RECOMMENDED BUDGET

COUNTY OF SAN MATEO

FY 2019-20 / FY 2020-21

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:
MICHAEL P. CALLAGY, COUNTY MANAGER

COUNTY OF SAN MATEO
FY 2019-20 / FY 2020-21

ACKNOWLEDGEMENTS

The County Manager's Office would like to thank the many individuals who provide the necessary information, inspiration, and expertise to produce the Recommended Budget.

The dedication of our public servants across all departments, with the support of our community-based partners, made the production of the Recommended Budget possible.

The Board of Supervisors' leadership and commitment to effective and compassionate governance bolsters the County's current and future fiscal stability and upholds our Shared Vision 2025 commitment to a healthy, safe, prosperous, livable, collaborative, and environmentally conscious community.

RECOMMENDED BY:

MICHAEL P. CALLAGY
COUNTY MANAGER

PEGGY JENSEN
DEPUTY COUNTY MANAGER

ILIANA RODRIGUEZ
DEPUTY COUNTY MANAGER

PREPARED BY:

ROBERT MANCHIA
Budget Director

HEATHER LEDESMA
Principal Management Analyst

SOPHIE MINTIER
Management Analyst

PANIZ AMIRNASIRI
Management Analyst

MYLES TUCKER
Associate Management Analyst

TIM NEVIN
Principal Management Analyst

MICHAEL LEACH
Management Analyst

LINDSEY FREELAND
Associate Management Analyst

SABA BOKHAREY
Associate Management Analyst

SPECIAL THANKS TO:

MICHAEL BOLANDER
Financial Services Manager

CONNIE JUAREZ-DIROLL
County Legislative Director

NGOC NGUYEN
Controller Division Manager

MARSHALL WILSON
Communications Officer

SHERPA

JOY LIMIN
Senior Accountant

AUSTIN LAM
Senior Accountant

MICHELLE DURAND
Chief Communications Officer

FISCAL OFFICER COMMITTEE

CARTWRIGHT DESIGN STUDIO

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

County of San Mateo

California

For the Biennium Beginning

July 1, 2017

Executive Director

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, 2017.** In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, 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.

ICMA

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

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 104th ICMA Annual Conference
in Baltimore, Maryland

26 September 2018

Marc A. Ott
ICMA Executive Director

David Johnstone
ICMA President

FISCAL YEAR 2019-21
RECOMMENDED BUDGET

TABLE OF CONTENTS

PAGE

County Manager's Budget Message A-1
County Profile A-9
Shared Vision 2025 ..... A-23

COUNTY SUMMARIES

County Organization Chart B-1
County Fund Structure B-2
Fund Descriptions B-3
County Charts – All Funds B-7
Total Requirements – All Funds B-9
All Funds Summary B-10
General Fund Summaries B-11
Revenues by Type B-17
Expenditures by Type B-27
Changes in Projected Fund Balance B-28
Authorized Position Summary B-30
Capital Projects Summary B-34
Supplemental Information B-41
Budget Balancing Principles B-49
Long-Term Financial Policies B-53
County Budget Process B-59

CRIMINAL JUSTICE

Criminal Justice Summary 1-1
Sheriff's Office 1-3
Message Switch 1-33
Probation Department 1-41
District Attorney's Office 1-63
County Support of the Courts 1-73
Private Defender Program 1-77
Coroner's Office 1-81

HEALTH SERVICES

Health Services Summary 2-1
County Health 2-4
First 5 San Mateo County 2-101

SOCIAL SERVICES

Social Services Summary 3-1
Human Services Agency 3-3
Department of Child Support Services 3-45

COMMUNITY SERVICES PAGE

Community Services Summary 4-1
Planning and Building 4-5
Local Agency Formation Commission 4-29
Parks Department 4-35
San Mateo County Library 4-65
Office of Sustainability 4-75
Department of Public Works 4-109
Capital Projects 4-159
Accumulated Capital Outlay Fund 4-165
Courthouse Construction Fund 4-169
Criminal Justice Construction Fund 4-173
Other Capital Construction Fund 4-177
Real Property Services 4-189
Agricultural Commissioner / Sealer 4-199
Public Safety Communications 4-209
Structural Fire 4-217
Fire Protection Services 4-221
County Service Area #1 4-225
Department of Housing 4-229

ADMINISTRATION AND FISCAL SERVICES

Administration and Fiscal Services Summary 5-1
Board of Supervisors 5-3
County Manager/Clerk of the Board 5-11
Assessor-County Clerk-Recorder 5-33
Controller's Office 5-59
Treasurer-Tax Collector 5-87
Retirement Office (SamCERA) 5-99
County Counsel's Office 5-105
Human Resources Department 5-115
Information Services Department 5-145
Grand Jury 5-175
Non-Departmental Services 5-179
Debt Service Fund 5-187

BUDGET UNIT AND PROGRAM SUMMARIES 6-1

GLOSSARY OF BUDGET TERMS 7-1

Fiscal Year 2019-21 County Manager's Budget Message

"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek."
-- Barack Obama

Honorable Members of the Board of Supervisors,

It is my pleasure to submit to you the Recommended Budget for the 2019-21 fiscal years.

This Recommended Budget proposes spending $3 billion to continue to provide the highest level of service to our community while investing in the infrastructure that will serve the community now and in the future.

This budget invests significant funds in services for our youth, families, seniors, immigrants, and veterans as well as in affordable housing, the mental health safety net, homelessness, transportation, technology, infrastructure, and sustainability. This budget also invests in our organization's most valuable asset: our employees.

At the same time, this budget reflects the need for fiscal prudence.

Local governments across the nation face increasing service demands as the federal government retreats from its commitments. A cloud of uncertainty hangs over the economy at both the national and local levels. This budget gives us the flexibility to adapt and to pivot quickly when faced with challenges, both known and unknown.

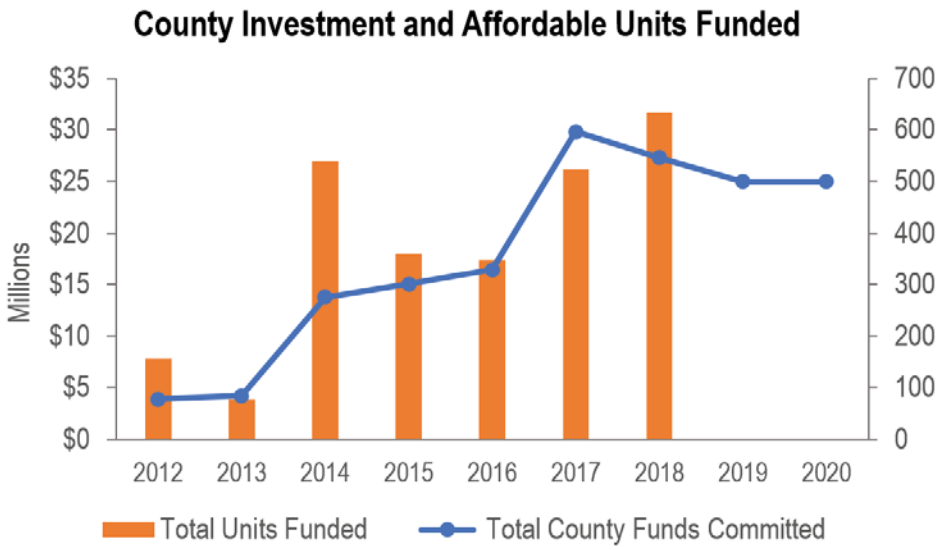
We cannot alone solve all of our nation's troubles, but we can set an example by working together – all hands in – to improve the quality of life for all with the resources we have available.

I would also like to take a moment to introduce you to our theme – our focus – for the next two years "Create A Remarkable Experience" (C.A.R.E.) for our clients, customers, residents, partners, and employees. Every action we take throughout the organization will be informed by our commitment to C.A.R.E.

Expansion and Investment

The tremendous growth in the local economy in the 11 years since the Great Recession has allowed us to maintain a high quality of life and make major positive advances. In an independent survey San Mateo County ranks as the second healthiest in California, with lower-than-average rates of smoking, obesity, and other key health indicators. The county's violent crime rates are also below the state average.

Your Board has made significant investments in building, preserving, and rehabilitating housing that is affordable to a wide range of families and individuals. Since 2012, County investment has resulted in over 2,600 housing units built, preserved, under construction, or in the development pipeline.



The Big Lift, your partnership that invests in early learning education, has contributed to the increase in reading performance for third graders in some of the lowest resourced schools in the county. These and other investments are possible because voters, first in 2012 and again in 2016, supported a half-cent sales tax known as Measure K and raises local funds for local needs.

Thanks to voters who approved the Measure W half-cent transportation sales tax in 2018, funds will be put in place towards improving our roads and creating additional transit options in the coming years. Your Board was instrumental in working for the passage of Measure W and creating a congestion relief plan that addresses needs countywide.

Clouds on the Horizon

The booming economy has created opportunities, but also troubling consequences. In 2018, there were 84,700 additional workers in San Mateo County than in 2010. That increase is about the same as the entire population of Redwood City and far exceeds the county's housing production over the same period. This wealth of new jobs has put ever greater strains on families seeking to find affordable housing near their jobs and led to longer commutes and crushing traffic gridlock.

Another challenge we face as a community is how to provide access to quality health care for everyone. Changes at the federal level continue to exacerbate the stability of County Health. More specifically, we continue to be concerned with the uncertainty regarding the Medi-Cal Waiver related funding that expires in FY 2020-21 and the financial model for delivering medical and behavioral health services to our lowest income residents.

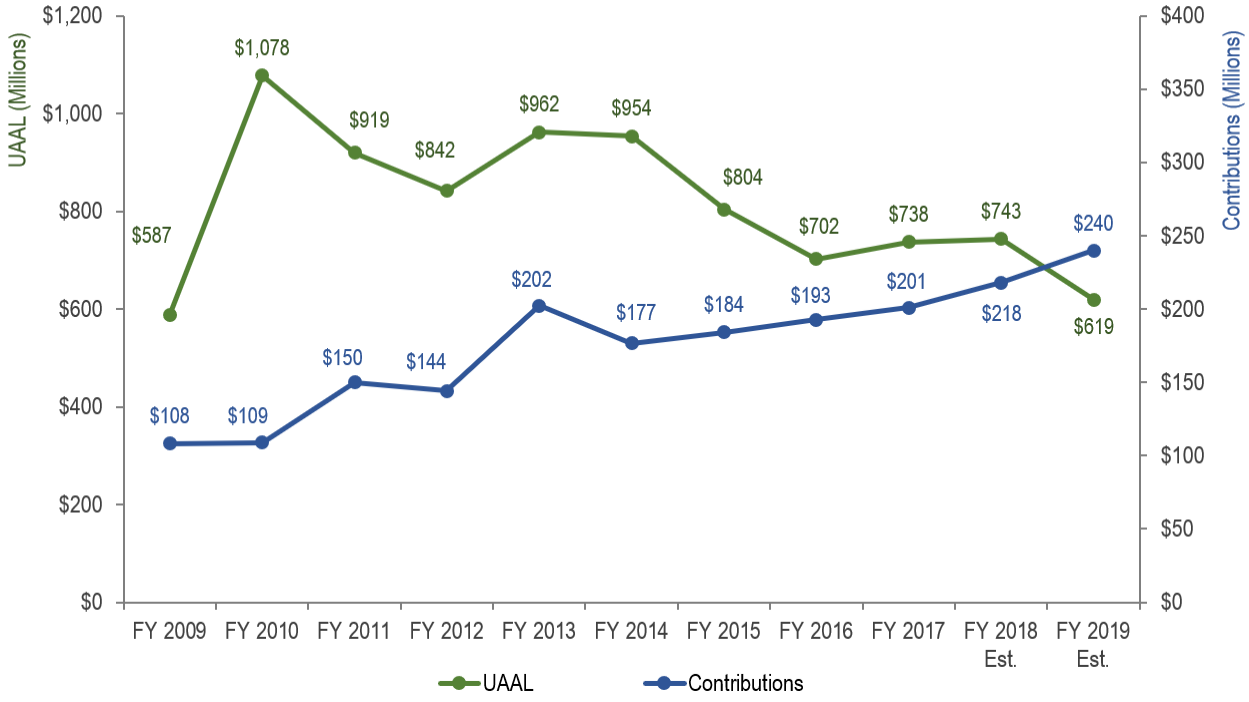
Health Chief Louise Rogers and her dedicated staff have balanced the FY 2019-20 budget with a combination of ongoing and one-time solutions and continue to work on solutions for a FY 2020-21 budget gap of $52.2 million. The budget gap is a result of increased costs, flat revenues, and significant uncertainty in federal policy and associated revenues. These losses are not sustainable, so systemic changes must be made.

"A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty."
-- Winston Churchill

As a result of these and other challenges, and the likelihood of future economic changes, I have directed all departments to prepare for a 2.5 percent reduction in their budgets. Although I have no intention to act on these 2.5 percent reductions now, planning for potential reductions today will soften the impact when changes do occur and will allow us to move quickly to address emerging needs.

In FY 2018-19, I recommended that your Board commit an additional $25 million toward the County's unfunded pension liability. Under the prepayment plan initiated in FY 2013-14, the County remains on target for significantly reducing the Unfunded Actuarial Accrued Liability (UAAL) by FY 2022-23. The following graph illustrates the decline in the UAAL and the increase in contributions since the Great Recession. These increases are due to many factors, including a conservative funding model that has seen the assumed earnings rate drop from 7.75 to 6.75 percent since 2011, strong market performance, increasing wages, and the aforementioned prepayment plan.

Retirement UAAL and Contributions

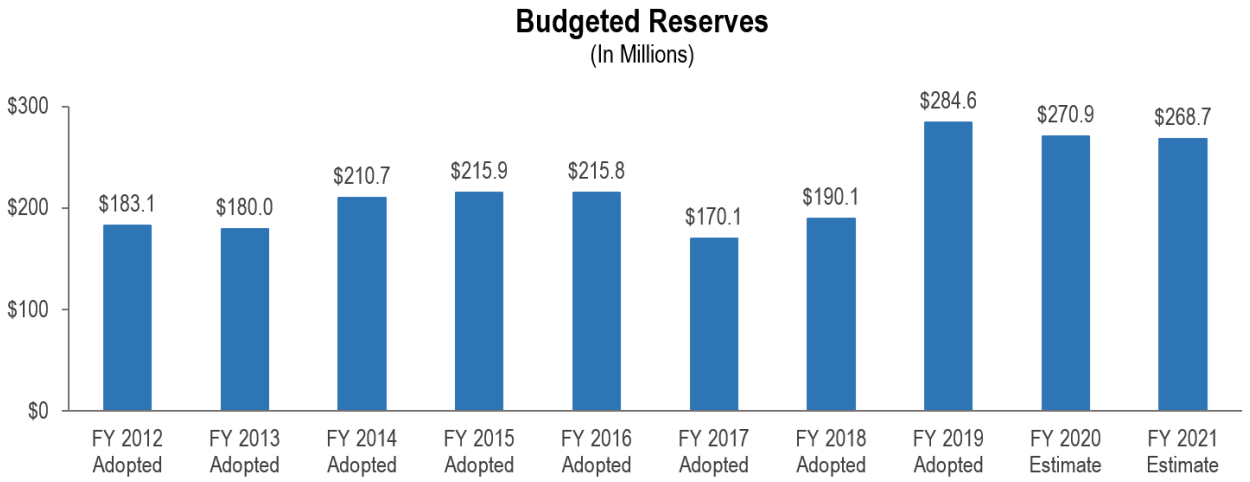


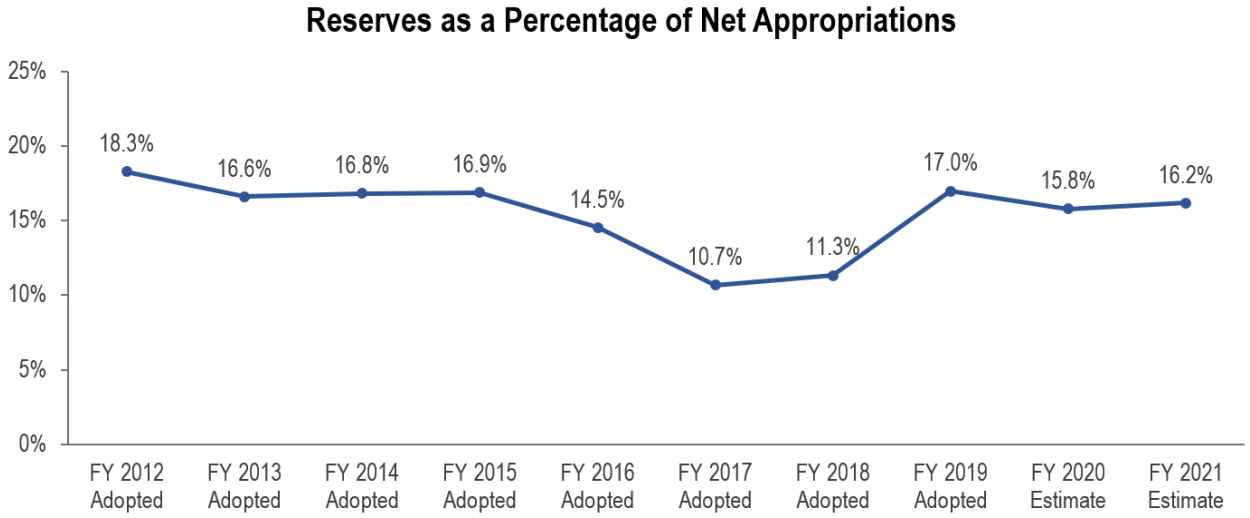
I will continue to work with departments to ensure the long-term stewardship of our fiscal resources.

Budget Highlights

The total Recommended budgets (All Funds) are $3 billion for FY 2019-20 and $2.9 billion for FY 2020-21. The Recommended Budgets for the General Fund are $2 billion in FY 2019-20 and $1.9 billion in FY 2020-21. Both

budgets maintain General Fund Reserves and Contingencies above the 10 percent required by Board policy to provide some flexibility to respond to future fiscal uncertainties.





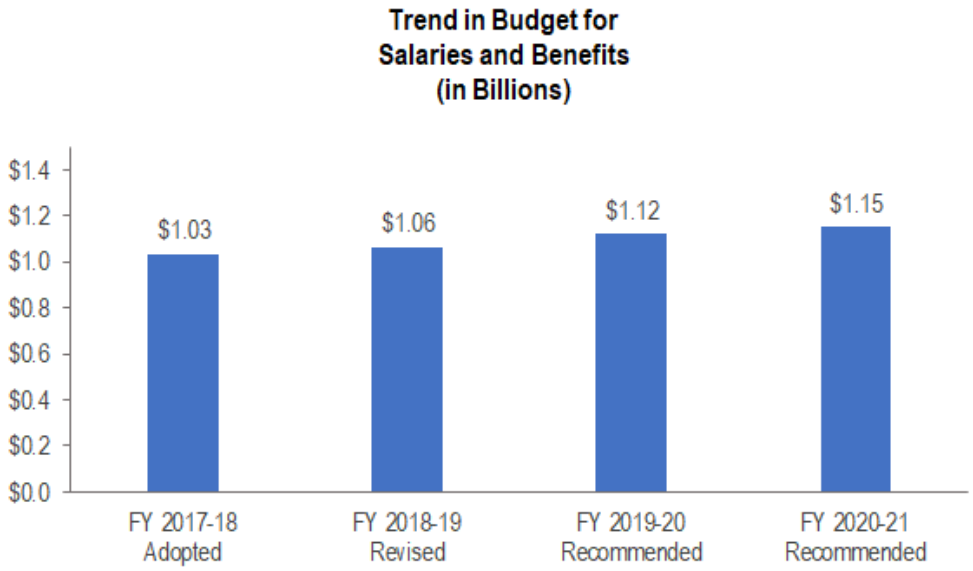
Overall, this budget recommends adding 18 positions over two years to our current staff of 5,543 in a limited number of areas:

- Mental Health: As one of the major health challenges facing our community is the rise in emergency calls involving an individual undergoing a mental health crisis, I am recommending the addition of a new two-person Psychiatric Emergency Response Team (PERT). This team will augment the two-person response team your Board prudently put in place during the last budget cycle. Additionally, Health, Public Safety Communications, and our law enforcement partners will be working to determine if there is a better way to discern if someone is suffering a mental health crisis when a call originates with our 9-1-1 dispatchers, thus allowing for a more informed and integrated response from emergency personnel.

- Elections: Due to the Voter Choice Act and the increase of district elections, the complexity of running elections has increased. To address this, I am recommending the addition of five full-time-equivalent (FTE) employees to ensure the effective and efficient operation of our elections.

- Property Appraisers: I am also recommending 12 positions for the Assessor's Office in the areas of appraisers to keep up with the demand for commercial appraisals. These positions in the Assessor's Office will increase the capacity to ensure we capture the accurate appraisal/assessment of all new development in the county over the next two-year fiscal cycle. These positions are expected to create a positive return on investment.

- Employee Salaries and Benefits: This budget also makes a significant investment in our employees; over the next two fiscal years a total increase of $94.9 million will be invested in our workforce through cost of living increases, longevity pay, and equity payments. We are very proud of our employees, and the raises and equity adjustments made in recent negotiations recognizes the work they do and how much they are valued by this organization.



- Commute Alternatives: We acknowledge that even with salary increases, housing affordability will remain a challenge for many of our employees, as it does for residents overall. Therefore, to foster a stable workforce and address the long commutes related to high housing costs, the County will also pursue alternative commute plans and creative approaches toward work assignment.

- In September 2019 after review of the year-end budget, there will be a detailed assessment of additional requests made by departments.

Building for the Future

"Life's most persistent and urgent question is, 'What are you doing for others?'"
-- Dr. Martin Luther King, Jr.

Your Board will face difficult choices and will need to prioritize among many important demands for attention and resources, such as early learning, educational disparities, affordable housing, quality health care, capital projects, and technology improvements. This Board has shown a strong history of a balanced approach that puts our most vulnerable populations first in an effort to promote equality of opportunity. This will be this Board's legacy. As a County we will continually look for opportunities to be fiscally prudent while always finding innovative ways to better serve our community in collaboration with our partners and those we serve.

Over the coming two years, this Recommended Budget:

- Builds new and improves existing County facilities detailed in the Five-Year Capital Improvement Plan to enable long-term, climate-resilient, and lower-cost County operations.

- Invests a historic $50 million of Measure K funds in affordable housing development.

- Ushers in a new age of public safety with a state-of-the art Computer-Aided Dispatch (CAD) system and an enhanced countywide upgrade of our radio system.

- Provides $15.5 million in Measure K funds for The Big Lift Early Learning Initiative.

- Strengthens County infrastructure and processes through funding of innovative information technology capital projects such as the Assessor Property Assessment System, Children and Family Services Virtual Reality Training, and migration to electronic health records in the Health System.

- Augments the property appraisal team to ensure fair and equitable assessment of the rising number of new commercial properties being developed in the county.

- Funds the continuation of Climate Ready SMC Climate Collaborative, bringing together a diverse group of community stakeholders to ensure that steps taken to prepare for the impacts of climate change are equitable and serve vulnerable populations.

- Establishes funding for a new homeless shelter to house those in acute need of safe shelter.

- Addresses much-needed upgrades and renovations at our parks, including: renovations at Flood Park; completion of the Promenade at Coyote Point Park; completion of water, sewer, and bathroom renovations at Memorial Park; and bringing our newest park,Tunitas Creek Beach Park, online.

Summary and Conclusion

This Recommended Budget provides our employees with the tools and funding they need to fulfill our County's mission to protect and enhance the health, safety, welfare, and natural resources of our community. But, of course, funding and a mission will only get one so far.

"Efforts and courage are not enough without purpose and direction." -- John F. Kennedy

At this particular moment in our nation's history, institutions and services that millions of Americans rely upon every day are in jeopardy: public education, access to quality affordable health care, Social Security, food programs for low-income families and individuals, and housing assistance. This list goes on.

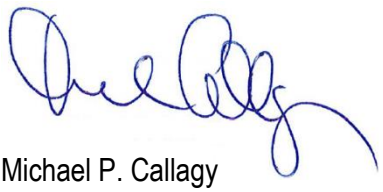
This Recommended Budget, informed by your Board's commitment to our community, is our call to action that we will not stand for the erosion of our social safety net.

This budget provides funding to further your Board's agenda to prioritize mental health care, affordable housing, and early learning opportunities. It also invests in treatment beds over jail cells, warm shelters over cold streets, and programs that are proven to help reduce the number of individuals involved in the criminal justice system.

The production of this budget would not be possible without the dedication of the County Manger's Office staff. I want to thank our Budget Director, Robert Manchia, and his staff, Heather Ledesma, Tim Nevin, Sophie Mintier, Michael Leach, Paniz Amirnasiri, Lindsey Freeland, Myles Tucker, and Saba Bokharey, who produced this budget book as well as other analyses throughout the year to help guide and inform decisions. I also want to thank Peggy Jensen, Iliana Rodriguez, Michelle Durand, Marshall Wilson, Connie Juarez-Diroll, Christa Bigue, and Eric Forgaard for their guidance in preparing this budget. My appreciation also to our outstanding support staff of Kim Hurst, Sukhmani Purewal, Sherry Golestan, Raquel Barrades, Fresia Limin, and Fallon Miller.

Finally, I want to thank all of you and acknowledge the leadership and vision of the Board of Supervisors. Your Board has given staff a purpose and a direction with which to inspire us to think about the future, while also providing the highest level of service to those in need today.

Sincerely,



Michael P. Callagy
County Manager

This page intentionally left blank

COUNTY PROFILE

COUNTY OF SAN MATEO
FY 2019-20 / FY 2020-21

COUNTY OF SAN MATEO

There's no clear point in time when San Mateo County – 455 square miles of urban cities, country-style lanes, farmland and open space – shed its moniker as a suburb for San Francisco and Silicon Valley.

Maybe it came in the 1970s when South San Francisco emerged as "The Birthplace of Biotechnology" with the founding of Genentech.

Maybe it was two or three decades earlier, when pioneering firms in radio, radar and other electronics (Dalmo Victor, EIMAC, Litton Industries) opened offices and manufacturing plants in the county.

Or when Oracle, Electronic Arts and other tech firms moved to Redwood Shores in the 1980s? The shift from suburb to sought-after surely occurred by 2005, when YouTube (founded above a pizzeria and Japanese restaurant in San Mateo) went online. By the time Facebook arrived in Menlo Park in 2011, San Mateo County was home to not only tech giants but major players in the financial, insurance, transportation and construction industries.

Today, San Mateo County continues to enjoy its own identity born from a spirit of innovation. That spirit continues to attract individuals with fresh ideas that nourish an economy rich in jobs and opportunities.

The county's population is as rich in diversity as its geography: more than one in three residents was born outside the United States.

The county boasts low rates of unemployment (2.4 percent in March 2019) and some of the highest paying jobs in the nation ($105,000 median family income). More than half of adults possess a bachelor's degree or higher, a fact that makes the county an attractive home for employers seeking an educated workforce.

Yet not everyone shares in the bounty. The creation of high-paying jobs without a matching production in new housing has led to some of the highest housing costs in the nation; nearly half of renters pay 30 percent or more of their incomes on housing. With a growing number of jobs and few new homes, many find themselves commuting long distances into the county, leading to growing congestion and environmental consequences.

Troubling health disparities exist between the area's well-off residents and those struggling to make ends meet. Reading levels among third graders – a key benchmark for future educational success – are improving but four out of every 10 third graders are not reading proficiently. These indicators and others suggest a dual county: a wealth of highly paid professions supported by a larger number of individuals and families struggling in low-paying service jobs.

With a county that is undergoing tremendous change and growth, it is important to track its physical, social and economic factors, in order to give a general indication of where the county has been, as well as where it will likely go in the future. This County Profile through a collection of recent demographic, social and economic data attempts to highlight key indicators of the health of our community – and actions taken by the Board of Supervisors to address needs. It provides a glimpse into the business environment and quality of life across San Mateo County. Topics include demographics, health, public safety, education, housing, transportation, income and employment.

As in all counties in California, San Mateo County is governed by an elected Board of Supervisors. These supervisors oversee a budget that exists to provide social services, public health protection, housing programs, property tax assessments, tax collection, elections and public safety to all residents. The County also provides basic city-style services for residents who live in an unincorporated area.

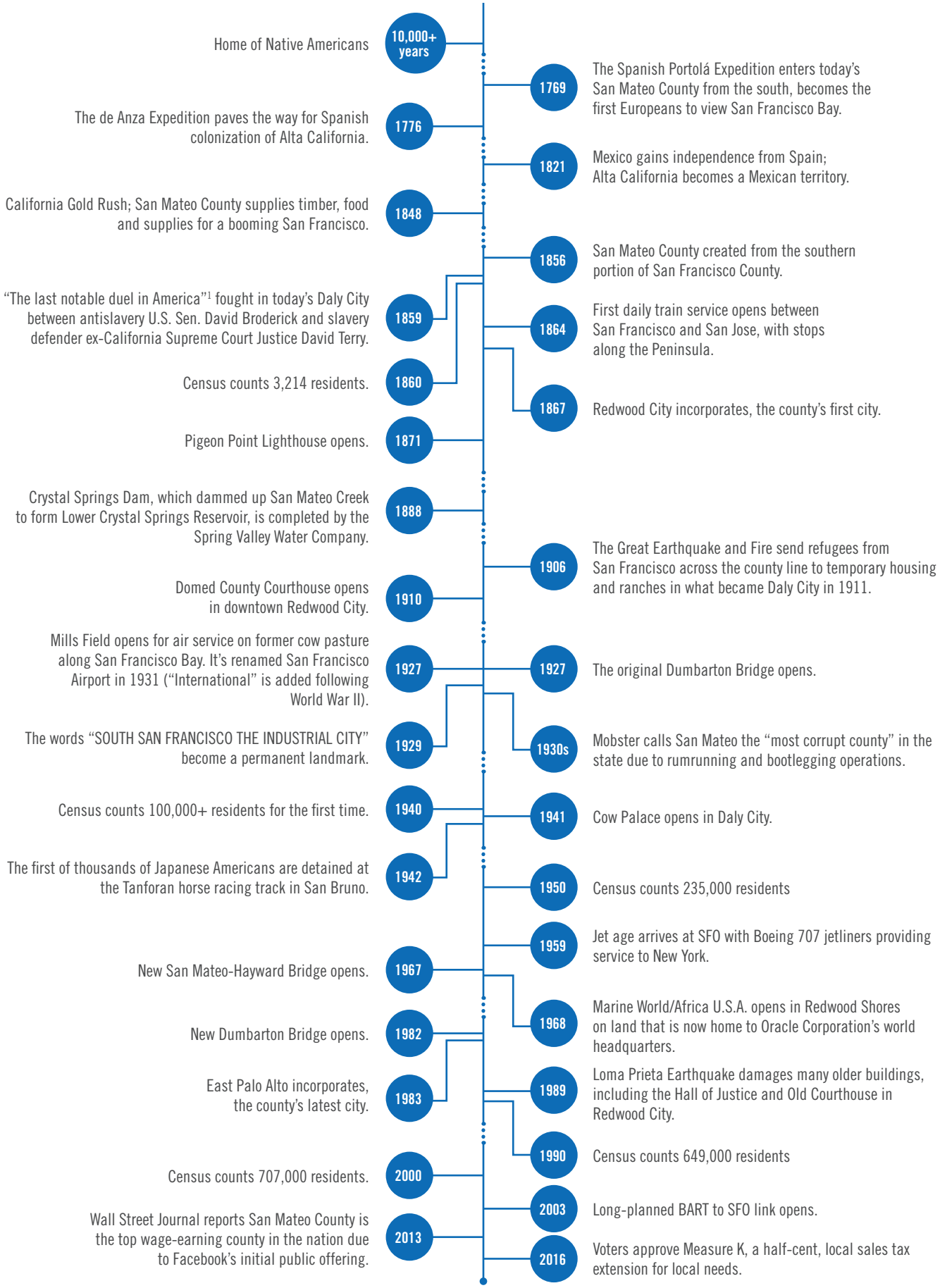
OUR MISSION

The County of San Mateo 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.

HISTORY


10,000+ years
Home of Native Americans
1769
The Spanish Portolá Expedition enters today's San Mateo County from the south, becomes the first Europeans to view San Francisco Bay.
1776
The de Anza Expedition paves the way for Spanish colonization of Alta California.
1821
Mexico gains independence from Spain; Alta California becomes a Mexican territory.
1848
California Gold Rush; San Mateo County supplies timber, food and supplies for a booming San Francisco.
1856
San Mateo County created from the southern portion of San Francisco County.
1859
"The last notable duel in America"[1] fought in today's Daly City between antislavery U.S. Sen. David Broderick and slavery defender ex-California Supreme Court Justice David Terry.
1864
First daily train service opens between San Francisco and San Jose, with stops along the Peninsula.
1860
Census counts 3,214 residents.
1867
Redwood City incorporates, the county's first city.
1871
Pigeon Point Lighthouse opens.
1888
Crystal Springs Dam, which dammed up San Mateo Creek to form Lower Crystal Springs Reservoir, is completed by the Spring Valley Water Company.
1906
The Great Earthquake and Fire send refugees from San Francisco across the county line to temporary housing and ranches in what became Daly City in 1911.
1910
Domed County Courthouse opens in downtown Redwood City.
1927
Mills Field opens for air service on former cow pasture along San Francisco Bay. It's renamed San Francisco Airport in 1931 ("International" is added following World War II).
1927
The original Dumbarton Bridge opens.
1929
The words "SOUTH SAN FRANCISCO THE INDUSTRIAL CITY" become a permanent landmark.
1930s
Mobster calls San Mateo the "most corrupt county" in the state due to rumrunning and bootlegging operations.
1940
Census counts 100,000+ residents for the first time.
1941
Cow Palace opens in Daly City.
1942
The first of thousands of Japanese Americans are detained at the Tanforan horse racing track in San Bruno.
1950
Census counts 235,000 residents
1959
Jet age arrives at SFO with Boeing 707 jetliners providing service to New York.
1967
New San Mateo-Hayward Bridge opens.
1968
Marine World/Africa U.S.A. opens in Redwood Shores on land that is now home to Oracle Corporation's world headquarters.
1982
New Dumbarton Bridge opens.
1983
East Palo Alto incorporates, the county's latest city.
1989
Loma Prieta Earthquake damages many older buildings, including the Hall of Justice and Old Courthouse in Redwood City.
1990
Census counts 649,000 residents
2000
Census counts 707,000 residents.
2003
Long-planned BART to SFO link opens.
2013
Wall Street Journal reports San Mateo County is the top wage-earning county in the nation due to Facebook's initial public offering.
2016
Voters approve Measure K, a half-cent, local sales tax extension for local needs.

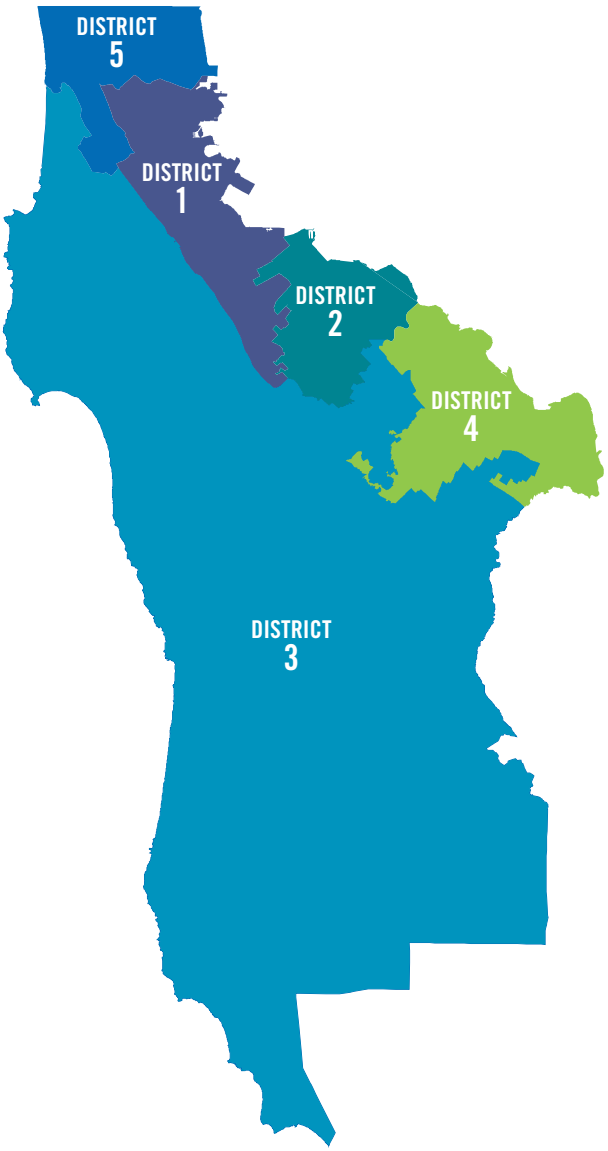
SAN MATEO COUNTY BOARD OF SUPERVISORS

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.

POPULATION AND DEMOGRAPHICS

With 774,155 residents, San Mateo County is the 14th most populous of California's 58 counties (Ventura County is 13th and San Joaquin County is 15th). Population growth slowed to 0.29 percent between July 2017 and July 2018, the smallest one-year increase in more than a decade. Overall, the county's population has increased by about 9 percent since the 2010 Census.[2]

46.2%
Population 5 years and older who speak a language other than English at home[3]

9.2%
BIRTH DECLINE

The number of births continued a decade-long decline, falling to 8,377 in 2018 (down 9.2 percent since 2011). As the county's population ages, the total number of annual deaths rose to 4,906 in 2018, the most in more than a decade.[4]

CHANGING MIGRATION PATTERNS

More people – 5,899 -- moved out of San Mateo County in 2018 than moved in from other parts of the United States, a significant shift in migration patterns that began in 2013. This domestic net out-migration totaled 18,498 over the past five years.

This loss in population is more than made up for by increases in net foreign immigration. Since 2013, a net increase of 21,938 new residents from overseas now call San Mateo County home.

The natural increase in population (births minus deaths) coupled with a 36 percent increase in net foreign immigration from 2013 to 2018 account for the county's population growth.[5]

The county is home to 20 cities that range from densely populated urban centers to semi-rural towns. The largest city in terms of population, Daly City (107,864 residents), shares a border with the least populated city, Colma (1,501 residents).

774,155
SAN MATEO COUNTY POPULATION[6]

7,135 ATHERTON	**27,388** BELMONT
4,692 BRISBANE	**30,294** BURLINGAME
1,501 COLMA	**107,864** DALY CITY
30,917 EAST PALO ALTO	**33,490** FOSTER CITY
12,639 HALF MOON BAY	**11,543** HILLSBOROUGH
35,268 MENLO PARK	**22,854** MILLBRAE
38,418 PACIFICA	**4,767** PORTOLA VALLEY
86,380 REDWOOD CITY	**46,085** SAN BRUNO
29,897 SAN CARLOS	**104,490** SAN MATEO
67,082 SOUTH SAN FRANCISCO	**5,623** WOODSIDE
65,828 UNINCORPORATED	

QUICK FACTS

APRIL 19, 1856
FOUNDED

455
SQUARE MILES

20
CITIES

774,155
POPULATION (2018)[7]

2.4%
UNEMPLOYMENT RATE (MARCH 2019)[8]

$105,667
MEDIAN HOUSEHOLD INCOME (2017)[9]

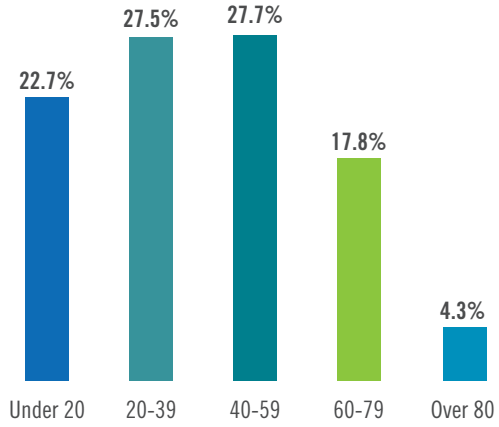
$208 BILLION
ASSESSED VALUE OF TAXABLE PROPERTY (2018 FISCAL YEAR)[10]

$17.9 BILLION
TAXABLE SALES (2018 FISCAL YEAR)[11]

$142.7 MILLION
AGRICULTURAL PRODUCTION (2017)[12]

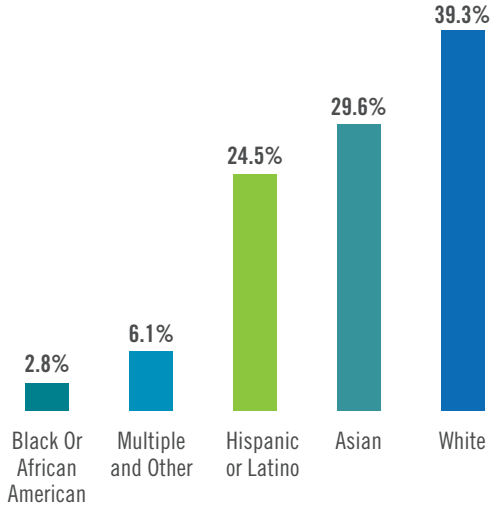
$1.6 MILLION
MEDIAN HOME PRICE (MARCH 2019)[13]

AGE DISTRIBUTION



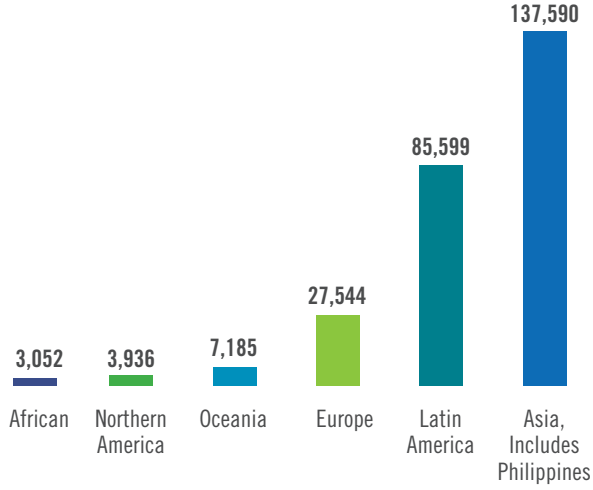
Overall, the county's population is undergoing change as the percentage of older residents increases. Since 2007, the percentage of residents under 20 has fallen two percentage points while the percentage of residents ages 60 to 79 has increased by nearly four points.[14]

ETHNICITY



The county remains one of the most diverse within California with large numbers of Asian and Hispanic or Latino residents.[15]

WORLD REGION OF BIRTH OF FOREIGN BORN



264,904 residents, approximately 34% of the population, were born in another country. The percent of foreign-born residents compares to 27% in California and 14% in the United States as a whole.[16]

HEALTH & SAFETY

SAN MATEO COUNTY IS THE SECOND HEALTHIEST COUNTY IN CALIFORNIA

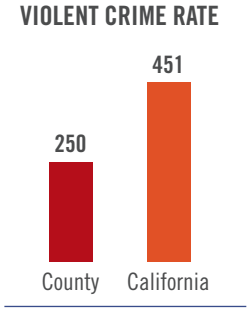
San Mateo County ranks as the second healthiest of California's 58 counties, according to a March 2019 report by the Robert Wood Johnson Foundation. The rates for adult smoking, adult obesity, teen births and other key indicators for a community's overall health were below national statewide averages. The report, however, found that one out of every four households (24 percent) in San Mateo County faced a severe housing problem: overcrowding, high housing costs, lack of a kitchen or lack of plumbing.[17]

HEALTHY HOMES HEALTHIER LIVES

Living in healthy homes leads to healthier lives. With funding from the local Measure K sales tax extension, inspectors from San Mateo County Health visit multi-family dwellings with a history of health violations (pests, mold, other hazards) on a stepped-up basis. Data shows a steady decline in violations in these units.

SUPPORTED BY MEASURE K
LOCALFUNDS LOCALNEEDS
WWW.SMCGOV.ORG

VIOLENT CRIMES IN SAN MATEO COUNTY 2017: 1,928



Crimes per 100,000 people

San Mateo County has among the lowest rates for violent crime among urban and suburban counties in California. Overall, a total of 1,928 violent crimes were reported to law enforcement in 2017.[18]

PROVIDING SERVICES FOR INMATES

Through the first half of the 2018-19 fiscal year, In-Custody Case Managers worked with 81 percent of inmates who are incarcerated in San Mateo County. These case managers interact with inmates to assess their risk to re-offend, areas of need, and the appropriate programs and services to best address those needs. Case managers work with other County professionals to provide a continuum of care for inmates to assist in their reentry into our community.

EDUCATION

95,155
PUBLIC SCHOOL STUDENTS

A total of 95,155 students were enrolled in public elementary, middle and high schools in San Mateo County in the 2017-18 school year. Enrollment numbers have remained nearly identical for the past five years. The county's network of public schools include 105 elementary schools, 26 middle schools, 25 high schools and 15 charter schools.

34.2%
FREE & REDUCED-PRICE MEALS

Despite household incomes that are on average much higher than the state's and nation's, more than one in three – 34.2 percent – of students are eligible for Free and Reduced-Price Meals. This number climbs as high as two out of every three children enrolled at public schools where Silicon Valley's tech boom has largely passed over.

Students are considered economically disadvantaged if they are eligible for free or reduced price school meals, or if neither parent graduated from high school.

21.7%
Public school students who are English Learners

THE BIG LIFT
PROMISING RESULTS + ANNUAL FUNDING

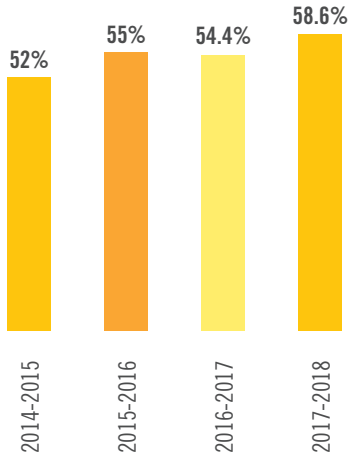
The County invested $20 million to kick-start The Big Lift, which aims to improve third grade reading scores in schools that disproportionately serve children from families with low incomes. Now in its fifth year, The Big Lift is showing promising results with funding provided by the Board of Supervisors through the Measure K local sales tax extension.

SUPPORTED BY MEASURE K
LOCALFUNDS LOCALNEEDS
WWW.SMCGOV.ORG

THIRD GRADE READING ↑ 8%

Third-grade English language-arts proficiency – a key benchmark in early education as children at that age go from learning to read to reading to learn – has improved by more than eight percentage points since the 2014-15 school year.

THIRD GRADE ENGLISH LANGUAGE-ARTS PROFICIENCY

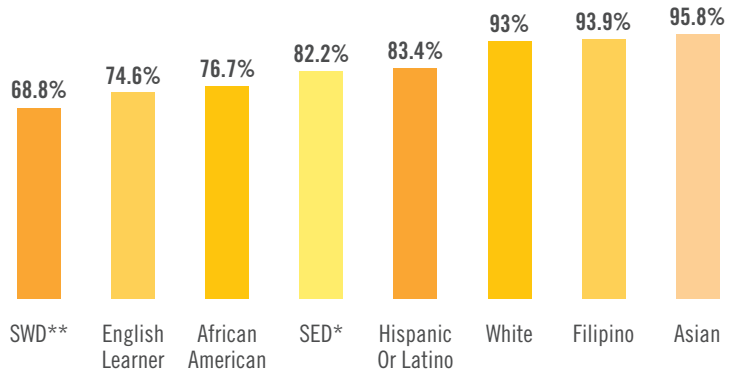


89.4%
HIGH SCHOOL GRADUATION RATE

The high school graduation rate of 89.4 percent in 2017 surpassed the state average of 82.7 percent. The overall numbers, however, mask significant disparities.

Students who are Asian, Filipino or white graduated at a rate of 93 percent or above. The graduation rate fell below 80 percent for students who are African American, English learners or who have a disability.

GRADUATION RATES



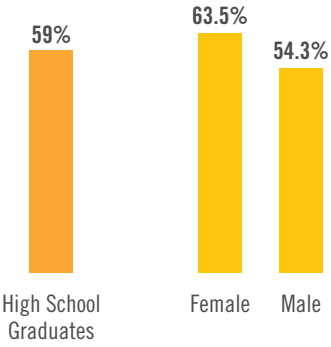
* Socioeconomically Disadvantaged
** Students With Disabilities

59%
HIGH SCHOOL GRADUATES MEET UC/CSU REQUIREMENTS

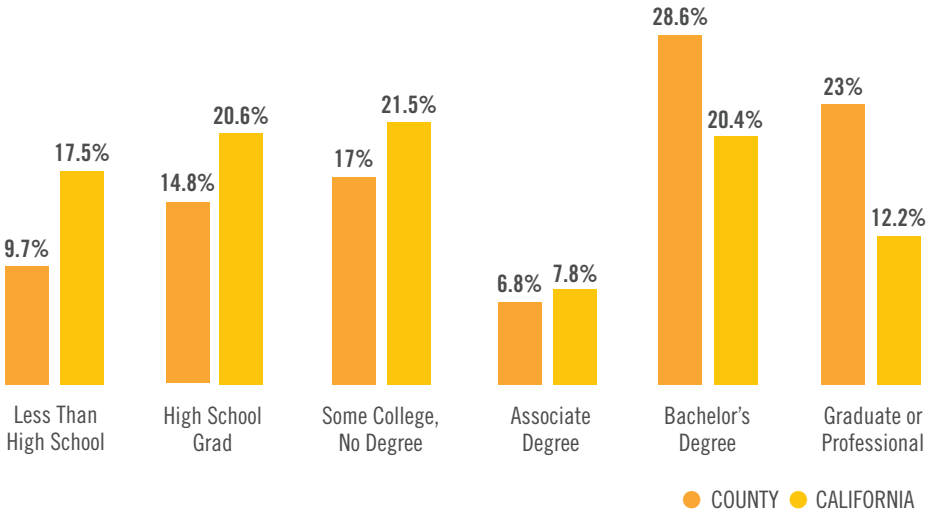
Overall, 59 percent of high school graduates met UC/CSU entrance requirements in 2018, a full 9 percentage points higher than the state average. This is an important measure of how well our region is preparing youth for the knowledge-based economy of the future.

And while the numbers overall are improving, just 35.7 percent of Black or African American students and 41.7 percent of Hispanic or Latino students met the requirements.

UC/CSU ENTRANCE REQUIREMENTS MET



ADULT EDUCATIONAL ATTAINMENT[20]



HOUSING & TRANSPORTATION

$115 MILLION INVESTED IN AFFORDABLE HOUSING

Over the past five years the County has invested $115 million to build, preserve and rehabilitate housing that is affordable to individuals with a wide range of incomes. The majority of this funding comes from Measure K, a countywide, voter-approved sales tax extension.

SUPPORTED BY MEASURE K
LOCALFUNDS LOCALNEEDS
WWW.SMCGOV.ORG

15.7% ↑ SINGLE-FAMILY HOME PRICE

The median sale price of a single-family home in 2018 (more than 4,000 transactions) was $1.58 million, up 73 percent since 2013. The average sale price rose to $1.966 million, up 62 percent since 2013.[20]

STRAIN OF HIGH COST HOUSING

The high cost of housing places a strain on the budgets of many families. Nearly half – 47.7 percent – of renters paid 30 percent or more of their gross income on housing costs in 2017. For owner-occupied housing units, 31.3 percent paid 30 percent or more of their gross income on housing costs in 2017.[21]

AFFORDABLE HOUSING CREATED WITH NEW INITIATIVE

From 2010 to 2014, 24 new jobs were created in San Mateo County for every new housing unit built. In response, the Board of Supervisors took the lead in creating "Home For All," a collaborative effort to produce and preserve housing that is affordable to a wide range of family incomes. The effort is paying off. The jobs/housing ratio has fallen substantially with the help of Home For All. From 2014 to 2017, 7,529 new units have been added to the county's housing supply.

HOME FOR ALL
SAN MATEO COUNTY

28.2 MINUTES AVERAGE COMMUTE TIME

Commute times in San Mateo County have increased by about 13 percent over the past decade, to an average of 28.2 minutes to get to work. The typical worker will spend nearly an hour a day commuting to and from work.[22]

SUPER COMMUTERS AND SUPER CONGESTION

The number of people who commute 90-plus minutes to work each day increased by 112 percent in the San Francisco metro region (which includes San Mateo County) from 2005 to 2016, one of the largest jumps in the United States. Significantly, the two regions with the greatest shares of Super Commuters in the nation – Stockton and Modesto – ring the jobs-rich central Bay Area. These commuters tend to be drawn to higher-paying job opportunities.[23]

INCOME & EMPLOYMENT

2017 TOP TEN EMPLOYERS

Facebook, Gilead, Visa, Robert Half and YouTube did not make the top 10 list of employers less than a decade ago. These employers supplanted Kaiser Permanente, the San Mateo County Community College District, Safeway, Mills-Peninsula Health Services and the United States Postal Service.[24]

1
United Airlines
12,000 Employees

2
Genentech, Inc.
11,000 Employees

3
Facebook, Inc.
7,091 Employees

4
Oracle Corp.
6,781 Employees

5
County of San Mateo
5,485 Employees

6
Gilead Sciences
3,900 Employees

7
Visa USA, Inc.
3,500 Employees

8
Electronic Arts
2,367 Employees

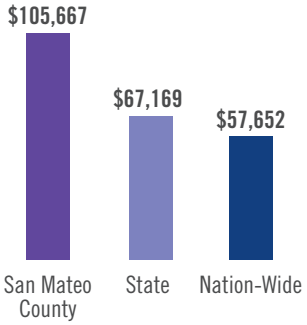
9
Robert Half International
1,790 Employees

10
YouTube LLC
1,700 Employees

SAN MATEO COUNTY AMONG WEALTHIEST COUNTIES IN UNITED STATES

San Mateo County continues to rank among the wealthiest counties in the United States. The 2017 median household income (half have incomes above that level and half below) of $105,667 far exceeds the state's $67,169 and nation's $57,652 median incomes.

MEDIAN HOUSEHOLD INCOMES[25]



BELOW AVERAGE POVERTY RATE

The poverty rate in San Mateo County of 7.3 percent in 2017 remains well below the rate for the state (15.1 percent) and nation (14.5 percent). The group most likely to live in poverty are children ages 5 to 17 years (9 percent) while the group least likely to live in poverty are adults ages 35 to 64 years (5.9 percent).[26]

WHAT DOES IT COST TO MAKE ENDS MEET IN SAN MATEO COUNTY?

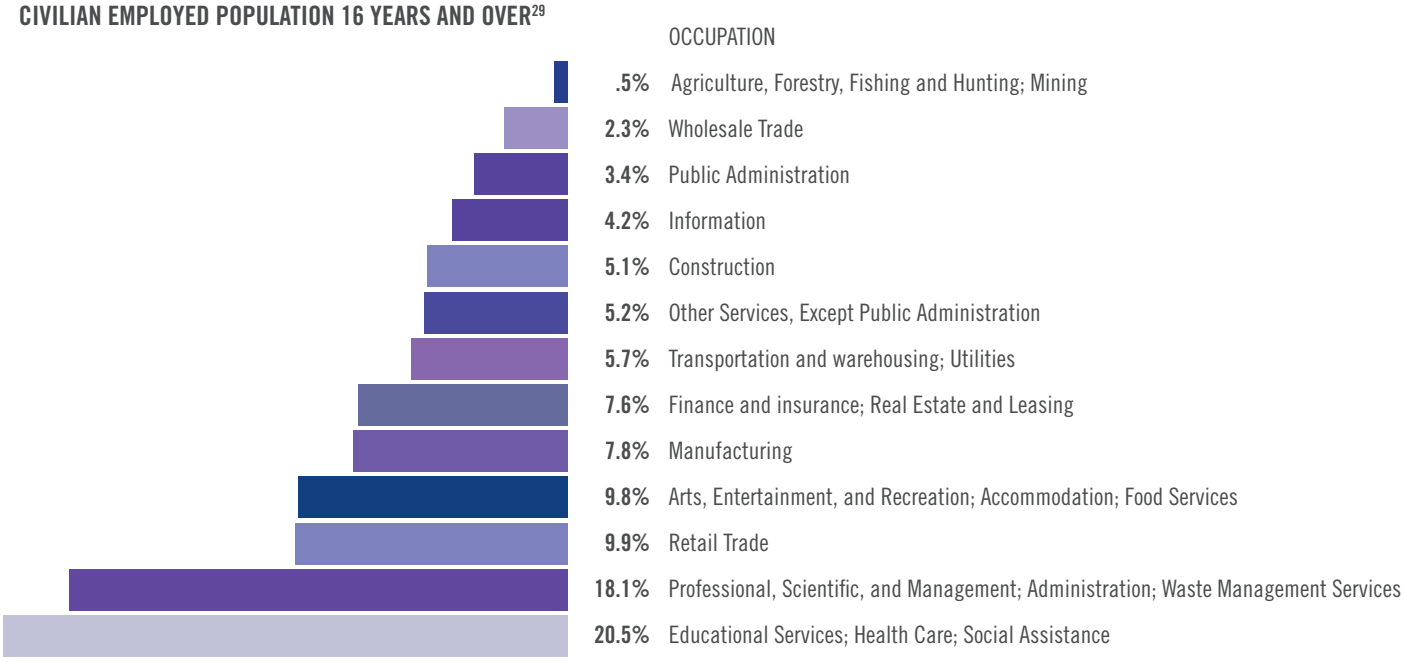
The answer is a minimum of $108,109 for a two-parent working family, substantially higher than the state average of $75,952, according to the California Budget & Policy Center. The total (the third highest in the state behind San Francisco and Marin County) includes housing and utilities (33.5 percent of income) along with food, child care, health care, transportation, miscellaneous expenses and taxes.[27]

The top six most expensive counties to make ends meet in California are within the Bay Area.

47.2%
Nearly half of households in San Mateo County earned less than $100,000 in 2017.[28]

ECONOMIC INDICATORS

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER[29]



TOP-RANKED "TECH TALENT" MARKET

The San Francisco Bay Area is the top-ranked "Tech Talent" market in the United States with 9.8 percent of total jobs – 329,000 in total. These jobs pay the highest average tech wages – $125,400 – in the nation.[30]

JOBS & PASSENGERS SAN FRANCISCO INTERNATIONAL AIRPORT

Located within San Mateo County, San Francisco International Airport (SFO) provides tens of thousands of jobs at the 60 airlines that serve the airport as well as in shipping, food and beverage service, hospitality, transportation and other airport-related activities. SFO is the seventh busiest airport in terms of passenger traffic in the United States. Approximately 57.8 million passengers traveled through SFO in the 2018 calendar year, a 3.4 percent increase over the prior year.[31]

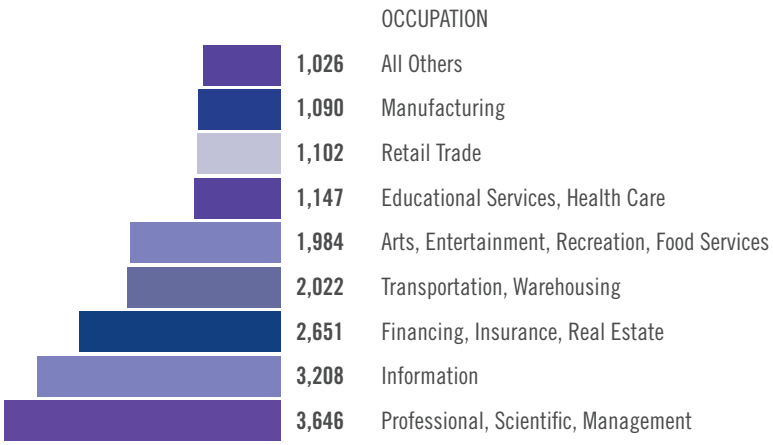
571,335 METRIC TONS CARGO PROCESSED

The airport also processed 571,335 metric tons of cargo (airmail and air freight), or the equivalent of more than 21,000 fully loaded, full-size shipping containers.[32]

TAXABLE SALES INCREASE

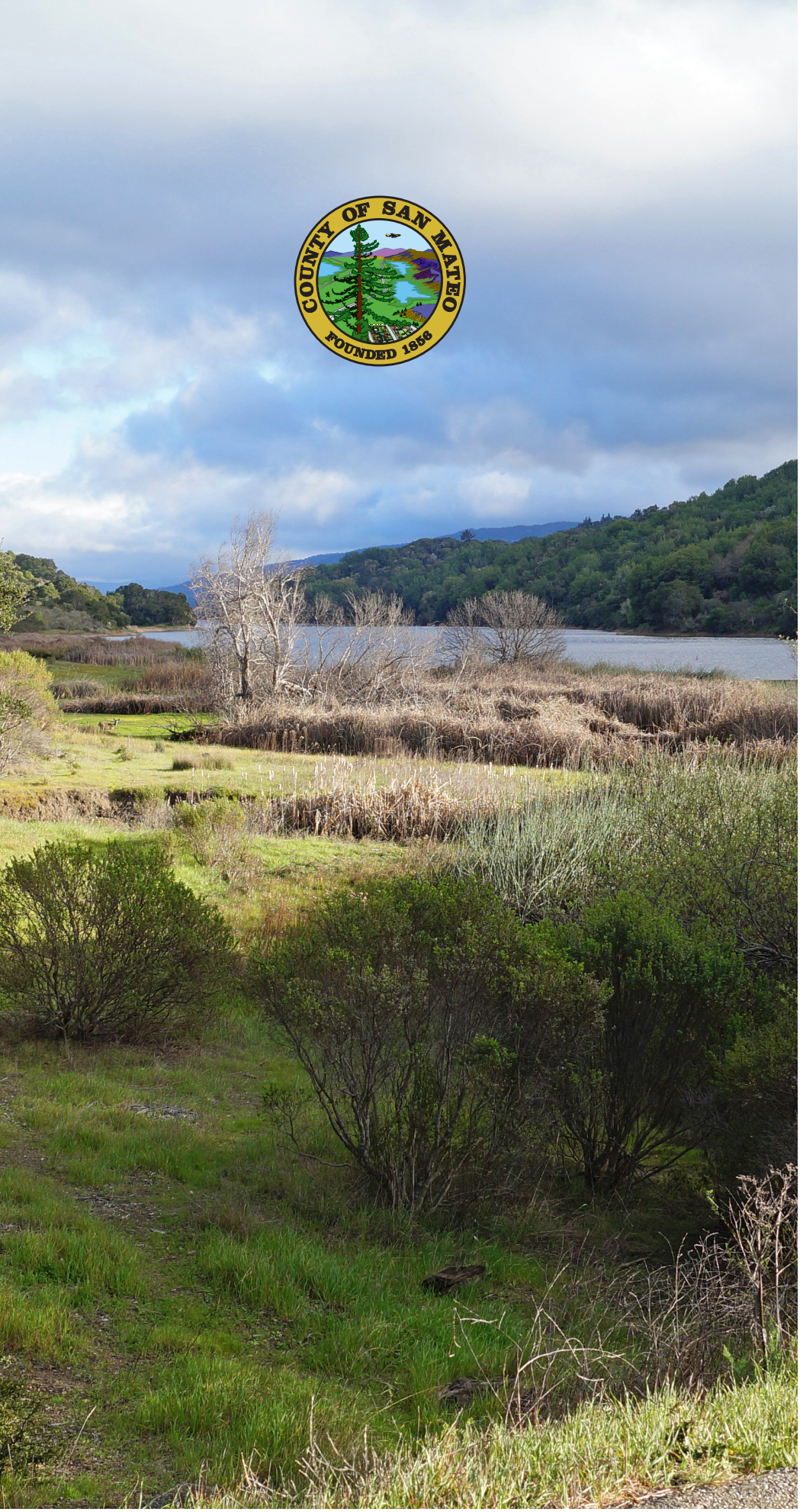
Taxable sales grew 8 percent to $17.9 billion in the fiscal year ending June 30, 2018, up from $16.6 billion the prior year.[33]

NUMERICAL INCREASES BY INDUSTRY 2015 TO 2017



SECTORS WITH LARGEST NEW JOBS INCREASE

The local economy generated 17,876 new jobs in the three years from 2015 through 2017. Sectors with the largest numerical increases were in the professional, information and finance industries.[34]



SOURCES

1 "Famous American Duels" by Cyrus Townsend Brady, Munsey's Magazine, August 1905.

