944</b>  | <b>2,572,131</b>  | <b>5,704,189</b>  | <b>141,245</b>    |
| Fund Balance                | 444,093           |                   |                    |                   |                   | 160,000           | 160,000           |
| <b>TOTAL SOURCES</b>        | <b>4,117,007</b>  | <b>3,130,025</b>  | <b>2,990,813</b>   | <b>5,562,944</b>  | <b>2,572,131</b>  | <b>5,864,189</b>  | <b>301,245</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,483,128         | 2,766,392         | 3,877,956          | 4,059,649         | 181,693           | 4,129,099         | 69,450            |
| Services and Supplies       | 5,045,038         | 4,748,152         | 1,899,014          | 3,551,537         | 1,652,523         | 3,569,177         | 17,640            |
| Other Charges               | 118,133           | 146,937           | 200,202            | 181,964           | (18,238)          | 189,750           | 7,786             |
| Fixed Assets                |                   |                   |                    | 144,000           | 144,000           |                   | (144,000)         |
| <b>Gross Appropriations</b> | <b>8,646,299</b>  | <b>7,661,481</b>  | <b>5,977,172</b>   | <b>7,937,150</b>  | <b>1,959,978</b>  | <b>7,888,026</b>  | <b>(49,124)</b>   |
| Intrafund Transfers         | (2,596,312)       | (2,520,076)       | (998,401)          | (395,833)         | 602,568           |                   | 395,833           |
| <b>Net Appropriations</b>   | <b>6,049,987</b>  | <b>5,141,406</b>  | <b>4,978,771</b>   | <b>7,541,317</b>  | <b>2,562,546</b>  | <b>7,888,026</b>  | <b>346,709</b>    |
| Contingencies/Dept Reserves |                   |                   |                    | 160,000           | 160,000           | 160,000           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,049,987</b>  | <b>5,141,406</b>  | <b>4,978,771</b>   | <b>7,701,317</b>  | <b>2,722,546</b>  | <b>8,048,026</b>  | <b>346,709</b>    |
| <b>NET COUNTY COST</b>      | <b>1,932,980</b>  | <b>2,011,381</b>  | <b>1,987,958</b>   | <b>2,138,373</b>  | <b>150,415</b>    | <b>2,183,837</b>  | <b>45,464</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 32.0              | 32.0              | 31.0               | 31.0              |                   | 31.0              |                   |
| Funded FTE                  | 30.8              | 30.6              | 29.6               | 29.7              | 0.1               | 29.7              |                   |

Public Health, Policy and Planning (5550B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                    |
| Taxes                            |                   | 30,000            | 30,000             | 673,817           | 643,817           | 173,817           | (500,000)          |
| Licenses, Permits and Franchises | 864,377           | 905,577           | 934,278            | 898,636           | (35,642)          | 908,636           | 10,000             |
| Fines, Forfeitures and Penalties | 145               | 493               | 42                 | 100               | 58                | 100               |                    |
| Intergovernmental Revenues       | 10,780,120        | 11,527,953        | 11,404,847         | 17,429,002        | 6,024,155         | 17,445,843        | 16,841             |
| Charges for Services             | 3,454,173         | 3,393,441         | 4,256,766          | 2,755,020         | (1,501,746)       | 2,756,520         | 1,500              |
| Interfund Revenue                | 1,981,982         | 2,019,221         | 2,017,678          | 2,352,256         | 334,578           | 2,352,256         |                    |
| Miscellaneous Revenue            | 145,603           | 287,005           | 2,413,744          | 1,808,359         | (605,385)         | 1,268,186         | (540,173)          |
| <b>Total Revenue</b>             | <b>17,226,400</b> | <b>18,163,690</b> | <b>21,057,355</b>  | <b>25,917,190</b> | <b>4,859,835</b>  | <b>24,905,358</b> | <b>(1,011,832)</b> |
| Fund Balance                     | 778,805           | 844,304           | 846,447            | 846,447           |                   | 846,447           |                    |
| <b>TOTAL SOURCES</b>             | <b>18,005,205</b> | <b>19,007,994</b> | <b>21,903,802</b>  | <b>26,763,637</b> | <b>4,859,835</b>  | <b>25,751,805</b> | <b>(1,011,832)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits            | 13,914,118        | 14,331,159        | 17,542,122         | 22,695,257        | 5,153,135         | 23,046,329        | 351,072            |
| Services and Supplies            | 11,233,145        | 12,550,568        | 13,010,167         | 14,266,930        | 1,256,763         | 13,925,925        | (341,005)          |
| Other Charges                    | 1,714,936         | 1,813,710         | 2,000,977          | 2,160,203         | 159,226           | 2,162,746         | 2,543              |
| Fixed Assets                     |                   | 23,421            | 654,791            | 646,400           | (8,391)           | 10,000            | (636,400)          |
| Other Financing Uses             | 14,048            | 17,466            | 17,934             | 30,099            | 12,165            | 29,538            | (561)              |
| <b>Gross Appropriations</b>      | <b>26,876,248</b> | <b>28,736,324</b> | <b>33,225,991</b>  | <b>39,798,889</b> | <b>6,572,898</b>  | <b>39,174,538</b> | <b>(624,351)</b>   |
| Intrafund Transfers              | (2,721,299)       | (2,909,824)       | (4,034,127)        | (3,907,983)       | 126,144           | (3,999,678)       | (91,695)           |
| <b>Net Appropriations</b>        | <b>24,154,949</b> | <b>25,826,500</b> | <b>29,191,864</b>  | <b>35,890,906</b> | <b>6,699,042</b>  | <b>35,174,860</b> | <b>(716,046)</b>   |
| Contingencies/Dept Reserves      | 696,444           | 761,943           | 764,086            | 764,086           |                   | 764,086           |                    |
| <b>TOTAL REQUIREMENTS</b>        | <b>24,851,393</b> | <b>26,588,443</b> | <b>29,955,950</b>  | <b>36,654,992</b> | <b>6,699,042</b>  | <b>35,938,946</b> | <b>(716,046)</b>   |
| <b>NET COUNTY COST</b>           | <b>6,846,188</b>  | <b>7,580,449</b>  | <b>8,052,148</b>   | <b>9,891,355</b>  | <b>1,839,207</b>  | <b>10,187,141</b> | <b>295,786</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution                | 96.0              | 98.0              | 106.0              | 106.0             |                   | 106.0             |                    |
| Funded FTE                       | 94.8              | 97.1              | 105.1              | 105.1             |                   | 105.1             |                    |

Health IT (5560B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                    |
| Intergovernmental Revenues  |                   | 2,405,348         | 260,000            | 242,251           | (17,749)           | 94,908            | (147,343)          |
| Interfund Revenue           | 1,088,699         | 3,283,448         | 2,627,097          | 2,240,172         | (386,925)          | 2,452,313         | 212,141            |
| Miscellaneous Revenue       | 104,384           | 14,782            |                    |                   |                    |                   |                    |
| <b>Total Revenue</b>        | <b>1,193,083</b>  | <b>5,703,578</b>  | <b>2,887,097</b>   | <b>2,482,423</b>  | <b>(404,674)</b>   | <b>2,547,221</b>  | <b>64,798</b>      |
| Fund Balance                | 829,520           | 19,652            | 4,614,561          | 5,003,802         | 389,241            | 1,548,481         | (3,455,321)        |
| <b>TOTAL SOURCES</b>        | <b>2,022,604</b>  | <b>5,723,230</b>  | <b>7,501,658</b>   | <b>7,486,225</b>  | <b>(15,433)</b>    | <b>4,095,702</b>  | <b>(3,390,523)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits       | 1,603,263         | 3,590,208         | 4,380,904          | 5,618,877         | 1,237,973          | 5,650,605         | 31,728             |
| Services and Supplies       | 1,216,943         | 1,301,689         | 6,419,643          | 3,735,452         | (2,684,191)        | 1,964,162         | (1,771,290)        |
| Other Charges               | 288,738           | 486,247           | 372,800            | 433,663           | 60,863             | 452,064           | 18,401             |
| <b>Gross Appropriations</b> | <b>3,108,944</b>  | <b>5,378,144</b>  | <b>11,173,347</b>  | <b>9,787,992</b>  | <b>(1,385,355)</b> | <b>8,066,831</b>  | <b>(1,721,161)</b> |
| Intrafund Transfers         | (1,086,340)       | (4,329,475)       | (3,671,689)        | (3,850,248)       | (178,559)          | (3,971,129)       | (120,881)          |
| <b>Net Appropriations</b>   | <b>2,022,604</b>  | <b>1,048,669</b>  | <b>7,501,658</b>   | <b>5,937,744</b>  | <b>(1,563,914)</b> | <b>4,095,702</b>  | <b>(1,842,042)</b> |
| Contingencies/Dept Reserves |                   | 4,674,561         |                    | 1,548,481         | 1,548,481          |                   | (1,548,481)        |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,022,604</b>  | <b>5,723,230</b>  | <b>7,501,658</b>   | <b>7,486,225</b>  | <b>(15,433)</b>    | <b>4,095,702</b>  | <b>(3,390,523)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution           | 15.0              | 19.0              | 19.0               | 19.0              |                    | 19.0              |                    |
| Funded FTE                  | 15.0              | 19.0              | 19.0               | 19.0              |                    | 19.0              |                    |

Emergency Medical Services GF (5600B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 20,636            | 44,710             | 41,416            | (3,294)           | 41,416            |                   |
| Licenses, Permits and Franchises | 43,095            | 33,398            | 47,498             | 41,498            | (6,000)           | 41,498            |                   |
| Fines, Forfeitures and Penalties | 674,021           |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues       | 1,284,089         | 1,129,910         | 1,256,951          | 1,122,179         | (134,772)         | 1,110,424         | (11,755)          |
| Charges for Services             | 100,000           | 294,360           | 287,216            | 545,990           | 258,774           | 551,075           | 5,085             |
| Interfund Revenue                | 12,600            | 766,687           | 1,141,171          | 910,868           | (230,303)         | 798,438           | (112,430)         |
| Miscellaneous Revenue            | 4,792,087         | 4,852,211         | 5,093,446          | 5,330,438         | 236,992           | 5,334,941         | 4,503             |
| <b>Total Revenue</b>             | <b>6,905,892</b>  | <b>7,097,201</b>  | <b>7,870,992</b>   | <b>7,992,389</b>  | <b>121,397</b>    | <b>7,877,792</b>  | <b>(114,597)</b>  |
| Fund Balance                     | 335,882           | 535,266           | 490,266            | 490,266           |                   | 490,266           |                   |
| <b>TOTAL SOURCES</b>             | <b>7,241,774</b>  | <b>7,632,467</b>  | <b>8,361,258</b>   | <b>8,482,655</b>  | <b>121,397</b>    | <b>8,368,058</b>  | <b>(114,597)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 1,768,380         | 1,909,143         | 2,255,195          | 2,341,266         | 86,071            | 2,367,753         | 26,487            |
| Services and Supplies            | 4,788,913         | 5,058,763         | 5,443,814          | 5,453,267         | 9,453             | 5,304,884         | (148,383)         |
| Other Charges                    | 142,707           | 158,897           | 335,813            | 361,686           | 25,873            | 368,985           | 7,299             |
| Fixed Assets                     |                   | 13,540            |                    |                   |                   |                   |                   |
| Other Financing Uses             | 611               | 809               |                    |                   |                   |                   |                   |
| <b>Net Appropriations</b>        | <b>6,700,611</b>  | <b>7,141,152</b>  | <b>8,034,822</b>   | <b>8,156,219</b>  | <b>121,397</b>    | <b>8,041,622</b>  | <b>(114,597)</b>  |
| Contingencies/Dept Reserves      | 541,163           | 491,315           | 326,436            | 326,436           |                   | 326,436           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>7,241,774</b>  | <b>7,632,467</b>  | <b>8,361,258</b>   | <b>8,482,655</b>  | <b>121,397</b>    | <b>8,368,058</b>  | <b>(114,597)</b>  |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 11.0              | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| Funded FTE                       | 11.0              | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |

Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Fines, Forfeitures and Penalties | 2,261,476         | 1,967,857         | 2,457,581          | 1,476,184         | (981,397)          | 1,476,184         |                   |
| Use of Money and Property        | 23,548            | 23,603            | 20,850             | 20,452            | (398)              | 20,452            |                   |
| Miscellaneous Revenue            | 57,800            | 85,651            | 69,000             | 24,163            | (44,837)           | 24,163            |                   |
| <b>Total Revenue</b>             | <b>2,342,824</b>  | <b>2,077,111</b>  | <b>2,547,431</b>   | <b>1,520,799</b>  | <b>(1,026,632)</b> | <b>1,520,799</b>  |                   |
| Fund Balance                     | 3,014,657         | 2,812,173         | 2,405,892          | 1,781,935         | (623,957)          | 1,192,109         | (589,826)         |
| <b>TOTAL SOURCES</b>             | <b>5,357,481</b>  | <b>4,889,284</b>  | <b>4,953,323</b>   | <b>3,302,734</b>  | <b>(1,650,589)</b> | <b>2,712,908</b>  | <b>(589,826)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Services and Supplies            | 2,545,308         | 2,483,392         | 3,061,203          | 2,110,625         | (950,578)          | 1,998,195         | (112,430)         |
| <b>Net Appropriations</b>        | <b>2,545,308</b>  | <b>2,483,392</b>  | <b>3,061,203</b>   | <b>2,110,625</b>  | <b>(950,578)</b>   | <b>1,998,195</b>  | <b>(112,430)</b>  |
| Non-General Fund Reserves        | 2,812,173         | 2,405,892         | 1,892,120          | 1,192,109         | (700,011)          | 714,713           | (477,396)         |
| <b>TOTAL REQUIREMENTS</b>        | <b>5,357,481</b>  | <b>4,889,284</b>  | <b>4,953,323</b>   | <b>3,302,734</b>  | <b>(1,650,589)</b> | <b>2,712,908</b>  | <b>(589,826)</b>  |

Aging and Adult Services (5700B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 1,315,748         | 1,833,830          | 1,683,898         | (149,932)         | 1,683,898         |                   |
| Fines, Forfeitures and Penalties | 41,151            | 60,011            | 50,000             | 50,000            |                   | 50,000            |                   |
| Use of Money and Property        | 253,676           | 241,765           | 220,000            | 220,000           |                   | 220,000           |                   |
| Intergovernmental Revenues       | 13,169,010        | 14,823,265        | 17,528,895         | 21,646,812        | 4,117,917         | 21,143,215        | (503,597)         |
| Charges for Services             | 2,513,388         | 2,698,936         | 3,983,292          | 4,210,801         | 227,509           | 4,221,283         | 10,482            |
| Interfund Revenue                | 153,392           | 79,450            | 221,333            | 221,333           |                   | 221,333           |                   |
| Miscellaneous Revenue            | 381,968           | 265,802           | 1,175,469          | 718,402           | (457,067)         | 718,402           |                   |
| <b>Total Revenue</b>             | <b>16,512,584</b> | <b>19,484,975</b> | <b>25,012,819</b>  | <b>28,751,246</b> | <b>3,738,427</b>  | <b>28,258,131</b> | <b>(493,115)</b>  |
| Fund Balance                     | 577,820           | 508,000           | 508,000            | 741,733           | 233,733           | 741,733           |                   |
| <b>TOTAL SOURCES</b>             | <b>17,090,404</b> | <b>19,992,975</b> | <b>25,520,819</b>  | <b>29,492,979</b> | <b>3,972,160</b>  | <b>28,999,864</b> | <b>(493,115)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 17,773,926        | 18,725,842        | 21,517,471         | 22,891,829        | 1,374,358         | 23,380,860        | 489,031           |
| Services and Supplies            | 3,350,390         | 4,416,175         | 6,916,009          | 8,479,920         | 1,563,911         | 7,790,402         | (689,518)         |
| Other Charges                    | 4,398,038         | 5,730,180         | 7,060,892          | 7,286,283         | 225,391           | 7,328,893         | 42,610            |
| Other Financing Uses             | 5,972             | 7,904             | 8,117              | 16,163            | 8,046             | 16,506            | 343               |
| <b>Gross Appropriations</b>      | <b>25,528,326</b> | <b>28,880,103</b> | <b>35,502,489</b>  | <b>38,674,195</b> | <b>3,171,706</b>  | <b>38,516,661</b> | <b>(157,534)</b>  |
| Intrafund Transfers              | (2,425,674)       | (2,739,282)       | (3,421,491)        | (1,721,616)       | 1,699,875         | (1,721,616)       |                   |
| <b>Net Appropriations</b>        | <b>23,102,653</b> | <b>26,140,821</b> | <b>32,080,998</b>  | <b>36,952,579</b> | <b>4,871,581</b>  | <b>36,795,045</b> | <b>(157,534)</b>  |
| Contingencies/Dept Reserves      | 508,000           | 508,000           | 741,733            | 741,733           |                   | 741,733           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>23,610,653</b> | <b>26,648,821</b> | <b>32,822,731</b>  | <b>37,694,312</b> | <b>4,871,581</b>  | <b>37,536,778</b> | <b>(157,534)</b>  |
| <b>NET COUNTY COST</b>           | <b>6,520,248</b>  | <b>6,655,846</b>  | <b>7,301,912</b>   | <b>8,201,333</b>  | <b>899,421</b>    | <b>8,536,914</b>  | <b>335,581</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 136.0             | 142.0             | 142.0              | 142.0             |                   | 142.0             |                   |
| Funded FTE                       | 136.0             | 141.4             | 141.4              | 141.4             |                   | 141.4             |                   |

Conservatorship Program (5700P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 123,081           | 140,918           | 140,000            | 140,000           |                   | 140,000           |                   |
| Intergovernmental Revenues  |                   |                   |                    | 1,050,000         | 1,050,000         | 1,050,000         |                   |
| Charges for Services        | 2,234,816         | 2,091,478         | 3,434,399          | 3,661,908         | 227,509           | 3,672,390         | 10,482            |
| Interfund Revenue           | 26,342            | 27,055            |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 139,025           | 53,314            | 384,875            | 384,875           |                   | 384,875           |                   |
| <b>Total Revenue</b>        | <b>2,523,263</b>  | <b>2,312,765</b>  | <b>3,959,274</b>   | <b>5,236,783</b>  | <b>1,277,509</b>  | <b>5,247,265</b>  | <b>10,482</b>     |
| Fund Balance                |                   | 256,598           | 256,598            | 256,598           |                   | 256,598           |                   |
| <b>TOTAL SOURCES</b>        | <b>2,523,263</b>  | <b>2,569,363</b>  | <b>4,215,872</b>   | <b>5,493,381</b>  | <b>1,277,509</b>  | <b>5,503,863</b>  | <b>10,482</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,760,798         | 4,922,475         | 5,888,223          | 6,723,724         | 835,501           | 6,871,326         | 147,602           |
| Services and Supplies       | 1,472,652         | 1,781,387         | 2,241,055          | 3,518,564         | 1,277,509         | 3,529,046         | 10,482            |
| Other Charges               | 303,628           | 343,626           | 263,589            | 263,589           |                   | 263,589           |                   |
| Other Financing Uses        | 1,994             | 2,639             |                    |                   |                   |                   |                   |
| <b>Gross Appropriations</b> | <b>6,539,071</b>  | <b>7,050,126</b>  | <b>8,392,867</b>   | <b>10,505,877</b> | <b>2,113,010</b>  | <b>10,663,961</b> | <b>158,084</b>    |
| Intrafund Transfers         | (1,305,552)       | (1,317,609)       | (1,470,815)        | (1,470,815)       |                   | (1,470,815)       |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,233,519</b>  | <b>5,732,517</b>  | <b>6,922,052</b>   | <b>9,035,062</b>  | <b>2,113,010</b>  | <b>9,193,146</b>  | <b>158,084</b>    |
| <b>NET COUNTY COST</b>      | <b>2,710,256</b>  | <b>3,163,155</b>  | <b>2,706,180</b>   | <b>3,541,681</b>  | <b>835,501</b>    | <b>3,689,283</b>  | <b>147,602</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 46.0              | 46.0              | 46.0               | 50.0              | 4.0               | 50.0              |                   |
| Funded FTE                  | 46.0              | 45.8              | 45.8               | 49.8              | 4.0               | 49.8              |                   |

Public Administrator Program (5710P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Use of Money and Property   | 130,595           | 100,847           | 80,000             | 80,000            |                    | 80,000            |                   |
| Charges for Services        | 245,772           | 455,551           | 403,447            | 403,447           |                    | 403,447           |                   |
| Miscellaneous Revenue       | 167,901           | 112,535           | 64,000             | 64,000            |                    | 64,000            |                   |
| <b>Total Revenue</b>        | <b>544,268</b>    | <b>668,933</b>    | <b>547,447</b>     | <b>547,447</b>    |                    | <b>547,447</b>    |                   |
| Fund Balance                | 326,418           |                   |                    |                   |                    |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>870,686</b>    | <b>668,933</b>    | <b>547,447</b>     | <b>547,447</b>    |                    | <b>547,447</b>    |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 1,857,082         | 1,770,043         | 1,401,880          | 638,829           | (763,051)          | 646,844           | 8,015             |
| Services and Supplies       | 192,850           | 463,537           | 2,103,264          | 1,124,666         | (978,598)          | 1,124,666         |                   |
| Other Charges               | 162,991           | 216,505           | 327,588            | 227,588           | (100,000)          | 227,588           |                   |
| <b>Gross Appropriations</b> | <b>2,212,923</b>  | <b>2,450,085</b>  | <b>3,832,732</b>   | <b>1,991,083</b>  | <b>(1,841,649)</b> | <b>1,999,098</b>  | <b>8,015</b>      |
| Intrafund Transfers         | (991,557)         | (1,070,123)       | (1,187,142)        |                   | 1,187,142          |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,221,365</b>  | <b>1,379,962</b>  | <b>2,645,590</b>   | <b>1,991,083</b>  | <b>(654,507)</b>   | <b>1,999,098</b>  | <b>8,015</b>      |
| <b>NET COUNTY COST</b>      | <b>350,680</b>    | <b>711,030</b>    | <b>2,098,143</b>   | <b>1,443,636</b>  | <b>(654,507)</b>   | <b>1,451,651</b>  | <b>8,015</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 14.0              | 12.0              | 12.0               | 5.0               | (7.0)              | 5.0               |                   |
| Funded FTE                  | 14.0              | 12.0              | 12.0               | 5.0               | (7.0)              | 5.0               |                   |

Community-Based Programs (5720P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 1,315,748         | 1,833,830          | 1,683,898         | (149,932)         | 1,683,898         |                   |
| Fines, Forfeitures and Penalties | 41,151            | 60,011            | 50,000             | 50,000            |                   | 50,000            |                   |
| Intergovernmental Revenues       | 13,169,010        | 14,823,265        | 17,528,895         | 20,596,812        | 3,067,917         | 20,093,215        | (503,597)         |
| Charges for Services             | 32,801            | 151,907           | 145,446            | 145,446           |                   | 145,446           |                   |
| Interfund Revenue                | 127,050           | 52,395            | 221,333            | 221,333           |                   | 221,333           |                   |
| Miscellaneous Revenue            | 75,042            | 99,952            | 726,594            | 269,527           | (457,067)         | 269,527           |                   |
| <b>Total Revenue</b>             | <b>13,445,054</b> | <b>16,503,278</b> | <b>20,506,098</b>  | <b>22,967,016</b> | <b>2,460,918</b>  | <b>22,463,419</b> | <b>(503,597)</b>  |
| Fund Balance                     | 251,402           | 251,402           | 251,402            | 485,135           | 233,733           | 485,135           |                   |
| <b>TOTAL SOURCES</b>             | <b>13,696,456</b> | <b>16,754,680</b> | <b>20,757,500</b>  | <b>23,452,151</b> | <b>2,694,651</b>  | <b>22,948,554</b> | <b>(503,597)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 11,156,046        | 12,033,325        | 14,227,368         | 15,529,276        | 1,301,908         | 15,862,690        | 333,414           |
| Services and Supplies            | 1,684,889         | 2,171,252         | 2,571,690          | 3,836,690         | 1,265,000         | 3,136,690         | (700,000)         |
| Other Charges                    | 3,931,420         | 5,170,050         | 6,469,715          | 6,795,106         | 325,391           | 6,837,716         | 42,610            |
| Other Financing Uses             | 3,978             | 5,265             | 8,117              | 16,163            | 8,046             | 16,506            | 343               |
| <b>Gross Appropriations</b>      | <b>16,776,333</b> | <b>19,379,891</b> | <b>23,276,890</b>  | <b>26,177,235</b> | <b>2,900,345</b>  | <b>25,853,602</b> | <b>(323,633)</b>  |
| Intrafund Transfers              | (128,564)         | (351,550)         | (763,534)          | (250,801)         | 512,733           | (250,801)         |                   |
| <b>Net Appropriations</b>        | <b>16,647,769</b> | <b>19,028,341</b> | <b>22,513,356</b>  | <b>25,926,434</b> | <b>3,413,078</b>  | <b>25,602,801</b> | <b>(323,633)</b>  |
| Contingencies/Dept Reserves      | 508,000           | 508,000           | 741,733            | 741,733           |                   | 741,733           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>17,155,769</b> | <b>19,536,341</b> | <b>23,255,089</b>  | <b>26,668,167</b> | <b>3,413,078</b>  | <b>26,344,534</b> | <b>(323,633)</b>  |
| <b>NET COUNTY COST</b>           | <b>3,459,313</b>  | <b>2,781,662</b>  | <b>2,497,589</b>   | <b>3,216,016</b>  | <b>718,427</b>    | <b>3,395,980</b>  | <b>179,964</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 76.0              | 84.0              | 84.0               | 87.0              | 3.0               | 87.0              |                   |
| Funded FTE                       | 76.0              | 83.7              | 83.7               | 86.6              | 2.9               | 86.6              |                   |

IHSS Public Authority (5800B)  
IHSS Public Authority Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property  | 12,905            | 14,607            |                    |                   |                   |                   |                   |
| Intergovernmental Revenues | 11,701,794        | 15,197,861        | 17,322,335         | 19,367,198        | 2,044,863         | 19,922,824        | 555,626           |
| Interfund Revenue          | 4,023,357         | 4,059,310         | 3,969,894          | 3,969,894         |                   | 3,969,894         |                   |
| Miscellaneous Revenue      | 342,639           | 380,503           | 350,000            | 350,000           |                   | 350,000           |                   |
| <b>Total Revenue</b>       | <b>16,080,695</b> | <b>19,652,282</b> | <b>21,642,229</b>  | <b>23,687,092</b> | <b>2,044,863</b>  | <b>24,242,718</b> | <b>555,626</b>    |
| Fund Balance               | 861,955           | 1,462,861         | 861,955            | 861,955           |                   | 861,955           |                   |
| <b>TOTAL SOURCES</b>       | <b>16,942,650</b> | <b>21,115,143</b> | <b>22,504,184</b>  | <b>24,549,047</b> | <b>2,044,863</b>  | <b>25,104,673</b> | <b>555,626</b>    |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits      | 567,392           | 748,419           | 1,581,016          | 1,888,894         | 307,878           | 1,944,025         | 55,131            |
| Services and Supplies      | 3,439,170         | 3,324,620         | 4,143,974          | 4,143,974         |                   | 4,143,974         |                   |
| Other Charges              | 11,473,012        | 16,179,865        | 15,916,948         | 17,653,750        | 1,736,802         | 18,154,233        | 500,483           |
| Other Financing Uses       | 214               | 283               | 291                | 474               | 183               | 486               | 12                |
| <b>Net Appropriations</b>  | <b>15,479,789</b> | <b>20,253,187</b> | <b>21,642,229</b>  | <b>23,687,092</b> | <b>2,044,863</b>  | <b>24,242,718</b> | <b>555,626</b>    |
| Non-General Fund Reserves  | 1,462,861         | 861,955           | 861,955            | 861,955           |                   | 861,955           |                   |
| <b>TOTAL REQUIREMENTS</b>  | <b>16,942,650</b> | <b>21,115,143</b> | <b>22,504,184</b>  | <b>24,549,047</b> | <b>2,044,863</b>  | <b>25,104,673</b> | <b>555,626</b>    |

IHSS Public Authority GF (6900B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Other Charges             | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |
| <b>TOTAL REQUIREMENTS</b> | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |
| <b>NET COUNTY COST</b>    | 3,702,306         | 3,702,306         | 3,702,306          | 3,702,306         |                   | 3,702,306         |                   |

Environmental Health Services (5900B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 116,616           | 377,358            | 398,087           | 20,729            | 401,758           | 3,671             |
| Licenses, Permits and Franchises | 1,038,386         | 1,106,728         | 1,016,302          | 1,064,247         | 47,945            | 1,065,997         | 1,750             |
| Fines, Forfeitures and Penalties | 115,659           | 128,027           | 110,000            | 150,000           | 40,000            | 150,000           |                   |
| Intergovernmental Revenues       | 1,219,917         | 1,281,287         | 1,433,168          | 1,180,697         | (252,471)         | 1,180,697         |                   |
| Charges for Services             | 10,933,986        | 11,369,531        | 12,995,797         | 13,445,910        | 450,113           | 13,473,579        | 27,669            |
| Interfund Revenue                | 1,546             | 48,611            | 23,165             | 40,163            | 16,998            | 40,163            |                   |
| Miscellaneous Revenue            | 507,209           | 475,106           | 505,000            | 445,000           | (60,000)          | 445,000           |                   |
| <b>Total Revenue</b>             | <b>13,816,704</b> | <b>14,525,904</b> | <b>16,460,790</b>  | <b>16,724,104</b> | <b>263,314</b>    | <b>16,757,194</b> | <b>33,090</b>     |
| Fund Balance                     | 1,126,387         | 557,792           | 583,633            | 278,651           | (304,982)         | 336,920           | 58,269            |
| <b>TOTAL SOURCES</b>             | <b>14,943,091</b> | <b>15,083,696</b> | <b>17,044,423</b>  | <b>17,002,755</b> | <b>(41,668)</b>   | <b>17,094,114</b> | <b>91,359</b>     |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 11,797,226        | 11,417,761        | 12,839,755         | 13,300,664        | 460,909           | 13,521,030        | 220,366           |
| Services and Supplies            | 1,884,012         | 2,009,200         | 2,681,711          | 2,530,391         | (151,320)         | 2,493,295         | (37,096)          |
| Other Charges                    | 1,254,296         | 1,276,812         | 1,465,445          | 1,479,308         | 13,863            | 1,395,375         | (83,933)          |
| Other Financing Uses             | 3,435             | 5,605             | 5,745              | 5,002             | (743)             | 5,132             | 130               |
| <b>Gross Appropriations</b>      | <b>14,938,970</b> | <b>14,709,378</b> | <b>16,992,656</b>  | <b>17,315,365</b> | <b>322,709</b>    | <b>17,414,832</b> | <b>99,467</b>     |
| Intrafund Transfers              | (33,752)          | (22,914)          | (122,768)          | (545,414)         | (422,646)         | (553,522)         | (8,108)           |
| <b>Net Appropriations</b>        | <b>14,905,218</b> | <b>14,686,464</b> | <b>16,869,888</b>  | <b>16,769,951</b> | <b>(99,937)</b>   | <b>16,861,310</b> | <b>91,359</b>     |
| Contingencies/Dept Reserves      | 390,911           | 447,253           | 278,651            | 336,920           | 58,269            | 336,920           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>15,296,129</b> | <b>15,133,717</b> | <b>17,148,539</b>  | <b>17,106,871</b> | <b>(41,668)</b>   | <b>17,198,230</b> | <b>91,359</b>     |
| <b>NET COUNTY COST</b>           | <b>353,038</b>    | <b>50,020</b>     | <b>104,116</b>     | <b>104,116</b>    |                   | <b>104,116</b>    |                   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 78.0              | 80.0              | 80.0               | 80.0              |                   | 80.0              |                   |
| Funded FTE                       | 77.4              | 78.1              | 78.1               | 78.6              | 0.5               | 78.6              |                   |

## Behavioral Health and Recovery Services (6100B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|
| <b>SOURCES</b>              |                    |                    |                    |                    |                   |                    |                   |
| Taxes                       | 2,501,809          | 4,210,868          | 6,162,858          | 5,705,543          | (457,315)         | 5,755,026          | 49,483            |
| Use of Money and Property   | 40,839             | 67,774             | 67,775             | 67,775             |                   | 67,775             |                   |
| Intergovernmental Revenues  | 73,589,296         | 74,304,383         | 80,427,342         | 91,241,932         | 10,814,590        | 91,400,520         | 158,588           |
| Charges for Services        | 37,512,749         | 48,039,578         | 56,599,290         | 51,241,320         | (5,357,970)       | 51,601,950         | 360,630           |
| Interfund Revenue           | 343,948            | 55,883             | 150,000            | 150,000            |                   | 150,000            |                   |
| Miscellaneous Revenue       | 1,967,508          | 1,885,540          | 2,669,886          | 1,531,198          | (1,138,688)       | 1,531,198          |                   |
| <b>Total Revenue</b>        | <b>115,956,150</b> | <b>128,564,026</b> | <b>146,077,151</b> | <b>149,937,768</b> | <b>3,860,617</b>  | <b>150,506,469</b> | <b>568,701</b>    |
| Fund Balance                |                    | 229,359            | 181,754            | 146,777            | (34,977)          | 146,777            |                   |
| <b>TOTAL SOURCES</b>        | <b>115,956,150</b> | <b>128,793,385</b> | <b>146,258,905</b> | <b>150,084,545</b> | <b>3,825,640</b>  | <b>150,653,246</b> | <b>568,701</b>    |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                    |                   |                    |                   |
| Salaries and Benefits       | 58,618,571         | 64,543,943         | 73,214,561         | 78,841,190         | 5,626,629         | 80,560,733         | 1,719,543         |
| Services and Supplies       | 59,773,992         | 60,013,103         | 67,623,085         | 67,602,745         | (20,340)          | 67,684,297         | 81,552            |
| Other Charges               | 33,388,326         | 40,217,525         | 45,562,365         | 50,413,796         | 4,851,431         | 50,712,018         | 298,222           |
| Fixed Assets                | 9,884              |                    |                    |                    |                   |                    |                   |
| Other Financing Uses        | 348,405            | 365,189            | 1,289,392          | 522,750            | (766,642)         | 322,750            | (200,000)         |
| <b>Gross Appropriations</b> | <b>152,139,178</b> | <b>165,139,760</b> | <b>187,689,403</b> | <b>197,380,481</b> | <b>9,691,078</b>  | <b>199,279,798</b> | <b>1,899,317</b>  |
| Intrafund Transfers         | (3,586,475)        | (2,260,646)        | (2,829,312)        | (2,829,312)        |                   | (2,829,312)        |                   |
| <b>Net Appropriations</b>   | <b>148,552,703</b> | <b>162,879,114</b> | <b>184,860,091</b> | <b>194,551,169</b> | <b>9,691,078</b>  | <b>196,450,486</b> | <b>1,899,317</b>  |
| Contingencies/Dept Reserves |                    | 79,359             | 146,777            | 146,777            |                   | 146,777            |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>148,552,703</b> | <b>162,958,473</b> | <b>185,006,868</b> | <b>194,697,946</b> | <b>9,691,078</b>  | <b>196,597,263</b> | <b>1,899,317</b>  |
| <b>NET COUNTY COST</b>      | <b>32,596,553</b>  | <b>34,165,087</b>  | <b>38,747,963</b>  | <b>44,613,401</b>  | <b>5,865,438</b>  | <b>45,944,017</b>  | <b>1,330,616</b>  |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                    |                   |                    |                   |
| Salary Resolution           | 458.0              | 464.0              | 471.0              | 471.0              |                   | 471.0              |                   |
| Funded FTE                  | 444.9              | 451.9              | 458.9              | 455.3              | (3.5)             | 455.3              | (0.0)             |

Behavioral Health and Recovery Administration (6110P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 216,561           | 372,519           | 400,908            | 450,908           | 50,000            | 455,807           | 4,899             |
| Intergovernmental Revenues  | 3,981,192         | 4,812,848         | 5,775,220          | 7,222,443         | 1,447,223         | 7,604,437         | 381,994           |
| Charges for Services        | (4,690,418)       | (5,491,284)       | 12,920,200         | 12,509,342        | (410,858)         | 12,689,791        | 180,449           |
| Interfund Revenue           | 2,790             | 2,936             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 56,191            | 118,777           |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>(433,684)</b>  | <b>(184,204)</b>  | <b>19,096,328</b>  | <b>20,182,693</b> | <b>1,086,365</b>  | <b>20,750,035</b> | <b>567,342</b>    |
| Fund Balance                |                   |                   | 34,977             | 146,777           | 111,800           | 146,777           |                   |
| <b>TOTAL SOURCES</b>        | <b>(433,684)</b>  | <b>(184,204)</b>  | <b>19,131,305</b>  | <b>20,329,470</b> | <b>1,198,165</b>  | <b>20,896,812</b> | <b>567,342</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 9,066,332         | 9,672,367         | 11,385,796         | 13,028,002        | 1,642,206         | 13,217,170        | 189,168           |
| Services and Supplies       | 6,199,968         | 7,118,876         | 9,087,575          | 8,754,075         | (333,500)         | 8,846,871         | 92,796            |
| Other Charges               | 1,901,674         | 2,041,324         | 1,283,332          | 1,216,939         | (66,393)          | 1,340,471         | 123,532           |
| Other Financing Uses        | 2,498             | 3,307             | 3,395              | 3,395             |                   | 3,395             |                   |
| <b>Gross Appropriations</b> | <b>17,170,472</b> | <b>18,835,872</b> | <b>21,760,098</b>  | <b>23,002,411</b> | <b>1,242,313</b>  | <b>23,407,907</b> | <b>405,496</b>    |
| <b>Net Appropriations</b>   | <b>17,170,472</b> | <b>18,835,872</b> | <b>21,760,098</b>  | <b>23,002,411</b> | <b>1,242,313</b>  | <b>23,407,907</b> | <b>405,496</b>    |
| Contingencies/Dept Reserves |                   | 79,359            | 79,359             | 79,359            |                   | 79,359            |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>17,170,472</b> | <b>18,915,231</b> | <b>21,839,457</b>  | <b>23,081,770</b> | <b>1,242,313</b>  | <b>23,487,266</b> | <b>405,496</b>    |
| <b>NET COUNTY COST</b>      | <b>17,604,156</b> | <b>19,099,436</b> | <b>2,708,152</b>   | <b>2,752,300</b>  | <b>44,148</b>     | <b>2,590,454</b>  | <b>(161,846)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 63.0              | 65.0              | 66.0               | 71.0              | 5.0               | 71.0              |                   |
| Funded FTE                  | 63.0              | 65.0              | 66.0               | 70.2              | 4.2               | 70.2              |                   |