2 State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State — January 1, 2018. Sacramento, California, May 2018.

3 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

4 State of California, Department of Finance, E-6. Population Estimates and Components of Change by County — July 1, 2010–2018, December 2018

5 State of California, Department of Finance, E-6. Population Estimates and Components of Change by County — July 1, 2010–2018, December 2018

6 State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State — January 1, 2018. Sacramento, California, May 2018.

7 State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State — January 1, 2018. Sacramento, California, May 2018.

8 Employment Development Department Labor Market Information Division http://www.labormarketinfo.edd.ca.gov

9 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

10 County of San Mateo Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2018

11 County of San Mateo Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2018

12 2017 Agricultural Crop Report, San Mateo County Department of Agriculture/Weights and Measures

13 https://www.samcar.org/market-data.htm

14 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

15 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

16 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

17 http://www.countyhealthrankings.org/app/california/2019/rankings/san-mateo/county/outcomes/overall/snapshot

18 San Mateo County Office of Education http://www.ed-data.org/

19 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

20 samcar.org/marketdata

21 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates San Mateo County Department of Housing

22 ApartmentList.com analysis of U.S. Census American Community Survey Data 2005-2016y

23 ApartmentList.com analysis of U.S. Census American Community Survey Data 2005-2016

24 San Francisco Business Times Book of Lists County of San Mateo Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2018

25 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

26 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

27 https://calbudgetcenter.org/resources/making-ends-meet-much-cost-support-family-california/

28 U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

29 https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF

30 https://mapping.cbre.com/maps/Scoring-Tech-Talent-2018/Analyzer/

31 https://www.flysfo.com/media/facts-statistics/air-traffic-statistics

32 https://www.flysfo.com/media/facts-statistics/air-traffic-statistics

33 County of San Mateo Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2018

34 https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF

This page intentionally left blank

SHARED VISION 2025

COUNTY OF SAN MATEO
FY 2019-20 / FY 2020-21

SHARED VISION 2025

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

Shared Vision 2025 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's 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 preliminary community indicators, to begin building performance dashboards that will be used to align employee goals and track the performance of County programs and services toward achieving Shared Vision 2025 goals.

HEALTHY AND SAFE COMMUNITY

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

- Reduce crime
- Increase life expectancy

PROSPEROUS COMMUNITY

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

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

LIVABLE COMMUNITY

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

- Make transit accessible
- Increase community engagement

ENVIRONMENTALLY CONSCIOUS COMMUNITY

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

- Reduce greenhouse gas emissions
- Conserve and protect natural resources

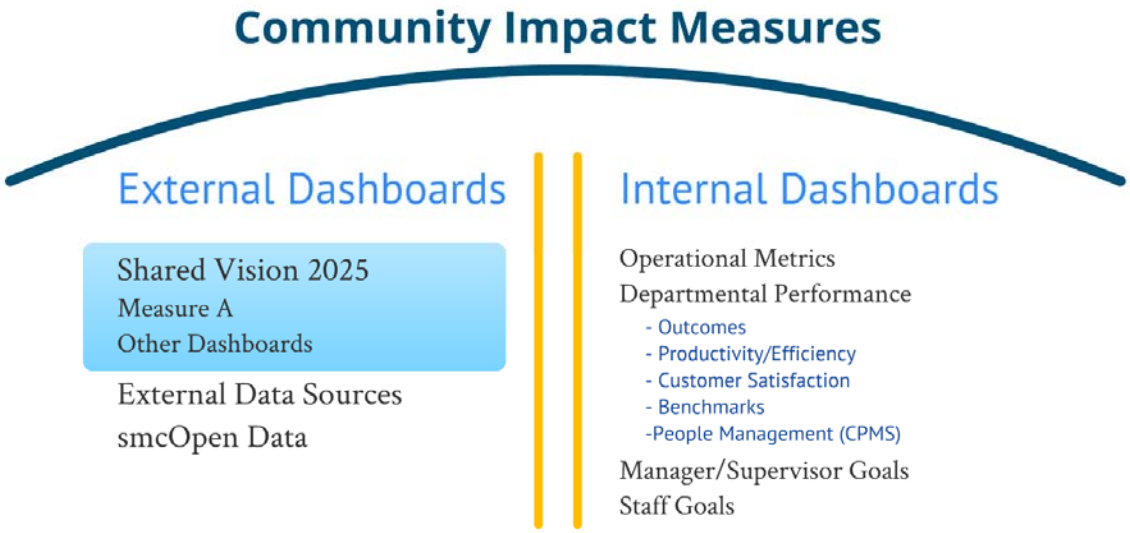
COLLABORATIVE COMMUNITY

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

- Open, responsive, and effective government

To make Shared Vision 2025 a reality, we need to create a clear line of sight that connects our individual contributions to the most important goals in the community. In the coming year, the County Manager's Office will work together with departments to create 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: https://performance.smcgov.org

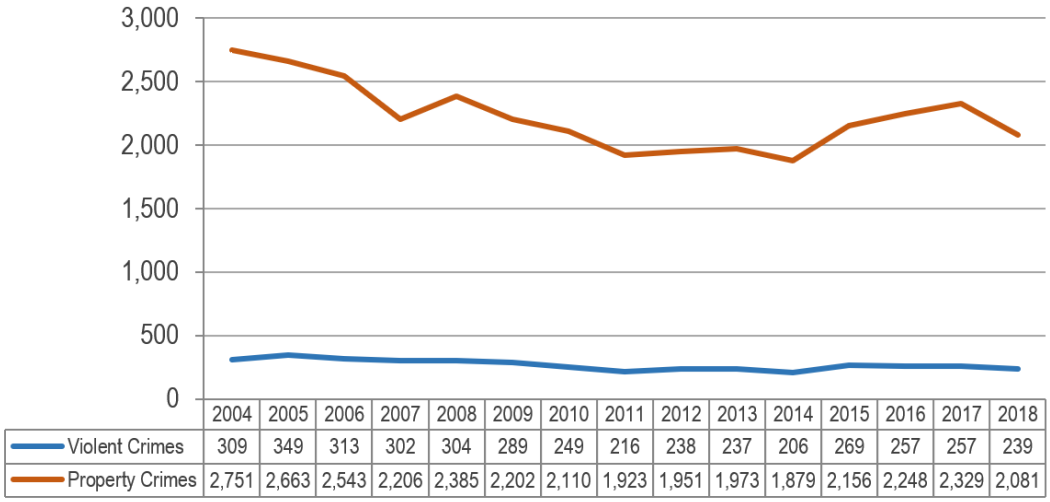
HEALTHY AND SAFE COMMUNITY

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

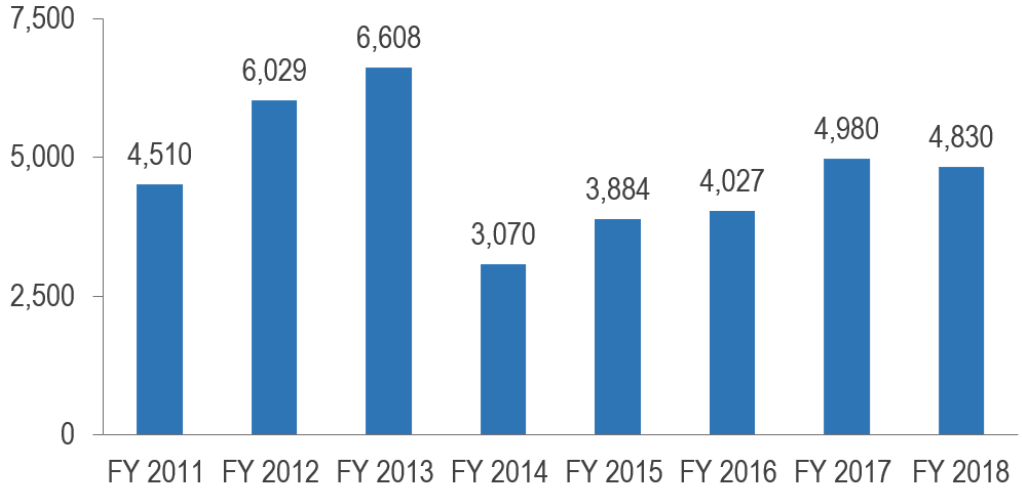
San Mateo County Violent and Property Crime Rates



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Violent Crimes	309	349	313	302	304	289	249	216	238	237	206	269	257	257	239
Property Crimes	2,751	2,663	2,543	2,206	2,385	2,202	2,110	1,923	1,951	1,973	1,879	2,156	2,248	2,329	2,081

Source: Department of Jutsice

San Mateo County Child Abuse Referrals



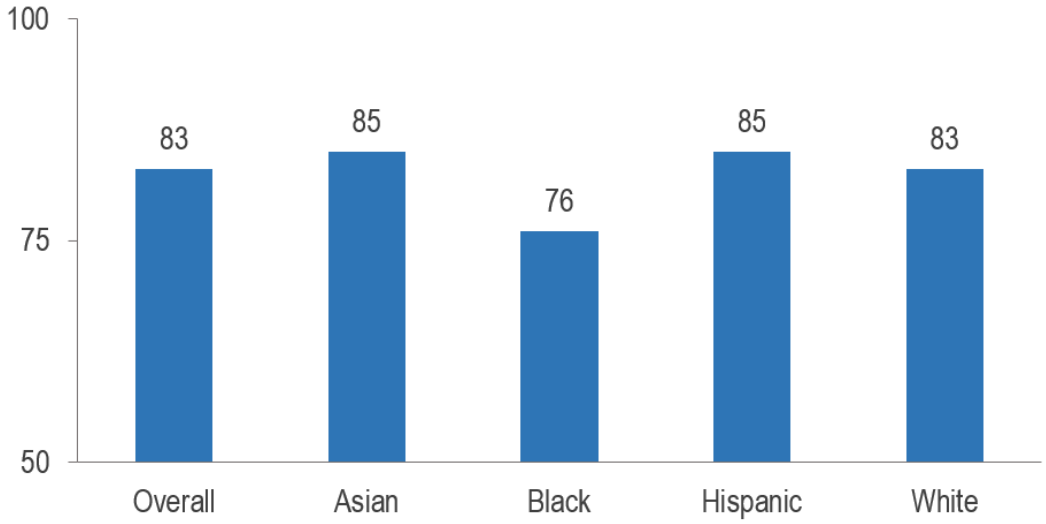
Source: Human Services Agency

Major Initiatives to Reduce Crime and Recidivism for Adults and Youth:

- 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
- Increase the percent of inmates working with In-Custody Case Managers
- Track and measure client outcomes in ETO/Social Solutions to ensure continued reduction in recidivism
- Continue to use evidence-based assessment tool to supervise offenders according to risk level
- Implement the System Improvement Plan (SIP) for probation foster youth under the Continuum of Care Reform
- Target prevention and early intervention strategies in high violent crime rate areas
- Utilize technology within the community to more quickly solve crimes
- Implement Child and Adolescent Needs and Strengths (CANS) Assessment tool
- Address the complex needs of commercially sexually exploited children
- Increase coordination of health care for children and youth in foster care
- Expand methods to attract more Resource Families in County

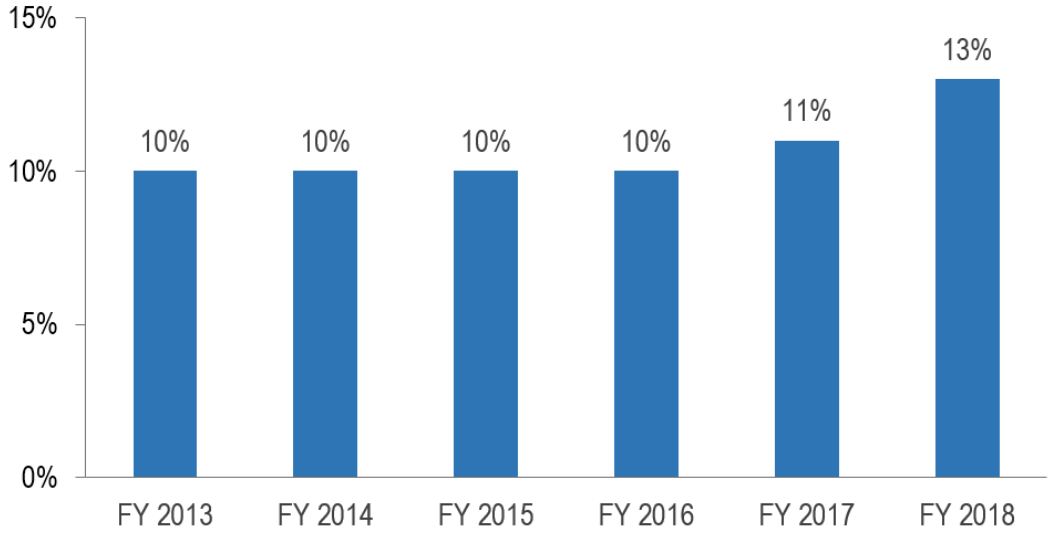
Key Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Public Safety Dispatch: High Priority 9-1-1 calls dispatched within established timeframes	74%	70%	73%	80%	80%
Sheriff Patrol: Average response time for priority one calls (emergency calls, armed robbery, major in- progress calls) for urban/rural areas (in minutes)	5.2	4.5	5.1	8	8
Adult Services (Probation): Percent of adult probationers completing probation	78%	83%	84%	80%	80%
Realignment (Probation): Percent of realignment successfully completing probation	75%	64%	70%	70%	70%
Juvenile Hall (Probation): Percent of juvenile probationers completing probation without new sustained law violations	81%	85%	89%	80%	80%
Children & Family Services (HSA): Rate of substantiated allegations per 1,000 children	2.1%	2.2%	2.3%	< 2.3%	< 2.3%
Children & Family Services (HSA): Percent of children who exited to a permanent home within 12 months of entering foster care	50%	57%	56%	41%	41%

Life Expectancy by Race / Ethnicity for San Mateo County Residents (FY 2017-18 Actuals)



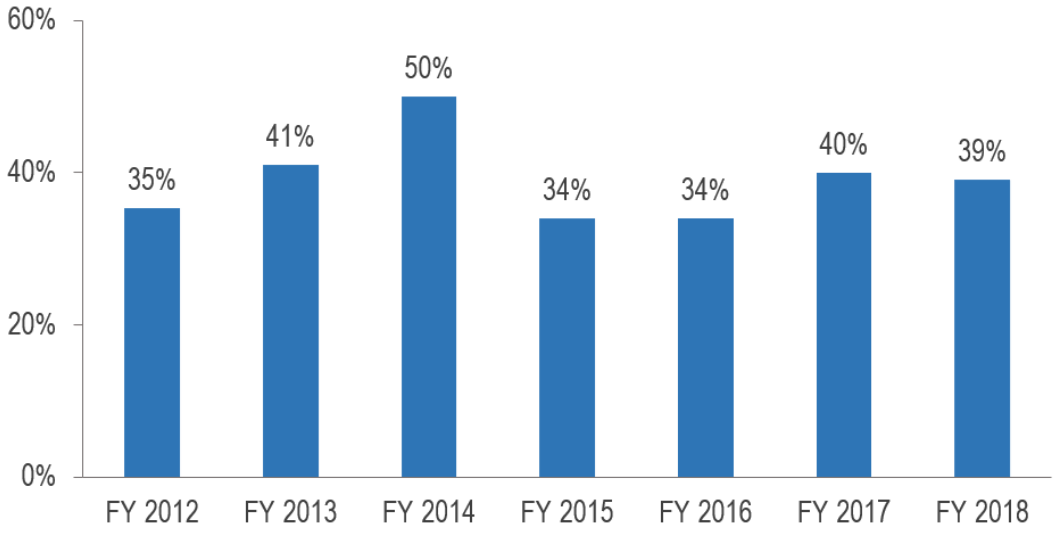
Source: County Health

Percent of San Mateo County Adults with Type II Diabetes



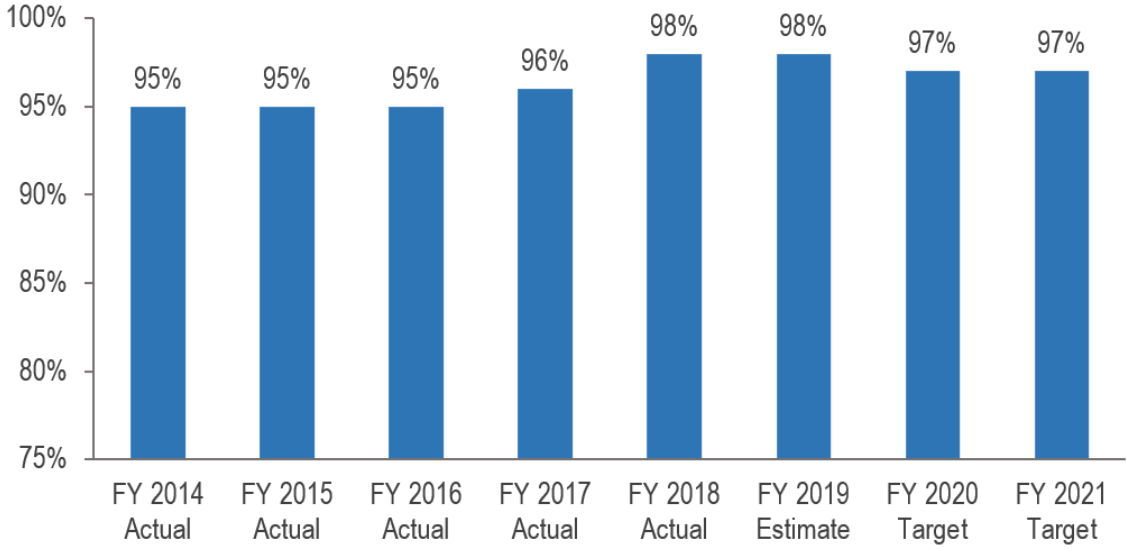
Source: County Health

Percent of 7th Grade Students in San Mateo County Meeting 6 out of 6 Fitness Standards



Source: County Health

Percent of Children Insured in San Mateo County



Source: County Health

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
- Adapt insurance enrollment strategy to maintain the trust of clients while responding to any federal changes to the Affordable Care Act
- In partnership with the Health Plan of San Mateo (HPSM), fully implement services to individuals with mild and moderate mental health conditions
- Focus on policy, systems, and environmental changes to modify the environment to make healthy choices practical and available to all community members
- Provide high quality, coordinated, timely care to the patient population assigned to SMMC by HPSM and/or empaneled patients by care teams that deliver the right care, at the right time, and right place to avoid unnecessary ambulatory (primary and specialty care), emergency department visits, and acute admissions
- Expand the Integrated Medication Treatment program into primary care and include opiate addiction

Key Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Family Health Services: Percent of live births to SMC residents that were low birth weight (Healthy People 2020 benchmark of 7.8%)	7.5%	6.6%	6.5%	7.8%	7.8%
San Mateo Medical Center: Likelihood to recommend SMMC to family and friends as a great place to receive care	86%	68%	70%	71%	71%
Public Health: Percent of HIV patients with a clinically undetectable viral load (under 200 per ml blood)	93%	92%	94%	90%	90%
Alcohol and Other Drug Services: Percent of clients treated within 24 hours making a request for methadone treatment	100%	93%	83%	90%	90%

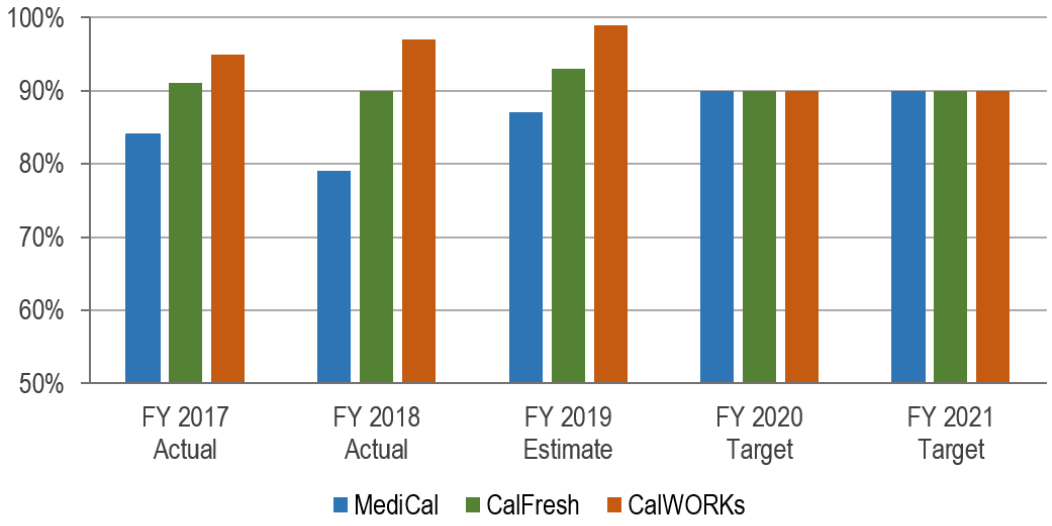
PROSPEROUS COMMUNITY

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 through safety net services
2. Close education achievement gaps

Percent of Public Assistance Applications Processed Within State Standards for Timeliness



Source: Human Services Agency

First-time Buyer Housing Affordability Index by Region	4th Quarter 2017	4th Quarter 2018
United States	71%	70%
California	47%	46%
SF Bay Area*	39%	39%
Alameda	38%	38%
Contra Costa	54%	52%
Marin	31%	30%
Napa	46%	43%
Santa Clara	30%	33%
San Francisco	20%	24%
San Mateo County	**24%**	**24%**
Solano	63%	59%
Sonoma	43%	42%

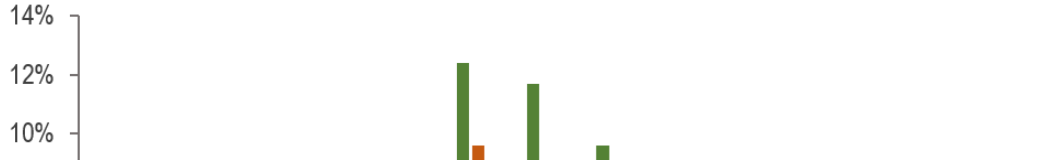
Source: CA Association of Realtors www.car.org

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
- Continue to support rapid rehousing
- Finance the development and preservation of affordable housing countywide through the Affordable Housing Fund
- Promote opportunities to support residents aging in place, such as home sharing
- Explore the impacts of living wage 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
- Assess and address needs for low-income residents 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- and moderate-income residents
- 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
- Continue to fund tenant assistance programs

Key Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Child Support Services: Percent of Current Support Collected	73%	73%	73%	65%	65%
Housing & Community Development: Number of households benefitting directly from county-administered loans and grants for home purchase, repair, or rehabilitation	170	182	94	152	152
Housing Authority: Number of individuals and families assisted through Provider-Based Assistance (PBA) program	50	48	56	45	45
Housing Authority: Number of families exiting housing subsidy programs as a result of self-sufficiency	46	42	24	40	40
Homeless and Safety Net Services (HSA): Percent of clients in homeless transitional shelters that are connected to mainstream services and benefits	93%	87%	87%	85%	85%

County Unemployment Rate Compared to State and National



	2000	2002	2004	2006	2008	2010	2011	2012	2013	2014	2015	2016	2017	2018
San Mateo	1.6%	5.0%	5.0%	3.7%	4.8%	8.8%	7.9%	6.2%	5.1%	4.0%	3.2%	2.7%	2.2%	2.0%
California	4.9%	6.7%	6.2%	4.9%	7.2%	12.4%	11.7%	9.6%	8.3%	7.2%	6.1%	5.2%	5.0%	4.2%
U.S.	4.0%	5.8%	5.5%	4.6%	5.8%	9.6%	8.9%	8.1%	5.8%	5.7%	5.1%	4.6%	4.4%	3.9%

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

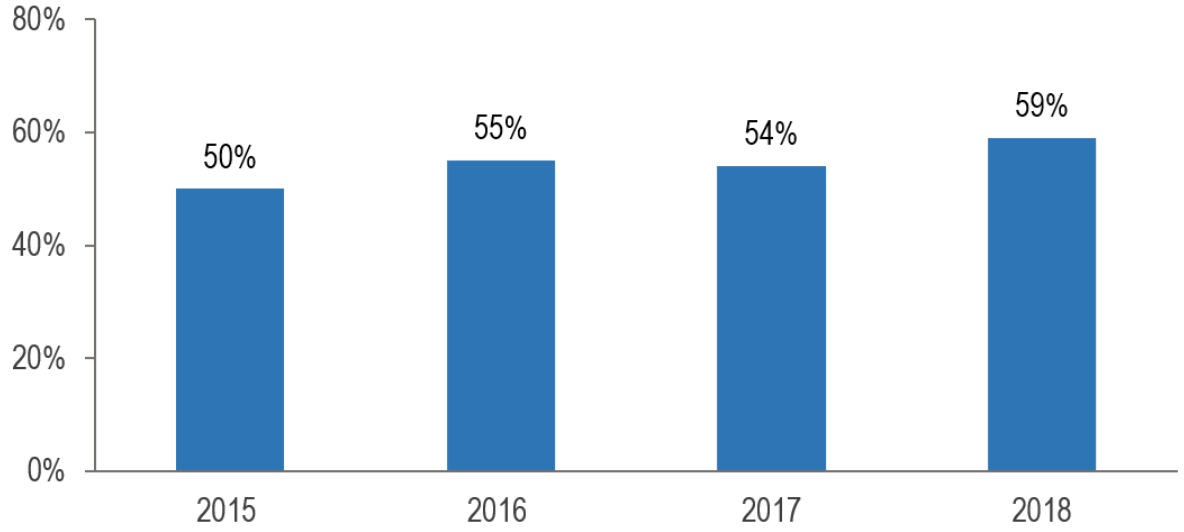
Major Initiatives to Close Achievement Gaps:

- Improve access to and quality of early childhood education focused in school districts that are below the goal of 80% 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
- Continue to assist homeless families with job training that leads to employment

Key Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Vocational Rehabilitation Services (HSA): Percent of clients served in vocational programs securing employment	56%	58%	55%	60%	65%
Employment Services (HSA): Percent of placements in unsubsidized employment	54%	58%	40%	60%	60%
Community Capacity (HSA): Percent of Service Connect Clients placed in unsubsidized employment	69%	39%	30%	40%	40%

3rd Grade Reading Proficiency

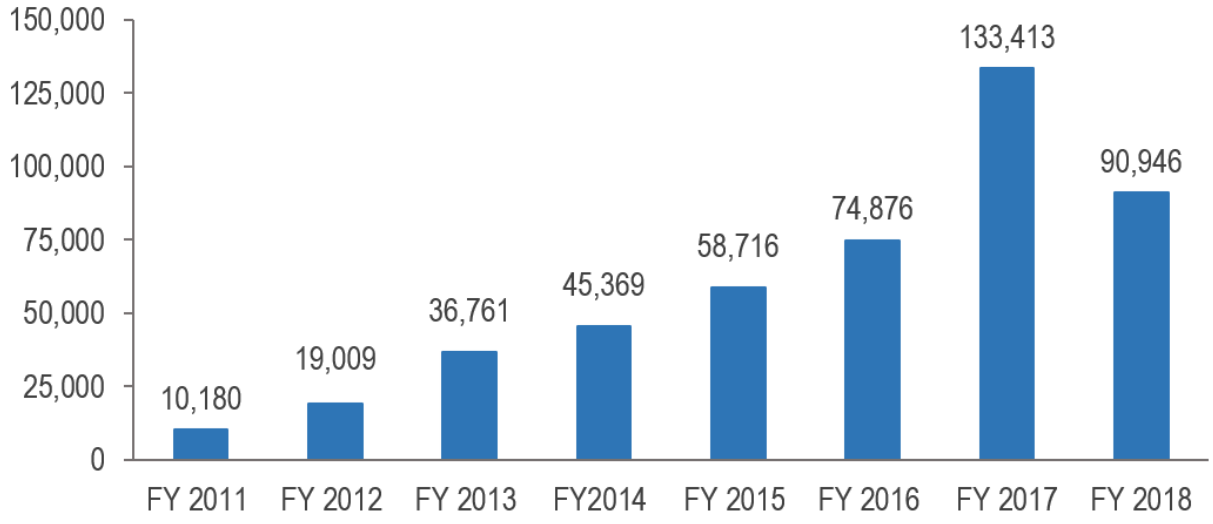
Goal: To reach 80% by 2020 using Measure K funds



Source: County Office of Education

Library Summer Learning Challenge - Number Registered

Goal: To address summer learning loss among children and teens in San Mateo County using Measure K funds



Source: San Mateo County Library Joint Powers Authority

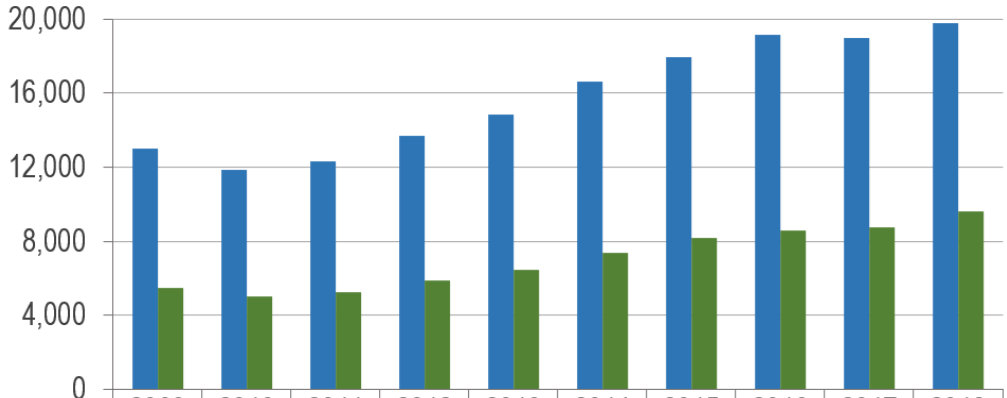
LIVABLE COMMUNITY

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

Community Impact Goals:

1. Make transit accessible
2. Increase community engagement

Caltrain Average Weekly Ridership - San Mateo County



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
All-Day Boardings	12,97	11,84	12,28	13,67	14,85	16,62	17,95	19,16	18,970	19,757
AM Peak Boardings	5,482	5,018	5,233	5,861	6,468	7,371	8,200	8,583	8,740	9,621

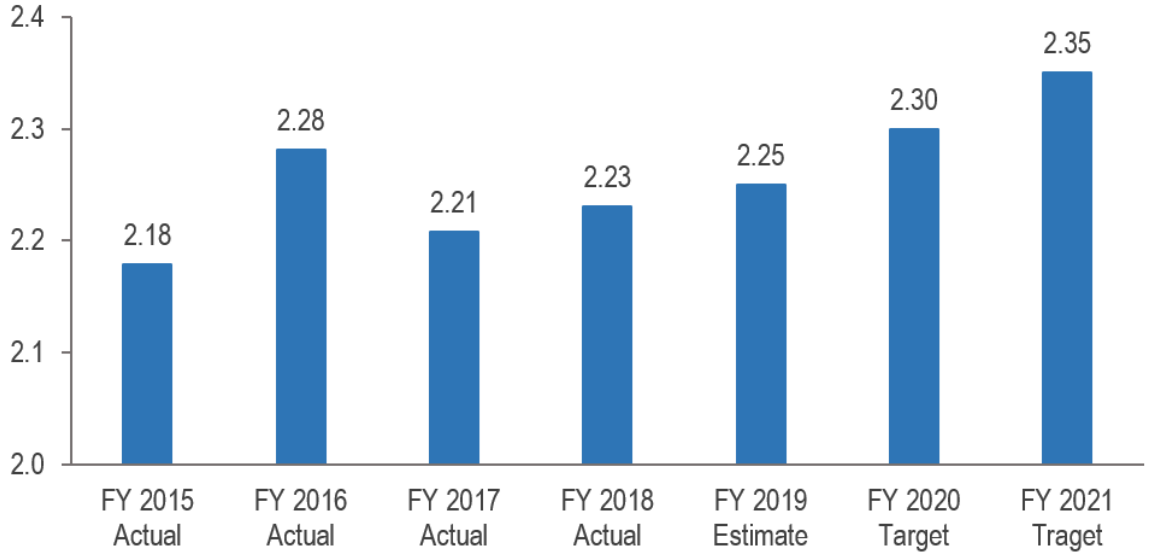
Source: Caltrain Annual Passenger Counts Key Findings 2009-2016 http://www.caltrain.com/about/statsandreports/Ridership.html

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

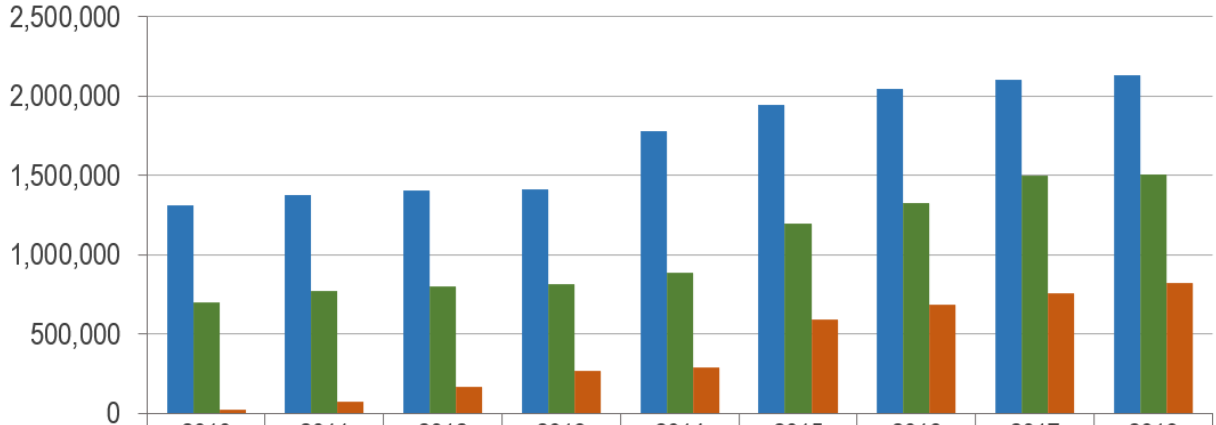
Key Performance Measures	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual
Paratransit Services (SamTrans): Total number of redi-wheels trips	314,030	329,040	360,000	369,998

Number of Visits to San Mateo County Libraries (in Millions)



Source: San Mateo County Library Joint Powers Authority

Number of Visits to San Mateo County Website



	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total Visits	1,308,684	1,376,439	1,405,020	1,409,312	1,774,085	1,941,615	2,041,846	2,101,747	2,132,725
Unique Visits	697,214	768,520	798,538	810,531	888,674	1,192,028	1,323,491	1,494,076	1,507,034
Mobile Visits	20,776	75,264	163,832	269,458	285,411	592,950	684,785	754,782	820,873

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
- 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Measure K - Homeless Outreach Teams (HSA): Number of Clients Receiving Case Management Services Who Move to Emergency, Transitional or Permanent Housing	96	97	95	90	90
Volunteer Hours (Parks): Number of annual volunteer hours	32,534	35,062	37,000	38,000	40,000
Road Construction and Operations (Public Works): Percent of Maintained Miles with Pavement Condition Index greater than baseline:					
Primary Roads (55 and above)	96%	96%	96%	90%	90%
Secondary Roads (40 and above)	92%	92%	91%	85%	85%

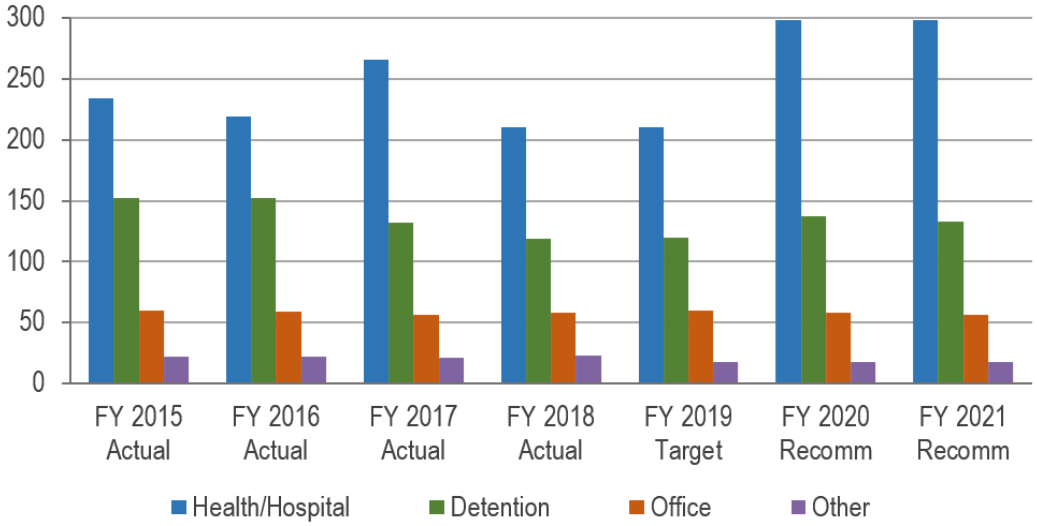
ENVIRONMENTALLY CONSCIOUS COMMUNITY

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

Community Impact Goals:

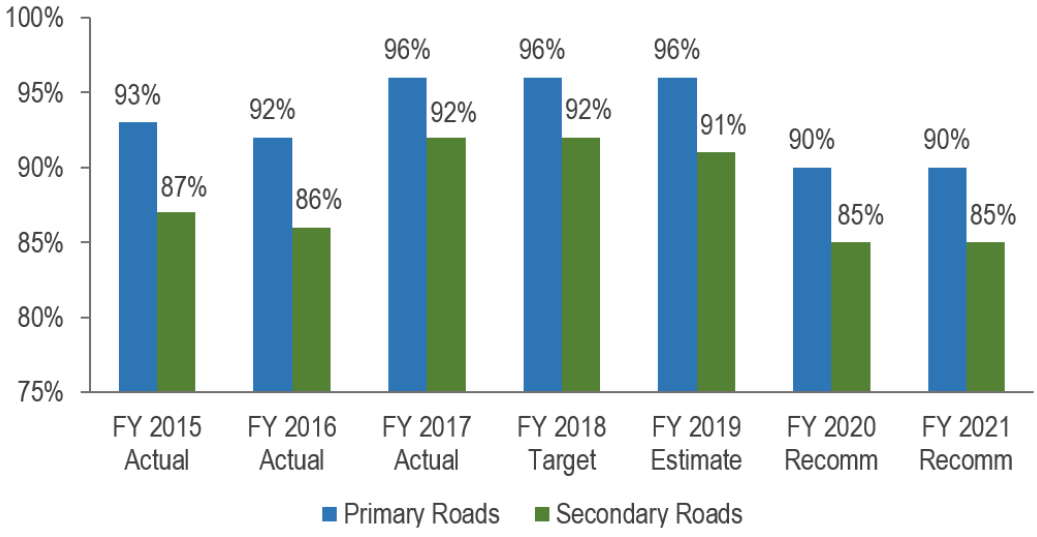
1. Reduce greenhouse gas emissions
2. Conserve and protect natural resources

San Mateo County Facility Energy Usage (in Millions of kWh)



Source: Public Works

San Mateo County Pavement Condition Index Sustained



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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Commute Alternatives Program (Office of Sustainability): Average monthly number of County employees served in the Commute Alternatives Program:					
Vanpool	15	17	15	20	20
Transit Tickets	882	879	851	880	880
Carpool	106	111	119	120	120
Bike/Walk	31	37	44	45	45
Energy and Water (Office of Sustainability): San Mateo County Energy Watch Cost per Kilowatt Hour Saved	$0.38	$0.35	$0.37	$0.40	$0.40
Energy and Water (Office of Sustainability): Ranking (1-7 high-low) Among Bay Area Regional Energy Watch Programs for Highest Program Kilowatt Hour Savings Per Capita	1	2	3	4	4
Climate Change (Office of Sustainability): Percent of Sea Change SMC Listserve Emails Opened	35.6	32.5%	33.1%	40%	42%

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% 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Agricultural Commissioner: Percent of licensed businesses in compliance with pesticide regulatory requirements	94%	96%	96%	96%	95%
Waste Management (Office of Sustainability): Tons of Solid Waste Materials Collected Curbside by Recology for the County Franchised Area					
Disposal	4,030	4,123	4,043	4,000	4,000
Recycling	7,072	7,232	7,100	7,200	7,300
Waste Management (Office of Sustainability): AB 939 Solid Waste Diversion Rate for Unincorporated San Mateo County, Daily Disposal Rate Per Person (lbs./person/day)					
Residential	3.1	3.5	3.6	5	5
Commercial	7.1	8.3	8.5	6.3	6.3

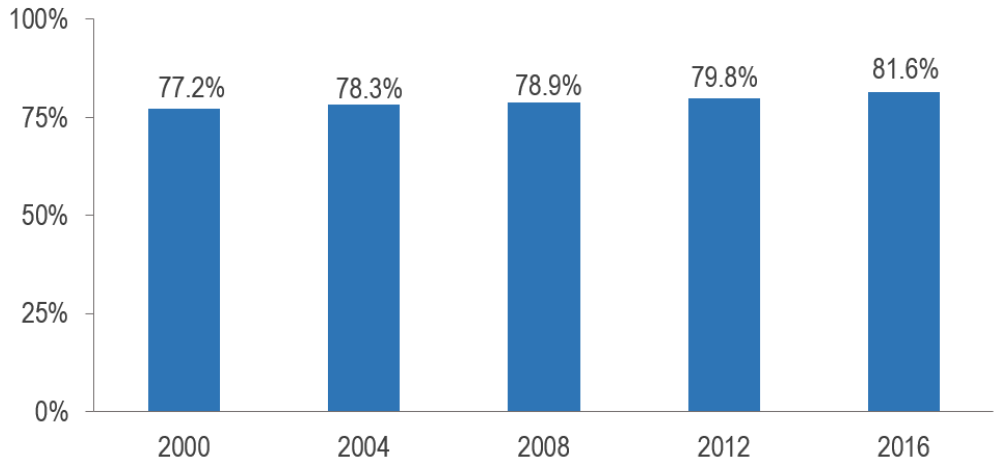
COLLABORATIVE COMMUNITY

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:

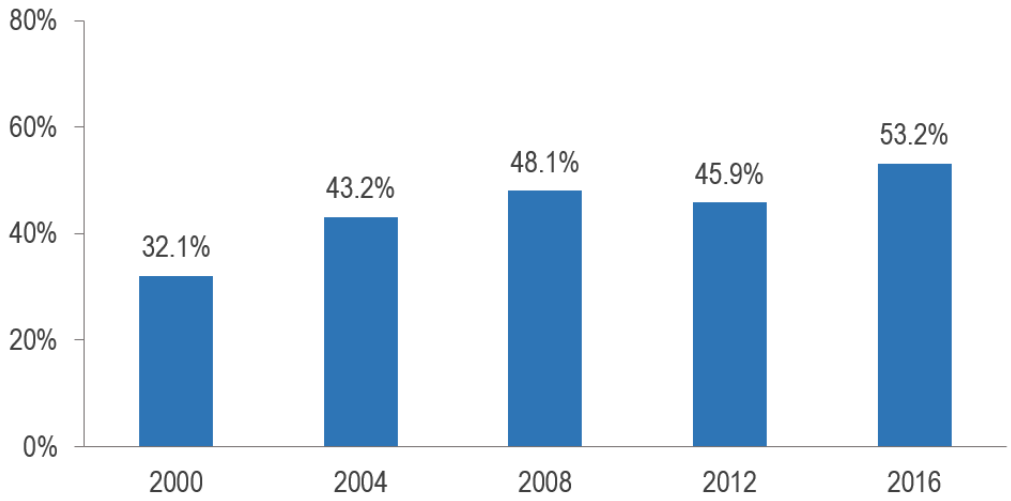
1. Open, responsive, and effective government

Percent of Eligible Voters Who Registered and Voted in General Election



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

Percent of San Mateo County Voters Who Voted by Mail



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% in addition to 3% 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
- 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
- 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 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
RecycleWorks Program (Office of Sustainability): Percent of customers satisfied with their hotline and/or website experience	95%	100%	95%	95%	95%
Workforce Resources and Diversity (HR): Percent of training participants utilizing skills or reporting change in behavior after attending training classes	99%	100%	99%	90%	95%
County Facilities (Public Works): Percent of energy efficient facilities	55%	55%	43%	64%	64%
Highest Credit Ratings: Issuer credit ratings from Moody's and Standard & Poor's	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA

COUNTY SUMMARIES

FY 2019-20 / FY 2020-21

RECOMMENDED BUDGET

MISSION

The County of San Mateo 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.

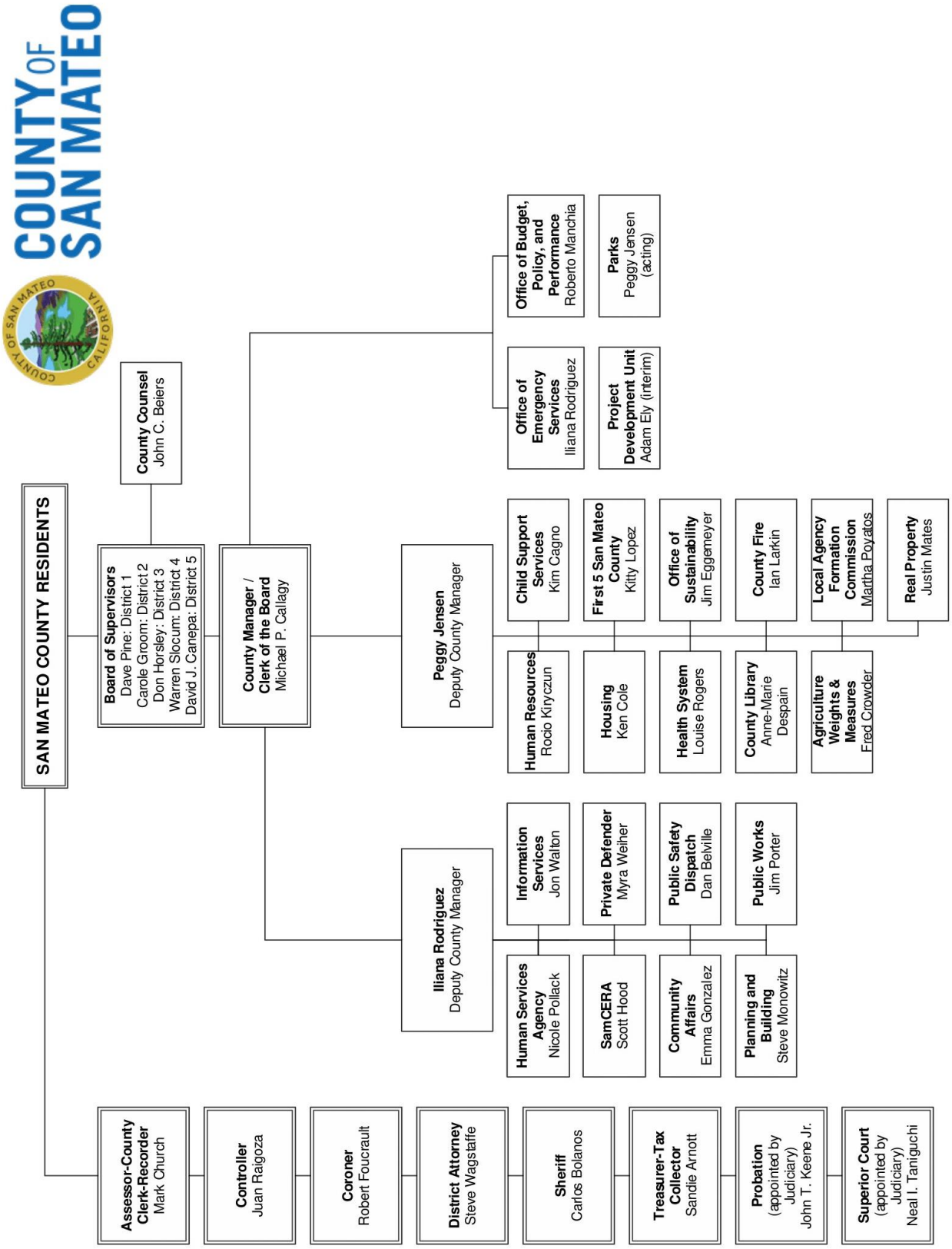
We are committed to:

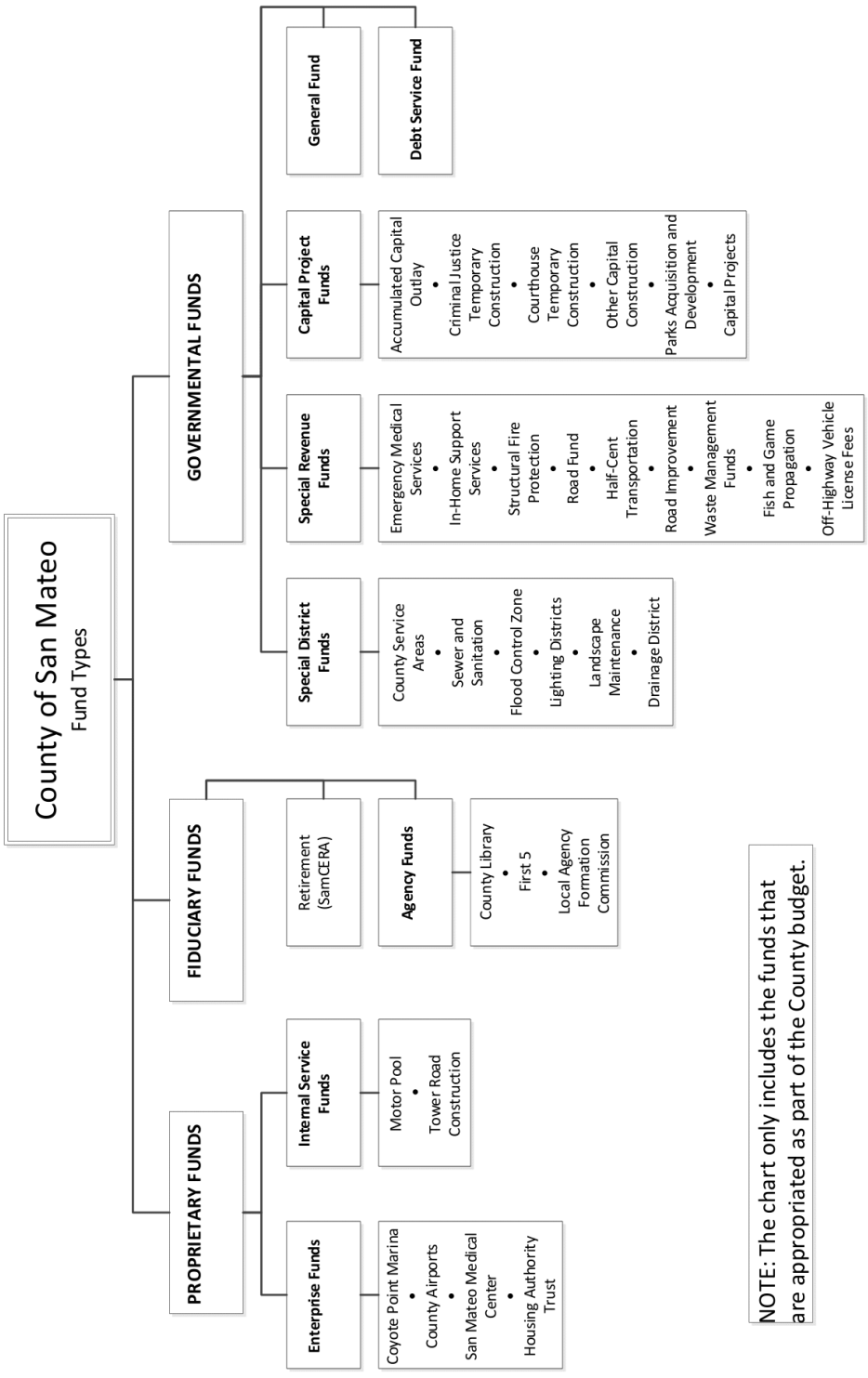
The highest standards of public service

A common vision of responsiveness

The highest standards of ethical conduct

Treating people with respect and dignity


COUNTY OF SAN MATEO
SAN MATEO COUNTY RESIDENTS
Board of Supervisors
Dave Pine: District 1
Carole Groom: District 2
Don Horsley: District 3
Warren Slocum: District 4
David J. Canepa: District 5
County Counsel
John C. Beiers
County Manager / Clerk of the Board
Michael P. Callagy
Office of Budget, Policy, and Performance
Roberto Manchia
Parks
Peggy Jensen (acting)
Office of Emergency Services
Iliana Rodriguez
Project Development Unit
Adam Ely (interim)
Peggy Jensen
Deputy County Manager
Child Support Services
Kim Cagno
First 5 San Mateo County
Kitty Lopez
Office of Sustainability
Jim Eggemeyer
County Fire
Ian Larkin
Local Agency Formation Commission
Martha Poyatos
Real Property
Justin Mates
Human Resources
Rocio Kiryczun
Housing
Ken Cole
Health System
Louise Rogers
County Library
Anne-Marie Despain
Agriculture Weights & Measures
Fred Crowder
Iliana Rodriguez
Deputy County Manager
Information Services
Jon Walton
Private Defender
Myra Weiher
Public Safety Dispatch
Dan Belville
Public Works
Jim Porter
Human Services Agency
Nicole Pollack
SamCERA
Scott Hood
Community Affairs
Emma Gonzalez
Planning and Building
Steve Monowitz
Assessor-County Clerk-Recorder
Mark Church
Controller
Juan Raigoza
Coroner
Robert Foucrault
District Attorney
Steve Wagstaffe
Sheriff
Carlos Bolanos
Treasurer-Tax Collector
Sandie Arnott
Probation
(appointed by Judiciary)
John T. Keene Jr.
Superior Court
(appointed by Judiciary)
Neal I. Taniguchi


County of San Mateo
Fund Types
GOVERNMENTAL FUNDS
General Fund
Debt Service Fund
Capital Project Funds
Accumulated Capital Outlay
Criminal Justice Temporary Construction
Courthouse Temporary Construction
Other Capital Construction
Parks Acquisition and Development
Capital Projects
Special Revenue Funds
Emergency Medical Services
In-Home Support Services
Structural Fire Protection
Road Fund
Half-Cent Transportation
Road Improvement
Waste Management Funds
Fish and Game Propagation
Off-Highway Vehicle License Fees
Special District Funds
County Service Areas
Sewer and Sanitation
Flood Control Zone
Lighting Districts
Landscape Maintenance
Drainage District
FIDUCIARY FUNDS
Retirement (SamCERA)
Agency Funds
County Library
First 5
Local Agency Formation Commission
PROPRIETARY FUNDS
Internal Service Funds
Motor Pool
Tower Road Construction
Enterprise Funds
Coyote Point Marina
County Airports
San Mateo Medical Center
Housing Authority Trust
NOTE: The chart only includes the funds that are appropriated as part of the County budget.

Proprietary Funds

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.

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.

County 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.

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.

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.

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.

Motor Pool 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.

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.

Fiduciary Funds

Non-County Funds

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.

Non-County Agency Funds

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.

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.

San Mateo Local Agency Formation Commission (LAFCo) is a State-mandated, independent agency with countywide jurisdiction over changes in organization and boundaries of the 20 cities, 22 independent special districts, and many of the 33 county-governed special districts, including annexations, detachments, incorporations and formations. LAFCo is governed by a seven-member commission consisting of County Supervisors, city council members, special district members, and members of the public. LAFCo is funded by application fees and membership contributions from the County, cities, and special districts.

Governmental Funds

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.

County Service Areas Funds account 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.

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.

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.

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 Fund and Drainage District Fund.

Special Revenue Funds

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

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.

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.

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.

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.

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.

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

Solid Waste Fund previously accounted for revenues derived from the management and operation of the Ox Mountain landfill. Tipping fee revenues from an expired agreement with the landfill operator have been replaced with a newly implemented AB 939 Waste Diversion Fee, which will be accounted for in the Waste Management Fund.

Waste Management Fund accounts for revenues from 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.

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 Fish and Game Propagation Fund and Off-Highway Vehicle License Fees Fund.

Capital Project Funds

Capital Project Funds are used to account for financial resources to be used for the acquisition of land or acquisition and construction of major facilities other than those financed by the proprietary funds.

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.

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.

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.

Other Capital Construction Fund was established to provide additional capital funding from County sources to bonded projects.

Parks Acquisition and Development Fund is used for the acquisition of land for the County Parks system and the development of County park facilities.

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.

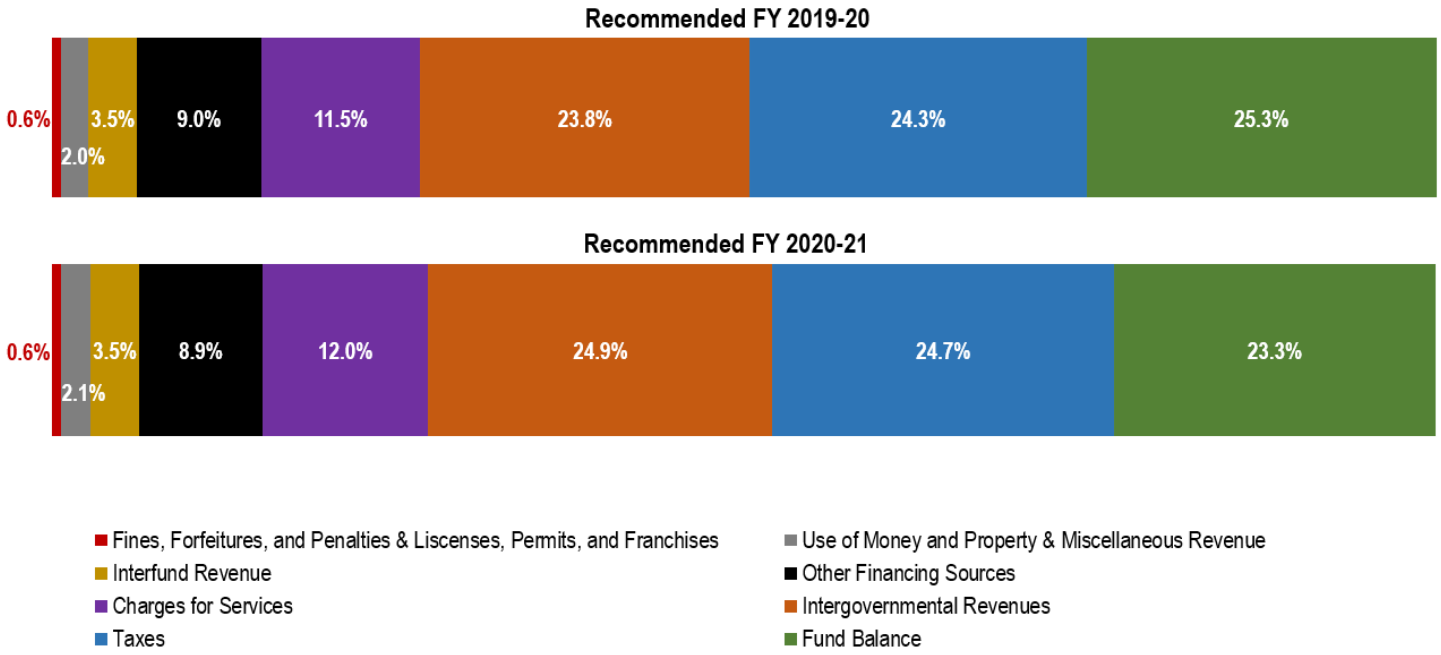
General Fund

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

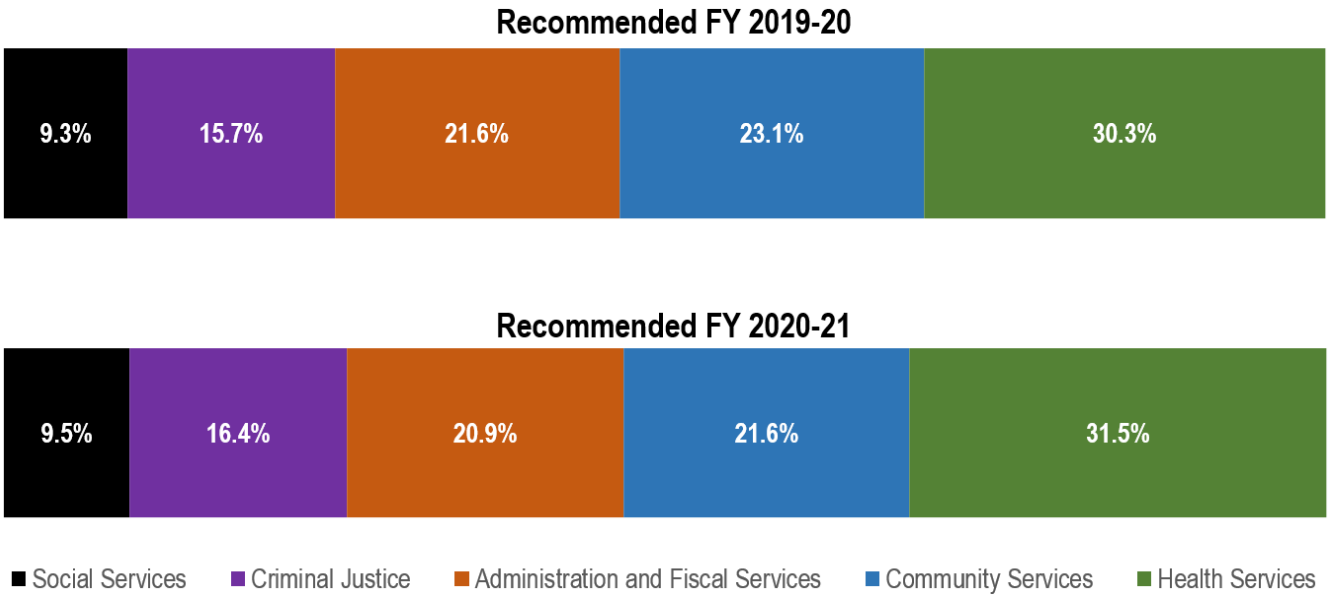
Debt Service Fund is used to account for the accumulation of resources for, and payment of, principal and interest on the County's general long-term debt. The Fund was established to centrally budget all County debt service payments. Amounts are transferred into this fund from the various funding sources before payments are made.