Mental Health Youth Services (6130P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 1,828,315         | 2,930,730         | 3,695,852          | 3,330,149         | (365,703)         | 3,366,676         | 36,527            |
| Intergovernmental Revenues  | 20,881,788        | 21,048,565        | 22,235,053         | 23,261,396        | 1,026,343         | 22,423,905        | (837,491)         |
| Charges for Services        | (6,085,722)       | 2,591,289         | 7,908,006          | 7,195,787         | (712,219)         | 7,212,721         | 16,934            |
| Miscellaneous Revenue       | 242,426           | 127,466           | 182,000            | 140,363           | (41,637)          | 140,363           |                   |
| <b>Total Revenue</b>        | <b>16,866,806</b> | <b>26,698,051</b> | <b>34,020,911</b>  | <b>33,927,695</b> | <b>(93,216)</b>   | <b>33,143,665</b> | <b>(784,030)</b>  |
| Fund Balance                |                   | 169,359           | 79,359             |                   | (79,359)          |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>16,866,806</b> | <b>26,867,410</b> | <b>34,100,270</b>  | <b>33,927,695</b> | <b>(172,575)</b>  | <b>33,143,665</b> | <b>(784,030)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 21,890,436        | 22,796,277        | 24,906,750         | 25,136,984        | 230,234           | 25,774,472        | 637,488           |
| Services and Supplies       | 15,140,777        | 15,220,947        | 17,032,335         | 19,725,957        | 2,693,622         | 19,720,913        | (5,044)           |
| Other Charges               | 1,751,316         | 1,774,444         | 2,502,812          | 2,982,102         | 479,290           | 2,944,029         | (38,073)          |
| Fixed Assets                | 9,884             |                   |                    |                   |                   |                   |                   |
| Other Financing Uses        | 294,238           | 298,203           | 251,870            | 251,870           |                   | 251,870           |                   |
| <b>Gross Appropriations</b> | <b>39,086,651</b> | <b>40,089,871</b> | <b>44,693,767</b>  | <b>48,096,913</b> | <b>3,403,146</b>  | <b>48,691,284</b> | <b>594,371</b>    |
| Intrafund Transfers         | (2,425,768)       | (1,982,429)       | (2,475,989)        | (2,475,989)       |                   | (2,475,989)       |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>36,660,883</b> | <b>38,107,442</b> | <b>42,217,778</b>  | <b>45,620,924</b> | <b>3,403,146</b>  | <b>46,215,295</b> | <b>594,371</b>    |
| <b>NET COUNTY COST</b>      | <b>19,794,077</b> | <b>11,240,032</b> | <b>8,117,508</b>   | <b>11,693,229</b> | <b>3,575,721</b>  | <b>13,071,630</b> | <b>1,378,401</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 164.0             | 171.0             | 171.0              | 165.0             | (6.0)             | 165.0             |                   |
| Funded FTE                  | 159.8             | 166.2             | 166.2              | 158.6             | (7.6)             | 158.6             |                   |

Mental Health Adult Services (6140P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|--------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                    |                   |                    |                   |                   |                   |                   |
| Taxes                       | 446,333            | 861,269           | 1,437,049          | 1,269,696         | (167,353)         | 1,269,696         |                   |
| Intergovernmental Revenues  | 39,869,434         | 39,139,385        | 43,099,932         | 46,888,023        | 3,788,091         | 47,515,921        | 627,898           |
| Charges for Services        | 45,019,865         | 44,452,950        | 27,891,288         | 27,443,247        | (448,041)         | 27,563,791        | 120,544           |
| Interfund Revenue           | 150,000            | 52,947            | 150,000            | 150,000           |                   | 150,000           |                   |
| Miscellaneous Revenue       | 1,569,410          | 1,577,874         | 1,000,000          |                   | (1,000,000)       |                   |                   |
| <b>Total Revenue</b>        | <b>87,055,041</b>  | <b>86,084,424</b> | <b>73,578,269</b>  | <b>75,750,966</b> | <b>2,172,697</b>  | <b>76,499,408</b> | <b>748,442</b>    |
| Fund Balance                |                    | 60,000            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>87,055,041</b>  | <b>86,144,424</b> | <b>73,578,269</b>  | <b>75,750,966</b> | <b>2,172,697</b>  | <b>76,499,408</b> | <b>748,442</b>    |
| <b>REQUIREMENTS</b>         |                    |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 24,355,878         | 27,610,795        | 30,910,828         | 35,162,258        | 4,251,430         | 35,915,756        | 753,498           |
| Services and Supplies       | 37,960,452         | 36,986,752        | 40,522,379         | 38,548,760        | (1,973,619)       | 38,546,860        | (1,900)           |
| Other Charges               | 15,821,447         | 21,518,280        | 22,435,553         | 25,038,996        | 2,603,443         | 25,235,081        | 196,085           |
| Other Financing Uses        | 48,093             | 57,678            | 1,027,977          | 261,335           | (766,642)         | 61,335            | (200,000)         |
| <b>Gross Appropriations</b> | <b>78,185,870</b>  | <b>86,173,505</b> | <b>94,896,737</b>  | <b>99,011,349</b> | <b>4,114,612</b>  | <b>99,759,032</b> | <b>747,683</b>    |
| Intrafund Transfers         | (203,832)          | (220,000)         | (220,000)          | (220,000)         |                   | (220,000)         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>77,982,038</b>  | <b>85,953,505</b> | <b>94,676,737</b>  | <b>98,791,349</b> | <b>4,114,612</b>  | <b>99,539,032</b> | <b>747,683</b>    |
| <b>NET COUNTY COST</b>      | <b>(9,073,003)</b> | <b>(190,919)</b>  | <b>21,098,468</b>  | <b>23,040,383</b> | <b>1,941,915</b>  | <b>23,039,624</b> | <b>(759)</b>      |
| <b>AUTHORIZED POSITIONS</b> |                    |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 190.0              | 189.0             | 191.0              | 198.0             | 7.0               | 198.0             |                   |
| Funded FTE                  | 182.2              | 182.7             | 184.7              | 190.8             | 6.1               | 190.8             |                   |

## Alcohol and Other Drug Services (6170P) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 10,600            | 46,350            | 629,049            | 654,790           | 25,741            | 662,847           | 8,057             |
| Use of Money and Property   | 40,839            | 67,774            | 67,775             | 67,775            |                   | 67,775            |                   |
| Intergovernmental Revenues  | 8,856,884         | 9,303,586         | 9,317,137          | 13,870,070        | 4,552,933         | 13,856,257        | (13,813)          |
| Charges for Services        | 3,269,025         | 6,486,623         | 7,879,796          | 4,092,944         | (3,786,852)       | 4,135,647         | 42,703            |
| Interfund Revenue           | 191,158           |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 99,482            | 61,422            | 1,487,886          | 1,390,835         | (97,051)          | 1,390,835         |                   |
| <b>Total Revenue</b>        | <b>12,467,987</b> | <b>15,965,755</b> | <b>19,381,643</b>  | <b>20,076,414</b> | <b>694,771</b>    | <b>20,113,361</b> | <b>36,947</b>     |
| Fund Balance                |                   |                   | 67,418             |                   | (67,418)          |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>12,467,987</b> | <b>15,965,755</b> | <b>19,449,061</b>  | <b>20,076,414</b> | <b>627,353</b>    | <b>20,113,361</b> | <b>36,947</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,305,925         | 4,464,505         | 6,011,187          | 5,513,946         | (497,241)         | 5,653,335         | 139,389           |
| Services and Supplies       | 472,796           | 686,528           | 980,796            | 573,953           | (406,843)         | 569,653           | (4,300)           |
| Other Charges               | 13,913,888        | 14,883,478        | 19,340,668         | 21,175,759        | 1,835,091         | 21,192,437        | 16,678            |
| Other Financing Uses        | 3,576             | 6,001             | 6,150              | 6,150             |                   | 6,150             |                   |
| <b>Gross Appropriations</b> | <b>17,696,185</b> | <b>20,040,512</b> | <b>26,338,801</b>  | <b>27,269,808</b> | <b>931,007</b>    | <b>27,421,575</b> | <b>151,767</b>    |
| Intrafund Transfers         | (956,875)         | (58,217)          | (133,323)          | (133,323)         |                   | (133,323)         |                   |
| <b>Net Appropriations</b>   | <b>16,739,309</b> | <b>19,982,294</b> | <b>26,205,478</b>  | <b>27,136,485</b> | <b>931,007</b>    | <b>27,288,252</b> | <b>151,767</b>    |
| Contingencies/Dept Reserves |                   |                   | 67,418             | 67,418            |                   | 67,418            |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>16,739,309</b> | <b>19,982,294</b> | <b>26,272,896</b>  | <b>27,203,903</b> | <b>931,007</b>    | <b>27,355,670</b> | <b>151,767</b>    |
| <b>NET COUNTY COST</b>      | <b>4,271,322</b>  | <b>4,016,539</b>  | <b>6,823,835</b>   | <b>7,127,489</b>  | <b>303,654</b>    | <b>7,242,309</b>  | <b>114,820</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 41.0              | 39.0              | 43.0               | 37.0              | (6.0)             | 37.0              |                   |
| Funded FTE                  | 40.0              | 38.0              | 42.0               | 35.8              | (6.2)             | 35.8              |                   |

Family Health Services (6240B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 528,747           | 1,330,919         | 1,400,595          | 1,515,345         | 114,750           | 1,536,351         | 21,006            |
| Intergovernmental Revenues  | 13,575,434        | 13,793,055        | 14,083,863         | 13,930,416        | (153,447)         | 13,814,228        | (116,188)         |
| Charges for Services        | 3,426,702         | 3,211,723         | 5,192,468          | 5,475,130         | 282,662           | 5,599,517         | 124,387           |
| Interfund Revenue           | 1,919             | 2,012             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 908,128           | 841,046           | 311,723            | 830,754           | 519,031           | 297,556           | (533,198)         |
| <b>Total Revenue</b>        | <b>18,440,930</b> | <b>19,178,754</b> | <b>20,988,649</b>  | <b>21,751,645</b> | <b>762,996</b>    | <b>21,247,652</b> | <b>(503,993)</b>  |
| Fund Balance                | 692,158           | 613,081           | 469,821            | 453,068           | (16,753)          | 1,003,019         | 549,951           |
| <b>TOTAL SOURCES</b>        | <b>19,133,088</b> | <b>19,791,835</b> | <b>21,458,470</b>  | <b>22,204,713</b> | <b>746,243</b>    | <b>22,250,671</b> | <b>45,958</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 24,490,087        | 24,993,643        | 28,568,589         | 30,324,089        | 1,755,500         | 30,779,688        | 455,599           |
| Services and Supplies       | 2,518,513         | 3,363,666         | 3,688,136          | 3,108,253         | (579,883)         | 3,075,635         | (32,618)          |
| Other Charges               | 1,858,371         | 2,198,881         | 2,040,589          | 2,287,852         | 247,263           | 2,357,012         | 69,160            |
| Fixed Assets                | 30,795            |                   |                    | 50,000            | 50,000            |                   | (50,000)          |
| Other Financing Uses        | 2,600             | 2,577             | 2,642              | 2,665             | 23                | 2,735             | 70                |
| <b>Gross Appropriations</b> | <b>28,900,366</b> | <b>30,558,768</b> | <b>34,299,956</b>  | <b>35,772,859</b> | <b>1,472,903</b>  | <b>36,215,070</b> | <b>442,211</b>    |
| Intrafund Transfers         | (1,089,440)       | (1,022,286)       | (2,186,795)        | (2,336,678)       | (149,883)         | (2,394,038)       | (57,360)          |
| <b>Net Appropriations</b>   | <b>27,810,927</b> | <b>29,536,482</b> | <b>32,113,161</b>  | <b>33,436,181</b> | <b>1,323,020</b>  | <b>33,821,032</b> | <b>384,851</b>    |
| Contingencies/Dept Reserves | 520,486           | 520,486           | 453,068            | 986,266           | 533,198           | 986,266           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>28,331,413</b> | <b>30,056,968</b> | <b>32,566,229</b>  | <b>34,422,447</b> | <b>1,856,218</b>  | <b>34,807,298</b> | <b>384,851</b>    |
| <b>NET COUNTY COST</b>      | <b>9,198,325</b>  | <b>10,265,133</b> | <b>11,107,759</b>  | <b>12,217,734</b> | <b>1,109,975</b>  | <b>12,556,627</b> | <b>338,893</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 181.0             | 187.0             | 183.0              | 183.0             |                   | 183.0             |                   |
| Funded FTE                  | 173.1             | 177.1             | 173.1              | 173.7             | 0.6               | 173.7             |                   |

Correctional Health Services (6300B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 88,302            | 100,670           | 118,790            | 142,835           | 24,045            | 144,426           | 1,591             |
| Intergovernmental Revenues  | 2,005,986         | 2,214,530         | 2,203,058          | 2,862,861         | 659,803           | 2,793,742         | (69,119)          |
| Charges for Services        | 3,035             | 2,390             | 2,700              | 2,700             |                   | 2,700             |                   |
| Interfund Revenue           | 340,444           | 341,983           | 340,444            | 341,926           | 1,482             | 341,926           |                   |
| Miscellaneous Revenue       | 29,441            | 94,439            | 74,200             | 49,500            | (24,700)          | 49,500            |                   |
| <b>Total Revenue</b>        | <b>2,467,208</b>  | <b>2,754,013</b>  | <b>2,739,192</b>   | <b>3,399,822</b>  | <b>660,630</b>    | <b>3,332,294</b>  | <b>(67,528)</b>   |
| Fund Balance                | 418,689           | 363,386           | 198,207            | 198,207           |                   | 349,161           | 150,954           |
| <b>TOTAL SOURCES</b>        | <b>2,885,897</b>  | <b>3,117,399</b>  | <b>2,937,399</b>   | <b>3,598,029</b>  | <b>660,630</b>    | <b>3,681,455</b>  | <b>83,426</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 12,969,465        | 14,794,531        | 17,912,901         | 17,156,538        | (756,363)         | 17,499,002        | 342,464           |
| Services and Supplies       | 5,284,359         | 6,397,232         | 4,441,242          | 4,921,791         | 480,549           | 6,631,116         | 1,709,325         |
| Other Charges               | 627,740           | 1,167,800         | 883,532            | 898,594           | 15,062            | 912,922           | 14,328            |
| Fixed Assets                | 208,478           | 201,362           | 181,746            | 239,000           | 57,254            |                   | (239,000)         |
| <b>Gross Appropriations</b> | <b>19,090,042</b> | <b>22,560,925</b> | <b>23,419,421</b>  | <b>23,215,923</b> | <b>(203,498)</b>  | <b>25,043,040</b> | <b>1,827,117</b>  |
| Intrafund Transfers         | (8,145,853)       | (8,858,206)       | (5,961,364)        | (3,010,898)       | 2,950,466         | (3,010,898)       |                   |
| <b>Net Appropriations</b>   | <b>10,944,189</b> | <b>13,702,719</b> | <b>17,458,057</b>  | <b>20,205,025</b> | <b>2,746,968</b>  | <b>22,032,142</b> | <b>1,827,117</b>  |
| Contingencies/Dept Reserves | 173,713           | 173,713           | 173,713            | 349,161           | 175,448           | 349,161           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>11,117,902</b> | <b>13,876,432</b> | <b>17,631,770</b>  | <b>20,554,186</b> | <b>2,922,416</b>  | <b>22,381,303</b> | <b>1,827,117</b>  |
| <b>NET COUNTY COST</b>      | <b>8,232,005</b>  | <b>10,759,033</b> | <b>14,694,371</b>  | <b>16,956,157</b> | <b>2,261,786</b>  | <b>18,699,848</b> | <b>1,743,691</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 91.0              | 98.0              | 78.0               | 83.0              | 5.0               | 83.0              |                   |
| Funded FTE                  | 87.8              | 94.3              | 83.8               | 79.4              | (4.4)             | 79.8              | 0.3               |

San Mateo Medical Center (6600B)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18 | Recomm<br>2018-19  | Change<br>2018-19 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|
| <b>SOURCES</b>              |                    |                    |                    |                    |                   |                    |                   |
| Taxes                       | 63,363             | 201,872            | 596,329            | 2,596,329          | 2,000,000         | 2,596,329          |                   |
| Use of Money and Property   | 128,565            | 123,061            | 117,382            | 82,648             | (34,734)          | 82,648             |                   |
| Intergovernmental Revenues  | 78,966,009         | 94,882,151         | 57,076,246         | 123,817,513        | 66,741,267        | 137,731,421        | 13,913,908        |
| Charges for Services        | 128,729,644        | 134,160,422        | 180,349,396        | 147,172,215        | (33,177,181)      | 146,172,215        | (1,000,000)       |
| Interfund Revenue           | 1,745,147          | 2,123,287          | 1,659,641          | 1,921,575          | 261,934           | 1,921,575          |                   |
| Miscellaneous Revenue       | (8,895,520)        | 6,172,769          | 6,258,747          | 7,299,342          | 1,040,595         | 7,299,342          |                   |
| Other Financing Sources     | 62,902,036         | 56,509,328         | 58,121,621         | 58,121,621         |                   | 58,121,621         |                   |
| <b>Total Revenue</b>        | <b>263,639,245</b> | <b>294,172,892</b> | <b>304,179,362</b> | <b>341,011,243</b> | <b>36,831,881</b> | <b>353,925,151</b> | <b>12,913,908</b> |
| Fund Balance                | 10,858,227         | 14,034,081         | 17,916,280         | 9,000,000          | (8,916,280)       |                    | (9,000,000)       |
| <b>TOTAL SOURCES</b>        | <b>274,497,472</b> | <b>308,206,973</b> | <b>322,095,642</b> | <b>350,011,243</b> | <b>27,915,601</b> | <b>353,925,151</b> | <b>3,913,908</b>  |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                    |                   |                    |                   |
| Salaries and Benefits       | 150,607,884        | 168,119,754        | 177,193,697        | 189,834,657        | 12,640,960        | 192,445,863        | 2,611,206         |
| Services and Supplies       | 77,008,861         | 85,733,884         | 84,864,999         | 98,056,057         | 13,191,058        | 98,424,937         | 368,880           |
| Other Charges               | 22,772,320         | 26,087,516         | 28,687,002         | 27,268,079         | (1,418,923)       | 28,157,141         | 889,062           |
| Fixed Assets                | 43,969             | 168,772            | 13,510,030         | 8,000,000          | (5,510,030)       | 8,000,000          |                   |
| Other Financing Uses        | 10,216,394         | 10,375,414         | 9,527,275          | 27,026,713         | 17,499,438        | 27,071,473         | 44,760            |
| <b>Gross Appropriations</b> | <b>260,649,429</b> | <b>290,485,340</b> | <b>313,783,003</b> | <b>350,185,506</b> | <b>36,402,503</b> | <b>354,099,414</b> | <b>3,913,908</b>  |
| Intrafund Transfers         | (185,919)          | (194,649)          | (221,442)          | (174,263)          | 47,179            | (174,263)          |                   |
| <b>Net Appropriations</b>   | <b>260,463,510</b> | <b>290,290,690</b> | <b>313,561,561</b> | <b>350,011,243</b> | <b>36,449,682</b> | <b>353,925,151</b> | <b>3,913,908</b>  |
| Non-General Fund Reserves   | 14,033,961         | 17,916,282         | 8,534,081          |                    | (8,534,081)       |                    |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>274,497,472</b> | <b>308,206,973</b> | <b>322,095,642</b> | <b>350,011,243</b> | <b>27,915,601</b> | <b>353,925,151</b> | <b>3,913,908</b>  |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                    |                   |                    |                   |
| Salary Resolution           | 1,015.0            | 1,038.0            | 1,046.0            | 1,046.0            |                   | 1,046.0            |                   |
| Funded FTE                  | 940.0              | 967.5              | 973.5              | 973.3              | (0.2)             | 973.3              |                   |

Contributions to Medical Center (5850B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue     | 5,612,056         | 5,612,056         | 5,612,056          | 5,612,056         |                   | 5,612,056         |                   |
| <b>TOTAL SOURCES</b>      | 5,612,056         | 5,612,056         | 5,612,056          | 5,612,056         |                   | 5,612,056         |                   |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Other Financing Uses      | 63,068,265        | 58,868,082        | 58,121,621         | 58,121,621        |                   | 58,121,621        |                   |
| <b>TOTAL REQUIREMENTS</b> | 63,068,265        | 58,868,082        | 58,121,621         | 58,121,621        |                   | 58,121,621        |                   |
| <b>NET COUNTY COST</b>    | 57,456,209        | 53,256,026        | 52,509,565         | 52,509,565        |                   | 52,509,565        |                   |

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

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property   | 71,263            | 166,034           | 114,047            | 88,000            | (26,047)          | 64,000            | (24,000)           |
| Intergovernmental Revenues  | 7,222,117         | 5,722,477         | 6,312,000          | 5,603,790         | (708,210)         | 6,402,292         | 798,502            |
| Interfund Revenue           | 563               |                   |                    |                   |                   |                   |                    |
| Miscellaneous Revenue       | 563,041           | 289,261           |                    |                   |                   |                   |                    |
| <b>Total Revenue</b>        | <b>7,856,984</b>  | <b>6,177,772</b>  | <b>6,426,047</b>   | <b>5,691,790</b>  | <b>(734,257)</b>  | <b>6,466,292</b>  | <b>774,502</b>     |
| Fund Balance                | 19,792,060        | 15,760,600        | 13,862,754         | 13,862,754        |                   | 12,890,535        | (972,219)          |
| <b>TOTAL SOURCES</b>        | <b>27,649,044</b> | <b>21,938,373</b> | <b>20,288,801</b>  | <b>19,554,544</b> | <b>(734,257)</b>  | <b>19,356,827</b> | <b>(197,717)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 967,687           | 1,155,751         | 1,310,789          | 1,391,497         | 80,708            | 1,410,166         | 18,669             |
| Services and Supplies       | 199,299           | 107,058           | 110,400            | 110,400           |                   | 100,000           | (10,400)           |
| Other Charges               | 9,157,746         | 6,812,809         | 8,046,935          | 8,204,189         | 157,254           | 6,395,909         | (1,808,280)        |
| <b>Net Appropriations</b>   | <b>10,324,732</b> | <b>8,075,619</b>  | <b>9,468,124</b>   | <b>9,706,086</b>  | <b>237,962</b>    | <b>7,906,075</b>  | <b>(1,800,011)</b> |
| Non-General Fund Reserves   | 17,324,312        | 13,862,754        | 10,820,677         | 9,848,458         | (972,219)         | 11,450,752        | 1,602,294          |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,649,044</b> | <b>21,938,373</b> | <b>20,288,801</b>  | <b>19,554,544</b> | <b>(734,257)</b>  | <b>19,356,827</b> | <b>(197,717)</b>   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 8.0               | 8.0               | 8.0                | 8.0               |                   | 8.0               |                    |
| Funded FTE                  | 7.5               | 7.5               | 7.5                | 7.5               |                   | 7.5               |                    |

Department of Child Support Services (2600B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 10,715,631        | 10,703,245        | 11,414,033         | 11,414,033        |                   | 11,414,033        |                   |
| Miscellaneous Revenue       |                   |                   | 282,922            | 602,398           | 319,476           | 762,498           | 160,100           |
| <b>TOTAL SOURCES</b>        | <b>10,715,631</b> | <b>10,703,245</b> | <b>11,696,955</b>  | <b>12,016,431</b> | <b>319,476</b>    | <b>12,176,531</b> | <b>160,100</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 9,550,359         | 9,393,579         | 10,494,762         | 10,902,815        | 408,053           | 11,126,924        | 224,109           |
| Services and Supplies       | 401,606           | 429,305           | 428,050            | 478,205           | 50,155            | 478,205           |                   |
| Other Charges               | 473,486           | 615,944           | 652,998            | 682,090           | 29,092            | 697,674           | 15,584            |
| Other Financing Uses        | 290,179           | 264,417           | 266,892            | 263,647           | (3,245)           | 266,529           | 2,882             |
| <b>Gross Appropriations</b> | <b>10,715,631</b> | <b>10,703,245</b> | <b>11,842,702</b>  | <b>12,326,757</b> | <b>484,055</b>    | <b>12,569,332</b> | <b>242,575</b>    |
| Intrafund Transfers         |                   |                   | (145,747)          | (310,326)         | (164,579)         | (392,801)         | (82,475)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>10,715,631</b> | <b>10,703,245</b> | <b>11,696,955</b>  | <b>12,016,431</b> | <b>319,476</b>    | <b>12,176,531</b> | <b>160,100</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 86.0              | 80.0              | 80.0               | 78.0              | (2.0)             | 78.0              |                   |
| Funded FTE                  | 85.6              | 79.6              | 79.6               | 79.7              | 0.1               | 79.7              |                   |

Human Services Agency (7000B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18  | Change<br>2017-18  | Recomm<br>2018-19  | Change<br>2018-19  |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>SOURCES</b>              |                    |                    |                    |                    |                    |                    |                    |
| Taxes                       | 3,535,846          | 6,101,250          | 18,017,808         | 14,193,319         | (3,824,489)        | 14,222,284         | 28,965             |
| Intergovernmental Revenues  | 136,188,990        | 138,525,852        | 162,999,725        | 159,605,092        | (3,394,633)        | 159,741,818        | 136,726            |
| Charges for Services        | 2,809,850          | 2,594,715          | 3,207,836          | 2,558,656          | (649,180)          | 2,558,656          |                    |
| Interfund Revenue           | 14,635             | 36,207             | 30,000             | 50,000             | 20,000             | 50,000             |                    |
| Miscellaneous Revenue       | 1,629,138          | 1,772,792          | 2,815,058          | 909,414            | (1,905,644)        | 914,308            | 4,894              |
| <b>Total Revenue</b>        | <b>144,178,459</b> | <b>149,030,818</b> | <b>187,070,427</b> | <b>177,316,481</b> | <b>(9,753,946)</b> | <b>177,487,066</b> | <b>170,585</b>     |
| Fund Balance                | 8,624,249          | 14,110,938         | 18,282,476         | 19,916,889         | 1,634,413          | 13,715,411         | (6,201,478)        |
| <b>TOTAL SOURCES</b>        | <b>152,802,708</b> | <b>163,141,756</b> | <b>205,352,903</b> | <b>197,233,370</b> | <b>(8,119,533)</b> | <b>191,202,477</b> | <b>(6,030,893)</b> |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                    |                    |                    |                    |
| Salaries and Benefits       | 95,792,988         | 96,997,821         | 107,720,750        | 111,489,806        | 3,769,056          | 113,705,922        | 2,216,116          |
| Services and Supplies       | 46,541,550         | 55,235,210         | 86,927,353         | 78,693,546         | (8,233,807)        | 77,420,757         | (1,272,789)        |
| Other Charges               | 59,126,651         | 56,727,597         | 76,168,807         | 71,934,258         | (4,234,549)        | 67,407,846         | (4,526,412)        |
| Fixed Assets                |                    | 132,123            | 100,000            |                    | (100,000)          |                    |                    |
| Other Financing Uses        | 790,776            | 957,229            | 956,171            | 912,536            | (43,635)           | 910,392            | (2,144)            |
| <b>Gross Appropriations</b> | <b>202,251,965</b> | <b>210,049,980</b> | <b>271,873,081</b> | <b>263,030,146</b> | <b>(8,842,935)</b> | <b>259,444,917</b> | <b>(3,585,229)</b> |
| Intrafund Transfers         | (24,150,822)       | (27,698,683)       | (32,590,269)       | (31,273,199)       | 1,317,070          | (31,229,982)       | 43,217             |
| <b>Net Appropriations</b>   | <b>178,101,143</b> | <b>182,351,297</b> | <b>239,282,812</b> | <b>231,756,947</b> | <b>(7,525,865)</b> | <b>228,214,935</b> | <b>(3,542,012)</b> |
| Contingencies/Dept Reserves | 7,009,249          | 7,846,944          | 11,309,282         | 13,715,420         | 2,406,138          | 12,797,708         | (917,712)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>185,110,392</b> | <b>190,198,241</b> | <b>250,592,094</b> | <b>245,472,367</b> | <b>(5,119,727)</b> | <b>241,012,643</b> | <b>(4,459,724)</b> |
| <b>NET COUNTY COST</b>      | <b>32,307,684</b>  | <b>27,056,486</b>  | <b>45,239,191</b>  | <b>48,238,997</b>  | <b>2,999,806</b>   | <b>49,810,166</b>  | <b>1,571,169</b>   |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                    |                    |                    |                    |
| Salary Resolution           | 767.0              | 768.0              | 769.0              | 768.0              | (1.0)              | 768.0              |                    |
| Funded FTE                  | 767.0              | 767.1              | 768.1              | 768.0              | (0.1)              | 768.0              |                    |

Office of Agency Director (7010B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|--------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                    |                    |                   |                    |                   |                    |
| Taxes                       |                   | 42,742             | 253,323            | 106,342           | (146,981)          | 107,952           | 1,610              |
| Intergovernmental Revenues  | 14,863            | 12,270             |                    |                   |                    |                   |                    |
| Interfund Revenue           | 6,250             | 5,230              | 10,000             |                   | (10,000)           |                   |                    |
| Miscellaneous Revenue       | 46,138            | 84,959             |                    |                   |                    |                   |                    |
| <b>Total Revenue</b>        | <b>67,251</b>     | <b>145,201</b>     | <b>263,323</b>     | <b>106,342</b>    | <b>(156,981)</b>   | <b>107,952</b>    | <b>1,610</b>       |
| Fund Balance                | 6,402,594         | 11,564,283         | 15,026,621         | 17,432,759        | 2,406,138          | 11,691,053        | (5,741,706)        |
| <b>TOTAL SOURCES</b>        | <b>6,469,845</b>  | <b>11,709,484</b>  | <b>15,289,944</b>  | <b>17,539,101</b> | <b>2,249,157</b>   | <b>11,799,005</b> | <b>(5,740,096)</b> |
| <b>REQUIREMENTS</b>         |                   |                    |                    |                   |                    |                   |                    |
| Salaries and Benefits       | 14,322,378        | 12,484,279         | 13,387,773         | 13,561,602        | 173,829            | 13,839,423        | 277,821            |
| Services and Supplies       | 1,383,299         | 3,969,552          | 6,512,408          | 5,289,925         | (1,222,483)        | 4,867,925         | (422,000)          |
| Other Charges               | 3,577,664         | 4,654,284          | 9,760,484          | 9,766,589         | 6,105              | 5,022,130         | (4,744,459)        |
| Fixed Assets                |                   | 68,851             |                    |                   |                    |                   |                    |
| Other Financing Uses        | 586               | 917                | 941                | 3,676             | 2,735              | 3,772             | 96                 |
| <b>Gross Appropriations</b> | <b>19,283,927</b> | <b>21,177,884</b>  | <b>29,661,606</b>  | <b>28,621,792</b> | <b>(1,039,814)</b> | <b>23,733,250</b> | <b>(4,888,542)</b> |
| Intrafund Transfers         | (17,229,829)      | (21,213,206)       | (24,406,509)       | (23,691,456)      | 715,053            | (23,625,298)      | 66,158             |
| <b>Net Appropriations</b>   | <b>2,054,098</b>  | <b>(35,322)</b>    | <b>5,255,097</b>   | <b>4,930,336</b>  | <b>(324,761)</b>   | <b>107,952</b>    | <b>(4,822,384)</b> |
| Contingencies/Dept Reserves | 5,902,594         | 6,740,289          | 10,202,627         | 12,608,765        | 2,406,138          | 11,691,053        | (917,712)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>7,956,692</b>  | <b>6,704,967</b>   | <b>15,457,724</b>  | <b>17,539,101</b> | <b>2,081,377</b>   | <b>11,799,005</b> | <b>(5,740,096)</b> |
| <b>NET COUNTY COST</b>      | <b>1,486,847</b>  | <b>(5,004,517)</b> | <b>167,780</b>     |                   | <b>(167,780)</b>   |                   |                    |
| <b>AUTHORIZED POSITIONS</b> |                   |                    |                    |                   |                    |                   |                    |
| Salary Resolution           | 91.0              | 87.0               | 86.0               | 86.0              |                    | 86.0              |                    |
| Funded FTE                  | 91.0              | 87.0               | 86.0               | 86.0              |                    | 86.0              |                    |

Economic Self-Sufficiency (7220B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       |                   | 450,000           | 150,000            | 150,000           |                   | 150,000           |                   |
| Intergovernmental Revenues  | 55,254,874        | 58,731,103        | 61,981,157         | 62,713,822        | 732,665           | 62,713,822        |                   |
| Miscellaneous Revenue       | 305,066           | 297,066           | 45,000             | 45,000            |                   | 45,000            |                   |
| <b>Total Revenue</b>        | <b>55,559,941</b> | <b>59,478,169</b> | <b>62,176,157</b>  | <b>62,908,822</b> | <b>732,665</b>    | <b>62,908,822</b> |                   |
| Fund Balance                |                   | 320,000           | 779,305            | 749,525           | (29,780)          | 288,185           | (461,340)         |
| <b>TOTAL SOURCES</b>        | <b>55,559,941</b> | <b>59,798,169</b> | <b>62,955,462</b>  | <b>63,658,347</b> | <b>702,885</b>    | <b>63,197,007</b> | <b>(461,340)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 42,525,366        | 44,091,423        | 49,884,742         | 50,568,274        | 683,532           | 51,543,117        | 974,843           |
| Services and Supplies       | 15,735,455        | 18,778,329        | 23,599,646         | 23,898,748        | 299,102           | 23,074,803        | (823,945)         |
| Other Charges               | 4,960,258         | 4,683,171         | 5,522,874          | 5,737,273         | 214,399           | 5,823,178         | 85,905            |
| Fixed Assets                |                   | 59,025            | 100,000            |                   | (100,000)         |                   |                   |
| Other Financing Uses        | 93,750            | 128,344           | 128,415            | 190,618           | 62,203            | 188,930           | (1,688)           |
| <b>Gross Appropriations</b> | <b>63,314,830</b> | <b>67,740,292</b> | <b>79,235,677</b>  | <b>80,394,913</b> | <b>1,159,236</b>  | <b>80,630,028</b> | <b>235,115</b>    |
| Intrafund Transfers         |                   | (650,119)         | (2,373,583)        | (1,100,000)       | 1,273,583         | (1,100,000)       |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>63,314,830</b> | <b>67,090,173</b> | <b>76,862,094</b>  | <b>79,294,913</b> | <b>2,432,819</b>  | <b>79,530,028</b> | <b>235,115</b>    |
| <b>NET COUNTY COST</b>      | <b>7,754,889</b>  | <b>7,292,004</b>  | <b>13,906,632</b>  | <b>15,636,566</b> | <b>1,729,934</b>  | <b>16,333,021</b> | <b>696,455</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 364.0             | 363.0             | 372.0              | 370.0             | (2.0)             | 370.0             |                   |
| Funded FTE                  | 364.0             | 362.9             | 371.9              | 370.0             | (1.9)             | 370.0             |                   |

Aid Payments (7240B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Intergovernmental Revenues  | 17,407,422        | 14,936,646        | 22,340,536         | 19,340,536        | (3,000,000)        | 19,340,536        |                   |
| Miscellaneous Revenue       | 73,943            | 89,575            |                    |                   |                    |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>17,481,366</b> | <b>15,026,222</b> | <b>22,340,536</b>  | <b>19,340,536</b> | <b>(3,000,000)</b> | <b>19,340,536</b> |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Services and Supplies       | 8,450             | 1,310             | 1,119,770          | 1,110,000         | (9,770)            | 1,110,000         |                   |
| Other Charges               | 21,196,507        | 18,714,838        | 26,533,000         | 23,433,000        | (3,100,000)        | 23,433,000        |                   |
| <b>Gross Appropriations</b> | <b>21,204,957</b> | <b>18,716,148</b> | <b>27,652,770</b>  | <b>24,543,000</b> | <b>(3,109,770)</b> | <b>24,543,000</b> |                   |
| Intrafund Transfers         |                   |                   |                    | (4,000)           | (4,000)            | (4,000)           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>21,204,957</b> | <b>18,716,148</b> | <b>27,652,770</b>  | <b>24,539,000</b> | <b>(3,113,770)</b> | <b>24,539,000</b> |                   |
| <b>NET COUNTY COST</b>      | <b>3,723,591</b>  | <b>3,689,927</b>  | <b>5,312,234</b>   | <b>5,198,464</b>  | <b>(113,770)</b>   | <b>5,198,464</b>  |                   |

Employment Services (7320B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Intergovernmental Revenues  | 9,859,605         | 14,286,514        | 21,981,525         | 18,245,325        | (3,736,200)        | 18,334,778        | 89,453            |
| Miscellaneous Revenue       | 15,849            | 33,195            |                    |                   |                    |                   |                   |
| <b>Total Revenue</b>        | <b>9,875,454</b>  | <b>14,319,710</b> | <b>21,981,525</b>  | <b>18,245,325</b> | <b>(3,736,200)</b> | <b>18,334,778</b> | <b>89,453</b>     |
| Fund Balance                | 933,335           | 933,335           | 1,328,144          | 941,285           | (386,859)          | 942,853           | 1,568             |
| <b>TOTAL SOURCES</b>        | <b>10,808,789</b> | <b>15,253,045</b> | <b>23,309,669</b>  | <b>19,186,610</b> | <b>(4,123,059)</b> | <b>19,277,631</b> | <b>91,021</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 5,558,127         | 6,401,449         | 7,395,179          | 7,314,492         | (80,687)           | 7,464,909         | 150,417           |
| Services and Supplies       | 2,438,899         | 3,852,983         | 8,882,246          | 7,461,696         | (1,420,550)        | 7,462,434         | 738               |
| Other Charges               | 5,984,312         | 5,862,796         | 7,823,012          | 5,931,737         | (1,891,275)        | 5,951,593         | 19,856            |
| Other Financing Uses        | 15,880            | 135,570           | 133,589            | 67,590            | (65,999)           | 66,930            | (660)             |
| <b>Gross Appropriations</b> | <b>13,997,218</b> | <b>16,252,797</b> | <b>24,234,026</b>  | <b>20,775,515</b> | <b>(3,458,511)</b> | <b>20,945,866</b> | <b>170,351</b>    |
| Intrafund Transfers         | (17,756)          | (520)             | (115,063)          |                   | 115,063            |                   |                   |
| <b>Net Appropriations</b>   | <b>13,979,462</b> | <b>16,252,277</b> | <b>24,118,963</b>  | <b>20,775,515</b> | <b>(3,343,448)</b> | <b>20,945,866</b> | <b>170,351</b>    |
| Contingencies/Dept Reserves | 313,335           | 313,335           | 313,335            | 313,335           |                    | 313,335           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>14,292,797</b> | <b>16,565,612</b> | <b>24,432,298</b>  | <b>21,088,850</b> | <b>(3,343,448)</b> | <b>21,259,201</b> | <b>170,351</b>    |
| <b>NET COUNTY COST</b>      | <b>3,484,008</b>  | <b>1,312,567</b>  | <b>1,122,629</b>   | <b>1,902,240</b>  | <b>779,611</b>     | <b>1,981,570</b>  | <b>79,330</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 55.0              | 56.0              | 56.0               | 55.0              | (1.0)              | 55.0              |                   |
| Funded FTE                  | 55.0              | 56.0              | 56.0               | 55.0              | (1.0)              | 55.0              |                   |

Vocational Rehab Services (7330B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Taxes                       | 148,812           | 149,226           | 229,401            |                   | (229,401)          |                   |                   |
| Intergovernmental Revenues  | 1,002,021         | 879,062           | 1,331,120          | 890,925           | (440,195)          | 890,925           |                   |
| Charges for Services        | 2,809,850         | 2,594,715         | 3,207,836          | 2,558,656         | (649,180)          | 2,558,656         |                   |
| Interfund Revenue           | 8,385             | 30,978            | 20,000             | 50,000            | 30,000             | 50,000            |                   |
| Miscellaneous Revenue       | 277,839           | 371,945           | 600,000            | 215,000           | (385,000)          | 215,000           |                   |
| <b>Total Revenue</b>        | <b>4,246,907</b>  | <b>4,025,926</b>  | <b>5,388,357</b>   | <b>3,714,581</b>  | <b>(1,673,776)</b> | <b>3,714,581</b>  |                   |
| Fund Balance                | 495,000           |                   |                    |                   |                    |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>4,741,907</b>  | <b>4,025,926</b>  | <b>5,388,357</b>   | <b>3,714,581</b>  | <b>(1,673,776)</b> | <b>3,714,581</b>  |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 4,412,477         | 4,138,102         | 4,669,633          | 4,593,057         | (76,576)           | 4,715,622         | 122,565           |
| Services and Supplies       | 5,467,695         | 4,489,661         | 5,163,780          | 4,277,239         | (886,541)          | 4,293,803         | 16,564            |
| Other Charges               | 1,164,462         | 1,036,782         | 1,178,580          | 1,366,548         | 187,968            | 1,403,790         | 37,242            |
| Other Financing Uses        | 5,326             |                   |                    | 9,214             | 9,214              | 9,451             | 237               |
| <b>Gross Appropriations</b> | <b>11,049,961</b> | <b>9,664,545</b>  | <b>11,011,993</b>  | <b>10,246,058</b> | <b>(765,935)</b>   | <b>10,422,666</b> | <b>176,608</b>    |
| Intrafund Transfers         | (3,791,322)       | (3,619,680)       | (4,092,182)        | (4,804,168)       | (711,986)          | (4,804,168)       |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>7,258,639</b>  | <b>6,044,865</b>  | <b>6,919,811</b>   | <b>5,441,890</b>  | <b>(1,477,921)</b> | <b>5,618,498</b>  | <b>176,608</b>    |
| <b>NET COUNTY COST</b>      | <b>2,516,732</b>  | <b>2,018,940</b>  | <b>1,531,454</b>   | <b>1,727,309</b>  | <b>195,855</b>     | <b>1,903,917</b>  | <b>176,608</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 36.0              | 36.0              | 35.0               | 35.0              |                    | 35.0              |                   |
| Funded FTE                  | 36.0              | 36.0              | 35.0               | 35.0              |                    | 35.0              |                   |

Children and Family Services (7420B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 1,596,656         | 1,750,352         | 6,538,359          | 5,039,411         | (1,498,948)       | 5,053,573         | 14,162            |
| Intergovernmental Revenues  | 47,987,114        | 47,657,053        | 54,399,075         | 57,117,848        | 2,718,773         | 57,165,121        | 47,273            |
| Miscellaneous Revenue       | 769,344           | 803,602           | 2,052,558          | 327,760           | (1,724,798)       | 332,654           | 4,894             |
| <b>Total Revenue</b>        | <b>50,353,114</b> | <b>50,211,007</b> | <b>62,989,992</b>  | <b>62,485,019</b> | <b>(504,973)</b>  | <b>62,551,348</b> | <b>66,329</b>     |
| Fund Balance                | 793,320           | 1,293,320         | 1,148,406          | 793,320           | (355,086)         | 793,320           |                   |
| <b>TOTAL SOURCES</b>        | <b>51,146,434</b> | <b>51,504,327</b> | <b>64,138,398</b>  | <b>63,278,339</b> | <b>(860,059)</b>  | <b>63,344,668</b> | <b>66,329</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 26,305,370        | 27,807,793        | 30,039,301         | 32,781,498        | 2,742,197         | 33,425,147        | 643,649           |
| Services and Supplies       | 13,656,540        | 15,284,977        | 25,508,314         | 22,569,948        | (2,938,366)       | 22,525,802        | (44,146)          |
| Other Charges               | 21,204,024        | 21,149,231        | 24,447,138         | 24,873,654        | 426,516           | 24,927,141        | 53,487            |
| Fixed Assets                |                   | 4,247             |                    |                   |                   |                   |                   |
| Other Financing Uses        | 661,613           | 669,417           | 669,673            | 617,381           | (52,292)          | 616,627           | (754)             |
| <b>Gross Appropriations</b> | <b>61,827,547</b> | <b>64,915,665</b> | <b>80,664,426</b>  | <b>80,842,481</b> | <b>178,055</b>    | <b>81,494,717</b> | <b>652,236</b>    |
| Intrafund Transfers         | (642,120)         | (699,983)         | (250,000)          | (704,198)         | (454,198)         | (709,092)         | (4,894)           |
| <b>Net Appropriations</b>   | <b>61,185,427</b> | <b>64,215,682</b> | <b>80,414,426</b>  | <b>80,138,283</b> | <b>(276,143)</b>  | <b>80,785,625</b> | <b>647,342</b>    |
| Contingencies/Dept Reserves | 793,320           | 793,320           | 793,320            | 793,320           |                   | 793,320           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>61,978,747</b> | <b>65,009,002</b> | <b>81,207,746</b>  | <b>80,931,603</b> | <b>(276,143)</b>  | <b>81,578,945</b> | <b>647,342</b>    |
| <b>NET COUNTY COST</b>      | <b>10,832,313</b> | <b>13,504,674</b> | <b>17,069,348</b>  | <b>17,653,264</b> | <b>583,916</b>    | <b>18,234,277</b> | <b>581,013</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 208.0             | 212.0             | 207.0              | 207.0             |                   | 207.0             |                   |
| Funded FTE                  | 207.9             | 211.3             | 206.3              | 207.0             | 0.7               | 207.0             |                   |

## Homeless and Safety Net Services (7510B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Taxes                       | 1,487,304         | 3,250,727         | 9,788,818          | 7,916,290         | (1,872,528)        | 7,919,609         | 3,319             |
| Intergovernmental Revenues  | 1,899,107         | 1,961,412         | 795,076            | 1,066,636         | 271,560            | 1,066,636         |                   |
| Miscellaneous Revenue       | 355               |                   |                    | 203,154           | 203,154            | 203,154           |                   |
| <b>TOTAL SOURCES</b>        | <b>3,386,767</b>  | <b>5,212,139</b>  | <b>10,583,894</b>  | <b>9,186,080</b>  | <b>(1,397,814)</b> | <b>9,189,399</b>  | <b>3,319</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 523,372           | 615,067           | 835,488            | 1,073,609         | 238,121            | 1,086,949         | 13,340            |
| Services and Supplies       | 6,156,394         | 7,520,201         | 14,081,621         | 12,113,500        | (1,968,121)        | 12,113,500        |                   |
| Other Charges               | 268,717           | 345,217           | 585,649            | 482,370           | (103,279)          | 493,869           | 11,499            |
| Other Financing Uses        | 13,622            | 22,982            | 23,553             | 23,840            | 287                | 24,460            | 620               |
| <b>Gross Appropriations</b> | <b>6,962,105</b>  | <b>8,503,466</b>  | <b>15,526,311</b>  | <b>13,693,319</b> | <b>(1,832,992)</b> | <b>13,718,778</b> | <b>25,459</b>     |
| Intrafund Transfers         | (1,502,417)       | (803,692)         | (651,775)          | (221,198)         | 430,577            | (221,198)         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,459,688</b>  | <b>7,699,774</b>  | <b>14,874,536</b>  | <b>13,472,121</b> | <b>(1,402,415)</b> | <b>13,497,580</b> | <b>25,459</b>     |
| <b>NET COUNTY COST</b>      | <b>2,072,921</b>  | <b>2,487,636</b>  | <b>4,290,642</b>   | <b>4,286,041</b>  | <b>(4,601)</b>     | <b>4,308,181</b>  | <b>22,140</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 3.0               | 4.0               | 4.0                | 5.0               | 1.0                | 5.0               |                   |
| Funded FTE                  | 3.0               | 4.0               | 4.0                | 5.0               | 1.0                | 5.0               |                   |

Community Capacity (7520B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 303,074           | 458,203           | 1,057,907          | 981,276           | (76,631)          | 991,150           | 9,874             |
| Intergovernmental Revenues  | 2,763,983         | 61,792            | 171,236            | 230,000           | 58,764            | 230,000           |                   |
| Miscellaneous Revenue       | 140,603           | 92,450            | 117,500            | 118,500           | 1,000             | 118,500           |                   |
| <b>TOTAL SOURCES</b>        | <b>3,207,660</b>  | <b>612,445</b>    | <b>1,346,643</b>   | <b>1,329,776</b>  | <b>(16,867)</b>   | <b>1,339,650</b>  | <b>9,874</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 2,145,898         | 1,459,707         | 1,508,634          | 1,597,274         | 88,640            | 1,630,755         | 33,481            |
| Services and Supplies       | 1,694,817         | 1,338,197         | 2,059,568          | 1,972,490         | (87,078)          | 1,972,490         |                   |
| Other Charges               | 770,705           | 281,279           | 318,070            | 343,087           | 25,017            | 353,145           | 10,058            |
| Other Financing Uses        |                   |                   |                    | 217               | 217               | 222               | 5                 |
| <b>Gross Appropriations</b> | <b>4,611,420</b>  | <b>3,079,183</b>  | <b>3,886,272</b>   | <b>3,913,068</b>  | <b>26,796</b>     | <b>3,956,612</b>  | <b>43,544</b>     |
| Intrafund Transfers         | (967,378)         | (711,482)         | (701,157)          | (748,179)         | (47,022)          | (766,226)         | (18,047)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,644,043</b>  | <b>2,367,701</b>  | <b>3,185,115</b>   | <b>3,164,889</b>  | <b>(20,226)</b>   | <b>3,190,386</b>  | <b>25,497</b>     |
| <b>NET COUNTY COST</b>      | <b>436,383</b>    | <b>1,755,256</b>  | <b>1,838,472</b>   | <b>1,835,113</b>  | <b>(3,359)</b>    | <b>1,850,736</b>  | <b>15,623</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 10.0              | 10.0              | 9.0                | 10.0              | 1.0               | 10.0              |                   |
| Funded FTE                  | 10.0              | 9.9               | 8.9                | 10.0              | 1.1               | 10.0              |                   |

Planning and Building (3800B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                    |
| Taxes                            | 7,895             | 62,579            | 299,492            | 217,456           | (82,036)          |                   | (217,456)          |
| Licenses, Permits and Franchises | 3,347,614         | 3,554,807         | 3,363,047          | 3,247,435         | (115,612)         | 3,320,868         | 73,433             |
| Fines, Forfeitures and Penalties | 27,038            |                   | 15,000             |                   | (15,000)          |                   |                    |
| Intergovernmental Revenues       | 301,875           |                   |                    |                   |                   |                   |                    |
| Charges for Services             | 1,702,911         | 1,952,543         | 1,689,582          | 1,648,025         | (41,557)          | 1,673,249         | 25,224             |
| Interfund Revenue                | 11,258            | 8,336             |                    |                   |                   |                   |                    |
| Miscellaneous Revenue            | 274,582           | 392,905           | 174,200            | 185,494           | 11,294            | 175,494           | (10,000)           |
| <b>Total Revenue</b>             | <b>5,673,174</b>  | <b>5,971,169</b>  | <b>5,541,321</b>   | <b>5,298,410</b>  | <b>(242,911)</b>  | <b>5,169,611</b>  | <b>(128,799)</b>   |
| Fund Balance                     | 1,533,753         | 2,401,213         | 2,871,846          | 2,446,881         | (424,965)         | 1,447,028         | (999,853)          |
| <b>TOTAL SOURCES</b>             | <b>7,206,927</b>  | <b>8,372,382</b>  | <b>8,413,167</b>   | <b>7,745,291</b>  | <b>(667,876)</b>  | <b>6,616,639</b>  | <b>(1,128,652)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits            | 6,699,371         | 7,408,792         | 9,115,143          | 9,522,087         | 406,944           | 9,421,272         | (100,815)          |
| Services and Supplies            | 1,386,112         | 1,038,704         | 1,846,032          | 3,496,247         | 1,650,215         | 3,621,601         | 125,354            |
| Other Charges                    | 569,829           | 921,538           | 1,080,635          | 1,070,910         | (9,725)           | 1,094,235         | 23,325             |
| Fixed Assets                     | 14,162            | 6,317             |                    | 9,000             | 9,000             |                   | (9,000)            |
| Other Financing Uses             | 32,304            | 42,641            | 43,692             | 42,873            | (819)             | 43,987            | 1,114              |
| <b>Gross Appropriations</b>      | <b>8,701,777</b>  | <b>9,417,992</b>  | <b>12,085,502</b>  | <b>14,141,117</b> | <b>2,055,615</b>  | <b>14,181,095</b> | <b>39,978</b>      |
| Intrafund Transfers              | (485,065)         | (568,780)         | (111,218)          | (2,079,909)       | (1,968,691)       | (2,411,232)       | (331,323)          |
| <b>Net Appropriations</b>        | <b>8,216,711</b>  | <b>8,849,212</b>  | <b>11,974,284</b>  | <b>12,061,208</b> | <b>86,924</b>     | <b>11,769,863</b> | <b>(291,345)</b>   |
| Contingencies/Dept Reserves      | 562,642           | 850,430           | 1,192,833          | 1,063,159         | (129,674)         | 415,205           | (647,954)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>8,779,353</b>  | <b>9,699,642</b>  | <b>13,167,117</b>  | <b>13,124,367</b> | <b>(42,750)</b>   | <b>12,185,068</b> | <b>(939,299)</b>   |
| <b>NET COUNTY COST</b>           | <b>1,572,427</b>  | <b>1,327,260</b>  | <b>4,753,950</b>   | <b>5,379,076</b>  | <b>625,126</b>    | <b>5,568,429</b>  | <b>189,353</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution                | 50.0              | 55.0              | 56.0               | 56.0              |                   | 56.0              |                    |
| Funded FTE                       | 49.9              | 54.8              | 55.5               | 55.5              |                   | 55.5              |                    |

Administration and Support (3810P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Licenses, Permits and Franchises | 228               | 108               |                    |                   |                    |                   |                   |
| Intergovernmental Revenues       | 89,152            |                   |                    |                   |                    |                   |                   |
| Charges for Services             | 389               | 13                |                    |                   |                    |                   |                   |
| Interfund Revenue                | 11,258            |                   |                    |                   |                    |                   |                   |
| Miscellaneous Revenue            | 16,984            | 20,127            |                    |                   |                    |                   |                   |
| <b>Total Revenue</b>             | <b>118,010</b>    | <b>20,248</b>     |                    |                   |                    |                   |                   |
| Fund Balance                     | 1,533,753         | 2,048,786         | 1,854,894          | 2,446,881         | 591,987            | 1,447,028         | (999,853)         |
| <b>TOTAL SOURCES</b>             | <b>1,651,763</b>  | <b>2,069,034</b>  | <b>1,854,894</b>   | <b>2,446,881</b>  | <b>591,987</b>     | <b>1,447,028</b>  | <b>(999,853)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits            | 1,737,562         | 1,803,334         | 2,192,911          | 2,164,447         | (28,464)           | 2,216,204         | 51,757            |
| Services and Supplies            | 337,485           | 385,027           | 544,018            | 454,017           | (90,001)           | 356,127           | (97,890)          |
| Other Charges                    | 459,623           | 672,362           | 762,019            | 802,294           | 40,275             | 826,737           | 24,443            |
| Fixed Assets                     | 14,162            |                   |                    |                   |                    |                   |                   |
| Other Financing Uses             | 32,304            | 42,641            | 43,692             | 42,873            | (819)              | 43,987            | 1,114             |
| <b>Gross Appropriations</b>      | <b>2,581,135</b>  | <b>2,903,364</b>  | <b>3,542,640</b>   | <b>3,463,631</b>  | <b>(79,009)</b>    | <b>3,443,055</b>  | <b>(20,576)</b>   |
| Intrafund Transfers              | (6,864)           | (95,688)          | (11,218)           | (2,079,909)       | (2,068,691)        | (2,411,232)       | (331,323)         |
| <b>Net Appropriations</b>        | <b>2,574,271</b>  | <b>2,807,676</b>  | <b>3,531,422</b>   | <b>1,383,722</b>  | <b>(2,147,700)</b> | <b>1,031,823</b>  | <b>(351,899)</b>  |
| Contingencies/Dept Reserves      | 562,642           | 850,430           | 1,192,833          | 1,063,159         | (129,674)          | 415,205           | (647,954)         |
| <b>TOTAL REQUIREMENTS</b>        | <b>3,136,913</b>  | <b>3,658,106</b>  | <b>4,724,255</b>   | <b>2,446,881</b>  | <b>(2,277,374)</b> | <b>1,447,028</b>  | <b>(999,853)</b>  |
| <b>NET COUNTY COST</b>           | <b>1,485,150</b>  | <b>1,589,073</b>  | <b>2,869,361</b>   |                   | <b>(2,869,361)</b> |                   |                   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution                | 14.0              | 14.0              | 14.0               | 13.0              | (1.0)              | 13.0              |                   |
| Funded FTE                       | 14.0              | 14.0              | 14.0               | 13.0              | (1.0)              | 13.0              |                   |

Code Compliance Program (3820P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       |                   |                   |                    | 57,394            | 57,394            | 57,394            |                   |
| <b>TOTAL SOURCES</b>        |                   |                   |                    | 57,394            | 57,394            | 57,394            |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       |                   |                   |                    | 1,438,905         | 1,438,905         | 1,287,032         | (151,873)         |
| Services and Supplies       |                   |                   |                    | 392,790           | 392,790           | 446,726           | 53,936            |
| Other Charges               |                   |                   |                    | 80,060            | 80,060            | 78,490            | (1,570)           |
| <b>TOTAL REQUIREMENTS</b>   |                   |                   |                    | 1,911,755         | 1,911,755         | 1,812,248         | (99,507)          |
| <b>NET COUNTY COST</b>      |                   |                   |                    | 1,854,361         | 1,854,361         | 1,754,854         | (99,507)          |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           |                   |                   |                    | 7.0               | 7.0               | 7.0               |                   |
| Funded FTE                  |                   |                   |                    | 6.9               | 6.9               | 6.9               |                   |

Long Range Planning Services (3830P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                   |
| Taxes                            | 7,895             | 62,579            | 299,492            | 217,456           | (82,036)           |                   | (217,456)         |
| Licenses, Permits and Franchises | 6,412             | 25,534            |                    |                   |                    |                   |                   |
| Intergovernmental Revenues       | 212,723           |                   |                    |                   |                    |                   |                   |
| Charges for Services             | 11,875            | 17,013            | 6,000              | 10,000            | 4,000              | 10,000            |                   |
| Miscellaneous Revenue            | 185,671           | 72,950            | 65,200             |                   | (65,200)           |                   |                   |
| <b>Total Revenue</b>             | <b>424,577</b>    | <b>178,075</b>    | <b>370,692</b>     | <b>227,456</b>    | <b>(143,236)</b>   | <b>10,000</b>     | <b>(217,456)</b>  |
| Fund Balance                     |                   | 209,780           | 668,116            |                   | (668,116)          |                   |                   |
| <b>TOTAL SOURCES</b>             | <b>424,577</b>    | <b>387,855</b>    | <b>1,038,808</b>   | <b>227,456</b>    | <b>(811,352)</b>   | <b>10,000</b>     | <b>(217,456)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits            | 758,971           | 1,044,697         | 1,813,889          | 417,682           | (1,396,207)        | 303,247           | (114,435)         |
| Services and Supplies            | 277,242           | 136,117           | 514,363            | 495,194           | (19,169)           | 403,526           | (91,668)          |
| Other Charges                    | 14,398            | 61,764            | 181,773            | 3,026             | (178,747)          | 3,092             | 66                |
| <b>Gross Appropriations</b>      | <b>1,050,611</b>  | <b>1,242,578</b>  | <b>2,510,025</b>   | <b>915,902</b>    | <b>(1,594,123)</b> | <b>709,865</b>    | <b>(206,037)</b>  |
| Intrafund Transfers              | (478,202)         | (396,239)         | (100,000)          |                   | 100,000            |                   |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>572,410</b>    | <b>846,339</b>    | <b>2,410,025</b>   | <b>915,902</b>    | <b>(1,494,123)</b> | <b>709,865</b>    | <b>(206,037)</b>  |
| <b>NET COUNTY COST</b>           | <b>147,833</b>    | <b>458,484</b>    | <b>1,371,217</b>   | <b>688,446</b>    | <b>(682,771)</b>   | <b>699,865</b>    | <b>11,419</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution                | 7.0               | 9.0               | 9.0                | 2.0               | (7.0)              | 2.0               |                   |
| Funded FTE                       | 7.0               | 8.9               | 8.9                | 2.0               | (6.9)              | 2.0               |                   |

## Building Inspection (3842P) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 2,479,424          | 2,632,814          | 2,659,422          | 2,518,504         | (140,918)         | 2,572,351         | 53,847            |
| Fines, Forfeitures and Penalties | 27,038             |                    | 15,000             |                   | (15,000)          |                   |                   |
| Charges for Services             | 1,384,189          | 1,429,321          | 1,493,932          | 1,453,848         | (40,084)          | 1,479,072         | 25,224            |
| Interfund Revenue                |                    | 8,336              |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 6,369              | 29,525             | 1,000              | 20,100            | 19,100            | 10,100            | (10,000)          |
| <b>Total Revenue</b>             | <b>3,897,021</b>   | <b>4,099,995</b>   | <b>4,169,354</b>   | <b>3,992,452</b>  | <b>(176,902)</b>  | <b>4,061,523</b>  | <b>69,071</b>     |
| Fund Balance                     |                    | 142,647            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>             | <b>3,897,021</b>   | <b>4,242,642</b>   | <b>4,169,354</b>   | <b>3,992,452</b>  | <b>(176,902)</b>  | <b>4,061,523</b>  | <b>69,071</b>     |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 2,189,235          | 2,323,174          | 2,770,849          | 2,817,859         | 47,010            | 2,876,758         | 58,899            |
| Services and Supplies            | 127,149            | 185,547            | 265,815            | 1,375,485         | 1,109,670         | 1,521,883         | 146,398           |
| Other Charges                    | 69,982             | 151,695            | 107,712            | 162,728           | 55,016            | 162,728           |                   |
| Fixed Assets                     |                    | 6,317              |                    | 9,000             | 9,000             |                   | (9,000)           |
| <b>Gross Appropriations</b>      | <b>2,386,366</b>   | <b>2,666,733</b>   | <b>3,144,376</b>   | <b>4,365,072</b>  | <b>1,220,696</b>  | <b>4,561,369</b>  | <b>196,297</b>    |
| Intrafund Transfers              |                    | (70,405)           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,386,366</b>   | <b>2,596,328</b>   | <b>3,144,376</b>   | <b>4,365,072</b>  | <b>1,220,696</b>  | <b>4,561,369</b>  | <b>196,297</b>    |
| <b>NET COUNTY COST</b>           | <b>(1,510,655)</b> | <b>(1,646,314)</b> | <b>(1,024,978)</b> | <b>372,620</b>    | <b>1,397,598</b>  | <b>499,846</b>    | <b>127,226</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                   |                   |                   |                   |
| Salary Resolution                | 15.0               | 17.0               | 18.0               | 19.0              | 1.0               | 19.0              |                   |
| Funded FTE                       | 14.9               | 16.8               | 17.6               | 18.6              | 1.0               | 18.6              |                   |

Planning and Development Review (3843P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 861,550           | 896,351           | 703,625            | 728,931           | 25,306            | 748,517           | 19,586            |
| Charges for Services             | 306,458           | 506,197           | 189,650            | 184,177           | (5,473)           | 184,177           |                   |
| Miscellaneous Revenue            | 65,557            | 270,303           | 108,000            | 108,000           |                   | 108,000           |                   |
| <b>Total Revenue</b>             | <b>1,233,566</b>  | <b>1,672,851</b>  | <b>1,001,275</b>   | <b>1,021,108</b>  | <b>19,833</b>     | <b>1,040,694</b>  | <b>19,586</b>     |
| Fund Balance                     |                   |                   | 348,836            |                   | (348,836)         |                   |                   |
| <b>TOTAL SOURCES</b>             | <b>1,233,566</b>  | <b>1,672,851</b>  | <b>1,350,111</b>   | <b>1,021,108</b>  | <b>(329,003)</b>  | <b>1,040,694</b>  | <b>19,586</b>     |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 2,013,603         | 2,237,587         | 2,337,494          | 2,683,194         | 345,700           | 2,738,031         | 54,837            |
| Services and Supplies            | 644,236           | 332,012           | 521,836            | 778,761           | 256,925           | 893,339           | 114,578           |
| Other Charges                    | 25,826            | 35,717            | 29,131             | 22,802            | (6,329)           | 23,188            | 386               |
| <b>Gross Appropriations</b>      | <b>2,683,665</b>  | <b>2,605,316</b>  | <b>2,888,461</b>   | <b>3,484,757</b>  | <b>596,296</b>    | <b>3,654,558</b>  | <b>169,801</b>    |
| Intrafund Transfers              |                   | (6,448)           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,683,665</b>  | <b>2,598,869</b>  | <b>2,888,461</b>   | <b>3,484,757</b>  | <b>596,296</b>    | <b>3,654,558</b>  | <b>169,801</b>    |
| <b>NET COUNTY COST</b>           | <b>1,450,099</b>  | <b>926,018</b>    | <b>1,538,350</b>   | <b>2,463,649</b>  | <b>925,299</b>    | <b>2,613,864</b>  | <b>150,215</b>    |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 14.0              | 15.0              | 15.0               | 15.0              |                   | 15.0              |                   |
| Funded FTE                       | 14.0              | 15.0              | 15.0               | 15.0              |                   | 15.0              |                   |

Local Agency Formation Commission (3570B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 228,236           | 223,278           | 217,050            | 236,208           | 19,158            | 238,680           | 2,472             |
| Charges for Services        | 16,559            | 22,253            | 30,000             | 30,051            | 51                | 30,051            |                   |
| Miscellaneous Revenue       | 14,745            |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>259,540</b>    | <b>245,531</b>    | <b>247,050</b>     | <b>266,259</b>    | <b>19,209</b>     | <b>268,731</b>    | <b>2,472</b>      |
| Fund Balance                | 122,266           | 111,175           | 151,375            | 59,966            | (91,409)          | 60,099            | 133               |
| <b>TOTAL SOURCES</b>        | <b>381,806</b>    | <b>356,706</b>    | <b>398,425</b>     | <b>326,225</b>    | <b>(72,200)</b>   | <b>328,830</b>    | <b>2,605</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 259,798           | 259,835           | 278,352            | 287,922           | 9,570             | 290,556           | 2,634             |
| Services and Supplies       | 112,968           | 32,015            | 93,695             | 33,298            | (60,397)          | 34,363            | 1,065             |
| Other Charges               | 24,399            | 25,120            | 56,717             | 61,574            | 4,857             | 61,475            | (99)              |
| <b>Gross Appropriations</b> | <b>397,165</b>    | <b>316,970</b>    | <b>428,764</b>     | <b>382,794</b>    | <b>(45,970)</b>   | <b>386,394</b>    | <b>3,600</b>      |
| Intrafund Transfers         | (126,534)         | (111,639)         | (108,525)          | (118,104)         | (9,579)           | (119,340)         | (1,236)           |
| <b>Net Appropriations</b>   | <b>270,631</b>    | <b>205,331</b>    | <b>320,239</b>     | <b>264,690</b>    | <b>(55,549)</b>   | <b>267,054</b>    | <b>2,364</b>      |
| Contingencies/Dept Reserves | 111,175           | 151,375           | 78,186             | 61,535            | (16,651)          | 61,776            | 241               |
| <b>TOTAL REQUIREMENTS</b>   | <b>381,806</b>    | <b>356,706</b>    | <b>398,425</b>     | <b>326,225</b>    | <b>(72,200)</b>   | <b>328,830</b>    | <b>2,605</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 1.0               | 1.0               | 1.0                | 1.0               |                   | 1.0               |                   |
| Funded FTE                  | 1.0               | 1.0               | 1.0                | 1.0               |                   | 1.0               |                   |

Parks Department (3900B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                    |
| Taxes                            | 2,028,540         | 1,602,491         | 7,254,316          | 6,129,726         | (1,124,590)        | 2,500,000         | (3,629,726)        |
| Fines, Forfeitures and Penalties | 3,505             | 4,245             | 3,500              | 5,000             | 1,500              | 5,000             |                    |
| Use of Money and Property        | 126,808           | 114,660           | 115,925            | 142,922           | 26,997             | 147,268           | 4,346              |
| Intergovernmental Revenues       | 50,000            | 93,369            | 157,028            | 171,640           | 14,612             | 39,228            | (132,412)          |
| Charges for Services             | 1,828,146         | 2,052,322         | 1,788,100          | 2,091,300         | 303,200            | 2,091,300         |                    |
| Interfund Revenue                | 296               | 3,685             | 27,500             | 42,500            | 15,000             | 42,500            |                    |
| Miscellaneous Revenue            | 66,395            | 245,037           | 46,550             | 9,450             | (37,100)           | 9,450             |                    |
| Other Financing Sources          |                   | 38,940            | 941,714            | 185,000           | (756,714)          | 161,000           | (24,000)           |
| <b>Total Revenue</b>             | <b>4,103,690</b>  | <b>4,154,748</b>  | <b>10,334,633</b>  | <b>8,777,538</b>  | <b>(1,557,095)</b> | <b>4,995,746</b>  | <b>(3,781,792)</b> |
| Fund Balance                     | 276,858           | 890,293           | 1,318,043          | 1,452,846         | 134,803            | 841,087           | (611,759)          |
| <b>TOTAL SOURCES</b>             | <b>4,380,548</b>  | <b>5,045,041</b>  | <b>11,652,676</b>  | <b>10,230,384</b> | <b>(1,422,292)</b> | <b>5,836,833</b>  | <b>(4,393,551)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits            | 7,709,991         | 8,688,243         | 10,444,885         | 10,754,180        | 309,295            | 11,011,081        | 256,901            |
| Services and Supplies            | 2,621,042         | 3,455,937         | 9,616,991          | 8,087,640         | (1,529,351)        | 4,553,131         | (3,534,509)        |
| Other Charges                    | 1,648,349         | 1,682,885         | 2,060,456          | 2,124,056         | 63,600             | 2,017,430         | (106,626)          |
| Fixed Assets                     | 177,606           | 572,971           | 1,670,000          | 1,308,936         | (361,064)          | 125,000           | (1,183,936)        |
| Other Financing Uses             | 4,526             | 5,974             | 6,122              | 7,596             | 1,474              | 7,793             | 197                |
| <b>Gross Appropriations</b>      | <b>12,161,514</b> | <b>14,406,010</b> | <b>23,798,454</b>  | <b>22,282,408</b> | <b>(1,516,046)</b> | <b>17,714,435</b> | <b>(4,567,973)</b> |
| Intrafund Transfers              | (392,653)         | (888,722)         | (1,640,982)        | (606,395)         | 1,034,587          |                   | 606,395            |
| <b>Net Appropriations</b>        | <b>11,768,861</b> | <b>13,517,288</b> | <b>22,157,472</b>  | <b>21,676,013</b> | <b>(481,459)</b>   | <b>17,714,435</b> | <b>(3,961,578)</b> |
| Contingencies/Dept Reserves      | 175,524           | 473,770           | 1,143,470          | 841,087           | (302,383)          | 487,136           | (353,951)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>11,944,385</b> | <b>13,991,058</b> | <b>23,300,942</b>  | <b>22,517,100</b> | <b>(783,842)</b>   | <b>18,201,571</b> | <b>(4,315,529)</b> |
| <b>NET COUNTY COST</b>           | <b>7,563,837</b>  | <b>8,946,016</b>  | <b>11,648,266</b>  | <b>12,286,716</b> | <b>638,450</b>     | <b>12,364,738</b> | <b>78,022</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution                | 57.0              | 64.0              | 68.0               | 68.0              |                    | 68.0              |                    |
| Funded FTE                       | 57.0              | 64.0              | 67.8               | 68.0              | 0.2                | 68.0              |                    |

Fish and Game (3950B)  
Fish and Game Propagation Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Fines, Forfeitures and Penalties | 2,273             | 3,478             | 950                | 2,000             | 1,050             | 2,000             |                   |
| Use of Money and Property        | 537               | 559               | 400                | 400               |                   | 400               |                   |
| Charges for Services             |                   | 120               |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 102               |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>             | <b>2,912</b>      | <b>4,156</b>      | <b>1,350</b>       | <b>2,400</b>      | <b>1,050</b>      | <b>2,400</b>      |                   |
| Fund Balance                     | 74,127            | 67,039            | 71,195             | 63,106            | (8,089)           | 55,506            | (7,600)           |
| <b>TOTAL SOURCES</b>             | <b>77,039</b>     | <b>71,195</b>     | <b>72,545</b>      | <b>65,506</b>     | <b>(7,039)</b>    | <b>57,906</b>     | <b>(7,600)</b>    |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies            | 10,000            |                   | 10,000             | 10,000            |                   | 10,000            |                   |
| <b>Net Appropriations</b>        | <b>10,000</b>     |                   | <b>10,000</b>      | <b>10,000</b>     |                   | <b>10,000</b>     |                   |
| Non-General Fund Reserves        | 67,039            | 71,195            | 62,545             | 55,506            | (7,039)           | 47,906            | (7,600)           |
| <b>TOTAL REQUIREMENTS</b>        | <b>77,039</b>     | <b>71,195</b>     | <b>72,545</b>      | <b>65,506</b>     | <b>(7,039)</b>    | <b>57,906</b>     | <b>(7,600)</b>    |

Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                    |
| Taxes                      |                   | 44,080            | 255,920            | 7,493,633         | 7,237,713         | 3,000,000         | (4,493,633)        |
| Use of Money and Property  | 12,980            | 20,120            | 10,000             | 20,000            | 10,000            | 20,000            |                    |
| Intergovernmental Revenues | 1,599,130         | 636,913           | 375,141            | 230,000           | (145,141)         |                   | (230,000)          |
| Miscellaneous Revenue      | 558,463           | 57,550            | 37,750             |                   | (37,750)          |                   |                    |
| Other Financing Sources    | 238,459           |                   | 1,220,000          | 2,306,344         | 1,086,344         |                   | (2,306,344)        |
| <b>Total Revenue</b>       | <b>2,409,032</b>  | <b>758,663</b>    | <b>1,898,811</b>   | <b>10,049,977</b> | <b>8,151,166</b>  | <b>3,020,000</b>  | <b>(7,029,977)</b> |
| Fund Balance               | 2,176,229         | 2,404,616         | 2,345,212          | 2,222,382         | (122,830)         | 990,772           | (1,231,610)        |
| <b>TOTAL SOURCES</b>       | <b>4,585,261</b>  | <b>3,163,279</b>  | <b>4,244,023</b>   | <b>12,272,359</b> | <b>8,028,336</b>  | <b>4,010,772</b>  | <b>(8,261,587)</b> |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                    |
| Services and Supplies      | 265,933           | 461,469           | 918,811            | 4,119,333         | 3,200,522         | 2,800,000         | (1,319,333)        |
| Other Charges              | 26,013            |                   |                    |                   |                   |                   |                    |
| Fixed Assets               | 604,266           | 341,687           | 1,162,720          | 7,010,989         | 5,848,269         | 200,000           | (6,810,989)        |
| Other Financing Uses       | 1,284,433         | 14,911            | 998,000            | 151,265           | (846,735)         |                   | (151,265)          |
| <b>Net Appropriations</b>  | <b>2,180,645</b>  | <b>818,067</b>    | <b>3,079,531</b>   | <b>11,281,587</b> | <b>8,202,056</b>  | <b>3,000,000</b>  | <b>(8,281,587)</b> |
| Non-General Fund Reserves  | 2,404,615         | 2,345,212         | 1,164,492          | 990,772           | (173,720)         | 1,010,772         | 20,000             |
| <b>TOTAL REQUIREMENTS</b>  | <b>4,585,261</b>  | <b>3,163,279</b>  | <b>4,244,023</b>   | <b>12,272,359</b> | <b>8,028,336</b>  | <b>4,010,772</b>  | <b>(8,261,587)</b> |

Coyote Point Marina (3980B)  
Coyote Point Marina Operating Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property   | 29,802            | 31,215            | 24,800             | 28,000            | 3,200             | 24,800            | (3,200)            |
| Intergovernmental Revenues  | 490,008           | (24,985)          |                    |                   |                   |                   |                    |
| Charges for Services        | 1,063,634         | 1,079,575         | 1,075,600          | 1,075,400         | (200)             | 1,075,400         |                    |
| Miscellaneous Revenue       | 673               | 209               |                    |                   |                   |                   |                    |
| Other Financing Sources     | 27,613            |                   |                    |                   |                   |                   |                    |
| <b>Total Revenue</b>        | <b>1,611,729</b>  | <b>1,086,014</b>  | <b>1,100,400</b>   | <b>1,103,400</b>  | <b>3,000</b>      | <b>1,100,200</b>  | <b>(3,200)</b>     |
| Fund Balance                | 728,139           | 1,501,488         | 1,437,412          | 1,739,869         | 302,457           | 633,448           | (1,106,421)        |
| <b>TOTAL SOURCES</b>        | <b>2,339,868</b>  | <b>2,587,502</b>  | <b>2,537,812</b>   | <b>2,843,269</b>  | <b>305,457</b>    | <b>1,733,648</b>  | <b>(1,109,621)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 342,323           | 418,551           | 430,821            | 451,803           | 20,982            | 468,754           | 16,951             |
| Services and Supplies       | 125,923           | 171,957           | 392,053            | 401,153           | 9,100             | 401,153           |                    |
| Other Charges               | 185,257           | 495,387           | 247,526            | 256,865           | 9,339             | 259,981           | 3,116              |
| Fixed Assets                | 316,504           | 64,195            | 400,000            | 1,100,000         | 700,000           |                   | (1,100,000)        |
| Other Financing Uses        | 104,266           |                   |                    |                   |                   |                   |                    |
| <b>Net Appropriations</b>   | <b>1,074,273</b>  | <b>1,150,090</b>  | <b>1,470,400</b>   | <b>2,209,821</b>  | <b>739,421</b>    | <b>1,129,888</b>  | <b>(1,079,933)</b> |
| Contingencies/Dept Reserves |                   |                   | 140,692            |                   | (140,692)         |                   |                    |
| Non-General Fund Reserves   | 1,265,595         | 1,437,412         | 926,720            | 633,448           | (293,272)         | 603,760           | (29,688)           |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,339,868</b>  | <b>2,587,502</b>  | <b>2,537,812</b>   | <b>2,843,269</b>  | <b>305,457</b>    | <b>1,733,648</b>  | <b>(1,109,621)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 3.0               | 3.0               | 3.0                | 3.0               |                   | 3.0               |                    |
| Funded FTE                  | 3.0               | 3.0               | 3.0                | 3.0               |                   | 3.0               |                    |

County Library (3700B)  
County Library Fund (Information Only)