All County Funds FY 2019-21 Recommended Sources



Source of Funds	Recommended FY 2019-20	Percent of Total FY 2019-20	Recommended FY 2020-21	Percent of Total FY 2020-21
Fund Balance	755,394,161	25.3%	667,145,340	23.3%
Taxes	726,966,189	24.3%	706,974,215	24.7%
Intergovernmental Revenues	712,416,260	23.8%	713,052,846	24.9%
Charges for Services	342,881,666	11.5%	343,528,188	12.0%
Other Financing Sources	268,647,752	9.0%	255,640,565	8.9%
Interfund Revenue	105,283,630	3.5%	101,526,786	3.5%
Miscellaneous Revenue*	32,959,051	1.1%	33,817,720	1.2%
Use of Money and Property*	26,463,508	0.9%	27,004,557	0.9%
Licenses, Permits and Franchises*	10,675,597	0.4%	10,664,139	0.4%
Fines, Forfeitures and Penalties*	7,842,603	0.3%	7,843,003	0.3%
Total Sources	**2,989,530,417**	**100.0%**	**2,867,197,359**	**100.0%**

All County Funds FY 2019-21 Recommended Requirements



Use of Funds	Recommended FY 2019-20	FY 2019-20 Percent of Total	Recommended FY 2020-21	FY 2020-21 Percent of Total
Health Services	906,264,282	30.3%	903,548,242	31.5%
Community Services	690,798,000	23.1%	619,848,319	21.6%
Administration and Fiscal Services	644,280,696	21.6%	600,262,135	20.9%
Criminal Justice	468,800,882	15.7%	470,863,828	16.4%
Social Services	279,386,558	9.3%	272,674,835	9.5%
Total Requirements	**2,989,530,417**	**100.0%**	**2,867,197,359**	**100.0%**

County of San Mateo
Total Requirements - All Funds
FY 2019-20 and 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
TOTAL REQUIREMENTS							
Criminal Justice Agency	411,411,773	418,229,525	461,321,006	468,800,882	7,479,876	470,863,828	2,062,946
County Health	389,218,696	431,484,274	469,592,716	489,065,305	19,472,589	483,209,186	(5,856,118)
Social Services	204,406,745	216,680,148	272,483,961	279,386,558	6,902,597	272,674,835	(6,711,723)
Community Services	114,877,648	124,896,443	198,246,770	178,442,683	(19,804,087)	172,915,166	(5,527,517)
Administration and Fiscal	599,601,148	646,882,604	559,292,424	571,506,348	12,213,924	529,728,030	(41,778,318)
Subtotal General Fund	**1,719,516,010**	**1,838,172,992**	**1,960,936,877**	**1,987,201,775**	**26,264,898**	**1,929,391,045**	**(57,810,730)**
Enterprise Funds	334,731,220	366,651,363	394,054,668	392,667,154	(1,387,514)	390,743,297	(1,923,857)
Special Revenue Funds	114,926,357	114,857,748	124,387,568	125,495,422	1,107,854	115,003,097	(10,492,325)
Capital Project Funds	138,935,113	146,024,360	342,392,792	272,019,880	(70,372,912)	238,852,028	(33,167,852)
Debt Service Funds	81,486,531	75,402,215	74,625,980	72,774,348	(1,851,632)	70,534,105	(2,240,243)
Special Districts	103,948,510	112,921,591	114,796,398	111,665,782	(3,130,616)	95,249,739	(16,416,043)
Internal Service Funds	25,390,578	26,741,697	28,492,426	27,706,056	(786,370)	27,424,048	(282,008)
Subtotal Non-General Fund	**799,418,307**	**842,598,973**	**1,078,749,832**	**1,002,328,642**	**(76,421,190)**	**937,806,314**	**(64,522,328)**
Total Requirements - All Funds	2,518,934,318	2,680,771,966	3,039,686,709	2,989,530,417	(50,156,292)	2,867,197,359	(122,333,058)
Total Sources - All Funds	2,518,934,318	2,680,771,964	3,039,686,709	2,989,530,417	(50,156,292)	2,867,197,359	(122,333,058)
Salary Resolution	5,491.0	5,527.0	5,543.0	5,560.0	17.0	5,561.0	1.0
Funded FTE	5,368.4	5,427.8	5,421.8	5,447.7	25.9	5,448.7	1.0

County of San Mateo
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
SOURCES							
Taxes	618,352,158	696,813,626	744,303,209	726,966,189	(17,337,020)	706,974,215	(19,991,974)
Licenses, Permits and Franchises	10,972,287	11,261,154	10,636,774	10,675,597	38,823	10,664,139	(11,458)
Fines, Forfeitures and Penalties	8,461,103	8,537,078	7,475,026	7,842,603	367,577	7,843,003	400
Use of Money and Property	20,272,260	28,953,956	22,044,184	26,463,508	4,419,324	27,004,557	541,049
Intergovernmental Revenues	581,196,114	644,185,404	712,376,577	712,416,260	39,683	713,052,846	636,586
Charges for Services	294,694,561	270,912,684	307,013,777	342,881,666	35,867,889	343,528,188	646,522
Interfund Revenue	87,156,915	75,785,099	101,836,369	105,283,630	3,447,261	101,526,786	(3,756,844)
Miscellaneous Revenue	45,401,495	46,273,280	44,767,594	32,959,051	(11,808,543)	33,817,720	858,669
Other Financing Sources	147,102,466	151,182,271	299,098,969	268,647,752	(30,451,217)	255,640,565	(13,007,187)
Total Revenue	**1,813,609,359**	**1,933,904,552**	**2,249,552,479**	**2,234,136,256**	**(15,416,223)**	**2,200,052,019**	**(34,084,237)**
Fund Balance	705,324,958	746,867,412	790,134,230	755,394,161	(34,740,069)	667,145,340	(88,248,821)
TOTAL SOURCES	**2,518,934,318**	**2,680,771,964**	**3,039,686,709**	**2,989,530,417**	**(50,156,292)**	**2,867,197,359**	**(122,333,058)**
REQUIREMENTS							
Salaries and Benefits	921,079,524	958,816,022	1,056,974,895	1,119,271,691	62,296,796	1,151,849,872	32,578,181
Services and Supplies	474,252,226	507,562,671	652,594,013	664,998,925	12,404,912	603,547,636	(61,451,289)
Other Charges	350,886,918	382,071,837	450,038,673	426,911,009	(23,127,664)	407,194,670	(19,716,339)
Fixed Assets	60,149,158	56,611,948	300,475,788	214,191,056	(86,284,732)	171,963,548	(42,227,508)
Other Financing Uses	137,897,239	169,804,935	289,707,306	308,152,781	18,445,475	284,597,556	(23,555,225)
Gross Appropriations	**1,944,265,064**	**2,074,867,414**	**2,749,790,675**	**2,733,525,462**	**(16,265,213)**	**2,619,153,282**	**(114,372,180)**
Intrafund Transfers	(173,120,492)	(173,889,041)	(193,598,662)	(192,849,404)	749,258	(185,099,584)	7,749,820
Net Appropriations	**1,771,144,572**	**1,900,978,373**	**2,556,192,013**	**2,540,676,058**	**(15,515,955)**	**2,434,053,698**	**(106,622,360)**
Contingencies/Dept Reserves	561,244,160	584,588,958	346,288,478	334,521,728	(11,766,750)	321,000,979	(13,520,749)
Non-General Fund Reserves	186,545,586	195,204,635	137,206,218	114,332,631	(22,873,587)	112,142,682	(2,189,949)
TOTAL REQUIREMENTS	**2,518,934,318**	**2,680,771,966**	**3,039,686,709**	**2,989,530,417**	**(50,156,292)**	**2,867,197,359**	**(122,333,058)**
AUTHORIZED POSITIONS							
Salary Resolution	5,491.0	5,527.0	5,543.0	5,560.0	17.0	5,561.0	1.0
Funded FTE	5,368.4	5,427.8	5,421.8	5,447.7	25.9	5,448.7	1.0

County of San Mateo
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
SOURCES							
Taxes	591,529,884	658,243,211	654,022,945	671,455,164	17,432,219	673,530,015	2,074,851
Licenses, Permits and Franchises	7,478,821	7,648,261	7,288,690	7,277,274	(11,416)	7,265,816	(11,458)
Fines, Forfeitures and Penalties	6,810,042	6,755,350	5,986,842	6,185,529	198,687	6,185,929	400
Use of Money and Property	14,108,014	20,956,207	15,990,860	19,177,140	3,186,280	19,721,462	544,322
Intergovernmental Revenues	450,132,704	455,689,302	504,826,610	512,153,976	7,327,366	488,325,182	(23,828,794)
Charges for Services	129,477,498	132,174,468	146,725,074	166,516,575	19,791,501	174,504,262	7,987,687
Interfund Revenue	61,869,885	56,527,236	77,804,089	81,880,493	4,076,404	77,857,072	(4,023,421)
Miscellaneous Revenue	35,255,365	37,371,052	36,934,906	24,665,335	(12,269,571)	25,197,504	532,169
Other Financing Sources	944,488	12,743,872	11,829,461	14,229,527	2,400,066	14,311,727	82,200
Total Revenue	**1,297,606,702**	**1,388,108,961**	**1,461,409,477**	**1,503,541,013**	**42,131,536**	**1,486,898,969**	**(16,642,044)**
Fund Balance	421,909,308	450,064,032	499,527,400	483,660,762	(15,866,638)	442,492,076	(41,168,686)
TOTAL SOURCES	**1,719,516,010**	**1,838,172,993**	**1,960,936,877**	**1,987,201,775**	**26,264,898**	**1,929,391,045**	**(57,810,730)**
REQUIREMENTS							
Salaries and Benefits	726,972,915	753,733,604	836,369,190	888,506,793	52,137,603	915,893,494	27,386,701
Services and Supplies	325,542,261	358,670,395	483,352,086	484,316,096	964,010	430,508,882	(53,807,214)
Other Charges	245,671,347	277,298,480	334,778,147	316,087,926	(18,690,221)	296,534,709	(19,553,217)
Fixed Assets	21,899,622	5,855,587	28,922,383	22,036,165	(6,886,218)	14,953,185	(7,082,980)
Other Financing Uses	117,483,618	124,158,751	184,328,483	195,308,063	10,979,580	185,010,794	(10,297,269)
Total Gross Appropriations	**1,437,569,763**	**1,519,716,818**	**1,867,750,289**	**1,906,255,043**	**38,504,754**	**1,842,901,064**	**(63,353,979)**
Intrafund Transfers	(170,920,169)	(170,819,936)	(191,402,685)	(189,987,040)	1,415,645	(182,199,444)	7,787,596
Net Appropriations	**1,266,649,593**	**1,348,896,882**	**1,676,347,604**	**1,716,268,003**	**39,920,399**	**1,660,701,620**	**(55,566,383)**
Contingencies/Dept Reserves	452,866,417	489,276,111	284,589,273	270,933,772	(13,655,501)	268,689,425	(2,244,347)
Total Contingencies and Reserves	**452,866,417**	**489,276,111**	**284,589,273**	**270,933,772**	**(13,655,501)**	**268,689,425**	**(2,244,347)**
TOTAL REQUIREMENTS	**1,719,516,010**	**1,838,172,992**	**1,960,936,877**	**1,987,201,775**	**26,264,898**	**1,929,391,045**	**(57,810,730)**
AUTHORIZED POSITIONS							
Salary Resolution	4,320.0	4,352.0	4,368.0	4,385.0	17.0	4,386.0	1.0
Funded FTE	4,270.6	4,316.9	4,318.7	4,344.1	25.4	4,345.1	1.0

Criminal Justice
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
SOURCES							
Taxes	1,842,926	1,666,077	3,866,449	3,616,687	(249,762)	3,616,687	0
Licenses, Permits and Franchises	18,388	18,795	13,600	16,500	2,900	16,500	0
Fines, Forfeitures and Penalties	6,536,533	6,225,429	5,781,242	5,926,106	144,864	5,926,106	0
Intergovernmental Revenues	137,199,088	138,419,701	145,932,317	129,035,900	(16,896,417)	126,421,712	(2,614,188)
Charges for Services	15,181,861	15,870,881	15,391,273	33,174,182	17,782,909	34,067,808	893,626
Interfund Revenue	2,884,642	2,784,753	3,381,363	3,457,861	76,498	2,986,872	(470,989)
Miscellaneous Revenue	7,362,579	3,667,858	3,748,930	3,664,455	(84,475)	3,708,779	44,324
Other Financing Sources	21,150	152,191	0	0	0	0	0
Total Revenue	**171,047,168**	**168,805,686**	**178,115,174**	**178,891,691**	**776,517**	**176,744,464**	**(2,147,227)**
Fund Balance	26,638,620	31,038,854	38,526,922	34,685,102	(3,841,820)	34,679,957	(5,145)
TOTAL SOURCES	**197,685,788**	**199,844,540**	**216,642,096**	**213,576,793**	**(3,065,303)**	**211,424,421**	**(2,152,372)**
REQUIREMENTS							
Salaries and Benefits	253,749,343	267,644,660	281,923,585	297,134,929	15,211,344	304,835,447	7,700,518
Services and Supplies	62,684,353	39,221,696	57,966,662	55,628,764	(2,337,898)	55,386,863	(241,901)
Other Charges	55,800,113	54,711,600	57,859,964	57,833,657	(26,307)	58,737,483	903,826
Fixed Assets	7,395,010	1,551,934	8,108,011	5,237,685	(2,870,326)	1,545,685	(3,692,000)
Other Financing Uses	34,868,378	34,343,465	31,856,236	28,956,218	(2,900,018)	25,673,352	(3,282,866)
Total Gross Appropriations	**414,497,197**	**397,473,355**	**437,714,458**	**444,791,253**	**7,076,795**	**446,178,830**	**1,387,577**
Intrafund Transfers	(21,318,146)	(4,296,823)	(6,151,101)	(5,910,495)	240,606	(5,288,120)	622,375
Net Appropriations	**393,179,052**	**393,176,533**	**431,563,357**	**438,880,758**	**7,317,401**	**440,890,710**	**2,009,952**
Contingencies/Dept Reserves	18,232,721	25,052,992	29,757,649	29,920,124	162,475	29,973,118	52,994
Total Contingencies and Reserves	**18,232,721**	**25,052,992**	**29,757,649**	**29,920,124**	**162,475**	**29,973,118**	**52,994**
TOTAL REQUIREMENTS	**411,411,773**	**418,229,525**	**461,321,006**	**468,800,882**	**7,479,876**	**470,863,828**	**2,062,946**
Net County Cost	**213,725,985**	**218,384,985**	**244,678,910**	**255,224,089**	**10,545,179**	**259,439,407**	**4,215,318**
AUTHORIZED POSITIONS							
Salary Resolution	1,362.0	1,373.0	1,381.0	1,387.0	6.0	1,387.0	0.0
Funded FTE	1,350.2	1,368.1	1,368.5	1,377.1	8.6	1,377.1	0.0

County Health
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
SOURCES							
Taxes	7,194,601	9,172,870	10,292,822	10,073,660	(219,162)	10,372,381	298,721
Licenses, Permits and Franchises	1,996,736	2,060,971	2,016,131	1,888,364	(127,767)	1,892,410	4,046
Fines, Forfeitures and Penalties	223,063	217,895	200,100	253,923	53,823	254,323	400
Use of Money and Property	362,230	502,806	287,775	411,981	124,206	411,981	0
Intergovernmental Revenues	135,895,869	145,591,061	164,406,731	181,030,163	16,623,432	165,995,932	(15,034,231)
Charges for Services	71,979,980	73,355,462	88,314,294	93,137,100	4,822,806	96,365,705	3,228,605
Interfund Revenue	8,446,918	8,676,474	8,620,428	8,265,965	(354,463)	8,074,069	(191,896)
Miscellaneous Revenue	21,169,991	26,588,354	28,975,812	15,808,344	(13,167,468)	16,330,207	521,863
Total Revenue	**247,269,388**	**266,165,892**	**303,114,093**	**310,869,500**	**7,755,407**	**299,697,008**	**(11,172,492)**
Fund Balance	7,892,900	12,036,706	9,973,820	10,875,573	901,753	8,832,567	(2,043,006)
TOTAL SOURCES	**255,162,288**	**278,202,598**	**313,087,913**	**321,745,073**	**8,657,160**	**308,529,575**	**(13,215,498)**
REQUIREMENTS							
Salaries and Benefits	173,764,002	185,844,995	211,902,609	222,531,577	10,628,968	229,252,151	6,720,575
Services and Supplies	104,366,595	113,957,610	127,457,804	136,113,771	8,655,967	129,308,360	(6,805,411)
Other Charges	64,001,902	76,749,966	84,417,868	86,013,092	1,595,224	79,697,061	(6,316,031)
Fixed Assets	611,320	53,138	577,500	852,980	275,480	217,500	(635,480)
Other Financing Uses	58,746,263	59,766,591	58,620,169	58,561,444	(58,725)	58,568,703	7,259
Total Gross Appropriations	**401,490,082**	**436,372,301**	**482,975,950**	**504,072,864**	**21,096,914**	**497,043,775**	**(7,029,088)**
Intrafund Transfers	(20,375,231)	(17,091,573)	(21,476,104)	(23,840,126)	(2,364,022)	(21,990,376)	1,849,750
Net Appropriations	**381,114,851**	**419,280,728**	**461,499,846**	**480,232,738**	**18,732,892**	**475,053,399**	**(5,179,338)**
Contingencies/Dept Reserves	8,103,845	12,203,546	8,092,870	8,832,567	739,697	8,155,787	(676,780)
Total Contingencies and Reserves	**8,103,845**	**12,203,546**	**8,092,870**	**8,832,567**	**739,697**	**8,155,787**	**(676,780)**
TOTAL REQUIREMENTS	**389,218,696**	**431,484,274**	**469,592,716**	**489,065,305**	**19,472,589**	**483,209,186**	**(5,856,118)**
Net County Cost	**134,056,409**	**153,281,676**	**156,504,803**	**167,320,232**	**10,815,429**	**174,679,611**	**7,359,380**
AUTHORIZED POSITIONS							
Salary Resolution	1,143.0	1,145.0	1,145.0	1,146.0	1.0	1,146.0	0.0
Funded FTE	1,110.7	1,118.6	1,114.0	1,117.9	3.9	1,117.9	0.0

Social Services
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
SOURCES							
Taxes	8,659,184	9,923,949	14,073,686	13,024,920	(1,048,766)	12,166,476	(858,444)
Intergovernmental Revenues	157,347,149	145,983,432	170,934,496	175,166,716	4,232,220	173,314,702	(1,852,014)
Charges for Services	1,628,116	2,590,201	2,630,000	2,850,000	220,000	2,850,000	0
Interfund Revenue	49,654	123,525	0	221,198	221,198	221,198	0
Miscellaneous Revenue	2,374,733	1,447,828	1,554,032	2,399,044	845,012	2,772,379	373,335
Total Revenue	**170,058,835**	**160,068,936**	**189,192,214**	**193,661,878**	**4,469,664**	**191,324,755**	**(2,337,123)**
Fund Balance	18,282,476	28,939,140	33,217,022	28,688,469	(4,528,553)	20,414,195	(8,274,274)
TOTAL SOURCES	**188,341,311**	**189,008,076**	**222,409,236**	**222,350,347**	**(58,889)**	**211,738,950**	**(10,611,397)**
REQUIREMENTS							
Salaries and Benefits	106,700,192	108,506,690	124,071,167	133,551,882	9,480,715	139,219,504	5,667,622
Services and Supplies	56,110,790	62,532,215	85,753,194	89,658,012	3,904,818	83,264,505	(6,393,507)
Other Charges	54,114,616	53,893,482	70,823,669	67,903,666	(2,920,003)	63,479,602	(4,424,064)
Fixed Assets	7,940	0	0	0	0	0	0
Other Financing Uses	1,146,149	1,122,101	2,168,841	2,649,007	480,166	1,158,432	(1,490,575)
Total Gross Appropriations	**218,079,688**	**226,054,487**	**282,816,871**	**293,762,567**	**10,945,696**	**287,122,043**	**(6,640,524)**
Intrafund Transfers	(24,982,224)	(28,906,397)	(34,336,670)	(34,790,204)	(453,534)	(34,783,238)	6,966
Net Appropriations	**193,097,463**	**197,148,091**	**248,480,201**	**258,972,363**	**10,492,162**	**252,338,805**	**(6,633,558)**
Contingencies/Dept Reserves	11,309,282	19,532,057	24,003,760	20,414,195	(3,589,565)	20,336,030	(78,165)
Total Contingencies and Reserves	**11,309,282**	**19,532,057**	**24,003,760**	**20,414,195**	**(3,589,565)**	**20,336,030**	**(78,165)**
TOTAL REQUIREMENTS	**204,406,745**	**216,680,148**	**272,483,961**	**279,386,558**	**6,902,597**	**272,674,835**	**(6,711,723)**
Net County Cost	**16,065,434**	**27,672,072**	**50,074,725**	**57,036,211**	**6,961,486**	**60,935,885**	**3,899,674**
AUTHORIZED POSITIONS							
Salary Resolution	849.0	842.0	843.0	841.0	(2.0)	841.0	0.0
Funded FTE	848.7	841.8	842.5	840.9	(1.6)	840.9	0.0

Community Services
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
SOURCES							
Taxes	19,201,408	16,181,724	54,975,141	33,592,035	(21,383,106)	31,400,108	(2,191,927)
Licenses, Permits and Franchises	5,009,668	5,015,580	4,812,002	4,921,002	109,000	4,901,002	(20,000)
Fines, Forfeitures and Penalties	29,211	39,002	5,500	5,500	0	5,500	0
Use of Money and Property	1,274,137	1,248,187	1,171,904	1,253,115	81,211	1,275,591	22,476
Intergovernmental Revenues	9,314,287	12,103,608	15,742,036	16,196,834	454,798	14,225,053	(1,971,781)
Charges for Services	12,108,299	12,456,600	13,394,679	14,007,653	612,974	13,997,230	(10,423)
Interfund Revenue	30,698,538	23,745,611	33,055,440	36,269,251	3,213,811	37,371,025	1,101,774
Miscellaneous Revenue	2,098,943	1,715,742	676,489	1,374,285	697,796	999,285	(375,000)
Other Financing Sources	910,788	9,922,896	11,829,461	14,229,527	2,400,066	14,311,727	82,200
Total Revenue	**80,645,280**	**82,428,951**	**135,662,652**	**121,849,202**	**(13,813,450)**	**118,486,521**	**(3,362,681)**
Fund Balance	15,448,388	19,103,004	27,556,820	18,384,995	(9,171,825)	13,952,914	(4,432,081)
TOTAL SOURCES	**96,093,668**	**101,531,955**	**163,219,472**	**140,234,197**	**(22,985,275)**	**132,439,435**	**(7,794,762)**
REQUIREMENTS							
Salaries and Benefits	62,405,052	66,260,772	81,249,411	87,985,472	6,736,061	91,223,364	3,237,892
Services and Supplies	33,787,372	37,880,260	65,027,130	57,217,734	(7,809,396)	52,422,695	(4,795,039)
Other Charges	42,111,515	47,106,604	89,571,985	69,110,332	(20,461,653)	67,533,722	(1,576,610)
Fixed Assets	3,296,042	1,022,159	4,067,395	2,430,500	(1,636,895)	2,350,000	(80,500)
Other Financing Uses	978,564	1,030,613	1,140,090	1,200,044	59,954	1,213,812	13,768
Total Gross Appropriations	**142,578,546**	**153,300,408**	**241,056,011**	**217,944,082**	**(23,111,929)**	**214,743,593**	**(3,200,489)**
Intrafund Transfers	(46,896,276)	(49,641,315)	(55,243,740)	(48,827,940)	6,415,800	(49,714,659)	(886,719)
Net Appropriations	**95,682,270**	**103,659,093**	**185,812,271**	**169,116,142**	**(16,696,129)**	**165,028,934**	**(4,087,208)**
Contingencies/Dept Reserves	19,195,378	21,237,350	12,434,499	9,326,541	(3,107,958)	7,886,232	(1,440,309)
Total Contingencies and Reserves	**19,195,378**	**21,237,350**	**12,434,499**	**9,326,541**	**(3,107,958)**	**7,886,232**	**(1,440,309)**
TOTAL REQUIREMENTS	**114,877,648**	**124,896,443**	**198,246,770**	**178,442,683**	**(19,804,087)**	**172,915,166**	**(5,527,517)**
Net County Cost	**18,783,980**	**23,364,488**	**35,027,298**	**38,208,486**	**3,181,188**	**40,475,731**	**2,267,245**
AUTHORIZED POSITIONS							
Salary Resolution	437.0	454.0	457.0	451.0	(6.0)	452.0	1.0
Funded FTE	433.9	452.6	454.1	449.7	(4.5)	450.7	1.0

Administration and Fiscal Services
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
SOURCES							
Taxes	554,631,764	621,298,591	570,814,847	611,147,862	40,333,015	615,974,363	4,826,501
Licenses, Permits and Franchises	454,029	552,915	446,957	451,408	4,451	455,904	4,496
Fines, Forfeitures and Penalties	21,235	273,024	0	0	0	0	0
Use of Money and Property	12,471,647	19,205,214	14,531,181	17,512,044	2,980,863	18,033,890	521,846
Intergovernmental Revenues	10,376,311	13,591,500	7,811,030	10,724,363	2,913,333	8,367,783	(2,356,580)
Charges for Services	28,579,242	27,901,324	26,994,828	23,347,640	(3,647,188)	27,223,519	3,875,879
Interfund Revenue	19,790,133	21,196,873	32,746,858	33,666,218	919,360	29,203,908	(4,462,310)
Miscellaneous Revenue	2,249,119	3,951,270	1,979,643	1,419,207	(560,436)	1,386,854	(32,353)
Other Financing Sources	12,550	2,668,785	0	0	0	0	0
Total Revenue	**628,586,032**	**710,639,496**	**655,325,344**	**698,268,742**	**42,943,398**	**700,646,221**	**2,377,479**
Fund Balance	353,646,924	358,946,328	390,252,816	391,026,623	773,807	364,612,443	(26,414,180)
TOTAL SOURCES	**982,232,956**	**1,069,585,824**	**1,045,578,160**	**1,089,295,365**	**43,717,205**	**1,065,258,664**	**(24,036,701)**
REQUIREMENTS							
Salaries and Benefits	130,354,326	125,476,487	137,222,418	147,302,934	10,080,516	151,363,028	4,060,094
Services and Supplies	68,593,152	105,078,614	147,147,296	145,697,815	(1,449,481)	110,126,459	(35,571,356)
Other Charges	29,643,201	44,836,828	32,104,661	35,227,179	3,122,518	27,086,841	(8,140,338)
Fixed Assets	10,589,309	3,228,356	16,169,477	13,515,000	(2,654,477)	10,840,000	(2,675,000)
Other Financing Uses	21,744,263	27,895,981	90,543,147	103,941,350	13,398,203	98,396,495	(5,544,855)
Total Gross Appropriations	**260,924,250**	**306,516,266**	**423,186,999**	**445,684,278**	**22,497,279**	**397,812,823**	**(47,871,455)**
Intrafund Transfers	(57,348,293)	(70,883,828)	(74,195,070)	(76,618,275)	(2,423,205)	(70,423,051)	6,195,224
Net Appropriations	**203,575,957**	**235,632,438**	**348,991,929**	**369,066,003**	**20,074,074**	**327,389,772**	**(41,676,231)**
Contingencies/Dept Reserves	396,025,191	411,250,166	210,300,495	202,440,345	(7,860,150)	202,338,258	(102,087)
Total Contingencies and Reserves	**396,025,191**	**411,250,166**	**210,300,495**	**202,440,345**	**(7,860,150)**	**202,338,258**	**(102,087)**
TOTAL REQUIREMENTS	**599,601,148**	**646,882,604**	**559,292,424**	**571,506,348**	**12,213,924**	**529,728,030**	**(41,778,318)**
Net County Cost	**(382,631,808)**	**(422,703,220)**	**(486,285,736)**	**(517,789,017)**	**(31,503,281)**	**(535,530,634)**	**(17,741,617)**
AUTHORIZED POSITIONS							
Salary Resolution	529.0	538.0	542.0	560.0	18.0	560.0	0.0
Funded FTE	527.0	535.9	539.5	558.6	19.0	558.6	0.0

County of San Mateo
All Funds
FY 2019-20 and 2020-21 Revenue by Type

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Recomm FY 2019-20	Change FY 2019-20	Recomm FY 2020-21	Change FY 2020-21
Property Taxes - General Fund	259,671,449	281,107,010	292,377,778	314,410,209	22,032,431	328,234,508	13,824,299
Property Taxes - Non-General Fund	15,224,330	16,651,133	15,151,853	16,805,561	1,653,708	16,923,984	118,423
Property Taxes - Supplemental	9,813,879	9,471,583	9,287,852	9,388,006	100,154	9,477,805	89,799
Former RDA Other Revenues	10,926,318	10,300,032	8,515,752	9,706,743	1,190,991	9,706,743	0
Property Transfer Tax	10,088,824	11,007,724	10,903,663	10,707,950	(195,713)	11,029,189	321,239
Return of Property Tax (Excess ERAF)	112,867,320	130,140,185	55,000,000	60,000,000	5,000,000	60,000,000	0
Property Tax In-Lieu of VLF	98,631,464	106,363,690	114,511,130	121,064,051	6,552,921	127,117,253	6,053,202
Sales and Use Taxes	26,276,389	26,634,465	27,332,945	28,442,300	1,109,355	28,961,842	519,542
Measure A Sales Tax	57,736,340	88,200,911	193,816,753	126,276,315	(67,540,438)	84,672,074	(41,604,241)
Transient Occupancy Tax	1,602,444	2,307,690	1,656,511	3,123,143	1,466,632	3,488,161	365,018
Other Taxes	15,513,402	14,629,205	15,748,972	27,041,911	11,292,939	27,362,656	320,745
Taxes	**618,352,158**	**696,813,626**	**744,303,209**	**726,966,189**	**(17,337,020)**	**706,974,215**	**(19,991,974)**
Building Permits	2,569,219	2,648,744	2,511,252	2,518,227	6,975	2,518,227	0
Development and Zoning Permits	2,295,976	2,467,716	2,108,847	2,282,475	173,628	2,286,521	4,046
Franchise Fees	4,228,272	4,337,713	4,077,691	4,082,381	4,690	4,066,877	(15,504)
Other Licenses and Permits	1,878,821	1,806,981	1,938,984	1,792,514	(146,470)	1,792,514	0
Licenses, Permits and Franchises	**10,972,287**	**11,261,154**	**10,636,774**	**10,675,597**	**38,823**	**10,664,139**	**(11,458)**
Court Fines and Forfeitures	7,328,666	7,924,886	6,884,926	7,237,049	352,123	7,237,049	0
Other Penalties and Forfeitures	1,132,438	612,192	590,100	605,554	15,454	605,954	400
Fines, Forfeitures and Penalties	**8,461,103**	**8,537,078**	**7,475,026**	**7,842,603**	**367,577**	**7,843,003**	**400**
Interest Earnings	12,365,214	20,114,083	13,203,280	20,109,999	6,906,719	20,615,979	505,980
Other Investment Income	2,479,157	3,189,735	2,871,128	0	(2,871,128)	0	0
Rents and Concessions	5,427,889	5,650,138	5,969,776	6,353,509	383,733	6,388,578	35,069
Use of Money and Property	**20,272,260**	**28,953,956**	**22,044,184**	**26,463,508**	**4,419,324**	**27,004,557**	**541,049**
Realignment	141,301,718	126,804,783	148,495,537	165,426,016	16,930,479	172,287,319	6,861,303
Prop. 172	78,919,648	84,667,252	83,687,439	85,090,440	1,403,001	82,913,232	(2,177,208)
Social Services Programs	146,365,811	135,066,621	159,520,463	163,752,641	4,232,178	161,900,627	(1,852,014)
Housing Services	2,873,685	2,873,685	4,834,875	10,172,538	10,776,331	5,539,673	5,611,133
Behavioral Health & Recovery Services	40,826,576	42,948,781	51,566,690	56,684,809	5,118,119	50,540,230	(6,144,579)
Public Health Services	8,923,586	11,539,384	13,850,064	14,049,767	199,703	13,760,868	(288,899)
Family Health Services	12,822,717	13,369,823	13,341,519	13,680,674	339,155	13,563,981	(116,693)
San Mateo Medical Center	74,572,792	144,220,663	152,436,276	125,979,305	(26,456,971)	147,023,849	21,044,544
Other Federal and State Aid	74,589,582	82,694,411	84,643,714	77,580,070	(12,502,312)	65,523,067	(22,301,001)
Intergovernmental Revenues	**581,196,114**	**644,185,404**	**712,376,577**	**712,416,260**	**39,683**	**713,052,846**	**636,586**

County of San Mateo
Total Requirements - All Funds
FY 2019-20 and 2020-21 Revenue by Type

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Recomm FY 2019-20	Change FY 2019-20	Recomm FY 2020-21	Change FY 2020-21
General Government Services	22,709,304	22,337,345	22,236,967	19,028,803	(3,208,164)	21,333,116	2,304,313
Public Safety Services	21,052,131	22,387,680	22,228,319	38,749,851	16,521,532	39,746,834	996,983
Planning and Building Services	2,035,199	1,883,113	1,817,702	1,912,502	94,800	1,932,502	20,000
Park Services	3,289,043	3,488,448	3,098,800	3,057,950	(40,850)	2,788,450	(269,500)
Behavioral Health & Recovery Services	47,286,292	49,463,073	55,886,029	59,352,073	3,466,044	61,162,563	1,810,490
Public Health Services	3,877,220	2,480,986	2,756,520	3,022,578	266,058	3,028,802	6,224
Family Health Services	2,668,474	1,261,237	5,687,176	5,042,755	(644,421)	5,355,352	312,597
San Mateo Medical Center	146,984,920	118,605,101	137,672,215	154,117,048	16,444,833	146,675,681	(7,441,367)
Other Health Services	15,370,811	17,586,165	21,420,569	22,499,694	1,079,125	23,598,988	1,099,294
Sanitation Services	16,249,429	17,212,289	19,433,390	20,071,177	637,787	20,071,177	0
Other Charges for Services	13,171,738	14,207,247	14,776,090	16,027,235	1,251,145	17,834,723	1,807,488
Charges for Services	**294,694,561**	**270,912,684**	**307,013,777**	**342,881,666**	**35,867,889**	**343,528,188**	**646,522**
Interfund Revenue	87,156,915	75,785,099	101,836,369	105,283,630	3,447,261	101,526,786	(3,756,844)
Interfund Revenue	**87,156,915**	**75,785,099**	**101,836,369**	**105,283,630**	**3,447,261**	**101,526,786**	**(3,756,844)**
Tobacco Settlement	6,356,374	7,150,870	6,755,956	6,102,048	(653,908)	6,102,048	0
Foundation Grants	4,588,649	3,332,151	4,900,665	4,507,245	(393,420)	5,020,926	513,681
Other Misc. Revenue	34,456,473	35,790,259	33,110,973	22,349,758	(10,761,215)	22,694,746	344,988
Miscellaneous Revenue	**45,401,495**	**46,273,280**	**44,767,594**	**32,959,051**	**(11,808,543)**	**33,817,720**	**858,669**
Operating Transfers - Capital Projects	21,038,502	24,920,049	89,125,990	129,093,028	39,967,038	111,086,987	(18,006,041)
Operating Transfers - Debt Service	61,711,942	47,684,023	52,938,900	50,024,056	(2,914,844)	46,918,273	(3,105,783)
Operating Transfers - Medical Center	58,118,961	58,108,031	58,121,621	58,121,621	0	58,121,621	0
Other Financing Sources	6,233,062	20,470,167	98,912,458	31,409,047	(67,503,411)	39,513,684	8,104,637
Other Financing Sources	**147,102,466**	**151,182,271**	**299,098,969**	**268,647,752**	**(30,451,217)**	**255,640,565**	**(13,007,187)**
Total Revenue	**1,813,609,359**	**1,933,904,552**	**2,249,552,479**	**2,234,136,256**	**(15,416,223)**	**2,200,052,019**	**(34,084,237)**

Explanation of Major Revenue Sources

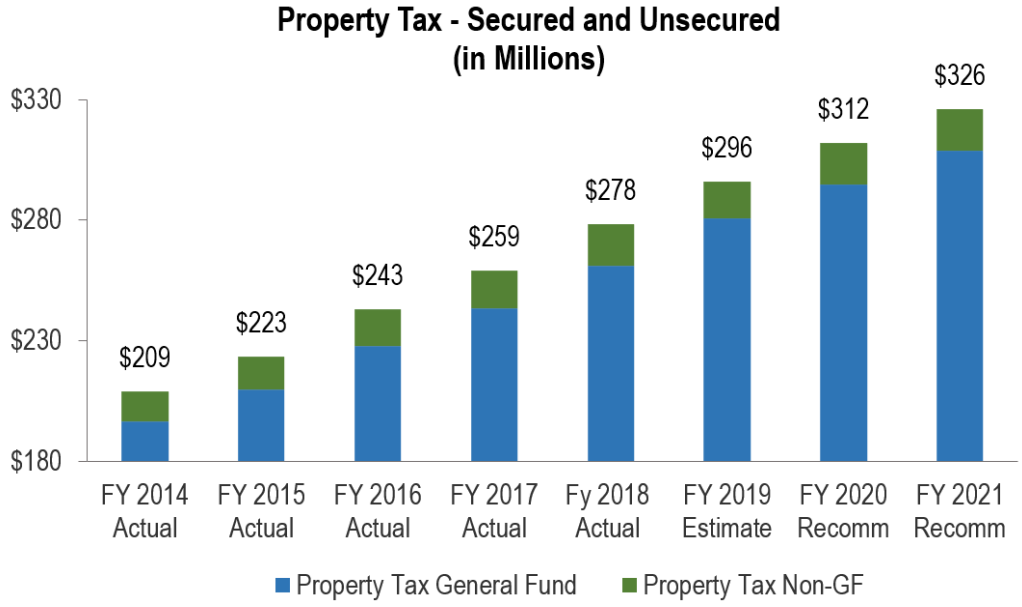
Property Tax

Taxes are levied each fiscal year on taxable real and personal property which is situated in the county as of the preceding January 1st. 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. After four years of declining revenues following the Great Recession, secured property tax revenue began to grow significantly starting in FY 2013-14. In FYs 2017-18 and 2018-19, secured roll growth measured 7.7 percent and an estimated 8.2 percent, respectively. The County is conservatively projecting five percent growth for FYs 2019-20 and 2020-21.

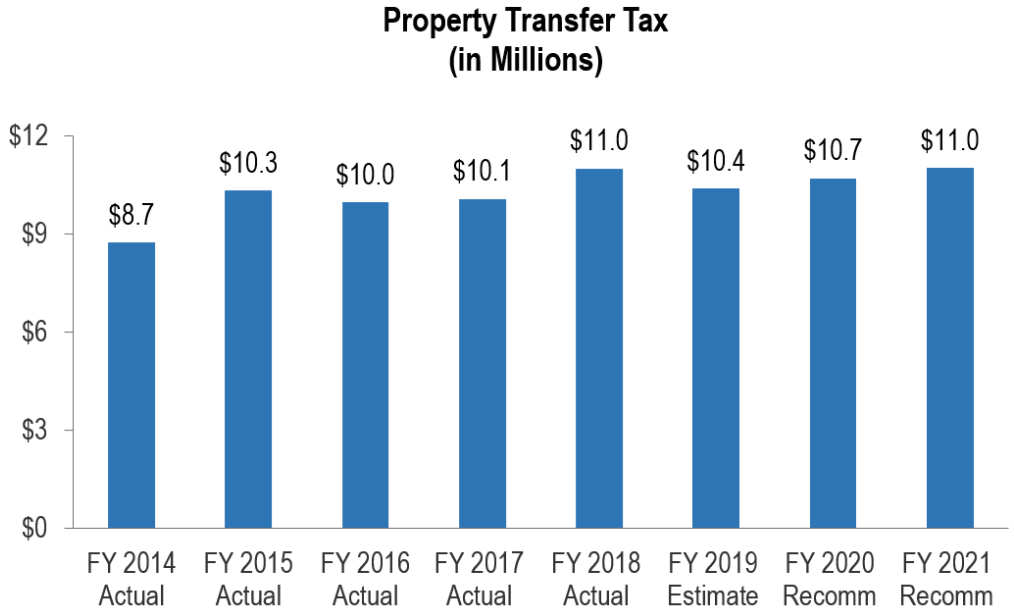
It should be noted that the Assessor's Office has recaptured all but three percent (1,260 remaining properties) of the reduced values that resulted from Proposition 8 roll reductions during the Great Recession. The more conservative projection for FYs 2019-20 and 2020-21 also takes into account the potential for an economic downturn in the next two years. (When including In-Lieu of VLF growth, which mirrors secured roll growth, a one percent increase in the secured roll generates approximately $4 million in General Fund discretionary income.)

Unsecured property tax (largely personal property, to include aircraft, boats, and business personal property) revenue has averaged five percent growth over the last five years. This revenue source is fairly volatile, particularly during changing economic times. The County is conservatively projecting one percent growth for FYs 2019-20 and 2020-21.



Property Transfer Tax

Property Transfer Tax revenue grew on average two percent annually between FYs 2015-16 and 2017-18 due to modestly increasing activity in the housing market and higher home prices. This trend is expected to continue with revenue source growth projected at three percent in both FYs 2019-20 and 2020-21.



Return of Local Property Tax (Excess ERAF)

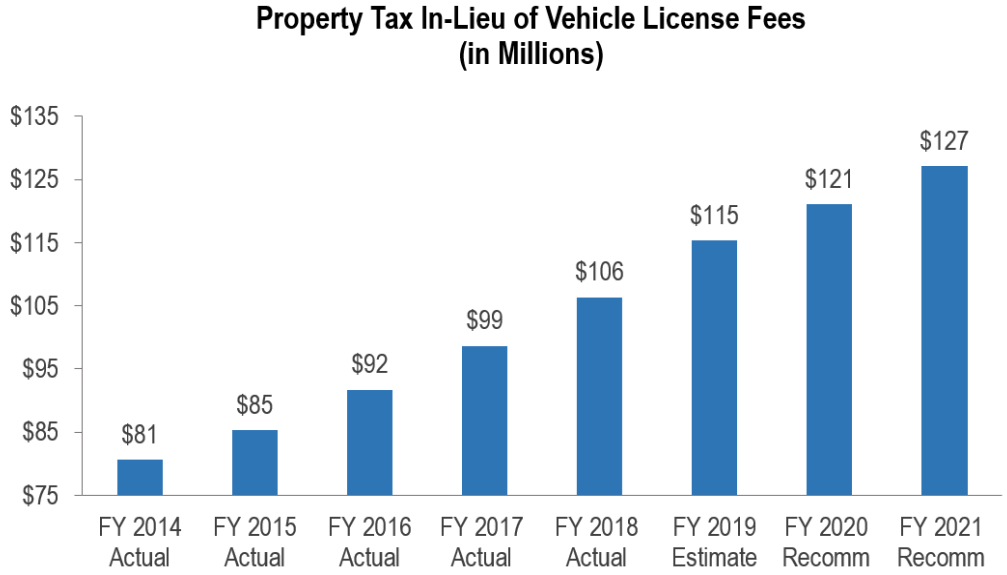
Pursuant to Revenue and Taxation Codes 97.2 and 97.3, property tax contributions made by local governments to the Education Revenue Augmentation Fund (ERAF) in excess of State-mandated school funding levels are returned to the local governmental entities that made the contributions. The County is one of a handful of Excess ERAF counties in California. This is due to the relatively high number of school districts in the County with local property tax revenues exceeding the funding levels guaranteed by the State's Local Control Funding Formula (LCFF). Future Excess ERAF amounts to be received by the County could decline as a result of increases in the LCFF funding levels, increased allocations of ERAF for special education, changes in school enrollment, or further State legislative changes to the school funding model.

Due to the potential volatility of Excess ERAF, and in consultation with the County Controller, the County continues to conservatively budget only one half of the projected General Fund apportionment of Excess ERAF for ongoing purposes. The County projects that Excess ERAF will eventually see real reductions in the future. As a result, despite averaging $128 million over the past five years, the County remains conservative in its approach to budgeting this revenue source. Accordingly, approximately one-half or $60 million is appropriated per year in FY 2019-21.

Pursuant to Board policy, the remaining portion may only be used for one-time purposes, including reductions in unfunded liabilities, capital and technology payments, productivity enhancements, and cost avoidance projects. When Excess ERAF exceeds projections, the excess is recognized in the year-end Fund Balance and appropriated the following fiscal year.

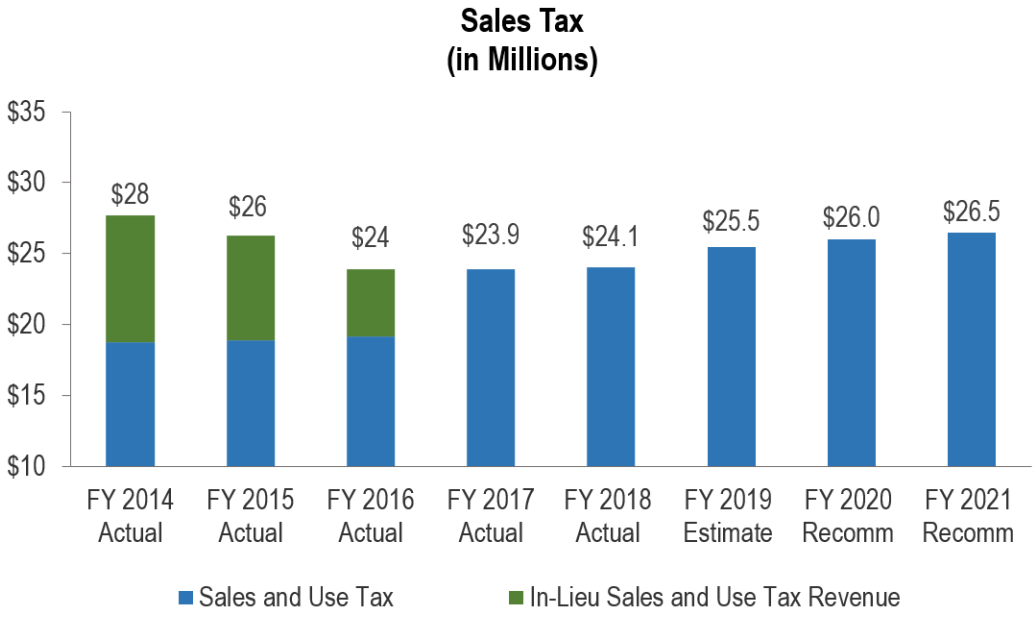
Property Tax In-Lieu of Vehicle License Fees

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 five percent growth for FYs 2019-21.



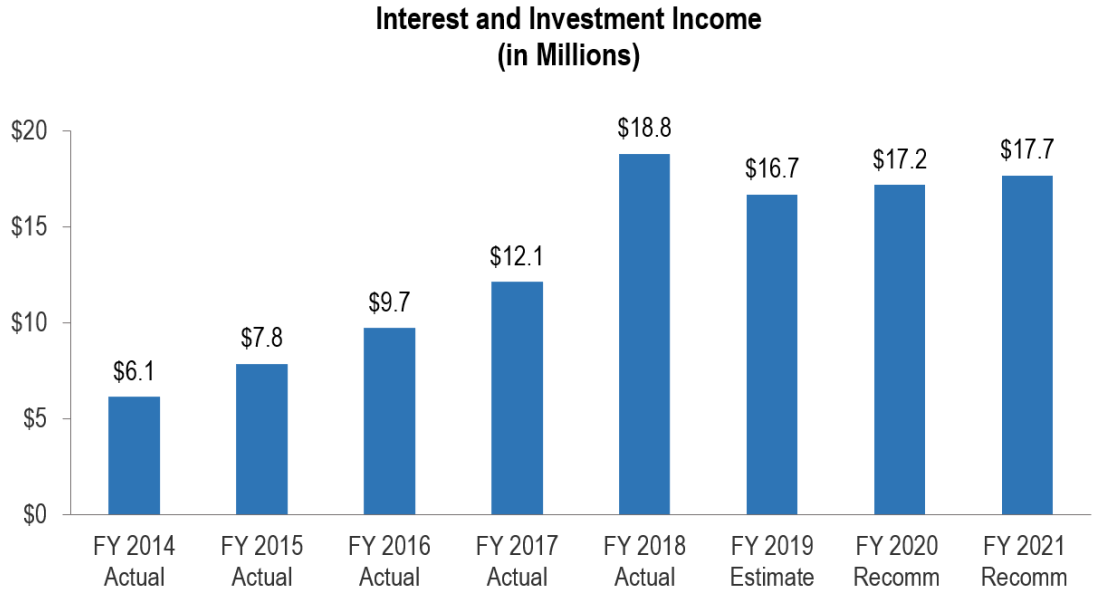
Bradley-Burns One Cent Sales and Use Tax

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 (in-lieu of sales and use tax), 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 four percent, in line with recent trends, in FY 2019-20 and two percent in FY 2020-21.



Interest Earnings and Other Investment Income

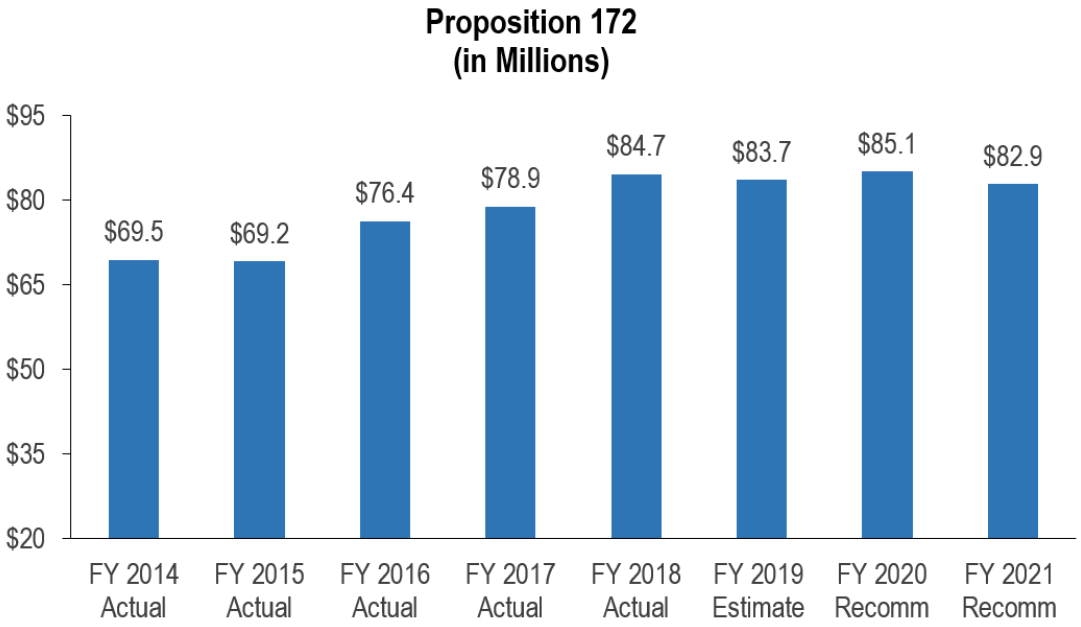
The County's conservative investment approach has yielded stable earnings in recent years. Due to a larger than average County Pool and above average returns from a strong financial market, interest earnings were higher than average in FY 2017-19. With a smaller pool size due to increased levels of one-time spending and changing financial markets, interest earnings are projected to experience a relative decrease in FY 2018-19. The County anticipates a stabilization in earnings in FY 2019-21 with a projection of three percent growth in both years.



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.

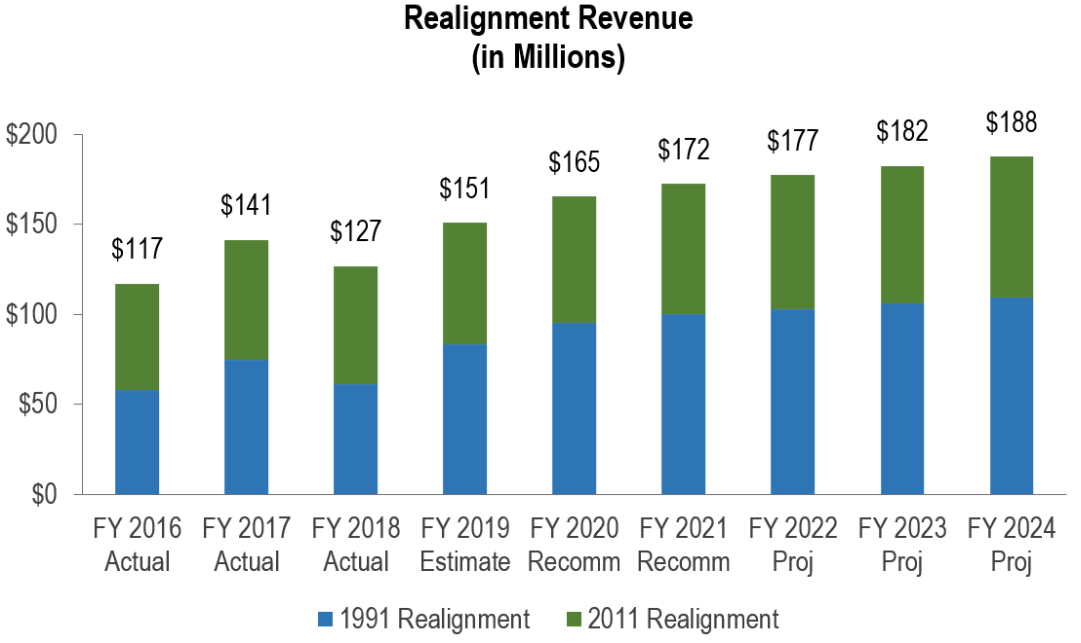
The chart below reflects budgeted allocations, not the actual or projected receipts. The allocation amounts in FYs 2019-20 and 2020-21 are roughly in line with revenue projections. A number of one-time outlays, including $4.7 million to replace the Probation Department's Case Management System, and $6 million for the radio upgrade project to support the new Regional Operations Center have not yet been completed, adding to the amount of roll-over dollars in FY 2019-20. The amount allocated in FY 2019-20 is $85.0 million.



Realignment

1991 Realignment: The original realignment, established through legislation in 1991, changed the funding ratios between the State and County for many of 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 $11.8 million partially due to a reclassification of State revenue to realignment in FY 2019-20. There is a projected increase of $4.9 million in FY 2020-21.

2011 Realignment: Set in legislation in FY 2011-12 under budget bill AB118, and revised in FY 2012-13 under budget bill SB1020, 2011 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 $2.7 million in FY 2019-20, and $2 million in FY 2020-21.

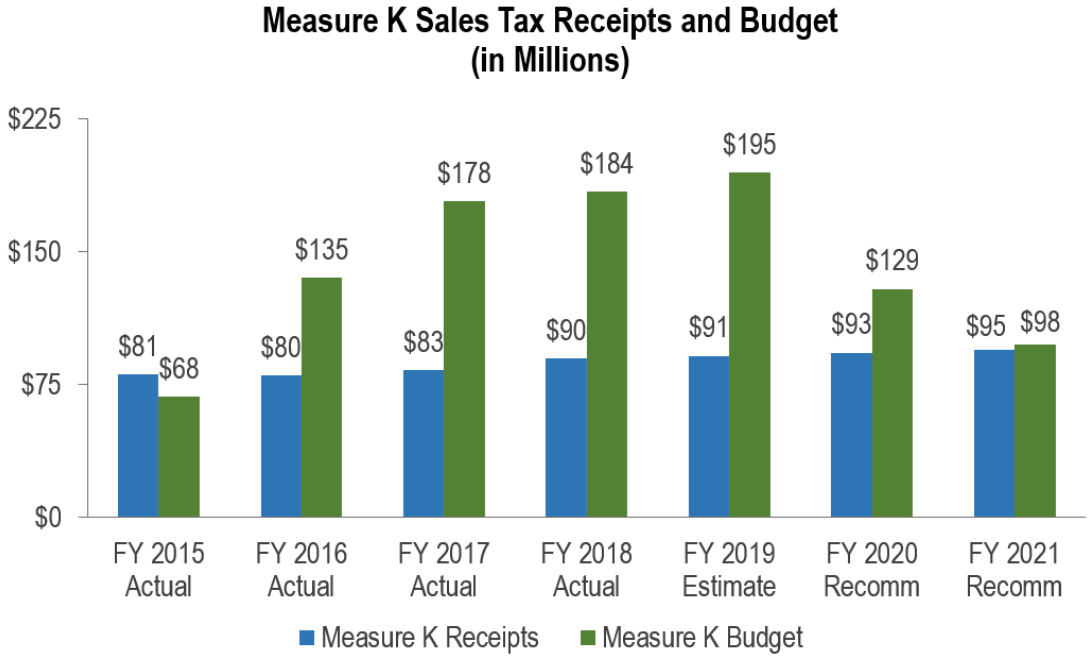


Measure K Sales Tax

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 across seven initiatives: Public Safety; Health and Mental Health; Youth and Education; Housing and Homelessness; Parks and Environment; Older Adults and Veterans' Services; and Community Services.

In FY 2017-18, Measure K generated $89.6 million and is projected to generate $91 million in FY 2018-19. 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 projected for receipt in FYs 2019-20 and 2020-21 is expected to grow at two percent in each year, totaling $92,820,000 and $94,676,400 respectively. Rollover funding from previous fiscal years is not included in receipt totals.



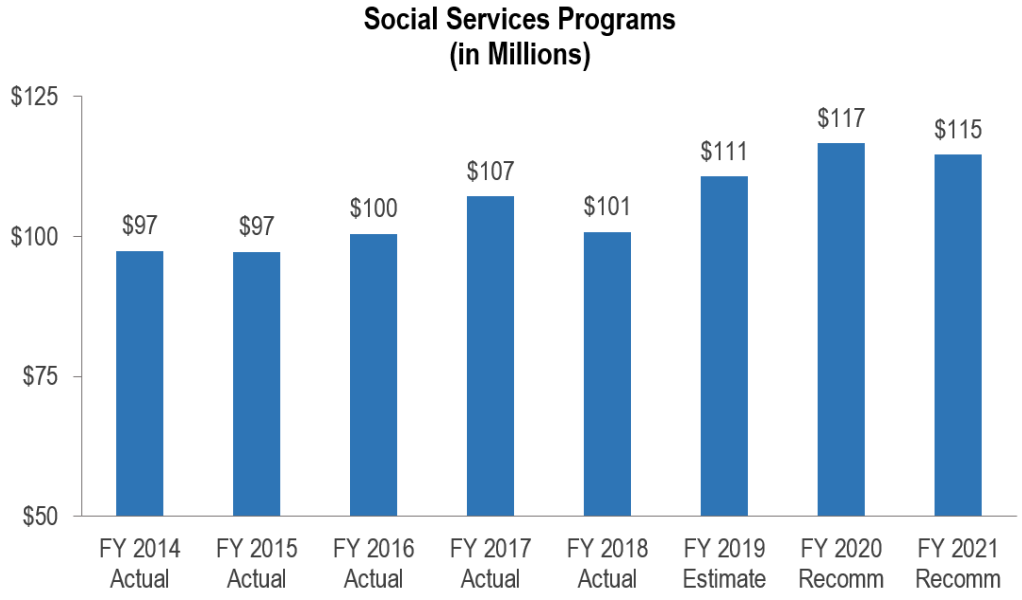
On February 12, 2019, the Board approved the Measure K allocation plan for the FY 2019-21 Recommended Budget. The following table shows the Board-approved allocations for one-time and ongoing Measure K initiatives in the Recommended Budget. Ongoing initiatives receive a three percent increase from their FY 2018-19 amount. With a few exceptions (for capital projects needing rollover funds this summer), rollover funds are not adjusted in the Recommended Budget, but will be added to one-time and ongoing initiatives in the Adopted Budget.

Allocation of Measure K Funds	FY 2019-20	FY 2020-21	FY 2019-21 Total
One-Time Allocations			
Affordable Housing - Measure K	25,000,000	25,000,000	50,000,000
Big Lift	7,766,508	7,766,508	15,533,016
Parks	5,030,000	5,030,000	10,060,000
ISD Technology Projects	5,000,000	5,000,000	10,000,000
Board District-Specific	7,500,000	0	7,500,000
FAA	3,500,000	3,500,000	7,000,000
Whole Person Care	2,000,000	2,000,000	4,000,000
Fire Engine Replacement	1,500,000	1,500,000	3,000,000
Subtotal, One-Time Allocations	*57,296,508*	*49,796,508*	*107,093,016*
Ongoing Allocations			
Continuing Initiatives	29,681,000	29,681,000	59,362,000
Total	**86,977,508**	**79,477,508**	**166,455,016**

Social Services Revenue

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 $5.9 million in FY 2019-20 from current year projections in these funding sources due to increases of $2.4 million for a new State Block Grant for the Homeless Emergency Aid Program (HEAP); $1.3 million for Medi-Cal expansion; $235,000 in assistance payments due to a shift in State and Federal funding for public assistance programs; and $2 million to cover the Agency's salary and benefit increases, from all sources listed above. In FY 2020-21 there is a net decrease of $2 million for the removal of completed one-time projects to improve service delivery and client outcomes.



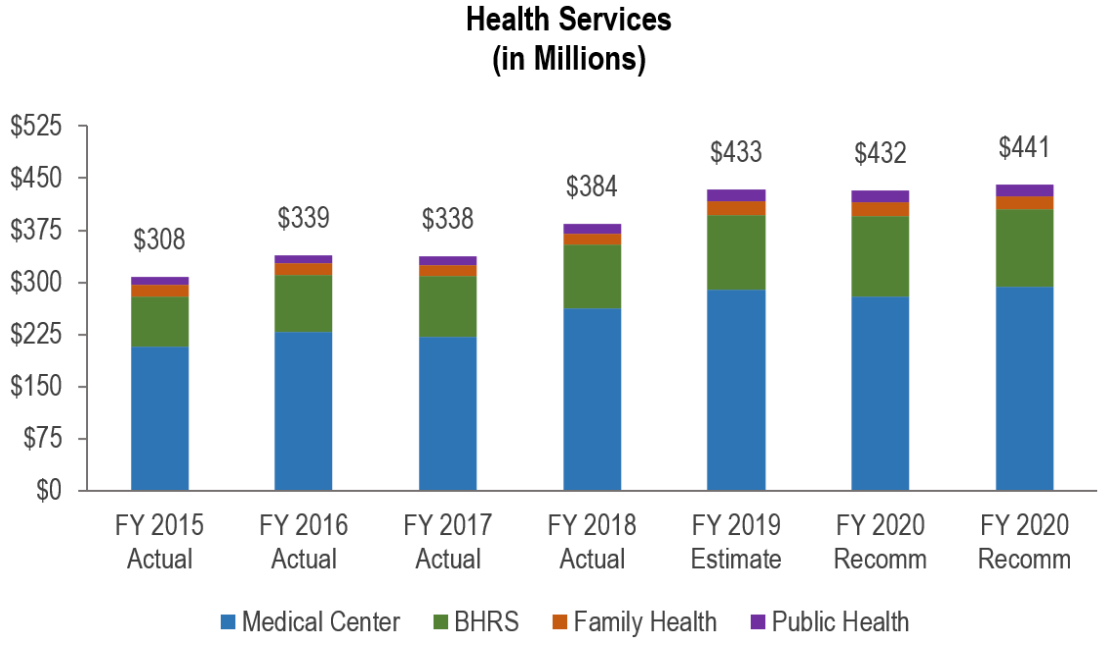
Health Services Revenue

Behavioral Health and Recovery Services - In FY 2019-20, a net increase of $14.7 million in non-realignment intergovernmental revenue is due to increases in Medi-Cal Waiver Intergovernmental Transfers (IGTs) and increases in Mental Health Services Act (MSHA) revenue. Of MHSA revenue, $3.7 million is for one-time projects. There is a net increase of $5.7 million for department charges for services and institutional care combined due to increases in Medi-Cal Federal Financial Participation and Medicare. In FY 2020-21, a net decrease of $ 4.6 million in non-realignment intergovernmental revenue is due to the expenditure of one-time MSHA funds from the previous year and a decrease in Medi-Cal IGT funds of $3.6 million. These decreases are partially offset by increases to other state aid and Medi-Cal FFP.

Public Health - In FY 2018-19, a net reduction of $584,841 in non-realignment intergovernmental revenue is due to a reduction in realignment funds offset by an increase in cities contributions to Animal Control oversight. A net increase of $266,056 in charges for services is primarily due to increased realization of Medi-Cal Administrative Activities revenue. In FY 2019-20, a net reduction of $286,999 in non-realignment intergovernmental revenue is due to reduction of the Medi-Cal Waiver program in the final six months of the budget cycle. An increase of $6,224 in charges for services is due to slight increases in Medi-Cal Federally Qualified Health Center projections.

Family Health Services - In FY 2019-20, a net increase of $339,155 in non-realignment intergovernmental revenue is primarily due to the Public Health grant funding from the State, and a net decrease of $644,421 in charges for services is primarily due to miscellaneous reimbursements. In FY 2020-21, a net decrease of $116,693 in non-realignment intergovernmental revenue is due to a reduction in state funding, and an increase of $312,597 in charges for services is due to miscellaneous reimbursements.

San Mateo Medical Center - In FY 2019-20, a net decrease of $26.5 million in non-realignment intergovernmental revenue is primarily due to an increase in budget reserves and adjustments to other State funding. A net increase of $16.4 million in charges for services is due to increases in patient revenue and prior year revenue settlement. In FY 2020-21, an increase of $21 million in non-realignment intergovernmental revenue is primarily due to an increase in budget reserves partially offset by decrease in other funding from the State. Finally, a reduction of $7.4 million in charges for services in due to a decrease in prior year revenue settlement.



County of San Mateo
All Funds
FY 2019-20 and FY 2020-21 Expenditures by Type

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Recomm FY 2019-20	Change FY 2019-20	Recomm FY 2020-21	Change FY 2020-21
Operating Expenditures							
Regular Salaries	517,326,505	538,224,731	605,381,409	644,525,050	39,143,641	662,962,802	18,437,752
Extra Help	32,848,492	33,134,264	48,435,573	46,682,354	(1,753,219)	46,463,472	(218,882)
Overtime	31,878,709	34,474,650	16,306,733	21,661,744	5,355,011	21,821,909	160,165
Retirement	190,082,606	198,448,025	214,231,867	226,338,383	12,106,516	231,650,398	5,312,015
Health Benefits	98,011,403	98,761,138	109,161,016	110,669,943	1,508,927	118,132,866	7,462,923
Statutory Compensation	49,364,432	53,036,676	51,676,562	56,741,023	5,064,461	58,115,962	1,374,939
Other Benefits	1,567,377	2,736,539	11,781,735	12,653,194	871,459	12,702,463	49,269
Salaries and Benefits	**921,079,524**	**958,816,022**	**1,056,974,895**	**1,119,271,691**	**62,296,796**	**1,151,849,872**	**32,578,181**
Drugs/Medical Supplies	29,808,964	31,439,420	32,342,014	32,473,734	131,720	29,954,565	(2,519,169)
Office Expense	24,876,240	30,314,243	33,825,870	42,652,298	8,826,428	40,089,940	(2,562,358)
Non-Capital Equipment	5,492,761	9,604,872	9,408,976	6,622,661	(2,786,315)	6,108,631	(514,030)
Facility/Equipment Maintenance	29,347,321	31,805,610	37,277,646	38,875,485	1,597,839	36,969,288	(1,906,197)
Utilities	19,336,582	19,714,737	21,622,236	22,027,368	405,132	22,568,539	541,171
Contracts for Services	211,927,451	223,205,855	281,130,749	289,102,816	7,972,067	259,187,505	(29,915,311)
Interagency Agreements	62,405,468	70,014,947	74,666,801	79,453,685	4,786,884	75,242,885	(4,210,800)
Public Assistance Programs	75,341,510	76,674,481	94,276,785	96,643,214	2,366,429	99,927,354	3,284,140
State Trial Court Contributions	16,783,314	17,288,307	17,243,318	17,243,318	0	17,243,318	0
Medical Center Contributions	58,121,622	58,121,621	58,121,621	58,121,621	0	58,121,621	0
Housing Project Contributions	2,758,898	6,440,721	5,515,862	6,973,696	1,457,834	7,016,951	43,255
Other Contributions	21,745,323	34,911,496	79,774,970	55,617,916	(24,157,054)	45,515,530	(10,102,386)
Internal Services/Overhead	200,450,839	205,297,898	229,564,298	232,545,626	2,981,328	230,796,810	(1,748,816)
Debt/Capital Financing	70,743,269	80,749,307	190,820,085	211,388,643	20,568,558	191,210,000	(20,178,643)
Other Financing Uses/Transfers	9,032,348	30,934,007	40,765,600	38,642,517	(2,123,083)	35,265,935	(3,376,582)
Other Operating Expense	124,864,472	132,921,923	185,983,161	171,678,117	(14,305,044)	140,120,990	(31,557,127)
Operating Sub-Total	**1,884,115,907**	**2,018,255,466**	**2,449,314,887**	**2,519,334,406**	**70,019,519**	**2,447,189,734**	**(72,144,672)**
Intrafund Transfers	(173,120,492)	(173,889,041)	(193,598,662)	(192,849,404)	749,258	(185,099,584)	7,749,820
Operating Total	**1,710,995,415**	**1,844,366,425**	**2,255,716,225**	**2,326,485,002**	**70,768,777**	**2,262,090,150**	**(64,394,852)**
Non-Operating Expenditures							
Capital Improvements	38,608,072	45,939,034	263,173,881	183,552,851	(79,621,030)	149,412,833	(34,140,018)
Capital Purchases	21,541,085	10,672,914	37,301,907	30,638,205	(6,663,702)	22,550,715	(8,087,490)
Expenditure Total	**1,771,144,572**	**1,900,978,373**	**2,556,192,013**	**2,540,676,058**	**(15,515,955)**	**2,434,053,698**	**(106,622,360)**
Reserves - General Fund	452,866,417	489,276,111	284,589,273	270,933,772	(13,655,501)	268,689,425	(2,244,347)
Reserves - Non-General Fund	294,923,328	290,517,482	198,905,423	177,920,587	(20,984,836)	164,454,236	(13,466,351)
TOTAL REQUIREMENTS	**2,518,934,318**	**2,680,771,966**	**3,039,686,709**	**2,989,530,417**	**(50,156,292)**	**2,867,197,359**	**(122,333,058)**

County of San Mateo
All Funds
FY 2019-20 Changes in Projected Fund Balance

Sub Fund Name	Estimated Fund Balance June 30, 2018	Recomm Revenues	Recomm Expenditures	Anticipated Carryforward	Estimated Fund Balance June 30, 2019	FY 2019-20 Percent Change
General Fund						
General Fund	483,660,762	1,503,541,013	1,987,201,775	442,492,076	442,492,076	(8.5%)
Special Revenue Funds						
Emergency Medical Services Fund	1,810,141	1,695,202	3,505,343	1,803,218	1,803,218	(0.4%)
Fish and Game Propagation Fund	57,766	2,000	59,766	49,766	49,766	(13.8%)
Half-Cent Transportation Fund	3,861,030	2,515,199	6,376,229	-	-	(100.0%)
IHSS Public Authority Fund	861,956	29,937,416	30,799,372	861,956	861,956	0.0%
Road Fund	14,721,124	32,998,588	47,719,712	9,253,165	9,253,165	(37.1%)
Road Improvement Fund	3,771,415	449,500	4,220,915	3,939,076	3,939,076	4.4%
Structural Fire Protection Fund	9,398,269	9,762,244	19,160,513	6,291,357	6,291,357	(33.1%)
Waste Management	9,552,540	3,308,056	12,860,596	8,752,540	8,752,540	(8.4%)
Waste Management Programs	-	792,976	792,976	-	-	0.0%
Enterprise Funds						
County Airports Fund	1,252,398	5,980,184	7,232,582	1,336,429	1,336,429	6.7%
Coyote Point Marina Operating Fund	1,102,349	1,437,961	2,540,310	1,102,349	1,102,349	0.0%
Medical Center Enterprise Fund	17,033,713	365,860,549	382,894,262	-	-	(100.0%)
Special Districts						
Public Works Special District Funds	65,984,761	29,907,414	95,892,175	49,948,821	49,948,821	(24.3%)
County Service Area #1 Fund	5,009,232	3,222,850	8,232,082	4,487,234	4,487,234	(10.4%)
County Service Area #8 Fund	4,848,701	2,692,824	7,541,525	4,748,861	4,748,861	(2.1%)
Debt Service Funds						
Debt Service Fund	22,750,292	50,024,056	72,774,348	23,615,832	23,615,832	3.8%
Capital Project Funds						
Accumulated Capital Outlay Fund	84,786,892	500,000	85,286,892	84,786,892	84,786,892	0.0%
Capital Projects Fund	5,388,256	68,680,986	74,069,242	4,975,281	4,975,281	(7.7%)
Courthouse Temporary Construction Fund	32,437	1,364,422	1,396,859	32,437	32,437	0.0%
Criminal Justice Temporary Construction Fund	1,512,003	918,000	2,430,003	1,512,003	1,512,003	0.0%
Major Capital Construction Fund	-	85,100,000	85,100,000	-	-	0.0%
Other Capital Construction Fund	-	-	-	-	-	0.0%
Parks Acquisition and Development Fund	2,457,256	20,000	2,477,256	2,168,322	2,168,322	(11.8%)
Parks Capital Projects Fund	-	19,835,523	19,835,523	-	-	0.0%
Skylonda Project Fund	44,105	1,380,000	1,424,105	-	-	(100.0%)
Internal Service Funds				-		
Construction Services Fund	-	2,599,321	2,599,321	-	-	0.0%
Motor Pool Internal Service Fund	15,496,763	9,609,972	25,106,735	14,987,725	14,987,725	(3.3%)
	755,394,161	**2,234,136,256**	**2,989,530,417**	**667,145,340**	**667,145,340**	**(11.7%)**

Fund Balance: Fund Balance consists of resources remaining from prior years that are available to be budgeted in the current year, and 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. Changes in Fund Balance from FYs 2019-20 to 2020-21 greater than +/- 10 percent or $100,000 are explained below:

General Fund

- General Fund – The projected decline of $41.2 million of 8.5 percent is due to one-time capital and IT projects; accelerated pay down of the County's unfunded pension liability; and miscellaneous one-time revenue and expenditure adjustments.

Special Revenue Funds

- Fish and Game Propagation Fund – Reduction in Fund Balance is due to appropriations for one-time improvement projects.
- Half-Cent Transportation Fund – Reduction in Fund Balance is due to appropriations for one-time transportation improvement projects.
- Road Fund – Reduction in Fund Balance is due to appropriations for one-time improvement projects, repairs, and upgrades.
- Road Improvement Fund – Increase in Fund Balance is due to projected revenue receipts exceeding total project costs in FY 2019-20.
- Structural Fire Protection Fund – Reduction in Fund Balance is due to reduced Reserves.
- Waste Management – Reduction in Fund Balance is due to reduced Reserves.

Enterprise Funds

- Medical Center Enterprise Fund – Reduction of Fund Balance is part of a series of one-time solutions recommended by the Chief of County Health to close the budget gap.

Special Districts

- Public Works Special District Funds – Reduction of Fund Balance for the various Special Districts administered by Public Works is due to anticipated one-time expenditures.
- County Service Area #1 Fund – Reduction in Fund Balance is due to use of Reserves for one-time equipment purchases.

Debt Service and Capital Project Funds

- Debt Service Fund – Increase in Fund Balance is due to decreased expenditures for long-term debt repayment.
- Capital Projects Fund – Reduction in Fund Balance is due to one-time capital expenditures.
- Parks Acquisition and Development Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- Skylonda Project Fund – Reduction in Fund Balance to zero is due to one-time capital expenditures that will result in the conclusion of the Skylonda Project.

Internal Service Funds

- Motor Pool Internal Service Fund – Reduction in Fund Balance is due to one-time fixed asset expenditures.

County of San Mateo
All Funds
FY 2019-21 Authorized Position Summary

General Fund - Budget Unit	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Coroner's Office	13	13	13	13	0	13	0
District Attorney's Office	131	135	135	137	2	137	0
Probation Department	415	415	415	415	0	415	0
Sheriff's Office	803	810	818	822	4	822	0
Criminal Justice	**1,362**	**1,373**	**1,381**	**1,387**	**6**	**1,387**	**0**
Aging and Adult Services	142	142	142	142	0	142	0
Behavioral Health and Recovery Services	471	471	471	469	(2)	469	0
Correctional Health Services	78	83	83	86	3	86	0
Emergency Medical Services GF	9	9	9	9	0	9	0
Environmental Health Services	80	79	79	79	0	79	0
Family Health Services	183	183	183	183	0	183	0
Health Administration	24	24	24	24	0	24	0
Health Coverage Unit	31	28	28	28	0	28	0
Health IT	19	19	19	19	0	19	0
Public Health, Policy and Planning	106	107	107	107	0	107	0
Health Services	**1,143**	**1,145**	**1,145**	**1,146**	**1**	**1,146**	**0**
Children and Family Services	207	205	205	205	0	205	0
Community Capacity	8	8	8	9	1	9	0
Economic Self-Sufficiency	372	368	367	368	1	368	0
Employment Services	56	54	53	53	0	53	0
Homeless and Safety Net Services	5	5	5	6	1	6	0
Office of Agency Director	86	91	93	92	(1)	92	0
Vocational Rehab Services	35	35	35	35	0	35	0
Department of Child Support Services	80	76	77	73	(4)	73	0
Social Services	**849**	**842**	**843**	**841**	**(2)**	**841**	**0**
Agricultural Commissioner/Sealer	30	30	30	30	0	30	0
Department of Housing	14	16	16	16	0	16	0
Engineering Services	22	21	21	21	0	21	0
Facilities Services	111	111	113	112	(1)	113	1
Fire Protection Services	0	0	0	0	0	0	0
Local Agency Formation Commission	1	2	0	0	0	0	0
Office of Sustainability	16	18	19	14	(5)	14	0
Parks Department	68	71	72	72	0	72	0
Planning and Building	56	57	58	58	0	58	0
Public Safety Communications	66	74	74	74	0	74	0
Public Works Administration	36	36	36	36	0	36	0
Real Property Services	4	4	4	4	0	4	0

Utilities	12	13	13	13	0	13	0
Vehicle and Equipment Services	1	1	1	1	0	1	0
Community Services	**437**	**454**	**457**	**451**	**(6)**	**452**	**1**
Assessor-County Clerk-Recorder	121	126	128	146	18	146	0
Board of Supervisors	22	22	22	22	0	22	0
CMO Revenue Services	0	0	26	22	(4)	22	0
Controller's Office	46	46	46	46	0	46	0
County Counsel's Office	45	47	48	48	0	48	0
County Manager/Clerk of the Board	32	34	36	41	5	41	0
Human Resources Department	59	61	61	61	0	61	0
Information Services Department	131	130	129	128	(1)	128	0
Shared Services	12	12	12	12	0	12	0
Treasurer - Tax Collector	61	60	34	34	0	34	0
Administration and Fiscal Services	**529**	**538**	**542**	**560**	**18**	**560**	**0**
Total General Fund	**4,320**	**4,352**	**4,368**	**4,385**	**17**	**4,386**	**1**

Non-General Fund	**Actual 2016-17**	**Actual 2017-18**	**Revised 2018-19**	**Recomm 2019-20**	**Change 2019-20**	**Recomm 2020-21**	**Change 2020-21**
Airports	9	9	9	9	0	9	0
Coyote Point Marina	3	3	3	3	0	3	0
San Mateo Medical Center	1,046	1,049	1,049	1,049	0	1,049	0
Enterprise Funds	**1,058**	**1,061**	**1,061**	**1,061**	**0**	**1,061**	**0**
Road Construction and Operations	77	77	77	77	0	77	0
Solid Waste Management	5	6	6	6	0	6	0
Special Revenue Funds	**82**	**83**	**83**	**83**	**0**	**83**	**0**
Utilities	8	8	8	8	0	8	0
Special Districts	**8**	**8**	**8**	**8**	**0**	**8**	**0**
Construction Services	10	10	10	10	0	10	0
Vehicle and Equipment Services	13	13	13	13	0	13	0
Internal Service Funds	**23**	**23**	**23**	**23**	**0**	**23**	**0**
Non-General Fund Total	**1,171**	**1,175**	**1,175**	**1,175**	**0**	**1,175**	**0**
Total All County Funds	**5,491**	**5,527**	**5,543**	**5,560**	**17**	**5,561**	**1**

Non-County Funds (Information Only)	**Actual 2016-17**	**Actual 2017-18**	**Revised 2018-19**	**Recomm 2019-20**	**Change 2019-20**	**Recomm 2020-21**	**Change 2020-21**
County Library	121	122	122	123	1	123	0
Department of Housing	47	47	47	47	0	47	0
First 5 San Mateo County	8	8	8	8	0	8	0
Local Agency Formation Commission	0	0	2	2	0	2	0
Retirement Office	24	24	24	24	0	24	0
Non-County Funds (Information Only)	**200**	**201**	**203**	**204**	**1**	**204**	**0**
All Positions	**5,691**	**5,728**	**5,746**	**5,764**	**18**	**5,765**	**1**

Position Changes Detail FY 2019-20:

Criminal Justice

Sheriff's Office: Adds one Administrative Assistant, one District Coordinator, one Legal Office Specialist, one Records Technician, one Deputy Sheriff, and deletes one Property Officer for a net addition of four positions.

District Attorney: Adds two Victim Advocate I, for a net change of two positions.

Probation Department: Adds one IT Technician and deletes an Executive Secretary, for a net change of zero positions.

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

Health Services

Behavioral Health and Recovery Services: Adds one Deputy Director, one Patient Services Supervisor, one supervising Mental Health Clinician, one Clinical Services Manager II, and one Psychiatric Social worker; deletes one Clinical Services Manager, one Medical Office Assistant, one Mental Health Program Specialist, two Psychiatric Social Workers, one Community Health Nurse, and one Psychiatric Resident, for a net reduction of two positions.

Family Health Services: Adds one Medical Office Services Supervisor and deletes one Fiscal Office Specialist, for a net change of zero positions.

Correctional Health Services: Adds two Pharmacists and two Pharmacy technicians; deletes one Nurse Practitioner, for a net addition of three positions.

San Mateo Medical Center: Adds one Administrative Secretary III – Confidential, two Patient Services Assistants II, one Critical Care Nurse, one Staff Physician, one Staff Physician – Pediatrics, one Clinical Services Manager II – Nursing, one Patient Services Assistant II, one Pharmacist, two Ambulatory Care Nurses, one Medical Office Services Supervisor – Exempt, one Human Resources Technician – Confidential, one Health Services Manager I, one Supervising Mental Health Psychologist – Exempt, one Psychologist II, and one Adult Psychiatrist; deletes one Administrative Secretary III – Confidential, two Patient Services Assistants II, one Ambulatory Care Nurse, one Staff Physician, one Staff Physician – Pediatrics, one Clinical Services Manager I – Nursing, one Therapy Aide, one Nurse Practitioner, two Licensed Vocational Nurses, one Medical Office Assistant II, one Social Worker III, one Program Services Manager II, one Supervising Mental Health Psychologist – Exempt, one Psychologist II, and one Adult Psychiatrist, for a net change of zero positions.

(Net change is an addition of one position in Health Services.)

Social Services

Human Services Agency: Adds two Management Analysts, one Human Services Agency Program Policy Analyst, one Public Services Specialist; deletes one Management Analyst, and one Human Services Analyst II, for a net addition of two positions.

Department of Child Support Services: Deletes one Deputy Director of Child Support Services, one Child Support Customer Service Specialist, one Child Support Customer Services Specialist-Unclassified, and one Child Support Analyst I/II, for a net reduction of four positions.

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

Community Services

Planning and Building: Adds one Program Services Manager II; deletes one vacant Code Compliance Officer I for a net change of zero positions.

Parks Department: Adds one Administrative Assistant II and one Capital Projects Manager; deletes one Office Assistant II and one Park Ranger IV for a net change of zero positions.

Office of Sustainability: Transfers one Financial Services Manager, one Senior Accountant, one Administrative Assistant, and two Accountant II positions, for a net reduction of five positions.

Department of Public Works: Adds one Stationary Engineer; deletes two vacant Custodians, for a net reduction of one positions.

(Net change is a reduction of six positions in Community Services.)

Administration and Fiscal Services

County Manager/Clerk of the Board: Adds one Financial Services Manager, one Senior Accountant, one Administrative Accountant, and two Accountant IIs, for a net addition of five positions.

Revenue Services: Adds one Management Analyst and two Fiscal Office Specialists; deletes four Revenue Collector IIs, two Lead Revenue Collectors, and one Revenue Collection Supervisor, for a net reduction of four positions.

Assessor-County Clerk-Recorder: Adds one Principal Appraiser – Exempt, six Senior Appraisers, one Senior Auditor-Appraiser, one Appraiser II, one Auditor-Appraiser II, two Appraiser-Recorder Technician IIs, one Election Specialist III, one Election Specialist II, one Election Technician, one Office Assistant I, one Office Specialist I, and one Executive Assistant – Confidential for a net addition of 18 positions.

Controller's Office: Adds one Senior Accountant; deletes one Fiscal Office Specialist Supervisor, for a net change of zero positions.

Information Services Department: Adds one Executive Secretary – Confidential and one IS Business Analyst II; deletes one Management Analyst and two Telephone Operators, for a net reduction of one position.

(Net change is an addition of 18 positions in Administration and Fiscal Services.)

Position Changes Detail FY 2020-21:

Community Services

Department of Public Works: Adds one Carpenter position for a net addition of one position.

(Net change is an addition of one position in Community Services.)

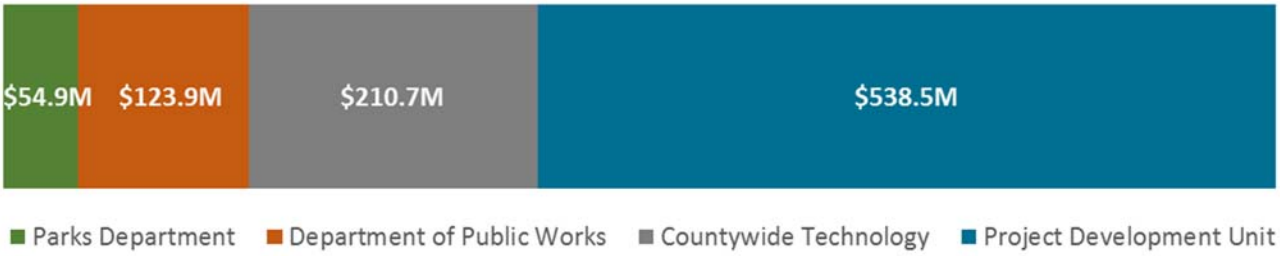
Capital Projects Summary: Five-Year Capital Improvement Plan FY 2019-24

Capital projects are the 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, and investments in countywide technology such as information systems, infrastructure, security, data, and applications. Large-scale project may extend over several years.

In the spring of 2018, the County Manager's Office released its first Five-Year Capital Improvement Plan (CIP), encompassing projects managed or supported by the following departments: Project Development Unit (PDU) located in the County Manager's Office, Department of Public Works (DPW), Parks Department, and Information Services Department (ISD). The 2018 CIP was the result of several recent facilities master plans, coordination by numerous departments, and Board study sessions leading to Board recommendation for a capital plan.

The 2018 capital plan has been updated, and the Five-Year Capital Improvement Plan for FY 2019-24 is hereby submitted pursuant to Section 2.80.080 of the San Mateo County Ordinance Code. The full CIP will be transmitted to the Board under separate cover. The projects in the FY 2019-24 CIP total $927.9 million, of which bond proceeds and the General Fund account for the largest funding sources, and the PDU accounts for the largest share of project costs.

Funding Source	FY 2019-20 Recommended	FY 2020-21 Recommended	FY 2021-24 Projected	Five Year Total
General Fund	155,399,773	135,446,544	35,447,360	326,293,677
Bond	114,386,352	75,191,000	178,770,000	368,347,352
Departmental	61,517,614	58,402,757	15,097,000	135,017,371
Measure K	42,718,909	16,050,000	4,107,316	62,876,225
Prop 172	8,750,000	6,000,000	8,850,000	23,600,000
State/Federal	6,000,000	2,900,000	2,800,000	11,700,000
Donations	70,000	-	-	70,000
Total	**$388,842,649**	**$293,990,301**	**$245,071,676**	**$927,904,626**



For the purposes of the FY 2019-21 Recommended Budget, this CIP only reflects the County's funding commitments for the first two years of the five-year period covered by the plan; funding amounts in FY 2021-24 are provided for long-term planning purposes. Also, FY 2019-21 funding amounts for projects contained in the full CIP and summarized here include any rollover of unspent appropriations from prior years. Therefore, these totals may be higher than the actual project amounts entered in the Recommended Budget.

Detailed project lists and budgets can be found in the budget unit sections of the Recommended Budget and in the full Five-Year CIP for FY 2019-24.

The role and types of capital projects managed by PDU, DPW, Parks, and ISD are described below, followed by highlights of major projects under each department.

County Manager's Office, Project Development Unit – In January 2017, the Board of Supervisors authorized the creation of the 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, and several additional projects have been approved for construction in the following years. Projects are funded mainly through debt financing, as well as Measure K, General Fund, and other Capital Reserves. PDU projects typically replace aging and/or leased facilities and are expected to reduce long-term operating costs through more efficient floorplans and equipment.

PDU Projects

- County Office Building 3 (COB3) – The new office building, located across from the Hall of Justice, will utilize approximately half a block and require the relocation of the historic Lathrop House and demolition of the former First American Title Company, Lebsack building, and the traffic court. COB3 will improve the services provided to county residents and provide quality workplace environment and amenities to County staff. Project completion is estimated in FY 2021-22.

- County Government Center Parking Structure II – The new parking structure will provide parking for County agencies, judicial facilities, jury parking, County employees, and the public in support of the Government Center. The Project will be located on the corner of Veterans Boulevard and Middlefield Road just north of the existing County Parking Garage (400 Middlefield Road). Project completion is estimated in FY 2020-21.

- San Mateo Medical Center – The project will consist of renovating the ground floor of the Nursing Wing and the Central Plant to house Office of Statewide Health Planning and Development (OSHPD) essential services from the existing Health Administration Building, demolition of the Health Administration Building and the Health Services Building, and construction of a new non-OSHPD administration building. Project completion is estimated in FY 2021-22.

- Cordilleras Mental Health Facility Replacement – 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 replacement facility will be designed to provide effective programs to transition seriously mentally ill residents back to community living. Project completion is estimated in FY 2020-21.

- 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, which will 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.

- Animal Care Center – The County of San Mateo is building a new animal shelter located at Coyote Point to replace the existing animal shelter. The new Animal Shelter will be a modern facility equipped to meet the

current standards of animal care. The new facility will provide animal control, licensing, public receiving, domestic animal holding, and euthanasia services to the 20 cities in the County. Project completion is estimated in FY 2020-21.

- Regional Operations Center (ROC) – The Public Safety 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 the first quarter of FY 2019-20.

- Skylonda Fire Station – This project will replace the current, aging fire station in Skylonda. The new fire station will provide first responders with a modern facility to better support critical fire protection services in the region. Project completion is estimated in FY 2019-20.

- 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.

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 2019-21, 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-maintained road system.

Capital improvement projects at San Carlos and Half Moon Bay Airports are funded from receipts to the Airport Enterprise Fund. Based on the Federal Aviation Administration (FAA) ruling that Measure K sales tax generated by jet fuel sales at local airports be spent for services provided at County airports, the Department of Public Works also receives FAA Measure K allocations for capital projects and other activities at County airports. 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.

DPW – Major Projects

- East Palo Alto City Hall Improvements – The project will replace the complete HVAC equipment and distribution system of the City Hall as well as improve security measures, ceilings, lighting, and roof of the building. The Project is funded through Non-Departmental Services and is estimated to be completed in FY 2020-21.

- Parallel Trail Creation Highway 1 – The Project includes the design and construction of an approximately 0.9-mile multi-use trail parallel to Cabrillo Highway (Highway 1) in the Caltrans right-of-way between Coronado Street and Mirada Road. The trail will become a component to the California Coastal Trail network, a network of public trails for pedestrians, cyclists, equestrians, and others along the 1,200 miles coastline. The trail will provide cyclists and other non-vehicular traffic a safe commute route from El Granada to areas south of El Granada.

- Hall of Justice Court Tenant Improvements – This project will remodel the office space currently occupied by the County Manager's Office and Board of Supervisors on the first floor in the Hall of Justice, to be used by the courts once COB3 is completed and occupied. Currently these improvements are in the design phase.

- Radio Shop Project at Chestnut and Grand Yard – The site on Chestnut Street in Redwood City, currently housing Agriculture/Weights and Measures, will undergo construction improvements so it can house the Radio Shop. The existing buildings will be replaced with a new structure to house staff, equipment, storage, and a covered shelter for operations. This project will begin once Agriculture/Weights and Measures moves out of the building to a temporary location.

- Maple Street Correctional Center Photovoltaic System – This project entails the addition of solar panel arrays to the Maple Street Correctional Center to improve sustainability and reduce operating costs.

- Crystal Springs Fencing Projects - Multiple projects are currently underway at Crystal Springs. The first project includes seismic retrofit work and installation of an aeration system at the CSA 7 treated water tank to reduce the disinfection byproduct levels in the treated water, as required by the State Water Resources Control Board Division of Drinking Water. Another project will replace an existing CSA 7 water main and relocate an existing water main outside of San McDonald Park into segments of Pescadero Creek Road.

- In addition to projects described above, DPW has a list of more than 150 smaller scale projects, which are budgeted in Capital Projects (8500D) and are funded through General Fund Reserves, Measure K, 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.

    - 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 seven 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.

Parks Department – Historically, the Department of Public Works managed capital projects on behalf of the Parks Department. Over the past few years, Parks has taken over management of a number of capital projects located in County parks in an effort to streamline processes and address workload concerns. 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.

Parks – Major Projects

- Coyote Point Eastern Promenade – The new Coyote Point Eastern Promenade aims to revive the popular Coyote Point waterfront and improve the Bay Trail while designing shoreline improvements that are adaptable to sea level rise. The project will stabilize the erosion that is undercutting the existing promenade, while providing an improved waterfront trail for a wide variety of non-motorized activities including skating, bicycling, walking, and jogging. Viewpoints and rest areas will also be available on the promenade. The project will connect to the western promenade shoreline. Design improvements include the addition of 170 feet of a newly-engineered beach, improved parking facilities, and a new restroom facility. Funded by excess ERAF, the project is estimated to be completed in FY 2021-22.

- Memorial Park Facility Improvements – Memorial Park facility upgrades will consist of the modernization and upgrades of shower and restroom facilities, park-wide paving, and infrastructure improvements to enhance the visitor experience. Many of the current facilities at Memorial Park are in a state of much-needed repair and/or replacement. Facility improvements will not only improve visitor experiences, but also lessen the continued strain on park resources, including staff time to make repairs. The Parks Department's goal is to implement these upgrades throughout the park in advance of Memorial Park's 100th Anniversary in 2024. The project is funded by excess ERAF and Measure K.

- Memorial Park Wastewater Treatment Plan and Collection System – During the peak season, Memorial Park can receive up to 2,000 visitors per day, putting a tremendous strain on its infrastructure. The existing Wastewater Treatment Plant and much of the wastewater collection system dates from the 1960s. The Wastewater Treatment Plant Replacement Project will replace the old plant with a modern Sequencing Batch Reactor (SBR) system to treat wastewater. The SBR treatment process is based on a fill-and-draw principle: aeration and mixing followed by settling and decanting the treated effluent. The new plant will increase the overall capacity and meet all required State and local wastewater treatment standards and regulatory requirements. The projects are funded by excess ERAF and Non-Departmental Services.

- Flood Park – Re-Imagine Flood Park is a complete overhaul of Flood County Park that includes renovation of the existing baseball field, construction of a new soccer/lacrosse field, and installation of a new pump track and play structure. The design process is anticipated to take approximately 12 months to complete. Once the designs have been finalized, Parks and DPW will collaborate to hire a company to construct the project as designed. Construction is expected to commence in FY 2021-22. The project is funded by Measure K and excess ERAF.

- Ranger Housing – The Ranger Housing project consists of five selected sites that will be assessed for the feasibility of installing new ranger housing. This will consist of new mobile homes in various layout configurations to align with appropriate available space in selected County parks. An assessment to evaluate repair needs of unoccupied housing will also be performed during this project. The proposed sites are strategically positioned to distribute housing opportunities on the coastside, bayside, and at Memorial Park. The project is funded by excess ERAF.

Information Services Department (ISD) – 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. ISD coordinates submission by County departments of IT projects for inclusion in the 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. In FY 2016-17, the IMPC led a planning process with departments to identify countywide and department-specific IT needs over the proceeding five years. The following themes emerged as priorities:

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

Since the work of the IMPC, the Five-Year IT Improvement Plan has been incorporated into the countywide Five-Year Capital Improvement Plan. The first countywide plan was published in February 2018. An updated plan is being published along with this FY 2019-21 Recommended Budget. For FY 2019-24, 118 countywide technology projects were recommended. The most significant projects are listed and described below.

Major Countywide Technology Projects by Department

Assessor-County Clerk-Recorder

- Assessor Property Assessment System (APAS)/EZ Access System – San Mateo County has an estimated 57 million square feet of large commercial real estate development that is expected over the next five to six years to generate a significant workload increase for the Appraisal Services program. The department is currently

working to replace the aging legacy assessment system (EZ Access) with the new APAS.

- Voting System Replacement – The current electronic voting system will soon reach its end-of-life cycle. The Elections Office is expecting to replace the current legacy voting system to conform to new legislative mandates needed to meet the requirements of the new election legislation requirements in FY 2018-19. Analysis of potential replacement voting systems is currently under way. The new voting system will be funded by a State grant and the Department's Election Equipment Trust Fund.

County Health

- Enterprise Electronic Health Record (EHR 2.0) + EHR Assessment – This project will implement an EHR solution that replaces multiple stand-alone EHRs that are obsolete and not interoperable. Primary divisions involved include San Mateo Medical Center, Behavioral Health and Recovery Services, Family Health Services, Public Health Policy and Planning, Aging and Adult Services, and Correctional Health Services.

Human Services Agency

- Children and Family Services: Virtual Reality Training – Implementation of Accenture Virtual Experience Solution (AVEnueS) which uses immersive storytelling and interactive voice-based scenarios to transform how caseworkers hone their data-gathering and decision-making skills.

Information Services Department

- Microwave Update – A major microwave upgrade will replace aging microwave infrastructure and digital backhaul.

- Motorola System Upgrade Agreement (SUA) – Motorola's SUA provides Astro P25 hardware, software, and implementation services to enable system expansion, increased coverage, additional users, and the latest features and capabilities.

- New Radio Towers to support marginal coverage areas (Tunitas Creek) – With San Mateo County's acquisition of a 58-acre park at Tunitas Creek just a few miles south of Half Moon Bay, enforcement of County Ordinance 4778 was enhanced. As existing radio coverage in the area was marginal, additional equipment and services are needed to provide coverage, including adding Allen Peak as a new radio site.

Probation

- Body-Worn Cameras/Digital Evidence Management Software (DEMS) – In 2018, the Probation Department launched a pilot for the use of Body Worn Cameras (BWC) to improve the safety of Deputy Probation Officers (DPO) in the field. BWC provides Probation with the ability to preview and upload evidence wirelessly or via dock with automatic alerts and live streaming from the field to help improve DPO safety. Images and videos captured from the BWS are stored in DEMS that provides secure access to Probation. DEMS ensures that there is proper handling of digital evidence through data management on a secure, cloud-based platform.

Public Safety

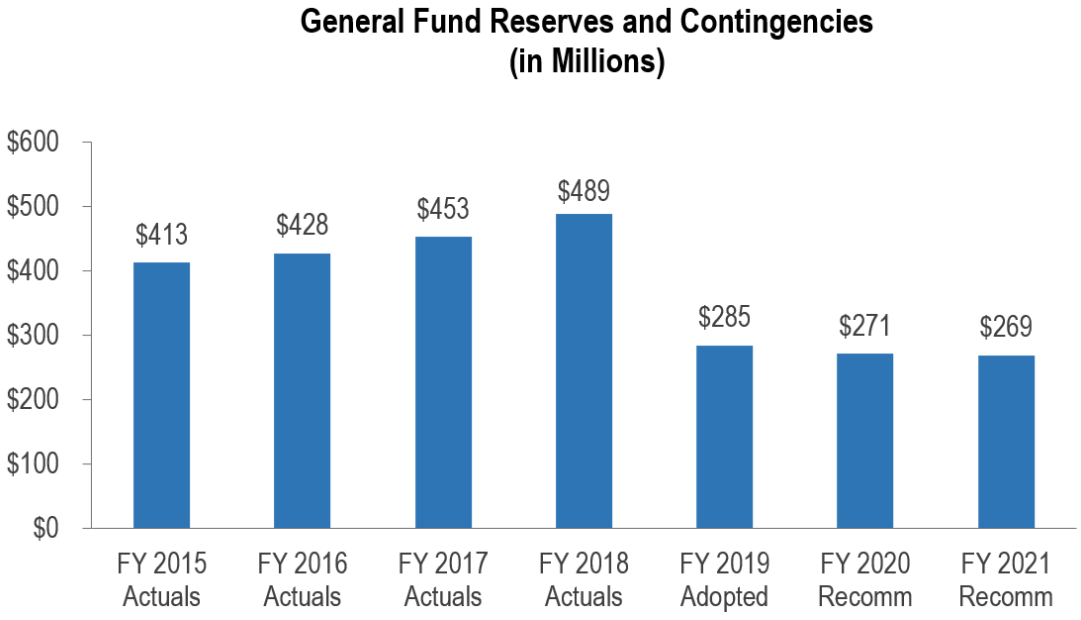
- Computer-Aided Dispatch (CAD) – In concert with relocation to the new Regional Operations Center, the Versaterm CAD/Mobile System will be installed in the new facility and scheduled for a 'go live' cutover in November 2019. The CAD plays a vital role in the timely and accurately dispatching of first responder resources to emergencies throughout San Mateo County. The CAD Mobile System will provide first responders with enhanced information in the field. San Mateo County will join the ranks of other California agencies who operate a Versaterm CAD system with great success.

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; 10) unfunded liabilities for Retirement and Other Post-Employment Benefits (OPEB); and 11) budget and actuals for Prop. 172, Measure K, and Excess ERAF.

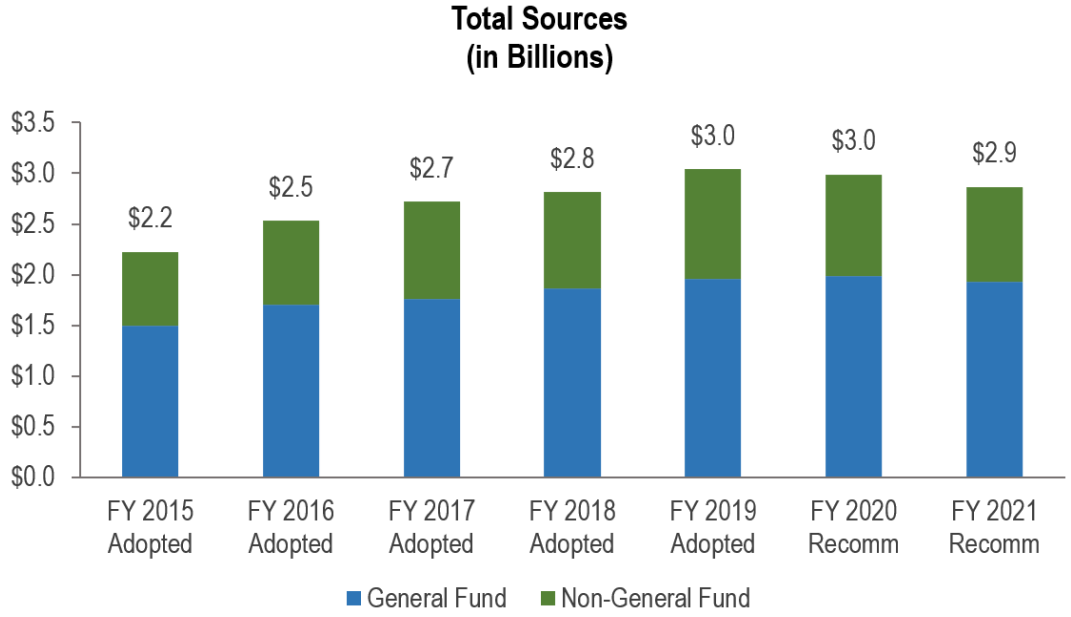
General Fund Reserves

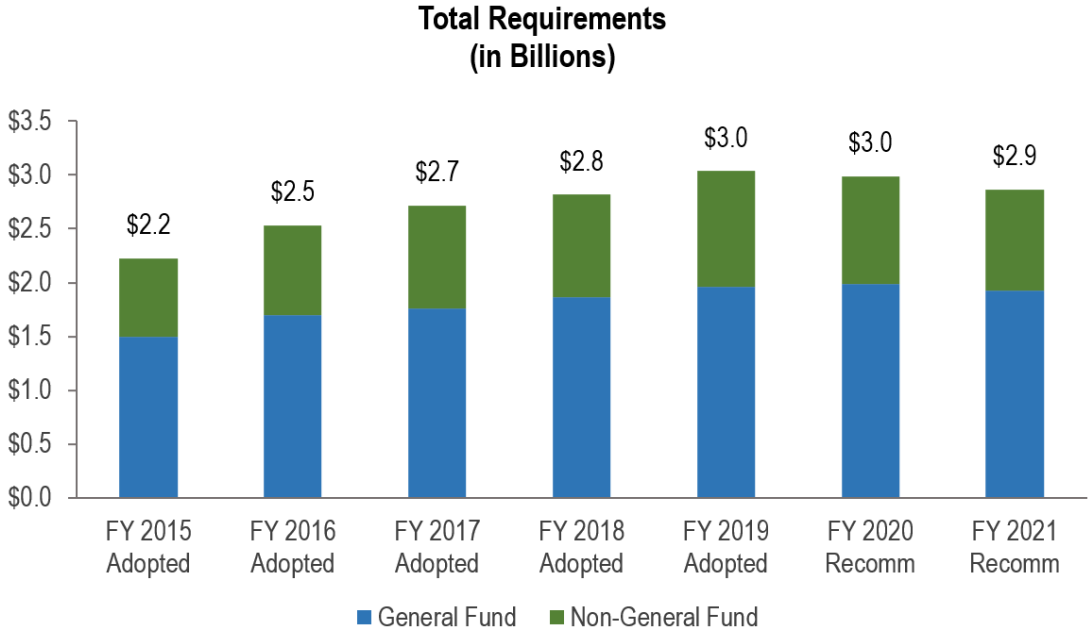
In presenting charts with both prior year actuals and budgeted reserves, there will always be a significant drop in the budget years because the year-end reserves in the prior year actuals will reflect savings and unanticipated revenues. Case in point, only one-half of Excess ERAF, or $60 million, is budgeted in Fiscal Years 2019-20 and 2020-21. This 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

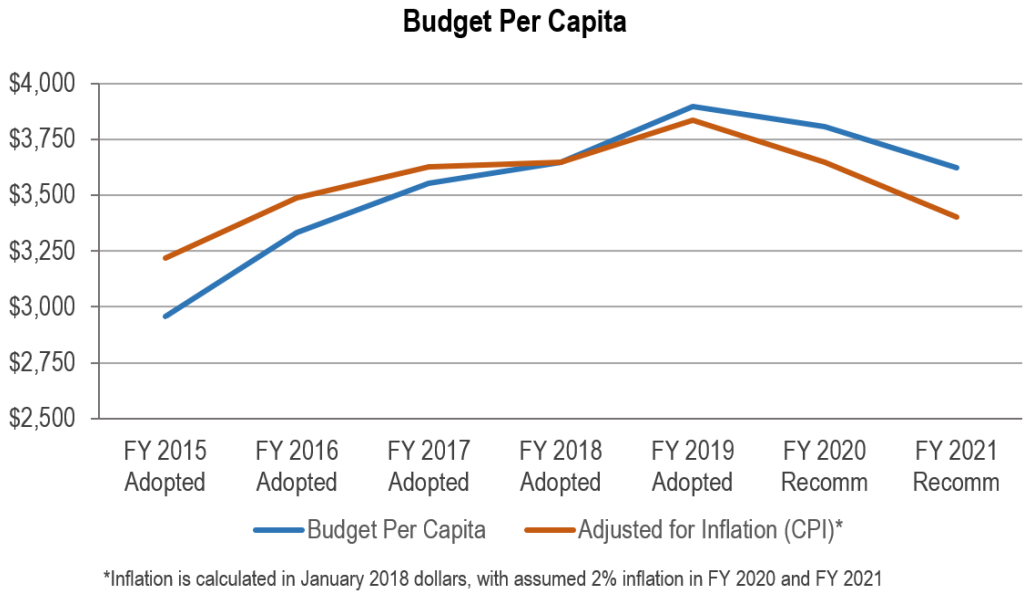
The most significant ongoing cost increases over the past two years and into the future are negotiated Salary and Benefit increases, increases in County staffing, spending related to Measure K sales tax dollars, and the accelerated paydown of the County's unfunded pension liability. The County has also spent significant amounts in recent years for one-time Capital and IT projects. The Total Requirements for Fiscal Years 2019-20 and 2020-21 approximate $3.0 billion and $2.9 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-9 and the All Funds Budget Unit Summary on page B-10.





Budget Amount Per San Mateo County Resident

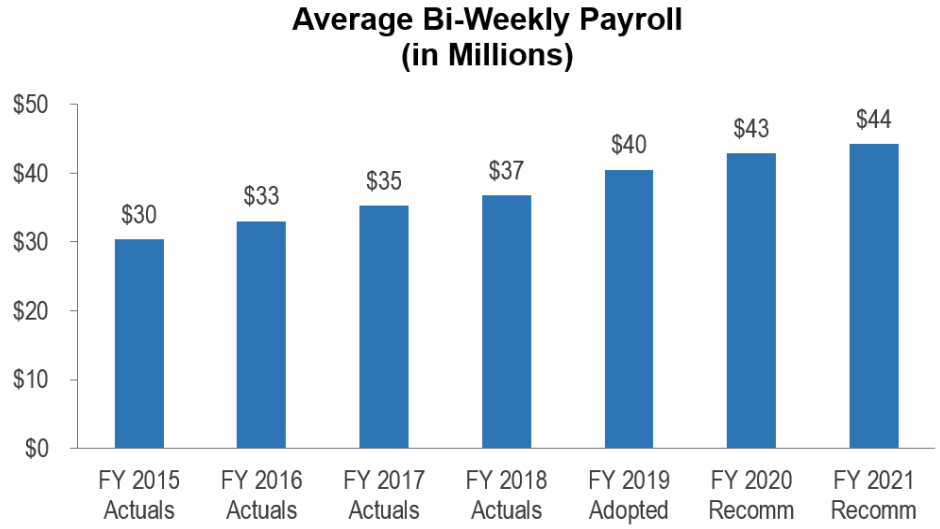
The FY 2014-15 Adopted Budget per San Mateo County resident was close to $3,000. The FY 2020-21 Recommended Budget per resident by the end of the upcoming two-year budget cycle will be close to $3,600. Adjusted for inflation, the FY 2020-21 Recommended Budget per San Mateo County resident will be close to $3,400, less than the Adopted Budget per resident in FY 2015-16.



*Inflation is calculated in January 2018 dollars, with assumed 2% inflation in FY 2020 and FY 2021

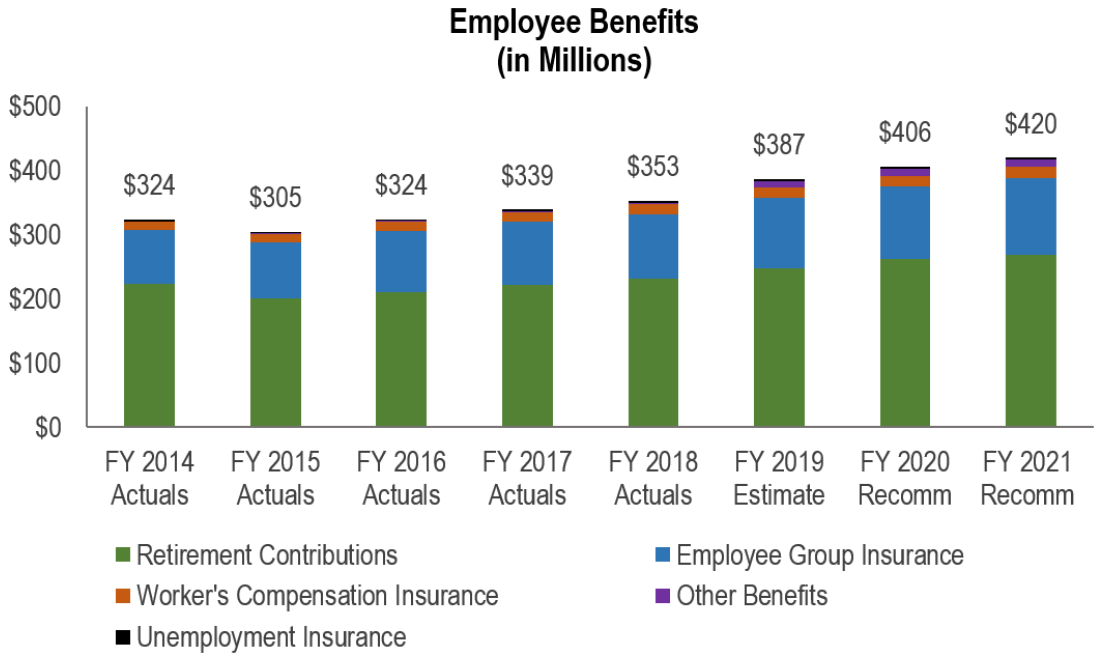
County Bi-Weekly Payroll

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 FYs 2019-20 and 2020-21 do not account for vacancies, which are currently 10.7 percent.



Employee Benefits

Employee benefits continue to increase in FY 2019-20 and FY 2020-21 due to the additional contributions to the County's retirement system (SamCERA) for the accelerated paydown of the County's unfunded pension liability and negotiated labor increases. Overall, retirement contributions will increase by $16 million in FY 2018-19 and are projected to increase by $14.9 million in FY 2019-20 and $6.4 million in FY 2020-21. Employee group insurance is projected to increase by $1.7 million in FY 2019-20 and $7.5 million in FY 2020-21.



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 2018-19 Revised Budget and the Recommended Budgets for FY 2019-20 and FY 2020-21.

Position Type	FY 2018-19 Revised	FY 2019-20 Recomm	FY 2020-21 Recomm
Classified Positions	5,286	5,301	5,302
Unclassified Positions	257	259	259
Extra-Help Positions	1,316	1,316	1,316
Term Positions	263	263	263
Total - All Positions	7,122	7,139	7,140

*Term and extra-help numbers reflect filled positions as of April 2019 and are used to provide term and extra-help estimates fo FY 2019-21. Classified and unclassified numbers reflect all authorized positions, vacant and filled. Together, classified and unclassified equal total County authorized positions.

Non-Recurring Revenues and Expenditures

The table below shows non-recurring expenditures equal to or greater than $3 million in either FY 2019-20 or FY 2020-21. Funding comes from a variety of sources to include: federal funding, State funding, County General Fund, bond proceeds, Measure K, excess EFAF, department reserves, department contingencies, and department trust funds. Some expenditures are funded in part by roll-over funding from previous fiscal years.

Expenditure Appropriation	Revenue Source(s)	FY 2019-20	FY 2020-21
Affordable Housing Fund Contribution	Measure K	$ 25,000,000	$ 25,000,000
Animal Care Shelter	General Fund	$ 16,000,000	
Assessor Property Assessment System	General Fund	$ 10,300,000	$ 10,200,000
Big Lift Contribution	Measure K	$ 7,766,508	$ 7,766,508
Colma Creek Flood Wall Contruction	Department Contingencies	$ 4,000,000	$ 4,000,000
Cordilleras Mental Health Facility Replacement (County Health)	Federal Fund/General Fund	$ 9,884,169	$ 2,000,000
County Government Center Parking Structure II	General Fund	$ 40,000,000	$ 7,000,000
County Office Building 3	General Fund/Bond Proceeds	$ 71,000,000	$ 81,000,000
Criminal Justice Capital Projects (DPW)	General Fund/Bond Proceeds	$ 3,144,210	$ 7,200,000
Estimated HSA Judgements and Settlements	Department Fund Balance	$ 4,823,994	
Other County Capital Projects (DPW)	General Fund/Bond Proceeds	$ 14,754,116	$ 16,180,649
Parks Capital Projects (DPW)	General Fund/Parks Acquisitions	$ 9,740,000	$ 1,690,000
Parks Excess ERAF Funded Projects	Excess ERAF	$ 9,712,316	$ 18,787,684
Pescadero Fire Station Replacement	Measure K	$ 2,000,000	$ 8,000,000
Records Archive Preservation Project	Department Trust Fund	$ 4,485,000	
Regional Operations Center	Measure K	$ 19,500,000	
Renovation to Daly City HSA Facility	State Funds/Department Reserves	$ 3,157,658	
San Mateo Medical Center Campus Master Plan Implementation	General Fund/Bond Proceeds	$ 44,040,000	$ 48,450,000

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 the Department of 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 2019-20 Recommended Budget, largest to smallest.

Department	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Health System	680,103,481	753,476,243	827,256,214	848,142,661	20,886,447	845,426,621	(2,716,039)
Sheriff's Office	247,764,881	258,981,516	276,936,998	279,139,008	2,202,010	280,353,152	1,214,144
Human Services Agency	193,425,407	205,763,337	260,581,252	267,135,223	6,553,971	260,066,741	(7,068,482)
Department of Public Works	214,517,541	224,874,844	243,800,583	229,144,195	(14,656,388)	198,993,442	(30,150,753)
Probation Department	86,578,155	86,249,935	99,007,680	101,791,760	2,784,080	100,911,848	(879,912)
Parks Department	21,953,171	23,611,260	46,723,915	47,326,120	602,205	50,337,968	3,011,848
District Attorney's Office	32,805,462	36,433,612	40,562,403	42,205,043	1,642,640	43,937,370	1,732,328
Department of Housing	17,672,313	21,021,856	53,064,936	39,692,647	(13,372,289)	38,096,046	(1,596,601)
Assessor-County Clerk-Recorder	24,869,713	26,877,039	35,721,126	36,550,631	829,505	31,723,111	(4,827,520)
Office of Sustainability	25,463,424	28,150,517	35,623,536	35,988,946	365,410	32,304,753	(3,684,193)

Top Ten Expenditures by Object

The table below lists the top ten expenditures. The expenditures in the table below are sorted by the amount appropriated in the FY 2019-20 Recommended Budget, largest to smallest.

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Permanent Salaries	438,840,082	481,557,693	517,322,800	538,224,509	20,901,709	643,431,379	105,206,870
Retirement Contributions	201,114,548	210,785,670	221,905,745	232,066,363	10,160,618	262,951,759	30,885,396
Other Professional Services	184,304,684	171,167,707	177,276,013	186,995,627	9,719,613	224,882,007	37,886,380
Contractual Services	151,118,769	160,229,714	155,652,864	159,555,339	3,902,475	211,980,153	52,424,814
Fixed Assets-Structural Improvements	21,716,345	29,862,140	27,419,460	35,013,573	7,594,113	162,654,356	127,640,783
Capital Projects-Operating Transfers Out	21,027,004	18,079,932	15,218,636	24,701,512	9,482,875	159,521,412	134,819,900
County Internal Service Charges	105,544,627	124,814,630	128,870,114	133,869,127	4,999,012	137,148,729	3,279,602
Employee Group Insurance	87,453,709	95,897,141	99,105,518	99,864,003	758,486	111,871,821	12,007,818
Other Financing Uses/Transfers	69,872,046	58,993,082	58,121,697	69,711,409	11,589,712	78,535,235	8,823,826
Contributions to Other Agencies	19,873,589	31,896,267	38,528,638	52,199,803	13,671,165	72,861,234	20,661,431

Unfunded Liabilities

San Mateo County Employees' Retirement Association Actuarial Value of Assets (in Thousands of Dollars)

Actuarial Valuation Data (As of June 30)	Actuarial Value of Assets (a)	AAL-Entry Age (b)	UAAL[1] (b)-(a)	Funded Ratio (a)/(b)	Covered Payroll (c)	UAAL as a % of Covered Payroll (b-a)/c
2011	$2,405,140	$3,246,727	$841,587	74.1%	$427,041	197.1%
2012	2,480,271	3,442,553	962,282	72.0%	418,916	229.7%
2013	2,618,639	3,572,750	954,111	73.3%	404,361	236.0%
2014	2,993,187	3,797,042	803,855	78.8%	416,274	193.1%
2015	3,343,550	4,045,786	702,236	82.6%	439,018	160.0%
2016	3,624,726	4,362,296	737,570	83.1%	472,385	156.1%
2017	3,976,717	4,719,850	743,133	84.3%	510,132	145.7%
2018	4,351,502	4,970,535	619,033	87.5%	535,938	115.5%

[1]The County is responsible for approximately 96.3 percent of UAAL.

Sources: SamCERA Actuarial Valuation as of June 30, 2018; County

County of San Mateo Other Post-Employment Benefits Actuarial Value of Assets (in Thousands of Dollars)

Actuarial Valuation Date	Present Actuarial Value of Assets (a)	Total OPEB Liability AAL - Entry Age (b)	Net OPEB Liability (UAAL) (b)-(a)	Funded Ratio (a)/(b)	Covered Payroll (c)	Net OPEB Liability as % of Covered Payroll (b-a)/c
1/1/2009[1]	$101,362	$207,742	$106,380	48.8%	$480,512	22.1%
1/1/2011	153,171	243,149	89,978	63.0%	473,484	19.0%
6/30/2011[2]	167,852	267,927	100,075	62.6%	457,838	21.9%
6/30/2013	192,789	319,359	126,570	60.4%	452,750	28.0%
6/30/2015	234,779	385,077	150,298	61.0%	485,550	31.0%
6/30/2017	277,450	366,222	88,772	75.8%	561,429	15.8%
6/30/2018	298,760	400,539	101,779	74.6%	585,556	17.4%

[1]Based on the revised valuation on June 17, 2010, which covers Medicare Part B premium reimbursements for management employees.

[2]Effective FY 2010-11, the valuation date of the County's OPEB plan changed from January 1 to June 30.

Source: County; County Actuarial Valuation Reports, CalPERS, the administrator of the CERBT, issues a publicly available financial report consisting of financial statements and required supplementary information for CERBT in aggregate.

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. Some budgets may include roll-over, unused funding from previous years' budgets.

Revenue Source	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimate	FY 2020 Projected	FY 2021 Projected
Measure K Sales Tax - Receipts	$80,598,111	$79,888,971	$83,033,888	$89,602,981	$91,000,000	$92,820,000	$94,676,400
Measure K Sales Tax - Budget[1]	$68,009,568	$135,022,117	$178,307,126	$183,618,902	$194,615,692	$128,796,734	$97,509,836
Prop. 172 - Receipts	$75,826,325	$76,768,380	$78,561,362	$80,872,048	$85,465,870	$87,175,188	$88,918,691
Prop. 172 - Budget	$69,231,343	$76,357,353	$78,919,648	$84,667,252	$83,687,439	$85,090,440	$82,913,232
Excess ERAF - Receipts	$119,017,386	$110,713,205	$112,867,320	$130,140,185	$171,938,568	$120,000,000	$120,000,000
Excess ERAF - Budget	$40,000,000	$55,000,000	$55,000,000	$55,000,000	$55,000,000	$60,000,000	$60,000,000

[1]Includes Measure K allocations to the County Library - a non-County fund

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 disproportionally 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 a 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; and 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; and 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; and 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 percent 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; and 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; and 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; and 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; and develop a 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. 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. Past meetings are posted online via YouTube and the County website.

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 percent of future Excess ERAF (Educational Revenue Augmentation Fund) proceeds for ongoing purposes. The current ERAF Reserves and 50 percent 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 basis 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.

DEBT MANAGEMENT POLICY

Senate Bill 1029 (SB 1029) became effective in 2017 and expanded the reporting requirements applicable to state and local debt issuers. These requirements include assessing whether proceeds from debt issuances are spent for their intended purposes and requires a state or local debt issuer to submit a report of a proposed issuance to the California Debt and Investment Advisory Commission at least 30 days before the sale of debt to certify that it has adopted a debt policy concerning the use of debt proceeds. The County's Debt Limit policy from 1997 did not satisfy the requirements of SB 1029. In response, the County adopted the Debt Management Policy in October 2018. This policy is designed to, among other things, facilitate a systematic and prudent approach to debt issuance and debt management, ensure access to debt capital markets and direct purchase investors through prudent and flexible policies, assist the County in achieving the highest practical credit rating, and ensure compliance with applicable state and federal laws, including SB 1029. The policy defines the purposes for which the County may engage in long-term borrowing, short-term borrowing, and refinancing of existing debt, and also sets forth the types of debt that the County may issue and prohibits the County's use of derivatives and interest rate swaps in its debt program.

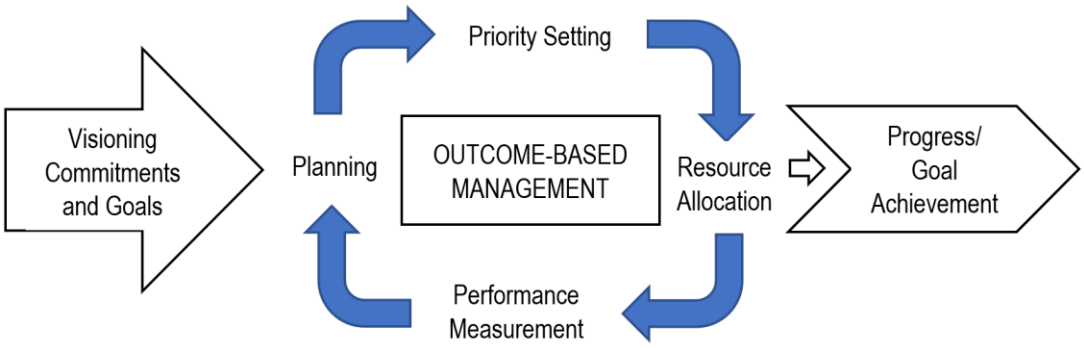
COUNTY BUDGET PROCESS

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 to 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 2019-20 Budget, the FY 2020-21 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.

Outcome-Based Management Process



Annual Budget Cycle Kick-off

The budget cycle begins with a Board Budget Workshop at which the County Manager recommends priorities for the FY 2019-21 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 January 29, 2019.

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 (OFAS) 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 2019-21 budget development cycle.