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                    |
| Taxes                       | 23,283,389        | 25,860,349        | 25,482,164         | 26,554,011        | 1,071,847          | 26,554,011        |                    |
| Use of Money and Property   | 138,679           | 159,304           | 120,800            | 121,000           | 200                | 121,000           |                    |
| Intergovernmental Revenues  | 367,792           | 217,511           | 168,000            | 163,000           | (5,000)            | 163,000           |                    |
| Charges for Services        | 282,762           | 221,660           | 204,000            | 124,000           | (80,000)           | 124,000           |                    |
| Interfund Revenue           | 137,366           | 136,396           | 139,898            | 141,442           | 1,544              | 141,442           |                    |
| Miscellaneous Revenue       | 611,585           | 1,169,551         | 1,574,696          | 2,564,032         | 989,336            | 2,447,623         | (116,409)          |
| <b>Total Revenue</b>        | <b>24,821,573</b> | <b>27,764,772</b> | <b>27,689,558</b>  | <b>29,667,485</b> | <b>1,977,927</b>   | <b>29,551,076</b> | <b>(116,409)</b>   |
| Fund Balance                | 18,702,371        | 20,472,423        | 20,265,405         | 15,389,766        | (4,875,639)        | 11,647,586        | (3,742,180)        |
| <b>TOTAL SOURCES</b>        | <b>43,523,944</b> | <b>48,237,195</b> | <b>47,954,963</b>  | <b>45,057,251</b> | <b>(2,897,712)</b> | <b>41,198,662</b> | <b>(3,858,589)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits       | 13,465,681        | 14,663,255        | 16,415,871         | 17,781,315        | 1,365,444          | 18,011,868        | 230,553            |
| Services and Supplies       | 18,086,306        | 23,794,024        | 33,600,582         | 31,923,123        | (1,677,459)        | 28,333,981        | (3,589,142)        |
| Other Charges               | 1,300,862         | 1,442,613         | 1,526,851          | 1,852,408         | 325,557            | 1,852,408         |                    |
| Fixed Assets                | 8,988             | 584,605           | 739,000            | 500,000           | (239,000)          |                   | (500,000)          |
| Other Financing Uses        | 12,155            | 12,051            | 12,352             | 12,463            | 111                | 12,463            |                    |
| <b>Gross Appropriations</b> | <b>32,873,993</b> | <b>40,496,548</b> | <b>52,294,656</b>  | <b>52,069,309</b> | <b>(225,347)</b>   | <b>48,210,720</b> | <b>(3,858,589)</b> |
| Intrafund Transfers         | (9,822,471)       | (12,524,758)      | (18,410,680)       | (17,340,865)      | 1,069,815          | (17,340,865)      |                    |
| <b>Net Appropriations</b>   | <b>23,051,522</b> | <b>27,971,790</b> | <b>33,883,976</b>  | <b>34,728,444</b> | <b>844,468</b>     | <b>30,869,855</b> | <b>(3,858,589)</b> |
| Contingencies/Dept Reserves | 4,046,210         | 4,329,557         | 3,381,062          | 4,108,487         | 727,425            | 4,108,487         |                    |
| Non-General Fund Reserves   | 16,426,213        | 15,935,848        | 10,689,925         | 6,220,320         | (4,469,605)        | 6,220,320         |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>43,523,944</b> | <b>48,237,195</b> | <b>47,954,963</b>  | <b>45,057,251</b> | <b>(2,897,712)</b> | <b>41,198,662</b> | <b>(3,858,589)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution           | 121.0             | 121.0             | 121.0              | 122.0             | 1.0                | 122.0             |                    |
| Funded FTE                  | 108.7             | 110.3             | 108.3              | 108.9             | 0.7                | 108.9             |                    |

Office of Sustainability (4000B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                    |
| Taxes                            | 251,360           | 1,053,321         | 5,296,403          | 75,000            | (5,221,403)        | 75,000            |                    |
| Fines, Forfeitures and Penalties |                   | 525               |                    |                   |                    |                   |                    |
| Intergovernmental Revenues       |                   | 39,901            | 2,863,490          | 2,047,001         | (816,489)          | 1,196,002         | (850,999)          |
| Charges for Services             |                   | 555,682           | 64,712             |                   | (64,712)           |                   |                    |
| Interfund Revenue                |                   | 26,875            | 63,000             |                   | (63,000)           |                   |                    |
| Miscellaneous Revenue            | 248,865           | 241,680           | 85,200             |                   | (85,200)           |                   |                    |
| Other Financing Sources          | 162,977           | 765,774           | 1,228,320          | 1,235,000         | 6,680              | 1,240,000         | 5,000              |
| <b>Total Revenue</b>             | <b>663,202</b>    | <b>2,683,758</b>  | <b>9,601,125</b>   | <b>3,357,001</b>  | <b>(6,244,124)</b> | <b>2,511,002</b>  | <b>(845,999)</b>   |
| Fund Balance                     |                   | 181,870           | 2,912,141          | 702,020           | (2,210,121)        | 702,020           |                    |
| <b>TOTAL SOURCES</b>             | <b>663,202</b>    | <b>2,865,628</b>  | <b>12,513,266</b>  | <b>4,059,021</b>  | <b>(8,454,245)</b> | <b>3,213,022</b>  | <b>(845,999)</b>   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits            | 908,075           | 2,237,664         | 4,036,727          | 4,942,236         | 905,509            | 4,276,971         | (665,265)          |
| Services and Supplies            | 450,954           | 2,331,631         | 16,507,217         | 6,832,660         | (9,674,557)        | 5,894,444         | (938,216)          |
| Other Charges                    | 61,866            | 241,658           | 705,998            | 557,090           | (148,908)          | 488,013           | (69,077)           |
| Other Financing Uses             | 3,843             | 28,558            | 7,607              | 17,265            | 9,658              | 17,713            | 448                |
| <b>Gross Appropriations</b>      | <b>1,424,738</b>  | <b>4,839,511</b>  | <b>21,257,549</b>  | <b>12,349,251</b> | <b>(8,908,298)</b> | <b>10,677,141</b> | <b>(1,672,110)</b> |
| Intrafund Transfers              |                   | (76,153)          | (2,903,480)        | (1,150,153)       | 1,753,327          | (235,153)         | 915,000            |
| <b>Net Appropriations</b>        | <b>1,424,738</b>  | <b>4,763,359</b>  | <b>18,354,069</b>  | <b>11,199,098</b> | <b>(7,154,971)</b> | <b>10,441,988</b> | <b>(757,110)</b>   |
| Contingencies/Dept Reserves      |                   | 181,870           | 181,870            | 702,020           | 520,150            | 702,020           |                    |
| <b>TOTAL REQUIREMENTS</b>        | <b>1,424,738</b>  | <b>4,945,229</b>  | <b>18,535,939</b>  | <b>11,901,118</b> | <b>(6,634,821)</b> | <b>11,144,008</b> | <b>(757,110)</b>   |
| <b>NET COUNTY COST</b>           | <b>761,536</b>    | <b>2,079,601</b>  | <b>6,022,673</b>   | <b>7,842,097</b>  | <b>1,819,424</b>   | <b>7,930,986</b>  | <b>88,889</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution                | 3.0               | 16.0              | 15.0               | 16.0              | 1.0                | 16.0              |                    |
| Funded FTE                       | 3.0               | 16.0              | 15.0               | 16.0              | 1.0                | 16.0              |                    |

Administration (4010P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Interfund Revenue           |                   | 19,000            |                    |                   |                   |                   |                   |
| Other Financing Sources     | 162,977           |                   |                    | 35,000            | 35,000            | 40,000            | 5,000             |
| <b>Total Revenue</b>        | <b>162,977</b>    | <b>19,000</b>     |                    | <b>35,000</b>     | <b>35,000</b>     | <b>40,000</b>     | <b>5,000</b>      |
| Fund Balance                |                   | 181,870           | 181,870            | 702,020           | 520,150           | 702,020           |                   |
| <b>TOTAL SOURCES</b>        | <b>162,977</b>    | <b>200,870</b>    | <b>181,870</b>     | <b>737,020</b>    | <b>555,150</b>    | <b>742,020</b>    | <b>5,000</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 697,238           | 732,610           | 1,212,281          | 1,393,714         | 181,433           | 1,415,954         | 22,240            |
| Services and Supplies       | 235,459           | 146,056           |                    | 305,854           | 305,854           | 310,854           | 5,000             |
| Other Charges               | 60,300            | 64,845            | 122,719            | 527,090           | 404,371           | 488,013           | (39,077)          |
| Other Financing Uses        | 3,843             |                   | 7,607              | 17,265            | 9,658             | 17,713            | 448               |
| <b>Gross Appropriations</b> | <b>996,840</b>    | <b>943,512</b>    | <b>1,342,607</b>   | <b>2,243,923</b>  | <b>901,316</b>    | <b>2,232,534</b>  | <b>(11,389)</b>   |
| Intrafund Transfers         |                   | (76,153)          |                    | (110,153)         | (110,153)         | (110,153)         |                   |
| <b>Net Appropriations</b>   | <b>996,840</b>    | <b>867,359</b>    | <b>1,342,607</b>   | <b>2,133,770</b>  | <b>791,163</b>    | <b>2,122,381</b>  | <b>(11,389)</b>   |
| Contingencies/Dept Reserves |                   | 181,870           | 181,870            | 702,020           | 520,150           | 702,020           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>996,840</b>    | <b>1,049,229</b>  | <b>1,524,477</b>   | <b>2,835,790</b>  | <b>1,311,313</b>  | <b>2,824,401</b>  | <b>(11,389)</b>   |
| <b>NET COUNTY COST</b>      | <b>833,862</b>    | <b>848,359</b>    | <b>1,342,607</b>   | <b>2,098,770</b>  | <b>756,163</b>    | <b>2,082,381</b>  | <b>(16,389)</b>   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           |                   | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| Funded FTE                  |                   | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |

Climate Change / Adaptation (4020P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  |                   |                   |                    | 20,000            | 20,000            | 5,000             | (15,000)          |
| <b>TOTAL SOURCES</b>        |                   |                   |                    | 20,000            | 20,000            | 5,000             | (15,000)          |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       |                   |                   |                    | 781,065           | 781,065           | 860,139           | 79,074            |
| Services and Supplies       |                   |                   |                    | 1,229,197         | 1,229,197         | 723,697           | (505,500)         |
| Other Charges               |                   |                   |                    | 30,000            | 30,000            |                   | (30,000)          |
| <b>Gross Appropriations</b> |                   |                   |                    | 2,040,262         | 2,040,262         | 1,583,836         | (456,426)         |
| Intrafund Transfers         |                   |                   |                    | (520,000)         | (520,000)         |                   | 520,000           |
| <b>TOTAL REQUIREMENTS</b>   |                   |                   |                    | 1,520,262         | 1,520,262         | 1,583,836         | 63,574            |
| <b>NET COUNTY COST</b>      |                   |                   |                    | 1,500,262         | 1,500,262         | 1,578,836         | 78,574            |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           |                   |                   |                    | 4.0               | 4.0               | 4.0               |                   |
| Funded FTE                  |                   |                   |                    | 4.0               | 4.0               | 4.0               |                   |

Livable Communities (4030P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Taxes                       | 251,360           | 1,016,567         | 4,033,157          | 75,000            | (3,958,157)        | 75,000            |                   |
| Intergovernmental Revenues  |                   |                   | 1,863,000          | 1,547,001         | (315,999)          | 1,191,002         | (355,999)         |
| Miscellaneous Revenue       | 69,374            | 1,000             | 25,000             |                   | (25,000)           |                   |                   |
| Other Financing Sources     |                   |                   | 26,120             | 1,200,000         | 1,173,880          | 1,200,000         |                   |
| <b>Total Revenue</b>        | <b>320,734</b>    | <b>1,017,567</b>  | <b>5,947,277</b>   | <b>2,822,001</b>  | <b>(3,125,276)</b> | <b>2,466,002</b>  | <b>(355,999)</b>  |
| Fund Balance                |                   |                   | 1,421,347          |                   | (1,421,347)        |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>320,734</b>    | <b>1,017,567</b>  | <b>7,368,624</b>   | <b>2,822,001</b>  | <b>(4,546,623)</b> | <b>2,466,002</b>  | <b>(355,999)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 104,257           | 459,734           | 1,262,329          | 1,764,125         | 501,796            | 1,431,343         | (332,782)         |
| Services and Supplies       | 210,458           | 867,112           | 8,746,000          | 4,634,206         | (4,111,794)        | 4,232,040         | (402,166)         |
| Other Charges               | 1,001             | 21,139            | 20,394             |                   | (20,394)           |                   |                   |
| <b>Gross Appropriations</b> | <b>315,716</b>    | <b>1,347,985</b>  | <b>10,028,723</b>  | <b>6,398,331</b>  | <b>(3,630,392)</b> | <b>5,663,383</b>  | <b>(734,948)</b>  |
| Intrafund Transfers         |                   |                   | (790,000)          | (520,000)         | 270,000            | (125,000)         | 395,000           |
| <b>TOTAL REQUIREMENTS</b>   | <b>315,716</b>    | <b>1,347,985</b>  | <b>9,238,723</b>   | <b>5,878,331</b>  | <b>(3,360,392)</b> | <b>5,538,383</b>  | <b>(339,948)</b>  |
| <b>NET COUNTY COST</b>      | <b>(5,018)</b>    | <b>330,417</b>    | <b>1,870,099</b>   | <b>3,056,330</b>  | <b>1,186,231</b>   | <b>3,072,381</b>  | <b>16,051</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 1.0               | 1.0               | 1.0                | 3.0               | 2.0                | 3.0               |                   |
| Funded FTE                  | 1.0               | 1.0               | 1.0                | 3.0               | 2.0                | 3.0               |                   |

Energy and Water (4040P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  |                   |                   |                    | 480,000           | 480,000           |                   | (480,000)         |
| <b>TOTAL SOURCES</b>        |                   |                   |                    | 480,000           | 480,000           |                   | (480,000)         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       |                   |                   |                    | 1,003,332         | 1,003,332         | 569,535           | (433,797)         |
| Services and Supplies       |                   |                   |                    | 663,403           | 663,403           | 627,853           | (35,550)          |
| <b>TOTAL REQUIREMENTS</b>   |                   |                   |                    | 1,666,735         | 1,666,735         | 1,197,388         | (469,347)         |
| <b>NET COUNTY COST</b>      |                   |                   |                    | 1,186,735         | 1,186,735         | 1,197,388         | 10,653            |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           |                   |                   |                    | 3.0               | 3.0               | 3.0               |                   |
| Funded FTE                  |                   |                   |                    | 3.0               | 3.0               | 3.0               |                   |

Natural Resources (4050P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   | 36,754            | 1,263,246          |                   | (1,263,246)       |                   |                   |
| Fines, Forfeitures and Penalties |                   | 525               |                    |                   |                   |                   |                   |
| Intergovernmental Revenues       |                   | 39,901            | 1,000,490          |                   | (1,000,490)       |                   |                   |
| Charges for Services             |                   | 555,682           | 64,712             |                   | (64,712)          |                   |                   |
| Interfund Revenue                |                   | 7,875             | 63,000             |                   | (63,000)          |                   |                   |
| Miscellaneous Revenue            | 179,491           | 240,680           | 60,200             |                   | (60,200)          |                   |                   |
| Other Financing Sources          |                   | 765,774           | 1,202,200          |                   | (1,202,200)       |                   |                   |
| <b>Total Revenue</b>             | 179,491           | 1,647,191         | 3,653,848          |                   | (3,653,848)       |                   |                   |
| Fund Balance                     |                   |                   | 1,308,924          |                   | (1,308,924)       |                   |                   |
| <b>TOTAL SOURCES</b>             | 179,491           | 1,647,191         | 4,962,772          |                   | (4,962,772)       |                   |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 106,580           | 1,045,320         | 1,562,117          |                   | (1,562,117)       |                   |                   |
| Services and Supplies            | 5,037             | 1,318,463         | 7,761,217          |                   | (7,761,217)       |                   |                   |
| Other Charges                    | 565               | 155,674           | 562,885            |                   | (562,885)         |                   |                   |
| Other Financing Uses             |                   | 28,558            |                    |                   |                   |                   |                   |
| <b>Gross Appropriations</b>      | 112,183           | 2,548,015         | 9,886,219          |                   | (9,886,219)       |                   |                   |
| Intrafund Transfers              |                   |                   | (2,113,480)        |                   | 2,113,480         |                   |                   |
| <b>TOTAL REQUIREMENTS</b>        | 112,183           | 2,548,015         | 7,772,739          |                   | (7,772,739)       |                   |                   |
| <b>NET COUNTY COST</b>           | (67,309)          | 900,824           | 2,809,967          |                   | (2,809,967)       |                   |                   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 2.0               | 9.0               | 8.0                |                   | (8.0)             |                   |                   |
| Funded FTE                       | 2.0               | 9.0               | 8.0                |                   | (8.0)             |                   |                   |

Solid Waste Management (4060B)  
Special Revenue Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises |                   |                   | 2,549,571          | 2,584,001         | 34,430            | 2,609,584         | 25,583            |
| Use of Money and Property        |                   | 54,332            | 20,817             | 68,664            | 47,847            | 67,950            | (714)             |
| Intergovernmental Revenues       |                   | 17,424            |                    | 20,000            | 20,000            | 20,000            |                   |
| Charges for Services             |                   | 2,631,801         | 81,000             | 110,000           | 29,000            | 110,000           |                   |
| Interfund Revenue                |                   | 73,548            | 75,000             |                   | (75,000)          |                   |                   |
| Other Financing Sources          |                   | 715,168           | 255,000            | 256,000           | 1,000             | 263,680           | 7,680             |
| <b>Total Revenue</b>             |                   | <b>3,492,273</b>  | <b>2,981,388</b>   | <b>3,038,665</b>  | <b>57,277</b>     | <b>3,071,214</b>  | <b>32,549</b>     |
| Fund Balance                     |                   | 4,695,097         | 7,166,360          | 6,816,360         | (350,000)         | 6,794,966         | (21,394)          |
| <b>TOTAL SOURCES</b>             |                   | <b>8,187,370</b>  | <b>10,147,748</b>  | <b>9,855,025</b>  | <b>(292,723)</b>  | <b>9,866,180</b>  | <b>11,155</b>     |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            |                   | 860,325           | 1,837,693          | 1,966,741         | 129,048           | 1,977,722         | 10,981            |
| Services and Supplies            |                   | 101,249           | 1,729,310          | 1,287,734         | (441,576)         | 1,320,366         | 32,632            |
| Other Charges                    |                   | 59,436            | 129,101            | 135,300           | 6,199             | 115,300           | (20,000)          |
| Other Financing Uses             |                   |                   |                    | 35,000            | 35,000            | 40,000            | 5,000             |
| <b>Net Appropriations</b>        |                   | <b>1,021,010</b>  | <b>3,696,104</b>   | <b>3,424,775</b>  | <b>(271,329)</b>  | <b>3,453,388</b>  | <b>28,613</b>     |
| Contingencies/Dept Reserves      |                   | 3,500,000         | 3,183,615          |                   | (3,183,615)       |                   |                   |
| Non-General Fund Reserves        |                   | 3,666,360         | 3,268,029          | 6,430,250         | 3,162,221         | 6,412,792         | (17,458)          |
| <b>TOTAL REQUIREMENTS</b>        |                   | <b>8,187,370</b>  | <b>10,147,748</b>  | <b>9,855,025</b>  | <b>(292,723)</b>  | <b>9,866,180</b>  | <b>11,155</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                |                   | 5.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| Funded FTE                       |                   | 5.0               | 6.0                | 6.0               |                   | 6.0               |                   |

OOS - County Service Area #8 (4070B)  
County Service Area #8 Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Taxes                            |                   |                   | 846,083            | 924,222           | 78,139            | 941,769           | 17,547            |
| Licenses, Permits and Franchises |                   |                   | 125,000            | 128,000           | 3,000             | 128,000           |                   |
| Use of Money and Property        |                   |                   | 26,204             | 41,364            | 15,160            | 40,169            | (1,195)           |
| Intergovernmental Revenues       |                   |                   | 4,147              | 4,161             | 14                | 4,161             |                   |
| Charges for Services             |                   |                   | 1,290,996          | 1,361,639         | 70,643            | 1,361,639         |                   |
| <b>Total Revenue</b>             |                   |                   | <b>2,292,430</b>   | <b>2,459,386</b>  | <b>166,956</b>    | <b>2,475,738</b>  | <b>16,352</b>     |
| Fund Balance                     |                   |                   | 4,136,348          | 4,136,348         |                   | 4,016,813         | (119,535)         |
| <b>TOTAL SOURCES</b>             |                   |                   | <b>6,428,778</b>   | <b>6,595,734</b>  | <b>166,956</b>    | <b>6,492,551</b>  | <b>(103,183)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            |                   |                   | 80,994             | 130,000           | 49,006            | 135,000           | 5,000             |
| Services and Supplies            |                   |                   | 2,368,783          | 2,489,733         | 120,950           | 2,479,523         | (10,210)          |
| Other Charges                    |                   |                   | 34,000             | 48,000            | 14,000            | 45,000            | (3,000)           |
| <b>Net Appropriations</b>        |                   |                   | <b>2,483,777</b>   | <b>2,667,733</b>  | <b>183,956</b>    | <b>2,659,523</b>  | <b>(8,210)</b>    |
| Contingencies/Dept Reserves      |                   |                   | 3,945,001          |                   | (3,945,001)       |                   |                   |
| Non-General Fund Reserves        |                   |                   |                    | 3,928,001         | 3,928,001         | 3,833,028         | (94,973)          |
| <b>TOTAL REQUIREMENTS</b>        |                   |                   | <b>6,428,778</b>   | <b>6,595,734</b>  | <b>166,956</b>    | <b>6,492,551</b>  | <b>(103,183)</b>  |

Public Works Administration (4510B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 30,338            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 782,510           | 1,016,098         | 1,507,826          | 1,648,339         | 140,513           | 1,688,259         | 39,920            |
| Interfund Revenue           | 3,320,348         | 3,325,976         | 6,910,592          | 7,255,134         | 344,542           | 7,369,771         | 114,637           |
| Miscellaneous Revenue       | 20,184            | 35,515            | 40,000             |                   | (40,000)          |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>4,153,380</b>  | <b>4,377,588</b>  | <b>8,458,418</b>   | <b>8,903,473</b>  | <b>445,055</b>    | <b>9,058,030</b>  | <b>154,557</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,853,004         | 4,931,523         | 6,061,088          | 6,316,172         | 255,084           | 6,478,969         | 162,797           |
| Services and Supplies       | 419,290           | 562,807           | 1,260,387          | 1,513,422         | 253,035           | 1,316,955         | (196,467)         |
| Other Charges               | 876,205           | 1,160,046         | 2,522,829          | 2,570,824         | 47,995            | 2,583,154         | 12,330            |
| Fixed Assets                | 23,301            |                   |                    |                   |                   |                   |                   |
| Other Financing Uses        | 343,363           | 168,909           | 184,241            | 192,717           | 8,476             | 193,614           | 897               |
| <b>Gross Appropriations</b> | <b>6,515,163</b>  | <b>6,823,286</b>  | <b>10,028,545</b>  | <b>10,593,135</b> | <b>564,590</b>    | <b>10,572,692</b> | <b>(20,443)</b>   |
| Intrafund Transfers         | (2,122,270)       | (2,445,698)       | (1,570,127)        | (1,689,662)       | (119,535)         | (1,514,662)       | 175,000           |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,392,894</b>  | <b>4,377,588</b>  | <b>8,458,418</b>   | <b>8,903,473</b>  | <b>445,055</b>    | <b>9,058,030</b>  | <b>154,557</b>    |
| <b>NET COUNTY COST</b>      | <b>239,514</b>    |                   |                    |                   |                   |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 33.0              | 34.0              | 36.0               | 36.0              |                   | 36.0              |                   |
| Funded FTE                  | 33.0              | 33.9              | 35.9               | 35.9              |                   | 35.9              |                   |

Engineering Services (4600B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 54,905            | 69,030            | 66,000             | 69,000            | 3,000             | 69,000            |                   |
| Interfund Revenue           | 3,104,876         | 3,011,759         | 4,259,125          | 4,213,822         | (45,303)          | 3,804,965         | (408,857)         |
| Miscellaneous Revenue       | 1,695             | 43,916            | 1,500              | 1,660             | 160               | 1,660             |                   |
| <b>Total Revenue</b>        | <b>3,161,475</b>  | <b>3,124,705</b>  | <b>4,326,625</b>   | <b>4,284,482</b>  | <b>(42,143)</b>   | <b>3,875,625</b>  | <b>(408,857)</b>  |
| Fund Balance                | 206,820           | 220,136           | 103,397            |                   | (103,397)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>3,368,295</b>  | <b>3,344,841</b>  | <b>4,430,022</b>   | <b>4,284,482</b>  | <b>(145,540)</b>  | <b>3,875,625</b>  | <b>(408,857)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,363,549         | 3,268,684         | 4,185,928          | 4,050,048         | (135,880)         | 4,140,833         | 90,785            |
| Services and Supplies       | 496,924           | 453,922           | 839,232            | 735,835           | (103,397)         | 750,335           | 14,500            |
| Other Charges               | 90,980            | 122,854           | 171,424            | 278,120           | 106,696           | 282,548           | 4,428             |
| Fixed Assets                |                   |                   | 15,000             | 15,000            |                   |                   | (15,000)          |
| Other Financing Uses        | 56,030            | 81,994            | 83,341             | 85,925            | 2,584             | 87,039            | 1,114             |
| <b>Gross Appropriations</b> | <b>4,007,483</b>  | <b>3,927,454</b>  | <b>5,294,925</b>   | <b>5,164,928</b>  | <b>(129,997)</b>  | <b>5,260,755</b>  | <b>95,827</b>     |
| Intrafund Transfers         | (487,647)         | (566,010)         | (744,903)          | (760,446)         | (15,543)          | (1,265,130)       | (504,684)         |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,519,836</b>  | <b>3,361,444</b>  | <b>4,550,022</b>   | <b>4,404,482</b>  | <b>(145,540)</b>  | <b>3,995,625</b>  | <b>(408,857)</b>  |
| <b>NET COUNTY COST</b>      | <b>151,541</b>    | <b>16,603</b>     | <b>120,000</b>     | <b>120,000</b>    |                   | <b>120,000</b>    |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 24.0              | 23.0              | 22.0               | 21.0              | (1.0)             | 21.0              |                   |
| Funded FTE                  | 23.9              | 22.9              | 21.9               | 21.0              | (0.9)             | 21.0              |                   |

Facilities Services (4730B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property   | 899,231           | 921,507           | 529,307            | 548,901           | 19,594            | 527,674           | (21,227)           |
| Intergovernmental Revenues  | 685,093           | 847,042           | 882,368            | 895,368           | 13,000            | 924,036           | 28,668             |
| Charges for Services        |                   |                   | 202,806            | 177,806           | (25,000)          | 179,014           | 1,208              |
| Interfund Revenue           | 7,924,168         | 8,901,054         | 10,878,959         | 10,824,434        | (54,525)          | 11,104,522        | 280,088            |
| Miscellaneous Revenue       | 544,577           | 515,400           | 350,500            | 326,500           | (24,000)          | 301,500           | (25,000)           |
| <b>Total Revenue</b>        | <b>10,053,069</b> | <b>11,185,003</b> | <b>12,843,940</b>  | <b>12,773,009</b> | <b>(70,931)</b>   | <b>13,036,746</b> | <b>263,737</b>     |
| Fund Balance                | 504,036           | 991,924           | 3,324,695          | 3,719,261         | 394,566           | 1,017,650         | (2,701,611)        |
| <b>TOTAL SOURCES</b>        | <b>10,557,105</b> | <b>12,176,927</b> | <b>16,168,635</b>  | <b>16,492,270</b> | <b>323,635</b>    | <b>14,054,396</b> | <b>(2,437,874)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 12,078,694        | 12,210,873        | 16,762,658         | 16,715,770        | (46,888)          | 17,045,531        | 329,761            |
| Services and Supplies       | 12,184,287        | 12,045,803        | 19,567,323         | 19,113,438        | (453,885)         | 16,899,446        | (2,213,992)        |
| Other Charges               | 1,551,730         | 2,091,421         | 2,533,198          | 2,127,500         | (405,698)         | 2,212,298         | 84,798             |
| Fixed Assets                | 51,237            | 41,400            | 25,000             |                   | (25,000)          |                   |                    |
| Other Financing Uses        | 420,487           | 287,712           | 296,820            | 264,049           | (32,771)          | 265,493           | 1,444              |
| <b>Gross Appropriations</b> | <b>26,286,435</b> | <b>26,677,209</b> | <b>39,184,999</b>  | <b>38,220,757</b> | <b>(964,242)</b>  | <b>36,422,768</b> | <b>(1,797,989)</b> |
| Intrafund Transfers         | (16,613,309)      | (21,147,176)      | (24,034,014)       | (22,746,137)      | 1,287,877         | (23,386,022)      | (639,885)          |
| <b>Net Appropriations</b>   | <b>9,673,127</b>  | <b>5,530,033</b>  | <b>15,150,985</b>  | <b>15,474,620</b> | <b>323,635</b>    | <b>13,036,746</b> | <b>(2,437,874)</b> |
| Contingencies/Dept Reserves | 883,979           | 6,646,894         | 1,017,650          | 1,017,650         |                   | 1,017,650         |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>10,557,105</b> | <b>12,176,927</b> | <b>16,168,635</b>  | <b>16,492,270</b> | <b>323,635</b>    | <b>14,054,396</b> | <b>(2,437,874)</b> |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 98.0              | 111.0             | 111.0              | 111.0             |                   | 111.0             |                    |
| Funded FTE                  | 97.8              | 110.9             | 110.9              | 111.0             | 0.1               | 111.0             |                    |

## Road Construction and Operations (4520B) ALL FUNDS

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                     |                   |                     |
| Taxes                            | 2,368,862         | 2,872,567         | 2,195,199          | 2,196,499         | 1,300               | 2,195,199         | (1,300)             |
| Licenses, Permits and Franchises | 223,920           | 296,105           | 170,000            | 200,000           | 30,000              | 300,000           | 100,000             |
| Use of Money and Property        | 343,432           | 376,064           | 209,788            | 285,467           | 75,679              | 165,467           | (120,000)           |
| Intergovernmental Revenues       | 20,521,599        | 15,558,667        | 23,306,510         | 18,827,781        | (4,478,729)         | 14,402,338        | (4,425,443)         |
| Charges for Services             | 544,422           | 501,230           | 374,000            | 358,700           | (15,300)            | 358,700           |                     |
| Interfund Revenue                | 1,216,654         | 1,127,311         | 1,155,512          | 1,645,392         | 489,880             | 1,637,025         | (8,367)             |
| Miscellaneous Revenue            | 521,416           | 464,335           | 170,000            | 317,000           | 147,000             | 417,000           | 100,000             |
| Other Financing Sources          | 1,169,603         | 1,441,025         | 1,450,000          | 1,735,000         | 285,000             | 165,000           | (1,570,000)         |
| <b>Total Revenue</b>             | <b>26,909,907</b> | <b>22,637,306</b> | <b>29,031,009</b>  | <b>25,565,839</b> | <b>(3,465,170)</b>  | <b>19,640,729</b> | <b>(5,925,110)</b>  |
| Fund Balance                     | 36,610,878        | 40,284,433        | 34,008,012         | 24,159,392        | (9,848,620)         | 10,682,871        | (13,476,521)        |
| <b>TOTAL SOURCES</b>             | <b>63,520,785</b> | <b>62,921,738</b> | <b>63,039,021</b>  | <b>49,725,231</b> | <b>(13,313,790)</b> | <b>30,323,600</b> | <b>(19,401,631)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                     |                   |                     |
| Salaries and Benefits            | 9,399,831         | 9,484,078         | 11,243,411         | 11,379,527        | 136,116             | 11,693,780        | 314,253             |
| Services and Supplies            | 7,499,905         | 10,346,553        | 16,203,857         | 15,462,685        | (741,172)           | 9,686,897         | (5,775,788)         |
| Other Charges                    | 1,195,185         | 1,454,409         | 2,177,017          | 1,401,546         | (775,471)           | 1,408,286         | 6,740               |
| Fixed Assets                     | 4,757,241         | 6,515,452         | 13,139,000         | 9,135,500         | (4,003,500)         | 880,000           | (8,255,500)         |
| Other Financing Uses             | 1,666,085         | 2,224,951         | 2,659,002          | 2,958,102         | 299,100             | 1,388,313         | (1,569,789)         |
| <b>Gross Appropriations</b>      | <b>24,518,247</b> | <b>30,025,443</b> | <b>45,422,287</b>  | <b>40,337,360</b> | <b>(5,084,927)</b>  | <b>25,057,276</b> | <b>(15,280,084)</b> |
| Intrafund Transfers              | (1,281,895)       | (1,111,717)       | (1,295,000)        | (1,295,000)       |                     | (1,295,000)       |                     |
| <b>Net Appropriations</b>        | <b>23,236,352</b> | <b>28,913,727</b> | <b>44,127,287</b>  | <b>39,042,360</b> | <b>(5,084,927)</b>  | <b>23,762,276</b> | <b>(15,280,084)</b> |
| Contingencies/Dept Reserves      | 36,623,494        | 29,943,150        | 14,872,373         | 6,336,874         | (8,535,499)         | 2,149,827         | (4,187,047)         |
| Non-General Fund Reserves        | 3,660,939         | 4,064,861         | 4,039,361          | 4,345,997         | 306,636             | 4,411,497         | 65,500              |
| <b>TOTAL REQUIREMENTS</b>        | <b>63,520,785</b> | <b>62,921,738</b> | <b>63,039,021</b>  | <b>49,725,231</b> | <b>(13,313,790)</b> | <b>30,323,600</b> | <b>(19,401,631)</b> |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                     |                   |                     |
| Salary Resolution                | 77.0              | 77.0              | 77.0               | 77.0              |                     | 77.0              |                     |
| Funded FTE                       | 77.0              | 77.0              | 77.0               | 77.0              |                     | 77.0              |                     |

Enhanced Flood Control Program Admin (4660B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Fund Balance                |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |
| <b>TOTAL SOURCES</b>        |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       |                   |                   | 401,000            | 404,588           | 3,588             | 424,817           | 20,229            |
| Services and Supplies       |                   | 681               | 1,778,802          | 2,974,029         | 1,195,227         | 1,553,774         | (1,420,255)       |
| Other Charges               |                   |                   | 14,720             | 16,306            | 1,586             | 16,475            | 169               |
| Other Financing Uses        |                   |                   | 4,797              | 4,879             | 82                | 4,934             | 55                |
| <b>Gross Appropriations</b> |                   | 681               | 2,199,319          | 3,399,802         | 1,200,483         | 2,000,000         | (1,399,802)       |
| Intrafund Transfers         |                   | (200,000)         | (2,000,000)        | (2,000,000)       |                   | (2,000,000)       |                   |
| <b>Net Appropriations</b>   |                   | (199,319)         | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |
| Contingencies/Dept Reserves |                   | 199,319           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   |                   |                   | 199,319            | 1,399,802         | 1,200,483         |                   | (1,399,802)       |

Construction Services (4740B)  
Construction Services Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 1,269             | 2,467             |                    |                   |                   |                   |                   |
| Charges for Services        | 5,827             | 8,832             | 98,410             | 48,410            | (50,000)          | 48,410            |                   |
| Interfund Revenue           | 1,783,798         | 1,960,568         | 2,347,514          | 2,528,464         | 180,950           | 2,610,442         | 81,978            |
| Miscellaneous Revenue       | (648)             | 23,767            |                    |                   |                   |                   |                   |
| Other Financing Sources     | 268,414           |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>2,058,660</b>  | <b>1,995,634</b>  | <b>2,445,924</b>   | <b>2,576,874</b>  | <b>130,950</b>    | <b>2,658,852</b>  | <b>81,978</b>     |
| Fund Balance                | 188,485           | 369,969           | 356,971            | 258,546           | (98,425)          |                   | (258,546)         |
| <b>TOTAL SOURCES</b>        | <b>2,247,145</b>  | <b>2,365,604</b>  | <b>2,802,895</b>   | <b>2,835,420</b>  | <b>32,525</b>     | <b>2,658,852</b>  | <b>(176,568)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,294,223         | 1,563,205         | 2,046,499          | 2,148,337         | 101,838           | 2,048,838         | (99,499)          |
| Services and Supplies       | 160,766           | 218,259           | 411,646            | 339,146           | (72,500)          | 341,677           | 2,531             |
| Other Charges               | 419,762           | 223,621           | 340,028            | 335,498           | (4,530)           | 255,688           | (79,810)          |
| Other Financing Uses        | 2,425             | 3,549             | 4,722              | 12,439            | 7,717             | 12,649            | 210               |
| <b>Net Appropriations</b>   | <b>1,877,176</b>  | <b>2,008,633</b>  | <b>2,802,895</b>   | <b>2,835,420</b>  | <b>32,525</b>     | <b>2,658,852</b>  | <b>(176,568)</b>  |
| Contingencies/Dept Reserves | 369,969           | 356,971           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,247,145</b>  | <b>2,365,604</b>  | <b>2,802,895</b>   | <b>2,835,420</b>  | <b>32,525</b>     | <b>2,658,852</b>  | <b>(176,568)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 10.0              | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| Funded FTE                  | 10.0              | 9.9               | 9.9                | 9.9               |                   | 9.9               |                   |

## Vehicle and Equipment Services (4760B) ALL FUNDS

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 81,824            | 109,144           |                    | 80,000            | 80,000            | 80,000            |                   |
| Charges for Services        | 3,558             | 7,346             | 10,500             | 10,271            | (229)             | 10,382            | 111               |
| Interfund Revenue           | 6,970,263         | 7,908,454         | 8,914,127          | 10,116,560        | 1,202,433         | 9,534,887         | (581,673)         |
| Miscellaneous Revenue       | 105,454           | 90,827            | 86,000             | 82,500            | (3,500)           | 82,500            |                   |
| Other Financing Sources     | 315,102           | 78,732            | 159,670            |                   | (159,670)         |                   |                   |
| <b>Total Revenue</b>        | <b>7,476,202</b>  | <b>8,194,503</b>  | <b>9,170,297</b>   | <b>10,289,331</b> | <b>1,119,034</b>  | <b>9,707,769</b>  | <b>(581,562)</b>  |
| Fund Balance                | 10,733,481        | 12,839,812        | 15,384,369         | 14,882,248        | (502,121)         | 14,821,999        | (60,249)          |
| <b>TOTAL SOURCES</b>        | <b>18,209,684</b> | <b>21,034,315</b> | <b>24,554,666</b>  | <b>25,171,579</b> | <b>616,913</b>    | <b>24,529,768</b> | <b>(641,811)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,594,084         | 1,661,143         | 1,832,148          | 1,936,343         | 104,195           | 1,987,893         | 51,550            |
| Services and Supplies       | 2,677,551         | 2,453,276         | 3,896,050          | 3,037,703         | (858,347)         | 3,103,217         | 65,514            |
| Other Charges               | 523,616           | 320,172           | 983,377            | 1,002,389         | 19,012            | 1,003,698         | 1,309             |
| Fixed Assets                | 896,452           | 1,524,301         | 3,280,000          | 4,692,000         | 1,412,000         | 3,942,500         | (749,500)         |
| Other Financing Uses        | 5,967             | 3,505             | 3,592              | 1,145             | (2,447)           | 1,175             | 30                |
| <b>Gross Appropriations</b> | <b>5,697,669</b>  | <b>5,962,397</b>  | <b>9,995,167</b>   | <b>10,669,580</b> | <b>674,413</b>    | <b>10,038,483</b> | <b>(631,097)</b>  |
| Intrafund Transfers         | (327,797)         | (312,452)         | (212,500)          | (320,000)         | (107,500)         | (330,714)         | (10,714)          |
| <b>Net Appropriations</b>   | <b>5,369,872</b>  | <b>5,649,945</b>  | <b>9,782,667</b>   | <b>10,349,580</b> | <b>566,913</b>    | <b>9,707,769</b>  | <b>(641,811)</b>  |
| Non-General Fund Reserves   | 12,839,812        | 15,384,369        | 14,771,999         | 14,821,999        | 50,000            | 14,821,999        |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>18,209,684</b> | <b>21,034,315</b> | <b>24,554,666</b>  | <b>25,171,579</b> | <b>616,913</b>    | <b>24,529,768</b> | <b>(641,811)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |
| Funded FTE                  | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                   |