2018	
FY 2019-21 Two-Year Budget Kick-Off Meeting	October 22, 2018
CMO distributes Position Management Form to Payroll Coordinators and Fiscal Officers	October 31, 2018
Completed Position Management Form due to CMO analyst	November 9, 2018 (Deliverable)
Position Reconciliation with HR (Round 1)	November 13, 2018
FY 2018-19 Mid-Year Financial forms open in Sherpa, instructions sent to departments	November 14, 2018
Projection Snapshot #1 posted for review in Sherpa, updated Position Management Form distributed to departments	November 28, 2018
Departments complete review of Projection Snapshot #1, submit updated Position Management Form to CMO analyst	December 5, 2018 (Deliverable)
Position Reconciliation with HR (Round 2)	December 12, 2018
HR sends updated Workday position file, employee benefit files, and full Workday pull to CMO	December 18, 2018
2019	
FY 2018-19 Mid-Year Financial forms due in Sherpa	January 4, 2019 (Deliverable)
Governor's Budget impact analysis due to the County's Legislative Officer	January 16, 2019 (Deliverable)
FY 2019-21 Budget Deliverables open in Sherpa, instructions sent to departments	January 22, 2019
Initial FY 2019-20 Net County Cost (NCC) targets sent to departments	January 25, 2019
FY 2018-19 Mid-Year Measure K and Department Performance Stories updates due	January 25, 2019 (Deliverable)
FY 2018-19 Mid-Year Financial Report presented to BOS	January 29, 2019
Service Charges sent to departments	February 1, 2019

Projection Snapshot #2 posted for review in Sherpa	February 1, 2019
Last day to submit new org requests to Budget Director	February 1, 2019
Revised FY 2019-20 NCC targets issued	February 8, 2019
Departments complete review of Projection Snapshot #2	February 8, 2019
FY 2020-21 NCC targets issued	February 11, 2019
County Manager recommends budget priorities and Measure K allocation plan; Board sets priorities for FY 2019-21 Budget and Measure K	February 12, 2019
Snapshot #3, including future changes, posted for review in Sherpa	February 12, 2019
Departments complete review of Projection Snapshot #3	February 15, 2019
FY 2019-21 CMO Budget Meetings with departments	March 4-8, 2019
Deliverables - FY 2019-21 Recommended Budget deliverables due: - Final CLB and RLB decision packages (Sherpa) - Visio Organizational Chart - Dept Level (Markup of existing PDF) - Position Adjustment Forms/Questionnaire (Excel/Word) - Fixed Asset Request Forms (Excel) - Year-End Fund Balance Estimates - if needed (Excel) - Department, budget, and program overview/summaries (Word)	April 5, 2019 (Deliverable)
Governor's Budget May Revisions impact analysis due to County's Legislative Officer	May 22, 2019 (Deliverable)
CMO distributes FY 2019-21 Recommended Budget Hearing materials to BOS	May 24, 2019
FY 2019-21 Recommended Budget Hearings	June 17-19, 2019
FY 2019-20 September Revisions open in Sherpa, instructions sent to departments	July 17, 2019
FY 2018-19 Final Fund Balance forms open in Sherpa, instructions sent to departments	July 25, 2019
FY 2018-19 Final Fund Balance forms due in Sherpa	August 9, 2019 (Deliverable)
FY 2019-21 Adopted Budget September Revisions due: - September Revisions Decision Package Forms (Sherpa) - Funding Adjustment Narrative Forms (Sherpa) - Position Adjustment Forms (Excel) - Measure K deliverable (format TBD)	August 16, 2019 (Deliverable)
FY 2019-20 September Revisions Budget Hearing materials to BOS	September 9, 2019
FY 2019-20 September Revisions Budget Hearing	September 24, 2019

FY 2019-20 Mid-Year Financial forms open in Sherpa, instructions sent to departments	November 18, 2019
FY 2019-20 Adopted Budget to State	November 29, 2019
CMO distributes FY 2020-21 Position Management Forms to Payroll Coordinators and Fiscal Officers	December 4, 2019
Completed FY 2020-21 Position Management Form due to CMO analyst	December 20, 2019 (Deliverable)
2020	
FY 2020-21 Position Reconciliation with HR (Round 1)	January 3, 2020
FY 2019-20 Mid-Year financial forms due in Sherpa	January 7, 2020 (Deliverable)
FY 2020-21 Projection Snapshot #1 posted for review in Sherpa, updated Position Management Form distributed to departments	January 16, 2020
Departments complete review of FY 2020-21 Projection Snapshot #1, submit updated Position Management Form to CMO analyst	January 23, 2020 (Deliverable)
FY 2019-20 Mid-Year Measure K and Department Performance Stories updates due	January 27, 2020 (Deliverable)
FY 2020-21 Position Reconciliation with HR (Round 2)	January 28, 2020
FY 2020-21 Projection Snapshot #2 posted for review in Sherpa	February 7, 2020
Departments complete review of FY 2020-21 Projection Snapshot #2	February 14, 2020
Last day to submit new org requests to Budget Director	February 14, 2020
Final FY 2020-21 Snapshot posted in Sherpa	February 19, 2020
Revised FY 2020-21 NCC targets sent to departments	February 24, 2020
FY 2019-20 Mid-Year Financial Report presented to BOS	February 25, 2020
Final FY 2020-21 NCC targets sent to departments	March 12, 2020
FY 2020-21 Recommended Budget Instructions sent to departments, forms open in Sherpa	March 20, 2020

Deliverables - FY 2020-21 Recommended Budget deliverables due: - Final CLB and RLB decision packages (Sherpa) - Visio Organizational Chart - Dept Level (Markup of existing PDF) - Position Adjustment Forms/Questionnaire (Excel/Word) - Fixed Asset Request Forms (Word) - Year-End Fund Balance Estimates - if needed (Excel) - Department, budget, and program overview/summaries (Word) - Measure K Rollover Tracking Form (format TBD)	May 4, 2020 (Deliverable)
FY 2020-21 CMO Budget Meetings with departments	May 11-14, 2020
Governor's Budget May Revisions impact analysis due to Legislative Director	May 18, 2020 (Deliverable)
CMO distributes FY 2020-21 Recommended Budget Hearing materials to BOS	June 1, 2020
FY 2020-21 Recommended Budget Hearing (Consent Agenda)	June 23, 2020
FY 2020-21 September Revisions open in Sherpa, instructions sent to departments	July 20, 2020
FY 2019-20 Final Fund Balance forms open in Sherpa, instructions sent to departments	July 27, 2020
FY 2019-20 Final Fund Balance due	August 10, 2020 (Deliverable)
FY 2020-21 Adopted Budget September Revisions due: - September Revision Decision Package Forms (Sherpa) - Funding Adjustment Narrative Forms (Sherpa) - Position Adjustment Forms (Excel) - Measure K deliverable (format TBD)	August 18, 2020 (Deliverable)
FY 2019-20 Year-End Department Performance Stories due in Perspectives	August 28, 2020 (Deliverable)
FY 2020-21 Adopted Budget Hearing materials to Board of Supervisors	September 9, 2020
FY 2020-21 Adopted Budget Hearing	September 22, 2020
FY 2019-20 Department Performance Presentations to BOS	October 5 - November 3, 2020
FY 2020-21 Adopted Budget to State	December 1, 2020

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
CRIMINAL JUSTICE		
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
HEALTH SERVICES		
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

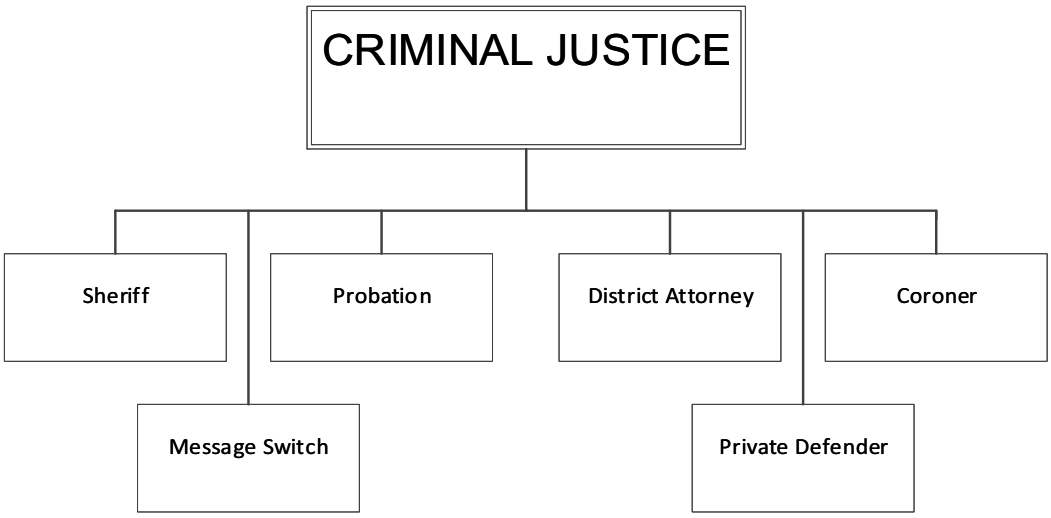
SOCIAL SERVICES		
Human Services Agency	7000D	Department
Department of Child Support Services	2600B	Department
COMMUNITY SERVICES		
Planning and Building	3800B	Department
Local Agency Formation Commission (Information Only)	3570B	Department
Parks Department	3900B	Department
Fish and Game	3950B	Fund
Parks Acquisition and Development	3970B	Fund
Coyote Point Marina	3980B	Department
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 - 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	8450B	Fund
Real Property Services	1220B	Division
Agricultural Commissioner / Sealer	1260B	Division

COMMUNITY SERVICES cont.		
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
ADMINISTRATION AND FISCAL SERVICES		
Board of Supervisors	1100B	Department
County Manager / Clerk of the Board	1200B	Department
Revenue Services	1270B	Division
Workforce and Economic Development	1280B	Division
Assessor-County Clerk-Recorder	1300B	Department
Controller's Office	1400B	Department
Treasurer - Tax Collector	1500B	Department
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

CRIMINAL JUSTICE

FY 2019-20 / FY 2020-21

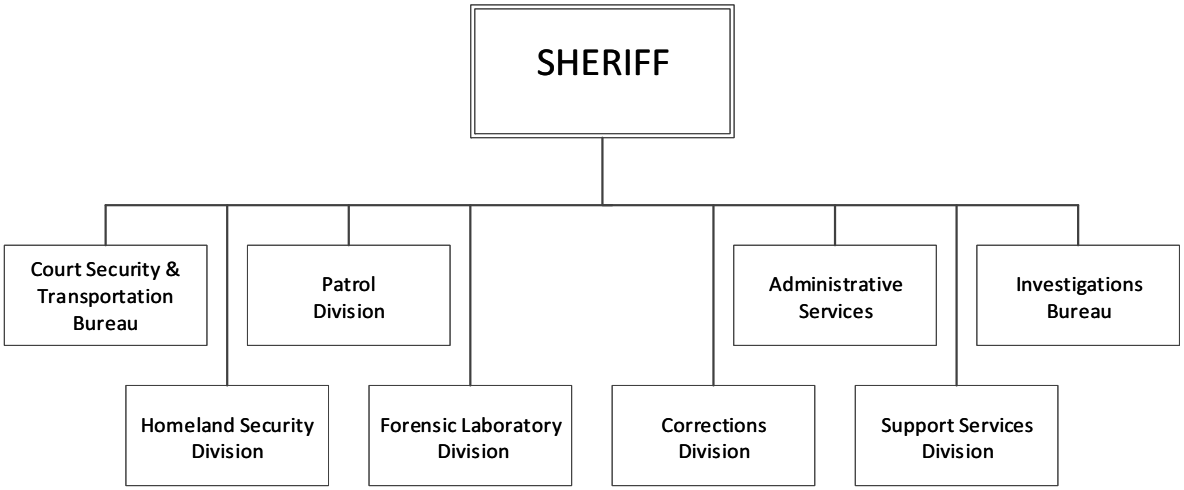
RECOMMENDED BUDGET


CRIMINAL JUSTICE
Sheriff
Probation
District Attorney
Coroner
Message Switch
Private Defender

Criminal Justice
FY 2019-20 and FY 2020-21
All Funds Summary

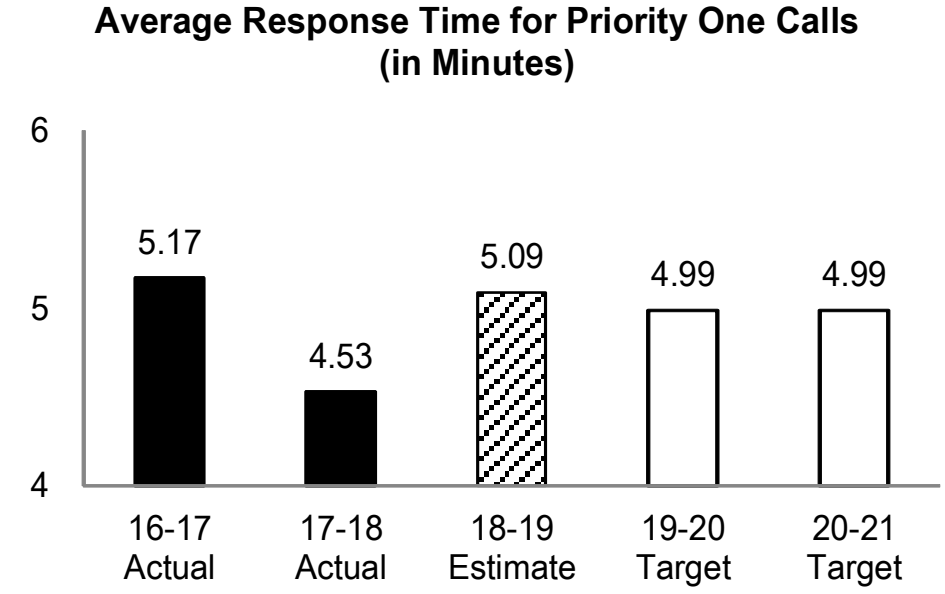
Total Requirements	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
General Fund Budgets							
Sheriff's Office	247,764,881	258,981,516	276,936,998	279,139,008	2,202,010	280,353,152	1,214,144
Message Switch	1,245,517	1,344,330	1,432,457	1,362,788	(69,669)	1,357,643	(5,145)
Probation Department	86,578,155	86,249,935	99,007,680	101,791,760	2,784,080	100,911,848	(879,912)
District Attorney's Office	32,805,462	36,433,612	40,562,403	42,205,043	1,642,640	43,937,370	1,732,328
Private Defender Program	19,930,776	11,267,978	18,935,188	19,562,872	627,684	19,564,085	1,213
County Support of the Courts	19,835,589	20,470,460	21,045,195	21,017,493	(27,702)	21,010,665	(6,828)
Coroner's Office	3,251,393	3,481,694	3,401,085	3,721,918	320,833	3,729,065	7,147
Total General Fund	**411,411,773**	**418,229,525**	**461,321,006**	**468,800,882**	**7,479,876**	**470,863,828**	**2,062,946**
Total Requirements	411,411,773	418,229,525	461,321,006	468,800,882	7,479,876	470,863,828	2,062,946
Total Sources	197,685,788	199,844,540	216,642,096	213,576,793	(3,065,303)	211,424,421	(2,152,372)
Net County Cost	213,725,985	218,384,985	244,678,910	255,224,089	10,545,179	259,439,407	4,215,318
Authorized Positions							
Salary Resolution	1,362.0	1,373.0	1,381.0	1,387.0	6.0	1,387.0	—
Funded FTE	1,350.2	1,368.1	1,368.5	1,377.1	8.6	1,377.1	—

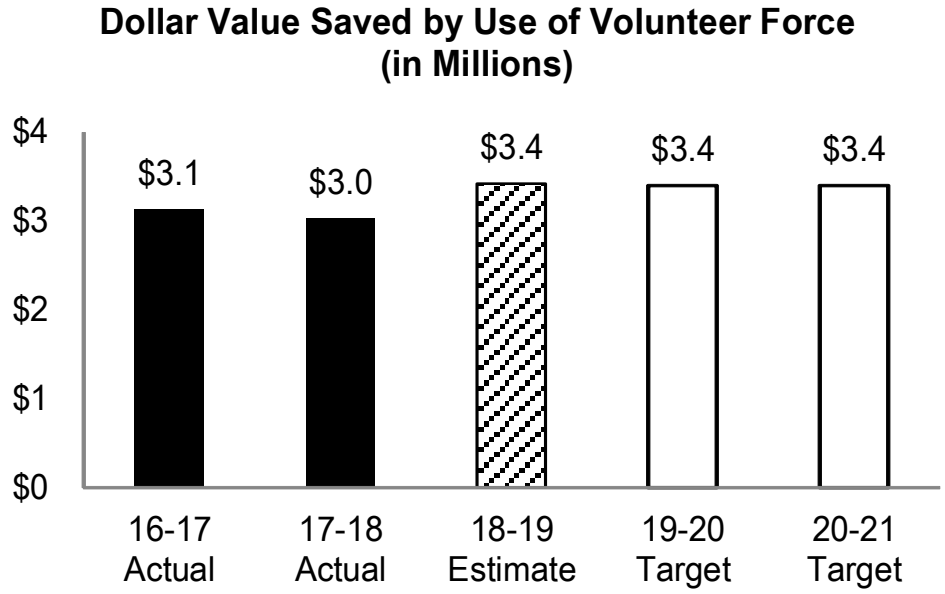
SHERIFF'S OFFICE



Department Locator

County > Criminal Justice > **Sheriff's Office**





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 are outlined below.

- 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 Corrections Division provides 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 2017-19

- The construction of the San Mateo County Sheriff's Office indoor firearms range was completed in 2017. The 8,800 square foot state-of-the-art facility includes 14 firing lanes, a Range Master's office, a firearms ready room, armory, and ADA compliant bathrooms. The outdoor range is set to begin construction in 2019. Both ranges are used for training within the Sheriff's Office and other outside agencies.
- In FY 2017-19, AB 1517 became a California state law requiring the State's crime laboratories to process, analyze, and upload all qualifying genetic profiles into Combined DNA Index System (CODIS), within 120 days for all sexual assault kits. The Forensic Laboratory adopted these standards years before the law was enacted and made it possible to achieve the genetic profile uploads to CODIS in 96 days on average, 24 days shorter than mandated by AB 1517. The Forensic Biology Unit also achieved a CODIS milestone by achieving 1,000 CODIS hits since starting to enter genetic profiles into the database in 2006. One of these CODIS hits led to the solving of the Gypsy Hill Murders from the 1970's.
- The Sheriff's Office operates several volunteer units. Volunteers bring specialized skills and assist with search and rescue efforts and participate in a range of community and preparedness events. Volunteers provide tremendous value and enable the Sheriff's Office to provide enhanced services. The dollar value saved using volunteers is expected to reach over $3.4 million in FY 2018-19.
- In FY 2017-18, in partnership with the Health System, services were expanded to address the needs of inmates with mental illness. Behavioral Health Pods were established for women at Maple Street Correctional Center and for men at Maguire Correctional Facility. Additionally, a separate 10-bed Acute Stabilization Unit within the Maguire Correctional Facility is now available to provide services for the acutely mentally ill. These efforts work to stabilize and reduce these inmates' symptoms, and potentially return to the general jail population.

Challenges, Initiatives and Trends for FY 2019-21

- Compliance with State regulatory authorities, which includes both Peace Officers Standards and Training (POST), and Standards and Training for Corrections (STC) will remain a priority with each sworn officer receiving an average of 40 hours of training annually. This also includes training associated with the recent implementation of body worn cameras within the Corrections Division and Patrol Division. The Property Bureau will focus on managing this new form of evidence, as well as complying with the growing number of Public Record Act requests for this media.

- Responding quickly to incidents that present an imminent threat to life or property is vital for the safety of citizens within the community. The Sheriff's Office will continue to respond to 'Priority 1' calls within an average of five minutes.
- Clearance rates refer to the ability to solve cases and is an indicator of investigative effectiveness. The Sheriff's Office will continue to employ Intelligence Led Policing strategies which utilizes data analysis and a crime intelligence decision-making framework to aid in identifying criminal trends, occurrences of criminal events, arrests of suspects involved in criminal activities, and meet the clearance rate target of over 60 percent.
- Case Managers will continue to use the Correctional Assessment and Intervention System (CAIS) tool to screen inmates for appropriate programs and services as well as eligibility for the County's Unified Reentry Program; which assists with reintegration back into the community. Efforts will focus on preparing the incarcerated population with the tools to successfully return to their communities through progressive inmate programs. Additional efforts will focus on identifying opportunities for inmates who receive shorter sentences to make sure they also benefit from in-custody programs and services regardless of the inmates' length of stay.

Sheriff's Office (3000B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	815,799	775,748	2,735,437	2,680,437	(55,000)	2,680,437	—
Licenses, Permits and Franchises	6,222	6,361	2,100	5,000	2,900	5,000	—
Fines, Forfeitures and Penalties	537,464	591,736	293,636	440,000	146,364	440,000	—
Intergovernmental Revenues	86,058,328	88,601,892	93,886,702	77,961,585	(15,925,117)	78,221,057	259,472
Charges for Services	10,886,714	11,582,970	11,498,715	29,068,989	17,570,274	29,962,615	893,626
Interfund Revenue	2,878,967	2,779,566	3,378,991	3,456,934	77,943	2,985,945	(470,989)
Miscellaneous Revenue	5,014,099	1,863,288	1,898,326	2,351,240	452,914	2,395,564	44,324
Other Financing Sources	21,150	152,191	—	—	—	—	—
Total Revenue	**106,218,742**	**106,353,751**	**113,693,907**	**115,964,185**	**2,270,278**	**116,690,618**	**726,433**
Fund Balance	15,847,194	18,865,358	23,398,243	19,461,877	(3,936,366)	19,461,877	—
Total Sources	**122,065,936**	**125,219,109**	**137,092,150**	**135,426,062**	**(1,666,088)**	**136,152,495**	**726,433**
Requirements							
Salaries and Benefits	165,190,918	176,044,120	183,696,940	192,792,117	9,095,177	196,986,676	4,194,559
Services and Supplies	16,003,266	19,642,391	26,029,161	24,374,574	(1,654,587)	24,229,478	(145,096)
Other Charges	24,687,634	22,384,819	25,230,548	24,862,575	(367,973)	25,403,107	540,532
Fixed Assets	3,760,344	924,752	4,536,011	2,436,685	(2,099,326)	1,545,685	(891,000)
Other Financing Uses	28,285,943	27,741,951	25,239,626	22,170,009	(3,069,617)	19,063,295	(3,106,714)
Gross Appropriations	**237,928,105**	**246,738,034**	**264,732,286**	**266,635,960**	**1,903,674**	**267,228,241**	**592,281**
Intrafund Transfers	(2,472,806)	(3,681,682)	(5,335,844)	(5,037,508)	298,336	(4,415,645)	621,863
Net Appropriations	**235,455,299**	**243,056,352**	**259,396,442**	**261,598,452**	**2,202,010**	**262,812,596**	**1,214,144**
Contingencies/Dept Reserves	12,309,582	15,925,164	17,540,556	17,540,556	—	17,540,556	—
Total Requirements	**247,764,881**	**258,981,516**	**276,936,998**	**279,139,008**	**2,202,010**	**280,353,152**	**1,214,144**
Net County Cost	**125,698,945**	**133,762,406**	**139,844,848**	**143,712,946**	**3,868,098**	**144,200,657**	**487,711**
Salary Resolution	803.0	810.0	818.0	822.0	4.0	822.0	—
Funded FTE	798.4	809.6	813.5	818.0	4.6	818.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decrease by $1,666,088 or one percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a decrease of $55,000 in this funding source due to the elimination of one-time Measure K revenue for contracted services with Citizens for Safety.

Licenses, Permits and Franchises

There is an increase of $2,900 in this funding source due to anticipated revenue collected from the Coyote Point Shooting Range.

Fines, Fees and Forfeitures

There is an increase of $146,364 in this funding source due primarily to anticipated fines collected for parking violations within the unincorporated areas.

Intergovernmental Revenues

There is a net decrease of $15,925,117 in this funding source due primarily to the elimination of $2,540,000 in federal funding resulting from the closure of grants, and $15,550,000 is reclassified to Charges for Services to capture the cost of contracted law enforcement services. This decrease is partially offset by an increase of $1,115,000 in Realignment and Public Safety sales tax supporting inmate programming, jail operations, and body worn cameras; $503,000 in federal funding to support HIDTA operations; and $245,300 representing new federal funding to support emergency management services.

Charges for Services

There is an increase of $17,570,274 in this funding source due primarily to revenue of $15,550,000 is reclassified from Intergovernmental Revenues; $1,000,000 to capture the cost of contracted law enforcement services; and $600,000 for support of commissary operations.

Interfund Revenue

There is a net increase of $77,943 in this funding source representing various transfers of revenue including $522,200 for staffing costs associated with managing body worn camera data and evidence, and $72,200 to support patrol and investigative services. This increase is partially offset by a decrease of $543,800 is reclassified to Charges for Services to support commissary operations.

Miscellaneous Revenue

There is an increase of $452,914 in this funding source due primarily to support for services provided within the Sheriff's Activities League.

Fund Balance

There is a decrease of $3,936,366 in this funding source, due primarily to the use of Fund Balance for one-time projects and purchases in FY 2018-19 is eliminated.

TOTAL REQUIREMENTS

Total Requirements increase by $2,202,010, or one percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $9,095,177 in this expenditure category due to negotiated salary and benefit increases of $8,000,000; $346,700 for contracted law enforcement services; $212,300 for expansion of the Psychiatric Emergency Response Team (PERT); $532,000 for support associated with managing body worn camera data and evidence; and $307,000 for extra help to support the Sheriff's Activities League. These increases are partially offset by a reduction of $399,900 for overtime associated with backfilling vacant positions.

Services and Supplies

There is a net decrease of $1,654,587 in this expenditure category due to a reduction of $2,534,300 in grant supported services primarily within the Homeland Security Division and the High Intensity Drug Trafficking Areas (HIDTA), and removal of $654,800 for equipment purchases made in the prior year. This decrease is partially offset by an increase of $985,700 for contracted services; $292,900 to support employee training and recruitment efforts; $154,000 to outfit patrol cars with automatic external defibrillators; and $104,500 for jail food operating costs.

Other Charges

There is a net decrease of $367,973 in this expenditure category due to a reduction of $1,083,600 in facility and radio charges, and $353,000 for food service support costs reallocated under Intrafund Transfers. This decrease is partially offset by increases of $584,800 in automation, vehicle, and insurance charges, and $478,000 for indirect support service costs.

Fixed Assets

There is a decrease of $2,099,326 due to the removal of one-time purchases in FY 2018-19.

Other Financing Uses

There is a decrease of $3,069,617 in this expenditure category due primarily to a reduction of debt service paid on the Maple Street Correctional Center.

Intrafund Transfers

There is a net decrease of $298,336 in this expenditure category due primarily to the removal of indirect support cost associated with contracted services totaling $450,000. This decrease is partially offset by the transfer of costs for automatic external defibrillators to Non-Departmental Services totaling $154,000.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents seven percent of Net Appropriations, which exceed the County two-percent Reserves policy by $5,231,969.

NET COUNTY COST

There is an increase of $3,868,098, or three percent, in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources increased by $726,433, or half of one percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $259,472 in this funding source due to an increase of $777,000 in Realignment and Public Safety sales tax supporting inmate programming, jail operations, and body worn camera staffing costs; and $229,700 representing new federal funding to support HIDTA operations and emergency management services. This

increase is partially offset by a decrease due to the elimination of $844,600 in federal funding resulting from the closure of grants.

Charges for Services
There is an increase of $893,626 due to increases associated with contracted law enforcement services.

Interfund Revenue
There is a net decrease of $470,989, in this funding source due to the elimination of $512,200, for staffing costs associated with managing body worn camera data and evidence as these ongoing services are being funded with Public Safety sales tax revenue. This decrease is partially offset by an increase of $28,812 for patrol services provided to the Eichler Highlands.

Miscellaneous Revenue
There is an increase of $44,324 in this funding source due primarily to support for services provided within the Sheriff's Activities League.

TOTAL REQUIREMENTS
Total Requirements increased by $1,214,144, or less than half of one percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is an increase of $4,194,559 in this expenditure category due primarily to negotiated salary and benefit increases of $3,826,300, and $158,900 for overtime and extra help support.

Services and Supplies
There is a net decrease of $145,096 in this expenditure category due to the removal of one-time purchases in FY 2019-20 including automatic external defibrillators.

Other Charges
There is a net increase of $540,532 in this expenditure category due to increases of $866,000 for radio, phone, automation, and facility charges. This increase is partially offset by a reduction of $399,300 related to vehicle and insurance costs.

Fixed Assets
There is a decrease of $891,000 to the removal of one-time purchases in FY 2019-20.

Other Financing Uses
There is a decrease of $3,106,714 in this expenditure category due primarily to a reduction of debt service paid on the Maple Street Correctional Center.

Intrafund Transfers
There is a decrease of $621,863 in this expenditure category due to the elimination of $596,000 for the purchase of a Cogent Automated Fingerprint Identification System, and $154,000 for automatic external defibrillators.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in General Fund Reserves represents seven percent of Net Appropriations, which exceed the County two-percent Reserves policy by $5,256,252.

NET COUNTY COST
There is an increase of $487,711, or less than half of one percent, in this Department's General Fund allocation.

Administrative Services (3011P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Administrative 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 community liaison for the Sheriff's Office and several law enforcement joint powers authorities.

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.

Additionally, focus was placed on improving the recruitment process through creative marketing campaigns and the use of social media to fill deputy and correctional officer vacancies. The rate for completing annual employee evaluations also remained high at 96 percent. These evaluations serve as a communication tool between the supervisor and staff member, and help employees see how their job and expected contributions fit within the bigger picture of the organization. To promote employee wellness, the Sheriff's Office established the innovative Program for Resiliency in Modern Emergency Response (PRIMER), to address the needs of first responders.

Over the next two years, Administrative Services will provide support and leadership in the areas of organization-wide technology improvements including the full implementation of body worn cameras. The Sheriff will be teaming up with Behavioral Health and Recovery Services to expand the Psychiatric Emergency Response Team (PERT) to address mental health issues within the County. There will be a continued focus on filling vacancies and investing in San Mateo County's youth through a variety of sports, mentoring, arts, dance, healthy living, and character development programs.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Employee Evaluations Completed Annually	94%	95%	96%	96%	96%
Percent of Customer Survey Respondents Rating Services as Good or Better	100%	88%	76%	90%	90%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Administrative Services (3011P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	21,262,760	21,391,289	26,281,243	23,308,003	(2,973,240)	23,309,945	1,942
Total Requirements	24,658,252	26,678,977	31,051,766	28,725,281	(2,326,485)	29,399,518	674,237
Net County Cost	3,395,493	5,287,688	4,770,523	5,417,278	646,755	6,089,573	672,295
Salary Resolution	33.0	33.0	34.0	34.0	—	34.0	—
Funded FTE	33.0	32.9	33.9	34.0	0.1	34.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $2,568,076. Net funding adjustments in FY 2020-21 total $2,593,616.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(22,435,117)	(19,459,935)
Requirements		
Gross Appropriations	(2,111,956)	714,993
Intrafund Transfers	(214,529)	(40,756)
Contingencies/Dept Reserves	—	—
Net County Cost	2,568,076	2,593,616
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to year-end Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	19,461,877	19,461,877
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	17,540,556	17,540,556
Net County Cost	(1,921,321)	(1,921,321)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(2,973,240)	1,942
Requirements		
Gross Appropriations	(2,111,956)	714,993
Intrafund Transfers	(214,529)	(40,756)
Contingencies/Dept Reserves	—	—
Net County Cost	646,755	672,295
Positions	—	—

Support Services Division (3013P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Support Services Division**

Program Outcome Statement

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

Program Results

The Support Services Division oversees a variety of activities including the recruitment, hiring, and training of all employees. Recruitment efforts are an ongoing priority as the Sheriff's Office strives to build a top-notch workforce which reflects the diversity of the communities it serves. In FY 2017-18, 77 percent of new hires were either female and/or minority.

The Sheriff's Office takes a proactive approach to providing ongoing training including: escalation and de-escalation on the use of force, defensive tactics, crisis intervention, weapons and other specialized training, and remains in compliance with State regulatory authorities with each sworn officer receiving an average of 40 hours of training.

The Property Bureau continues to maintain a secure environment for lost and found property, and for evidence that will be required for the successful prosecution of cases. Body-worn cameras and digital evidence management software will be implemented in FY 2018-19, and the Bureau will focus on managing this new form of evidence, as well as complying with Public Record Act requests for this media.

The Criminal Records Bureau continues to host and retrieve critical data in support of Intelligence Led Policing efforts as well as manage the distribution of mandated Uniform Crime Reporting each month to the Department of Justice. This data is used by law enforcement agencies to determine crime trends, allocate resources, and determine the most suitable approach for crime suppression.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Total Number of STC/POST Training Hours Received	77,168	43,333	40,000	40,000	40,000
Total Uniform Crime Report Crimes (Violent and Property)	3,244	4,005	3,200	3,200	3,200
Percent of New Hires who are Female and/or Minority Officers	81%	77%	70%	70%	70%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Support Services Division (3013P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,612,396	2,729,687	2,596,638	3,018,261	421,623	3,039,310	21,049
Total Requirements	12,067,866	12,902,542	13,961,556	14,931,694	970,138	14,805,136	(126,558)
Net County Cost	9,455,470	10,172,855	11,364,918	11,913,433	548,515	11,765,826	(147,607)
Salary Resolution	58.0	58.0	51.0	54.0	3.0	54.0	—
Funded FTE	57.9	57.7	50.8	54.0	3.2	54.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $44,589. Net funding adjustments in FY 2020-21 total ($149,393).

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	324,414	21,049
Requirements		
Gross Appropriations	221,331	(99,857)
Intrafund Transfers	147,672	(28,487)
Net County Cost	44,589	(149,393)
Positions	—	—

2. Records Technician: To address operational needs, one Records Technician is added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	97,209	—
Requirements		
Gross Appropriations	97,209	3,786
Intrafund Transfers	—	—
Net County Cost	—	3,786
Positions	1	—

3. Deputy Sheriff: To better align with operational needs, one Deputy Sheriff is moving from the Investigations Bureau to the Support Services Division in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	212,397	1,254
Intrafund Transfers	—	—
Net County Cost	212,397	1,254
Positions	1	—

4. Psychiatric Emergency Response Team: To expand the Psychiatric Emergency Response Team (PERT), one Deputy Sheriff and associated support costs is added in FY 2019-20. PERT is a collaborative effort between the Sheriff's Office and Behavioral Health and Recovery Services to address mental health issues within the County that have a law enforcement aspect to them.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	291,529	(3,254)
Intrafund Transfers	—	—
Net County Cost	291,529	(3,254)
Positions	1	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	421,623	21,049
Requirements		
Gross Appropriations	822,466	(98,071)
Intrafund Transfers	147,672	(28,487)
Net County Cost	548,515	(147,607)
Positions	3	—

Forensic Laboratory Division (3017P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Forensic Laboratory Division**

Program Outcome Statement

Provide thorough, timely, and quality forensic analysis

Program Results

The Forensic Laboratory Division provides specialized investigative and scientific services that result in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity.

In FY 2017-19, AB 1517 became a state law requiring crime laboratories to process, analyze, and upload qualifying genetic profiles into the Combined DNA Index System (CODIS), within 120 days for all sexual assault kits. Genetic profile uploads to CODIS are completed in 96 days on average, 24 days shorter than mandated. The Forensic Biology Unit also reached a milestone by achieving 1,000 CODIS hits. One of these CODIS hits led to the solving of the Gypsy Hill Murders from the 1970's.

The Latent Print Unit continues to maintain a zero unassigned case backlog and a case turnaround average of 23 days. The Controlled Substances Unit reduced a backlog of 1,500 cases to just over 40, while also achieving an average two-week turnaround time on current cases. The Firearms Unit resolved 992 firearm items in a major firearms databasing project for the Department of Justice, National Integrated Ballistic Information Network (NIBIN) program.

Over the next two years efforts will focus on:

- Validation, model development, and staff training for the STRMix computer program to interpret very complex DNA mixture profiles for CODIS entry
- Incorporating procedures to keep staff safe, while maintaining controlled substances analysis turnaround times with ever greater submissions of Fentanyl and its derivatives
- Developing processes to achieve new Department of Justice standards for the NIBIN database

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Sexual Assault Kits Analyzed with Qualifying DNA Profiles Entered into CODIS Average Days	107	90	106	115	120
Number of Positive Associations or New Suspects Identified Through Forensic Analysis in AFIS, CODIS, and NIBIN	218	281	248	255	265
Percent of Customers Rating Forensic Laboratory Services as Good or Better	100%	100%	100%	100%	100%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Forensic Laboratory Division (3017P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	4,635,531	4,331,889	4,314,715	4,379,089	64,374	4,382,932	3,843
Total Requirements	7,222,499	7,670,231	8,118,453	8,499,529	381,076	8,718,015	218,486
Net County Cost	2,586,967	3,338,343	3,803,738	4,120,440	316,702	4,335,083	214,643
Salary Resolution	30.0	29.0	29.0	29.0	—	29.0	—
Funded FTE	30.0	29.0	29.0	29.0	—	29.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $316,702. Net funding adjustments in FY 2020-21 total $214,643.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	64,374	3,843
Requirements		
Gross Appropriations	381,076	(377,514)
Intrafund Transfers	—	596,000
Net County Cost	316,702	214,643
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	64,374	3,843
Requirements		
Gross Appropriations	381,076	(377,514)
Intrafund Transfers	—	596,000
Net County Cost	316,702	214,643
Positions	—	—

Patrol Division (3051P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Patrol Division**

Program Outcome Statement

Keep communities safe by providing quality law enforcement services

Program Results

The Patrol Division strives to keep communities safe through enforcement, prevention, and a strong community policing philosophy that focuses on building ties with members of the community. Service is provided to the unincorporated areas of the County and within eight contract jurisdictions. The Division also included the following specialized units: Gang Intelligence, Crime Suppression, Traffic, K-9, the Crisis Intervention Team, and the Psychiatric Emergency Response Team (PERT).

The Patrol Division places emphasis on the quick deployment of personnel. Priority-1 calls are incidents that present an imminent threat to life or property. Responding quickly is vital for the safety of citizens and the average response time remains within the target of five minutes.

Technology is also an area of focus, and the Division is currently implementing body worn cameras. This equipment is designed to increase transparency and provide additional evidence for arrests. Extensive training is being provided, and the demand on staff time to manage this new digital data is expected to be substantial.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Life Endangering Interventions on the Railway System	36	40	44	---	---
Average Response Time for Priority One Calls (in Minutes)	5.17	4.53	5.09	4.99	4.99
Percent of Domestic Violence Calls Successfully Referred to Interventions Programs	100%	100%	100%	100%	100%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Patrol Division (3051P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	34,019,495	35,014,050	34,389,730	36,092,860	1,703,130	37,041,557	948,697
Total Requirements	48,119,766	49,774,437	49,550,017	52,463,839	2,913,822	53,750,468	1,286,629
Net County Cost	14,100,272	14,760,386	15,160,287	16,370,979	1,210,692	16,708,911	337,932
Salary Resolution	161.0	160.0	162.0	163.0	1.0	163.0	—
Funded FTE	157.0	160.0	157.8	159.0	1.2	159.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,210,692. Net funding adjustments in FY 2020-21 total $451,619.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	1,589,449	830,699
Requirements		
Gross Appropriations	2,842,886	1,140,307
Intrafund Transfers	(42,745)	142,011
Net County Cost	1,210,692	451,619
Positions	—	—

2. Legal Office Specialist: To address operational needs, one Legal Office Specialist is added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	113,681	117,998
Requirements		
Gross Appropriations	113,681	4,317
Intrafund Transfers	—	—
Net County Cost	—	(113,681)
Positions	1	—

3. Automatic External Defibrillators: To address operational needs, automatic external defibrillators are being added to each patrol car in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	154,000	—
Intrafund Transfers	(154,000)	—
Net County Cost	—	—
Positions	—	—

4. Deputy Sheriff Positions: To better align with operational needs, two Deputy Sheriff's are moved within the Patrol Division in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	(6)
Intrafund Transfers	—	—
Net County Cost	—	(6)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,703,130	948,697
Requirements		
Gross Appropriations	3,110,567	1,144,618
Intrafund Transfers	(196,745)	142,011
Net County Cost	1,210,692	337,932
Positions	1	—

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

The Investigations Bureau is responsible for investigating criminal activity against persons and property within the unincorporated areas and contract jurisdictions. The Bureau also provides specialized investigative support to criminal justice agencies 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 Bureau has maximized effectiveness in combating criminal activity and in FY 2018-19, anticipates reviewing 5,832 cases, with each Detective performing an average of 388 investigations.

Over the next two years, the Bureau will continue to employ Intelligence Led Policing strategies which utilizes data analysis and a crime intelligence decision-making framework to aid in identifying criminal trends, occurrences of criminal events, and arrests of suspects involved in criminal activities. The Sheriff's Office expects these factors to positively affect the annual clearance rate of violent crimes.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Cases Investigated	7,468	9,525	5,832	5,550	5,350
Total Average Investigations Caseload per Investigator	356	454	388	370	350
Annual Clearance Rate of Violent Crimes	55%	59%	60%	63%	65%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Investigations Bureau (3053P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	12,991,955	12,829,567	18,251,285	18,485,157	233,872	18,793,486	308,329
Total Requirements	20,479,743	20,810,583	26,482,679	27,162,395	679,716	27,645,035	482,640
Net County Cost	7,487,788	7,981,016	8,231,394	8,677,238	445,844	8,851,549	174,311
Salary Resolution	92.0	90.0	91.0	90.0	(1.0)	90.0	—
Funded FTE	91.5	90.0	91.0	90.0	(1.0)	90.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $658,241. Net funding adjustments in FY 2020-21 total $175,565.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	233,872	308,329
Requirements		
Gross Appropriations	892,113	483,894
Intrafund Transfers	—	—
Net County Cost	658,241	175,565
Positions	—	—

2. Deputy Sheriff: To better align with operational needs, one Deputy Sheriff is being moved from the Investigations Bureau to the Support Services Division in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(212,397)	(1,254)
Intrafund Transfers	—	—
Net County Cost	(212,397)	(1,254)
Positions	(1)	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	233,872	308,329
Requirements		
Gross Appropriations	679,716	482,640
Intrafund Transfers	—	—
Net County Cost	445,844	174,311
Positions	(1)	—

Homeland Security Division (3055P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Homeland Security Division**

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 coordinates County resources to protect lives, property and the environment through mitigation, preparedness, response and recovery from all disasters and hazards. These operations are carried out 24/7 through the Area Office of Emergency Services (OES), and the Emergency Services Bureau (ESB).

The HSD utilizes Department of Homeland Security grant funds to train, equip, and prepare San Mateo County and its residents for all types of hazards including citizen participation in Community Emergency Response Team (CERT) training. The SMC Alert notification system provides text, voice and e-mail messages during emergency situations. The HSD is working to reach a greater number of community members and utilizing multimedia advertising and community outreach to increase enrollment.

The Sheriff's Office operates several volunteer units. Volunteers provide tremendous value, bring specialized skills, assist with search and rescue efforts, and participate in a range of community and preparedness events. The dollar value saved using volunteers is expected to reach over $3.4 million in FY 2018-19.

In FY 2019-20, HSD will transition to the new Regional Operations Center (ROC) designed with updated technology to streamline communication. On a daily basis the ROC will house 9-1-1 Public Safety Dispatchers, an Emergency Operations Center, and the Office of Emergency Services. More importantly, the ROC will serve as a hub for public safety responders during major catastrophic events. It will be built to withstand violent shaking from an earthquake with redundant electrical, water and other systems.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Bomb Squad Call-Outs Where a Suspicious Device is Located	46	39	34	35	35
Dollar Value Saved by Use of Volunteer Force (in Millions)	$3.13M	$3.03M	$3.42M	$3.4M	$3.4M
Percent of Emergency Incidents Responded to Within One Hour	100%	100%	100%	100%	100%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Homeland Security Division (3055P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	3,595,519	4,170,897	6,861,235	5,293,856	(1,567,379)	4,459,377	(834,479)
Total Requirements	6,922,184	7,272,225	9,795,913	8,845,301	(950,612)	8,040,664	(804,637)
Net County Cost	3,326,665	3,101,328	2,934,678	3,551,445	616,767	3,581,287	29,842
Salary Resolution	14.0	14.0	14.0	15.0	1.0	15.0	—
Funded FTE	14.0	14.0	14.0	15.0	1.0	15.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $616,767. Net funding adjustments in FY 2020-21 total $29,843.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,703,198)	(839,510)
Requirements		
Gross Appropriations	(1,086,431)	(809,667)
Intrafund Transfers	—	—
Net County Cost	616,767	29,843
Positions	—	—

2. District Coordinator: To address operational needs, one District Coordinator is added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	135,819	5,031
Requirements		
Gross Appropriations	135,819	5,030
Intrafund Transfers	—	—
Net County Cost	—	(1)
Positions	1	—

3. Sheriff's Captain: A Sheriff's Captain is moved in FY 2019-20 due to the closeout of the Department of Homeland Security FY 2017 UASI grant and added to the FY 2018 UASI grant.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(1,567,379)	(834,479)
Requirements		
Gross Appropriations	(950,612)	(804,637)
Intrafund Transfers	—	—
Net County Cost	616,767	29,842
Positions	1	—

Corrections Division (3101P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Corrections Division**

Program Outcome Statement

Provide incarceration and rehabilitative services to promote community safety

Program Results

The Corrections Division provides incarceration and rehabilitative services for pretrial and court-sentenced inmates. The Maple Street Correctional Center houses minimum to medium security risk men, and minimum to high security risk females. The Maguire Correctional Facility houses pretrial and sentenced inmates. Services are provided in a humane and respectful environment and provide for the medical, nutritional, hygienic, legal, and spiritual needs of this population. Three custody alternative programs also operate and provide different models for incarceration and rehabilitation.

To support the transition of inmates back into the community, the Division employs an innovative approach by offering programs such as: GED attainment, computer and literacy programs, life skills coaching, a state-of-the-art culinary program, and domestic violence and substance abuse counseling. The Correctional Assessment and Intervention System (CAIS) tool is used to screen inmates for services as well as eligibility for the County's Unified Reentry Program which assists with reintegration back into the community. In FY 2017-18, 814 assessments were completed.

In partnership with the Health System, services have been expanded to address the needs of inmates with mental illness. Behavioral Health Pods were established, and a separate ten bed Acute Stabilization Unit is now available to provide services for the acutely mentally ill.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Inmates Assessed with the Correctional Assessment and Intervention System Tool (CAIS)	914	814	810	750	750
Number of Persons Booked into Custody	14,614	14,962	15,040	15,000	15,000
Dollar Value of Community Service Work Performed by Work Crews	$927,872	$1,100,736	$984,816	$1,000,000	$1,000,000

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Corrections Division (3101P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	31,734,016	32,064,015	31,732,455	31,952,835	220,380	32,161,149	208,314
Total Requirements	111,891,334	116,104,645	118,950,700	118,846,433	(104,267)	118,089,342	(757,091)
Net County Cost	80,157,318	84,040,630	87,218,245	86,893,598	(324,647)	85,928,193	(965,405)
Salary Resolution	349.0	360.0	370.0	370.0	—	370.0	—
Funded FTE	349.0	360.0	370.0	370.0	—	370.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($338,238). Net funding adjustments in FY 2020-21 total ($967,519).

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	220,380	208,314
Requirements		
Gross Appropriations	(679,796)	(712,300)
Intrafund Transfers	561,938	(46,905)
Net County Cost	(338,238)	(967,519)
Positions	—	—

2. Administrative Assistant: To better align with operational needs, one Property Officer is deleted, and one Administrative Assistant is added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	13,591	2,114
Intrafund Transfers	—	—
Net County Cost	13,591	2,114
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	220,380	208,314
Requirements		
Gross Appropriations	(666,205)	(710,186)
Intrafund Transfers	561,938	(46,905)
Net County Cost	(324,647)	(965,405)
Positions	—	—

Court Security and Transportation Bureau (3158P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Court Security and Transportation Bureau**

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 Courts, 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 2017-18, the Bureau transported 2,502 inmates per Deputy.

The Civil Enforcement Services Unit performs mandated Court ordered services such as countywide evictions, possession levies, sales of real and personal property, and service of domestic violence restraining orders, welfare fraud, and some child support warrants. The Sheriff's Office anticipates serving approximately 600 temporary restraining orders in FY 2017-18.

Since the Prison Realignment Bill (AB109) went into effect, a more sophisticated class of inmates is being transported who are more willing to attempt escape from custody, fashion handmade weapons, and effectively communicate with other inmates in State-run institutions. The Bureau is responsible for the security of 31 courtrooms and four security checkpoints and continues providing for the safe and timely transport of inmates, with zero incidents or injuries to staff or the public.

Through a Service Level Agreement with the State of California, the Sheriff's Office is also responsible for monitoring over 100 surveillance cameras throughout the Hall of Justice, Traffic Court and the County parking garage.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Staff and Public Injuries During Transportation Details	0	0	0	0	0
Number of Inmates Transported Annually per Deputy	2,575	2,502	2,732	2,600	2,600
Number of Temporary Restraining Orders Served or Attempted Service	602	813	542	600	600

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

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

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	11,214,264	12,687,717	12,664,849	12,896,001	231,152	12,964,739	68,738
Total Requirements	16,403,236	17,767,876	19,025,914	19,664,536	638,622	19,904,974	240,438
Net County Cost	5,188,972	5,080,159	6,361,065	6,768,535	407,470	6,940,235	171,700
Salary Resolution	66.0	66.0	67.0	67.0	—	67.0	—
Funded FTE	66.0	66.0	67.0	67.0	—	67.0	—

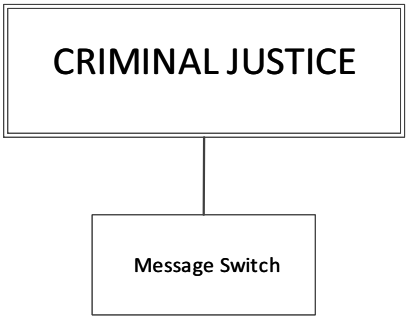
1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $407,470. Net funding adjustments in FY 2020-21 total $171,700.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	231,152	68,738
Requirements		
Gross Appropriations	638,622	240,438
Intrafund Transfers	—	—
Net County Cost	407,470	171,700
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

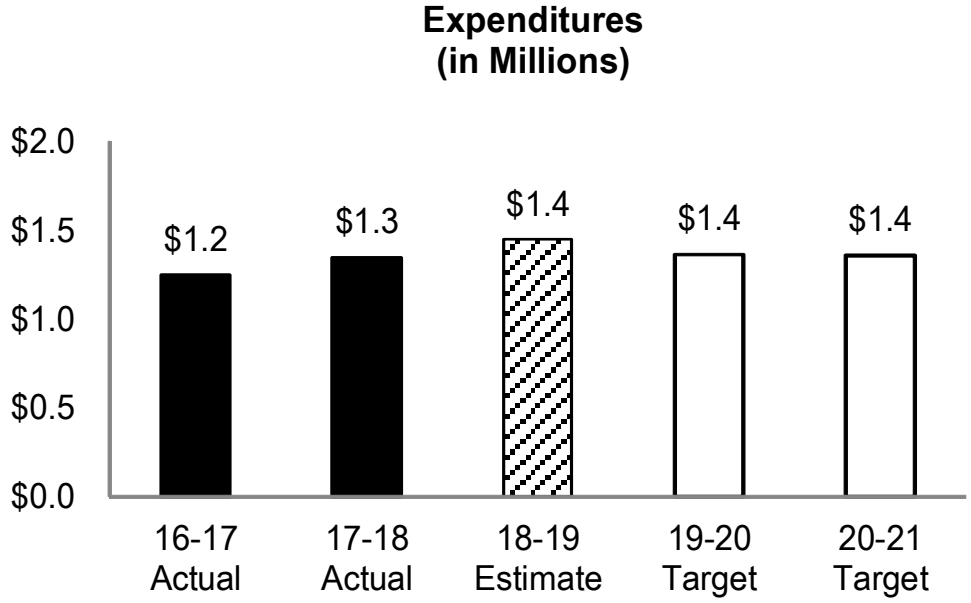
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	231,152	68,738
Requirements		
Gross Appropriations	638,622	240,438
Intrafund Transfers	—	—
Net County Cost	407,470	171,700
Positions	—	—

MESSAGE SWITCH



Department Locator

County > Criminal Justice > **Message Switch**



Mission Statement

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.

Overview

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, eliminate any single points of failure in the MSS design;

2) Use of automated monitoring software to notice MSS support staff of any changes in MSS performance or availability; and

3) Security to prevent unauthorized access to the MSS.

Accomplishments in FY 2017-19

- Replaced and upgraded Message Switcher server hardware to provide increased performance and storage redundancy. The upgrade included five-year hardware & software support
- Virtualized the older physical NetMotion servers. This replaced older hardware that was reaching end of life and soon to become unsupportable
- Renewed the Lawnet maintenance contract
- Renewed the Northrup Grumman software maintenance contact

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Unplanned Outages	0	0	0	0	0

Message Switch (1940B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	492,039	496,113	486,735	481,795	(4,940)	481,795	—
Interfund Revenue	2,920	2,372	2,372	927	(1,445)	927	—
Total Revenue	**494,959**	**498,485**	**489,107**	**482,722**	**(6,385)**	**482,722**	**—**
Fund Balance	750,558	845,845	943,350	880,066	(63,284)	874,921	(5,145)
Total Sources	**1,245,517**	**1,344,330**	**1,432,457**	**1,362,788**	**(69,669)**	**1,357,643**	**(5,145)**
Requirements							
Services and Supplies	365,100	387,492	533,535	490,470	(43,065)	478,067	(12,403)
Other Charges	230,203	199,340	210,509	207,644	(2,865)	211,908	4,264
Fixed Assets	—	—	72,000	50,000	(22,000)	—	(50,000)
Gross Appropriations	**595,303**	**586,833**	**816,044**	**748,114**	**(67,930)**	**689,975**	**(58,139)**
Intrafund Transfers	(195,631)	(185,853)	(195,724)	(202,108)	(6,384)	(202,108)	—
Net Appropriations	**399,672**	**400,980**	**620,320**	**546,006**	**(74,314)**	**487,867**	**(58,139)**
Contingencies/Dept Reserves	845,845	943,350	812,137	816,782	4,645	869,776	52,994
Total Requirements	**1,245,517**	**1,344,330**	**1,432,457**	**1,362,788**	**(69,669)**	**1,357,643**	**(5,145)**
Net County Cost	—	—	—	—	—	—	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $69,669 or five percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Charges for Services

There is a net decrease of $4,940 in this funding source due to elimination of Criminal Justice Information Services (CJIS) Loan Payment and the removal of a one-time Fixed Asset purchase. This decrease was partially offset by an increase in Services and Supplies due to an increase in Alameda County Warrant Messages costs and in Other Charges due to an increase in Salaries and Benefits of County support staff.

Interfund Revenue

There is a net decrease of $1,445 in this funding source due to elimination of CJIS Loan Payment and the removal of a one-time Fixed Asset purchase. This decrease was partially offset by an increase due to an increase in Alameda County Warrant Messages costs and Salaries and Benefits of County support staff.

Fund Balance

There is a net decrease of $63,284 in this funding source due to the removal of one-time purchases of equipment in FY 2018-19. This decrease was partially offset by an increase in Alameda County Warrant Messages costs and Salaries and Benefits of County support staff.

TOTAL REQUIREMENTS

Total Requirements decreased by $69,669 or five percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Services and Supplies

There is a net decrease of $43,065 in this expenditure category due to the elimination of a one-time equipment purchase in FY 2018-19. This decrease was partially offset by an increase in Alameda County Warrant Messages costs. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net decrease of $2,865 in this expenditure category due to elimination of CJIS Loan Payment. This decrease was partially offset by an increase in Salaries and Benefits of County support staff. The balance of the changes are adjustments to meet budget targets.

Fixed Assets

There is a net decrease of $22,000 due to the removal of one-time purchases from FY 2018-19.

Intrafund Transfers

There is a net increase of $6,384 in this expenditure category due to elimination of CJIS Loan Payment and the removal of a one-time Fixed Asset purchase. This decrease was partially offset by an increase from an increase in Alameda County Warrant Messages costs and Salaries and Benefits of County support staff. The balance of the changes are adjustments to meet budget targets.

Contingencies/Departmental Reserves

There is net increase of $4,645 in this expenditure category due to balancing to zero Net County Cost. The balance in General Fund Reserves represents 150 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $805,862. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is no change to this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decresed by $5,145 or zero percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Fund Balance

There is a net decrease of $5,145 in this funding source due to removal of a one-time purchase of Fixed Asset equipment and replacement of T-1 lines. This decrease was partially offset by an increase in Other Charges due to an increase in Salaries and Benefits of County support staff.

TOTAL REQUIREMENTS

Total Requirements decreased by $5,145 or zero percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Services and Supplies

There is a net decrease of $12,403 in this expenditure category due to the removal of the charge for replacement of T-1 lines. This decrease was partially offset by an increase in software maintenance costs.

Other Charges

There is a net increase of $4,264 due to an increase in costs for Salaries and Benefits of County support staff.

Fixed Assets

There is a net decrease of $50,000 due to the removal of a one-time Fixed Asset purchase.

Contingencies/Departmental Reserves

There is net increase of $52,994 in this expenditure category due to balancing to zero Net County Cost. The balance in General Fund Reserves represents 150 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $860,019. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is no change to the General Fund allocation.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Message Switch (1940B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,245,517	1,344,330	1,432,457	1,362,788	(69,669)	1,357,643	(5,145)
Total Requirements	1,245,517	1,344,330	1,432,457	1,362,788	(69,669)	1,357,643	(5,145)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including elimination of one-time expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $880,066. Net funding adjustments in FY 2020-21 total $ 874,921.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(949,735)	(880,066)
Requirements		
Gross Appropriations	(67,930)	(58,139)
Intrafund Transfers	(6,384)	—
Contingencies/Dept Reserves	4,645	52,994
Net County Cost	880,066	874,921
Positions	—	—

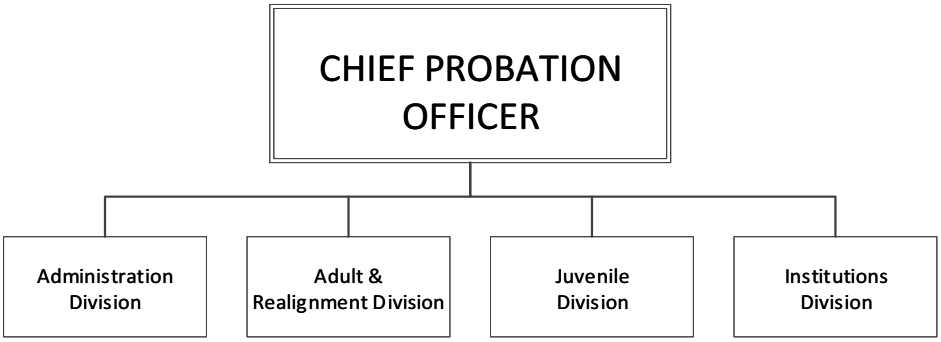
2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	880,066	874,921
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(880,066)	(874,921)
Positions	—	—

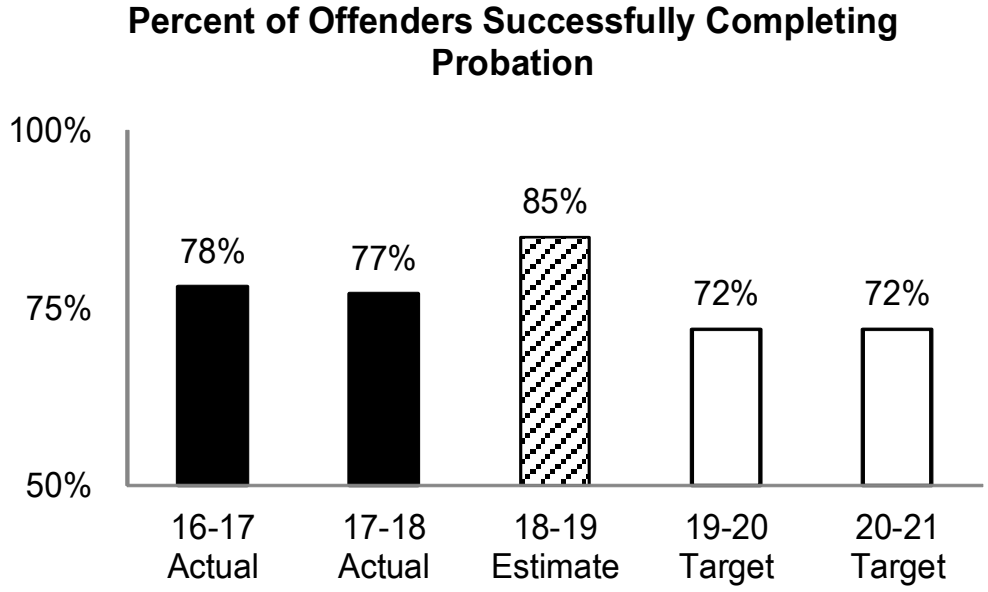
FY 2019-20 & FY 2020-21 Total Funding Adjustments

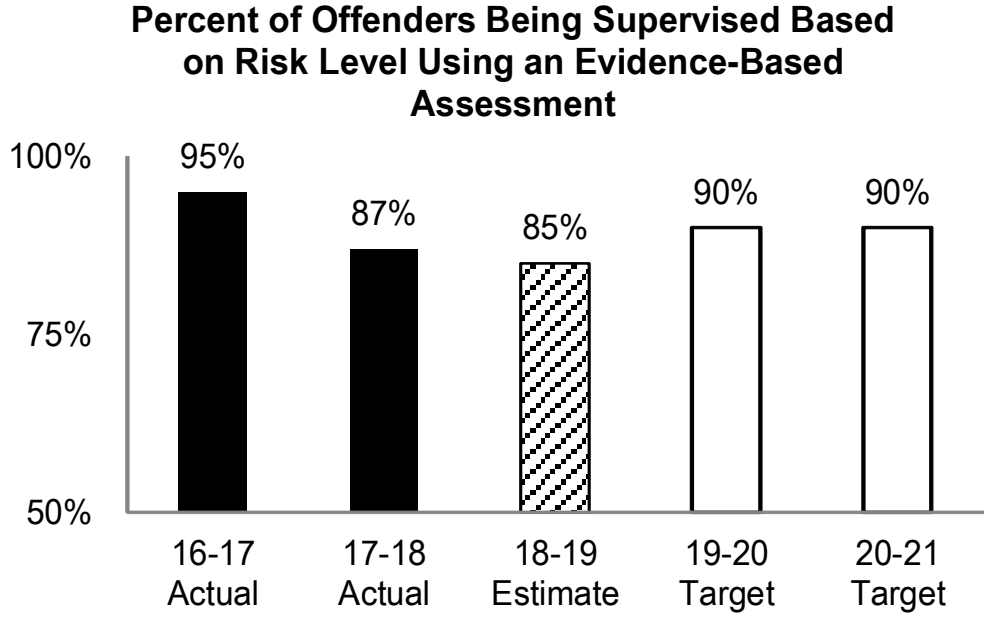
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(69,669)	(5,145)
Requirements		
Gross Appropriations	(67,930)	(58,139)
Intrafund Transfers	(6,384)	—
Contingencies/Dept Reserves	4,645	52,994
Net County Cost	—	—
Positions	—	—

PROBATION DEPARTMENT



Department Locator
County > Criminal Justice > Probation Department





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 4,200 adult offenders (including those in realignment/reentry, specialty courts, diversion, administrative bank cases and deferred entry of judgment), 290 juvenile probationers, and 24-hour supervision, or detention and approximately 50 youth in the Juvenile Hall and Camps.

Probation represents the link between the application of appropriate consequences for illegal behavior and the establishment of offenders to productive, law-abiding lives. This specialized criminal justice role of probation is a successful and cost-effective balance of both enforcement and treatment. Probation Officers are responsible for monitoring probationers in the community by enforcing court-ordered restrictions and providing access to rehabilitation programs as well as promoting victim safety and restoration.

Probation's primary purpose of enhancing public safety is achieved in three specialized ways:

- Investigating major elements of crimes, the impact upon victims, the criminal histories and behavior of offenders, plus possible sentencing alternative and provide this information to the Superior Court in the form of accurate and impartial reports and recommendations;
- Monitoring and supervising those placed on probation to ensure that court ordered 'conditions of probation" are obeyed and public safety is maintained; and
- Providing opportunities for probationers to receive treatment, resources, and services that will prevent future criminal activities.

Accomplishments in FY 2017-19

In FY 2017-19, the Probation Department continued to be a Certified Evidence Based Organization (CEBO). This distinguished certification will provide the Department with more opportunities to enhance its evidence -based approaches for service delivery to clients. To ensure the department's adherence and commitment as a CEBO, Probation created a Quality Assurance Unit to provide analytical support and performance measure outcomes. Additionally, Probation went live with its new case management system called the Probation Information Management System (PIMS). This new system provided Probation with one central system for both juveniles and adults under its supervision. PIMS also provided Probation with unique opportunities for enhanced work processes, data collection and management to track performance measures.

Probation also continued its collaboration with our county and community partners and established new programs in the FY 2017-19 budget cycle. Two new specialty court programs were launched to enhance criminal justice programs for adults, namely Military Diversion and Driving under the Influence (DUI) Court. Military Diversion is a pretrial program for current or former members of any branch of the United States Military charged with misdemeanor crimes. The purpose of DUI Court is to reduce repeat alcohol-related incidents, accidents, injuries and death. The collaborative team also to provide electronic monitoring through a Continuous Alcohol Monitoring Device (CAM) for participants in DUI Court. CAM devices typically monitor a participant's 'sober day." This is a full 24-hour period where a participant is being continuously monitored for alcohol and has no confirmed consumption or tamper violation. Since its implementation, 80 percent of DUI Court participants that were issued alcohol monitoring devices did not have any alcohol related violations during their program enrolment.

Challenges, Initiatives and Trends in FY 2019-21

Population of youth on probation continues to decline statewide, in part because of legislation changes but also because of enhanced diversion programs aimed at reducing a youth's contact with the juvenile justice system. Last year, Probation partnered with the City of San Mateo Police Department for a juvenile diversion program, targeting

at-risk youth ages 11-17 years old and provide them with individualized plans to address any deviant behavior. Additionally, legislative changes eliminating fines and fees continue to present operational budgetary challenges to Probation.

For youth housed in the juvenile hall and camps, Probation continues to partner with the College of San Mateo through Project Change to ensure that youth within the institutions are provided direct access to post-secondary education such as college-level classes and instructions, coupled with the necessary social support services necessary. Internally, Probation also developed new activities to enhance the youth's. One program of note is the Compassion Project, a program designed to engage youth and staff to work together and look for ways there they can practice compassion within the institutions or in their communities. This program puts a great emphasis on the values of giving back and doing something for others.

FY 2019-21 will bring a shift to how Probation provides supervision and community service to our population. In March 2019, Probation moved the Camp Glenwood for boys' program into the juvenile hall due to a continued decline in population numbers. With this move, Probation developed and launched the Phoenix Re-entry Program (PREP), that will provide a seamless transition the youth from the institution to their communities through case management and connections to programs and services.

Probation anticipates implementing programs as a response to new legislative changes and mandates at the state level. One major initiative is the implementation of Senate Bill 10 (SB 10) which authorizes a change to California's pretrial release system from a money-based system to a risk-based release and detention system. Our existing Pretrial Services unit will undergo a redesign to adapt to these changes such as adopting an assessment tool to determine a defendant's likelihood of returning to court, a change in monitoring based on risk level, looking at staffing, and exploring technology solutions related to monitoring and case management. Probation staff are met with data collection and analysis challenges as it develops new processes in PIMS to support these new programs. As in previous years, staffing continues to be an issue for Probation with personnel changes and turnovers. However, Probation 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 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	35,561	—	—	—	—	—	—
Fines, Forfeitures and Penalties	18,139	17,085	18,566	17,066	(1,500)	17,066	—
Intergovernmental Revenues	35,040,991	33,409,477	37,097,299	35,549,498	(1,547,801)	32,649,498	(2,900,000)
Charges for Services	1,683,070	1,504,569	1,244,902	1,244,902	—	1,244,902	—
Interfund Revenue	2,755	2,815	—	—	—	—	—
Miscellaneous Revenue	381,256	210,655	178,494	108,494	(70,000)	108,494	—
Total Revenue	**37,161,772**	**35,144,601**	**38,539,261**	**36,919,960**	**(1,619,301)**	**34,019,960**	**(2,900,000)**
Fund Balance	6,391,810	5,716,028	7,816,797	7,974,627	157,830	7,974,627	—
Total Sources	**43,553,582**	**40,860,629**	**46,356,058**	**44,894,587**	**(1,461,471)**	**41,994,587**	**(2,900,000)**
Requirements							
Salaries and Benefits	59,771,303	61,341,502	64,886,117	69,117,614	4,231,497	70,852,652	1,735,038
Services and Supplies	23,426,941	4,524,326	7,343,790	6,293,772	(1,050,018)	6,271,747	(22,025)
Other Charges	9,830,075	10,249,183	10,660,771	10,714,180	53,409	11,002,847	288,667
Fixed Assets	3,594,589	601,762	3,500,000	2,700,000	(800,000)	—	(2,700,000)
Other Financing Uses	6,363,552	6,364,037	6,375,438	6,566,800	191,362	6,385,208	(181,592)
Gross Appropriations	**102,986,460**	**83,080,809**	**92,766,116**	**95,392,366**	**2,626,250**	**94,512,454**	**(879,912)**
Intrafund Transfers	(18,440,817)	(175,953)	(132,948)	(132,948)	—	(132,948)	—
Net Appropriations	**84,545,643**	**82,904,856**	**92,633,168**	**95,259,418**	**2,626,250**	**94,379,506**	**(879,912)**
Contingencies/Dept Reserves	2,032,512	3,345,079	6,374,512	6,532,342	157,830	6,532,342	—
Total Requirements	**86,578,155**	**86,249,935**	**99,007,680**	**101,791,760**	**2,784,080**	**100,911,848**	**(879,912)**
Net County Cost	**43,024,573**	**45,389,306**	**52,651,622**	**56,897,173**	**4,245,551**	**58,917,261**	**2,020,088**
Salary Resolution	415.0	415.0	415.0	415.0	—	415.0	—
Funded FTE	409.7	411.9	408.9	410.4	1.5	410.4	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,461,471, or three percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is a net decrease of $1,500 in this funding source due to lower receipts from the Juvenile Traffic Court fees.

Intergovernmental Revenues

There is a net decrease of $1,547,801 in this funding source primarily due to the removal of a one-time funding of $1.4 million in Prop 172 Sales Tax revenue to fund IT projects, a decrease of $305,046 in the Juvenile Probation Camp Portion funding associated with the Camp Glenwood move, and a decrease of $190,578 in Title IV-E revenue. These decreases were partially offset by an increase of $150,000 in the Medical Administrative Activities revenue and a one-time increase of the Juvenile Probation Camps funding for the Juvenile Hall facility renovation project.