Waste Management (4820B)  
Special Revenue Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 2,613,997         |                   |                    |                   |                   |                   |                   |
| Use of Money and Property        | 63,169            | 12                |                    |                   |                   |                   |                   |
| Intergovernmental Revenues       | 335,075           |                   |                    |                   |                   |                   |                   |
| Charges for Services             | 188,176           |                   |                    |                   |                   |                   |                   |
| Interfund Revenue                | 1,418,593         |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 58,482            |                   |                    |                   |                   |                   |                   |
| Other Financing Sources          | 66,649            |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>             | <b>4,744,141</b>  | <b>12</b>         |                    |                   |                   |                   |                   |
| Fund Balance                     | 8,149,967         |                   |                    | 12                | (12)              |                   |                   |
| <b>TOTAL SOURCES</b>             | <b>12,894,108</b> | <b>12</b>         | <b>12</b>          |                   | <b>(12)</b>       |                   |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 1,173,069         |                   |                    |                   |                   |                   |                   |
| Services and Supplies            | 2,438,160         |                   |                    |                   |                   |                   |                   |
| Other Charges                    | 176,088           |                   |                    |                   |                   |                   |                   |
| Other Financing Uses             | 4,411,694         |                   |                    | 12                | (12)              |                   |                   |
| <b>Net Appropriations</b>        | <b>8,199,011</b>  |                   |                    | <b>12</b>         | <b>(12)</b>       |                   |                   |
| Contingencies/Dept Reserves      | 4,695,097         | 12                |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>12,894,108</b> | <b>12</b>         | <b>12</b>          |                   | <b>(12)</b>       |                   |                   |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 9.0               |                   |                    |                   |                   |                   |                   |
| Funded FTE                       | 9.0               |                   |                    |                   |                   |                   |                   |

Utilities (4840B)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                     |
| Taxes                            | 7,173,743         | 7,545,823         | 4,567,253          | 5,045,629         | 478,376            | 5,141,742         | 96,113              |
| Licenses, Permits and Franchises | 780,197           | 993,069           | 550,000            | 600,000           | 50,000             | 600,000           |                     |
| Use of Money and Property        | 390,019           | 493,003           | 264,390            | 473,790           | 209,400            | 473,790           |                     |
| Intergovernmental Revenues       | 683,764           | 602,583           | 677,567            | 225,961           | (451,606)          | 25,961            | (200,000)           |
| Charges for Services             | 12,998,193        | 13,885,782        | 13,069,556         | 13,014,946        | (54,610)           | 13,006,424        | (8,522)             |
| Interfund Revenue                | 5,755,910         | 7,897,616         | 9,771,678          | 7,042,043         | (2,729,635)        | 7,169,596         | 127,553             |
| Miscellaneous Revenue            | 90,931            | 175,787           | 68,043             | 14,000            | (54,043)           | 14,000            |                     |
| Other Financing Sources          | 4,785,454         | 3,487,819         | 2,545,856          | 6,428,946         | 3,883,090          | 3,564,808         | (2,864,138)         |
| <b>Total Revenue</b>             | <b>32,658,212</b> | <b>35,081,482</b> | <b>31,514,343</b>  | <b>32,845,315</b> | <b>1,330,972</b>   | <b>29,996,321</b> | <b>(2,848,994)</b>  |
| Fund Balance                     | 55,365,098        | 62,507,883        | 60,388,357         | 57,521,978        | (2,866,379)        | 43,022,930        | (14,499,048)        |
| <b>TOTAL SOURCES</b>             | <b>88,023,310</b> | <b>97,589,364</b> | <b>91,902,700</b>  | <b>90,367,293</b> | <b>(1,535,407)</b> | <b>73,019,251</b> | <b>(17,348,042)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                     |
| Salaries and Benefits            | 2,463,496         | 2,791,287         | 3,397,491          | 3,674,412         | 276,921            | 3,787,301         | 112,889             |
| Services and Supplies            | 15,077,859        | 18,069,799        | 22,188,930         | 22,398,114        | 209,184            | 22,090,816        | (307,298)           |
| Other Charges                    | 2,286,158         | 4,559,506         | 10,199,891         | 4,551,106         | (5,648,785)        | 4,704,032         | 152,926             |
| Fixed Assets                     | 2,124,640         | 2,605,385         | 7,344,079          | 10,337,191        | 2,993,112          | 3,400,000         | (6,937,191)         |
| Other Financing Uses             | 4,623,197         | 5,034,050         | 4,363,386          | 6,330,130         | 1,966,744          | 5,373,672         | (956,458)           |
| <b>Gross Appropriations</b>      | <b>26,575,349</b> | <b>33,060,027</b> | <b>47,493,777</b>  | <b>47,290,953</b> | <b>(202,824)</b>   | <b>39,355,821</b> | <b>(7,935,132)</b>  |
| Intrafund Transfers              | (242,005)         | (115,373)         | (89,189)           | (66,590)          | 22,599             | (62,590)          | 4,000               |
| <b>Net Appropriations</b>        | <b>26,333,344</b> | <b>32,944,655</b> | <b>47,404,588</b>  | <b>47,224,363</b> | <b>(180,225)</b>   | <b>39,293,231</b> | <b>(7,931,132)</b>  |
| Contingencies/Dept Reserves      | 61,461,955        | 64,406,447        | 44,255,430         | 42,890,964        | (1,364,466)        | 33,468,080        | (9,422,884)         |
| Non-General Fund Reserves        | 108,011           | 118,263           | 122,682            | 131,966           | 9,284              | 137,940           | 5,974               |
| <b>TOTAL REQUIREMENTS</b>        | <b>87,903,310</b> | <b>97,469,365</b> | <b>91,782,700</b>  | <b>90,247,293</b> | <b>(1,535,407)</b> | <b>72,899,251</b> | <b>(17,348,042)</b> |
| <b>NET COUNTY COST</b>           | <b>(120,000)</b>  | <b>(120,000)</b>  | <b>(120,000)</b>   | <b>(120,000)</b>  |                    | <b>(120,000)</b>  |                     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                     |
| Salary Resolution                | 17.0              | 20.0              | 20.0               | 21.0              | 1.0                | 21.0              |                     |
| Funded FTE                       | 16.8              | 19.7              | 19.7               | 20.6              | 0.9                | 20.6              |                     |

Airports (4850B)  
County Airports Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19  |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                    |                   |                    |
| Taxes                            |                   |                   |                    | 225,800           | 225,800            | 218,320           | (7,480)            |
| Licenses, Permits and Franchises | 15,500            |                   | 15,500             | 15,500            |                    | 15,500            |                    |
| Fines, Forfeitures and Penalties |                   |                   |                    | 10,000            | 10,000             | 10,000            |                    |
| Use of Money and Property        | 2,652,070         | 3,829,080         | 4,105,806          | 3,930,806         | (175,000)          | 3,930,806         |                    |
| Intergovernmental Revenues       | 1,490,372         | 307,750           | 1,179,661          | 1,681,162         | 501,501            |                   | (1,681,162)        |
| Charges for Services             | 13,571            | 13,430            | 29,500             | 29,500            |                    | 29,500            |                    |
| Interfund Revenue                |                   |                   | 2,800,000          |                   | (2,800,000)        |                   |                    |
| Miscellaneous Revenue            | 50,189            | 40,662            | 62,000             | 62,000            |                    | 62,000            |                    |
| Other Financing Sources          | 44,099            |                   |                    | 300,000           | 300,000            |                   | (300,000)          |
| <b>Total Revenue</b>             | <b>4,265,801</b>  | <b>4,190,921</b>  | <b>8,192,467</b>   | <b>6,254,768</b>  | <b>(1,937,699)</b> | <b>4,266,126</b>  | <b>(1,988,642)</b> |
| Fund Balance                     | 1,424,129         | 1,290,259         | 361,619            | 3,474,535         | 3,112,916          | 1,578,314         | (1,896,221)        |
| <b>TOTAL SOURCES</b>             | <b>5,689,931</b>  | <b>5,481,180</b>  | <b>8,554,086</b>   | <b>9,729,303</b>  | <b>1,175,217</b>   | <b>5,844,440</b>  | <b>(3,884,863)</b> |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                    |                   |                    |
| Salaries and Benefits            | 1,054,771         | 1,098,910         | 1,393,559          | 1,579,999         | 186,440            | 1,635,610         | 55,611             |
| Services and Supplies            | 776,153           | 1,047,588         | 906,167            | 1,063,117         | 156,950            | 1,092,091         | 28,974             |
| Other Charges                    | 1,332,477         | 1,348,797         | 1,088,369          | 1,037,915         | (50,454)           | 846,141           | (191,774)          |
| Fixed Assets                     | 1,817,164         | 1,624,267         | 4,541,015          | 4,519,958         | (21,057)           | 1,500,000         | (3,019,958)        |
| <b>Gross Appropriations</b>      | <b>4,980,565</b>  | <b>5,119,562</b>  | <b>7,929,110</b>   | <b>8,200,989</b>  | <b>271,879</b>     | <b>5,073,842</b>  | <b>(3,127,147)</b> |
| Intrafund Transfers              |                   |                   | (50,000)           | (50,000)          |                    |                   | 50,000             |
| <b>Net Appropriations</b>        | <b>4,980,565</b>  | <b>5,119,562</b>  | <b>7,879,110</b>   | <b>8,150,989</b>  | <b>271,879</b>     | <b>5,073,842</b>  | <b>(3,077,147)</b> |
| Non-General Fund Reserves        | 709,366           | 361,619           | 674,976            | 1,578,314         | 903,338            | 770,598           | (807,716)          |
| <b>TOTAL REQUIREMENTS</b>        | <b>5,689,931</b>  | <b>5,481,180</b>  | <b>8,554,086</b>   | <b>9,729,303</b>  | <b>1,175,217</b>   | <b>5,844,440</b>  | <b>(3,884,863)</b> |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                    |                   |                    |
| Salary Resolution                | 8.0               | 9.0               | 9.0                | 9.0               |                    | 9.0               |                    |
| Funded FTE                       | 8.0               | 9.0               | 9.0                | 9.0               |                    | 9.0               |                    |

Capital Projects (8500D)  
Capital Project Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19   |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|---------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                     |                   |                     |
| Taxes                       | 2,887,107         | 5,644,447         | 51,846,047         | 7,711,849         | (44,134,198)        |                   | (7,711,849)         |
| Use of Money and Property   | 5,082             | 11,140            |                    |                   |                     |                   |                     |
| Charges for Services        | 480               |                   |                    |                   |                     |                   |                     |
| Interfund Revenue           | 43,939            |                   |                    |                   |                     |                   |                     |
| Miscellaneous Revenue       | 3,491             | 30,194            |                    |                   |                     |                   |                     |
| Other Financing Sources     | 22,438,930        | 19,391,135        | 87,816,342         | 43,290,445        | (44,525,897)        | 26,354,799        | (16,935,646)        |
| <b>Total Revenue</b>        | <b>25,379,029</b> | <b>25,076,916</b> | <b>139,662,389</b> | <b>51,002,294</b> | <b>(88,660,095)</b> | <b>26,354,799</b> | <b>(24,647,495)</b> |
| Fund Balance                | 2,335,604         | 2,357,051         | 3,493,794          | 4,400,044         | 906,250             | 3,905,385         | (494,659)           |
| <b>TOTAL SOURCES</b>        | <b>27,714,633</b> | <b>27,433,966</b> | <b>143,156,183</b> | <b>55,402,338</b> | <b>(87,753,845)</b> | <b>30,260,184</b> | <b>(25,142,154)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                     |                   |                     |
| Services and Supplies       | 6,090,541         | 8,105,720         |                    |                   |                     |                   |                     |
| Fixed Assets                | 19,267,041        | 15,834,452        | 139,072,373        | 51,496,953        | (87,575,420)        | 25,910,412        | (25,586,541)        |
| <b>Net Appropriations</b>   | <b>25,357,582</b> | <b>23,940,172</b> | <b>139,072,373</b> | <b>51,496,953</b> | <b>(87,575,420)</b> | <b>25,910,412</b> | <b>(25,586,541)</b> |
| Contingencies/Dept Reserves | 2,357,051         | 3,493,794         | 4,083,810          | 3,905,385         | (178,425)           | 4,349,772         | 444,387             |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,714,633</b> | <b>27,433,966</b> | <b>143,156,183</b> | <b>55,402,338</b> | <b>(87,753,845)</b> | <b>30,260,184</b> | <b>(25,142,154)</b> |

Accumulated Capital Outlay Fund (8200B)  
Accumulated Capital Outlay Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property | 622,615           | 705,747           | 500,000            | 500,000           |                   | 500,000           |                   |
| <b>Total Revenue</b>      | 622,615           | 705,747           | 500,000            | 500,000           |                   | 500,000           |                   |
| Fund Balance              | 87,054,792        | 87,677,408        | 87,524,197         | 85,597,552        | (1,926,645)       | 70,897,552        | (14,700,000)      |
| <b>TOTAL SOURCES</b>      | 87,677,407        | 88,383,155        | 88,024,197         | 86,097,552        | (1,926,645)       | 71,397,552        | (14,700,000)      |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Other Financing Uses      |                   | 858,958           | 33,495,948         | 15,200,000        | (18,295,948)      | 45,900,000        | 30,700,000        |
| <b>Net Appropriations</b> |                   | 858,958           | 33,495,948         | 15,200,000        | (18,295,948)      | 45,900,000        | 30,700,000        |
| Non-General Fund Reserves | 87,677,407        | 87,524,197        | 54,528,249         | 70,897,552        | 16,369,303        | 25,497,552        | (45,400,000)      |
| <b>TOTAL REQUIREMENTS</b> | 87,677,407        | 88,383,155        | 88,024,197         | 86,097,552        | (1,926,645)       | 71,397,552        | (14,700,000)      |

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 5,041             | 3,103             | 2,000              | 300               | (1,700)           |                   | (300)             |
| Charges for Services        | 1,101,694         | 976,489           | 1,100,000          | 900,000           | (200,000)         | 900,000           |                   |
| Interfund Revenue           |                   |                   |                    | 463,919           | 463,919           | 464,422           | 503               |
| Miscellaneous Revenue       | 5,342             |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>1,112,077</b>  | <b>979,591</b>    | <b>1,102,000</b>   | <b>1,364,219</b>  | <b>262,219</b>    | <b>1,364,422</b>  | <b>203</b>        |
| Fund Balance                | 841,246           | 818,053           | 421,541            |                   | (421,541)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>1,953,323</b>  | <b>1,797,644</b>  | <b>1,523,541</b>   | <b>1,364,219</b>  | <b>(159,322)</b>  | <b>1,364,422</b>  | <b>203</b>        |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Other Charges               | 5,467             |                   |                    |                   |                   |                   |                   |
| Other Financing Uses        | 1,129,802         | 1,376,103         | 1,368,379          | 1,364,219         | (4,160)           | 1,364,422         | 203               |
| <b>Net Appropriations</b>   | <b>1,135,270</b>  | <b>1,376,103</b>  | <b>1,368,379</b>   | <b>1,364,219</b>  | <b>(4,160)</b>    | <b>1,364,422</b>  | <b>203</b>        |
| Contingencies/Dept Reserves | 191,435           |                   |                    |                   |                   |                   |                   |
| Non-General Fund Reserves   | 626,618           | 421,541           | 155,162            |                   | (155,162)         |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,953,323</b>  | <b>1,797,644</b>  | <b>1,523,541</b>   | <b>1,364,219</b>  | <b>(159,322)</b>  | <b>1,364,422</b>  | <b>203</b>        |

Criminal Justice Construction Fund (8400B)  
 Criminal Justice Temporary Construction Fund  
 FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 15,741            | 17,494            | 15,000             | 18,000            | 3,000             | 18,000            |                   |
| Charges for Services        | 1,101,778         | 976,477           | 1,100,000          | 900,000           | (200,000)         | 900,000           |                   |
| Miscellaneous Revenue       | 1,468             |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>1,118,987</b>  | <b>993,971</b>    | <b>1,115,000</b>   | <b>918,000</b>    | <b>(197,000)</b>  | <b>918,000</b>    |                   |
| Fund Balance                | 1,751,362         | 1,770,348         | 1,664,319          | 1,436,668         | (227,651)         | 1,254,668         | (182,000)         |
| <b>TOTAL SOURCES</b>        | <b>2,870,348</b>  | <b>2,764,319</b>  | <b>2,779,319</b>   | <b>2,354,668</b>  | <b>(424,651)</b>  | <b>2,172,668</b>  | <b>(182,000)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Other Financing Uses        | 1,100,000         | 1,100,000         | 1,100,000          | 1,100,000         |                   | 1,100,000         |                   |
| <b>Net Appropriations</b>   | <b>1,100,000</b>  | <b>1,100,000</b>  | <b>1,100,000</b>   | <b>1,100,000</b>  |                   | <b>1,100,000</b>  |                   |
| Contingencies/Dept Reserves | 160,487           | 53,986            | 53,986             |                   | (53,986)          |                   |                   |
| Non-General Fund Reserves   | 1,609,861         | 1,610,333         | 1,625,333          | 1,254,668         | (370,665)         | 1,072,668         | (182,000)         |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,870,348</b>  | <b>2,764,319</b>  | <b>2,779,319</b>   | <b>2,354,668</b>  | <b>(424,651)</b>  | <b>2,172,668</b>  | <b>(182,000)</b>  |

Other Capital Construction Fund (8450D)  
Capital Project Funds

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                   |
| Taxes                     |                   |                   | 4,500,000          | 32,000,000        | 27,500,000        | 500,000           | (31,500,000)      |
| Use of Money and Property |                   | 107,334           |                    |                   |                   |                   |                   |
| Other Financing Sources   |                   | 25,611,000        | 80,947,379         | 51,250,000        | (29,697,379)      | 143,400,000       | 92,150,000        |
| <b>Total Revenue</b>      |                   | 25,718,334        | 85,447,379         | 83,250,000        | (2,197,379)       | 143,900,000       | 60,650,000        |
| Fund Balance              |                   |                   | 13,481,135         | 6,481,135         | (7,000,000)       | 1,481,135         | (5,000,000)       |
| <b>TOTAL SOURCES</b>      |                   | 25,718,334        | 98,928,514         | 89,731,135        | (9,197,379)       | 145,381,135       | 55,650,000        |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies     |                   | 1,500             |                    |                   |                   |                   |                   |
| Fixed Assets              |                   | 12,235,698        | 92,947,379         | 85,750,000        | (7,197,379)       | 143,900,000       | 58,150,000        |
| Other Financing Uses      |                   |                   | 4,500,000          | 2,500,000         | (2,000,000)       |                   | (2,500,000)       |
| <b>Net Appropriations</b> |                   | 12,237,198        | 97,447,379         | 88,250,000        | (9,197,379)       | 143,900,000       | 55,650,000        |
| Non-General Fund Reserves |                   | 13,481,135        | 1,481,135          | 1,481,135         |                   | 1,481,135         |                   |
| <b>TOTAL REQUIREMENTS</b> |                   | 25,718,334        | 98,928,514         | 89,731,135        | (9,197,379)       | 145,381,135       | 55,650,000        |

Real Property Services (1220B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Use of Money and Property   | 482,310           | 476,660           | 371,245            | 393,166           | 21,921             | 424,857           | 31,691            |
| Charges for Services        | 25,000            | 5,000             | 20,000             | 2,500             | (17,500)           | 2,500             |                   |
| Interfund Revenue           | 2,422,754         | 2,974,634         | 2,719,260          | 2,216,488         | (502,772)          | 2,392,435         | 175,947           |
| Miscellaneous Revenue       | 4,700             |                   |                    |                   |                    |                   |                   |
| <b>Total Revenue</b>        | <b>2,934,764</b>  | <b>3,456,294</b>  | <b>3,110,505</b>   | <b>2,612,154</b>  | <b>(498,351)</b>   | <b>2,819,792</b>  | <b>207,638</b>    |
| Fund Balance                | 1,587,578         | 1,519,327         | 1,563,709          | 1,352,409         | (211,300)          | 1,060,688         | (291,721)         |
| <b>TOTAL SOURCES</b>        | <b>4,522,342</b>  | <b>4,975,621</b>  | <b>4,674,214</b>   | <b>3,964,563</b>  | <b>(709,651)</b>   | <b>3,880,480</b>  | <b>(84,083)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 613,048           | 650,478           | 686,277            | 754,874           | 68,597             | 764,216           | 9,342             |
| Services and Supplies       | 129,113           | 110,377           | 826,368            | 143,400           | (682,968)          | 147,900           | 4,500             |
| Other Charges               | 15,133,160        | 17,031,106        | 18,358,196         | 18,403,163        | 44,967             | 19,030,435        | 627,272           |
| Other Financing Uses        | 3,038             | 4,312             | 4,419              | 18,246            | 13,827             | 18,482            | 236               |
| <b>Gross Appropriations</b> | <b>15,878,360</b> | <b>17,796,273</b> | <b>19,875,260</b>  | <b>19,319,683</b> | <b>(555,577)</b>   | <b>19,961,033</b> | <b>641,350</b>    |
| Intrafund Transfers         | (12,875,344)      | (14,384,361)      | (15,887,017)       | (16,415,808)      | (528,791)          | (17,196,106)      | (780,298)         |
| <b>Net Appropriations</b>   | <b>3,003,016</b>  | <b>3,411,912</b>  | <b>3,988,243</b>   | <b>2,903,875</b>  | <b>(1,084,368)</b> | <b>2,764,927</b>  | <b>(138,948)</b>  |
| Contingencies/Dept Reserves | 1,519,326         | 1,563,709         | 685,971            | 1,060,688         | 374,717            | 1,115,553         | 54,865            |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,522,342</b>  | <b>4,975,621</b>  | <b>4,674,214</b>   | <b>3,964,563</b>  | <b>(709,651)</b>   | <b>3,880,480</b>  | <b>(84,083)</b>   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 4.0               | 4.0               | 4.0                | 4.0               |                    | 4.0               |                   |
| Funded FTE                  | 4.0               | 4.0               | 4.0                | 4.0               |                    | 4.0               |                   |

## Agricultural Commissioner/Sealer (1260B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                   |
| Licenses, Permits and Franchises | 600,374           | 620,611           | 724,891            | 722,900           | (1,991)           | 722,900           |                   |
| Fines, Forfeitures and Penalties | 16,615            | 24,236            |                    |                   |                   |                   |                   |
| Intergovernmental Revenues       | 2,363,603         | 2,453,507         | 2,445,900          | 2,449,180         | 3,280             | 2,449,180         |                   |
| Charges for Services             | 183,663           | 129,925           | 172,200            | 122,200           | (50,000)          | 122,200           |                   |
| Interfund Revenue                | 1,210             | 1,165             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue            | 3,837             | 8,761             | 100                |                   | (100)             |                   |                   |
| <b>Total Revenue</b>             | <b>3,169,302</b>  | <b>3,238,204</b>  | <b>3,343,091</b>   | <b>3,294,280</b>  | <b>(48,811)</b>   | <b>3,294,280</b>  |                   |
| Fund Balance                     | 444,474           | 463,540           | 447,558            | 447,558           |                   | 447,558           |                   |
| <b>TOTAL SOURCES</b>             | <b>3,613,776</b>  | <b>3,701,744</b>  | <b>3,790,649</b>   | <b>3,741,838</b>  | <b>(48,811)</b>   | <b>3,741,838</b>  |                   |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits            | 4,002,214         | 4,127,954         | 4,515,529          | 4,722,438         | 206,909           | 4,798,394         | 75,956            |
| Services and Supplies            | 173,124           | 267,417           | 378,897            | 372,402           | (6,495)           | 371,602           | (800)             |
| Other Charges                    | 499,126           | 594,780           | 707,916            | 664,315           | (43,601)          | 668,825           | 4,510             |
| Other Financing Uses             | 5,689             | 3,401             | 3,485              | 4,381             | 896               | 4,495             | 114               |
| <b>Net Appropriations</b>        | <b>4,680,153</b>  | <b>4,993,551</b>  | <b>5,605,827</b>   | <b>5,763,536</b>  | <b>157,709</b>    | <b>5,843,316</b>  | <b>79,780</b>     |
| Contingencies/Dept Reserves      | 260,536           | 260,536           | 355,511            | 355,511           |                   | 355,511           |                   |
| <b>TOTAL REQUIREMENTS</b>        | <b>4,940,689</b>  | <b>5,254,087</b>  | <b>5,961,338</b>   | <b>6,119,047</b>  | <b>157,709</b>    | <b>6,198,827</b>  | <b>79,780</b>     |
| <b>NET COUNTY COST</b>           | <b>1,326,913</b>  | <b>1,552,343</b>  | <b>2,170,689</b>   | <b>2,377,209</b>  | <b>206,520</b>    | <b>2,456,989</b>  | <b>79,780</b>     |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution                | 30.0              | 30.0              | 30.0               | 30.0              |                   | 30.0              |                   |
| Funded FTE                       | 28.9              | 28.8              | 28.8               | 28.8              | 0.0               | 28.8              |                   |

Public Safety Communications (1240B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 2,662,015         | 2,662,015         | 2,986,715          | 2,986,715         |                   | 2,986,715         |                   |
| Charges for Services        | 4,868,981         | 5,123,846         | 5,799,259          | 6,773,247         | 973,988           | 7,074,333         | 301,086           |
| Interfund Revenue           | 10,529            | 10,269            | 10,235             | 10,235            |                   | 9,704             | (531)             |
| Miscellaneous Revenue       | 169,931           | 202,786           | 80,000             | 80,000            |                   | 80,000            |                   |
| <b>Total Revenue</b>        | <b>7,711,455</b>  | <b>7,998,916</b>  | <b>8,876,209</b>   | <b>9,850,197</b>  | <b>973,988</b>    | <b>10,150,752</b> | <b>300,555</b>    |
| Fund Balance                | 316,918           | 599,042           | 694,622            | 694,622           |                   | 694,622           |                   |
| <b>TOTAL SOURCES</b>        | <b>8,028,373</b>  | <b>8,597,958</b>  | <b>9,570,831</b>   | <b>10,544,819</b> | <b>973,988</b>    | <b>10,845,374</b> | <b>300,555</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 10,093,317        | 10,862,937        | 11,584,703         | 12,500,525        | 915,822           | 12,843,665        | 343,140           |
| Services and Supplies       | 374,079           | 362,321           | 1,043,520          | 1,216,302         | 172,782           | 1,365,189         | 148,887           |
| Other Charges               | 492,758           | 654,242           | 637,581            | 695,544           | 57,963            | 706,207           | 10,663            |
| Fixed Assets                |                   | 318,604           | 575,000            | 575,000           |                   | 575,000           |                   |
| Other Financing Uses        | 28,992            | 27,330            | 23,256             | 28,234            | 4,978             | 28,234            |                   |
| <b>Gross Appropriations</b> | <b>10,989,146</b> | <b>12,225,435</b> | <b>13,864,060</b>  | <b>15,015,605</b> | <b>1,151,545</b>  | <b>15,518,295</b> | <b>502,690</b>    |
| Intrafund Transfers         | (321,358)         | (669,833)         | (912,615)          | (712,615)         | 200,000           | (731,934)         | (19,319)          |
| <b>Net Appropriations</b>   | <b>10,667,788</b> | <b>11,555,601</b> | <b>12,951,445</b>  | <b>14,302,990</b> | <b>1,351,545</b>  | <b>14,786,361</b> | <b>483,371</b>    |
| Contingencies/Dept Reserves | 299,938           | 302,781           | 445,063            | 445,063           |                   | 445,063           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>10,967,726</b> | <b>11,858,382</b> | <b>13,396,508</b>  | <b>14,748,053</b> | <b>1,351,545</b>  | <b>15,231,424</b> | <b>483,371</b>    |
| <b>NET COUNTY COST</b>      | <b>2,939,352</b>  | <b>3,260,424</b>  | <b>3,825,677</b>   | <b>4,203,234</b>  | <b>377,557</b>    | <b>4,386,050</b>  | <b>182,816</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 59.0              | 59.0              | 65.0               | 66.0              | 1.0               | 66.0              |                   |
| Funded FTE                  | 59.0              | 59.0              | 59.0               | 66.0              | 7.0               | 66.0              |                   |

Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                   |
| Taxes                      | 5,711,591         | 6,057,748         | 5,425,621          | 5,582,194         | 156,573           | 5,701,806         | 119,612           |
| Use of Money and Property  | 70,133            | 85,368            | 42,000             | 77,000            | 35,000            | 77,000            |                   |
| Intergovernmental Revenues | 2,022,963         | 2,123,539         | 2,119,995          | 2,119,550         | (445)             | 2,119,550         |                   |
| Charges for Services       | 296,130           | 303,656           | 290,000            | 280,000           | (10,000)          | 280,000           |                   |
| Interfund Revenue          |                   | 428               |                    |                   |                   |                   |                   |
| Miscellaneous Revenue      | 56,415            | 107,338           | 18,683             | 18,683            |                   | 18,683            |                   |
| <b>Total Revenue</b>       | <b>8,157,232</b>  | <b>8,678,076</b>  | <b>7,896,299</b>   | <b>8,077,427</b>  | <b>181,128</b>    | <b>8,197,039</b>  | <b>119,612</b>    |
| Fund Balance               | 3,704,478         | 4,947,436         | 6,556,711          | 6,064,258         | (492,453)         | 6,064,258         |                   |
| <b>TOTAL SOURCES</b>       | <b>11,861,710</b> | <b>13,625,512</b> | <b>14,453,010</b>  | <b>14,141,685</b> | <b>(311,325)</b>  | <b>14,261,297</b> | <b>119,612</b>    |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies      | 6,914,274         | 7,068,801         | 10,344,716         |                   | (10,344,716)      |                   |                   |
| Other Financing Uses       |                   |                   |                    | 10,033,391        | 10,033,391        | 10,153,003        | 119,612           |
| <b>Net Appropriations</b>  | <b>6,914,274</b>  | <b>7,068,801</b>  | <b>10,344,716</b>  | <b>10,033,391</b> | <b>(311,325)</b>  | <b>10,153,003</b> | <b>119,612</b>    |
| Non-General Fund Reserves  | 4,947,436         | 6,556,711         | 4,108,294          | 4,108,294         |                   | 4,108,294         |                   |
| <b>TOTAL REQUIREMENTS</b>  | <b>11,861,710</b> | <b>13,625,512</b> | <b>14,453,010</b>  | <b>14,141,685</b> | <b>(311,325)</b>  | <b>14,261,297</b> | <b>119,612</b>    |

Fire Protection Services (3580B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Taxes                       | 603,284           | 1,516,839         | 4,500,000          | 3,200,000         | (1,300,000)       | 1,500,000         | (1,700,000)        |
| Interfund Revenue           | 6,913,519         | 7,068,801         | 9,576,284          | 10,033,391        | 457,107           | 10,153,003        | 119,612            |
| Miscellaneous Revenue       | 1,500             | 109,794           | 2,600              |                   | (2,600)           |                   |                    |
| <b>TOTAL SOURCES</b>        | <b>7,518,304</b>  | <b>8,695,434</b>  | <b>14,078,884</b>  | <b>13,233,391</b> | <b>(845,493)</b>  | <b>11,653,003</b> | <b>(1,580,388)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 2,785             | 3,541             | 3,541              | 1,802             | (1,739)           | 1,802             |                    |
| Services and Supplies       | 6,710,886         | 6,713,856         | 8,968,958          | 9,461,926         | 492,968           | 9,579,898         | 117,972            |
| Other Charges               | 162,993           | 125,457           | 149,438            | 142,538           | (6,900)           | 144,175           | 1,637              |
| Fixed Assets                | 456,824           | 1,537,377         | 4,529,606          | 3,200,000         | (1,329,606)       | 1,500,000         | (1,700,000)        |
| Other Financing Uses        | 184,815           | 315,203           | 403,305            | 403,089           | (216)             | 403,092           | 3                  |
| <b>Gross Appropriations</b> | <b>7,518,304</b>  | <b>8,695,434</b>  | <b>14,054,848</b>  | <b>13,209,355</b> | <b>(845,493)</b>  | <b>11,628,967</b> | <b>(1,580,388)</b> |
| Intrafund Transfers         |                   |                   | 24,036             | 24,036            |                   | 24,036            |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>7,518,304</b>  | <b>8,695,434</b>  | <b>14,078,884</b>  | <b>13,233,391</b> | <b>(845,493)</b>  | <b>11,653,003</b> | <b>(1,580,388)</b> |

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

FY 2017-18 and 2018-19 Budget Unit Summary

|                            | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>             |                   |                   |                    |                   |                   |                   |                   |
| Taxes                      | 2,560,388         | 2,752,043         | 2,529,693          | 2,632,348         | 102,655           | 2,668,678         | 36,330            |
| Use of Money and Property  | 25,868            | 30,358            | 14,500             | 37,952            | 23,452            | 37,952            |                   |
| Intergovernmental Revenues | 13,603            | 13,331            | 13,500             | 13,500            |                   | 13,500            |                   |
| Charges for Services       | 91,884            | 91,783            | 93,925             | 90,000            | (3,925)           | 90,000            |                   |
| Miscellaneous Revenue      | 1,749             |                   | 4,000              | 4,000             |                   | 4,000             |                   |
| <b>Total Revenue</b>       | <b>2,693,492</b>  | <b>2,887,515</b>  | <b>2,655,618</b>   | <b>2,777,800</b>  | <b>122,182</b>    | <b>2,814,130</b>  | <b>36,330</b>     |
| Fund Balance               | 2,924,927         | 3,459,459         | 3,795,210          | 3,795,210         |                   | 3,795,210         |                   |
| <b>TOTAL SOURCES</b>       | <b>5,618,419</b>  | <b>6,346,974</b>  | <b>6,450,828</b>   | <b>6,573,010</b>  | <b>122,182</b>    | <b>6,609,340</b>  | <b>36,330</b>     |
| <b>REQUIREMENTS</b>        |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies      | 2,158,925         | 2,543,037         | 2,877,978          | 3,000,320         | 122,342           | 3,036,650         | 36,330            |
| Other Charges              | 35                | 116               | 160                |                   | (160)             |                   |                   |
| Fixed Assets               |                   | 8,611             | 80,000             | 80,000            |                   | 80,000            |                   |
| <b>Net Appropriations</b>  | <b>2,158,960</b>  | <b>2,551,764</b>  | <b>2,958,138</b>   | <b>3,080,320</b>  | <b>122,182</b>    | <b>3,116,650</b>  | <b>36,330</b>     |
| Non-General Fund Reserves  | 3,459,459         | 3,795,210         | 3,492,690          | 3,492,690         |                   | 3,492,690         |                   |
| <b>TOTAL REQUIREMENTS</b>  | <b>5,618,419</b>  | <b>6,346,974</b>  | <b>6,450,828</b>   | <b>6,573,010</b>  | <b>122,182</b>    | <b>6,609,340</b>  | <b>36,330</b>     |

Housing and Community Development (7920P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                     |                   |                    |
| Taxes                       | 22,297            | 1,865,617         | 25,617,033         | 8,972,500         | (16,644,533)        | 1,012,500         | (7,960,000)        |
| Intergovernmental Revenues  | 3,821,246         | 4,077,099         | 5,629,192          | 7,001,338         | 1,372,146           | 4,342,850         | (2,658,488)        |
| Charges for Services        | 212,599           | 154,375           | 165,500            | 195,000           | 29,500              | 195,000           |                    |
| Interfund Revenue           | 770,361           | 1,750,203         | 1,686,840          | 481,429           | (1,205,411)         | 3,387,633         | 2,906,204          |
| Miscellaneous Revenue       | 228,631           | 399,508           | 69,445             | 69,445            |                     | 69,385            | (60)               |
| <b>TOTAL SOURCES</b>        | <b>5,055,133</b>  | <b>8,246,803</b>  | <b>33,168,010</b>  | <b>16,719,712</b> | <b>(16,448,298)</b> | <b>9,007,368</b>  | <b>(7,712,344)</b> |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                     |                   |                    |
| Salaries and Benefits       | 1,608,557         | 1,915,293         | 2,405,389          | 2,437,774         | 32,385              | 2,662,922         | 225,148            |
| Services and Supplies       | 341,015           | 257,788           | 830,104            | 631,955           | (198,149)           | 651,955           | 20,000             |
| Other Charges               | 3,381,161         | 6,477,376         | 30,399,268         | 13,913,079        | (16,486,189)        | 5,955,587         | (7,957,492)        |
| <b>Gross Appropriations</b> | <b>5,330,732</b>  | <b>8,650,458</b>  | <b>33,634,761</b>  | <b>16,982,808</b> | <b>(16,651,953)</b> | <b>9,270,464</b>  | <b>(7,712,344)</b> |
| Intrafund Transfers         |                   | (103,655)         | (203,655)          |                   | 203,655             |                   |                    |
| <b>Net Appropriations</b>   | <b>5,330,732</b>  | <b>8,546,803</b>  | <b>33,431,106</b>  | <b>16,982,808</b> | <b>(16,448,298)</b> | <b>9,270,464</b>  | <b>(7,712,344)</b> |
| Contingencies/Dept Reserves | 36,904            | 36,904            | 36,904             | 36,904            |                     | 36,904            |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>5,367,636</b>  | <b>8,583,707</b>  | <b>33,468,010</b>  | <b>17,019,712</b> | <b>(16,448,298)</b> | <b>9,307,368</b>  | <b>(7,712,344)</b> |
| <b>NET COUNTY COST</b>      | <b>312,503</b>    | <b>336,904</b>    | <b>300,000</b>     | <b>300,000</b>    |                     | <b>300,000</b>    |                    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                     |                   |                    |
| Salary Resolution           | 11.0              | 11.0              | 14.0               | 14.0              |                     | 14.0              |                    |
| Funded FTE                  | 11.0              | 11.0              | 14.0               | 13.8              | (0.2)               | 13.8              |                    |

Housing Authority (7930P)  
Housing Authority Fund (Information Only)

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 3,042,983         | 3,689,031         | 3,702,185          | 3,726,998         | 24,813            | 3,726,998         |                   |
| Intergovernmental Revenues  | 64,897,144        | 67,689,128        | 67,773,019         | 81,111,609        | 13,338,590        | 81,111,609        |                   |
| Miscellaneous Revenue       | 584,204           | 888,527           | 492,131            | 444,909           | (47,222)          | 580,816           | 135,907           |
| <b>TOTAL SOURCES</b>        | <b>68,524,331</b> | <b>72,266,686</b> | <b>71,967,335</b>  | <b>85,283,516</b> | <b>13,316,181</b> | <b>85,419,423</b> | <b>135,907</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,656,274         | 4,797,922         | 5,100,753          | 5,201,000         | 100,247           | 5,336,907         | 135,907           |
| Services and Supplies       | 2,343,051         | 2,159,219         | 2,178,844          | 2,376,876         | 198,032           | 2,456,876         | 80,000            |
| Other Charges               | 61,525,006        | 65,309,545        | 64,687,738         | 77,705,640        | 13,017,902        | 77,625,640        | (80,000)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>68,524,331</b> | <b>72,266,686</b> | <b>71,967,335</b>  | <b>85,283,516</b> | <b>13,316,181</b> | <b>85,419,423</b> | <b>135,907</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 45.0              | 46.0              | 46.0               | 47.0              | 1.0               | 47.0              |                   |
| Funded FTE                  | 45.0              | 46.0              | 46.0               | 47.0              | 1.0               | 47.0              |                   |

Board of Supervisors (1100B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 2,705             | 463               |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>2,705</b>      | <b>463</b>        |                    |                   |                   |                   |                   |
| Fund Balance                | 529,330           | 529,330           | 529,330            |                   | (529,330)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>532,035</b>    | <b>529,793</b>    | <b>529,330</b>     |                   | <b>(529,330)</b>  |                   |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,412,562         | 3,502,921         | 4,209,696          | 4,501,354         | 291,658           | 4,605,670         | 104,316           |
| Services and Supplies       | 237,407           | 231,062           | 398,422            | 394,373           | (4,049)           | 396,160           | 1,787             |
| Other Charges               | 274,891           | 266,736           | 304,170            | 343,481           | 39,311            | 349,881           | 6,400             |
| Other Financing Uses        | 15,829            | 16,013            | 16,410             | 20,205            | 3,795             | 20,730            | 525               |
| <b>Gross Appropriations</b> | <b>3,940,690</b>  | <b>4,016,732</b>  | <b>4,928,698</b>   | <b>5,259,413</b>  | <b>330,715</b>    | <b>5,372,441</b>  | <b>113,028</b>    |
| Intrafund Transfers         |                   |                   | (30,800)           | (76,937)          | (46,137)          | (76,937)          |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,940,690</b>  | <b>4,016,732</b>  | <b>4,897,898</b>   | <b>5,182,476</b>  | <b>284,578</b>    | <b>5,295,504</b>  | <b>113,028</b>    |
| <b>NET COUNTY COST</b>      | <b>3,408,655</b>  | <b>3,486,939</b>  | <b>4,368,568</b>   | <b>5,182,476</b>  | <b>813,908</b>    | <b>5,295,504</b>  | <b>113,028</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 22.0              | 22.0              | 22.0               | 22.0              |                   | 22.0              |                   |
| Funded FTE                  | 22.0              | 21.9              | 21.9               | 21.8              | (0.0)             | 21.8              |                   |

County Manager/Clerk of the Board (1200B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 68,535            | 113,140           | 395,000            | 9,391,343         | 8,996,343         | 9,391,343         |                   |
| Intergovernmental Revenues  | 126,645           | 944,597           | 1,914,653          | 1,429,653         | (485,000)         | 1,029,653         | (400,000)         |
| Charges for Services        | 116,128           | 75,425            | 55,250             | 55,250            |                   | 55,250            |                   |
| Interfund Revenue           | 20,230            | 2,347             | 15,000             |                   | (15,000)          |                   |                   |
| Miscellaneous Revenue       | 12,290            | 35,989            |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>343,829</b>    | <b>1,171,498</b>  | <b>2,379,903</b>   | <b>10,876,246</b> | <b>8,496,343</b>  | <b>10,476,246</b> | <b>(400,000)</b>  |
| Fund Balance                | 732,971           | 1,464,006         | 1,897,061          | 2,254,371         | 357,310           | 2,254,371         |                   |
| <b>TOTAL SOURCES</b>        | <b>1,076,800</b>  | <b>2,635,504</b>  | <b>4,276,964</b>   | <b>13,130,617</b> | <b>8,853,653</b>  | <b>12,730,617</b> | <b>(400,000)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,173,163         | 4,549,091         | 6,963,442          | 8,472,634         | 1,509,192         | 8,540,356         | 67,722            |
| Services and Supplies       | 1,293,756         | 2,565,291         | 4,999,744          | 15,334,642        | 10,334,898        | 14,887,433        | (447,209)         |
| Other Charges               | 723,731           | 832,283           | 879,771            | 841,049           | (38,722)          | 851,757           | 10,708            |
| Fixed Assets                |                   |                   | 140,000            | 12,000            | (128,000)         | 12,000            |                   |
| Other Financing Uses        | 70,130            | 140,306           | 15,688             | 19,311            | 3,623             | 19,814            | 503               |
| <b>Gross Appropriations</b> | <b>6,260,780</b>  | <b>8,086,971</b>  | <b>12,998,645</b>  | <b>24,679,636</b> | <b>11,680,991</b> | <b>24,311,360</b> | <b>(368,276)</b>  |
| Intrafund Transfers         | (181,820)         | (119,687)         | (591,214)          | (2,864,247)       | (2,273,033)       | (2,714,247)       | 150,000           |
| <b>Net Appropriations</b>   | <b>6,078,960</b>  | <b>7,967,284</b>  | <b>12,407,431</b>  | <b>21,815,389</b> | <b>9,407,958</b>  | <b>21,597,113</b> | <b>(218,276)</b>  |
| Contingencies/Dept Reserves | 574,104           | 1,105,139         | 1,538,194          | 1,895,504         | 357,310           | 1,895,504         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>6,653,064</b>  | <b>9,072,423</b>  | <b>13,945,625</b>  | <b>23,710,893</b> | <b>9,765,268</b>  | <b>23,492,617</b> | <b>(218,276)</b>  |
| <b>NET COUNTY COST</b>      | <b>5,576,264</b>  | <b>6,436,920</b>  | <b>9,668,661</b>   | <b>10,580,276</b> | <b>911,615</b>    | <b>10,762,000</b> | <b>181,724</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 20.0              | 24.0              | 32.0               | 33.0              | 1.0               | 33.0              |                   |
| Funded FTE                  | 20.0              | 24.0              | 32.0               | 33.0              | 1.0               | 33.0              |                   |

County Management (1210P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       | 68,535            | 113,140           | 45,000             | 9,041,343         | 8,996,343         | 9,041,343         |                   |
| Interfund Revenue           | 20,230            | 2,347             | 15,000             |                   | (15,000)          |                   |                   |
| Miscellaneous Revenue       | 290               |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>89,055</b>     | <b>115,486</b>    | <b>60,000</b>      | <b>9,041,343</b>  | <b>8,981,343</b>  | <b>9,041,343</b>  |                   |
| Fund Balance                | 732,971           | 1,464,006         | 1,897,061          | 2,254,371         | 357,310           | 2,254,371         |                   |
| <b>TOTAL SOURCES</b>        | <b>822,026</b>    | <b>1,579,492</b>  | <b>1,957,061</b>   | <b>11,295,714</b> | <b>9,338,653</b>  | <b>11,295,714</b> |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 3,711,402         | 3,949,033         | 5,575,458          | 6,233,106         | 657,648           | 6,271,025         | 37,919            |
| Services and Supplies       | 425,437           | 626,953           | 1,214,707          | 11,066,161        | 9,851,454         | 11,024,031        | (42,130)          |
| Other Charges               | 454,485           | 549,773           | 421,019            | 431,474           | 10,455            | 437,793           | 6,319             |
| Other Financing Uses        | 15,130            | 15,306            | 15,688             | 19,311            | 3,623             | 19,814            | 503               |
| <b>Gross Appropriations</b> | <b>4,606,453</b>  | <b>5,141,065</b>  | <b>7,226,872</b>   | <b>17,750,052</b> | <b>10,523,180</b> | <b>17,752,663</b> | <b>2,611</b>      |
| Intrafund Transfers         | (181,820)         | (112,955)         | (511,214)          | (2,019,247)       | (1,508,033)       | (1,869,247)       | 150,000           |
| <b>Net Appropriations</b>   | <b>4,424,633</b>  | <b>5,028,110</b>  | <b>6,715,658</b>   | <b>15,730,805</b> | <b>9,015,147</b>  | <b>15,883,416</b> | <b>152,611</b>    |
| Contingencies/Dept Reserves | 559,104           | 1,090,139         | 1,523,194          | 1,895,504         | 372,310           | 1,895,504         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>4,983,737</b>  | <b>6,118,249</b>  | <b>8,238,852</b>   | <b>17,626,309</b> | <b>9,387,457</b>  | <b>17,778,920</b> | <b>152,611</b>    |
| <b>NET COUNTY COST</b>      | <b>4,161,711</b>  | <b>4,538,757</b>  | <b>6,281,791</b>   | <b>6,330,595</b>  | <b>48,804</b>     | <b>6,483,206</b>  | <b>152,611</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 18.0              | 20.0              | 19.0               | 20.0              | 1.0               | 20.0              |                   |
| Funded FTE                  | 18.0              | 20.0              | 19.0               | 20.0              | 1.0               | 20.0              |                   |

Clerk of the Board (1215P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  |                   |                   | 25,000             | 25,000            |                   | 25,000            |                   |
| Charges for Services        | 116,128           | 75,425            | 55,250             | 55,250            |                   | 55,250            |                   |
| Miscellaneous Revenue       |                   | 5,489             |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | 116,128           | 80,914            | 80,250             | 80,250            |                   | 80,250            |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 461,761           | 597,562           | 725,305            | 761,013           | 35,708            | 789,507           | 28,494            |
| Services and Supplies       | 171,125           | 131,303           | 605,790            | 508,011           | (97,779)          | 502,932           | (5,079)           |
| Other Charges               | 23,069            | 23,276            | 146,674            | 159,542           | 12,868            | 160,018           | 476               |
| Other Financing Uses        | 55,000            | 125,000           |                    |                   |                   |                   |                   |
| <b>Gross Appropriations</b> | 710,955           | 877,142           | 1,477,769          | 1,428,566         | (49,203)          | 1,452,457         | 23,891            |
| Intrafund Transfers         |                   | (6,732)           | (100,000)          |                   | 100,000           |                   |                   |
| <b>Net Appropriations</b>   | 710,955           | 870,410           | 1,377,769          | 1,428,566         | 50,797            | 1,452,457         | 23,891            |
| Contingencies/Dept Reserves | 15,000            | 15,000            | 15,000             |                   | (15,000)          |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | 725,955           | 885,410           | 1,392,769          | 1,428,566         | 35,797            | 1,452,457         | 23,891            |
| <b>NET COUNTY COST</b>      | 609,827           | 804,496           | 1,312,519          | 1,348,316         | 35,797            | 1,372,207         | 23,891            |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 2.0               | 4.0               | 5.0                | 5.0               |                   | 5.0               |                   |
| Funded FTE                  | 2.0               | 4.0               | 5.0                | 5.0               |                   | 5.0               |                   |

Special Projects and Grants (1217P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       |                   |                   | 350,000            | 350,000           |                   | 350,000           |                   |
| Intergovernmental Revenues  | 126,645           | 944,597           | 1,889,653          | 1,404,653         | (485,000)         | 1,004,653         | (400,000)         |
| Miscellaneous Revenue       | 12,000            | 30,500            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>138,645</b>    | <b>975,097</b>    | <b>2,239,653</b>   | <b>1,754,653</b>  | <b>(485,000)</b>  | <b>1,354,653</b>  | <b>(400,000)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       |                   | 2,496             |                    |                   |                   |                   |                   |
| Services and Supplies       | 697,194           | 1,807,035         | 2,718,622          | 2,497,470         | (221,152)         | 2,097,470         | (400,000)         |
| Other Charges               | 246,178           | 259,233           | 312,078            | 250,033           | (62,045)          | 253,946           | 3,913             |
| <b>Gross Appropriations</b> | <b>943,372</b>    | <b>2,068,764</b>  | <b>3,030,700</b>   | <b>2,747,503</b>  | <b>(283,197)</b>  | <b>2,351,416</b>  | <b>(396,087)</b>  |
| Intrafund Transfers         |                   |                   | 20,000             |                   | (20,000)          |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>943,372</b>    | <b>2,068,764</b>  | <b>3,050,700</b>   | <b>2,747,503</b>  | <b>(303,197)</b>  | <b>2,351,416</b>  | <b>(396,087)</b>  |
| <b>NET COUNTY COST</b>      | <b>804,726</b>    | <b>1,093,667</b>  | <b>811,047</b>     | <b>992,850</b>    | <b>181,803</b>    | <b>996,763</b>    | <b>3,913</b>      |

Project Development Unit (1230P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       |                   |                   | 662,679            | 1,478,515         | 815,836           | 1,479,824         | 1,309             |
| Services and Supplies       |                   |                   | 460,625            | 1,263,000         | 802,375           | 1,263,000         |                   |
| Fixed Assets                |                   |                   | 140,000            | 12,000            | (128,000)         | 12,000            |                   |
| <b>Gross Appropriations</b> |                   |                   | <b>1,263,304</b>   | <b>2,753,515</b>  | <b>1,490,211</b>  | <b>2,754,824</b>  | <b>1,309</b>      |
| Intrafund Transfers         |                   |                   |                    | (845,000)         | (845,000)         | (845,000)         |                   |
| <b>TOTAL REQUIREMENTS</b>   |                   |                   | <b>1,263,304</b>   | <b>1,908,515</b>  | <b>645,211</b>    | <b>1,909,824</b>  | <b>1,309</b>      |
| <b>NET COUNTY COST</b>      |                   |                   | <b>1,263,304</b>   | <b>1,908,515</b>  | <b>645,211</b>    | <b>1,909,824</b>  | <b>1,309</b>      |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           |                   |                   | 8.0                | 8.0               |                   | 8.0               |                   |
| Funded FTE                  |                   |                   | 8.0                | 8.0               |                   | 8.0               |                   |

Workforce and Economic Development (1280B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 5,233,011         | (86,204)          |                    |                   |                   |                   |                   |
| Interfund Revenue           |                   | 15,163            |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | 5,233,011         | (71,041)          |                    |                   |                   |                   |                   |
| Fund Balance                | 60,000            | 60,000            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | 5,293,011         | (11,041)          |                    |                   |                   |                   |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 638,009           | 64,544            |                    |                   |                   |                   |                   |
| Services and Supplies       | 4,107,903         | 5,930             |                    |                   |                   |                   |                   |
| Other Charges               | 484,446           | 13,996            |                    |                   |                   |                   |                   |
| Other Financing Uses        | 455               | 1,200             |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | 5,230,812         | 85,670            |                    |                   |                   |                   |                   |
| <b>NET COUNTY COST</b>      | (62,199)          | 96,711            |                    |                   |                   | 0                 |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 1.0               |                   |                    |                   |                   |                   |                   |
| Funded FTE                  | 1.0               |                   |                    |                   |                   |                   |                   |

## Assessor-County Clerk-Recorder (1300B) General Fund

### FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 30,979            | 17,837            |                    | 9,000             | 9,000             | 9,000             |                   |
| Charges for Services        | 10,474,759        | 10,580,412        | 10,643,679         | 9,771,100         | (872,579)         | 12,015,623        | 2,244,523         |
| Interfund Revenue           |                   |                   |                    | 612,246           | 612,246           | 5,624,409         | 5,012,163         |
| Miscellaneous Revenue       | 47,445            | 73,649            | 17,000             | 12,000            | (5,000)           | 24,000            | 12,000            |
| <b>Total Revenue</b>        | <b>10,553,183</b> | <b>10,671,897</b> | <b>10,660,679</b>  | <b>10,404,346</b> | <b>(256,333)</b>  | <b>17,673,032</b> | <b>7,268,686</b>  |
| Fund Balance                | 2,492,326         | 2,825,119         | 2,985,818          | 2,779,895         | (205,923)         | 2,679,895         | (100,000)         |
| <b>TOTAL SOURCES</b>        | <b>13,045,509</b> | <b>13,497,016</b> | <b>13,646,497</b>  | <b>13,184,241</b> | <b>(462,256)</b>  | <b>20,352,927</b> | <b>7,168,686</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 15,565,527        | 17,290,696        | 18,911,505         | 18,920,571        | 9,066             | 19,679,819        | 759,248           |
| Services and Supplies       | 3,618,379         | 5,183,363         | 8,615,036          | 11,129,523        | 2,514,487         | 6,360,266         | (4,769,257)       |
| Other Charges               | 980,947           | 1,350,128         | 1,435,335          | 1,649,246         | 213,911           | 1,699,761         | 50,515            |
| Fixed Assets                | 213,693           | (3,836)           | 631,002            | 23,000            | (608,002)         | 5,000,000         | 4,977,000         |
| Other Financing Uses        | 661,380           | 523,986           | 530,370            | 539,944           | 9,574             | 549,785           | 9,841             |
| <b>Gross Appropriations</b> | <b>21,039,926</b> | <b>24,344,337</b> | <b>30,123,248</b>  | <b>32,262,284</b> | <b>2,139,036</b>  | <b>33,289,631</b> | <b>1,027,347</b>  |
| Intrafund Transfers         | (1,824,861)       | (4,322,439)       | (5,406,000)        | (8,000,000)       | (2,594,000)       | (1,410,377)       | 6,589,623         |
| <b>Net Appropriations</b>   | <b>19,215,065</b> | <b>20,021,898</b> | <b>24,717,248</b>  | <b>24,262,284</b> | <b>(454,964)</b>  | <b>31,879,254</b> | <b>7,616,970</b>  |
| Contingencies/Dept Reserves | 476,277           | 500,000           | 831,006            | 1,831,006         | 1,000,000         | 1,831,006         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>19,691,342</b> | <b>20,521,898</b> | <b>25,548,254</b>  | <b>26,093,290</b> | <b>545,036</b>    | <b>33,710,260</b> | <b>7,616,970</b>  |
| <b>NET COUNTY COST</b>      | <b>6,645,833</b>  | <b>7,024,882</b>  | <b>11,901,757</b>  | <b>12,909,049</b> | <b>1,007,292</b>  | <b>13,357,333</b> | <b>448,284</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 117.0             | 121.0             | 121.0              | 121.0             |                   | 121.0             |                   |
| Funded FTE                  | 116.9             | 120.5             | 120.5              | 120.9             | 0.5               | 120.9             |                   |

Appraisal Services (1310P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                    |
| Charges for Services        | 5,411,353         | 6,173,857         | 5,940,000          | 6,238,000         | 298,000           | 6,238,000         |                    |
| Miscellaneous Revenue       | 26,903            | 53,605            | 4,000              | 4,000             |                   | 4,000             |                    |
| <b>Total Revenue</b>        | <b>5,438,255</b>  | <b>6,227,461</b>  | <b>5,944,000</b>   | <b>6,242,000</b>  | <b>298,000</b>    | <b>6,242,000</b>  |                    |
| Fund Balance                | 1,719,326         | 1,904,683         | 1,590,918          | 2,590,918         | 1,000,000         | 2,590,918         |                    |
| <b>TOTAL SOURCES</b>        | <b>7,157,581</b>  | <b>8,132,144</b>  | <b>7,534,918</b>   | <b>8,832,918</b>  | <b>1,298,000</b>  | <b>8,832,918</b>  |                    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                    |
| Salaries and Benefits       | 9,765,517         | 10,329,191        | 11,834,704         | 12,197,693        | 362,989           | 12,529,288        | 331,595            |
| Services and Supplies       | 894,797           | 956,032           | 4,105,491          | 6,147,227         | 2,041,736         | 981,411           | (5,165,816)        |
| Other Charges               | 532,521           | 812,633           | 731,906            | 945,859           | 213,953           | 972,828           | 26,969             |
| Fixed Assets                |                   |                   |                    | 15,000            | 15,000            |                   | (15,000)           |
| Other Financing Uses        | 455,340           | 354,568           | 358,726            | 365,943           | 7,217             | 372,517           | 6,574              |
| <b>Gross Appropriations</b> | <b>11,648,175</b> | <b>12,452,425</b> | <b>17,030,827</b>  | <b>19,671,722</b> | <b>2,640,895</b>  | <b>14,856,044</b> | <b>(4,815,678)</b> |
| Intrafund Transfers         |                   |                   | (2,100,000)        | (5,200,000)       | (3,100,000)       |                   | 5,200,000          |
| <b>Net Appropriations</b>   | <b>11,648,175</b> | <b>12,452,425</b> | <b>14,930,827</b>  | <b>14,471,722</b> | <b>(459,105)</b>  | <b>14,856,044</b> | <b>384,322</b>     |
| Contingencies/Dept Reserves | 476,277           | 500,000           | 831,006            | 1,831,006         | 1,000,000         | 1,831,006         |                    |
| <b>TOTAL REQUIREMENTS</b>   | <b>12,124,452</b> | <b>12,952,425</b> | <b>15,761,833</b>  | <b>16,302,728</b> | <b>540,895</b>    | <b>16,687,050</b> | <b>384,322</b>     |
| <b>NET COUNTY COST</b>      | <b>4,966,871</b>  | <b>4,820,281</b>  | <b>8,226,915</b>   | <b>7,469,810</b>  | <b>(757,105)</b>  | <b>7,854,132</b>  | <b>384,322</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                    |
| Salary Resolution           | 77.0              | 82.0              | 81.0               | 81.0              |                   | 81.0              |                    |
| Funded FTE                  | 76.9              | 81.6              | 80.6               | 80.9              | 0.4               | 80.9              |                    |

Administration and Support (1320P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 230,772           |                   | 162,418            |                   | (162,418)         |                   |                   |
| Interfund Revenue           |                   |                   |                    | 167,699           | 167,699           | 170,058           | 2,359             |
| Miscellaneous Revenue       | 4,152             |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>234,924</b>    |                   | <b>162,418</b>     | <b>167,699</b>    | <b>5,281</b>      | <b>170,058</b>    | <b>2,359</b>      |
| Fund Balance                |                   | 147,436           | 621,900            |                   | (621,900)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>234,924</b>    | <b>147,436</b>    | <b>784,318</b>     | <b>167,699</b>    | <b>(616,619)</b>  | <b>170,058</b>    | <b>2,359</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,576,077         | 1,747,546         | 1,717,429          | 1,919,489         | 202,060           | 1,963,404         | 43,915            |
| Services and Supplies       | 37,298            | 55,697            | 265,183            | 306,512           | 41,329            | 70,512            | (236,000)         |
| Other Charges               | 5,332             | 7,805             | 35,218             | 7,764             | (27,454)          | 7,926             | 162               |
| Fixed Assets                |                   |                   | 400,000            |                   | (400,000)         |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,618,707</b>  | <b>1,811,048</b>  | <b>2,417,830</b>   | <b>2,233,765</b>  | <b>(184,065)</b>  | <b>2,041,842</b>  | <b>(191,923)</b>  |
| <b>NET COUNTY COST</b>      | <b>1,383,783</b>  | <b>1,663,612</b>  | <b>1,633,512</b>   | <b>2,066,066</b>  | <b>432,554</b>    | <b>1,871,784</b>  | <b>(194,282)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 9.0               | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |
| Funded FTE                  | 9.0               | 9.0               | 9.0                | 9.0               |                   | 9.0               |                   |

Elections (1330P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 30,979            | 17,837            |                    | 9,000             | 9,000             | 9,000             |                   |
| Charges for Services        | 1,414,082         | 1,323,736         | 40,000             | 297,600           | 257,600           | 2,542,123         | 2,244,523         |
| Interfund Revenue           |                   |                   |                    |                   |                   | 5,000,000         | 5,000,000         |
| Miscellaneous Revenue       | 10,248            | 17,659            | 11,000             | 6,000             | (5,000)           | 18,000            | 12,000            |
| <b>Total Revenue</b>        | <b>1,455,308</b>  | <b>1,359,232</b>  | <b>51,000</b>      | <b>312,600</b>    | <b>261,600</b>    | <b>7,569,123</b>  | <b>7,256,523</b>  |
| Fund Balance                | 448,000           | 448,000           | 448,000            | 100,000           | (348,000)         |                   | (100,000)         |
| <b>TOTAL SOURCES</b>        | <b>1,903,308</b>  | <b>1,807,232</b>  | <b>499,000</b>     | <b>412,600</b>    | <b>(86,400)</b>   | <b>7,569,123</b>  | <b>7,156,523</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 2,301,586         | 3,080,598         | 3,221,995          | 2,453,123         | (768,872)         | 2,717,857         | 264,734           |
| Services and Supplies       | 2,017,524         | 3,545,937         | 2,756,897          | 3,719,199         | 962,302           | 4,427,517         | 708,318           |
| Other Charges               | 165,304           | 218,811           | 298,994            | 275,109           | (23,885)          | 287,297           | 12,188            |
| Fixed Assets                | 213,693           | (3,836)           |                    |                   |                   | 5,000,000         | 5,000,000         |
| Other Financing Uses        | 6,448             | 10,093            | 10,346             | 9,705             | (641)             | 9,957             | 252               |
| <b>Gross Appropriations</b> | <b>4,704,556</b>  | <b>6,851,603</b>  | <b>6,288,232</b>   | <b>6,457,136</b>  | <b>168,904</b>    | <b>12,442,628</b> | <b>5,985,492</b>  |
| Intrafund Transfers         | (1,824,861)       | (4,322,439)       | (3,306,000)        | (2,800,000)       | 506,000           | (1,410,377)       | 1,389,623         |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,879,695</b>  | <b>2,529,164</b>  | <b>2,982,232</b>   | <b>3,657,136</b>  | <b>674,904</b>    | <b>11,032,251</b> | <b>7,375,115</b>  |
| <b>NET COUNTY COST</b>      | <b>976,387</b>    | <b>721,932</b>    | <b>2,483,232</b>   | <b>3,244,536</b>  | <b>761,304</b>    | <b>3,463,128</b>  | <b>218,592</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 12.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |
| Funded FTE                  | 12.0              | 11.9              | 11.9               | 12.0              | 0.1               | 12.0              |                   |

County Clerk-Recorder (1340P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Charges for Services        | 3,418,553         | 3,082,819         | 4,501,261          | 3,235,500         | (1,265,761)        | 3,235,500         |                   |
| Interfund Revenue           |                   |                   |                    | 444,547           | 444,547            | 454,351           | 9,804             |
| Miscellaneous Revenue       | 6,142             | 2,385             | 2,000              | 2,000             |                    | 2,000             |                   |
| <b>Total Revenue</b>        | <b>3,424,695</b>  | <b>3,085,203</b>  | <b>4,503,261</b>   | <b>3,682,047</b>  | <b>(821,214)</b>   | <b>3,691,851</b>  | <b>9,804</b>      |
| Fund Balance                | 325,000           | 325,000           | 325,000            | 88,977            | (236,023)          | 88,977            |                   |
| <b>TOTAL SOURCES</b>        | <b>3,749,695</b>  | <b>3,410,203</b>  | <b>4,828,261</b>   | <b>3,771,024</b>  | <b>(1,057,237)</b> | <b>3,780,828</b>  | <b>9,804</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 1,922,347         | 2,133,361         | 2,137,377          | 2,350,266         | 212,889            | 2,469,270         | 119,004           |
| Services and Supplies       | 668,760           | 625,697           | 1,487,465          | 956,585           | (530,880)          | 880,826           | (75,759)          |
| Other Charges               | 277,790           | 310,878           | 369,217            | 420,514           | 51,297             | 431,710           | 11,196            |
| Fixed Assets                |                   |                   | 231,002            | 8,000             | (223,002)          |                   | (8,000)           |
| Other Financing Uses        | 199,592           | 159,325           | 161,298            | 164,296           | 2,998              | 167,311           | 3,015             |
| <b>TOTAL REQUIREMENTS</b>   | <b>3,068,488</b>  | <b>3,229,261</b>  | <b>4,386,359</b>   | <b>3,899,661</b>  | <b>(486,698)</b>   | <b>3,949,117</b>  | <b>49,456</b>     |
| <b>NET COUNTY COST</b>      | <b>(681,207)</b>  | <b>(180,942)</b>  | <b>(441,902)</b>   | <b>128,637</b>    | <b>570,539</b>     | <b>168,289</b>    | <b>39,652</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 19.0              | 18.0              | 19.0               | 19.0              |                    | 19.0              |                   |
| Funded FTE                  | 19.0              | 18.0              | 19.0               | 19.0              | 0.0                | 19.0              |                   |

Controller's Office (1400B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 154,588           | 120,689           | 100,000            | 145,000           | 45,000            | 165,000           | 20,000            |
| Charges for Services        | 1,814,432         | 2,516,431         | 1,644,420          | 2,025,586         | 381,166           | 2,007,820         | (17,766)          |
| Interfund Revenue           | 377,087           | 851,097           | 1,210              | 1,230             | 20                |                   | (1,230)           |
| Miscellaneous Revenue       | 194,527           | 211,144           | 150,000            | 120,000           | (30,000)          | 80,000            | (40,000)          |
| <b>Total Revenue</b>        | <b>2,540,635</b>  | <b>3,699,361</b>  | <b>1,895,630</b>   | <b>2,291,816</b>  | <b>396,186</b>    | <b>2,252,820</b>  | <b>(38,996)</b>   |
| Fund Balance                | 1,192,637         | 1,319,463         | 1,812,609          | 1,342,428         | (470,181)         | 1,342,428         |                   |
| <b>TOTAL SOURCES</b>        | <b>3,733,272</b>  | <b>5,018,824</b>  | <b>3,708,239</b>   | <b>3,634,244</b>  | <b>(73,995)</b>   | <b>3,595,248</b>  | <b>(38,996)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 6,537,187         | 7,567,488         | 7,904,254          | 8,434,599         | 530,345           | 8,615,516         | 180,917           |
| Services and Supplies       | 1,220,095         | 2,156,369         | 1,084,313          | 934,550           | (149,763)         | 903,190           | (31,360)          |
| Other Charges               | 2,234,052         | 3,632,468         | 3,251,023          | 3,137,862         | (113,161)         | 3,246,222         | 108,360           |
| Other Financing Uses        | 224,429           | 174,760           | 176,810            | 180,366           | 3,556             | 182,705           | 2,339             |
| <b>Gross Appropriations</b> | <b>10,215,763</b> | <b>13,531,085</b> | <b>12,416,400</b>  | <b>12,687,377</b> | <b>270,977</b>    | <b>12,947,633</b> | <b>260,256</b>    |
| Intrafund Transfers         | (993,036)         | (1,238,186)       | (262,190)          | (203,440)         | 58,750            | (209,680)         | (6,240)           |
| <b>Net Appropriations</b>   | <b>9,222,728</b>  | <b>12,292,899</b> | <b>12,154,210</b>  | <b>12,483,937</b> | <b>329,727</b>    | <b>12,737,953</b> | <b>254,016</b>    |
| Contingencies/Dept Reserves | 622,688           | 985,760           | 1,342,428          | 1,342,428         |                   | 1,342,428         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,845,416</b>  | <b>13,278,659</b> | <b>13,496,638</b>  | <b>13,826,365</b> | <b>329,727</b>    | <b>14,080,381</b> | <b>254,016</b>    |
| <b>NET COUNTY COST</b>      | <b>6,112,144</b>  | <b>8,259,835</b>  | <b>9,788,399</b>   | <b>10,192,121</b> | <b>403,722</b>    | <b>10,485,133</b> | <b>293,012</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 43.0              | 46.0              | 46.0               | 46.0              |                   | 46.0              |                   |
| Funded FTE                  | 43.0              | 45.9              | 45.9               | 46.0              | 0.1               | 46.0              |                   |

Administration (1411P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 9                 | 119               |                    |                   |                   |                   |                   |
| Interfund Revenue           | 1,376             | 1,253             | 1,210              | 1,230             | 20                |                   | (1,230)           |
| Miscellaneous Revenue       | 21,953            | 37,647            |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>23,337</b>     | <b>39,019</b>     | <b>1,210</b>       | <b>1,230</b>      | <b>20</b>         |                   | <b>(1,230)</b>    |
| Fund Balance                | 393,615           | 1,319,463         | 1,812,609          | 1,342,428         | (470,181)         | 1,342,428         |                   |
| <b>TOTAL SOURCES</b>        | <b>416,952</b>    | <b>1,358,482</b>  | <b>1,813,819</b>   | <b>1,343,658</b>  | <b>(470,161)</b>  | <b>1,342,428</b>  | <b>(1,230)</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,139,385         | 1,270,079         | 1,195,934          | 1,496,833         | 300,899           | 1,415,089         | (81,744)          |
| Services and Supplies       | 238,875           | 219,631           | 144,146            | 153,346           | 9,200             | 159,196           | 5,850             |
| Other Charges               | 291,330           | 397,273           | 519,575            | 414,025           | (105,550)         | 424,614           | 10,589            |
| Other Financing Uses        | 224,429           | 174,760           | 176,810            | 180,366           | 3,556             | 182,705           | 2,339             |
| <b>Gross Appropriations</b> | <b>1,894,018</b>  | <b>2,061,742</b>  | <b>2,036,465</b>   | <b>2,244,570</b>  | <b>208,105</b>    | <b>2,181,604</b>  | <b>(62,966)</b>   |
| Intrafund Transfers         | (500)             |                   |                    |                   |                   |                   |                   |
| <b>Net Appropriations</b>   | <b>1,893,518</b>  | <b>2,061,742</b>  | <b>2,036,465</b>   | <b>2,244,570</b>  | <b>208,105</b>    | <b>2,181,604</b>  | <b>(62,966)</b>   |
| Contingencies/Dept Reserves | 622,688           | 985,760           | 1,342,428          | 1,342,428         |                   | 1,342,428         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,516,206</b>  | <b>3,047,502</b>  | <b>3,378,893</b>   | <b>3,586,998</b>  | <b>208,105</b>    | <b>3,524,032</b>  | <b>(62,966)</b>   |
| <b>NET COUNTY COST</b>      | <b>2,099,255</b>  | <b>1,689,020</b>  | <b>1,565,074</b>   | <b>2,243,340</b>  | <b>678,266</b>    | <b>2,181,604</b>  | <b>(61,736)</b>   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 5.0               | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |
| Funded FTE                  | 5.0               | 6.0               | 6.0                | 6.0               |                   | 6.0               |                   |

Internal Audit (1421P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 1,814             | 1,279             | 12,000             | 2,000             | (10,000)          | 2,000             |                   |
| Interfund Revenue           |                   | 7,048             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 19,448            | 10,842            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>21,262</b>     | <b>19,169</b>     | <b>12,000</b>      | <b>2,000</b>      | <b>(10,000)</b>   | <b>2,000</b>      |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 941,805           | 1,245,732         | 1,634,582          | 1,495,506         | (139,076)         | 1,535,234         | 39,728            |
| Services and Supplies       | 98,186            | 99,708            | 234,870            | 39,070            | (195,800)         | 39,070            |                   |
| Other Charges               | 8,458             | 7,531             | 8,015              | 11,943            | 3,928             | 12,190            | 247               |
| <b>Gross Appropriations</b> | <b>1,048,449</b>  | <b>1,352,971</b>  | <b>1,877,467</b>   | <b>1,546,519</b>  | <b>(330,948)</b>  | <b>1,586,494</b>  | <b>39,975</b>     |
| Intrafund Transfers         |                   |                   |                    | (10,000)          | (10,000)          | (10,000)          |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,048,449</b>  | <b>1,352,971</b>  | <b>1,877,467</b>   | <b>1,536,519</b>  | <b>(340,948)</b>  | <b>1,576,494</b>  | <b>39,975</b>     |
| <b>NET COUNTY COST</b>      | <b>1,027,188</b>  | <b>1,333,803</b>  | <b>1,865,467</b>   | <b>1,534,519</b>  | <b>(330,948)</b>  | <b>1,574,494</b>  | <b>39,975</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 8.0               | 8.0               | 8.0                | 8.0               |                   | 8.0               |                   |
| Funded FTE                  | 8.0               | 7.9               | 7.9                | 8.0               | 0.1               | 8.0               |                   |

Payroll Services (1431P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 27,162            | 24,756            | 25,000             | 25,549            | 549               | 25,000            | (549)             |
| Miscellaneous Revenue       | 30                | 99                |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>27,192</b>     | <b>24,855</b>     | <b>25,000</b>      | <b>25,549</b>     | <b>549</b>        | <b>25,000</b>     | <b>(549)</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 742,642           | 1,093,446         | 1,156,906          | 1,245,276         | 88,370            | 1,305,619         | 60,343            |
| Services and Supplies       | 2,667             | 8,380             | 11,571             | 12,600            | 1,029             | 7,650             | (4,950)           |
| Other Charges               | 1,393,303         | 2,654,356         | 2,653,020          | 2,649,322         | (3,698)           | 2,746,198         | 96,876            |
| <b>Gross Appropriations</b> | <b>2,138,612</b>  | <b>3,756,182</b>  | <b>3,821,497</b>   | <b>3,907,198</b>  | <b>85,701</b>     | <b>4,059,467</b>  | <b>152,269</b>    |
| Intrafund Transfers         |                   |                   | (33,690)           |                   | 33,690            |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,138,612</b>  | <b>3,756,182</b>  | <b>3,787,807</b>   | <b>3,907,198</b>  | <b>119,391</b>    | <b>4,059,467</b>  | <b>152,269</b>    |
| <b>NET COUNTY COST</b>      | <b>2,111,420</b>  | <b>3,731,327</b>  | <b>3,762,807</b>   | <b>3,881,649</b>  | <b>118,842</b>    | <b>4,034,467</b>  | <b>152,818</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 6.0               | 7.0               | 7.0                | 7.0               |                   | 7.0               |                   |
| Funded FTE                  | 6.0               | 7.0               | 7.0                | 7.0               |                   | 7.0               |                   |

Controller Information Systems (1432P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 205               |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | 205               |                   |                    |                   |                   |                   |                   |
| Fund Balance                | 148,688           |                   |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | 148,893           |                   |                    |                   |                   |                   |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 843,819           | 802,757           | 930,712            | 988,533           | 57,821            | 1,083,619         | 95,086            |
| Services and Supplies       | 34,541            | 28,683            | 82,866             | 13,200            | (69,666)          | 13,200            |                   |
| Other Charges               | 7,905             | 20,038            | 6,055              | 4,280             | (1,775)           | 4,403             | 123               |
| <b>Gross Appropriations</b> | 886,265           | 851,478           | 1,019,633          | 1,006,013         | (13,620)          | 1,101,222         | 95,209            |
| Intrafund Transfers         | (71,770)          | (33,935)          |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | 814,495           | 817,543           | 1,019,633          | 1,006,013         | (13,620)          | 1,101,222         | 95,209            |
| <b>NET COUNTY COST</b>      | 665,602           | 817,543           | 1,019,633          | 1,006,013         | (13,620)          | 1,101,222         | 95,209            |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 5.0               | 5.0               | 5.0                | 5.0               |                   | 5.0               |                   |
| Funded FTE                  | 5.0               | 5.0               | 5.0                | 5.0               |                   | 5.0               |                   |

General Accounting (1441P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 56,811            | 67,450            | 70,000             | 37,220            | (32,780)          | 37,000            | (220)             |
| Interfund Revenue           | 15,907            |                   |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 138,461           | 162,556           | 150,000            | 120,000           | (30,000)          | 80,000            | (40,000)          |
| <b>TOTAL SOURCES</b>        | <b>211,179</b>    | <b>230,006</b>    | <b>220,000</b>     | <b>157,220</b>    | <b>(62,780)</b>   | <b>117,000</b>    | <b>(40,220)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 924,892           | 989,952           | 1,314,448          | 1,428,617         | 114,169           | 1,465,740         | 37,123            |
| Services and Supplies       | 89,286            | 253,754           | 20,550             | 18,500            | (2,050)           | 10,000            | (8,500)           |
| Other Charges               | 50,074            | 36,910            | 9,033              | 40,559            | 31,526            | 40,807            | 248               |
| <b>Gross Appropriations</b> | <b>1,064,252</b>  | <b>1,280,616</b>  | <b>1,344,031</b>   | <b>1,487,676</b>  | <b>143,645</b>    | <b>1,516,547</b>  | <b>28,871</b>     |
| Intrafund Transfers         | (1,551)           | (1,660)           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,062,700</b>  | <b>1,278,956</b>  | <b>1,344,031</b>   | <b>1,487,676</b>  | <b>143,645</b>    | <b>1,516,547</b>  | <b>28,871</b>     |
| <b>NET COUNTY COST</b>      | <b>851,521</b>    | <b>1,048,950</b>  | <b>1,124,031</b>   | <b>1,330,456</b>  | <b>206,425</b>    | <b>1,399,547</b>  | <b>69,091</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 8.0               | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| Funded FTE                  | 8.0               | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |

Property Tax/Special Accounting (1461P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 139,384           | 120,689           | 100,000            | 145,000           | 45,000            | 165,000           | 20,000            |
| Charges for Services        | 1,728,636         | 2,422,827         | 1,537,420          | 1,960,817         | 423,397           | 1,943,820         | (16,997)          |
| Interfund Revenue           | 359,805           | 842,796           |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 14,430            |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>2,242,256</b>  | <b>3,386,313</b>  | <b>1,637,420</b>   | <b>2,105,817</b>  | <b>468,397</b>    | <b>2,108,820</b>  | <b>3,003</b>      |
| Fund Balance                | 322,123           |                   |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>2,564,379</b>  | <b>3,386,313</b>  | <b>1,637,420</b>   | <b>2,105,817</b>  | <b>468,397</b>    | <b>2,108,820</b>  | <b>3,003</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,749,296         | 2,162,433         | 1,671,672          | 1,779,834         | 108,162           | 1,810,215         | 30,381            |
| Services and Supplies       | 538,571           | 1,546,214         | 590,310            | 697,834           | 107,524           | 674,074           | (23,760)          |
| Other Charges               | 249,460           | 514,266           | 55,325             | 17,733            | (37,592)          | 18,010            | 277               |
| <b>Gross Appropriations</b> | <b>2,537,327</b>  | <b>4,222,913</b>  | <b>2,317,307</b>   | <b>2,495,401</b>  | <b>178,094</b>    | <b>2,502,299</b>  | <b>6,898</b>      |
| Intrafund Transfers         | (670,754)         | (1,202,590)       | (228,500)          | (193,440)         | 35,060            | (199,680)         | (6,240)           |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,866,573</b>  | <b>3,020,322</b>  | <b>2,088,807</b>   | <b>2,301,961</b>  | <b>213,154</b>    | <b>2,302,619</b>  | <b>658</b>        |
| <b>NET COUNTY COST</b>      | <b>(697,805)</b>  | <b>(365,990)</b>  | <b>451,387</b>     | <b>196,144</b>    | <b>(255,243)</b>  | <b>193,799</b>    | <b>(2,345)</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 10.0              | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |
| Funded FTE                  | 10.0              | 10.0              | 10.0               | 10.0              |                   | 10.0              |                   |

Business Systems Development (1462P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 195,349           | 3,088             |                    |                   |                   |                   |                   |
| Other Charges               | 1,554             | 79                |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>196,903</b>    | <b>3,167</b>      |                    |                   |                   |                   |                   |
| <b>NET COUNTY COST</b>      | <b>196,903</b>    | <b>3,167</b>      |                    |                   |                   |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 1.0               |                   |                    |                   |                   |                   |                   |
| Funded FTE                  | 1.0               |                   |                    |                   |                   |                   |                   |

Prop Tax System Shared Costs (1463P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 15,204            |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | 15,204            |                   |                    |                   |                   |                   |                   |
| Fund Balance                | 328,211           |                   |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | 343,415           |                   |                    |                   |                   |                   |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Services and Supplies       | 217,969           |                   |                    |                   |                   |                   |                   |
| Other Charges               | 231,967           | 2,016             |                    |                   |                   |                   |                   |
| <b>Gross Appropriations</b> | 449,937           | 2,016             |                    |                   |                   |                   |                   |
| Intrafund Transfers         | (248,460)         |                   |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | 201,477           | 2,016             |                    |                   |                   |                   |                   |
| <b>NET COUNTY COST</b>      | (141,939)         | 2,016             |                    |                   |                   |                   |                   |

Treasurer - Tax Collector (1500B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                    |                    |                    |                   |                   |                   |                     |
| Taxes                            |                    | 396                |                    |                   |                   |                   |                     |
| Licenses, Permits and Franchises | 3,149              | 2,628              | 3,650              | 1,850             | (1,800)           | 1,850             |                     |
| Use of Money and Property        | 67,177             | 90,510             | 50,000             | 55,000            | 5,000             | 55,000            |                     |
| Charges for Services             | 6,011,332          | 6,652,621          | 4,974,990          | 5,199,990         | 225,000           | 5,199,990         |                     |
| Interfund Revenue                | 740,165            | 568,038            | 681,000            | 6,244,364         | 5,563,364         | 671,000           | (5,573,364)         |
| Miscellaneous Revenue            | 144,940            | 179,987            | 96,500             | 106,500           | 10,000            | 106,500           |                     |
| <b>Total Revenue</b>             | <b>6,966,763</b>   | <b>7,494,178</b>   | <b>5,806,140</b>   | <b>11,607,704</b> | <b>5,801,564</b>  | <b>6,034,340</b>  | <b>(5,573,364)</b>  |
| Fund Balance                     | 2,718,787          | 5,676,343          | 4,218,878          | 3,912,028         | (306,850)         | 3,912,028         |                     |
| <b>TOTAL SOURCES</b>             | <b>9,685,550</b>   | <b>13,170,521</b>  | <b>10,025,018</b>  | <b>15,519,732</b> | <b>5,494,714</b>  | <b>9,946,368</b>  | <b>(5,573,364)</b>  |
| <b>REQUIREMENTS</b>              |                    |                    |                    |                   |                   |                   |                     |
| Salaries and Benefits            | 6,381,374          | 6,492,888          | 8,389,734          | 9,558,459         | 1,168,725         | 8,927,784         | (630,675)           |
| Services and Supplies            | 1,003,803          | 1,176,728          | 3,336,024          | 17,584,401        | 14,248,377        | 3,714,663         | (13,869,738)        |
| Other Charges                    | 755,222            | 3,565,137          | 2,316,441          | 1,377,586         | (938,855)         | 1,393,216         | 15,630              |
| Fixed Assets                     |                    | 38,473             | 50,000             | 40,000            | (10,000)          | 40,000            |                     |
| Other Financing Uses             | 223,492            | 178,741            | 181,203            | 185,404           | 4,201             | 187,240           | 1,836               |
| <b>Gross Appropriations</b>      | <b>8,363,892</b>   | <b>11,451,968</b>  | <b>14,273,402</b>  | <b>28,745,850</b> | <b>14,472,448</b> | <b>14,262,903</b> | <b>(14,482,947)</b> |
| Intrafund Transfers              | (3,454,946)        | (3,172,720)        | (3,081,542)        | (11,928,677)      | (8,847,135)       | (2,913,559)       | 9,015,118           |
| <b>Net Appropriations</b>        | <b>4,908,946</b>   | <b>8,279,248</b>   | <b>11,191,860</b>  | <b>16,817,173</b> | <b>5,625,313</b>  | <b>11,349,344</b> | <b>(5,467,829)</b>  |
| Contingencies/Dept Reserves      | 201,359            | 301,359            | 301,359            | 301,359           |                   | 301,359           |                     |
| <b>TOTAL REQUIREMENTS</b>        | <b>5,110,305</b>   | <b>8,580,607</b>   | <b>11,493,219</b>  | <b>17,118,532</b> | <b>5,625,313</b>  | <b>11,650,703</b> | <b>(5,467,829)</b>  |
| <b>NET COUNTY COST</b>           | <b>(4,575,244)</b> | <b>(4,589,915)</b> | <b>1,468,201</b>   | <b>1,598,800</b>  | <b>130,599</b>    | <b>1,704,335</b>  | <b>105,535</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                    |                    |                    |                   |                   |                   |                     |
| Salary Resolution                | 61.0               | 61.0               | 61.0               | 59.0              | (2.0)             | 59.0              |                     |
| Funded FTE                       | 61.0               | 61.0               | 61.0               | 59.0              | (2.0)             | 59.0              |                     |

Tax Collector (1510P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19   |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|---------------------|
| <b>SOURCES</b>                   |                   |                   |                    |                   |                   |                   |                     |
| Taxes                            |                   | 396               |                    |                   |                   |                   |                     |
| Licenses, Permits and Franchises | 3,149             | 2,628             | 3,650              | 1,850             | (1,800)           | 1,850             |                     |
| Charges for Services             | 1,478,327         | 1,633,340         | 1,164,474          | 1,169,474         | 5,000             | 1,169,474         |                     |
| Interfund Revenue                |                   |                   |                    | 5,573,364         | 5,573,364         |                   | (5,573,364)         |
| Miscellaneous Revenue            | 62,507            | 76,905            | 56,000             | 56,000            |                   | 56,000            |                     |
| <b>Total Revenue</b>             | <b>1,543,983</b>  | <b>1,713,269</b>  | <b>1,224,124</b>   | <b>6,800,688</b>  | <b>5,576,564</b>  | <b>1,227,324</b>  | <b>(5,573,364)</b>  |
| Fund Balance                     | 1,560,008         | 3,137,508         | 1,647,349          | 1,647,349         |                   | 1,647,349         |                     |
| <b>TOTAL SOURCES</b>             | <b>3,103,991</b>  | <b>4,850,777</b>  | <b>2,871,473</b>   | <b>8,448,037</b>  | <b>5,576,564</b>  | <b>2,874,673</b>  | <b>(5,573,364)</b>  |
| <b>REQUIREMENTS</b>              |                   |                   |                    |                   |                   |                   |                     |
| Salaries and Benefits            | 1,903,271         | 1,604,100         | 2,064,283          | 3,049,659         | 985,376           | 2,283,163         | (766,496)           |
| Services and Supplies            | 303,313           | 389,401           | 1,473,859          | 15,597,492        | 14,123,633        | 1,922,974         | (13,674,518)        |
| Other Charges                    | 426,144           | 1,892,440         | 505,845            | 459,045           | (46,800)          | 465,680           | 6,635               |
| Fixed Assets                     |                   | 12,824            | 10,000             | 10,000            |                   | 10,000            |                     |
| Other Financing Uses             | 121,908           | 94,928            | 96,042             | 99,242            | 3,200             | 99,542            | 300                 |
| <b>Gross Appropriations</b>      | <b>2,754,636</b>  | <b>3,993,693</b>  | <b>4,150,029</b>   | <b>19,215,438</b> | <b>15,065,409</b> | <b>4,781,359</b>  | <b>(14,434,079)</b> |
| Intrafund Transfers              |                   |                   |                    | (9,090,118)       | (9,090,118)       |                   | 9,090,118           |
| <b>Net Appropriations</b>        | <b>2,754,636</b>  | <b>3,993,693</b>  | <b>4,150,029</b>   | <b>10,125,320</b> | <b>5,975,291</b>  | <b>4,781,359</b>  | <b>(5,343,961)</b>  |
| Contingencies/Dept Reserves      | 62,817            | 162,817           | 162,817            | 162,817           |                   | 162,817           |                     |
| <b>TOTAL REQUIREMENTS</b>        | <b>2,817,453</b>  | <b>4,156,510</b>  | <b>4,312,846</b>   | <b>10,288,137</b> | <b>5,975,291</b>  | <b>4,944,176</b>  | <b>(5,343,961)</b>  |
| <b>NET COUNTY COST</b>           | <b>(286,538)</b>  | <b>(694,267)</b>  | <b>1,441,373</b>   | <b>1,840,100</b>  | <b>398,727</b>    | <b>2,069,503</b>  | <b>229,403</b>      |
| <b>AUTHORIZED POSITIONS</b>      |                   |                   |                    |                   |                   |                   |                     |
| Salary Resolution                | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                     |
| Funded FTE                       | 14.0              | 14.0              | 14.0               | 14.0              |                   | 14.0              |                     |

Treasurer (1520P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                    |                    |                    |                   |                   |                   |                   |
| Charges for Services        | 4,476,181          | 4,962,981          | 3,760,016          | 3,980,016         | 220,000           | 3,980,016         |                   |
| Interfund Revenue           | 1,427              | 1,336              |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 15,638             | 25,217             |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>4,493,246</b>   | <b>4,989,533</b>   | <b>3,760,016</b>   | <b>3,980,016</b>  | <b>220,000</b>    | <b>3,980,016</b>  |                   |
| Fund Balance                | 162,789            | 846,305            | 1,176,327          | 1,176,327         |                   | 1,176,327         |                   |
| <b>TOTAL SOURCES</b>        | <b>4,656,035</b>   | <b>5,835,838</b>   | <b>4,936,343</b>   | <b>5,156,343</b>  | <b>220,000</b>    | <b>5,156,343</b>  |                   |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,878,553          | 2,226,194          | 2,852,517          | 2,963,411         | 110,894           | 3,026,801         | 63,390            |
| Services and Supplies       | 243,544            | 359,788            | 901,527            | 1,199,599         | 298,072           | 1,009,041         | (190,558)         |
| Other Charges               | 103,280            | 768,307            | 1,245,472          | 639,322           | (606,150)         | 641,422           | 2,100             |
| Fixed Assets                |                    | 12,824             | 30,000             | 30,000            |                   | 30,000            |                   |
| Other Financing Uses        | 92,008             | 71,175             | 71,994             | 73,244            | 1,250             | 74,444            | 1,200             |
| <b>Gross Appropriations</b> | <b>2,317,385</b>   | <b>3,438,288</b>   | <b>5,101,510</b>   | <b>4,905,576</b>  | <b>(195,934)</b>  | <b>4,781,708</b>  | <b>(123,868)</b>  |
| Intrafund Transfers         |                    |                    | (239,530)          | (95,000)          | 144,530           | (95,000)          |                   |
| <b>Net Appropriations</b>   | <b>2,317,385</b>   | <b>3,438,288</b>   | <b>4,861,980</b>   | <b>4,810,576</b>  | <b>(51,404)</b>   | <b>4,686,708</b>  | <b>(123,868)</b>  |
| Contingencies/Dept Reserves | 104,467            | 104,467            | 104,467            | 104,467           |                   | 104,467           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,421,852</b>   | <b>3,542,755</b>   | <b>4,966,447</b>   | <b>4,915,043</b>  | <b>(51,404)</b>   | <b>4,791,175</b>  | <b>(123,868)</b>  |
| <b>NET COUNTY COST</b>      | <b>(2,234,183)</b> | <b>(2,293,084)</b> | <b>30,104</b>      | <b>(241,300)</b>  | <b>(271,404)</b>  | <b>(365,168)</b>  | <b>(123,868)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                   |                   |                   |                   |
| Salary Resolution           | 20.0               | 20.0               | 20.0               | 19.0              | (1.0)             | 19.0              |                   |
| Funded FTE                  | 20.0               | 20.0               | 20.0               | 19.0              | (1.0)             | 19.0              |                   |

Revenue Services Program (1530P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15  | Actual<br>2015-16  | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                    |                    |                    |                   |                   |                   |                   |
| Use of Money and Property   | 67,177             | 90,510             | 50,000             | 55,000            | 5,000             | 55,000            |                   |
| Charges for Services        | 56,825             | 56,300             | 50,500             | 50,500            |                   | 50,500            |                   |
| Interfund Revenue           | 738,738            | 566,702            | 681,000            | 671,000           | (10,000)          | 671,000           |                   |
| Miscellaneous Revenue       | 66,795             | 77,864             | 40,500             | 50,500            | 10,000            | 50,500            |                   |
| <b>Total Revenue</b>        | <b>929,534</b>     | <b>791,376</b>     | <b>822,000</b>     | <b>827,000</b>    | <b>5,000</b>      | <b>827,000</b>    |                   |
| Fund Balance                | 995,990            | 1,692,530          | 1,395,202          | 1,088,352         | (306,850)         | 1,088,352         |                   |
| <b>TOTAL SOURCES</b>        | <b>1,925,524</b>   | <b>2,483,906</b>   | <b>2,217,202</b>   | <b>1,915,352</b>  | <b>(301,850)</b>  | <b>1,915,352</b>  |                   |
| <b>REQUIREMENTS</b>         |                    |                    |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 2,599,551          | 2,662,595          | 3,472,934          | 3,545,389         | 72,455            | 3,617,820         | 72,431            |
| Services and Supplies       | 456,946            | 427,540            | 960,638            | 787,310           | (173,328)         | 782,648           | (4,662)           |
| Other Charges               | 225,798            | 904,390            | 565,124            | 279,219           | (285,905)         | 286,114           | 6,895             |
| Fixed Assets                |                    | 12,824             | 10,000             |                   | (10,000)          |                   |                   |
| Other Financing Uses        | 9,576              | 12,638             | 13,167             | 12,918            | (249)             | 13,254            | 336               |
| <b>Gross Appropriations</b> | <b>3,291,871</b>   | <b>4,019,987</b>   | <b>5,021,863</b>   | <b>4,624,836</b>  | <b>(397,027)</b>  | <b>4,699,836</b>  | <b>75,000</b>     |
| Intrafund Transfers         | (3,454,946)        | (3,172,720)        | (2,842,012)        | (2,743,559)       | 98,453            | (2,818,559)       | (75,000)          |
| <b>Net Appropriations</b>   | <b>(163,075)</b>   | <b>847,267</b>     | <b>2,179,851</b>   | <b>1,881,277</b>  | <b>(298,574)</b>  | <b>1,881,277</b>  |                   |
| Contingencies/Dept Reserves | 34,075             | 34,075             | 34,075             | 34,075            |                   | 34,075            |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>(129,000)</b>   | <b>881,342</b>     | <b>2,213,926</b>   | <b>1,915,352</b>  | <b>(298,574)</b>  | <b>1,915,352</b>  |                   |
| <b>NET COUNTY COST</b>      | <b>(2,054,523)</b> | <b>(1,602,564)</b> | <b>(3,276)</b>     |                   | <b>3,276</b>      |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                    |                    |                    |                   |                   |                   |                   |
| Salary Resolution           | 27.0               | 27.0               | 27.0               | 26.0              | (1.0)             | 26.0              |                   |
| Funded FTE                  | 27.0               | 27.0               | 27.0               | 25.9              | (1.1)             | 25.9              |                   |

Retirement Office (2000B)  
Retirement Trust Fund (Information Only)

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Miscellaneous Revenue       | 9,226,665         | 8,674,407         |                    |                   |                    |                   |                   |
| Other Financing Sources     |                   |                   | 12,729,063         | 9,942,232         | (2,786,831)        | 10,135,006        | 192,774           |
| <b>TOTAL SOURCES</b>        | <b>9,226,665</b>  | <b>8,674,407</b>  | <b>12,729,063</b>  | <b>9,942,232</b>  | <b>(2,786,831)</b> | <b>10,135,006</b> | <b>192,774</b>    |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 4,093,674         | 4,506,412         | 5,012,185          | 5,241,029         | 228,844            | 5,323,176         | 82,147            |
| Services and Supplies       | 1,809,550         | 2,077,030         | 3,419,271          | 3,521,849         | 102,578            | 3,627,506         | 105,657           |
| Other Charges               | 117,393           | 134,890           | 297,607            | 179,354           | (118,253)          | 184,324           | 4,970             |
| Fixed Assets                | 3,206,047         | 1,956,076         | 4,000,000          | 1,000,000         | (3,000,000)        | 1,000,000         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,226,665</b>  | <b>8,674,407</b>  | <b>12,729,063</b>  | <b>9,942,232</b>  | <b>(2,786,831)</b> | <b>10,135,006</b> | <b>192,774</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 23.0              | 24.0              | 24.0               | 24.0              |                    | 24.0              |                   |
| Funded FTE                  | 22.9              | 24.0              | 24.0               | 24.0              |                    | 24.0              |                   |

County Counsel's Office (1600B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Intergovernmental Revenues  | 88,337            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 4,131,133         | 4,141,112         | 4,315,498          | 4,639,663         | 324,165           | 4,741,803         | 102,140           |
| Interfund Revenue           | 2,858             | 4,265             |                    |                   |                   |                   |                   |
| Miscellaneous Revenue       | 15,248            | 116,463           | 10,000             | 10,000            |                   | 10,000            |                   |
| <b>Total Revenue</b>        | <b>4,237,576</b>  | <b>4,261,840</b>  | <b>4,325,498</b>   | <b>4,649,663</b>  | <b>324,165</b>    | <b>4,751,803</b>  | <b>102,140</b>    |
| Fund Balance                | 2,433,229         | 2,441,481         | 2,678,725          | 2,669,812         | (8,913)           | 1,917,109         | (752,703)         |
| <b>TOTAL SOURCES</b>        | <b>6,670,805</b>  | <b>6,703,321</b>  | <b>7,004,223</b>   | <b>7,319,475</b>  | <b>315,252</b>    | <b>6,668,912</b>  | <b>(650,563)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 9,652,050         | 10,419,200        | 11,270,834         | 12,283,744        | 1,012,910         | 12,477,434        | 193,690           |
| Services and Supplies       | 432,116           | 505,324           | 952,250            | 1,237,318         | 285,068           | 1,001,003         | (236,315)         |
| Other Charges               | 465,441           | 583,890           | 621,497            | 689,567           | 68,070            | 704,685           | 15,118            |
| Fixed Assets                |                   |                   | 10,000             | 10,000            |                   | 10,000            |                   |
| Other Financing Uses        | 26,098            | 26,401            | 27,060             | 33,310            | 6,250             | 34,177            | 867               |
| <b>Gross Appropriations</b> | <b>10,575,706</b> | <b>11,534,815</b> | <b>12,881,641</b>  | <b>14,253,939</b> | <b>1,372,298</b>  | <b>14,227,299</b> | <b>(26,640)</b>   |
| Intrafund Transfers         | (1,804,932)       | (2,280,689)       | (2,016,293)        | (2,016,293)       |                   | (2,016,293)       |                   |
| <b>Net Appropriations</b>   | <b>8,770,774</b>  | <b>9,254,126</b>  | <b>10,865,348</b>  | <b>12,237,646</b> | <b>1,372,298</b>  | <b>12,211,006</b> | <b>(26,640)</b>   |
| Contingencies/Dept Reserves | 1,048,173         | 1,797,416         | 2,179,647          | 1,617,937         | (561,710)         | 1,189,936         | (428,001)         |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,818,947</b>  | <b>11,051,542</b> | <b>13,044,995</b>  | <b>13,855,583</b> | <b>810,588</b>    | <b>13,400,942</b> | <b>(454,641)</b>  |
| <b>NET COUNTY COST</b>      | <b>3,148,142</b>  | <b>4,348,220</b>  | <b>6,040,772</b>   | <b>6,536,108</b>  | <b>495,336</b>    | <b>6,732,030</b>  | <b>195,922</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 43.0              | 43.0              | 45.0               | 45.0              |                   | 45.0              |                   |
| Funded FTE                  | 42.3              | 42.4              | 44.0               | 43.8              | (0.2)             | 43.8              |                   |

Human Resources Department (1700B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       |                   | 184,914           | 400,000            | 400,000           |                   | 400,000           |                   |
| Intergovernmental Revenues  | 53,754            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 177,966           | 320,954           | 225,412            | 301,250           | 75,838            | 323,881           | 22,631            |
| Interfund Revenue           | 4,723,586         | 6,092,963         | 6,236,499          | 7,668,368         | 1,431,869         | 7,808,666         | 140,298           |
| Miscellaneous Revenue       | 168,779           | 198,478           | 272,100            | 219,716           | (52,384)          | 233,528           | 13,812            |
| Other Financing Sources     |                   |                   | 250,000            |                   | (250,000)         |                   |                   |
| <b>Total Revenue</b>        | <b>5,124,086</b>  | <b>6,797,308</b>  | <b>7,384,011</b>   | <b>8,589,334</b>  | <b>1,205,323</b>  | <b>8,766,075</b>  | <b>176,741</b>    |
| Fund Balance                | 992,387           | 1,042,069         | 1,343,912          | 1,206,544         | (137,368)         | 667,984           | (538,560)         |
| <b>TOTAL SOURCES</b>        | <b>6,116,473</b>  | <b>7,839,377</b>  | <b>8,727,923</b>   | <b>9,795,878</b>  | <b>1,067,955</b>  | <b>9,434,059</b>  | <b>(361,819)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 8,022,530         | 10,055,352        | 10,816,683         | 12,094,776        | 1,278,093         | 12,398,928        | 304,152           |
| Services and Supplies       | 2,015,926         | 2,174,122         | 2,493,396          | 2,522,678         | 29,282            | 2,505,177         | (17,501)          |
| Other Charges               | 634,041           | 846,803           | 881,306            | 1,136,792         | 255,486           | 1,163,122         | 26,330            |
| Fixed Assets                | 29,097            |                   | 395,903            |                   | (395,903)         |                   |                   |
| Other Financing Uses        | 30,495            | 40,157            | 541,155            | 803,937           | 262,782           | 266,428           | (537,509)         |
| <b>Gross Appropriations</b> | <b>10,732,088</b> | <b>13,116,433</b> | <b>15,128,443</b>  | <b>16,558,183</b> | <b>1,429,740</b>  | <b>16,333,655</b> | <b>(224,528)</b>  |
| Intrafund Transfers         | (1,284,782)       | (1,437,744)       | (1,603,499)        | (1,221,178)       | 382,321           | (1,190,120)       | 31,058            |
| <b>Net Appropriations</b>   | <b>9,447,306</b>  | <b>11,678,689</b> | <b>13,524,944</b>  | <b>15,337,005</b> | <b>1,812,061</b>  | <b>15,143,535</b> | <b>(193,470)</b>  |
| Contingencies/Dept Reserves | 456,807           | 456,807           | 456,807            | 456,807           |                   | 456,807           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>9,904,113</b>  | <b>12,135,496</b> | <b>13,981,751</b>  | <b>15,793,812</b> | <b>1,812,061</b>  | <b>15,600,342</b> | <b>(193,470)</b>  |
| <b>NET COUNTY COST</b>      | <b>3,787,641</b>  | <b>4,296,119</b>  | <b>5,253,828</b>   | <b>5,997,934</b>  | <b>744,106</b>    | <b>6,166,283</b>  | <b>168,349</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 52.0              | 58.0              | 59.0               | 59.0              |                   | 59.0              |                   |
| Funded FTE                  | 50.4              | 57.3              | 58.3               | 58.6              | 0.3               | 58.6              |                   |

HR Strategic Support and Partnerships (1710P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Taxes                       |                   | 184,914           | 400,000            | 400,000           |                   | 400,000           |                   |
| Intergovernmental Revenues  | 53,754            |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 98,991            | 231,067           | 124,912            | 220,250           | 95,338            | 237,881           | 17,631            |
| Interfund Revenue           | 528,038           | 758,509           | 700,469            | 1,615,194         | 914,725           | 1,630,966         | 15,772            |
| Miscellaneous Revenue       | 28,013            | 46,906            |                    | 15,500            | 15,500            | 28,000            | 12,500            |
| <b>Total Revenue</b>        | <b>708,796</b>    | <b>1,221,396</b>  | <b>1,225,381</b>   | <b>2,250,944</b>  | <b>1,025,563</b>  | <b>2,296,847</b>  | <b>45,903</b>     |
| Fund Balance                | 622,387           | 692,069           | 698,009            | 667,984           | (30,025)          | 667,984           |                   |
| <b>TOTAL SOURCES</b>        | <b>1,331,183</b>  | <b>1,913,465</b>  | <b>1,923,390</b>   | <b>2,918,928</b>  | <b>995,538</b>    | <b>2,964,831</b>  | <b>45,903</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,868,691         | 2,051,227         | 2,514,359          | 2,594,560         | 80,201            | 2,632,560         | 38,000            |
| Services and Supplies       | 305,030           | 459,566           | 399,083            | 565,577           | 166,494           | 535,077           | (30,500)          |
| Other Charges               | 346,639           | 458,344           | 636,481            | 865,636           | 229,155           | 883,477           | 17,841            |
| Other Financing Uses        | 17,306            | 22,839            | 23,409             | 22,964            | (445)             | 23,562            | 598               |
| <b>Gross Appropriations</b> | <b>2,537,666</b>  | <b>2,991,976</b>  | <b>3,573,332</b>   | <b>4,048,737</b>  | <b>475,405</b>    | <b>4,074,676</b>  | <b>25,939</b>     |
| Intrafund Transfers         | (743,554)         | (666,400)         | (847,625)          | (554,669)         | 292,956           | (557,212)         | (2,543)           |
| <b>Net Appropriations</b>   | <b>1,794,112</b>  | <b>2,325,576</b>  | <b>2,725,707</b>   | <b>3,494,068</b>  | <b>768,361</b>    | <b>3,517,464</b>  | <b>23,396</b>     |
| Contingencies/Dept Reserves | 456,807           | 456,807           | 456,807            | 456,807           |                   | 456,807           |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,250,919</b>  | <b>2,782,383</b>  | <b>3,182,514</b>   | <b>3,950,875</b>  | <b>768,361</b>    | <b>3,974,271</b>  | <b>23,396</b>     |
| <b>NET COUNTY COST</b>      | <b>919,736</b>    | <b>868,918</b>    | <b>1,259,124</b>   | <b>1,031,947</b>  | <b>(227,177)</b>  | <b>1,009,440</b>  | <b>(22,507)</b>   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 9.0               | 11.0              | 10.0               | 12.0              | 2.0               | 12.0              |                   |
| Funded FTE                  | 9.0               | 11.0              | 10.0               | 11.9              | 1.9               | 11.9              |                   |

Employee Benefits and Wellness (1720P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 900               |                   |                    |                   |                   |                   |                   |
| Interfund Revenue           | 1,365,535         | 2,083,456         | 2,332,636          | 2,956,459         | 623,823           | 3,024,644         | 68,185            |
| Miscellaneous Revenue       | 133,921           | 151,096           | 136,000            | 154,096           | 18,096            | 154,096           |                   |
| <b>TOTAL SOURCES</b>        | <b>1,500,357</b>  | <b>2,234,552</b>  | <b>2,468,636</b>   | <b>3,110,555</b>  | <b>641,919</b>    | <b>3,178,740</b>  | <b>68,185</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 823,008           | 2,012,149         | 2,068,104          | 3,255,201         | 1,187,097         | 3,348,121         | 92,920            |
| Services and Supplies       | 544,886           | 430,606           | 648,063            | 700,970           | 52,907            | 646,970           | (54,000)          |
| Other Charges               | 124,892           | 176,437           | 114,159            | 129,092           | 14,933            | 133,591           | 4,499             |
| Other Financing Uses        | 7,570             | 9,903             | 10,146             | 9,957             | (189)             | 10,216            | 259               |
| <b>Gross Appropriations</b> | <b>1,500,356</b>  | <b>2,629,095</b>  | <b>2,840,472</b>   | <b>4,095,220</b>  | <b>1,254,748</b>  | <b>4,138,898</b>  | <b>43,678</b>     |
| Intrafund Transfers         |                   | (60,871)          | (55,000)           | (50,000)          | 5,000             |                   | 50,000            |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,500,356</b>  | <b>2,568,224</b>  | <b>2,785,472</b>   | <b>4,045,220</b>  | <b>1,259,748</b>  | <b>4,138,898</b>  | <b>93,678</b>     |
| <b>NET COUNTY COST</b>      |                   | <b>333,672</b>    | <b>316,836</b>     | <b>934,665</b>    | <b>617,829</b>    | <b>960,158</b>    | <b>25,493</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 8.0               | 10.0              | 11.0               | 15.0              | 4.0               | 15.0              |                   |
| Funded FTE                  | 8.0               | 10.0              | 11.0               | 15.0              | 4.0               | 15.0              |                   |

Risk Management (1730P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Interfund Revenue           | 1,830,207         | 2,212,712         | 2,142,921          | 1,629,783         | (513,138)         | 1,659,299         | 29,516            |
| Other Financing Sources     |                   |                   | 250,000            |                   | (250,000)         |                   |                   |
| <b>Total Revenue</b>        | 1,830,207         | 2,212,712         | 2,392,921          | 1,629,783         | (763,138)         | 1,659,299         | 29,516            |
| Fund Balance                | 225,000           | 275,000           | 645,903            | 538,560           | (107,343)         |                   | (538,560)         |
| <b>TOTAL SOURCES</b>        | 2,055,207         | 2,487,712         | 3,038,824          | 2,168,343         | (870,481)         | 1,659,299         | (509,044)         |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,556,501         | 1,714,255         | 1,799,001          | 1,391,979         | (407,022)         | 1,417,967         | 25,988            |
| Services and Supplies       | 153,833           | 185,073           | 235,842            | 139,491           | (96,351)          | 139,490           | (1)               |
| Other Charges               | 141,789           | 187,285           | 110,478            | 118,357           | 7,879             | 121,692           | 3,335             |
| Fixed Assets                | 29,097            |                   | 395,903            |                   | (395,903)         |                   |                   |
| Other Financing Uses        | 5,619             | 7,415             | 507,600            | 771,016           | 263,416           | 232,650           | (538,366)         |
| <b>Gross Appropriations</b> | 1,886,838         | 2,094,028         | 3,048,824          | 2,420,843         | (627,981)         | 1,911,799         | (509,044)         |
| Intrafund Transfers         | (252,534)         | (252,219)         | (10,000)           | (252,500)         | (242,500)         | (252,500)         |                   |
| <b>TOTAL REQUIREMENTS</b>   | 1,634,305         | 1,841,809         | 3,038,824          | 2,168,343         | (870,481)         | 1,659,299         | (509,044)         |
| <b>NET COUNTY COST</b>      | (420,902)         | (645,904)         |                    |                   |                   |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 12.0              | 11.0              | 11.0               | 7.0               | (4.0)             | 7.0               |                   |
| Funded FTE                  | 10.8              | 10.3              | 10.3               | 6.8               | (3.6)             | 6.8               |                   |

Talent Acquisition (1740P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        |                   | 4,010             |                    |                   |                   |                   |                   |
| Interfund Revenue           | 508,275           | 470,926           | 457,975            | 602,873           | 144,898           | 604,880           | 2,007             |
| Miscellaneous Revenue       | 6,147             |                   | 70,000             |                   | (70,000)          |                   |                   |
| <b>Total Revenue</b>        | <b>514,422</b>    | <b>474,936</b>    | <b>527,975</b>     | <b>602,873</b>    | <b>74,898</b>     | <b>604,880</b>    | <b>2,007</b>      |
| Fund Balance                | 70,000            |                   |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>584,422</b>    | <b>474,936</b>    | <b>527,975</b>     | <b>602,873</b>    | <b>74,898</b>     | <b>604,880</b>    | <b>2,007</b>      |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,878,851         | 2,274,825         | 2,356,807          | 2,426,985         | 70,178            | 2,501,542         | 74,557            |
| Services and Supplies       | 198,266           | 208,560           | 207,700            | 230,200           | 22,500            | 207,700           | (22,500)          |
| Other Charges               | 10,019            | 9,713             | 9,594              | 11,982            | 2,388             | 12,328            | 346               |
| <b>Gross Appropriations</b> | <b>2,087,137</b>  | <b>2,493,098</b>  | <b>2,574,101</b>   | <b>2,669,167</b>  | <b>95,066</b>     | <b>2,721,570</b>  | <b>52,403</b>     |
| Intrafund Transfers         | (46,234)          | (73,156)          | (275,918)          | (65,000)          | 210,918           | (65,000)          |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,040,903</b>  | <b>2,419,942</b>  | <b>2,298,183</b>   | <b>2,604,167</b>  | <b>305,984</b>    | <b>2,656,570</b>  | <b>52,403</b>     |
| <b>NET COUNTY COST</b>      | <b>1,456,481</b>  | <b>1,945,006</b>  | <b>1,770,208</b>   | <b>2,001,294</b>  | <b>231,086</b>    | <b>2,051,690</b>  | <b>50,396</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 12.0              | 14.0              | 15.0               | 14.0              | (1.0)             | 14.0              |                   |
| Funded FTE                  | 11.7              | 14.0              | 15.0               | 13.9              | (1.1)             | 13.9              |                   |

Workforce Resources and Diversity (1750P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        | 78,075            | 85,877            | 100,500            | 81,000            | (19,500)          | 86,000            | 5,000             |
| Interfund Revenue           | 491,532           | 567,359           | 602,498            | 864,059           | 261,561           | 888,877           | 24,818            |
| Miscellaneous Revenue       | 697               | 476               | 66,100             | 50,120            | (15,980)          | 51,432            | 1,312             |
| <b>Total Revenue</b>        | <b>570,304</b>    | <b>653,712</b>    | <b>769,098</b>     | <b>995,179</b>    | <b>226,081</b>    | <b>1,026,309</b>  | <b>31,130</b>     |
| Fund Balance                | 75,000            | 75,000            |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>645,304</b>    | <b>728,712</b>    | <b>769,098</b>     | <b>995,179</b>    | <b>226,081</b>    | <b>1,026,309</b>  | <b>31,130</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,895,477         | 2,002,896         | 2,078,412          | 2,426,051         | 347,639           | 2,498,738         | 72,687            |
| Services and Supplies       | 813,910           | 890,316           | 1,002,708          | 886,440           | (116,268)         | 975,940           | 89,500            |
| Other Charges               | 10,703            | 15,024            | 10,594             | 11,725            | 1,131             | 12,034            | 309               |
| <b>Gross Appropriations</b> | <b>2,720,090</b>  | <b>2,908,236</b>  | <b>3,091,714</b>   | <b>3,324,216</b>  | <b>232,502</b>    | <b>3,486,712</b>  | <b>162,496</b>    |
| Intrafund Transfers         | (242,460)         | (385,098)         | (414,956)          | (299,009)         | 115,947           | (315,408)         | (16,399)          |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,477,631</b>  | <b>2,523,138</b>  | <b>2,676,758</b>   | <b>3,025,207</b>  | <b>348,449</b>    | <b>3,171,304</b>  | <b>146,097</b>    |
| <b>NET COUNTY COST</b>      | <b>1,832,327</b>  | <b>1,794,426</b>  | <b>1,907,660</b>   | <b>2,030,028</b>  | <b>122,368</b>    | <b>2,144,995</b>  | <b>114,967</b>    |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 11.0              | 12.0              | 12.0               | 11.0              | (1.0)             | 11.0              |                   |
| Funded FTE                  | 11.0              | 12.0              | 12.0               | 11.0              | (1.0)             | 11.0              |                   |

Shared Services (1780B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Use of Money and Property   | 5,440             | 6,663             | 10,000             | 6,000             | (4,000)           | 6,000             |                   |
| Charges for Services        | 6,937             | 6,156             | 7,532              | 7,532             |                   | 7,532             |                   |
| Interfund Revenue           | 111,291           | 15,732            | 122,769            | 115,000           | (7,769)           | 115,000           |                   |
| Miscellaneous Revenue       | 94,575            | 62,147            | 50,000             | 49,343            | (657)             | 49,343            |                   |
| Other Financing Sources     | 453               | (7)               |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>218,696</b>    | <b>90,690</b>     | <b>190,301</b>     | <b>177,875</b>    | <b>(12,426)</b>   | <b>177,875</b>    |                   |
| Fund Balance                | 3,604             | 127,611           | 45,892             | 21,000            | (24,892)          | 21,000            |                   |
| <b>TOTAL SOURCES</b>        | <b>222,300</b>    | <b>218,301</b>    | <b>236,193</b>     | <b>198,875</b>    | <b>(37,318)</b>   | <b>198,875</b>    |                   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 1,460,108         | 1,744,010         | 2,285,315          | 2,306,936         | 21,621            | 2,338,006         | 31,070            |
| Services and Supplies       | 145,157           | 544,014           | 458,050            | 465,019           | 6,969             | 465,019           |                   |
| Other Charges               | 218,873           | 213,191           | 560,997            | 575,410           | 14,413            | 553,467           | (21,943)          |
| Other Financing Uses        | 7,778             | 10,018            | 10,269             | 9,658             | (611)             | 9,908             | 250               |
| <b>Gross Appropriations</b> | <b>1,831,915</b>  | <b>2,511,233</b>  | <b>3,314,631</b>   | <b>3,357,023</b>  | <b>42,392</b>     | <b>3,366,400</b>  | <b>9,377</b>      |
| Intrafund Transfers         | (117,550)         | (704,051)         | (1,400,812)        | (1,442,090)       | (41,278)          | (1,423,847)       | 18,243            |
| <b>TOTAL REQUIREMENTS</b>   | <b>1,714,365</b>  | <b>1,807,182</b>  | <b>1,913,819</b>   | <b>1,914,933</b>  | <b>1,114</b>      | <b>1,942,553</b>  | <b>27,620</b>     |
| <b>NET COUNTY COST</b>      | <b>1,492,065</b>  | <b>1,588,881</b>  | <b>1,677,626</b>   | <b>1,716,058</b>  | <b>38,432</b>     | <b>1,743,678</b>  | <b>27,620</b>     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 13.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |
| Funded FTE                  | 13.0              | 12.0              | 12.0               | 12.0              |                   | 12.0              |                   |