Miscellaneous Revenue

There is a net decrease of $70,000 in this funding source due to the deletion of a one-time grant for the Schools Working with Amazing Goals (SWAG) program.

Fund Balance

There is a net increase of $157,830 in this funding source due to higher general department savings from FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements increased by $2,784,080, or three percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $4,231,497 in this expenditure category due to negotiated labor increases, merit increases and position changes. One vacant Executive Secretary – Confidential position was converted to an IT Technician position to better align operational needs.

Services and Supplies

There is a net decrease of $1,050,018 in this expenditure category primarily due to the removal of one-time computer hardware refreshment project and decreases in general office maintenance costs.

Other Charges

There is a net decrease of $53,409 in this expenditure category due to the decrease of county facility rental charges for Camp Glenwood. This decrease was partially offset by increases in other county services charges.

Fixed Assets

There is a net decrease of $800,000 due to the removal of one-time purchases from FY 2018-19.

Other Financing Uses

There is a net increase of $191,362 in this expenditure category due to the addition of one-time Juvenile Hall facility improvement project that will be managed by Department of Public Works.

Contingencies/Departmental Reserves

There is net increase of $157,830 due to higher general department savings from FY 2018-19. The balance in General Fund Reserves represents seven percent of Net Appropriations, which exceeds the County two percent Reserves policy by $4,627,154.

NET COUNTY COST

There is an increase of $4,245,551, or eight percent, in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $2,900,000, or seven percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of $2,900,000 in this funding source due to the elimination of one time funding for the IT project.

TOTAL REQUIREMENTS

Total Requirements decreased by $879,912, or less than one percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,735,038 in this expenditure category due to negotiated labor increases and merit increases.

Services and Supplies

There is a net decrease of $22,025 in this expenditure category due to decreases in general office supplies.

Other Charges

There is a net increase of $288,667 in this expenditure category due to increases in County services charges.

Fixed Assets

There is a net decrease of $2,700,000 due to the removal of one time purchases from FY 2018-19.

Other Financing Uses

There is a net decrease of $181,592 in this expenditure category due to the removal of one-time Juvenile Hall facility improvement project from FY 2018-19.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents seven percent of Net Appropriations, which exceeds/does not meet the County two percent Reserves policy by $4,644,752.

NET COUNTY COST

There is an increase of $2,020,088, or four percent, in this Department's General Fund allocation.

Administrative Services (3211P)

Program Locator

County > Criminal Justice > Probation Department > **Administrative Services**

Program Outcome Statement

Enhance Department operations through executive-level leadership and administrative oversight.

Program Results

The Administrative Services Division provides department-wide support and resources necessary to carry out the Department's mission in the areas of clerical services, human resources, payroll, fiscal, contracts, purchasing, facility and safety, information technology, training, background investigations, data collection and analysis, and quality assurance.

Financially, the Department's budget has been and will continue to be a challenge since funding relies heavily on the support of the County general fund coupled with capped State revenues with designated purposes. It is important to maximize resources to maintain core services but also meet expanded service needs, specifically those that are legislative mandates. The Department's command staff continue to work with staff to control costs and maintain reserves.

In FY 2017-19, the Division strengthened its commitment to staff safety and skills by assigning a lead defensive tactics and firearms instructor to lead the Department's training unit. Additionally, to align with the County's training target, the Department encouraged staff to meet this target.

The Department continues to experience an increased number of retirements, resulting in newly assigned supervisors and promotions. Although that has contributed to the lack of timely employee evaluations, their completion remains a priority department-wide. The Department uses evaluations as a basis for supervisors to coach and counsel individuals as well as to identify and address performance deficiencies. The Information Technology (IT) Unit provides daily IT support to the Department while maintaining technology integrity and infrastructure department-wide. In 2018, the Department formed a Quality Assurance unit that provides analytical reporting and data performance outcomes to Command Staff to guide policy decisions for operational efficiencies.

For FY 2019-21, the Division will focus on operating within the budget parameters while meeting the Departments goals. Collaborative efforts will continue with the County Information Services Department (ISD) to improve the efficiencies and performance of the Probation Information Management System (PIMS), an integrated and comprehensive adult, juvenile, and institutions facility case management system. The Department customer satisfaction rating of good or better continues to improve and is expected to reach a 90% customer satisfaction rating as well as increasing the overall employee engagement percentage rate.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Outcome and Efficiency Goals and Benchmarks Met	86%	64%	85%	85%	85%
Customer Satisfaction Rating of Good or Better	70%	76%	90%	90%	90%
Employee Engagement	70%	58%	65%	65%	65%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Administrative Services (3211P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	7,573,033	5,372,854	10,043,723	10,003,244	(40,479)	7,303,244	(2,700,000)
Total Requirements	6,507,355	11,854,954	18,650,785	18,446,243	(204,542)	16,101,382	(2,344,861)
Net County Cost	(1,065,678)	6,482,100	8,607,062	8,442,999	(164,063)	8,798,138	355,139
Salary Resolution	34.0	32.0	35.0	35.0	—	35.0	—
Funded FTE	33.9	32.0	35.0	35.0	0.0	35.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $5,233,449 . Net funding adjustments in FY 2020-21 total $5,910,178.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(5,595,820)	(8,255,341)
Requirements		
Gross Appropriations	(362,371)	(2,345,163)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	157,830	—
Net County Cost	5,233,449	5,910,178
Positions	—	—

2. 3211P_Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	5,555,341	5,555,341
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	157,830	—
Net County Cost	(5,397,511)	(5,555,341)
Positions	—	—

3. 3211P-Position Conversion for IT Needs: One vacant Executive Secretary position has been converted to one IT Technician to better align operational needs.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(1)	302
Intrafund Transfers	—	—
Net County Cost	(1)	302
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(40,479)	(2,700,000)
Requirements		
Gross Appropriations	(362,372)	(2,344,861)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	157,830	—
Net County Cost	(164,063)	355,139
Positions	—	—

Adult Services (3227P)

Program Locator

County > Criminal Justice > Probation Department > **Adult 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 consist of two units which have the responsibility of providing thorough, timely, and impartial information to the Superior Court. Supervision services consist of various units that provide offender accountability through the enforcement of court-ordered probation conditions.

The Division also services the Assembly Bill (AB 109) Realignment population, the county's re-entry efforts, the Pretrial Services unit, and other specialized probation supervision programs that include the Bridges Program, Pathways, Drug Court, Veteran's Treatment Court, Restitution Court, Military Diversion, and the Division's newest program, Driving Under the Influence (DUI) Court. DUI Court is a collaboration between the San Mateo County Superior Court, District Attorney's Office, Private Defender Program, Behavioral Health and Recovery Services (Alcohol and Other Drugs), and the Probation Department. The purpose of DUI Court is to reduce repeat alcohol-related incidents, accidents, injuries, and death. The collaborative team also secured the services of Secure Continuous Remote Alcohol Monitor Systems (SCRAM) of California to provide electronic monitoring through a Continuous Alcohol Monitoring Device (CAM) for participants in DUI Court. CAM devices typically monitor a participant's 'sober day." This is a full 24-hour period where a participant is being continuously monitored for alcohol and has no confirmed consumption or tamper violation.

Deputy Probation Officers administer an evidence-based assessment tool, Correctional Assessment and Intervention System (CAIS), to assess the different levels of supervision based on risk to re-offend and determined supervision strategies. A recent analysis of risk level shows that 47 percent of clients are low risk, 34 percent are moderate risk, and 19 percent are high risk. One of the essential components of the CAIS is creating a case plan for the client. The case plan allows the deputy probation officers to be proactive in case supervision, engage clients in setting rehabilitative goals, and to utilize resources appropriately.

Approximately 3,200 court reports are written each year. Deputy Probation Officers provide sentencing and treatment recommendations to Judges on a regular basis. With the passage of Proposition 63 in January 2018, the Division handled approximately 2,000 Prop 63 matters in 2018. The Division collaborated with justice system partners to create an effective process for these matters. There are currently discussions with our partners related to making the Prop 63 process more efficient.

Supervision services provides monitoring of 1,333 intensive supervised clients, 549 AB 109 clients, 315 specialty court clients, 1,527 administrative bank cases, 326 deferred entry of judgment cases, and 219 diversion cases. The number of clients has increased 22 percent from FY 2016-17 to FY 2017-18. Approximately 84 percent of adult offenders successfully complete probation each fiscal year and 70 percent of realignment offenders successfully complete probation each fiscal year. The Division is also responsible for making direct contact with offenders through routine field visits and through special field operations. Currently, the Division has recorded approximately 74 percent field visit compliance checks with high risk offenders and has led two multi-agency law enforcement task force operations focusing on offenders associated with domestic violence and sex offenders.

One major initiative our Division is preparing for is the implementation of Senate Bill 10 (SB 10) which authorizes a change to California's pretrial release system from a money-based system to a risk-based release and detention system. Our Pretrial Services unit will undergo a redesign to adapt to these changes such as adopting an assessment tool to determine a defendant's likelihood of returning to court, a change in monitoring based on risk level, creating a new position classification (Pretrial Specialist) for the program, and exploring technology solutions related to monitoring and case management. Another adjustment for the Division has been the new process we created for treatment referrals modeled after the American Society of Addiction Medicine (ASAM). This is meant to improve assessment and outcome-driven treatment and recovery services and is also used to match patients to appropriate types and levels of care. It is too early to know the impact on probationers; however, the division is seeing probationers more quickly back under our supervision and in the community than before, given the shorter period of residential treatment time allowed per ASAM guidelines.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Adult Offenders Successfully Completing Probation	78%	83%	84%	80%	80%
Percent of Realignment Offenders Successfully Completing Probation	75%	64%	70%	70%	70%
Percent of Actual Field Compliance Checks Made with High Risk Offenders (Field Visits)	89%	76%	74%	70%	70%
Percent of Actual Field Compliance Checks Made with High Risk Offenders (Task Force Operations)	84%	85%	85%	80%	80%
Percent of DUI Court Participants Without any Confirmed Violations[1]	---	70%	79%	75%	75%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Adult Services (3227P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	10,643,538	11,330,493	11,406,541	13,495,520	2,088,979	13,495,520	—
Total Requirements	26,503,133	25,705,448	27,415,849	28,614,112	1,198,263	29,294,990	680,878
Net County Cost	15,859,595	14,374,956	16,009,308	15,118,592	(890,716)	15,799,470	680,878
Salary Resolution	147.0	156.0	156.0	156.0	—	156.0	—
Funded FTE	144.4	154.9	153.6	154.3	0.7	154.3	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($890,716). Net funding adjustments in FY 2020-21 total $680,878.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	2,088,979	—
Requirements		
Gross Appropriations	1,198,263	680,878
Intrafund Transfers	—	—
Net County Cost	(890,716)	680,878
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	2,088,979	—
Requirements		
Gross Appropriations	1,198,263	680,878
Intrafund Transfers	—	—
Net County Cost	(890,716)	680,878
Positions	—	—

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

In the past decade, the state of California has experienced a decline in the juvenile detention and arrest rates. This decrease has provided Probation Departments across the state the opportunity to enhance assessment processes to determine if youth can be safely supervised within their home communities.

Across the state, 90 percent of youth receive services within their communities.[1] Between FY 2016-17 and FY 2017-18, the state experienced a 13 percent decrease in the number of juvenile probationers. Between FY 2016-17 and FY 2017-18, San Mateo County experienced a similar decline, with a seven percent decrease in the number of youth actively supervised. Internally, the Division has bolstered efforts to provide services to youth who are on probation or at-risk to be on probation via prevention and intervention services within their respective communities. During the FY 2017-18, the Division provided services to over 1,500 youth within San Mateo County with programs internal to probation including the Assessment Center, Parenting Programs, and Family Preservation Program) as well as external community-based organizations who provide a range of services that include mental health services, mentoring, alcohol and drug treatment, and legal consultation and representation.

For FY 2018-19, the Juvenile Services Division has identified a new performance measure, the percent of juveniles who successfully complete diversion without new sustained law violations. The Juvenile Assessment Center provides a primary point of entry for intake and assessment of youth who have encountered the juvenile justice system. Some youth assessed via the Assessment Center are eligible for diversion programs. These programs are intended to provide services and supports to juveniles who have been diverted from the juvenile justice system. Diversion-eligible youth can be referred to a range of programs and services including the Petty Theft Program, Juvenile Mediation Program, Victim Impact Awareness Program, and Traffic Court; youth may also be placed on shorter-term (three months) or longer-term (six months) supervised Probation Diversion contracts. Since July 1, 2018, 100 percent of youth served via diversion programs have successfully completed probation without new sustained law violations. This performance measure mirrors an existing performance measure for the Division, the percent of juveniles completing probation without new sustained law violations. For FY 2018-19, the estimate is 89 percent of juveniles successfully completing their probation.

[1] 2017 California Probation Summary. https://www.cpoc.org/sites/main/files/file-attachments/california_probation_executive_summary_2.pdf

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Juveniles Completing Probation Without New Sustained Law Violations	81%	85%	89%	80%	80%
Percent of Youth in the Family Preservation Program and Wrap Around Program who Remain in their Homes	92%	94%	100%	92%	92%
Percent of Juveniles Completing Diversion Without New Law Violations[1]	---	---	100%	85%	85%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Juvenile Services (3253P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	10,437,969	9,314,181	10,688,087	8,783,803	(1,904,284)	8,783,803	—
Total Requirements	20,419,827	18,147,539	21,363,242	21,691,387	328,145	22,111,183	419,796
Net County Cost	9,981,858	8,833,358	10,675,155	12,907,584	2,232,429	13,327,380	419,796
Salary Resolution	96.0	85.0	83.0	83.0	—	83.0	—
Funded FTE	93.7	83.4	80.7	80.5	(0.1)	80.5	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $3,072,246. Net funding adjustments in FY 2020-21 total $1,259,613.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(2,744,101)	(839,817)
Requirements		
Gross Appropriations	328,145	419,796
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	3,072,246	1,259,613
Positions	—	—

2. 3253P - Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	839,817	839,817
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(839,817)	(839,817)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(1,904,284)	—
Requirements		
Gross Appropriations	328,145	419,796
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	2,232,429	419,796
Positions	—	—

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 that include the Youth Services Center (YSC) Juvenile Hall, the Phoenix Re-Entry Program, Margaret J. Camp for Girls, and the Community Care Program. All youth who are detained are provided programs and services using either evidence-based, other promising practices, or curriculum-based programming. Currently, there are approximately 50 youth housed in the institutions.

The YSC Juvenile Hall is a detention facility which, in collaboration with other County Departments and community-based organizations, provides secure and safe custody services, food, health, mental health, education, and special programs to youth, based on individual needs.

In March 2019, Camp Glenwood for boys relocated to the YSC Juvenile Hall where it was redesigned into the Phoenix Re-Entry Program (PREP), which will provide a seamless transition of the youth from the institution to their communities through case management and connections to programs and services. PREP will serve up to 20 youth for the duration of six months and youth will progress through six levels and will be offered meditation, health, mentoring, and case management services as well as an opportunity for community service.

The Margaret J. Kemp Camp provides a residential, local, gender-responsive, and intensive program for girls as an alternative to serving time at the YSC Juvenile Hall or in an out-of-home placement program. Youth admitted into the G.I.R.L.S. Program at Camp Kemp participate in individual, multi-family group counseling, and case management as well as programming focused on trauma informed care.

The Division's Community Care Program (CCP) allows youth the opportunity to work on community service and restorative justice projects as an alternative to being detained. This program is a successful intervention for youth who can contribute back to the community.

The Division's partnership with the Office of Education's Gateway School continues to remain collaborative as staff remain present within the school setting to maintain order and to intervene when behavioral problems arise with youth. Youth in custody attend Hillcrest School and are provided an educational curriculum 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 once released, they are more successful in school.

The Institutions Division has implemented re-entry efforts, which targets youth who are exiting custody and provides connections with professional case managers, mentors, and/or employment opportunities to reduce recidivism. It is anticipated that 70 percent of youth will remain out of custody for one year upon being transitioned into the community. The average daily cost per youth in the Juvenile Hall has steadily increased and may continue to with the addition of Phoenix.

Priorities for the Division for the next two years include the YSC Juvenile Hall facility upgrades to comply with the Board of State Community Corrections (BSCC) mandates and maintaining the integrity of the security surveillance system at the YSC Juvenile Hall and Camp Kemp as well as the expansion of the re-entry programing to all youth in the facility which focuses on successful family reunification, continuation of educational or vocational connections, and community engagement.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Average Daily Cost per Youth at the Hall	$800	$843	$825	$800	$800
Percent of Youth Not Committing a New Law Violation Within One Year of Release					
• Camp Kemp	91%	80%	80%	80%	80%
• Camp Glenwood	89%	77%	80%	80%	80%
Percent of Youth Graduated from Court School	89%	88%	85%	85%	85%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Institutions Services (3283P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	14,899,042	14,843,102	14,217,707	12,612,020	(1,605,687)	12,412,020	(200,000)
Total Requirements	33,147,840	30,541,995	31,577,804	33,040,018	1,462,214	33,404,293	364,275
Net County Cost	18,248,798	15,698,894	17,360,097	20,427,998	3,067,901	20,992,273	564,275
Salary Resolution	138.0	142.0	141.0	141.0	—	141.0	—
Funded FTE	137.8	141.6	139.6	140.6	1.0	140.6	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $4,647,370. Net funding adjustments in FY 2020-21 total $2,143,744.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(3,385,156)	(1,779,469)
Requirements		
Gross Appropriations	1,262,214	364,275
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	4,647,370	2,143,744
Positions	—	—

2. 3283P-Juvenile Hall Renovation Project: Facility improvement needs were identified to mitigate potential and existing hazards at the Youth Services Center – Juvenile Hall. These improvements will ensure compliance with Titles 8, 15, and 24 of the California Code of Regulations. Funding will be added to address these improvements through the use of savings from the Juvenile Probation Camps Fund.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	200,000	—
Requirements		
Gross Appropriations	200,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. 3283P - The Phoenix Juvenile Re-entry Program: With the movement of the Camp Glenwood program to the Juvenile Hall, the Department developed the Phoenix Re-entry Program (Phoenix) which will provide a seamless transition for the youth from the institution to their communities through case management and connections to programs and services. Youth in this program will be provided resources to transition back into their communities that address their most comprehensive needs. In particular, this program will provide services and programs that are designed to promote positive youth development through cognitive behavioral therapy and family and community centric approaches to case management. Existing staff and savings from the movement of Camp Glenwood will be used to fund this program.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

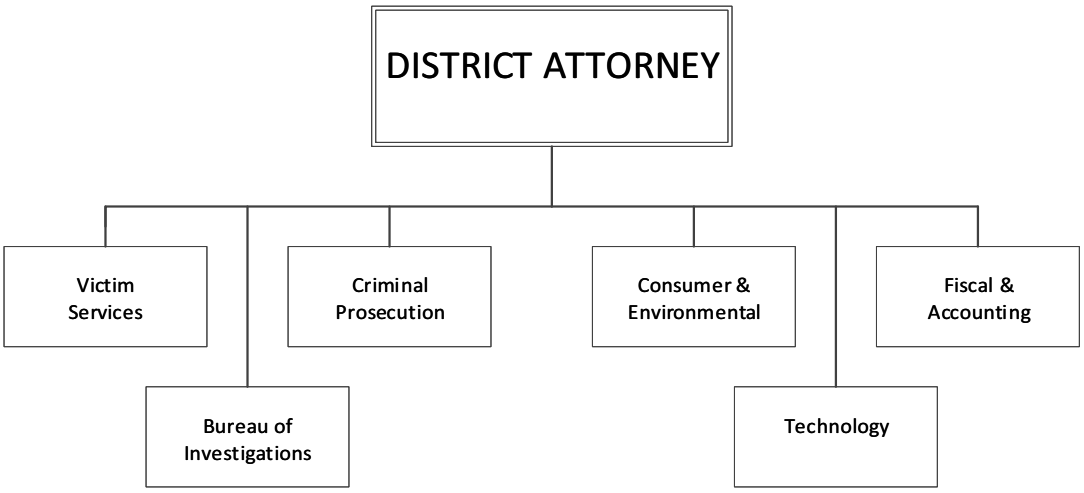
4. 3283P - Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,579,469	1,579,469
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,579,469)	(1,579,469)
Positions	—	—

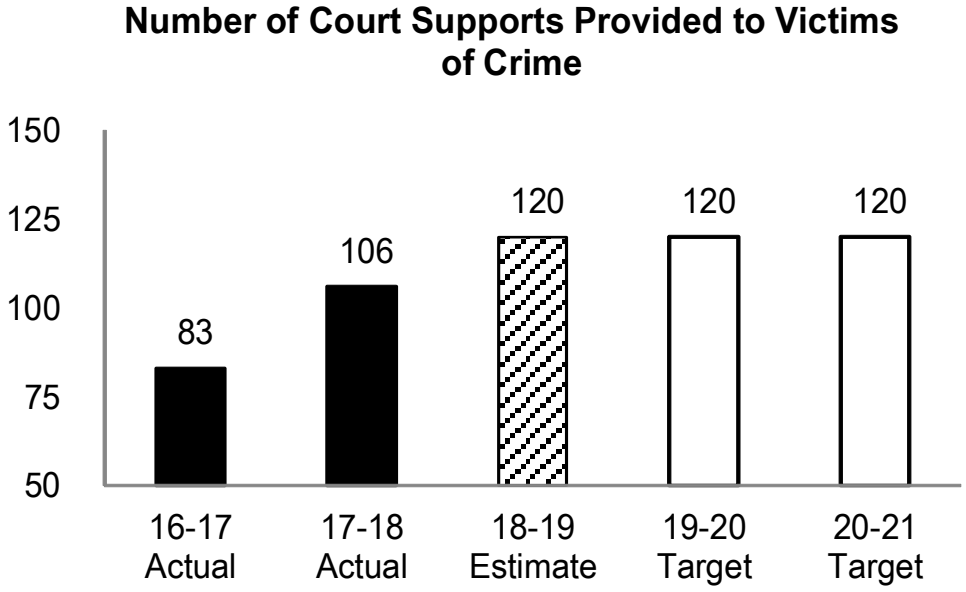
FY 2019-20 & FY 2020-21 Total Funding Adjustments

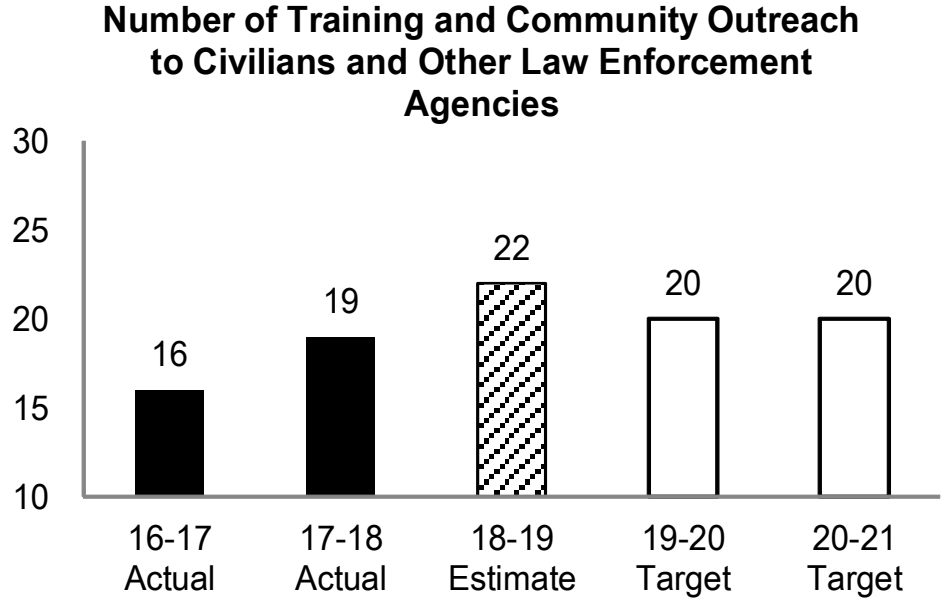
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(1,605,687)	(200,000)
Requirements		
Gross Appropriations	1,462,214	364,275
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	3,067,901	564,275
Positions	—	—

DISTRICT ATTORNEY'S OFFICE



Department Locator
County > Criminal Justice > **District Attorney's Office**





Mission Statement

The prosecution of adult and juvenile offenders, provision of 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 (DA) 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 DA'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 DA'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, 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, and resource and referral assistance.

In the course of seeking justice in criminal cases, the DA'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.

Accomplishments in FY 2017-19

FY 2017-19 saw continuation of the transition to digital case management as the DA's Office moved away from paper files. Noteworthy steps included the following:

- In November 2017, The DA's Office established a connection with the vast majority of the police departments and the Sheriff's Office allowing them to submit reports electronically for review. Previously, court officers would bring paper reports to the DA's Office, necessitating countless hours of support staff time to scan these documents into the case management system. Those reports and subsequent supplemental reports are now received electronically, substantially reducing the amount of time expended in scanning paper documents.
- Also in November 2017, the process of providing discovery of police reports has been streamlined for the majority of cases. Rather than continuing to print paper copies of the reports for court-appointed attorney cases, that 'discovery" is now transmitted using the case management system, saving of both staff time and office supply expense.
- In 2018, after exploring the available options for a software system to handle the increasing inflow of digital evidence, largely because of the use of body-worn video cameras by police officers,Evidence.com was selected to be the provider for the DA Office's Digital Evidence Management System. Currently in- testing with two police departments, it is anticipated that by the end of the year, the bulk of video evidence will be received electronically, eliminating the time and expense involved for support staff to make copies of physical media.

Two other accomplishments are worthy of note. In August of 2018, a new 'member" was welcomed to the DA's Office . After nearly two years of specialized training, Clover, the facility dog, was ready to begin work. A Labrador-Golden Retriever mix, Clover was a big hit that first week, and continues to be a valued addition to the office. Her principal task is to provide comfort to victims in times of trauma. Young children are especially fond of Clover, but victims of all ages and walks of life have been aided by her calming presence, whether during an interview in preparation for court or an actual court appearance.

Lastly, FY 2017-19 saw the establishment of the Real Estate Fraud Unit. The Unit is staffed by a full-time prosecutor with over ten years of trial experience who works closely with a DA Inspector with close to four decades of law

enforcement experience and specialized knowledge of real estate matters. In addition to investigating, charging, and trying such cases, the team also places emphasis on community outreach, attending events, and providing presentations and training to raise awareness and further the fight against real estate fraud in our community.

Challenges, Initiatives, and Trends in FY 2019-21

In the coming two years, The DA's Office will continue its efforts to provide a robust array of services to the victims of crime. The DA's Office Victim Services Division is dedicated to providing outreach to those individuals who are impacted by crime by providing information on a variety of resources available to victims, such as counseling and financial assistance, as well as providing court accompaniment. Victim Advocates also keep victims advised of court proceedings to fully effectuate their rights under the law. Currently assistance is provided to victims of domestic violence by two advocates, devoted to assisting domestic violence survivors. In the coming year, resources and attention will be devoted to two additional areas: human trafficking and elder abuse, to better serve the particularly vulnerable victims of these highly traumatic offenses.

Criminal justice reforms will continue to bring challenges in the coming two years:

- A recent change in the law relating to murder has resulted in the influx of petitions from convicted felons serving life sentences for felony murder. In the past, a person who aided and abetted the commission of specified felonies in which a death occurred would be liable for first degree murder under the 'felony murder" rule. Since the passage of SB 1437 last year, the prosecution must now show that all such persons were either the actual killer or a 'major participant" acting with 'reckless indifference to human life." Already numbering in the 20's, these petitions will require us to spend countless hours scouring the records of conviction to establish the exact role of every participant sent to prison under the felony murder rule.
- The further expansion of diversion programs is expected. In the past, prosecutors could insist on a defendant entering a guilty plea before being allowed to earn their way to a dismissal by performing community service or completing a rehabilitation program. Last year, the law was changed to allow defendants charged with minor drug offenses to enter diversion without first requiring a conviction. The problem for the prosecution arises when a person fails to complete the requirements of the program and the prosecution must then, at a much later date, prove the charge beyond a reasonable doubt. Bills currently under consideration could dramatically expand the number of charges eligible for diversion.

Finally, the DA's Office anticipates challenges in managing the influx of video evidence as more and more police departments equip their officers with body-worn and car-mounted cameras. While the benefits of such evidence are indisputable, managing the thousands of hours of evidence not previously collected in criminal cases will provide a great challenge, requiring the DA's Office to consider rebalancing its workforce by bringing on more paralegals to organize, review and, most importantly, provide to the defense this anticipated mountain of new evidence.

How These Challenges Affect Performance

A principal concern of every prosecutor is to keep cases moving forward in an expeditious manner, to seek accountability from offenders and bring closure for victims. The influx of video evidence discussed above can affect performance by causing delays in the life of a case. When video evidence is not properly identified and tracked at an early stage of the case, the defense will have the right to postpone the trial as they seek to ensure that they have been provided all the available evidence. In some extreme situations, courts can order sanctions if they find that the prosecution has failed to provide all the evidence in a timely fashion. Additionally, the influx of petitions requiring the review of old murder cases and in some instances, preparing and putting on evidentiary hearings, will tax the resources of the office.

Managing this change in the workflow while utilizing our present staffing will present a challenge to maintaining the high level of performance that is sought day in and day out.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Court Supports Provided to Victims of Crime	83	106	120	120	120
Percent of Cases Where the District Attorney's Office Makes Contact with Victims of Crime	65%	67%	80%	80%	80%
Number of Training and Community Outreach to Civilians and Other Law Enforcement Agencies	16	19	22	20	20

District Attorney's Office (2510B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	991,567	890,329	1,131,012	936,250	(194,762)	936,250	—
Fines, Forfeitures and Penalties	882,595	100,809	400,000	400,000	—	400,000	—
Intergovernmental Revenues	15,097,746	14,393,665	13,984,794	14,561,295	576,501	14,587,635	26,340
Charges for Services	3,317	—	—	217,575	217,575	217,575	—
Miscellaneous Revenue	673,677	566,329	501,389	34,000	(467,389)	34,000	—
Total Revenue	**17,648,902**	**15,951,132**	**16,017,195**	**16,149,120**	**131,925**	**16,175,460**	**26,340**
Fund Balance	3,246,704	5,229,616	6,052,960	6,052,960	—	6,052,960	—
Total Sources	**20,895,606**	**21,180,748**	**22,070,155**	**22,202,080**	**131,925**	**22,228,420**	**26,340**
Requirements							
Salaries and Benefits	26,368,597	28,082,480	31,161,449	32,880,172	1,718,723	34,594,385	1,714,214
Services and Supplies	1,533,898	1,393,210	2,875,879	2,607,226	(268,653)	2,559,121	(48,105)
Other Charges	2,090,508	2,351,632	1,916,988	2,162,417	245,429	2,245,868	83,451
Fixed Assets	—	25,420	—	—	—	—	—
Other Financing Uses	158,340	176,231	179,218	155,305	(23,913)	159,961	4,656
Gross Appropriations	**30,151,343**	**32,028,973**	**36,133,534**	**37,805,120**	**1,671,586**	**39,559,335**	**1,754,216**
Intrafund Transfers	(188,891)	(253,335)	(486,585)	(515,531)	(28,946)	(537,419)	(21,888)
Net Appropriations	**29,962,452**	**31,775,638**	**35,646,949**	**37,289,589**	**1,642,640**	**39,021,916**	**1,732,328**
Contingencies/Dept Reserves	2,843,010	4,657,974	4,915,454	4,915,454	—	4,915,454	—
Total Requirements	**32,805,462**	**36,433,612**	**40,562,403**	**42,205,043**	**1,642,640**	**43,937,370**	**1,732,328**
Net County Cost	**11,909,856**	**15,252,864**	**18,492,248**	**20,002,963**	**1,510,715**	**21,708,950**	**1,705,988**
Salary Resolution	131.0	135.0	135.0	137.0	2.0	137.0	—
Funded FTE	129.1	133.6	133.2	135.7	2.5	135.7	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $131,925, or less than one percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $194,762 in this funding source due to the need reset the amount of allocated Measure K funding.

Intergovernmental Revenues

There is a net increase of $576,501 in this funding source due to an increase in grant funds.

Charges for Services

There is a net increase of $217,575 in this funding source due to properly accounting for the fees collected to be use for real estate fraud investigation and prosecution. In the prior fiscal year, these fees were budgeted in Miscellaneous Revenue.

Miscellaneous Revenue

There is a net decrease of $467,389 in this funding source due to properly accounting of the fees collected for real estate fraud investigation and prosecution of $266,119 in FY 2018-19, the anticipated loss off California Witness Relocation and Assistance Program (CalWRAP) of $188,000, and the anticipated loss of miscellaneous revenue of $13,270.

TOTAL REQUIREMENTS

Total Requirements increased by $1,642,640, or four percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,718,723 in this expenditure category due to negotiated salary and benefit increase as well as increase and adjustments to retiree health contributions.

Services and Supplies

There is a net decrease of $268,653 in this expenditure category due to a reduction in Witness and Interpreter Fees, offset by an increase in the anticipated cost to replace old computers/laptops.

Other Charges

There is a net increase of $245,429 in this expenditure category due to increases in internal service charges.

Other Financing Uses

There is a net decrease of $23,913 in this expenditure category due a decrease in the internal service charge comprised of a ten percent rent surcharge.

Intrafund Transfers

There is a net increase of $28,946 in this expenditure category due to increase salary and benefits costs for a position which is reimbursed by the Sheriff's Office.

Contingencies/Departmental Reserves

There is no net change to this expenditure category. The balance in General Fund Reserves represents twelve percent of Net Appropriations, which exceeds the County two percent Reserves policy by $4,071,353. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $1,510,715, or nine percent, in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources increased by $26,340, or less than one percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $26,340 in this funding source due to an increase in Realignment Sales Tax as estimated by the Health Services Agency.

TOTAL REQUIREMENTS

Total Requirements increased by $1,732,328, or four percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,714,214 in this expenditure category due to negotiated salary and benefit increase as well as increase and adjustments to retiree health contributions.

Services and Supplies

There is a net decrease of $48,105 in this expenditure category due to the anticipated cost to replace old computers/ laptops.

Other Charges

There is a net increase of $83,451 in this expenditure category due to increases in internal service charges.

Other Financing Uses

There is a net increase of $4,656 in this expenditure category due an increase in the internal service charge comprised of a ten percent rent surcharge.

Intrafund Transfers

There is a net increase of $21,888 in this expenditure category due to increase salary and benefits costs for a position which is reimbursed by the Sheriff's Office.

Contingencies/Departmental Reserves

There is no net change to this expenditure category. The balance in General Fund Reserves represents eleven percent of Net Appropriations, which exceeds the County two-percent Reserves policy by $4,036,707. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $1,705,988, or nine percent, in this Department's General Fund allocation.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

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

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	20,895,606	21,180,748	22,070,155	22,202,080	131,925	22,228,420	26,340
Total Requirements	32,805,462	36,433,612	40,562,403	42,205,043	1,642,640	43,937,370	1,732,328
Net County Cost	11,909,856	15,252,864	18,492,248	20,002,963	1,510,715	21,708,950	1,705,988
Salary Resolution	131.0	135.0	135.0	137.0	2.0	137.0	—
Funded FTE	129.1	133.6	133.2	135.7	2.5	135.7	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $7,563,675. Net funding adjustments in FY 2020-21 total $7,758,948.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(6,121,235)	(6,034,378)
Requirements		
Gross Appropriations	1,471,386	1,746,458
Intrafund Transfers	(28,946)	(21,888)
Contingencies/Dept Reserves	—	—
Net County Cost	7,563,675	7,758,948
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	6,052,960	6,052,960
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(6,052,960)	(6,052,960)
Positions	—	—

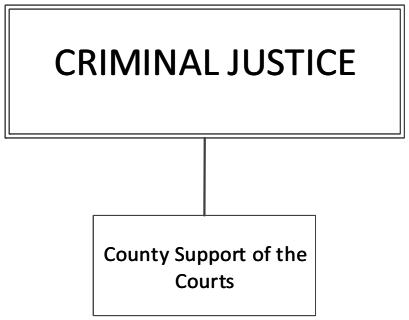
3. Two New VW Positions: To expand Victim Advocate services, two Victim Advocate I positions are added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	200,200	7,758
Requirements		
Gross Appropriations	200,200	7,758
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	2	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

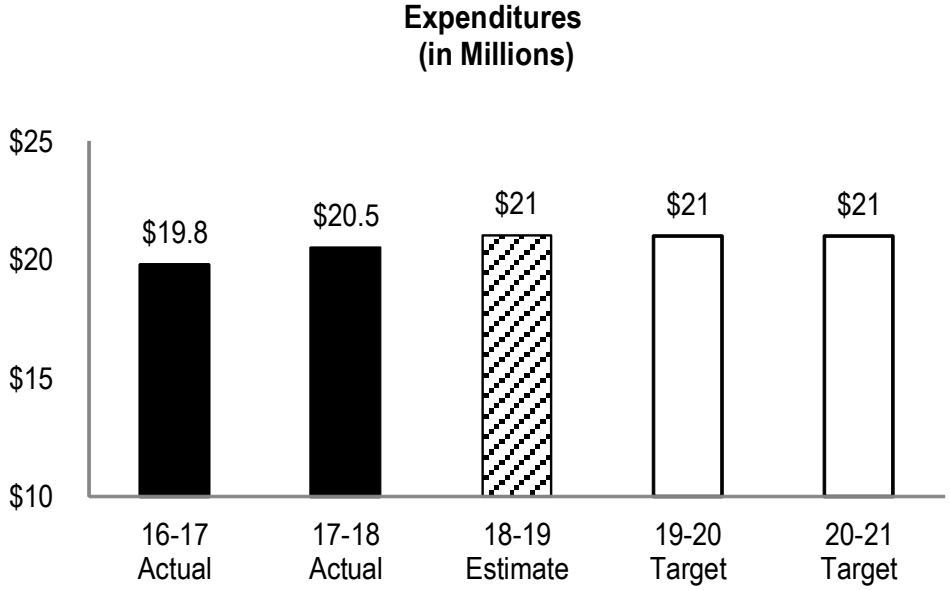
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	131,925	26,340
Requirements		
Gross Appropriations	1,671,586	1,754,216
Intrafund Transfers	(28,946)	(21,888)
Contingencies/Dept Reserves	—	—
Net County Cost	1,510,715	1,705,988
Positions	2	—

COUNTY SUPPORT OF THE COURTS



Department Locator

County > Criminal Justice > **County Support of the Courts**



Mission

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)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	5,098,335	5,515,799	5,069,040	5,069,040	—	5,069,040	—
Charges for Services	1,250,601	1,446,041	1,305,921	1,305,921	—	1,305,921	—
Miscellaneous Revenue	1,283,635	1,024,790	1,168,221	1,168,221	—	1,168,221	—
Total Revenue	**7,632,571**	**7,986,630**	**7,543,182**	**7,543,182**	**—**	**7,543,182**	**—**
Total Sources	**7,632,571**	**7,986,630**	**7,543,182**	**7,543,182**	**—**	**7,543,182**	**—**
Requirements							
Salaries and Benefits	515,416	7,826	7,827	7,827	---	7,827	---
Services and Supplies	767,358	1,369,367	1,616,225	1,588,523	(27,702)	1,581,695	(6,828)
Other Charges	18,546,039	19,085,724	19,413,404	19,413,404	—	19,413,404	—
Other Financing Uses	6,777	7,543	7,739	7,739	—	7,739	—
Gross Appropriations	**19,835,589**	**20,470,460**	**21,045,195**	**21,017,493**	**(27,702)**	**21,010,665**	**(6,828)**
Intrafund Transfers							
Net Appropriations	**19,835,589**	**20,470,460**	**21,045,195**	**21,017,493**	**(27,702)**	**21,010,665**	**(6,828)**
Total Requirements	**19,835,589**	**20,470,460**	**21,045,195**	**21,017,493**	**(27,702)**	**21,010,665**	**(6,828)**
Net County Cost	**12,203,018**	**12,483,829**	**13,502,013**	**13,474,311**	**(27,702)**	**13,467,483**	**(6,828)**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

County Support of the Courts (2700B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	7,632,571	7,986,630	7,543,182	7,543,182	—	7,543,182	—
Total Requirements	19,835,589	20,470,460	21,045,195	21,017,493	(27,702)	21,010,665	(6,828)
Net County Cost	12,203,018	12,483,829	13,502,013	13,474,311	(27,702)	13,467,483	(6,828)

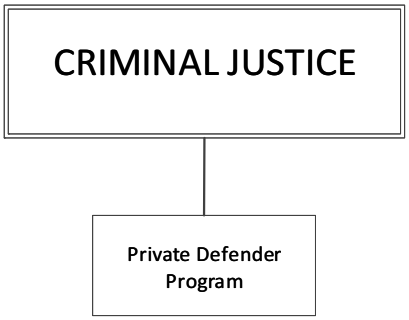
1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. There is a Net funding adjustment of ($27,702) in FY2019-20 and ($6,828) in FY2020-21.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(27,702)	(6,828)
Intrafund Transfers	—	—
Net County Cost	(27,702)	(6,828)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

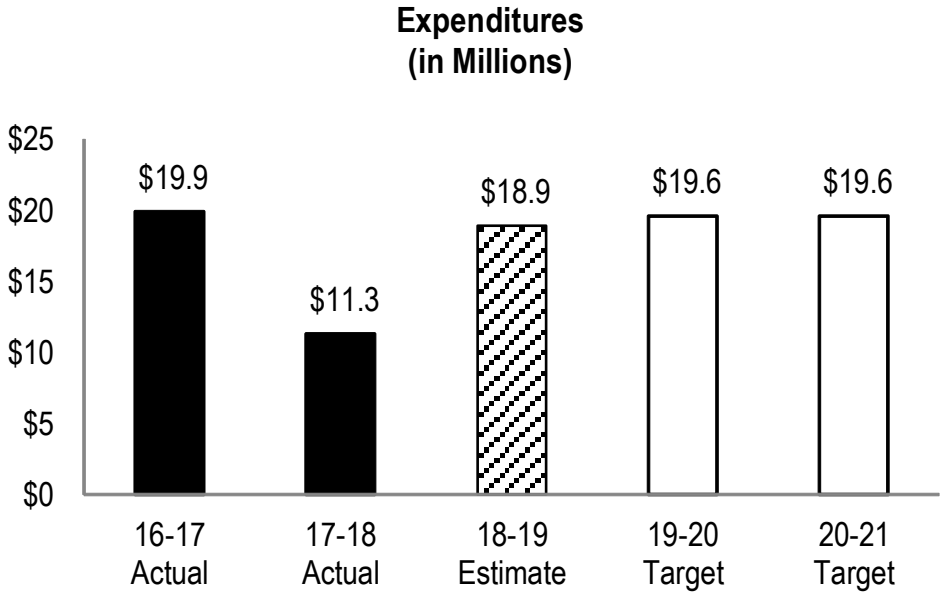
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(27,702)	(6,828)
Intrafund Transfers	—	—
Net County Cost	(27,702)	(6,828)
Positions	—	—

PRIVATE DEFENDER PROGRAM



Department Locator

County > Criminal Justice > **Private Defender Program**



Mission

In accordance with constitutional requirements and state statutes, the Private Defender Program (PDP) 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 PDP has been providing legal representation to the indigent in San Mateo County for 48 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

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Criminal Arraignments, Both Limited and General	22,892	18,603	18,603	18,603	18,603
Number of Client Complaints					
• Relationship Issues	52	54	54	54	54
• Performance Issues	22	81	10	10	10

Private Defender Program (2800B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	461,418	1,262,964	450,010	450,010	—	450,010	—
Charges for Services	600,728	589,007	600,000	600,000	—	600,000	—
Total Revenue	**1,062,145**	**1,851,971**	**1,050,010**	**1,050,010**	**—**	**1,050,010**	**—**
Total Sources	**1,062,145**	**1,851,971**	**1,050,010**	**1,050,010**	**—**	**1,050,010**	**—**
Requirements							
Services and Supplies	19,873,222	11,208,994	18,872,823	19,500,000	627,177	19,500,000	---
Other Charges	20,729	21,939	25,246	25,753	507	26,966	1,213
Other Financing Uses	36,825	37,045	37,119	37,119	—	37,119	—
Gross Appropriations	**19,930,776**	**11,267,978**	**18,935,188**	**19,562,872**	**627,684**	**19,564,085**	**1,213**
Intrafund Transfers							
Net Appropriations	**19,930,776**	**11,267,978**	**18,935,188**	**19,562,872**	**627,684**	**19,564,085**	**1,213**
Total Requirements	**19,930,776**	**11,267,978**	**18,935,188**	**19,562,872**	**627,684**	**19,564,085**	**1,213**
Net County Cost	**18,868,631**	**9,416,008**	**17,885,178**	**18,512,862**	**627,684**	**18,514,075**	**1,213**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Private Defender Program (2800B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,062,145	1,851,971	1,050,010	1,050,010	—	1,050,010	—
Total Requirements	19,930,776	11,267,978	18,935,188	19,562,872	627,684	19,564,085	1,213
Net County Cost	18,868,631	9,416,008	17,885,178	18,512,862	627,684	18,514,075	1,213

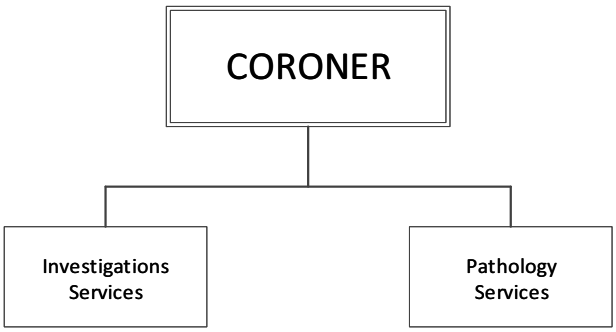
1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. There is a Net funding adjustment of $627,684 in FY 2019-20 and $1,213 in FY 2020-21.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	627,684	1,213
Intrafund Transfers	—	—
Net County Cost	627,684	1,213
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

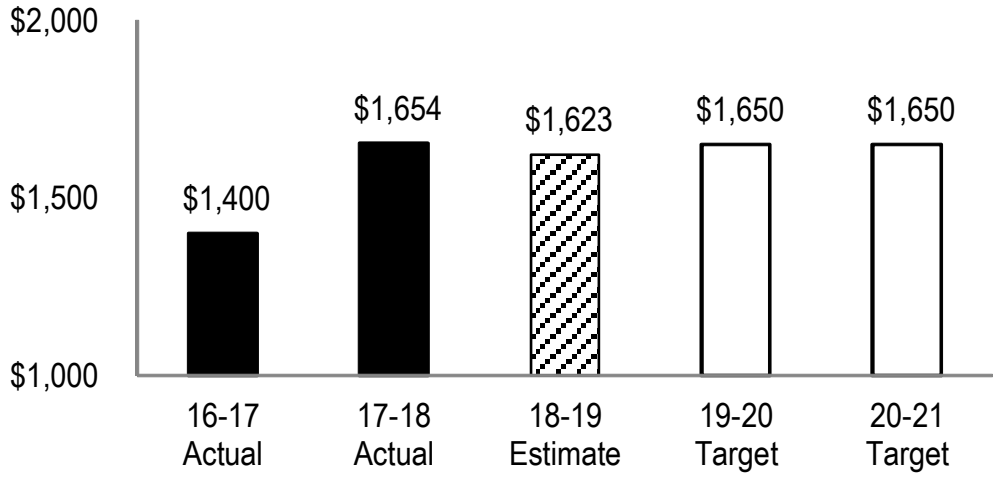
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	627,684	1,213
Intrafund Transfers	—	—
Net County Cost	627,684	1,213
Positions	—	—

CORONER'S OFFICE

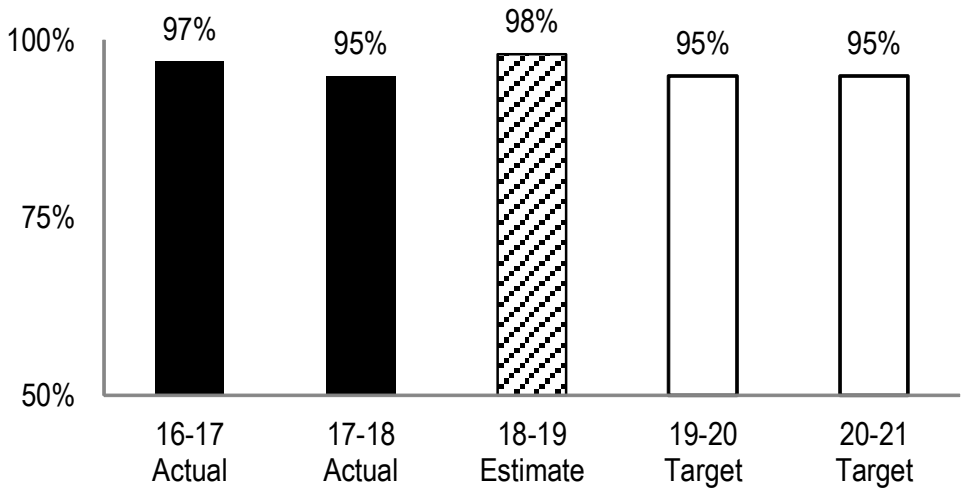


Department Locator
County > Criminal Justice > **Coroner's Office**

Cost per Investigation



Percent of Cases Closed within 45 Days



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. To 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 a death was due to natural or unnatural causes. The Office receives and investigates approximately 2,200 death reports annually. Typically, approximately 25 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, medical transcription, indigent cremation, body removal, and tissue analysis services.

Accomplishments in FY 2017-19

The Office continues to support specialized medicolegal death investigation training and management training. Two Deputy Coroners and management staff attended the 2017 and 2018 Coroner Advanced Symposium sponsored by the California State Coroners Association. The Supervising Deputy Coroner and the Assistant Coroner attended Peace Officer Standards and Training (POST) supervisory and management courses, respectively.

The Office supports collaborative efforts with community partners. It participated in mass casualty planning with its involvement in disaster planning exercises such as Yellow Command, the 2017 and 2018 San Mateo County Statewide Medical and Health Exercises, Green Dawn, and tabletop exercises. The Coroner's Office continues to offer the course "Sudden Unexpected Infant Death Investigation" to peace officers annually and expanded the audience with a tailored course for Central County and South County fire personnel and paramedics. The Office refers relevant deaths to a variety of collaborative partners such as Donor Network West, U.S. Consumer Products Safety Commission, and San Mateo County Public Health. The Coroner's Office regularly participates in the Child Death Review Team, the Domestic Violence Death Review Team, and the Elder Death Review Team.

In 2018, the Office hosted the first Missing Persons Day event in the Bay Area. This day invited anyone in the community to report missing loved ones and submit familial DNA to strengthen the missing person report associated with their family member.A wide variety of agencies collaborated in this community event and supported the effort to file missing person reports and identify unidentified persons. 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 10 to 20 youth on juvenile probation referred to the program each year. The Coroner's Office expanded the audience to include private referrals. It participates in Every 15 Minutes and Sober Prom events held at local high schools. The Coroner's Office also offers an internship program with two to three Coroner interns attending each year.

The Coroner's Office endeavors to pursue accreditation through the International Association of Coroners and Medical Examiners (IAC&ME) at the recommendation of the National Commission on Forensic Science for accreditation of all medicolegal death investigation offices by year end of 2020. Accreditation of medicolegal death investigation offices provides quality assurance of meeting best standards in the industry by verifying a variety of elements including adequate staffing, equipment, training, facilities maintenance, and forensic specialties.

Program Results

The San Mateo County Coroner's Office strives to close cases within 90 days of referral, in compliance with the national standard of closing 90 percent of cases within 90 days. 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 to a funeral home or mortuary within 24 to 48 hours from the time of the initial call for service.

The Office remains steady in cost per investigation in FY 2017-18 and FY 2018-19. The Coroner's Office continues its pilot program to complete scene investigations on residential elder deaths reported by law enforcement, initially adopted in June 2016. As a result, the Office directed more investigative resources to evaluate residential elder deaths.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Cost per Investigation	$1,400	$1,654	$1,623	$1,650	$1,650
Percent of Cases Closed Within 90 Days	97%	95%	98%	95%	95%

Coroner's Office (3300B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	12,166	12,434	11,500	11,500	—	11,500	—
Intergovernmental Revenues	540,606	751,703	513,512	513,512	—	513,512	—
Charges for Services	265,392	252,182	255,000	255,000	—	255,000	—
Miscellaneous Revenue	9,913	2,797	2,500	2,500	—	2,500	—
Total Revenue	**828,076**	**1,019,115**	**782,512**	**782,512**	**—**	**782,512**	**—**
Fund Balance	402,354	382,007	315,572	315,572	—	315,572	—
Total Sources	**1,230,430**	**1,401,122**	**1,098,084**	**1,098,084**	**—**	**1,098,084**	**—**
Requirements							
Salaries and Benefits	1,903,109	2,168,731	2,171,252	2,337,199	165,947	2,393,907	56,708
Services and Supplies	714,568	695,915	695,249	774,199	78,950	766,755	(7,444)
Other Charges	394,926	418,963	402,498	447,684	45,186	433,383	(14,301)
Fixed Assets	40,078	—	—	51,000	51,000	—	(51,000)
Other Financing Uses	16,941	16,659	17,096	19,246	2,150	20,030	784
Gross Appropriations	**3,069,621**	**3,300,269**	**3,286,095**	**3,629,328**	**343,233**	**3,614,075**	**(15,253)**
Intrafund Transfers	(20,000)	—	—	(22,400)	(22,400)	—	22,400
Net Appropriations	**3,049,621**	**3,300,269**	**3,286,095**	**3,606,928**	**320,833**	**3,614,075**	**7,147**
Contingencies/Dept Reserves	201,772	181,425	114,990	114,990	—	114,990	—
Total Requirements	**3,251,393**	**3,481,694**	**3,401,085**	**3,721,918**	**320,833**	**3,729,065**	**7,147**
Net County Cost	**2,020,963**	**2,080,572**	**2,303,001**	**2,623,834**	**320,833**	**2,630,981**	**7,147**
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 2019-20 Budget Overview

TOTAL SOURCES

There is no change to the total sources from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget.

TOTAL REQUIREMENTS

Total Requirements increase by $320,833, or nine percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of $165,947 in this expenditure category due to the decrease of use of Extra Help staff members among the Administrative, Investigations, and Pathology units. This decrease is partially offset by the increase of negotiated salary and benefit changes, the addition of an Executive Assistant position and the removal of a Medical Transcriptionist, and the increase in overtime hours used by investigative staff members.

Services and Supplies

There is a net increase of $78,950 in this expenditure category due to an increase in the contract with the Forensic Pathologists, increasing costs of destruction of biohazardous materials and drug pharmaceuticals, laundering services, the one-time acquisition of laptop computers and mobile devices for field investigations, protective equipment and pathology supplies, and training expenses. This increase is partially offset by the decrease in use of the contracted transportation service with the increase of Coroner personnel transporting decedents from the scene of death to the morgue for storage and the reorganization of job duties performed by Coroner staff members due to a decrease in interagency agreements.

Other Charges

There is a net increase of $45,186 in this expenditure category primarily due to the increase in County facility rental charges, radio service charges, technical support charges, automobile and general liability, and countywide security charges. It is partially offset by a decrease in budgeting for other miscellaneous service charges.

Fixed Assets

There is an increase of $51,000 in FY 2019-20 due to the addition of a one-time purchase for an electric cot for the transportation of decedents from the place of death to the morgue.

Other Financing Uses

There is an increase of $2,150 in this expenditure category due to an increase in the ten percent facility surcharge.

Intrafund Transfers

There is an increase of $22,400 in this expenditure category

Contingencies/Departmental Reserves

General Fund Reserves of $114,990 represents three percent of Net Appropriations, which exceeds the County two percent Reserves policy by $43,518.

NET COUNTY COST

There is an increase of $320,833, or 14 percent, in this department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

There is no change to the total sources from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget.

TOTAL REQUIREMENTS

Total Requirements increase by $7,147, or less than one percent, from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $56,708 largely due to an increase in salary and benefits for regular, permanent positions.

Services and Supplies

There is a net decrease of $7,444 in this expenditure category due to the backing out of one-time funding for technology upgrades and the backing out of one-time funding for clothing and uniforms. This decrease is partially offset by an increase in the contract with the Forensic Pathologists and an increase in the amount allocated for contracted laboratory services.

Other Charges

There is a decrease of $14,301 in this expenditure category due to a decrease in automobile liability insurance and the amount allocated for other service charges. This decrease is partially offset by an increase in county facility rental charges and general liability insurance.

Fixed Assets

There is a decrease of $51,000 due to the removal of one-time purchases in FY 2019-20.

Other Financing Uses

There is an increase of $784 in this expenditure category due to an increase in the ten percent facility surcharge.

Intrafund Transfers

There is an decrease of $22,400 in this expenditure category.

Contingencies/Departmental Reserves

General Fund Reserves of $114,990 represents three percent of Net Appropriations, which exceeds the County two percent Reserves policy by $43,518.

NET COUNTY COST

There is an increase of $7,147, or less than one percent, in this Department's General Fund allocation.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Coroner's Office (3300B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,230,430	1,401,122	1,098,084	1,098,084	—	1,098,084	—
Total Requirements	3,251,393	3,481,694	3,401,085	3,721,918	320,833	3,729,065	7,147
Net County Cost	2,020,963	2,080,572	2,303,001	2,623,834	320,833	2,630,981	7,147
Salary Resolution	13.0	13.0	13.0	13.0	—	13.0	—
Funded FTE	13.0	13.0	13.0	13.0	—	13.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $585,405. Net funding adjustments in FY 2020-21 total $372,534.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(315,572)	(315,572)
Requirements		
Gross Appropriations	269,833	56,962
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	585,405	372,534
Positions	—	—

2. Add / Delete Medical Transcriptionist: The Executive Assistant is a new position that will perform complex and confidential secretarial and office administrative tasks in support of the Coroner and associated professional staff. The Executive Assistant position replaces a vacant Medical Transcription position.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	1,185
Intrafund Transfers	—	—
Net County Cost	—	1,185
Positions	—	—

3. Technology Upgrades-Laptops and Mobile Devices: Upgrade of laptop computers and smart mobile devices for field investigation staff. This upgrade coincides and complements the upgrade to the computerized case filing system, CME. Upgraded technology enables effective and efficient scene investigation and case processing.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	22,400	(22,400)
Intrafund Transfers	(22,400)	22,400
Net County Cost	—	—
Positions	—	—

4. Power Load and Cot Enhancement for Transportation Vehicle: Transportation vehicle requires necessary equipment of a power load system and cot for the transportation of deceased remains from the scene of death by Coroner personnel.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	51,000	(51,000)
Intrafund Transfers	—	—
Net County Cost	51,000	(51,000)
Positions	—	—

5. Fund Balance: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	315,572	315,572
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(315,572)	(315,572)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

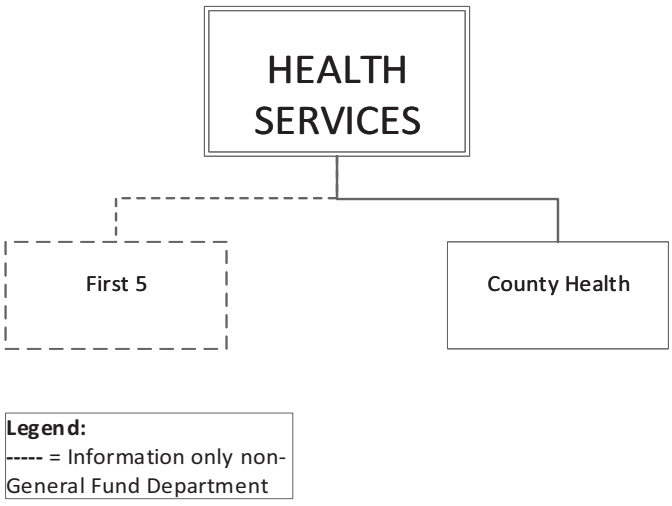
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	343,233	(15,253)
Intrafund Transfers	(22,400)	22,400
Contingencies/Dept Reserves	—	—
Net County Cost	320,833	7,147
Positions	—	—

HEALTH SERVICES

FY 2019-20 / FY 2020-21

RECOMMENDED BUDGET

The AVENUE
DOWNTOWN SAN BRUNO
601
2 HOUR PARKING


HEALTH SERVICES
First 5
County Health
Legend:
----- = Information only non-General Fund Department

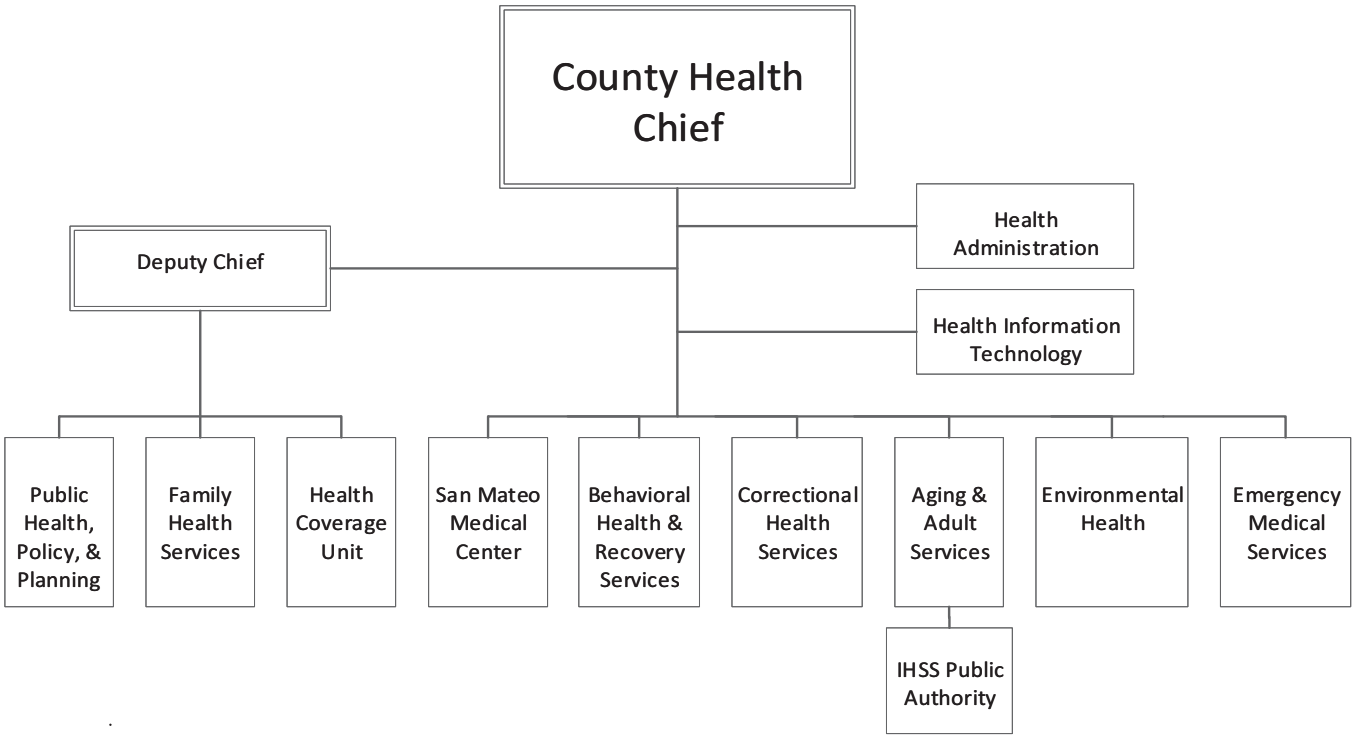
Health Services
FY 2019-20 and FY 2020-21
All Funds Summary

Total Requirements	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
General Fund Budgets							
Health Administration	10,190,568	16,425,709	20,158,567	13,981,469	(6,177,098)	6,442,895	(7,538,574)
Health Coverage Unit	4,539,581	8,586,692	9,544,727	11,342,381	1,797,654	10,363,313	(979,068)
Public Health, Policy and Planning	29,168,195	32,898,156	37,410,967	37,560,954	149,987	38,058,096	497,142
Health IT	7,368,122	7,518,204	5,885,689	6,117,827	232,138	4,281,638	(1,836,189)
Emergency Medical Services GF	7,981,965	8,108,431	8,390,241	8,488,168	97,927	8,524,373	36,205
Aging and Adult Services	29,419,261	30,767,268	38,556,561	37,104,719	(1,451,842)	37,963,583	858,864
IHSS Public Authority GF	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
Environmental Health Services	15,811,637	16,826,164	17,778,996	19,516,154	1,737,158	20,998,938	1,482,784
Behavioral Health and Recovery Services	176,110,673	198,960,891	209,223,598	231,694,523	22,470,925	232,737,074	1,042,552
Family Health Services	29,780,741	30,946,083	36,005,303	36,665,659	660,356	37,652,272	986,613
Correctional Health Services	17,024,027	18,622,748	24,814,140	24,769,524	(44,616)	24,363,077	(406,447)
Contributions to Medical Center	58,121,622	58,121,621	58,121,621	58,121,621	—	58,121,621	—
Total General Fund	**389,218,696**	**431,484,274**	**469,592,716**	**489,065,305**	**19,472,589**	**483,209,186**	**(5,856,118)**
Total Requirements	389,218,696	431,484,274	469,592,716	489,065,305	19,472,589	483,209,186	(5,856,118)
Total Sources	255,162,288	278,202,598	313,087,913	321,745,073	8,657,160	308,529,575	(13,215,498)
Net County Cost	134,056,409	153,281,676	156,504,803	167,320,232	10,815,429	174,679,611	7,359,380
Non-General Fund Budgets							
Emergency Medical Services Fund	4,108,342	4,119,283	4,017,660	3,505,343	(512,317)	3,498,420	(6,923)
IHSS Public Authority	21,638,110	22,562,601	29,914,189	30,799,372	885,183	34,860,846	4,061,474
San Mateo Medical Center	323,259,955	353,431,706	381,853,270	382,894,262	1,040,992	381,979,790	(914,472)
Total Non-General Funds	**349,006,406**	**380,113,590**	**415,785,119**	**417,198,977**	**1,413,858**	**420,339,056**	**3,140,079**
Total Requirements	349,006,406	380,113,590	415,785,119	417,198,977	1,413,858	420,339,056	3,140,079
Total Sources	349,006,406	380,113,590	415,785,119	417,198,977	1,413,858	420,339,056	3,140,079
Net County Cost	—	1	—	—	—	—	—
Authorized Positions							

Health Services
FY 2019-20 and FY 2020-21
All Funds Summary

Total Requirements	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Salary Resolution	2,189.0	2,194.0	2,194.0	2,195.0	1.0	2,195.0	—
Funded FTE	2,083.6	2,103.5	2,091.2	2,095.6	4.4	2,095.6	—
Information Only							
First 5 San Mateo County (Information Only)	20,675,518	18,820,852	16,544,675	13,557,956	(2,986,719)	9,714,916	(3,843,040)

COUNTY HEALTH

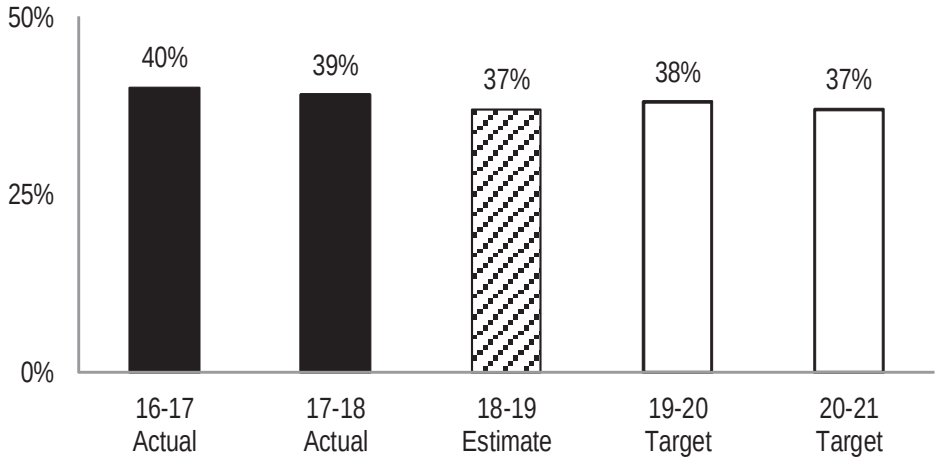


Department Locator

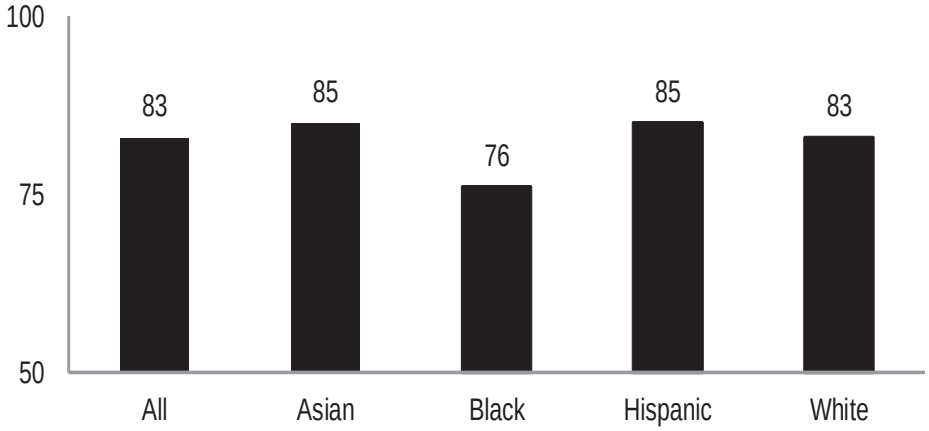
County > Health Services > County Health

Headline Measures

Percent of San Mateo County 7th Graders Meeting Physical Fitness Standards



Life Expectancy by Race/Ethnicity for San Mateo County Residents (FY 2017-18 Actuals)



Mission Statement

The mission of San Mateo County Health is to help everyone in San Mateo County live longer and better lives.

Overview

San Mateo County Health is responsible for preventing illness from occurring and providing services to vulnerable San Mateo County populations to help them be well. Health operates more than 200 programs to support health. We also partner with many other entities to achieve healthy and equitable communities.

The programs within County Health work to prevent health problems by ensuring that the food, housing, water, and environment are safe from contamination and pollution. Health collaborates with cities and County agencies to make physical activity a part of everyday life by promoting active transportation such as walking and biking. Health also works on improving nutrition by promoting breastfeeding, supporting access to healthy food, and advancing a sustainable food system so the healthy choice is the easy choice for all residents. Health monitors the health of the community and takes action when contagious diseases appear. Finally, Health 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, Health also provides 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, youths, and adults with nowhere else to turn, including youths and adults in custody and undocumented residents. For low-income children and their families, County Health provides a wide range of services to assure the healthiest start in life possible. For low-income seniors and people with disabilities, Health provides many types of services to promote the best quality of life and the ability to live with dignity at home.

Priorities for FY 2019-21 include: coordinating the department-wide response to changing federal and state health care reform policy; developing a sustainable financial structure for the department; partnering with other departments on master planning for multi-year capital projects that will benefit Health clients; strengthening our external and internal communications to sustain high staff engagement and keep County Health a great place to work as we move through these difficult financial times. The Department has balanced the FY 19-20 budget with one-time solutions in the amount of $27.7M and continues to work on the FY 20-21 budget, which includes 52.2M in one-time solutions. Recommendations to bring the budget back into balance will be brought back to the Board for consideration next year. The budget shortfalls are a result of increased costs, flat revenues, and significant uncertainty in federal policy and associated revenues. We will continue to strive towards providing clients the right service, at the right time and place; and continue efforts to partner with others to change policies across San Mateo County to make the healthy choice the easiest choice for all residents and to achieve equitable outcomes.

FY 2017-19 Accomplishments

Our accomplishments are listed below within our five core values:

<u>Build healthy communities through policy change</u>

- Ranked second healthiest County in California by the Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute for the second year in a row.
- Behavioral Health and Recovery Services supported the Youth Commission initiative to ban flavored tobacco and led a campaign about the health impacts of cannabis.
- Public Health, Policy, and Planning launched a community health information dashboard that for the first time contains easily accessible, specific health indicators for communities in San Mateo County and build-your-own report tools.
- Public Health, Policy, and Planning received a Silicon Valley Bicycle Coalition award for an effort in which we supported the prioritization of low-income kids in making bicycle and pedestrian routes to school safer.

- Family Health Services and San Mateo Medical Center provided leadership for the Oral Health Coalition which advanced oral health for 3,727 preschool and elementary students, including 50 children with special health care needs, through interactive classroom Oral Health education presentations; and worked with three school districts to collect 342 Kinder Oral Health Assessments and assisted kindergartners in addressing their dental needs.
- Environmental Health Services Measure K Housing Inspection Program augmented housing inspections and community outreach for properties with the most complaints, reducing violations from 557 to 394 and improving living conditions.
- Environmental Health Services finalized three-phase Measure K groundwater study with over 300 stakeholders to inform local groundwater management and monitoring discussions.
- Public Health, Policy, and Planning supported the Measure K Community Collaboration for Children's Success Initiative and supported community planning in the targeted neighborhoods of North Fair Oaks, South SF, East Palo Alto and Daly City to better understand what our highest risk children need.
- Emergency Medical Services supported the SMC Healthcare Coalition to enhance disaster preparedness by expanding from nine to over 50 members, applying lessons learned from Napa/Sonoma fires.

Provide the right service at the right time and place

- The Behavioral Health and Recovery Services Integrated Medication Assisted Treatment Team reduced Emergency Department and Psychiatric Emergency visits from 196 to 92 (113 percent) and hospitalizations from 115 to 25 (360 percent).
- San Mateo Medical Center reduced waiting lists of patients awaiting services at Fair Oaks Health Center and Ron Robinson Senior Care Center to zero and used the LEAP approach to design new models for timely access to specialty services reducing wait time from an average of four days down to 20 minutes, and reducing wait time for Endoscopy unit patients from nine months to six days.
- Whole Person Care collaboration among Public Health, Policy, and Planning, Behavioral Health and Recovery Services, and San Mateo Medical Center enhanced service coordination and increased capacity to support 2,947 clients with the most complex needs, with Measure K support for housing 51 clients.
- San Mateo Medical Center reduced disparities in hypertension control in African American patients from 13 points below all others to below eight percentage points.
- Reduced overall number of patients waiting for a primary care appointment from almost 400 to less than 50.
- Completed construction of Serenity House and opened for operation providing mental health crisis residential services for 52 adults in the first five months.
- Emergency Medical Services supported the execution of a 911 ambulance agreement that strengthens this vital service through 2024 with an opportunity to extend for an additional five years to 2029.
- Family Health Services expanded the delivery of evidence-based models within its home visiting interventions, supporting low-income pregnant women and young children to promote the best results possible for children and families. Public health nurses and paraprofessionals have completed extensive training to deliver the rigorously researched Nurse-Family Partnership and Healthy Families America programs to provide trusting and impactful engagement as early as possible.

Provide a great experience to all who interact with us

- The Health Coverage Unit created the State's first auto-enrollment process for eligible residents, streamlining local health coverage enrollment for 19,000 ACE clients.
- The Behavioral Health and Recovery Services StarVista Pride Center launched mental health services to serve LGBTQ+ population.

- Correctional Health Services created specialty behavioral health pod for 22 inmates; opened the ten bed Crisis Stabilization Unit to meet acute psychiatric needs and reduced the number of inmates requiring suicide watch from an average of over 70 to fewer than ten.
- Health, working with the Project Development Unit and Department of Public Works, made great progress on new buildings: Serenity House, the new Animal Shelter, a replacement for Cordilleras, upgrades to the San Mateo campus, and plans for South San Francisco. Health also worked with Housing and community partners to develop Waverly Places supported housing and a new Daly City Youth Health Center.
- STARS Awards: Special congratulations to the San Mateo Medical Center for their acknowledgment as STARS awards program performance winners for Care Transitions and depression screening in primary care, and to Aging and Adult Services In-Home Support Services for winning in the diversity category.
- Communications helped all of Health implement a new visual identity and messaging All Together Better that effectively shares who Health is and what Health does with everyone who interacts with Health.

Be a great place to work

- Health IT launched SMC Connected Care, our Health Information Exchange, enabling providers to access secure medical records for over 300,000 patients across SMC Health.
- LEAP Institute helped Health implement Everyone Every Day Real-Time Problem Solving and over 800 staff identified and submitted 2,300 areas for improvement to solve to root. Aging and Adult Services staff led the way with more than half of staff having submitted a problem and 72 percent having a root cause identified. LEAP Institute supported deep improvement events with San Mateo Medical Center, Public Health, Policy, and Planning, Aging and Adult Services, Correctional Health Services, and Behavioral Health and Recovery Services working together to design and test new models for complex care coordination.
- Many Health leaders were recognized as County Wellness Champions by County HR.
- Health's Award-winning and fully accredited Continuing Medical Education program provided 70 activities and over 2,000 training hours for health care providers in the last year.
- Health launched a staff survey to assess racial equity understanding and inform future trainings and system improvements.

Use our funds wisely

- Correctional Health and San Mateo Medical Center implemented claiming and $306,000 was earned in Medi-Cal Inmate Program reimbursement for 25 inmates and 136 inpatient days.
- Behavioral Health and Recovery Services increased Medi-Cal revenue by $1.5 million (86 percent) for substance use disorder treatment services.
- San Mateo Medical Center claimed 95 percent of the funds available through the PRIME pay-for-performance program and increased timeliness of revenue capture for inpatient surgeries, increasing surgery revenues received by $600,000 annually.
- Family Health Services streamlined care coordination for children with complex medical needs by assigning a primary Public Health Nurse for every eligible child, supported by a multidisciplinary team. The result is less fragmentation of services and improved continuity of care, leading the State to expand the model to other counties.

Significant Challenges for FY 2019-20 and FY 2020-21

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 and delivering health services.

- Work with the State and stakeholders statewide to design changes to the Medi-Cal program that reduce barriers to beneficiaries who have multiple co-occurring conditions to receive integrated care.
- 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.
- Continuing to develop 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, including potential replacement of the electronic health record, 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 and 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.
- Collaborate with criminal justice partners to continue to develop effective community-based strategies to prevent incarceration of people with mental illness and addictions.
- 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 County Health: the San Mateo Campus changes, replacement of Cordilleras Mental Health Center, South San Francisco campus planning, Middlefield Junction, and the government center in Redwood City.
- Increasing evidenced-based interventions in all our 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 maintain health at home, 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.
- Continue budget planning for FY 2020-21 to develop a long-term sustainable plan to address the structural deficit.
- Monitoring and supporting the viability and sustainability of community-based organizations that carry out County Health's work.

Be a great place to work

- Sustaining employee engagement while also furthering improvement opportunities that require 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 and reliability, reduce paper, improve investigation response time, and enhance decision making ability.

County Health (5000D)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	8,461,211	11,512,886	12,812,687	12,609,121	(203,566)	12,923,906	314,785
Licenses, Permits and Franchises	1,996,736	2,060,971	2,016,131	1,888,364	(127,767)	1,892,410	4,046
Fines, Forfeitures and Penalties	1,850,207	1,981,033	1,676,284	1,894,497	218,213	1,894,897	400
Use of Money and Property	202,650	707,667	390,875	523,164	132,289	523,164	—
Intergovernmental Revenues	240,702,099	308,855,187	341,925,346	348,637,147	6,711,801	360,708,934	12,071,787
Charges for Services	218,964,900	191,960,562	225,986,509	247,254,148	21,267,639	243,041,386	(4,212,762)
Interfund Revenue	14,535,044	14,479,695	14,511,897	13,915,228	(596,669)	13,723,332	(191,896)
Miscellaneous Revenue	24,668,086	28,221,135	30,687,261	17,907,321	(12,779,940)	18,929,184	1,021,863
Other Financing Sources	58,118,961	58,108,031	58,121,621	58,121,621	—	58,121,621	—
Total Revenue	**569,499,894**	**617,887,169**	**688,128,611**	**702,750,611**	**14,622,000**	**711,758,834**	**9,008,223**
Fund Balance	29,077,027	34,796,680	35,132,365	30,581,383	(4,550,982)	11,497,741	(19,083,642)
Total Sources	**598,576,921**	**652,683,849**	**723,260,976**	**733,331,994**	**10,071,018**	**723,256,575**	**(10,075,419)**
Requirements							
Salaries and Benefits	351,312,723	373,057,412	411,230,465	431,841,147	20,610,682	443,153,789	11,312,643
Services and Supplies	201,551,998	217,846,114	233,302,229	252,350,763	19,048,534	243,512,075	(8,838,688)
Other Charges	106,211,384	119,191,310	135,763,983	138,533,692	2,769,709	136,405,865	(2,127,827)
Fixed Assets	612,755	30,289	5,057,511	4,852,980	(204,531)	4,217,500	(635,480)
Other Financing Uses	10,128,045	23,707,707	31,178,374	33,517,828	2,339,454	29,744,609	(3,773,219)
Gross Appropriations	**669,816,905**	**733,832,832**	**816,532,562**	**861,096,410**	**44,563,848**	**857,033,838**	**(4,062,571)**
Intrafund Transfers	(20,577,243)	(17,718,681)	(22,050,367)	(24,451,490)	(2,401,123)	(22,601,740)	1,849,750
Net Appropriations	**649,239,662**	**716,114,152**	**794,482,195**	**836,644,920**	**42,162,725**	**834,432,098**	**(2,212,821)**
Contingencies/Dept Reserves	8,103,845	12,203,546	8,092,870	8,832,567	739,697	8,155,787	(676,780)
Non-General Fund Reserves	22,759,974	25,158,545	24,681,149	2,665,174	(22,015,975)	2,838,736	173,562
Total Requirements	**680,103,481**	**753,476,243**	**827,256,214**	**848,142,661**	**20,886,447**	**845,426,621**	**(2,716,039)**
Net County Cost	**81,526,560**	**100,792,394**	**103,995,238**	**114,810,667**	**10,815,429**	**122,170,046**	**7,359,380**
Salary Resolution	2,189.0	2,194.0	2,194.0	2,195.0	1.0	2,195.0	—
Funded FTE	2,083.6	2,103.5	2,091.2	2,095.6	4.4	2,095.6	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $10,071,018, or one percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $203,566 due to the removal of one-time projects, which was offset by a three percent cost of living increase.

Licenses, Permits and Franchises

There is a net decrease of $127,767 as a result of adjusting revenue based on actual collection activities and fee schedules.

Fines, Fees and Forfeitures

There is a net increase of $218,213 to reflect increased revenue received in the Maddy fund.

Use of Money and Property

There is a net increase of $132,289 as a result of current reconciliation to existing activities.

Intergovernmental Revenues

There is a net increase of $6,711,801 which includes increased funds for Mental Health Realignment growth, Mental Health Services Act funds for one-time projects and the budgeting of one-time Short Doyle Funds/State Plan Amendment funds to help with the structural deficit in Behavioral Health and Recovery Services, as well as increased Whole Person Care Funds for technology projects and a one-time contribution to the Cordilleras Construction project. These increases were offset by a reduction of one-time Intergovernmental Transfer (IGT) funds used in prior years within the Medical Center budget.

Charges for Services

There is a net increase by $21,267,639 as a result of initiatives at the Medical Center which include strengthening and optimizing the delivery of primary and specialty care services, expanding dental and perioperative services, as well as the inclusion of one-time settlement funds for Skilled Nursing Facility (SNF) rate appeals and the inclusion of additional Medi-Cal Administrative (MAA) funds for the Universal Documents Project. The Universal Documents project will streamline various enrollment and data forms/processes within County Health that can be used by multiple divisions/programs reducing the amount of times a patient/client may need to provide this data and improve the efficiency of the workflows for SMC staff.

Interfund Revenue

There is a net decrease of $596,669 as a result of less funds being transferred between divisions; more specifically, rent paid to the Medical Center from the LEAP IN Institute and reclassification of revenue paid to the Medical Center for custodial services for the Health Administration building to Miscellaneous Revenue.

Miscellaneous Revenue

There is a net decrease of $12,779,940 due mostly to the removal of two supplemental Intergovernmental Transfers (IGT) that are no longer available.

Fund Balance

There is a net decrease of $4,550,982 as Health has spent down funds for one-time purchases.

TOTAL REQUIREMENTS

Total Requirements increased by $20,886,446, or three percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $20,610,681 due to the annualization of the negotiated salary and benefit increases. Position count for County Health increased by one position with the addition of a Psychiatric Social Worker for the Psychiatric Emergency Response Team (PERT) Program in Behavioral Health and Recovery Services.

Services and Supplies

There is a net increase of $19,048,534 due to an increase in medical, surgical, and ancillary supplies as a result of increased volumes, increase in software licenses and maintenance agreements, contract provider services, including a 4 percent cost of living increase to providers, and the Universal Documents Project.

Other Charges

There is a net increase of $2,769,709 due to the transfer of the phone operators to the Medical Center and increased charges from the Information Services Department, increase in A-87 charges, and facilities and rents as well as a 4 percent cost of living increase for community-based organizations that are budgeted in this category.

Fixed Assets

There is a net decrease of $204,531 due to the removal of items purchased in FY 2018-19 and to meet budget targets.

Other Financing Uses

There is a net increase of $2,339,454 due to an increase of County facility charges and Whole Person Care IGT grant expense.

Intrafund Transfers

There is a net increase of $2,401,123 for increased reimbursement within general fund divisions due to increased costs and the Universal Documents project.

Contingencies/Departmental Reserves

There is net decrease of $21,276,278 as a result of the Medical Center using prior year savings to balance the FY 2019-21 budget. As a result of using Reserves to balance the budget, County Health Reserves of $11 million now represent 1.37 percent of Net Appropriations, and does not meet the County's two percent Reserves requirement.

NET COUNTY COST

There is an increase of ten percent, or $10,815,428, in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $10,075,419, or one percent, from the FY 2019-20 Recommended Budget to the FY 2020-21 Recommended Budget due to the following changes:

Taxes

There is a net increase of $314,785 as a result of a three percent cost of living increase for Measure K funded programs.

Licenses, Permits and Franchises
There is a net increase of $4,046 based on anticipated fee schedules increases.

Fines, Fees and Forfeitures
There is a net increase of $400 based on projected actuals.

Intergovernmental Revenues
There is a net increase of $12,071,787 due mostly to the use of reserve funds in the Medical Center to offset the loss of PRIME revenue which was offset by the removal of the one-time contribution to the Cordilleras project.

Charges for Services
There is a net decrease of $4,212,762 as a result of the removal of one-time cost report settlements received in the prior year.

Interfund Revenue
There is a net decrease of $191,896 to reflect reduced Maddy funds.

Miscellaneous Revenue
There is a net increase of $1,021,863 as a result of the contract with American Medical Response and acceptance of funding from the Hospital Foundation for the Rehabilitation project.

Fund Balance
There is a net decrease of $19,083,642 due to the use of Reserves/Fund Balance in the prior year and removal of funding for one-time purchases.

TOTAL REQUIREMENTS
Total Requirements decreased by $2,716,040, or less than one percent, from FY 2019-20 Recommended Budget to the FY 2020-21 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $11,312,642 due to salary and benefit increases.

Services and Supplies
There is a net decrease of $8,838,688 due to the removal of one-time projects.

Other Charges
There is a net decrease of $2,127,827 due to the removal of the one-time contribution to the Cordilleras project and other one-time costs, which was offset by general increases throughout Health.

Fixed Assets
There is a net decrease of $635,480 due to the removal of one-time purchases.

Other Financing Uses
There is a net decrease of $3,773,219 due to the removal of Whole Person Care IGT.

Intrafund Transfers
There is a net decrease of $1,849,750 due to the removal of one-time projects.

Contingencies / Departmental Reserves

There is a net decrease of $503,218 as Health continues to use Reserves to balance the budget. As a result of using Reserves to balance the budget, County Health Reserves of $10.9 million now represent one percent of Net Appropriations and does not meet the County's two percent Reserves requirement.

NET COUNTY COST

There is an increase of $7,359,379, or six percent, in this Department's General Fund allocation.

Health Administration (5500B)

Program Locator

County > Health Services > County Health > **Health Administration**

Program Outcome Statement

Provide leadership and management for County Health to achieve our mission

Program Results

Administration provides strategic and tactical direction to guide County Health to achieve its mission of longer and better lives for everyone in San Mateo County. Administration continues the use of process improvement grounded in scientific problem-solving to improve quality and reduce waste throughout Health and continue to learn from and develop our workforce. This approach is called LEAP – Learn, Engage, Aspire, Perfect – to reflect the aspects of the improvement method that have been most important to Health's work and values. Health's FY 2018-19 efforts focused on areas of high strategic priority for better meeting client needs and for developing the leadership practices that can sustain ongoing excellence.

Priorities for FY 2019-21 include: coordinating the department-wide response to changing federal and state health care reform policy; developing a sustainable financial structure for the department; partnering with other departments on master planning for multi-year capital projects that will benefit Health clients; strengthening external and internal communications to sustain high staff engagement and keep County Health a great place to work through these difficult financial times. The Department has balanced the FY 2019-20 budget with one-time solutions in the amount of $27.7 million and $52.2 million of one-time funding for FY 2020-21. The budget shortfalls are a result of significant uncertainty in funding directed at the federal level and revenues not keeping pace with increasing costs. Health will continue to strive toward providing clients the right service, at the right time and place; and efforts to partner with others to change policies across San Mateo County to make the healthy choice the easiest choice for all residents and to achieve equitable outcomes.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Stakeholders Respondents Rating Services Good or Better[1]	---	83%	90%	90%	90%
Average Cost per Capita	$475	$519	$581	$603	$617
Percent of Ongoing Budget Solutions Meeting Target[1]	---	---	100%	100%	100%

[1]Data not available

Health Administration (5500B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	250,000	—	—	—	—	—
Intergovernmental Revenues	231,449	606,737	1,630,673	8,895,752	7,265,079	1,036,456	(7,859,296)
Charges for Services	2,028,282	2,845,356	2,990,571	2,599,440	(391,131)	2,920,162	320,722
Interfund Revenue	2,192,233	2,192,899	2,191,604	2,082,023	(109,581)	2,082,023	—
Miscellaneous Revenue	5,738,393	10,528,513	12,941,465	—	(12,941,465)	—	—
Total Revenue	**10,190,357**	**16,423,505**	**19,754,313**	**13,577,215**	**(6,177,098)**	**6,038,641**	**(7,538,574)**
Fund Balance	211	2,204	404,254	404,254	—	404,254	—
Total Sources	**10,190,568**	**16,425,709**	**20,158,567**	**13,981,469**	**(6,177,098)**	**6,442,895**	**(7,538,574)**
Requirements							
Salaries and Benefits	5,039,915	5,503,944	6,514,468	6,135,991	(378,477)	6,442,642	306,651
Services and Supplies	2,413,036	2,590,971	3,043,682	1,761,330	(1,282,352)	1,784,425	23,095
Other Charges	5,618,216	10,806,813	13,071,390	8,411,193	(4,660,197)	542,599	(7,868,594)
Other Financing Uses	1,842	3,711	5,684	5,566	(118)	5,841	275
Gross Appropriations	**13,073,008**	**18,905,439**	**22,635,224**	**16,314,080**	**(6,321,144)**	**8,775,507**	**(7,538,573)**
Intrafund Transfers	(2,886,848)	(2,889,217)	(2,880,911)	(2,736,865)	144,046	(2,736,866)	(1)
Net Appropriations	**10,186,159**	**16,016,223**	**19,754,313**	**13,577,215**	**(6,177,098)**	**6,038,641**	**(7,538,574)**
Contingencies/Dept Reserves	4,408	409,486	404,254	404,254	—	404,254	—
Total Requirements	**10,190,568**	**16,425,709**	**20,158,567**	**13,981,469**	**(6,177,098)**	**6,442,895**	**(7,538,574)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	23.8	23.8	23.8	23.8	—	23.8	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Health Administration (5500B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	10,190,568	16,425,709	20,158,567	13,981,469	(6,177,098)	6,442,895	(7,538,574)
Total Requirements	10,190,568	16,425,709	20,158,567	13,981,469	(6,177,098)	6,442,895	(7,538,574)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	23.8	23.8	23.8	23.8	—	23.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,194,181. Net funding adjustments in FY 2020-21 total $1,457,380.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(15,255,448)	(1,111,785)
Requirements		
Gross Appropriations	(14,205,313)	345,596
Intrafund Transfers	144,046	(1)
Contingencies/Dept Reserves	—	—
Net County Cost	1,194,181	1,457,380
Positions	—	—

2. Fund Transfer for Cordilleras Project: This action allocates one-time funds towards the rebuilding of the Cordilleras project.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	7,884,169	(7,884,169)
Requirements		
Gross Appropriations	7,884,169	(7,884,169)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	404,254	404,254
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(404,254)	(404,254)
Positions	—	—

4. Structural Deficit: Administration has identified a structural deficit, which is addressed with a one-time revenue source. Budget planning will continue through the Summer of 2019 and recommendations to address the shortfall will be brought back to the County Manager and Board of Supervisors during FY 2019-20 for implementation in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	789,927	1,053,126
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(789,927)	(1,053,126)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(6,177,098)	(7,538,574)
Requirements		
Gross Appropriations	(6,321,144)	(7,538,573)
Intrafund Transfers	144,046	(1)
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

Health Coverage Unit (5510B)

Program Locator

County > Health Services > County Health > **Health Coverage Unit**

Program Outcome Statement

Maximize health insurance coverage among low-income residents

Program Results

The Health Coverage Unit (HCU) offers one stop assistance and outreach to connect low-income residents to health coverage, with a focus on clients of County Health medical and behavioral health services. 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 assists clients in navigating the local healthcare safety net to obtain needed healthcare services and advocates for system and policy improvements.

HCU's accomplishments include: supporting outreach and enrollment efforts that have contributed to 96 percent of residents being insured; continuing to meet client demand and customer service targets while adapting to coverage shifts; streamlining the eligibility and enrollment process for an estimated 18,000 ACE participants; and providing enrollment assistance and retention support to County Health's most vulnerable clients including In-Home Support Services (IHSS) and Whole Person Care (WPC). HCU partners with a wide range of organizations, including the divisions of County Health, the Human Services Agency, the Health Plan of San Mateo, community-based organizations, schools, and healthcare providers. In FY 2019-21 HCU will continue to focus efforts on activities that will help eligible clients enroll in public coverage programs and assist the most vulnerable Medi-Cal clients in maintaining their coverage.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Children Insured in San Mateo County	96%	97%	97%	97%	97%
Number of San Mateo County Residents in Covered California	24,730	25,210	23,300	21,000	21,000
Number of San Mateo County Residents Enrolled in Medi-Cal Through ACA Expansion	36,089	33,186	31,000	30,000	30,000

Health Coverage Unit (5510B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	1,076,942	4,146,220	3,855,600	4,166,316	310,716	4,329,612	163,296
Charges for Services	921,854	1,826,509	2,690,201	4,107,137	1,416,936	2,820,771	(1,286,366)
Interfund Revenue	252,216	248,964	207,811	209,615	1,804	216,622	7,007
Miscellaneous Revenue	302,256	231,489	543,647	395,734	(147,913)	409,415	13,681
Total Revenue	**2,553,269**	**6,453,183**	**7,297,259**	**8,878,802**	**1,581,543**	**7,776,420**	**(1,102,382)**
Fund Balance	—	1,000	165,609	187,174	21,565	187,174	—
Total Sources	**2,553,269**	**6,454,183**	**7,462,868**	**9,065,976**	**1,603,108**	**7,963,594**	**(1,102,382)**
Requirements							
Salaries and Benefits	2,754,171	3,355,261	3,777,914	4,037,101	259,187	4,190,015	152,914
Services and Supplies	1,683,520	4,889,416	5,406,257	6,778,723	1,372,466	5,631,236	(1,147,487)
Other Charges	168,733	181,014	194,947	204,383	9,436	219,888	15,505
Fixed Assets	—	—	—	135,000	135,000	135,000	—
Gross Appropriations	**4,606,424**	**8,425,692**	**9,379,118**	**11,155,207**	**1,776,089**	**10,176,139**	**(979,068)**
Intrafund Transfers	(66,843)	—	—	—	—	—	—
Net Appropriations	**4,539,581**	**8,425,692**	**9,379,118**	**11,155,207**	**1,776,089**	**10,176,139**	**(979,068)**
Contingencies/Dept Reserves	—	161,000	165,609	187,174	21,565	187,174	—
Total Requirements	**4,539,581**	**8,586,692**	**9,544,727**	**11,342,381**	**1,797,654**	**10,363,313**	**(979,068)**
Net County Cost	**1,986,312**	**2,132,509**	**2,081,859**	**2,276,405**	**194,546**	**2,399,719**	**123,314**
Salary Resolution	31.0	28.0	28.0	28.0	—	28.0	—
Funded FTE	29.7	26.7	26.1	26.5	0.4	26.5	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Health Coverage Unit (5510B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,553,269	6,454,183	7,462,868	9,065,976	1,603,108	7,963,594	(1,102,382)
Total Requirements	4,539,581	8,586,692	9,544,727	11,342,381	1,797,654	10,363,313	(979,068)
Net County Cost	1,986,312	2,132,509	2,081,859	2,276,405	194,546	2,399,719	123,314
Salary Resolution	31.0	28.0	28.0	28.0	—	28.0	—
Funded FTE	29.7	26.7	26.1	26.5	0.4	26.5	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $360,155. Net funding adjustments in FY 2020-21 total $310,488.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	1,415,934	(1,289,556)
Requirements		
Gross Appropriations	1,776,089	(979,068)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	21,565	—
Net County Cost	360,155	310,488
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Additional funds are placed in Reserves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	187,174	187,174
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	21,565	—
Net County Cost	(165,609)	(187,174)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,603,108	(1,102,382)
Requirements		
Gross Appropriations	1,776,089	(979,068)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	21,565	—
Net County Cost	194,546	123,314
Positions	—	—

Public Health, Policy and Planning (5550B)

Program Locator

County > Health Services > County Health > **Public Health, Policy, and Planning**

Program Outcome Statement

Optimize the health and well-being of San Mateo County residents by promoting health in all policies, managing the care of complex clients, and preventing and reducing acute and chronic diseases and injuries

Program Results

Public Health, Policy, and Planning (PHPP) promotes and protects the health of all 764,155 San Mateo County residents by monitoring and investigating disease and providing technical assistance to cities, schools, and community partners to promote health equity and enable San Mateo County residents to live better, longer lives.

To achieve this mission, PHPP has several focus areas including: stationary and mobile public health clinics; field services (Street Medicine and Bridges to Wellness programs); Whole Person Care; Epidemiology; the Public Health Laboratory; Disease Control and Prevention; Health Policy and Planning; Animal Control and Licensing; and Vital Statistics.

Public Health Clinics

Stationary and mobile Public Health Clinics provide primary care and clinical preventive interventions including STD & tuberculosis (TB) screening and immunizations inside and outside the clinical setting. The Public Health Clinics serves more than 2,500 clients who experience significant health care and access barriers and who may need wraparound services through Bridges to Wellness, 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[1]. The goal 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 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) that performs over 69,500 tests annually. The PH Lab tests the water supply and infectious diseases including HIV, STDs and the Zika virus. The mission of the PH Lab is to support the investigation of outbreaks and emerging disease threats including measles.

Disease Control and Prevention

Communicable Disease (CD) Control staff investigates reportable communicable diseases, including residents with TB, and engages in prevention measures. During FY 2016-17, with the help of the PH Lab and Epidemiology, CD 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 (HPP)

HPP programs focus on policy, systems, and environmental change to engage communities in interventions that help San Mateo County children stay healthy, with the overall goal to improve heath inequity and reduce the burden of chronic disease. The Office of Epidemiology and Evaluation (OOE) and HPP collaborate to track rates of Type II Diabetes in the county adult population with the goal of reducing the rate and/or holding the percent of adults with

Type II diabetes steady. Since the rate of childhood obesity and Adult Type II diabetes is increasing significantly in all parts of California, meeting targets in these two areas is highly 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 2018, 10,930 animals were sheltered and PHPP licensed 38,287 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 2019-21, 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 Public Health Laboratory, and increased staffing flexibility and safety.
- Participate in the continuation of the Whole Person Care Pilot in order 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 County Health with selecting target populations to identify interventions, prioritize public health and community needs, and help determine resource allocation.
- Increase analytical capacity and community data planning for preventative efforts. PHPP will hire additional staff and develop a community indicator dashboard to present actionable data for collaborators and partners.

[1] Centers for Disease Control and Prevention

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of HIV Patients with a Clinically Undetectable Viral Load (Under 200 per ml Blood)	93%	92%	94%	90%	90%
Percent of San Mateo County Children Overweight or Obese	34%	34%	34%	34%	34%
Percent of San Mateo County Adults with Type II Diabetes[1]	11%	13%	8%	10%	10%

[1]Data Source-2017 California Health Interview Survey (Available Every 2 Years)

Public Health, Policy and Planning (5550B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	30,000	152,463	616,052	97,453	(518,599)	100,377	2,924
Licenses, Permits and Franchises	870,885	855,441	908,636	775,556	(133,080)	775,556	—
Fines, Forfeitures and Penalties	480	565	100	473	373	473	—
Use of Money and Property	—	—	—	—	—	—	—
Intergovernmental Revenues	12,282,893	14,905,149	18,006,281	17,421,439	(584,842)	17,134,440	(286,999)
Charges for Services	3,877,220	2,480,986	2,756,520	3,022,578	266,058	3,028,802	6,224
Interfund Revenue	2,219,375	2,525,873	2,352,256	2,664,595	312,339	2,664,595	—
Miscellaneous Revenue	910,662	1,302,904	1,565,186	1,339,733	(225,453)	1,604,336	264,603
Total Revenue	**20,191,515**	**22,223,381**	**26,205,031**	**25,321,827**	**(883,204)**	**25,308,579**	**(13,248)**
Fund Balance	846,447	850,249	852,617	852,617	—	770,256	(82,361)
Total Sources	**21,037,962**	**23,073,630**	**27,057,648**	**26,174,444**	**(883,204)**	**26,078,835**	**(95,609)**
Requirements							
Salaries and Benefits	15,895,552	18,702,966	23,807,276	24,694,363	887,087	25,064,561	370,198
Services and Supplies	12,445,983	12,867,304	14,470,368	13,480,037	(990,331)	13,877,285	397,248
Other Charges	1,875,272	2,251,684	2,278,206	2,452,885	174,679	2,443,615	(9,270)
Fixed Assets	562,564	53,138	55,000	196,000	141,000	—	(196,000)
Other Financing Uses	17,935	628,785	29,539	27,774	(1,765)	28,884	1,110
Gross Appropriations	**30,797,306**	**34,503,877**	**40,640,389**	**40,851,059**	**210,670**	**41,414,345**	**563,286**
Intrafund Transfers	(2,393,198)	(2,373,609)	(3,999,678)	(4,060,361)	(60,683)	(4,126,505)	(66,144)
Net Appropriations	**28,404,109**	**32,130,268**	**36,640,711**	**36,790,698**	**149,987**	**37,287,840**	**497,142**
Contingencies/Dept Reserves	764,086	767,888	770,256	770,256	—	770,256	—
Total Requirements	**29,168,195**	**32,898,156**	**37,410,967**	**37,560,954**	**149,987**	**38,058,096**	**497,142**
Net County Cost	**8,130,233**	**9,824,526**	**10,353,319**	**11,386,510**	**1,033,191**	**11,979,261**	**592,751**
Salary Resolution	106.0	107.0	107.0	107.0	—	107.0	—
Funded FTE	105.1	106.4	105.8	106.4	0.6	106.4	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Public Health, Policy and Planning (5550B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	21,037,962	23,073,630	27,057,648	26,174,444	(883,204)	26,078,835	(95,609)
Total Requirements	29,168,195	32,898,156	37,410,967	37,560,954	149,987	38,058,096	497,142
Net County Cost	8,130,233	9,824,526	10,353,319	11,386,510	1,033,191	11,979,261	592,751
Salary Resolution	106.0	107.0	107.0	107.0	—	107.0	—
Funded FTE	105.1	106.4	105.8	106.4	0.6	106.4	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,885,808. Net funding adjustments in FY 2020-21 total $1,363,007.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,735,821)	(865,865)
Requirements		
Gross Appropriations	210,670	563,286
Intrafund Transfers	(60,683)	(66,144)
Contingencies/Dept Reserves	—	—
Net County Cost	1,885,808	1,363,007
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	852,617	770,256
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(852,617)	(770,256)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(883,204)	(95,609)
Requirements		
Gross Appropriations	210,670	563,286
Intrafund Transfers	(60,683)	(66,144)
Contingencies/Dept Reserves	—	—
Net County Cost	1,033,191	592,751
Positions	—	—

Health IT (5560B)

Program Locator

County > Health Services > County Health > **Health Information Technology**

Program Outcome Statement

Provide IT leadership and support to County Health

Program Results

The Health Information Technology (HIT) division staffs the governance process for selecting health-specific software systems and projects, manages all County Health IT projects, and provides operating support for County Health specific software. Health IT customers represent all persons who ultimately receive a service supported by IT systems, including County Health employees, patients/clients, and business partners within and outside the County. Health IT is committed to transparency, accountability, and results that make a difference in the lives of patients, clients, stakeholders, and staff members. FY 2017-19 accomplishments include implementation of the Health Information Exchange, which enables exchange of health information electronically to improve health care quality, efficiency, and safety; completion of a security audit to ensure vendors apply appropriate security controls to manage technical and business risks; completion of projects tied to pay for performance measures; and completion of the Enterprise Electronic Health Record (EHR) Assessment which focused on how to modernize EHR technology to create a unified and complementary experience for healthcare providers and their support teams.

Priorities in FY 2019-21 include: completing the vendor selection process for the new EHR solution to solidify the availability of the features needed with vendors and hone total cost of ownership figures; increasing information exchange with community partners; continuing to produce reports for pay for performance programs; and continuing to enhance customer experience and provide transparent Project Management services.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Performance Measures Successfully Accomplished Across HIT Projects[1]	---	---	85%	90%	95%
On-Time Delivery of Reports Tied to Outcomes-Based and Pay for Performance Programs[1]	---	---	85%	90%	95%
Increase in SMMC Health Community Partners[1]	---	---	0	2	5

[1]New Measure for FY 2018-19

Health IT (5560B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	322,121	242,251	114,644	2,759,181	2,644,537	1,476,872	(1,282,309)
Interfund Revenue	2,429,380	2,241,062	2,452,313	2,145,940	(306,373)	2,127,986	(17,954)
Miscellaneous Revenue	2,060	—	—	—	—	—	—
Total Revenue	**2,753,560**	**2,483,313**	**2,566,957**	**4,905,121**	**2,338,164**	**3,604,858**	**(1,300,263)**
Fund Balance	4,614,561	5,034,891	3,318,732	1,212,706	(2,106,026)	676,780	(535,926)
Total Sources	**7,368,122**	**7,518,204**	**5,885,689**	**6,117,827**	**232,138**	**4,281,638**	**(1,836,189)**
Requirements							
Salaries and Benefits	4,692,617	4,704,704	6,205,977	5,861,148	(344,829)	5,770,701	(90,447)
Services and Supplies	1,014,373	2,949,613	3,194,413	4,378,945	1,184,532	1,873,321	(2,505,624)
Other Charges	500,574	395,042	456,056	486,696	30,640	611,512	124,816
Other Financing Uses	—	362	372	388	16	388	—
Gross Appropriations	**6,207,564**	**8,049,720**	**9,856,818**	**10,727,177**	**870,359**	**8,255,922**	**(2,471,255)**
Intrafund Transfers	(3,870,541)	(3,850,248)	(3,971,129)	(5,286,130)	(1,315,001)	(3,974,284)	1,311,846
Net Appropriations	**2,337,023**	**4,199,472**	**5,885,689**	**5,441,047**	**(444,642)**	**4,281,638**	**(1,159,409)**
Contingencies/Dept Reserves	5,031,099	3,318,732	—	676,780	676,780	—	(676,780)
Total Requirements	**7,368,122**	**7,518,204**	**5,885,689**	**6,117,827**	**232,138**	**4,281,638**	**(1,836,189)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Health IT (5560B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	7,368,122	7,518,204	5,885,689	6,117,827	232,138	4,281,638	(1,836,189)
Total Requirements	7,368,122	7,518,204	5,885,689	6,117,827	232,138	4,281,638	(1,836,189)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $676,780.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(980,568)	(2,512,969)
Requirements		
Gross Appropriations	334,433	(3,148,035)
Intrafund Transfers	(1,315,001)	1,311,846
Contingencies/Dept Reserves	676,780	(676,780)
Net County Cost	—	676,780
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,212,706	676,780
Requirements		
Gross Appropriations	535,926	676,780
Intrafund Transfers	—	—
Contingencies/Dept Reserves	676,780	(676,780)
Net County Cost	—	(676,780)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	232,138	(1,836,189)
Requirements		
Gross Appropriations	870,359	(2,471,255)
Intrafund Transfers	(1,315,001)	1,311,846
Contingencies/Dept Reserves	676,780	(676,780)
Net County Cost	—	—
Positions	—	—

Emergency Medical Services GF (5600B)

Program Locator

County > Health Services > County Health > **Emergency Medical Services Agency GF**

Program Outcome Statement

Maintain an efficient 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 10 percent of the population seen at EDs. EMS develops and implements clinical and operational policies, procedures, and protocols, providing leadership in prehospital services and emergency medical dispatch, as well as regional trauma, cardiac, and stroke systems of care. EMS educates the public about the 911 response system to emergency medical calls including activation for stroke and heart attack ST- Segment Elevation Myocardial Infarction (STEMI) victims and promotes bystander CPR.

In cooperation with the Sheriff's Office of Emergency Services, and all the divisions within County Health, EMS is responsible for emergency disaster response activities and works to improve medical and health disaster preparedness and surge capacity through two grant-funded programs, Health Emergency Preparedness and the Hospital Preparedness Program. In addition, EMS is responsible for paramedic accreditation, emergency medical technician certification and recertification, and approval of emergency medical services personnel training and educational institutions, both public and private. EMS helps to maintain the health and safety of the public by providing and monitoring an organized system of emergency medical care for San Mateo County. First responder and ambulance transport paramedics are available 24/7 countywide 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 decreases morbidity. Response times to 911 medical incidents are important indicators of service level and AMR and fire first responders continues to exceed its 90 percent contractual requirements annually. Finally, to ensure that patients receive the right care at the right place at the right time, the EMS agency works closely with hospitals to ensure patients are transported to the most appropriate hospital that has the resources to meet their medical needs. EMS tracks patient destinations and follows up with hospitals to ensure patients receive the critical care they need.

In FY 2019-20 EMS will implement the contract for paramedic ambulance services resulting from its system evaluation and Request for Proposals for emergency 9-1-1 ambulance services. EMS continues to improve the Health Emergency Preparedness program and looks for opportunities to focus clinical performance improvement and increased synergies within the EMS system. Finally, EMS will fully implement several important technology infrastructure projects in conjunction with Public Safety Communications and system stakeholders that will help collect and use data to further program evaluation and planning, thereby enhancing patient care and services.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of EMS Health and Medical Emergency Preparedness and Response Program Exercises or Disaster Responses, Minimum Twice a Year	2	2	2	2	2
Percent of Ambulance Emergency Medical Service Calls Responded to On Time per Contract Standards (Contracted Performance Requirement for AMR Contract is 90%)	94%	94%	94%	90%	90%
Percent of 911 Patients with a STEMI Heart Attack who Receive Definitive Care Within 90 Minutes of Arrival at a STEMI Receiving Center (National Standard is 90 Minutes)[1]	---	97%	90%	90%	90%

[1]New Measure for FY 2017-18

Emergency Medical Services GF (5600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	43,217	41,416	41,416	42,658	1,242	43,938	1,280
Licenses, Permits and Franchises	41,780	33,404	41,498	26,208	(15,290)	26,208	—
Fines, Forfeitures and Penalties	19,137	—	—	—	—	—	—
Intergovernmental Revenues	1,236,013	1,230,736	1,141,842	1,166,892	25,050	1,214,387	47,495
Charges for Services	318,106	354,447	548,392	387,413	(160,979)	393,213	5,800
Interfund Revenue	738,315	678,632	813,022	362,661	(450,361)	181,446	(181,215)
Miscellaneous Revenue	5,095,130	5,279,526	5,313,802	6,012,067	698,265	6,338,742	326,675
Total Revenue	**7,491,699**	**7,618,162**	**7,899,972**	**7,997,899**	**97,927**	**8,197,934**	**200,035**
Fund Balance	490,266	490,269	490,269	490,269	—	326,439	(163,830)
Total Sources	**7,981,965**	**8,108,431**	**8,390,241**	**8,488,168**	**97,927**	**8,524,373**	**36,205**
Requirements							
Salaries and Benefits	1,940,124	2,053,471	2,303,168	2,300,470	(2,698)	2,213,787	(86,683)
Services and Supplies	5,243,556	5,266,554	5,395,093	5,364,368	(30,725)	5,548,663	184,295
Other Charges	309,064	298,137	365,541	396,891	31,350	435,484	38,593
Fixed Assets	—	—	—	100,000	100,000	—	(100,000)
Gross Appropriations	**7,492,744**	**7,618,162**	**8,063,802**	**8,161,729**	**97,927**	**8,197,934**	**36,205**
Intrafund Transfers							
Net Appropriations	**7,492,744**	**7,618,162**	**8,063,802**	**8,161,729**	**97,927**	**8,197,934**	**36,205**
Contingencies/Dept Reserves	489,220	490,269	326,439	326,439	—	326,439	—
Total Requirements	**7,981,965**	**8,108,431**	**8,390,241**	**8,488,168**	**97,927**	**8,524,373**	**36,205**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	9.0	9.0	9.0	9.0	—	9.0	—
Funded FTE	9.0	8.8	9.0	8.8	(0.2)	8.8	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Emergency Medical Services GF (5600B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	7,981,965	8,108,431	8,390,241	8,488,168	97,927	8,524,373	36,205
Total Requirements	7,981,965	8,108,431	8,390,241	8,488,168	97,927	8,524,373	36,205
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	9.0	9.0	9.0	9.0	—	9.0	—
Funded FTE	9.0	8.8	9.0	8.8	(0.2)	8.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $490,269. Net funding adjustments in FY 2020-21 total $326,439.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(695,616)	(603,942)
Requirements		
Gross Appropriations	(205,347)	(277,503)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	490,269	326,439
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	490,269	326,439
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(490,269)	(326,439)
Positions	—	—

3. Structural Deficit: EMS has identified a structural deficit, which has been addressed with a one-time revenue solution. Budget planning will continue through the summer of 2019 and recommendations to address the shortfall will be brought back to the County Manager and Board of Supervisors during FY 2019-20 for implementation in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	303,274	313,708
Requirements		
Gross Appropriations	303,274	313,708
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	97,927	36,205
Requirements		
Gross Appropriations	97,927	36,205
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

Emergency Medical Services Fund (5630B)

Program Locator

County > Health Services > County Health > **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 provide administrative and other program support in EMS. The EMS Trust is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees under state law. 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 2018-19, EMS estimates that it will provide $907,000 for physician claims for uncompensated emergency medical care, $626,000 in financial support for San Mateo Medical Center and the county's two trauma hospitals, and $300,000 for pediatric trauma care paid to Stanford. Due to the number 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

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Total Expenditures	$4.1 M	$4.1 M	$4.4 M	$3.5 M	$3.5 M

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	1,627,144	1,763,139	1,476,184	1,640,574	164,390	1,640,574	—
Use of Money and Property	23,783	38,192	20,452	28,159	7,707	28,159	—
Miscellaneous Revenue	51,523	15,472	24,163	26,469	2,306	26,469	—
Total Revenue	**1,702,450**	**1,816,802**	**1,520,799**	**1,695,202**	**174,403**	**1,695,202**	**—**
Fund Balance	2,405,892	2,302,481	2,496,861	1,810,141	(686,720)	1,803,218	(6,923)
Total Sources	**4,108,342**	**4,119,283**	**4,017,660**	**3,505,343**	**(512,317)**	**3,498,420**	**(6,923)**
Requirements							
Services and Supplies	1,805,861	1,622,422	1,998,195	1,702,125	(296,070)	1,521,640	(180,485)
Gross Appropriations	**1,805,861**	**1,622,422**	**1,998,195**	**1,702,125**	**(296,070)**	**1,521,640**	**(180,485)**
Intrafund Transfers							
Net Appropriations	**1,805,861**	**1,622,422**	**1,998,195**	**1,702,125**	**(296,070)**	**1,521,640**	**(180,485)**
Non-General Fund Reserves	2,302,481	2,496,861	2,019,465	1,803,218	(216,247)	1,976,780	173,562
Total Requirements	**4,108,342**	**4,119,283**	**4,017,660**	**3,505,343**	**(512,317)**	**3,498,420**	**(6,923)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Emergency Medical Services Fund (5630B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	4,108,342	4,119,283	4,017,660	3,505,343	(512,317)	3,498,420	(6,923)
Total Requirements	4,108,342	4,119,283	4,017,660	3,505,343	(512,317)	3,498,420	(6,923)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,810,141. Net funding adjustments in FY 2020-21 total $1,803,218.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(2,322,458)	(1,810,141)
Requirements		
Gross Appropriations	(296,070)	(180,485)
Intrafund Transfers	—	—
Non-General Fund Reserves	(216,247)	173,562
Net County Cost	1,810,141	1,803,218
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,810,141	1,803,218
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,810,141)	(1,803,218)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(512,317)	(6,923)
Requirements		
Gross Appropriations	(296,070)	(180,485)
Intrafund Transfers	—	—
Non-General Fund Reserves	(216,247)	173,562
Net County Cost	—	—
Positions	—	—

Aging and Adult Services (5700B)

Aging and Adult Services (5700B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,531,789	1,676,357	1,683,898	1,734,415	50,517	1,786,447	52,032
Fines, Forfeitures and Penalties	60,437	88,472	50,000	87,996	37,996	87,996	—
Use of Money and Property	292,724	426,036	220,000	344,206	124,206	344,206	—
Intergovernmental Revenues	16,405,719	16,451,852	22,449,372	19,658,128	(2,791,244)	19,658,128	—
Charges for Services	2,777,409	2,312,686	4,221,283	3,684,330	(536,953)	3,684,330	—
Interfund Revenue	148,245	460,442	221,333	751,855	530,522	751,855	—
Miscellaneous Revenue	341,145	285,784	676,402	561,678	(114,724)	561,678	—
Total Revenue	**21,557,468**	**21,701,629**	**29,522,288**	**26,822,608**	**(2,699,680)**	**26,874,640**	**52,032**
Fund Balance	508,000	741,733	741,733	741,733	—	741,733	—
Total Sources	**22,065,468**	**22,443,362**	**30,264,021**	**27,564,341**	**(2,699,680)**	**27,616,373**	**52,032**
Requirements							
Salaries and Benefits	19,710,872	19,879,793	23,051,481	24,222,960	1,171,479	25,103,217	880,257
Services and Supplies	4,821,924	5,606,525	8,633,425	6,678,072	(1,955,353)	6,619,395	(58,677)
Other Charges	6,377,727	6,021,239	7,950,032	8,062,699	112,667	8,171,979	109,280
Other Financing Uses	8,117	13,214	16,506	16,506	—	18,184	1,678
Gross Appropriations	**30,918,640**	**31,520,771**	**39,651,444**	**38,980,237**	**(671,207)**	**39,912,775**	**932,538**
Intrafund Transfers	(2,241,112)	(1,495,236)	(1,836,616)	(2,617,251)	(780,635)	(2,690,925)	(73,674)
Net Appropriations	**28,677,528**	**30,025,535**	**37,814,828**	**36,362,986**	**(1,451,842)**	**37,221,850**	**858,864**
Contingencies/Dept Reserves	741,733	741,733	741,733	741,733	—	741,733	—
Total Requirements	**29,419,261**	**30,767,268**	**38,556,561**	**37,104,719**	**(1,451,842)**	**37,963,583**	**858,864**
Net County Cost	**7,353,794**	**8,323,906**	**8,292,540**	**9,540,378**	**1,247,838**	**10,347,210**	**806,832**
Salary Resolution	142.0	142.0	142.0	142.0	—	142.0	—
Funded FTE	141.4	141.7	141.3	141.7	0.4	141.7	—

Conservatorship Program (5700P)

Program Locator

County > Health Services > County Health > 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. 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.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Conserved Clients who Receive One Face-to-Face Visit Every 90 Days	97%	93%	90%	95%	95%
Percent of Cases with an Initial Inventory of Assets Filed with the Court Within 90 Days of Appointment	99%	81%	81%	85%	85%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Conservatorship Program (5700P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,779,504	3,749,544	5,512,728	5,486,112	(26,616)	5,486,112	—
Total Requirements	6,727,670	8,898,876	9,622,579	12,004,268	2,381,689	12,207,629	203,361
Net County Cost	3,948,165	5,149,332	4,109,851	6,518,156	2,408,305	6,721,517	203,361
Salary Resolution	50.0	51.0	52.0	52.0	—	52.0	—
Funded FTE	49.8	51.0	51.8	52.0	0.2	52.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $3,150,038. Net funding adjustments in FY 2020-21 total $945,094.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,330,349)	(741,733)
Requirements		
Gross Appropriations	2,804,665	277,035
Intrafund Transfers	(984,976)	(73,674)
Net County Cost	3,150,038	945,094
Positions	—	—

2. Placement Funding: Aging and Adult Services has identified a structural deficit as a result of residential placements, which is addressed with one-time solutions. Budget planning will continue through the Summer of 2019 and recommendations to address the shortfall will be brought back to the County Manager and Board of Supervisors during FY 2019-20 for implementation in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	562,000	—
Requirements		
Gross Appropriations	562,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	741,733	741,733
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(741,733)	(741,733)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(26,616)	—
Requirements		
Gross Appropriations	3,366,665	277,035
Intrafund Transfers	(984,976)	(73,674)
Net County Cost	2,408,305	203,361
Positions	—	—

Public Administrator Program (5710P)

Program Locator

County > Health Services > County Health > 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 2019-21.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Average Number of Days to Close a Case with a Value of Less Than $150,000	550	539	575	540	540
Public Administrator Cases Closed	38	39	45	45	45

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Public Administrator Program (5710P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	564,680	576,415	546,697	900,884	354,187	900,884	—
Total Requirements	814,976	746,792	1,821,579	945,133	(876,446)	967,810	22,677
Net County Cost	250,295	170,377	1,274,882	44,249	(1,230,633)	66,926	22,677
Salary Resolution	5.0	5.0	5.0	5.0	—	5.0	—
Funded FTE	5.0	5.0	5.0	5.0	0.1	5.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($1,230,633). Net funding adjustments in FY 2020-21 total $22,677.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	354,187	—
Requirements		
Gross Appropriations	(876,446)	22,677
Intrafund Transfers	—	—
Net County Cost	(1,230,633)	22,677
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	354,187	—
Requirements		
Gross Appropriations	(876,446)	22,677
Intrafund Transfers	—	—
Net County Cost	(1,230,633)	22,677
Positions	—	—

Community-Based Programs (5720P)

Program Locator

County > Health Services > County Health > 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

Aging and Adult Services (AAS) provides a variety of programs and services to address the needs of older adults and persons with disabilities in San Mateo County. 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 5,000 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.

AAS services are client-centered and require substantial interaction between caseworkers, clients, and often-time their caretakers and support network. With the growth of the aging population, AAS anticipates growth in all program areas. Investments to improve technology and productivity, improve care coordination, and being responsive to needs of the population will be important. AAS will collaborate with the community and stakeholders on the creation of the Area Plan for FY 2020-24 during this budget cycle. This will help in assessing and determining the needs and resources for older adult programs in this County in the coming years. The ability to maintain and meet performance measures are also reliant on AAS' ability to maintain a stable and well-trained workforce. Over the last two years, AAS has experienced significant turnover in many client-facing positions that have negatively impacted performance measures including IHSS home visits within 30 days of referral. The ability to adequately train and retain highly qualified staffing will be important for AAS success and to be able to maintain performance measure targets for FY 2019-21.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Adult Protective Services Cases that are Resolved and Stabilized for at Least Twelve Months	82%	80%	77%	80%	80%
Percent of IHSS Clients Receiving an In-Home Assessment Within 30 Days of Referral	77%	54%	60%	75%	75%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Community-Based Programs (5720P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	18,721,283	18,117,403	24,204,596	21,177,345	(3,027,251)	21,229,377	52,032
Total Requirements	21,876,616	21,121,601	27,112,403	24,155,318	(2,957,085)	24,788,144	632,826
Net County Cost	3,155,333	3,004,198	2,907,807	2,977,973	70,166	3,558,767	580,794
Salary Resolution	87.0	86.0	85.0	85.0	—	85.0	—
Funded FTE	86.6	85.7	84.6	84.7	0.1	84.7	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $70,166. Net funding adjustments in FY 2020-21 total $580,794.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(3,027,251)	52,032
Requirements		
Gross Appropriations	(3,161,426)	632,826
Intrafund Transfers	204,341	—
Contingencies/Dept Reserves	—	—
Net County Cost	70,166	580,794
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(3,027,251)	52,032
Requirements		
Gross Appropriations	(3,161,426)	632,826
Intrafund Transfers	204,341	—
Contingencies/Dept Reserves	—	—
Net County Cost	70,166	580,794
Positions	—	—

IHSS Public Authority (5800B)

Program Locator

County > Health Services > County Health > **IHSS Public Authority**

Program Outcome Statement

To optimize the quality of life for older adults and persons with disabilities

Program Results

The Public Authority (PA) supports low-income seniors and people with disabilities to remain safely at home by maintaining a registry of potential caregivers that In-Home Support Services (IHSS) recipients may choose to hire. 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 5,500 caregivers for over 5,000 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks, conducting caregiver orientations and training, providing client hiring and mediation assistance, and managing caregiver wages and health benefits.

From 2008-2018, there has been a 48 percent increase in number of IHSS recipients requesting assistance in finding a caregiver in the County. Without these caregiver services, these seniors and people with disabilities may require institutional care, which would diminish the quality of life for the clients and have a significant negative impact on all of County Health. In addition, the orientation and training provided for the caregivers increase the quality of care to clients, allowing clients to remain in the community for a longer period of time.

In FY 2019-21, the PA anticipates addressing: staffing capacity and continuing to design and implement process improvements to handle increased IHSS caseload growth between five to seven percent annually; shortages of caregivers; state-wide implementation of paid sick leave for PA caregivers; and implementation of electronic visit verification. In FY 2017-19, County Costs for the IHSS program has increased due to changes to the IHSS Maintenance of Effort (IHSS MOE), which shifted more costs to counties, as well as locally negotiated wage and benefits changes. The PA anticipates costs to increase due to statutory inflation factors built into the IHSS MOE from $18.7 million in FY 2018-19, to $21.8 million and $24.8 million in FY 2019-20 and FY 2020-21, respectively.

Despite these challenges, over the next two years, the PA expects to maintain the number of days it takes for a resident to obtain IHSS services at 70 days. Also, with assistance from our Registry, IHSS clients, without caregiver resources, are able to hire a provider to assist with IHSS tasks within ten days of a request.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Days to Receive IHSS Services	89	83	70	70	70
IHSS County Costs	$13.0 M	$15.5 M	$18.7 M	$21.8 M	$24.8 M
Average Number of Days to Provide a Registry Caregiver	6	13	10	10	10

IHSS Public Authority (5800B)
IHSS Public Authority Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	12,258	(14,296)	—	15,024	15,024	15,024	—
Intergovernmental Revenues	16,174,517	17,387,760	25,082,339	25,627,679	545,340	29,689,153	4,061,474
Interfund Revenue	4,264,038	4,311,890	3,969,894	4,280,216	310,322	4,280,216	—
Miscellaneous Revenue	325,341	15,290	—	14,497	14,497	14,497	—
Total Revenue	**20,776,154**	**21,700,645**	**29,052,233**	**29,937,416**	**885,183**	**33,998,890**	**4,061,474**
Fund Balance	861,955	861,956	861,956	861,956	—	861,956	—
Total Sources	**21,638,110**	**22,562,601**	**29,914,189**	**30,799,372**	**885,183**	**34,860,846**	**4,061,474**
Requirements							
Salaries and Benefits	1,202,891	1,429,989	1,944,025	1,823,157	(120,868)	1,883,157	60,000
Services and Supplies	3,561,292	4,354,412	5,393,974	6,699,773	1,305,799	7,699,773	1,000,000
Other Charges	16,011,680	16,328,700	22,113,748	21,825,350	(288,398)	24,826,804	3,001,454
Other Financing Uses	291	474	486	500	14	520	20
Gross Appropriations	**20,776,154**	**22,113,575**	**29,452,233**	**30,348,780**	**896,547**	**34,410,254**	**4,061,474**
Intrafund Transfers	—	(412,930)	(400,000)	(411,364)	(11,364)	(411,364)	—
Net Appropriations	**20,776,154**	**21,700,645**	**29,052,233**	**29,937,416**	**885,183**	**33,998,890**	**4,061,474**
Non-General Fund Reserves	861,956	861,956	861,956	861,956	—	861,956	—
Total Requirements	**21,638,110**	**22,562,601**	**29,914,189**	**30,799,372**	**885,183**	**34,860,846**	**4,061,474**
Net County Cost	—	—	—	—	—	—	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

IHSS Public Authority (5800B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	21,638,110	22,562,601	29,914,189	30,799,372	885,183	34,860,846	4,061,474
Total Requirements	21,638,110	22,562,601	29,914,189	30,799,372	885,183	34,860,846	4,061,474
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $861,956. Net funding adjustments in FY 2020-21 total $861,956.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	23,227	3,199,518
Requirements		
Gross Appropriations	896,547	4,061,474
Intrafund Transfers	(11,364)	—
Non-General Fund Reserves	—	—
Net County Cost	861,956	861,956
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	861,956	861,956
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(861,956)	(861,956)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	885,183	4,061,474
Requirements		
Gross Appropriations	896,547	4,061,474
Intrafund Transfers	(11,364)	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

IHSS Public Authority GF (6900B)

Program Locator

County > Health Services > County Health > **IHSS Public Authority GF**

Program Outcome Statement

To optimize the quality of life for older adults and persons with disabilities

Program Results

This budget unit contains the County's General Fund contribution to In-Home Supportive Services (IHSS). IHSS Public Authority supports low income seniors and people with disabilities to remain safely at home by providing IHSS caregivers. The 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 Public Authority manages over 5,500 caregivers for over 5,000 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks, providing client hiring and mediation assistance, and conducting caregiver orientations and trainings.