Information Services Department (1800B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19   |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|---------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                     |                   |                     |
| Taxes                       | 4,843,286         | 8,885,156         | 8,426,097          | 1,393,597         | (7,032,500)         | 75,000            | (1,318,597)         |
| Use of Money and Property   | 185,716           | 178,661           | 170,000            | 174,456           | 4,456               | 166,634           | (7,822)             |
| Intergovernmental Revenues  | 399,775           | 1,576,233         | 1,887,509          | 6,000,000         | 4,112,491           |                   | (6,000,000)         |
| Charges for Services        | 1,566,237         | 1,796,852         | 1,867,589          | 1,291,878         | (575,711)           | 1,441,025         | 149,147             |
| Interfund Revenue           | 5,996,996         | 8,446,848         | 11,039,494         | 7,702,746         | (3,336,748)         | 8,035,590         | 332,844             |
| Miscellaneous Revenue       | 295,362           | 361,999           |                    |                   |                     |                   |                     |
| <b>Total Revenue</b>        | <b>13,287,372</b> | <b>21,245,750</b> | <b>23,390,689</b>  | <b>16,562,677</b> | <b>(6,828,012)</b>  | <b>9,718,249</b>  | <b>(6,844,428)</b>  |
| Fund Balance                | 10,133,061        | 5,739,124         | 12,740,943         | 7,705,285         | (5,035,658)         | 7,808,059         | 102,774             |
| <b>TOTAL SOURCES</b>        | <b>23,420,433</b> | <b>26,984,874</b> | <b>36,131,632</b>  | <b>24,267,962</b> | <b>(11,863,670)</b> | <b>17,526,308</b> | <b>(6,741,654)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                     |                   |                     |
| Salaries and Benefits       | 21,492,178        | 20,251,991        | 26,729,127         | 28,809,690        | 2,080,563           | 29,333,465        | 523,775             |
| Services and Supplies       | 46,901,641        | 40,931,400        | 63,873,525         | 37,778,282        | (26,095,243)        | 25,361,473        | (12,416,809)        |
| Other Charges               | 1,967,728         | 2,878,796         | 3,337,848          | 2,018,148         | (1,319,700)         | 2,076,450         | 58,302              |
| Fixed Assets                | 2,393,651         | 1,674,292         | 2,525,000          | 135,000           | (2,390,000)         | 85,000            | (50,000)            |
| Other Financing Uses        | 388,120           | 405,081           | 509,388            | 537,250           | 27,862              | 539,935           | 2,685               |
| <b>Gross Appropriations</b> | <b>73,143,319</b> | <b>66,141,560</b> | <b>96,974,888</b>  | <b>69,278,370</b> | <b>(27,696,518)</b> | <b>57,396,323</b> | <b>(11,882,047)</b> |
| Intrafund Transfers         | (55,325,988)      | (51,818,873)      | (68,027,130)       | (52,281,163)      | 15,745,967          | (47,229,995)      | 5,051,168           |
| <b>Net Appropriations</b>   | <b>17,817,331</b> | <b>14,322,687</b> | <b>28,947,758</b>  | <b>16,997,207</b> | <b>(11,950,551)</b> | <b>10,166,328</b> | <b>(6,830,879)</b>  |
| Contingencies/Dept Reserves | 5,603,102         | 12,662,187        | 7,183,874          | 7,270,755         | 86,881              | 7,359,980         | 89,225              |
| <b>TOTAL REQUIREMENTS</b>   | <b>23,420,433</b> | <b>26,984,874</b> | <b>36,131,632</b>  | <b>24,267,962</b> | <b>(11,863,670)</b> | <b>17,526,308</b> | <b>(6,741,654)</b>  |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                     |                   |                     |
| Salary Resolution           | 113.0             | 120.0             | 131.0              | 131.0             |                     | 131.0             |                     |
| Funded FTE                  | 112.5             | 119.5             | 130.5              | 131.0             | 0.5                 | 131.0             |                     |

Business & Fiscal Administration (1810P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15   | Actual<br>2015-16   | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|---------------------|---------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                     |                     |                    |                   |                   |                   |                   |
| Charges for Services        | 1,114,589           | 1,097,435           | 19,273             |                   | (19,273)          |                   |                   |
| Interfund Revenue           | 4,420,249           | 7,090,723           | 124,740            |                   | (124,740)         |                   |                   |
| Miscellaneous Revenue       | 258,390             | 325,927             |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | <b>5,793,227</b>    | <b>8,514,086</b>    | <b>144,013</b>     |                   | <b>(144,013)</b>  |                   |                   |
| Fund Balance                |                     |                     | 517,809            |                   | (517,809)         |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>5,793,227</b>    | <b>8,514,086</b>    | <b>661,822</b>     |                   | <b>(661,822)</b>  |                   |                   |
| <b>REQUIREMENTS</b>         |                     |                     |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 2,490,440           | 2,881,779           | 3,204,395          | 4,237,168         | 1,032,773         | 4,320,435         | 83,267            |
| Services and Supplies       | 2,227,265           | 3,151,284           | 3,221,616          | 1,651,134         | (1,570,482)       | 1,539,548         | (111,586)         |
| Other Charges               | 608,331             | 788,735             | 854,116            | 798,684           | (55,432)          | 821,433           | 22,749            |
| Other Financing Uses        | 46,954              | 65,339              | 59,539             | 228,651           | 169,112           | 229,758           | 1,107             |
| <b>Gross Appropriations</b> | <b>5,372,990</b>    | <b>6,887,137</b>    | <b>7,339,666</b>   | <b>6,915,637</b>  | <b>(424,029)</b>  | <b>6,911,174</b>  | <b>(4,463)</b>    |
| Intrafund Transfers         | (49,384,494)        | (45,389,341)        | (6,660,840)        | (6,915,637)       | (254,797)         | (6,911,174)       | 4,463             |
| <b>Net Appropriations</b>   | <b>(44,011,504)</b> | <b>(38,502,204)</b> | <b>678,826</b>     |                   | <b>(678,826)</b>  |                   |                   |
| Contingencies/Dept Reserves |                     | 6,904,810           |                    |                   |                   |                   |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>(44,011,504)</b> | <b>(31,597,394)</b> | <b>678,826</b>     |                   | <b>(678,826)</b>  |                   |                   |
| <b>NET COUNTY COST</b>      | <b>(49,804,732)</b> | <b>(40,111,481)</b> | <b>17,004</b>      |                   | <b>(17,004)</b>   |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                     |                     |                    |                   |                   |                   |                   |
| Salary Resolution           | 14.0                | 16.0                | 16.0               | 17.0              | 1.0               | 17.0              |                   |
| Funded FTE                  | 14.0                | 16.0                | 16.0               | 17.0              | 1.0               | 17.0              |                   |

Client Services (1820P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        |                   |                   | 60,575             | 35,271            | (25,304)          | 22,188            | (13,083)          |
| Interfund Revenue           |                   |                   | 1,367,238          | 1,051,067         | (316,171)         | 661,153           | (389,914)         |
| Miscellaneous Revenue       | 7,127             |                   |                    |                   |                   |                   |                   |
| <b>TOTAL SOURCES</b>        | <b>7,127</b>      |                   | <b>1,427,813</b>   | <b>1,086,338</b>  | <b>(341,475)</b>  | <b>683,341</b>    | <b>(402,997)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 2,046,704         | 2,226,194         | 2,217,339          | 3,377,581         | 1,160,242         | 3,448,320         | 70,739            |
| Services and Supplies       | 639,307           | 816,469           | 1,023,202          | 1,323,013         | 299,811           | 1,325,190         | 2,177             |
| Other Charges               | 32,170            | 37,980            | 40,229             | 40,733            | 504               | 41,889            | 1,156             |
| Other Financing Uses        | 3,087             | 3,665             | 3,877              | 3,916             | 39                | 4,019             | 103               |
| <b>Gross Appropriations</b> | <b>2,721,268</b>  | <b>3,084,308</b>  | <b>3,284,647</b>   | <b>4,745,243</b>  | <b>1,460,596</b>  | <b>4,819,418</b>  | <b>74,175</b>     |
| Intrafund Transfers         |                   |                   | (2,225,075)        | (3,658,905)       | (1,433,830)       | (4,136,077)       | (477,172)         |
| <b>TOTAL REQUIREMENTS</b>   | <b>2,721,268</b>  | <b>3,084,308</b>  | <b>1,059,572</b>   | <b>1,086,338</b>  | <b>26,766</b>     | <b>683,341</b>    | <b>(402,997)</b>  |
| <b>NET COUNTY COST</b>      | <b>2,714,141</b>  | <b>3,084,308</b>  | <b>(368,241)</b>   |                   | <b>368,241</b>    |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 16.0              | 17.0              | 18.0               | 20.0              | 2.0               | 20.0              |                   |
| Funded FTE                  | 15.5              | 16.5              | 17.5               | 20.0              | 2.5               | 20.0              |                   |

IT Operations (1830P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Use of Money and Property   | 185,716           | 178,661           | 170,000            | 174,456           | 4,456              | 166,634           | (7,822)           |
| Charges for Services        | 568,856           | 699,417           | 730,327            | 825,104           | 94,777             | 826,867           | 1,763             |
| Interfund Revenue           | 1,576,748         | 1,356,124         | 4,720,454          | 4,110,666         | (609,788)          | 4,159,692         | 49,026            |
| Miscellaneous Revenue       | 24,164            | 36,072            |                    |                   |                    |                   |                   |
| <b>Total Revenue</b>        | <b>2,355,483</b>  | <b>2,270,274</b>  | <b>5,620,781</b>   | <b>5,110,226</b>  | <b>(510,555)</b>   | <b>5,153,193</b>  | <b>42,967</b>     |
| Fund Balance                | 3,107,368         | 2,538,368         | 3,103,368          | 4,189,779         | 1,086,411          | 4,205,672         | 15,893            |
| <b>TOTAL SOURCES</b>        | <b>5,462,851</b>  | <b>4,808,642</b>  | <b>8,724,149</b>   | <b>9,300,005</b>  | <b>575,856</b>     | <b>9,358,865</b>  | <b>58,860</b>     |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       | 10,538,043        | 9,522,044         | 11,737,609         | 11,171,582        | (566,027)          | 11,355,192        | 183,610           |
| Services and Supplies       | 13,679,125        | 11,925,156        | 11,031,545         | 6,284,320         | (4,747,225)        | 6,580,215         | 295,895           |
| Other Charges               | 904,714           | 1,075,133         | 2,193,884          | 1,102,509         | (1,091,375)        | 1,134,636         | 32,127            |
| Fixed Assets                | 123,338           | (4,986)           | 25,000             | 85,000            | 60,000             | 85,000            |                   |
| Other Financing Uses        | 313,317           | 318,147           | 429,117            | 287,857           | (141,260)          | 289,086           | 1,229             |
| <b>Gross Appropriations</b> | <b>25,558,537</b> | <b>22,835,494</b> | <b>25,417,155</b>  | <b>18,931,268</b> | <b>(6,485,887)</b> | <b>19,444,129</b> | <b>512,861</b>    |
| Intrafund Transfers         | (6,000,747)       | (6,429,532)       | (20,004,593)       | (13,299,631)      | 6,704,962          | (13,753,632)      | (454,001)         |
| <b>Net Appropriations</b>   | <b>19,557,790</b> | <b>16,405,963</b> | <b>5,412,562</b>   | <b>5,631,637</b>  | <b>219,075</b>     | <b>5,690,497</b>  | <b>58,860</b>     |
| Contingencies/Dept Reserves | 3,722,232         | 3,103,368         | 3,668,368          | 3,668,368         |                    | 3,668,368         |                   |
| <b>TOTAL REQUIREMENTS</b>   | <b>23,280,023</b> | <b>19,509,331</b> | <b>9,080,930</b>   | <b>9,300,005</b>  | <b>219,075</b>     | <b>9,358,865</b>  | <b>58,860</b>     |
| <b>NET COUNTY COST</b>      | <b>17,817,171</b> | <b>14,700,689</b> | <b>356,781</b>     |                   | <b>(356,781)</b>   |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 51.0              | 53.0              | 58.0               | 59.0              | 1.0                | 59.0              |                   |
| Funded FTE                  | 51.0              | 53.0              | 58.0               | 59.0              | 1.0                | 59.0              |                   |

Planning & Project Management (1844P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18   | Recomm<br>2018-19 | Change<br>2018-19   |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|---------------------|-------------------|---------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                     |                   |                     |
| Taxes                       | 4,843,286         | 8,885,156         | 8,426,097          | 1,393,597         | (7,032,500)         | 75,000            | (1,318,597)         |
| Intergovernmental Revenues  | 399,775           | 1,576,233         | 1,887,509          | 6,000,000         | 4,112,491           |                   | (6,000,000)         |
| Charges for Services        | (117,207)         |                   | 7,369              |                   | (7,369)             |                   |                     |
| Interfund Revenue           |                   |                   | 471,444            | 351,455           | (119,989)           | 520,894           | 169,439             |
| <b>Total Revenue</b>        | <b>5,125,854</b>  | <b>10,461,390</b> | <b>10,792,419</b>  | <b>7,745,052</b>  | <b>(3,047,367)</b>  | <b>595,894</b>    | <b>(7,149,158)</b>  |
| Fund Balance                | 3,318,020         | 794,937           | 6,387,001          |                   | (6,387,001)         |                   |                     |
| <b>TOTAL SOURCES</b>        | <b>8,443,874</b>  | <b>11,256,327</b> | <b>17,179,420</b>  | <b>7,745,052</b>  | <b>(9,434,368)</b>  | <b>595,894</b>    | <b>(7,149,158)</b>  |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                     |                   |                     |
| Salaries and Benefits       | 1,719,893         | 339,141           | 1,998,828          | 1,675,300         | (323,528)           | 1,699,096         | 23,796              |
| Services and Supplies       | 23,455,932        | 15,147,141        | 35,522,967         | 17,899,703        | (17,623,264)        | 4,340,343         | (13,559,360)        |
| Other Charges               | 380,827           | 870,518           | 210,926            |                   | (210,926)           |                   |                     |
| Fixed Assets                | 2,270,313         | 1,653,577         | 2,500,000          | 50,000            | (2,450,000)         |                   | (50,000)            |
| Other Financing Uses        | 3,496             |                   |                    |                   |                     |                   |                     |
| <b>Gross Appropriations</b> | <b>27,830,461</b> | <b>18,010,376</b> | <b>40,232,721</b>  | <b>19,625,003</b> | <b>(20,607,718)</b> | <b>6,039,439</b>  | <b>(13,585,564)</b> |
| Intrafund Transfers         | 59,253            |                   | (23,053,553)       | (11,879,951)      | 11,173,602          | (5,443,545)       | 6,436,406           |
| <b>TOTAL REQUIREMENTS</b>   | <b>27,889,714</b> | <b>18,010,376</b> | <b>17,179,168</b>  | <b>7,745,052</b>  | <b>(9,434,116)</b>  | <b>595,894</b>    | <b>(7,149,158)</b>  |
| <b>NET COUNTY COST</b>      | <b>19,445,840</b> | <b>6,754,050</b>  | <b>(252)</b>       |                   | <b>252</b>          |                   |                     |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                     |                   |                     |
| Salary Resolution           | 1.0               | 1.0               | 2.0                | 3.0               | 1.0                 | 3.0               |                     |
| Funded FTE                  | 1.0               | 1.0               | 2.0                | 3.0               | 1.0                 | 3.0               |                     |

IT Security (1850P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18  | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                    |                   |                   |
| Charges for Services        |                   |                   | 251,797            | 64,902            | (186,895)          | 66,949            | 2,047             |
| Interfund Revenue           |                   |                   | 1,654,531          | 709,985           | (944,546)          | 696,211           | (13,774)          |
| <b>TOTAL SOURCES</b>        |                   |                   | <b>1,906,328</b>   | <b>774,887</b>    | <b>(1,131,441)</b> | <b>763,160</b>    | <b>(11,727)</b>   |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                    |                   |                   |
| Salaries and Benefits       |                   | 1,021,834         | 1,192,243          | 1,644,037         | 451,794            | 1,661,662         | 17,625            |
| Services and Supplies       |                   | 2,455,762         | 3,595,925          | 1,525,506         | (2,070,419)        | 1,444,619         | (80,887)          |
| Other Charges               |                   | 55,239            | 2,921              | 35,820            | 32,899             | 36,895            | 1,075             |
| Fixed Assets                |                   | 25,701            |                    |                   |                    |                   |                   |
| Other Financing Uses        |                   |                   | 281                |                   | (281)              |                   |                   |
| <b>Gross Appropriations</b> |                   | <b>3,558,536</b>  | <b>4,791,370</b>   | <b>3,205,363</b>  | <b>(1,586,007)</b> | <b>3,143,176</b>  | <b>(62,187)</b>   |
| Intrafund Transfers         |                   |                   | (2,886,050)        | (2,430,476)       | 455,574            | (2,380,016)       | 50,460            |
| <b>TOTAL REQUIREMENTS</b>   |                   | <b>3,558,536</b>  | <b>1,905,320</b>   | <b>774,887</b>    | <b>(1,130,433)</b> | <b>763,160</b>    | <b>(11,727)</b>   |
| <b>NET COUNTY COST</b>      |                   | <b>3,558,536</b>  | <b>(1,008)</b>     |                   | <b>1,008</b>       |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                    |                   |                   |
| Salary Resolution           | 6.0               | 6.0               | 6.0                | 7.0               | 1.0                | 7.0               |                   |
| Funded FTE                  | 6.0               | 6.0               | 6.0                | 7.0               | 1.0                | 7.0               |                   |

Applications (1860P)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                             | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|-----------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>SOURCES</b>              |                   |                   |                    |                   |                   |                   |                   |
| Charges for Services        |                   |                   | 798,248            | 366,601           | (431,647)         | 525,021           | 158,420           |
| Interfund Revenue           |                   |                   | 2,701,087          | 1,479,573         | (1,221,514)       | 1,997,640         | 518,067           |
| Miscellaneous Revenue       | 5,680             |                   |                    |                   |                   |                   |                   |
| <b>Total Revenue</b>        | 5,680             |                   | 3,499,335          | 1,846,174         | (1,653,161)       | 2,522,661         | 676,487           |
| Fund Balance                | 3,707,673         | 2,405,819         | 2,732,765          | 3,515,506         | 782,741           | 3,602,387         | 86,881            |
| <b>TOTAL SOURCES</b>        | 3,713,353         | 2,405,819         | 6,232,100          | 5,361,680         | (870,420)         | 6,125,048         | 763,368           |
| <b>REQUIREMENTS</b>         |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits       | 4,697,099         | 4,260,998         | 6,378,713          | 6,704,022         | 325,309           | 6,848,760         | 144,738           |
| Services and Supplies       | 6,900,012         | 7,435,588         | 9,478,270          | 9,094,606         | (383,664)         | 10,131,558        | 1,036,952         |
| Other Charges               | 41,685            | 51,192            | 35,772             | 40,402            | 4,630             | 41,597            | 1,195             |
| Other Financing Uses        | 21,266            | 17,931            | 16,574             | 16,826            | 252               | 17,072            | 246               |
| <b>Gross Appropriations</b> | 11,660,063        | 11,765,708        | 15,909,329         | 15,855,856        | (53,473)          | 17,038,987        | 1,183,131         |
| Intrafund Transfers         |                   |                   | (13,197,019)       | (14,096,563)      | (899,544)         | (14,605,551)      | (508,988)         |
| <b>Net Appropriations</b>   | 11,660,063        | 11,765,708        | 2,712,310          | 1,759,293         | (953,017)         | 2,433,436         | 674,143           |
| Contingencies/Dept Reserves | 1,880,870         | 2,654,009         | 3,515,506          | 3,602,387         | 86,881            | 3,691,612         | 89,225            |
| <b>TOTAL REQUIREMENTS</b>   | 13,540,933        | 14,419,717        | 6,227,816          | 5,361,680         | (866,136)         | 6,125,048         | 763,368           |
| <b>NET COUNTY COST</b>      | 9,827,580         | 12,013,898        | (4,284)            |                   | 4,284             |                   |                   |
| <b>AUTHORIZED POSITIONS</b> |                   |                   |                    |                   |                   |                   |                   |
| Salary Resolution           | 25.0              | 27.0              | 31.0               | 25.0              | (6.0)             | 25.0              |                   |
| Funded FTE                  | 25.0              | 27.0              | 31.0               | 25.0              | (6.0)             | 25.0              |                   |

Grand Jury (1920B)  
General Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19 |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                   |
| Salaries and Benefits     | 58,970            | 60,755            | 65,209             | 70,000            | 4,791             | 70,000            |                   |
| Services and Supplies     | 398,152           | 40,071            | 48,922             | 53,922            | 5,000             | 53,922            |                   |
| Other Charges             | 479               | 496               | 600                | 440               | (160)             | 440               |                   |
| <b>TOTAL REQUIREMENTS</b> | <b>457,601</b>    | <b>101,323</b>    | <b>114,731</b>     | <b>124,362</b>    | <b>9,631</b>      | <b>124,362</b>    |                   |
| <b>NET COUNTY COST</b>    | <b>457,601</b>    | <b>101,323</b>    | <b>114,731</b>     | <b>124,362</b>    | <b>9,631</b>      | <b>124,362</b>    |                   |

Non-Departmental Services (8000B)  
ALL FUNDS

FY 2017-18 and 2018-19 Budget Unit Summary

|                                  | Actual<br>2014-15    | Actual<br>2015-16    | Revised<br>2016-17   | Recomm<br>2017-18    | Change<br>2017-18   | Recomm<br>2018-19    | Change<br>2018-19   |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|---------------------|
| <b>SOURCES</b>                   |                      |                      |                      |                      |                     |                      |                     |
| Taxes                            | 509,389,511          | 516,332,741          | 510,742,705          | 522,422,735          | 11,680,030          | 540,825,831          | 18,403,096          |
| Licenses, Permits and Franchises | 436,337              | 437,985              | 436,337              | 440,700              | 4,363               | 445,107              | 4,407               |
| Fines, Forfeitures and Penalties | 149,019              | 141,357              |                      |                      |                     |                      |                     |
| Use of Money and Property        | 7,876,841            | 9,744,506            | 8,852,651            | 10,161,177           | 1,308,526           | 10,262,789           | 101,612             |
| Intergovernmental Revenues       | 14,614,948           | 4,028,373            | 2,074,226            | 2,123,528            | 49,302              | 2,136,510            | 12,982              |
| Charges for Services             | (229,302)            | 876,239              | 921,995              | 1,181,212            | 259,217             | 911,199              | (270,013)           |
| Interfund Revenue                | 4,732,130            | 4,569,462            | 8,438,125            | 4,755,542            | (3,682,583)         | 4,342,035            | (413,507)           |
| Miscellaneous Revenue            | 1,511,889            | 825,127              | 236,937              | 481,272              | 244,335             | 481,272              |                     |
| Other Financing Sources          | 1,499,389            |                      | 4,500,000            |                      | (4,500,000)         |                      |                     |
| <b>Total Revenue</b>             | <b>539,980,760</b>   | <b>536,955,789</b>   | <b>536,202,976</b>   | <b>541,566,166</b>   | <b>5,363,190</b>    | <b>559,404,743</b>   | <b>17,838,577</b>   |
| Fund Balance                     | 312,614,827          | 346,393,215          | 325,393,756          | 303,943,071          | (21,450,685)        | 217,316,478          | (86,626,593)        |
| <b>TOTAL SOURCES</b>             | <b>852,595,587</b>   | <b>883,349,004</b>   | <b>861,596,732</b>   | <b>845,509,237</b>   | <b>(16,087,495)</b> | <b>776,721,221</b>   | <b>(68,788,016)</b> |
| <b>REQUIREMENTS</b>              |                      |                      |                      |                      |                     |                      |                     |
| Salaries and Benefits            | 13,961,444           | 27,623,625           | 42,570,000           | 28,770,129           | (13,799,871)        | 28,770,129           |                     |
| Services and Supplies            | 48,682,333           | 37,127,770           | 53,605,622           | 45,582,285           | (8,023,337)         | 24,122,485           | (21,459,800)        |
| Other Charges                    | 4,470,953            | 15,622,241           | 52,443,853           | 46,277,749           | (6,166,104)         | 22,163,990           | (24,113,759)        |
| Fixed Assets                     | 9,513,983            | 146,049              | 11,400,000           |                      | (11,400,000)        |                      |                     |
| Other Financing Uses             | 24,874,321           | 46,911,640           | 91,352,351           | 70,421,995           | (20,930,356)        | 36,018,717           | (34,403,278)        |
| <b>Gross Appropriations</b>      | <b>101,503,034</b>   | <b>127,431,326</b>   | <b>251,371,826</b>   | <b>191,052,158</b>   | <b>(60,319,668)</b> | <b>111,075,321</b>   | <b>(79,976,837)</b> |
| Intrafund Transfers              | (721,958)            | (888,747)            | (349,510)            | (577,949)            | (228,439)           | (577,949)            |                     |
| <b>Net Appropriations</b>        | <b>100,781,076</b>   | <b>126,542,579</b>   | <b>251,022,316</b>   | <b>190,474,209</b>   | <b>(60,548,107)</b> | <b>110,497,372</b>   | <b>(79,976,837)</b> |
| Contingencies/Dept Reserves      | 376,256,690          | 368,959,439          | 116,122,703          | 125,690,573          | 9,567,870           | 125,238,704          | (451,869)           |
| <b>TOTAL REQUIREMENTS</b>        | <b>477,037,767</b>   | <b>495,502,018</b>   | <b>367,145,019</b>   | <b>316,164,782</b>   | <b>(50,980,237)</b> | <b>235,736,076</b>   | <b>(80,428,706)</b> |
| <b>NET COUNTY COST</b>           | <b>(375,557,820)</b> | <b>(387,846,986)</b> | <b>(494,451,713)</b> | <b>(529,344,455)</b> | <b>(34,892,742)</b> | <b>(540,985,145)</b> | <b>(11,640,690)</b> |

Debt Service Fund (8900B)  
Debt Service Fund

FY 2017-18 and 2018-19 Budget Unit Summary

|                           | Actual<br>2014-15 | Actual<br>2015-16 | Revised<br>2016-17 | Recomm<br>2017-18 | Change<br>2017-18 | Recomm<br>2018-19 | Change<br>2018-19  |
|---------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|
| <b>SOURCES</b>            |                   |                   |                    |                   |                   |                   |                    |
| Use of Money and Property | 112,852           | 143,389           |                    |                   |                   |                   |                    |
| Miscellaneous Revenue     | 30,448            |                   |                    |                   |                   |                   |                    |
| Other Financing Sources   | 29,898,794        | 30,318,025        | 54,958,177         | 54,834,006        | (124,171)         | 52,933,900        | (1,900,106)        |
| <b>Total Revenue</b>      | <b>30,042,094</b> | <b>30,461,414</b> | <b>54,958,177</b>  | <b>54,834,006</b> | <b>(124,171)</b>  | <b>52,933,900</b> | <b>(1,900,106)</b> |
| Fund Balance              | 18,294,593        | 18,755,450        | 19,594,720         | 20,451,255        | 856,535           | 21,272,782        | 821,527            |
| <b>TOTAL SOURCES</b>      | <b>48,336,687</b> | <b>49,216,864</b> | <b>74,552,897</b>  | <b>75,285,261</b> | <b>732,364</b>    | <b>74,206,682</b> | <b>(1,078,579)</b> |
| <b>REQUIREMENTS</b>       |                   |                   |                    |                   |                   |                   |                    |
| Services and Supplies     | 15,907            |                   | 17,000             |                   | (17,000)          |                   |                    |
| Other Charges             | 29,565,330        | 29,622,144        | 54,319,976         | 54,012,479        | (307,497)         | 52,075,590        | (1,936,889)        |
| <b>Net Appropriations</b> | <b>29,581,237</b> | <b>29,622,144</b> | <b>54,336,976</b>  | <b>54,012,479</b> | <b>(324,497)</b>  | <b>52,075,590</b> | <b>(1,936,889)</b> |
| Non-General Fund Reserves | 18,755,450        | 19,594,720        | 20,215,921         | 21,272,782        | 1,056,861         | 22,131,092        | 858,310            |
| <b>TOTAL REQUIREMENTS</b> | <b>48,336,687</b> | <b>49,216,864</b> | <b>74,552,897</b>  | <b>75,285,261</b> | <b>732,364</b>    | <b>74,206,682</b> | <b>(1,078,579)</b> |



## GLOSSARY OF BUDGET TERMS

# COUNTY OF SAN MATEO FY 2017-18 / FY 2018-19

## RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

San Mateo County government protects and enhances the health, safety, welfare, and natural resources of the community; and provides quality services that benefit and enrich the lives of the people of this community.

We are committed to:

The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with respect  
and dignity



## GLOSSARY OF BUDGET TERMS

**2 CFR Part 200 (formerly "A-87")** – A 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 for local governments, 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 2 CFR Part 200 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 2 CFR Part 200. Revenue received from non-General Fund budget units is centrally budgeted in the Non-Departmental Services budget unit.

**Access and Care for Everyone (ACE)** – A County-sponsored program administered by the Health Plan of San Mateo that provides health care coverage to low-income adult residents of San Mateo County who meet eligibility requirements.

**Accrual** – An accounting adjustment that recognizes revenues and expenses in the period they are earned or spent, but not received or paid within that period.

**Accrual Accounting** – An accounting method that measures the performance of the County's enterprise and internal service funds by recognizing matching revenues and expenses (the matching principle) at the time in which the transaction occurs rather than when payment is made or received. This method allows the current cash inflows or outflows to be combined with future expected cash inflows or outflows to give a more accurate picture of a fund's current financial condition.

**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 and a specific budget unit. Appropriation authority is granted at the object level, including 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 and term positions); this represents the maximum number of permanent positions which may be filled at any one time.

**Balanced Budget** – A budget where Total Sources, including Fund Balance, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund.

**Budget** – An itemized summary of probable expenditures and income for a given period.

**Budget Reporting and Analysis Support System (BRASS)** – The County's budget development software application.

**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 the budget book to show major categories of revenue and appropriations for a budget unit at the class and object level.

**California Work Opportunity and Responsibilities to Kids (CalWORKs)** – California's welfare-to-work program established by the State Welfare to Work Act of 1997. The program 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 Expenditures** – Charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than one year.

**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. Generally, these projects have a value in excess of \$100,000 and a useful life expectancy greater than 10 years.

**Chart of Accounts** – A list of account numbers and names which provide the organizing framework for budgeting, recording, and reporting on all financial transactions. The Chart of Accounts is comprised of sub-accounts (the level at which transactions are posted), account groups (a roll-up of related sub-accounts) and objects (major categories of revenues and expenditures as defined by the State Controller's guideline and the account level at which the Board of Supervisors approves the budget). As a general rule, objects end with at least two zeros (e.g., 1200, 1400, and 1600), account groups end with one zero (e.g., 1010, 1020, and 1030), and sub-accounts end with a number between one and nine (e.g., 1021, 1024, and 1025).

**Comprehensive Annual Financial Report (CAFR)** – 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.

**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 cannot be expended without four-fifths vote approval from the Board of Supervisors.

**Core IT**– Fundamental IT services provided to all departments that are bundled together to provide a streamlined approach to calculating and allocating costs. Services include IT security, cardkey, and network services.

**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 cannot be expended without approval from the Board of Supervisors.

**Depreciation** – The decline in value of an asset over time as a result of deterioration, age, obsolescence, and impending retirement. Most assets lose their value over time and must be replaced once the end of their useful life is reached. Depreciation applies mainly to physical assets like equipment and structures.

**Description of Results** – Describes the results the program is expected to achieve in the current year and in the upcoming budget year.

**Description of Services** – Describes the services the program delivers.

**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.

**Education Revenue Augmentation Fund (ERAF)** – 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. ERAF is 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 with a share of a half-cent sales tax for public safety purposes.

**Enterprise Fund** – 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. An enterprise fund can also be established when 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, intergovernmental grants, entitlements, and shared revenues.

**Extra-Help** – Temporary employees of the County who are not included in the Salary Resolution. These employees do not receive benefits (i.e., medical, dental, life insurance, and paid vacation time).

**Facility Surcharge** – A 10 percent surcharge added to County-owned facility rent charges; half of the funds assist the Department of Public Works in maintaining the Facility Condition Index for County-owned buildings and the other half is transferred to the Debt Service Fund where it is available for future bond financings.

**Fiduciary Funds** – Funds that account for resources that governments hold in a 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 or appropriation amounts, and are brought to the Board in September for final budget approval.

**Fiscal Year (FY)** – A 12-month accounting period which differs from the calendar year. At the County of San Mateo, 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/Capital Assets** – Long-lived tangible assets (over the value of \$5,000) obtained or controlled as a result of past transactions, events, or circumstances. Fixed/capital 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. The terms fixed assets and capital assets are used interchangeably throughout the budget.

**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 per week times 52 weeks). For example, two full-time positions at 40 hours per week, two part-time positions at 20 hours per week, and one part-time position at 32 hours per week equals 3.8 FTEs. This example, however, would represent five authorized positions in the Salary Resolution.

FTE Example:

2 - Full-time positions (40 hours a week) = 2.0 [2 x (40/40)]

2 - Part-time position (20 hours a week) = 1.0 [2 x (20/40)]

1 - Part-time position (32 hours a week) = 0.8 [1 x (32/40)]

FTE Total = 3.8 (2.0 + 1.0 + 0.8)

**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 resources remaining from prior years that are available to be budgeted in the current year. It is also the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, Fund Balance 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 summary 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 program's 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.

**Fungible** – When two or more things are interchangeable and can be substituted for each other since they are of equal value.

**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.

**Geographic Information System (GIS)** – A collection of map data layers representing various geographic features such as parcels, districts, jurisdictions, streets, and landmarks, and the attributes describing the spatial features.

**Government Accounting Standards Board (GASB)** – An independent, non-profit, non-governmental regulatory body charged with setting authoritative standards of accounting and financial reporting for state and local governments. GASB accounting standards are the primary source of Generally Accepted Accounting Principles (GAAP) for state and local governments. GASB issues Statements of Governmental Accounting Standards, including GASB 34 - Basic Financial Statements for State and Local Governments; GASB 45 - Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions; GASB 67 - Financial Reporting for Pension Plans; GASB 68 - Accounting and Financial Reporting for Pensions; GASB 74 - Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans; and GASB 75 - Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions.

**Governmental Funds** – Applies to all County funds except for profit and loss funds (i.e., enterprise funds, internal service funds, and trust and agency funds). Examples include the General Fund, special assessment funds, and capital project funds.

**Government Finance Officers Association (GFOA)** – Represents public finance officials throughout the U.S. and Canada. The organization provides best practice guidance, consulting, networking opportunities, publications, recognition programs, including its Distinguished Budget Presentation Award Program, research, and training opportunities for those in the profession.

**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.

**Headline Measures** – The two most meaningful measures to track a department's success. These measures are presented in graph form for each department presented in the County budget.

**Health Plan of San Mateo (HPSM)** – A Medi-Cal countywide 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.

**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 percent 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 percent of the Federal Poverty Level.

**Interfund Revenue** – Transfers of costs between different funds are recorded as Interfund Revenue by the organization on the receiving end of the transfer.

**Intergovernmental Revenues** – Revenues from other governmental jurisdictions in the form of grants, entitlements, shared revenues, or payments in lieu of taxes. The County receives Intergovernmental Revenue from federal, state, and other local government agencies.

**Internal Service Charge** – Annual budgetary charges from servicing departments (e.g., Information Services Department, Department of Public Works, and Human Resources Department), 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 the same fund) or as Interfund Revenue (from a different fund). 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.

**Joint Powers Authority (JPA)** – An entity whereby two or more public authorities (e.g., a city and county government or a utility district and transport district) can operate collectively.

**LEAN** – A way of thinking and working that helps staff identify and provide value-focused services to their customers. It focuses on increasing value for the customer, reducing organizational waste, increasing employee engagement and involvement, and building a culture of continuous process improvement.

**Lease Revenue Bond (LRB)** – A loan made to the County that is repaid by income ("revenue") generated by a project. The County's financing of the Maple Street Correctional Center is an example of this type of bond.

**Maintenance of Effort (MOE)** – A statutory obligation to provide a minimum amount of funding or other effort toward a specific program area or budget.

**Measure K (formerly “Measure A”)** – The half-cent general sales tax initially approved by San Mateo County voters in November 2012, and extended by the voters in November 2016 for a total of thirty years. The Board of Supervisors and County staff conduct study sessions and perform community outreach efforts to inform priorities for Measure K spending.

**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 (i.e., its purpose). All programs, services, objectives, and performance measures of a given department or agency are directly related to the achievement of its mission. The mission of a budget unit is described in terms of overall service to the public and, if applicable, a legal or constitutional mandate.

**Modified Accrual** – Under this method, revenues are recognized when measurable and available. Property and sales taxes, interest, certain state and federal grants, and charges for services are recognized when their receipt occurs within 60 days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under the accrual basis of accounting. However, expenditures related to debt service, compensated absences, and claims and judgments are recorded only when payment is due. General capital assets acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

**Net Appropriations** – Gross Appropriations plus Intrafund Transfers. The Net Appropriation is used when summing 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 a budget unit’s appropriation that is financed by Non-Departmental Services’ General Fund 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.

**OneSolution Finance and Administration System (OFAS)**– Financial software that is maintained by the Controller’s Office and used by the County for daily accounting purposes such as accounts payable, job costing, purchasing, deposits, and budget monitoring.

**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 that 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 2025 goals into a department’s existing planning, priority-setting, performance measurement, and budget development or 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 the workload and effort; service quality and efficiency; and the effectiveness and outcome(s) of a program.

**Program** – Operating unit(s) within a department that provides services to accomplish a specific outcome or purpose under the direction of a manager who plans the activities of the program, monitors its performance, and is held accountable for its success.

**Program Outcome Statement** – The purpose or mission of a specific program; it is a clear and simple statement of what the program does and what it hopes to accomplish.

**Program Summary** – A brief summary that includes budget and performance information for each program or service that is proposed to be funded or unfunded in the County budget.

**Proposition 172** – Common name for the half-cent Public Safety Sales Tax authorized by the voters in 1993; this revenue source provides funding for criminal justice and public safety expenditures.

**Realignment Revenue** – Refers to the shift or realignment of responsibility from the state to counties in 1991 for health, mental health, and various social service programs, accompanied by a source of dedicated revenue and for supervision of low risk offenders in 2011. The revenues allocated to counties to fund these programs include a half 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/June 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 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 four-fifths vote by the Board of Supervisors to be transferred into appropriations such as Salaries and Benefits, Services and Supplies, or Fixed Assets.

**Revenue** – Source of income to an operation from any funding source other than Fund Balance.

**Revenue Class** – The revenue equivalent of an object level of expenditure. Revenue is divided into descriptive classes for budgetary classification. Major classes include Taxes; Licenses, 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 Resolution** – The master legal roster of all authorized positions in the County, delineated by budget unit. The Salary Resolution is maintained by the Human Resources Department. Each year, the Salary Resolution is completely updated to reflect budget changes. The Resolution, as well as all amendments to the Resolution, must be adopted by the Board of Supervisors; changes can occur during the year as required.

**Salary Resolution Amendment (SRA)** – Changes to the Master Salary Resolution, which must be adopted by the Board of Supervisors.

**Service Charges** – Charges from servicing organizations for support services provided to a particular budget unit. These include, but are not limited to, 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 the purchase of goods and services. Includes a wide variety of expense categories required to support the purposes of a given activity (e.g., office supplies, travel, and contract services).

**Shared Vision 2025** – A community visioning process undertaken by the Board of Supervisors in 2000 to work in partnership with the community to achieve a citizen-developed vision for the future. The community visioning process resulted in the creation of the County's strategic plan, which reflects the goals and priorities for the San Mateo County community. 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 Shared Vision 2025.

**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 include water, drainage, flood control, hospital, fire protection, and transit.

**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 road services, a Road Fund would account for the revenues and expenditures associated with such purposes.

**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 may or may not have discretion over the use of the funds. 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.