The County's General Fund contribution remains steady at $3,702,306 each year.

IHSS Public Authority GF (6900B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Requirements							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
Gross Appropriations	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
Intrafund Transfers							
Net Appropriations	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
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 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

IHSS Public Authority GF (6900B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources							
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	—

Environmental Health Services (5900B)

Program Locator

County > Health Services > County Health > **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.

During FY 2017-19, EHS closed 233 establishments with major violations of food safety practices, ensuring that food is safe; closed 140 public pools / spas with major violations, protecting the health and safety of the public; and pursued enforcement action against ten businesses for repeat or major violations of hazardous material regulations, reducing the potential for hazardous material releases.

During FY 2017-19, the use of mobile technology was fully implemented across most of the regulatory programs, resulting in conducting 95 percent of inspections utilizing mobile technology.

The Safe Medicine Disposal Program continues to be a major effort of the division. To date, 50 medicine disposal sites are fully operational. Since the inception of this program in 2006, 143,000 pounds of medicine have been safely disposed.

Environmental Health priorities for FY 2019-21 include: continuing efforts in the Safe Medicine Disposal ordinance along with the Product Stewardship Plan for Unwanted Medicine from Households; continuing collaboration with jurisdictions regarding marijuana industry oversight; groundwater use and management; and maximizing efficiencies across programs.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 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)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	288,988	308,087	404,547	416,683	12,136	416,683	—
Licenses, Permits and Franchises	1,084,071	1,172,126	1,065,997	1,086,600	20,603	1,090,646	4,046
Fines, Forfeitures and Penalties	143,008	128,858	150,000	165,454	15,454	165,854	400
Intergovernmental Revenues	1,015,625	1,226,019	1,180,697	1,242,973	62,276	1,265,403	22,430
Charges for Services	12,099,637	12,808,914	13,531,422	14,939,134	1,407,712	16,998,272	2,059,138
Interfund Revenue	51,322	48,475	40,163	48,060	7,897	48,060	—
Miscellaneous Revenue	545,353	727,828	445,000	656,080	211,080	572,984	(83,096)
Total Revenue	**15,228,004**	**16,420,306**	**16,817,826**	**18,554,984**	**1,737,158**	**20,557,902**	**2,002,918**
Fund Balance	583,633	301,743	857,054	857,054	—	336,920	(520,134)
Total Sources	**15,811,637**	**16,722,049**	**17,674,880**	**19,412,038**	**1,737,158**	**20,894,822**	**1,482,784**
Requirements							
Salaries and Benefits	11,492,424	12,187,447	13,453,719	15,026,471	1,572,752	15,592,315	565,844
Services and Supplies	2,270,959	2,151,973	2,768,229	3,023,053	254,824	3,194,456	171,403
Other Charges	1,788,357	1,442,941	1,768,518	1,679,858	(88,660)	1,681,766	1,908
Other Financing Uses	5,770	5,119	5,132	3,374	(1,758)	3,540	166
Gross Appropriations	**15,557,509**	**15,787,480**	**17,995,598**	**19,732,756**	**1,737,158**	**20,472,077**	**739,321**
Intrafund Transfers	(45,613)	(63,503)	(553,522)	(553,522)	—	189,941	743,463
Net Appropriations	**15,511,896**	**15,723,976**	**17,442,076**	**19,179,234**	**1,737,158**	**20,662,018**	**1,482,784**
Contingencies/Dept Reserves	299,741	1,102,188	336,920	336,920	—	336,920	—
Total Requirements	**15,811,637**	**16,826,164**	**17,778,996**	**19,516,154**	**1,737,158**	**20,998,938**	**1,482,784**
Net County Cost	**—**	**104,116**	**104,116**	**104,116**	**—**	**104,116**	**—**
Salary Resolution	80.0	79.0	79.0	79.0	—	79.0	—
Funded FTE	78.6	78.7	78.4	78.6	0.2	78.6	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Environmental Health Services (5900B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	15,811,637	16,722,049	17,674,880	19,412,038	1,737,158	20,894,822	1,482,784
Total Requirements	15,811,637	16,826,164	17,778,996	19,516,154	1,737,158	20,998,938	1,482,784
Net County Cost	—	104,116	104,116	104,116	—	104,116	—
Salary Resolution	80.0	79.0	79.0	79.0	—	79.0	—
Funded FTE	78.6	78.7	78.4	78.6	0.2	78.6	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a on-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,334,054. Net funding adjustments in FY 2020-21 total $1,340,928.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	403,104	141,856
Requirements		
Gross Appropriations	1,737,158	739,321
Intrafund Transfers	—	743,463
Contingencies/Dept Reserves	—	—
Net County Cost	1,334,054	1,340,928
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	857,054	336,920
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(857,054)	(336,920)
Positions	—	—

3. Structural Deficit: Environmental Health has identified a structural deficit, which is addressed with one-time revenue sources. Budget planning will continue through the Summer of 2019 and recommendations to address the shortfall will be brought back to the County Manager and Board of Supervisors during FY 2019-20 for implementation in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	477,000	1,004,008
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(477,000)	(1,004,008)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,737,158	1,482,784
Requirements		
Gross Appropriations	1,737,158	739,321
Intrafund Transfers	—	743,463
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

Behavioral Health and Recovery Services (6100B)

Behavioral Health and Recovery Services (6100B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,869,971	5,101,445	5,772,522	5,945,699	173,177	6,124,067	178,368
Use of Money and Property	69,506	76,770	67,775	67,775	—	67,775	—
Intergovernmental Revenues	87,590,091	90,569,279	98,601,932	107,461,792	8,859,860	101,826,413	(5,635,379)
Charges for Services	47,286,292	49,463,073	55,886,029	59,352,073	3,466,044	61,162,563	1,810,490
Interfund Revenue	4,653	5,261	—	—	—	—	—
Miscellaneous Revenue	2,046,790	1,528,330	1,531,198	1,097,198	(434,000)	1,097,198	—
Total Revenue	**140,867,303**	**146,744,160**	**161,859,456**	**173,924,537**	**12,065,081**	**170,278,016**	**(3,646,521)**
Fund Balance	181,754	3,824,076	480,231	3,959,485	3,479,254	3,959,485	—
Total Sources	**141,049,057**	**150,568,236**	**162,339,687**	**177,884,022**	**15,544,335**	**174,237,501**	**(3,646,521)**
Requirements							
Salaries and Benefits	70,463,319	75,973,828	83,272,620	89,053,245	5,780,625	92,369,012	3,315,768
Services and Supplies	67,083,972	71,501,997	73,140,357	83,228,212	10,087,855	80,117,331	(3,110,881)
Other Charges	40,228,785	48,740,685	51,241,868	57,297,283	6,055,415	58,130,998	833,715
Other Financing Uses	588,337	991,114	438,580	383,242	(55,338)	387,192	3,950
Gross Appropriations	**178,364,412**	**197,207,624**	**208,093,425**	**229,961,982**	**21,868,557**	**231,004,533**	**1,042,552**
Intrafund Transfers	(2,400,516)	(2,070,809)	(2,829,312)	(2,226,944)	602,368	(2,226,944)	—
Net Appropriations	**175,963,896**	**195,136,815**	**205,264,113**	**227,735,038**	**22,470,925**	**228,777,589**	**1,042,552**
Contingencies/Dept Reserves	146,777	3,824,076	3,959,485	3,959,485	—	3,959,485	—
Total Requirements	**176,110,673**	**198,960,891**	**209,223,598**	**231,694,523**	**22,470,925**	**232,737,074**	**1,042,552**
Net County Cost	**35,061,616**	**48,392,655**	**46,883,911**	**53,810,501**	**6,926,590**	**58,499,573**	**4,689,073**
Salary Resolution	471.0	471.0	471.0	469.0	(2.0)	469.0	—
Funded FTE	455.3	459.7	457.7	456.7	(1.0)	456.7	—

Behavioral Health and Recovery Admin (6110P)

Program Locator

County > Health Services > County Health > Behavioral Health & Recovery Services > **Behavioral Health & Recovery Administration**

Program Outcome Statement

Provide programmatic and fiscal leadership and management for the BHRS division

Program Results

The BHRS Compliance, Quality Assurance, and Administration 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 collaboratively with all Health 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 will register satisfaction with the services they receive in FY 2018-19.

BHRS has balanced the FY 2019-21 budget using a combination of ongoing and one-time solutions and is continuing to work on the FY 2020-21 budget, which currently includes $4.9 million in one-time solutions. Budget planning will continue through the Summer of 2019 and recommendations to address the shortfall will be brought back to the County Manager and Board of Supervisors during FY 2019-20 for implementation in FY 2020-21. BHRS kept client services as a priority when developing the solutions to the gap. The Division remains focused on providing high quality care to clients in the most appropriate setting.

The Pride Center is a Mental Health Services Act (MHSA) funded project, approved by the Mental Health Services Oversight and Accountability Commission (MHSOAC) on July 28, 2016. There is no prior model of a coordinated approach across clinical services, psycho-educational and community/social events, and resources for the LGBTQ+ community. It is a formal collaboration of community-based organizations with StarVista as the lead agency. Daly City Partnership, Peninsula Family Service, and Adolescent Counseling Services are the other participants. The Pride Center funding was approved for three years. We requested a two-year extension from the MHSOAC on March 28, 2019. The final decision is pending.

BHRS consistently meets over 70 percent of the benchmarks for its outcome and efficiency goals. These goals include client satisfaction, employee engagement, hospital diversion, client school attendance improvement, and statistics regarding methadone treatment.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Customer Satisfaction Ratings of Good or Better	90%	90%	92%	91%	91%
Percent of BHRS Outcome and Efficiency Goals and Benchmarks Met	83%	90%	75%	80%	85%
Percent of BHRS Employee Evaluations Completed Annually	23%	25%	45%	45%	50%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

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

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	8,556,867	24,621,310	29,883,447	26,452,711	(3,430,736)	23,878,820	(2,573,891)
Total Requirements	20,779,477	27,628,075	32,619,160	35,445,273	2,826,113	31,719,307	(3,725,965)
Net County Cost	12,222,610	3,006,766	2,735,713	8,992,562	6,256,849	7,840,487	(1,152,074)
Salary Resolution	72.0	70.0	70.0	67.0	(3.0)	67.0	—
Funded FTE	71.2	69.7	69.1	66.7	(2.4)	66.7	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a on-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $15,039,032. Net funding adjustments in FY 2020-21 total $6,345,206.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(11,788,461)	(10,311,956)
Requirements		
Gross Appropriations	3,250,571	(3,966,750)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	15,039,032	6,345,206
Positions	—	—

2. MHSA One-Time Projects: Mental Health Services Act one-time funding, which would otherwise be subject to reversion, will be used for workforce education and training, technology, capital facilities improvements, and consultants for specific projects such as revenue maximization.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	873,000	109,000
Requirements		
Gross Appropriations	873,000	258,000
Intrafund Transfers	—	—
Net County Cost	—	149,000
Positions	—	—

3. Administrative Contract : This action reduces BHRS administrative contract expenses. Savings result from better utilization of BHRS bilingual services and a reduction in office supplies. Implementation will begin in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(430,650)	—
Intrafund Transfers	—	—
Net County Cost	(430,650)	—
Positions	—	—

4. Office Supplies: This action reduces BHRS office supply expenses across the division in each year of the FY 2019-21 budget cycle. This will contribute to closing the budget gap.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(20,000)	—
Intrafund Transfers	—	—
Net County Cost	(20,000)	—
Positions	—	—

5. Psychiatric Social Worker : To reduce the BHRS revenue gap in FY 2019-20, one vacant Psychiatric Social Worker I is deleted. This position is moved to Correctional Health for the Electronic Health Record System.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(140,128)	(5,168)
Intrafund Transfers	—	—
Net County Cost	(140,128)	(5,168)
Positions	(1)	—

6. Extra Help: This action reduces Extra Help labor across BHRS, contributing to solving the budget gap.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(343,349)	—
Intrafund Transfers	—	—
Net County Cost	(343,349)	—
Positions	—	—

7. One-Time Funds: This action uses one-time funds from the Short-Doyle Medi-Cal supplemental reimbursement program for uncompensated certified public expenditures, to solve a portion of the budget gap. These funds are related to claims from FY 2010-11.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	3,525,240	3,669,580
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(3,525,240)	(3,669,580)
Positions	—	—

8. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	3,959,485	3,959,485
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(3,959,485)	(3,959,485)
Positions	—	—

9. Medical Office Assistant: To better align organizational operations, one vacant Medical Office Assistant is deleted and one Patient Services Supervisor is added. There is no change in the overall position count.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	19,415	628
Intrafund Transfers	—	—
Net County Cost	19,415	628
Positions	—	—

10. Psychiatric Social Worker : To better align organizational needs, a Psychiatric Social Worker is deleted and a Clinical Services Manager II is added to the AOD program. There is no change to the overall position count.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(154,798)	(5,643)
Intrafund Transfers	—	—
Net County Cost	(154,798)	(5,643)
Positions	(1)	—

11. Clinical Services Manager I : To better align organizational functions, a vacant Clinical Services Manager I is deleted and a Deputy Director of Alcohol and Drug Services is added to the AOD program. There is no change in the overall position count.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(187,998)	(7,032)
Intrafund Transfers	—	—
Net County Cost	(187,998)	(7,032)
Positions	(1)	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(3,430,736)	(2,573,891)
Requirements		
Gross Appropriations	2,826,113	(3,725,965)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	6,256,849	(1,152,074)
Positions	(3)	—

Mental Health Youth Services (6130P)

Program Locator

County > Health Services > County Health > Behavioral Health & 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) Child and Youth programs provide outreach, assessment, counseling, treatment, case management, medication, and assistance with managing care to seriously emotionally disturbed children, youth, and their families. In FY 2017-18, BHRS provided services to approximately 3,300 children and youth. BHRS also provides emergency and inpatient care for over 280 children and youth in crisis.

In partnership with schools, Children and Family Services, and Probation, BHRS provides services that 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. From FY 2016-17 to FY 2017-2018, there was a 58 percent decline in the number of youth in out-of-county placements.

In March 2019, BHRS released a Request for Proposals for a Youth Mobile Crisis Team (YMCT). This team will provide mental health support during crisis situations to reduce the number of youth going to Psychiatric Emergency Services (PES) at the San Mateo County Medical Center or at other hospitals and reduce the number of mental health related law enforcement contacts and resulting transport to PES. The YMCT will reduce the number of duplicated youth seen at Pediatric Emergency Department for suicidal ideation; increase linkages to services for youth after experiencing a mental health crisis; and provide prevention education and training on mental health crisis symptoms and risk factors for youth and parents/caregivers.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Youth Stay at Home and in the Community as Measured by Maintaining Average Monthly Census of Youth in Group Home Placements < 50	21	14	11	10	9
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	49%	74%	75%	78%	80%
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	50%	53%	58%	60%	62%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Mental Health Youth Services (6130P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	30,671,754	35,291,768	33,769,958	42,272,956	8,502,998	42,942,443	669,487
Total Requirements	41,627,196	43,527,717	47,115,473	49,679,461	2,563,988	51,410,546	1,731,085
Net County Cost	10,955,442	8,235,948	13,345,515	7,406,505	(5,939,010)	8,468,103	1,061,598
Salary Resolution	165.0	166.0	166.0	166.0	—	166.0	—
Funded FTE	158.6	161.1	160.3	160.8	0.6	160.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. Net funding adjustments in FY 2019-20 total ($4,499,935). Net funding adjustments in FY 2020-21 total $1,439,470.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	8,125,126	291,615
Requirements		
Gross Appropriations	3,126,101	1,731,085
Intrafund Transfers	499,090	—
Net County Cost	(4,499,935)	1,439,470
Positions	—	—

2. Provider Contracts: Edgewood Children's Services is terminating the services provision for the Child Abuse Treatment Program in FY 2019-20. In lieu of soliciting a new contractor, BHRS will absorb some of the existing services and new referrals into the workload of the Child Welfare BHRS team. This change reduces expenses.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(845,167)	—
Intrafund Transfers	—	—
Net County Cost	(845,167)	—
Positions	—	—

3. Behavioral Health Treatment Program: The Behavioral Health Treatment Program is an autism related program that covers other treatment services beyond the original applied behavioral analysis services. BHRS transferred responsibility for autism services back to the Health Plan of San Mateo in FY 2016-17. This action transfers the final element of treatment services and results in one-time savings.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(195,262)	—
Intrafund Transfers	—	—
Net County Cost	(195,262)	—
Positions	—	—

4. Medi-Cal Billing: This action increases Short-Doyle Medi-Cal billing beginning in FY 2019-20 by increasing clinician and provider productivity. BHRS will directly bill Short-Doyle Medi-Cal for services previously billed to and denied by the Health Plan of San Mateo.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	377,872	377,872
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(377,872)	(377,872)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	8,502,998	669,487
Requirements		
Gross Appropriations	2,064,898	1,731,085
Intrafund Transfers	499,090	—
Net County Cost	(5,939,010)	1,061,598
Positions	—	—

Mental Health Adult Services (6140P)

Program Locator

County > Health Services > County Health > Behavioral Health & Recovery Services > **Mental Health Adult Services**

Program Outcome Statement

Increase the percentage of consumers attaining wellness/recovery goals

Program Results

Behavioral Health and Recovery Services (BHRS) Adult programs promote recovery for individuals with mental health and substance use problems by offering outreach, assessment, treatment, linkage to healthcare services, case management, medication, supported employment, socialization, and self-help resources. Services were provided to over 9,900 adults and older adults in FY 2017-18, 19 percent of whom were over the age of 60. Over 90 percent of clients state that they have benefited from BHRS services.

BHRS promotes improved well-being, quality of life, and independent living for adults who suffer from serious mental illness. All programs serving adults and older adults focus on fostering healthy outcomes, reducing isolation and keeping clients engaged in meaningful activities, and promoting their safety and well-being. Many of these programs, such as the Full-Service Partnerships, reduce hospitalizations.

In FY 2019-20 BHRS will expand the Psychiatric Emergency Response Team (PERT) program by one psychiatric social worker who will be partnered with an additional Sherriff's Deputy. This will allow the team to be more proactive with people in crisis prior to a psychiatric hold in the Sheriff's jurisdiction. The PERT team will also be able to provide more follow-up with people in the hospital on a psychiatric hold, facilitate connections to behavioral health services, and provide support to the family if needed.

BHRS will also expand the Neural-Sequential Model of Therapeutics (NMT) program for adults. The NMT program consists of ongoing trainings for BHRS and community-based organizations' clinical staff on the Neural-Sequential Model of Therapeutics; the continuation of annual NMT Phase I Certification trainings and participation in the bi-annual NMT Symposiums; the provision of NMT Assessments; and the provision of NMT identified somatosensory interventions through contracted services and therapeutic tools and supplies.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Clients Stating they have Benefited from Services	90%	90%	92%	92%	93%
Percent of Adults Who Attend a Follow Up Visit with a Clinical Provider Within 7 Days of Being Discharged from a Psychiatric Hospital	64%	50%	92%	84%	86%
Percent of Adults Receiving Full Service Partnership Services who Experience a Reduction in Hospitalization Services	80%	51%	53%	55%	60%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Mental Health Adult Services (6140P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	85,193,670	78,922,475	77,919,044	85,602,191	7,683,147	85,851,841	249,650
Total Requirements	91,991,736	101,922,779	101,427,456	115,974,885	14,547,429	118,483,000	2,508,115
Net County Cost	6,798,066	23,000,304	23,508,412	30,372,694	6,864,282	32,631,159	2,258,465
Salary Resolution	197.0	197.0	197.0	196.0	(1.0)	196.0	—
Funded FTE	189.8	191.9	190.8	190.1	(0.7)	190.1	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a on-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $10,419,805. Net funding adjustments in FY 2020-21 total $3,120,919.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	3,758,294	(316,774)
Requirements		
Gross Appropriations	14,150,979	2,804,145
Intrafund Transfers	27,120	—
Contingencies/Dept Reserves	—	—
Net County Cost	10,419,805	3,120,919
Positions	—	—

2. MHSA One-Time Projects: This action appropriates one-time funding from the Mental Health Services Act, otherwise subject to reversion, towards workforce education and training, technology, capital facilities improvements, and consultants for specific projects such as revenue maximization.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	800,000	(300,000)
Requirements		
Gross Appropriations	800,000	(300,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Placement Budget : To better reflect BHRS client's care needs, this action implements program changes to lower levels of care, such as Board and Cares Homes. This program change will redistribute funds and result in savings.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(325,872)	—
Intrafund Transfers	—	—
Net County Cost	(325,872)	—
Positions	—	—

4. Board and Care Groups: This action implements group therapy sessions at Board and Care facilities, resulting in an increase of the Short-Doyle Medi-Cal revenue.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	37,500	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(37,500)	—
Positions	—	—

5. Board and Care Funding Source: This action shifts a portion of the funding for the Board and Care facilities to the Mental Health Services Act. 1991 Realignment funds are redirected for a portion of the Cost of Living Adjustment for Community Based Organizations.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,100,000	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,100,000)	—
Positions	—	—

6. Transportation : This action uses the available HPSM transportation services more efficiently, reducing transportation expenditures across the division. These services are currently provided by using taxi vouchers. This will contribute to solving the budget gap.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(17,840)	—
Intrafund Transfers	—	—
Net County Cost	(17,840)	—
Positions	—	—

7. Community Mental Health Nurse: To meet our goals to reduce the BHRS revenue gap in FY 2019-20, one vacant half-time Community Health Nurse is deleted. This position is moved to Correctional Health for the Electronic Health Record System.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(94,458)	(615)
Intrafund Transfers	—	—
Net County Cost	(94,458)	(615)
Positions	(1)	—

8. Psychiatrist Resident: To meet our goals to reduce the BHRS revenue gap in FY2019-20, one full-time vacant Psychiatrist Resident is deleted. This position is moved to Correctional Health for the Electronic Health Record System.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(118,403)	(1,258)
Intrafund Transfers	—	—
Net County Cost	(118,403)	(1,258)
Positions	(1)	—

9. PERT Psychiatric Social Worker: One Psychiatric Social Worker I is added to the Psychiatric Emergency Response Team (PERT) to partner with an additional Sherriff's Deputy to expand the program in FY 2019-20. This program helps divert people in crisis from being hospitalized.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	140,128	5,168
Intrafund Transfers	—	—
Net County Cost	140,128	5,168
Positions	1	—

10. Medi-Cal Billing: This action increases Short-Doyle Medi-Cal billing beginning in FY 2019-20 by increasing clinician and provider productivity. BHRS will directly bill Short-Doyle Medi-Cal for services previously billed to and denied by the Health Plan of San Mateo.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,987,353	866,424
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,987,353)	(866,424)
Positions	—	—

11. Supervising Mental Health Clinician: To better align organizational needs, one Supervising Mental Health Clinician is added and one Mental Health Program Specialist is deleted.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	20,931	675
Intrafund Transfers	—	—
Net County Cost	20,931	675
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	7,683,147	249,650
Requirements		
Gross Appropriations	14,520,309	2,508,115
Intrafund Transfers	27,120	—
Contingencies/Dept Reserves	—	—
Net County Cost	6,864,282	2,258,465
Positions	(1)	—

Alcohol and Other Drug Services (6170P)

Program Locator

County > Health Services > County Health > Behavioral Health & 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. Treatment services are provided by a network of community-based agencies and services include detoxification/withdrawal management, outpatient, intensive outpatient, residential treatment, specialized opioid treatments, and other medication assisted treatments. In FY 2017-18, 93 percent of residents seeking methadone treatment were seen within 24 hours of making a request, which exceeds the State standard for patients to be seen within three days of request. In an annual client survey, 83 percent of those surveyed agreed that "as a direct result of the services I am receiving, I am better able to do the things I want to do."

Other major initiatives for FY 2019-20 include continued expansion of the Integrated Medication Assisted Treatment (IMAT) program services. IMAT reduces the personal, social, and financial costs experienced by individuals suffering from severe alcohol and opioid use by embedding BHRS staff in Primary Care Clinics and the Emergency Department of San Mateo Medical Center (SMMC) to help engage severely addicted adults in an innovative treatment that uses medications to help reduce craving and withdrawal symptoms. An IMAT patient evaluation (2015-2017) measured patients six months pre-IMAT and six months post-IMAT engagement and found a 46 percent reduction in emergency room and psychiatric emergency services visits and a 64 percent reduction in hospital admissions. Since January 2018, IMAT referrals for individuals with opioid use disorder have increased 340 percent. In February 2019, the MAT Clinic further enhanced services for these individuals by offering same day drop in appointments.

With the support from the Board of Supervisors, AOD launched a 'Cannabis Decoded" public education and media website in June 2018. With funds from the Federal Substance Abuse Prevention Treatment Block Grant, BHRS AOD will extend and expand billboards, bus ads, and social media campaign through at least September 2019. The primary purpose is to present cannabis prevention messages to counter the numerous pro-cannabis advertisement residents have been exposed to and increase traffic to the Cannabis Decoded website https://www.cannabisdecoded.org/.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Clients Treated Within 24 Hours of Making a Request for Methadone Treatment (State Standard is 3 Days)	100%	93%	95%	95%	99%
Percent of Participants in Drug Court who Commit a New Crime	0%	0%	0%	0%	0%
Total Opioid Use Disorder Referrals to Integrated Medication-Assisted Treatment Program Made by Emergency Department and Psychiatric Emergency Services	23	34	116	130	150

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

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

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	16,626,765	11,732,683	20,767,238	23,556,164	2,788,926	21,564,397	(1,991,767)
Total Requirements	21,712,264	25,882,320	28,061,509	30,594,904	2,533,395	31,124,221	529,317
Net County Cost	5,085,498	14,149,637	7,294,271	7,038,740	(255,531)	9,559,824	2,521,084
Salary Resolution	37.0	38.0	38.0	40.0	2.0	40.0	—
Funded FTE	35.8	37.0	37.5	39.0	1.5	39.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a on-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($646,262). Net funding adjustments in FY 2020-21 total $2,577,961.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	2,715,322	(2,065,371)
Requirements		
Gross Appropriations	1,992,902	512,590
Intrafund Transfers	76,158	—
Contingencies/Dept Reserves	—	—
Net County Cost	(646,262)	2,577,961
Positions	—	—

2. Deputy Director: To better align operational needs, one Deputy Director of Alcohol and Drug Services is added and one vacant Clinical Services Manager I is deleted from BHRS Administration. There is no change to the overall position count.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	256,889	9,097
Intrafund Transfers	—	—
Net County Cost	256,889	9,097
Positions	1	—

3. Medi-Cal Billing: This action increases Short-Doyle Medi-Cal billing beginning in FY 2019-20 by increasing clinician and provider productivity. BHRS will directly bill Short-Doyle Medi-Cal for services previously billed to and denied by the Health Plan of San Mateo.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	73,604	73,604
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(73,604)	(73,604)
Positions	—	—

4. Clinical Services Manager II: To better align organizational needs, one Clinical Services Manager II is added to Alcohol and Drug Administration and one vacant Psychiatric Social Worker is deleted from BHRS Administration. There is no change to the overall position count.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	213,838	7,630
Intrafund Transfers	—	—
Net County Cost	213,838	7,630
Positions	1	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	2,788,926	(1,991,767)
Requirements		
Gross Appropriations	2,457,237	529,317
Intrafund Transfers	76,158	—
Contingencies/Dept Reserves	—	—
Net County Cost	(255,531)	2,521,084
Positions	2	—

Family Health Services (6240B)

Program Locator

County > Health Services > County Health > **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 County Health goals of longer and better lives for residents through prevention and early intervention services targeting low-income pregnant women, children, and families. FHS partners with healthcare providers, the Health Plan of San Mateo, County agencies, schools, and nonprofit organizations to achieve healthy and equitable communities. Services includes nutrition education and food benefits for pregnant women and young children, care coordination services for children with complex health needs, physical and occupational therapy for children with disabilities, and home-visiting (HV) services aimed at promoting a healthy start and positive life course.

The long-term impacts of FHS start with promoting healthier moms and babies. Perinatal depression can lead to problems for the child, from premature delivery to developmental delays. This can impact maternal social engagement and stress levels and can disrupt caregiving activities, breastfeeding, well-child visits, vaccinations, and safety practices. FHS also promotes breastfeeding (BF) as it decreases the incidence of childhood illnesses and has been linked to cognitive gains and reduced healthcare costs. For mothers, BF reduces the risk of cancer and helps her bond with baby. FHS increased the percent of WIC participants breastfeeding at six months by focusing on supporting the duration of breastfeeding, rather than just initiation, and will continue to improve depression screening by implementing evidence-based standards.

Low birth weight (LBW less than 5.5 pounds) is also an important health outcome associated with significant long-term medical and developmental issues for the child and costs to the healthcare system; FHS' goal is to eventually link birth certificate data with FHS client service data to determine the impact of services on LBW.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Live Births to SMC Residents that were Low Birth Weight (Healthy People 2020 Benchmark of 7.8%)	7.5%	6.6%	6.6%	6.5%	6.5%
Percent of Mothers and Expectant Mothers Served by Home Visiting who are Screened for Depression	80%	81%	83%	80%	85%
Percent of WIC Participants Reporting any Breastfeeding at Six Months (State WIC Target 35%)	40%	41%	42%	45%	45%

Family Health Services (6240B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,400,595	1,515,345	1,630,982	1,679,912	48,930	1,730,310	50,398
Intergovernmental Revenues	13,587,090	14,466,654	13,973,668	14,538,784	565,116	14,422,091	(116,693)
Charges for Services	2,668,474	1,261,237	5,687,176	5,042,755	(644,421)	5,355,352	312,597
Interfund Revenue	1,810	1,840	—	—	—	—	—
Miscellaneous Revenue	545,192	1,026,947	297,556	97,548	(200,008)	97,548	—
Total Revenue	**18,203,161**	**18,272,023**	**21,589,382**	**21,358,999**	**(230,383)**	**21,605,301**	**246,302**
Fund Balance	469,821	539,587	1,085,519	1,027,618	(57,901)	1,027,618	—
Total Sources	**18,672,982**	**18,811,610**	**22,674,901**	**22,386,617**	**(288,284)**	**22,632,919**	**246,302**
Requirements							
Salaries and Benefits	25,573,580	26,651,927	31,534,443	32,794,185	1,259,742	33,699,144	904,959
Services and Supplies	2,640,488	2,450,760	3,306,967	3,322,021	15,054	3,068,530	(253,491)
Other Charges	2,260,349	2,211,473	2,486,430	2,416,324	(70,106)	2,813,200	396,876
Fixed Assets	—	—	82,500	82,500	—	82,500	—
Other Financing Uses	2,642	2,665	2,735	2,973	238	3,053	80
Gross Appropriations	**30,477,058**	**31,316,825**	**37,413,075**	**38,618,003**	**1,204,928**	**39,666,427**	**1,048,424**
Intrafund Transfers	(1,149,385)	(1,357,008)	(2,394,038)	(2,979,962)	(585,924)	(3,041,773)	(61,811)
Net Appropriations	**29,327,673**	**29,959,817**	**35,019,037**	**35,638,041**	**619,004**	**36,624,654**	**986,613**
Contingencies/Dept Reserves	453,068	986,266	986,266	1,027,618	41,352	1,027,618	—
Total Requirements	**29,780,741**	**30,946,083**	**36,005,303**	**36,665,659**	**660,356**	**37,652,272**	**986,613**
Net County Cost	**11,107,759**	**12,134,473**	**13,330,402**	**14,279,042**	**948,640**	**15,019,353**	**740,311**
Salary Resolution	183.0	183.0	183.0	183.0	—	183.0	—
Funded FTE	174.0	174.2	173.3	173.8	0.5	173.8	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Family Health Services (6240B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	18,672,982	18,811,610	22,674,901	22,386,617	(288,284)	22,632,919	246,302
Total Requirements	29,780,741	30,946,083	36,005,303	36,665,659	660,356	37,652,272	986,613
Net County Cost	11,107,759	12,134,473	13,330,402	14,279,042	948,640	15,019,353	740,311
Salary Resolution	183.0	183.0	183.0	183.0	—	183.0	—
Funded FTE	174.0	174.2	173.3	173.8	0.5	173.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a on-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,934,906. Net funding adjustments in FY 2020-21 total $1,767,226.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,315,902)	(781,316)
Requirements		
Gross Appropriations	1,204,928	1,047,721
Intrafund Transfers	(585,924)	(61,811)
Contingencies/Dept Reserves	41,352	—
Net County Cost	1,934,906	1,767,226
Positions	—	—

2. Medical Office Services Supervisor: To better align operational needs, one vacant Fiscal Office Specialist is deleted and one Medical Office Services Supervisor is added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	703
Intrafund Transfers	—	—
Net County Cost	—	703
Positions	—	—

3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Additional funds are placed in Reserves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,027,618	1,027,618
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	41,352	—
Net County Cost	(986,266)	(1,027,618)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(288,284)	246,302
Requirements		
Gross Appropriations	1,204,928	1,048,424
Intrafund Transfers	(585,924)	(61,811)
Contingencies/Dept Reserves	41,352	—
Net County Cost	948,640	740,311
Positions	—	—

Correctional Health Services (6300B)

Program Locator

County > Health Services > County Health > **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 youth will receive timely histories and physicals in compliance with Corrections regulations. The implementation of an electronic health record (EHR) for tracking and alerting, along with ongoing training and continuous quality improvement, will assist CHS to meet regulations.

While CHS can treat a majority of medical and psychiatric conditions, inmates requiring a higher level of care such as surgery, urgent care, or severe mental deterioration are sent to outside hospitals. In partnership with the Sheriff's Office and contractor, Liberty Healthcare, a ten-bed acute stabilization unit (ASU) opened at Maguire Correctional Facility in October 2018. Along with the Behavioral Health Pods, the ASU will provide a continuum of mental health care increasing the number of psychiatric inpatient days, which had decreased in FY 2016-17 due to the elimination of the contract with Santa Clara County.

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 $2.99 for FY 2019-20, an increase from the FY 2018-19 estimate due to filling staff vacancies and EHR implementation costs. The FY 2020-21 target of $2.95 is expected to realize operational cost savings from efficiencies of a medication dispensing machine system. A structural deficit has been identiied for FY 2020-21 in the amount of $741,000. Budget planning will continue through the summer of 2019 and recommendations to address the shortfall will be brought back to the County Manager and Board of Supervisors during FY 2019-20 for implementation in FY 2020-21.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Inmate Medical and Psychiatric Inpatient Hospital Days	327	240	554	3,180	3,180
Average Cost per Inmate Booked per Day for Medical and Health Services	$3.01	$2.95	$2.22	$2.99	$2.95
Percent of Offenders Receiving Timely Histories and Physicals: Adults (by 14th Day of Incarceration)	100%	93%	93%	98%	98%
Percent of Offenders Receiving Timely Histories and Physicals: Juveniles (Within 96 Hours of Incarceration)	100%	100%	100%	100%	100%

Correctional Health Services (6300B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	30,042	127,756	143,405	156,840	13,435	170,559	13,719
Intergovernmental Revenues	2,147,925	1,746,164	3,452,022	3,718,906	266,884	3,632,130	(86,776)
Charges for Services	2,706	2,253	2,700	2,240	(460)	2,240	—
Interfund Revenue	409,369	273,026	341,926	1,216	(340,710)	1,482	266
Miscellaneous Revenue	51,237	44,694	49,500	36,250	(13,250)	36,250	—
Total Revenue	**2,641,279**	**2,193,893**	**3,989,553**	**3,915,452**	**(74,101)**	**3,842,661**	**(72,791)**
Fund Balance	198,207	250,954	1,577,802	1,142,663	(435,139)	401,908	(740,755)
Total Sources	**2,839,486**	**2,444,847**	**5,567,355**	**5,058,115**	**(509,240)**	**4,244,569**	**(813,546)**
Requirements							
Salaries and Benefits	16,201,428	16,831,654	17,981,543	18,405,643	424,100	18,806,757	401,114
Services and Supplies	4,748,784	3,682,498	8,099,013	8,099,010	(3)	7,593,718	(505,292)
Other Charges	1,172,520	698,633	902,574	902,574	—	943,714	41,140
Fixed Assets	48,756	—	440,000	339,480	(100,520)	—	(339,480)
Gross Appropriations	**22,171,488**	**21,212,784**	**27,423,130**	**27,746,707**	**323,577**	**27,344,189**	**(402,518)**
Intrafund Transfers	(5,321,174)	(2,991,944)	(3,010,898)	(3,379,091)	(368,193)	(3,383,020)	(3,929)
Net Appropriations	**16,850,314**	**18,220,840**	**24,412,232**	**24,367,616**	**(44,616)**	**23,961,169**	**(406,447)**
Contingencies/Dept Reserves	173,713	401,908	401,908	401,908	—	401,908	—
Total Requirements	**17,024,027**	**18,622,748**	**24,814,140**	**24,769,524**	**(44,616)**	**24,363,077**	**(406,447)**
Net County Cost	**14,184,541**	**16,177,901**	**19,246,785**	**19,711,409**	**464,624**	**20,118,508**	**407,099**
Salary Resolution	78.0	83.0	83.0	86.0	3.0	86.0	—
Funded FTE	74.8	79.7	79.6	82.6	3.0	82.6	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Correctional Health Services (6300B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,839,486	2,444,847	5,567,355	5,058,115	(509,240)	4,244,569	(813,546)
Total Requirements	17,024,027	18,622,748	24,814,140	24,769,524	(44,616)	24,363,077	(406,447)
Net County Cost	14,184,541	16,177,901	19,246,785	19,711,409	464,624	20,118,508	407,099
Salary Resolution	78.0	83.0	83.0	86.0	3.0	86.0	—
Funded FTE	74.8	79.7	79.6	82.6	3.0	82.6	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,607,287. Net funding adjustments in FY 2020-21 total $809,007.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,651,903)	(1,215,454)
Requirements		
Gross Appropriations	323,577	(402,518)
Intrafund Transfers	(368,193)	(3,929)
Contingencies/Dept Reserves	—	—
Net County Cost	1,607,287	809,007
Positions	—	—

2. Medication Dispensing Machine Support: To better align operational needs to support the medication dispensing machines in the adult correctional facilities, one Nurse Practitioner is deleted, and two Pharmacists and two Pharmacy Technicians are added in FY 2019-20. These costs are offset by savings in outside medical costs as a result of the inmate claiming program.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	3	—

3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,142,663	401,908
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,142,663)	(401,908)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(509,240)	(813,546)
Requirements		
Gross Appropriations	323,577	(402,518)
Intrafund Transfers	(368,193)	(3,929)
Contingencies/Dept Reserves	—	—
Net County Cost	464,624	407,099
Positions	3	—

San Mateo Medical Center (6600B)

Program Locator

County > Health Services > County Health > **San Mateo Medical Center**

Program Outcome Statement

Open doors to excellence in healthcare

Program Results

San Mateo Medical Center is a 448-bed public hospital and clinic system accredited by the Joint Commission. The Medical Center operates outpatient clinics throughout San Mateo County, an acute care hospital, and a skilled nursing facility through a management agreement with Brius. More specifically, the Medical Center provides inpatient and outpatient medical care including Intensive Care, Surgery, Emergency Care, Infusion, Respiratory Therapy, and Domestic Violence Intervention.

The Medical Center also provides Diagnostic Imaging (e.g., x-rays, MRIs, mammograms, EEG/EKG procedures), Rehabilitation, and Laboratory and Pharmacy services. There are 62 Medical-Surgical beds, seven Intensive Care Unit beds, three Operating Rooms, and 15 Emergency Room beds at the Medical Center, providing care to 2,100 patients (13,700 inpatient days) annually with an average length of stay of 6.0 days each year. The Medical Center also provides 40,000 emergency visits and 2,200 hours of infusion procedures each year.

The Medical Center operates 12 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, 52,000 unique patients are treated for a total of 236,000 clinic visits, including 49,000 pediatric visits, 22,000 OB/GYN visits, 13,000 senior care visits, and 20,000 dental visits.

The Medical Center 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. The Medical Center will provide 3,100 psychiatric evaluations in the psychiatric emergency unit, and care for 239 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, the Medical Center provides skilled nursing services and rehabilitation on a 24/7 basis. The Medical Center 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.

For FY 2019-21, San Mateo Medical Center will meet all regulatory requirements, come in on budget, and provide efficient, effective, and high quality care, with an excellent experience. The focus of the Medical Center will be to deliver results on the three strategic focus areas – strengthening primary care, optimizing delivery of specialty services, and supporting the Medical Center's community of problem solvers. The Medical Center will successfully execute the 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 San Mateo Medical Center budget outside the regular budget schedule.

The Medical Center has balanced the FY 19-20 budget with one-time solutions in the amount of $17.9 million and continues to work on solutions for the FY 20-21 budget gap of $43.6 million that will be brought back to the Board for consideration next year. The budget shortfalls are a result of increased costs, flat revenues, and significant uncertainty in federal policy and associated revenues.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Likelihood to Recommend SMMC to Family and Friends as a Great Place to Receive Care	86%	68%	71%	71%	71%
Cost per Patient per Month	$356	$387	$399	$434	$438
Number of Patients Assigned to SMMC by HPSM who Have Not Been Seen	16,829	15,527	15,800	12,500	10,000

San Mateo Medical Center (6600B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,266,609	2,340,016	2,519,865	2,535,461	15,596	2,551,525	16,064
Use of Money and Property	(195,621)	180,965	82,648	68,000	(14,648)	68,000	—
Intergovernmental Revenues	88,631,714	145,876,366	152,436,276	141,979,305	(10,456,971)	165,023,849	23,044,544
Charges for Services	146,984,920	118,605,101	137,672,215	154,117,048	16,444,833	146,675,681	(7,441,367)
Interfund Revenue	1,824,088	1,491,331	1,921,575	1,369,047	(552,528)	1,369,047	—
Miscellaneous Revenue	8,713,004	7,234,358	7,299,342	7,670,067	370,725	8,170,067	500,000
Other Financing Sources	58,118,961	58,108,031	58,121,621	58,121,621	—	58,121,621	—
Total Revenue	**305,343,675**	**333,836,169**	**360,053,542**	**365,860,549**	**5,807,007**	**381,979,790**	**16,119,241**
Fund Balance	17,916,280	19,595,537	21,799,728	17,033,713	(4,766,015)	—	(17,033,713)
Total Sources	**323,259,955**	**353,431,706**	**381,853,270**	**382,894,262**	**1,040,992**	**381,979,790**	**(914,472)**
Requirements							
Salaries and Benefits	176,345,830	185,782,428	197,383,831	207,486,413	10,102,582	212,018,481	4,532,068
Services and Supplies	91,818,250	97,911,670	98,452,256	107,835,094	9,382,838	104,982,302	(2,852,792)
Other Charges	26,197,802	26,112,644	29,232,367	30,695,250	1,462,883	31,882,000	1,186,750
Fixed Assets	1,435	(22,849)	4,480,011	4,000,000	(480,011)	4,000,000	—
Other Financing Uses	9,503,113	22,062,263	30,679,340	33,077,505	2,398,165	29,297,007	(3,780,498)
Gross Appropriations	**303,866,429**	**331,846,155**	**360,227,805**	**383,094,262**	**22,866,457**	**382,179,790**	**(914,472)**
Intrafund Transfers	(202,012)	(214,177)	(174,263)	(200,000)	(25,737)	(200,000)	—
Net Appropriations	**303,664,417**	**331,631,978**	**360,053,542**	**382,894,262**	**22,840,720**	**381,979,790**	**(914,472)**
Non-General Fund Reserves	19,595,537	21,799,728	21,799,728	—	(21,799,728)	—	—
Total Requirements	**323,259,955**	**353,431,706**	**381,853,270**	**382,894,262**	**1,040,992**	**381,979,790**	**(914,472)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	1,046.0	1,049.0	1,049.0	1,049.0	—	1,049.0	—
Funded FTE	972.9	984.9	977.2	977.7	0.5	977.7	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

San Mateo Medical Center (6600B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	323,259,955	353,431,706	381,853,270	382,894,262	1,040,992	381,979,790	(914,472)
Total Requirements	323,259,955	353,431,706	381,853,270	382,894,262	1,040,992	381,979,790	(914,472)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	1,046.0	1,049.0	1,049.0	1,049.0	—	1,049.0	—
Funded FTE	972.9	984.9	977.2	977.7	0.5	977.7	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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 continuation of the Navigant consulting agreement. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $59,201,604. Net funding adjustments in FY 2020-21 total $43,391,920.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(31,096,918)	(44,306,458)
Requirements		
Gross Appropriations	28,130,423	(914,538)
Intrafund Transfers	(25,737)	—
Non-General Fund Reserves	(21,799,728)	—
Net County Cost	59,201,604	43,391,920
Positions	—	—

2. Position Adjustments: This action uses position conversions and moves to better align staffing with the operational needs of the Department and ensures appropriate coverage for patient care services.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	137,602	66
Intrafund Transfers	—	—
Net County Cost	137,602	66
Positions	—	—

3. Pain Management Clinic: The Pain Management Clinic is currently part off 68430 Medical Specialty Clinic. The Pain Clinic operates independently with no shared staff. As a result, this action moves expenses for this clinic into its own cost center.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Revenue Improvements: SMMCÕs strategic initiatives and operational improvement focus areas are projected to provide $2.2 million in additional revenue in the primary care clinics, specialty care clinics, Emergency Department, and surgical services. The clinical documentation improvement program is projected to decrease claim denials by $1 million. SMMC is also negotiating a cost report settlement with the Department of Health Care Services that is projected to provide an additional $2 million in on-going revenue through increased reimbursement rates for the Skilled Nursing Facility.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	5,216,409	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(5,216,409)	—
Positions	—	—

5. Pay for Performance Revenue: California's Medi-Cal Waiver includes a pay-for-performance program referred to as PRIME, which pays hospital for achieving targets on specific clinical metrics. The projections for the amount of funding available was updated and results in an additional revenue opportunity of $850,000. In addition, HPSM has two programs that provide funding for achieving targets on specific metrics and for reducing costs of health care services, which combined is projected to provide additional revenue of $3 million. The transformation engagement with Navigant is supporting the work in these areas.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	3,850,000	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(3,850,000)	—
Positions	—	—

6. Cost Report Settlements: SMMC is negotiating cost report settlements for FY 2013-14, FY 2014-15, and FY 2015-16 with the Department of Health Care Services (DHCS) that is projected to provide an additional $5.1 million in one-time revenue through increased reimbursement rates for our Skilled Nursing Facility. These higher reimbursement rates will also carry forward to future years, projected at $2 million annually, and is reflected in the FY 2019-20 budget package for Revenue Improvements. In addition, DHCS is finalizing the FY 2010-11 settlement for the Mental Health Special Plan Amendment funding for services at the Medical Center Inpatient Psychiatric Unit (3 A/B) which will provide an additional $937,788 in one-time revenue.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	6,037,788	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(6,037,788)	—
Positions	—	—

7. Expense Reductions: SMMC utilized an external consulting firm to conduct an assessment of its supply chain operations. This assessment identified a number of opportunities to drive down the inventory and the per unit cost of medical supplies utilized in the hospital, which is projected to decrease annual supply costs by $228,000. In addition, through the use of stricter prioritization criteria and enhanced bio-medical services, the capital budget is decreased by $2 million, which is not expected to have a detrimental impact on patients or employees. Finally, through optimization of workforce skill mix and productivity, SMMC is reducing its reliance on Extra-Help employees which is projected to reduce labor costs by $2 million. The transformation engagement with Navigant is supporting the workforce optimization efforts.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(4,217,588)	—
Intrafund Transfers	—	—
Net County Cost	(4,217,588)	—
Positions	—	—

8. Limited Term Positions: This action eliminates eight Limited Term positions, of which seven are vacant, to reduce Salary and Benefit costs. The positions are for various administrative and clinical positions that were for specific projects or pilot programs that have or will be ending before FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(1,173,440)	—
Intrafund Transfers	—	—
Net County Cost	(1,173,440)	—
Positions	—	—

9. Budget Reserves: SMMC has been building its reserves in anticipation of future decreases in reimbursement rates and programs as well as continued increases in costs. The use of one-time budget reserves will mitigate the need to implement program reductions in FY 2020-21 while the strategic initiatives, operational improvements, and transformation efforts begin to yield improved budget results.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	43,391,986
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	(43,391,986)
Positions	—	—

10. Fund Balance Adjustments : This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance for both years. SMMC has increased its fund balance reserves through positive budget results in prior years. The use of one-time fund balance reserves will help mitigate the need to implement program reductions in FY 2019-20 while the strategic initiatives, operational improvements, and transformation efforts begin to yield improved budget results.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	17,033,713	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(21,799,728)	—
Net County Cost	(38,833,441)	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,040,992	(914,472)
Requirements		
Gross Appropriations	22,866,457	(914,472)
Intrafund Transfers	(25,737)	—
Non-General Fund Reserves	(21,799,728)	—
Net County Cost	—	—
Positions	—	—

Contributions to Medical Center (5850B)

Program Locator

County > Health Services > County Health > **Contributions to Medical Center**

Program Outcome Statement

Improve health for uninsured, low-income residents

Program Results

The County contribution to the 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 FY 2016-17 Adopted 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 patient volume fluctuates. The number of patients assigned from the Health Plan of San Mateo who have not yet been seen is tracked to measure accessibility to care. While system improvement efforts over the next two years will work to reduce that number, there are significant challenges related to the recruitment of physicians and other clinical staff.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Cost per Patient per Month	$356	$387	$399	$434	$438
Number of Patients Assigned to SMMC by HPSM who Have Not Been Seen	16,829	15,527	15,800	12,500	10,000

Contributions to Medical Center (5850B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Miscellaneous Revenue	5,591,773	5,632,339	5,612,056	5,612,056	—	5,612,056	—
Total Revenue	**5,591,773**	**5,632,339**	**5,612,056**	**5,612,056**	**—**	**5,612,056**	**—**
Total Sources	**5,591,773**	**5,632,339**	**5,612,056**	**5,612,056**	**—**	**5,612,056**	**—**
Requirements							
Other Financing Uses	58,121,622	58,121,621	58,121,621	58,121,621	—	58,121,621	—
Gross Appropriations	**58,121,622**	**58,121,621**	**58,121,621**	**58,121,621**	**—**	**58,121,621**	**—**
Intrafund Transfers							
Net Appropriations	**58,121,622**	**58,121,621**	**58,121,621**	**58,121,621**	**—**	**58,121,621**	**—**
Total Requirements	**58,121,622**	**58,121,621**	**58,121,621**	**58,121,621**	**—**	**58,121,621**	**—**
Net County Cost	**52,529,849**	**52,489,282**	**52,509,565**	**52,509,565**	**—**	**52,509,565**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

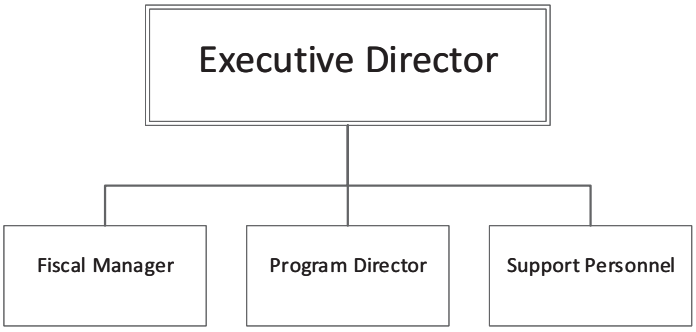
The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Contributions to Medical Center (5850B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	5,591,773	5,632,339	5,612,056	5,612,056	—	5,612,056	—
Total Requirements	58,121,622	58,121,621	58,121,621	58,121,621	—	58,121,621	—
Net County Cost	52,529,849	52,489,282	52,509,565	52,509,565	—	52,509,565	—

This page intentionally left blank

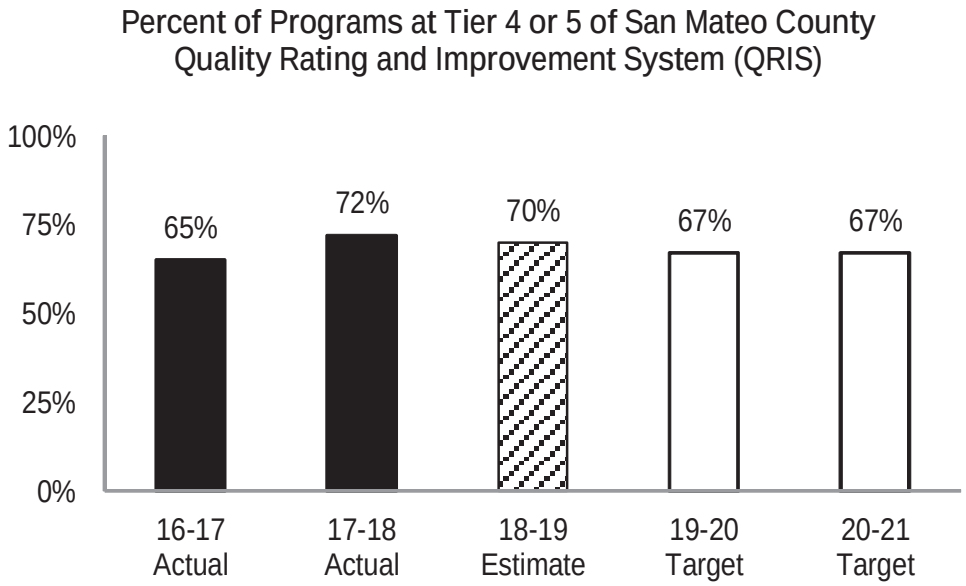
FIRST 5 SAN MATEO COUNTY

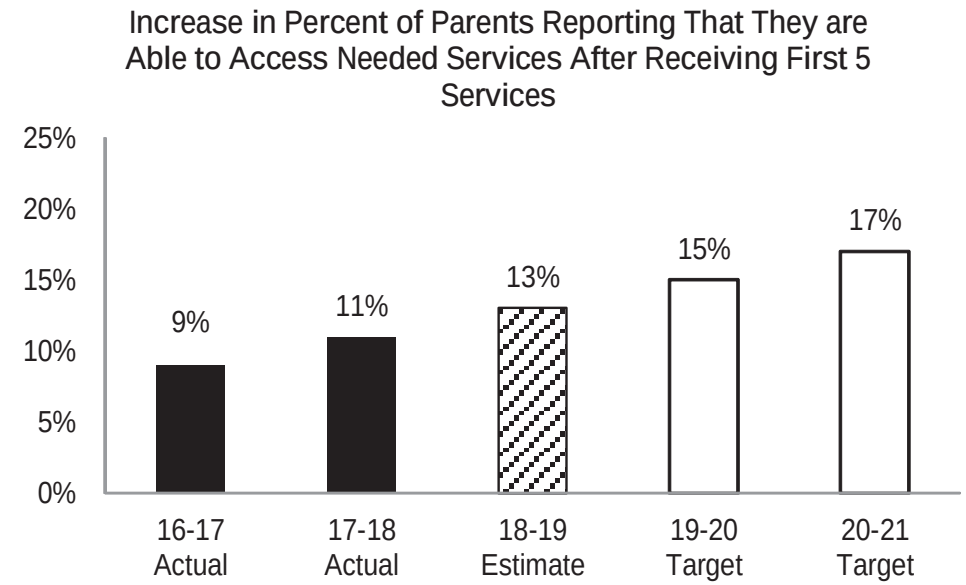


Department Locator

County > Health Services > **First 5 San Mateo County**

Headline Measures





Mission Statement

First 5 San Mateo County (F5SMC) 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 literally build children's brains in ways that foster healthy emotional expression, social interactions, and impulse control. F5SMC programs and activities foster the optimal development of children ages 0-5 by investing in health, early learning, family engagement, and systems-building efforts. The First 5 San Mateo County Commission, appointed by the Board of Supervisors, adopts the budget, creates the strategic plan, and provides oversight for First 5.

First 5 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, F5SMC, along with many other First 5 Commissions in the state, has been faced with the issue of declining revenues, as Proposition 10 funds are decreasing.

In addition to Proposition 10 revenue, F5SMC has also been utilizing Reserves to fund programs. In recent years, F5SMC has expended over $2.5 million per year in Reserves. As spending down 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 FY 2015-20 with reductions across F5SMC, including programs and administrative costs. In order to bring expenditures in line with revenue, F5SMC is planning to reduce overall expenditures by approximately 21 percent through the five-year Strategic Plan FY 2015-20.

During the five-year Strategic Plan, F5SMC has been 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.

Major Accomplishments in FY 2017-2019:

- Help Me Grow: Building on our ongoing investments to enhance systems of support for children with special needs and those who care for them, the past two years has seen F5SMC secure nearly $300,000 in additional funding and begin implementation of Help Me Grow, a national service system model focused on optimizing child development during the first five years of life. Help Me Grow includes universal early identification via a centralized access point to developmental screening, linkages to intervention, and community resources, as well as care-coordination, and provider outreach and training.
- Build Up for San Mateo County's Kids: Due to the high costs of living and doing business on the Peninsula, San Mateo County faces a shortfall of over 25,000 child care and preschool spaces by 2025; it is estimated that creating enough facilities to address this gap will cost close to $500 million. Over the past two years, F5SMC has been a key driver of the Build Up for Kids initiative focused on the facilities needs of child care and preschool providers. This multi-sector project brings together foundations, County agencies, cities, school districts, faith-based organizations, and the business community in an effort to come up with creative and sustainable solutions to this crisis.
- F5SMC 2020-2025 Strategic Plan: During the past year, F5SMC staff, Commissioners, grantees, and other stakeholders have joined together to develop a new Strategic Plan for FY 2020-25. This process identified ongoing and emerging needs among our constituents, as well as defined the best use of F5SMC resources to address those needs.

Anticipating FY 2019-2021:

- Policy & Advocacy Efforts: Ensuring that all children reach their fullest potential requires solutions that are not possible with funding alone. F5SMC will continue to mobilize and work with legislators, policy advocates, business leaders, community organizations, and parents to develop a common understanding and shared ownership to finding solutions. We are excited about the opportunities presented with Governor Newsom's prioritization of and proposed budget for early childhood. Our goal is to lend analysis of legislation and appropriations and to provide technical assistance to San Mateo County in implementation.
- Census 2020: F5SMC will continue to be involved in ensuring that all San Mateo County children ages 0-5 (an officially designated Hard to Count Population) are included in the decennial census. F5SMC will support the Complete Count efforts by educating our grantee agencies about the importance of the census for both representative democracy as well as federal funding and helping them to advocate for the census directly to their clients.
- Procurement Processes for and Implementation of the FY 2020-25 Strategic Plan: Implementing the FY 2020-25 Strategic Plan will come with the challenge of a 39 percent reduction in grants to community partners. This will impact the scope and scale of the grants we will be able to provide, and will likely reduce the number of clients served through high-intensity modalities such as home visiting, care coordination, and mental health services. Our goal is to identify additional funding partners and state or federal funding streams that may be able to sustain some of the critical programs that we are no longer able to fully support.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Programs at Tier 4 or 5 of San Mateo County Quality Rating and Improvement System (QRIS)	65%	72%	70%	67%	67%
Percent of Programs Participating in QRIS	9%	11%	13%	15%	17%
Percent of Programs at Tier 4 or 5 of Bay Area QRIS	69%	73%	70%	67%	67%

First 5 San Mateo County (1950B)
First 5 Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	186,475	178,234	81,262	148,000	66,738	111,000	(37,000)
Intergovernmental Revenues	6,362,779	5,241,668	6,164,000	5,829,000	(335,000)	5,064,000	(765,000)
Miscellaneous Revenue	263,510	348,925	320,740	362,765	42,025	—	(362,765)
Total Revenue	**6,812,764**	**5,768,827**	**6,566,002**	**6,339,765**	**(226,237)**	**5,175,000**	**(1,164,765)**
Fund Balance	13,862,754	13,052,025	9,978,673	7,218,191	(2,760,482)	4,539,916	(2,678,275)
Total Sources	**20,675,518**	**18,820,852**	**16,544,675**	**13,557,956**	**(2,986,719)**	**9,714,916**	**(3,843,040)**
Requirements							
Salaries and Benefits	1,210,548	1,234,482	1,462,046	1,533,658	71,612	1,583,570	49,912
Services and Supplies	56,169	97,220	142,000	147,500	5,500	114,500	(33,000)
Other Charges	6,356,776	7,510,478	7,186,540	7,336,882	150,342	4,279,704	(3,057,178)
Gross Appropriations	**7,623,493**	**8,842,179**	**8,790,586**	**9,018,040**	**227,454**	**5,977,774**	**(3,040,266)**
Intrafund Transfers							
Net Appropriations	**7,623,493**	**8,842,179**	**8,790,586**	**9,018,040**	**227,454**	**5,977,774**	**(3,040,266)**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	13,052,025	9,978,673	7,754,089	4,539,916	(3,214,173)	3,737,142	(802,774)
Total Requirements	**20,675,518**	**18,820,852**	**16,544,675**	**13,557,956**	**(2,986,719)**	**9,714,916**	**(3,843,040)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	7.6	7.6	7.6	7.6	—	7.6	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $2,986,719 or 18 percent from the FY 2018-19 Revised Budget to the FY 2019-20 Recommended Budget due to the following changes:

Use of Money and Property

There is a net increase of $66,738 in this funding source due to the increase in Interest Revenue in the County investment pool, with a higher interest earning rate.

Intergovernmental Revenues

There is a net decrease of $335,000 in this funding source due to the further decline of Tobacco Tax Revenue as various new Tobacco Tax laws have been implemented.

Miscellaneous Revenue

There is a net increase of $42,025 in this funding source due to the acquisition of various Non-Tobacco Tax grants from various private community foundations and governmental entities.

Fund Balance

There is a net decrease of $2,760,482 in Fund Balance due to the reduction in the Reserves in FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements decreased by $2,986,719 or 18 percent from the FY 2018-19 Revised Budget to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $71,612 in this expenditure category due to the inclusion of cost of living adjustments (COLA) and the healthcare cost increases.

Services and Supplies

There is a net increase of $5,500 in this expenditure category due to the purchase of a new computer and laptop, as the equipment services life of the current IT equipment expired.

Other Charges

There is a net increase of $150,342 in this expenditure category due to an increase in spending in the last year of the grant contract terms.

Contingencies/Departmental Reserves

There is net decrease of $3,214,173 in this expenditure category due to First 5 drawing down Reserves to fund Community Investments, as per the First 5 Strategic Plan.

NET COUNTY COST

There is no net county cost.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $3,843,040 or 28.4 percent from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Use of Money and Property
There is a net decrease of $37,000 in this funding source due to the decrease in Fund Balance in the County investment pool, as First 5 has continued drawing down its Reserves to fund higher Community Investments during the past nine years.

Intergovernmental Revenues
There is a net decrease of $765,000 in this funding source due to further decline in the Tobacco Tax Revenue and the end of the First 5 California IMPACT Grant.

Miscellaneous Revenue
There is a net decrease of $362,765 in this funding source due to various Non-Tobacco Tax grants ending.

Fund Balance
There is net decrease in Fund Balance of $2,678,275 due to the reduction in the Reserves in FY 2019-20.

TOTAL REQUIREMENTS
Total Requirements decreased by $3,843,040 or 28.4 percent from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $49,912 in this expenditure category due to the inclusion of cost of living adjustments (COLA) and healthcare cost increases.

Services and Supplies
There is a net decrease of $33,000 in this expenditure category due to a lower fiscal operating budget as the result of First 5's Strategic Plan 2020-25 implementation.

Other Charges
There is a net decrease of $3,057,178 in this expenditure category due the decrease in Community Investment as per the new Strategic Plan 2020-25 implementation.

Contingencies/Departmental Reserves
There is net decrease of $802,774 in this expenditure category due to First 5's effort to cover the operating budget for First 5 Community Investments and achieve a balanced budget.

NET COUNTY COST
There is no net county cost.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

First 5 San Mateo County (1950B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	20,675,518	18,820,852	16,544,675	13,557,956	(2,986,719)	9,714,916	(3,843,040)
Total Requirements	20,675,518	18,820,852	16,544,675	13,557,956	(2,986,719)	9,714,916	(3,843,040)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	7.6	7.6	7.6	7.6	—	7.6	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $10,432,364. Net funding adjustments in FY 2020-21 total $7,240,103.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(10,204,910)	(7,218,191)
Requirements		
Gross Appropriations	227,454	21,912
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(3,214,173)	(802,774)
Net County Cost	10,432,364	7,240,103
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	7,218,191	4,539,916
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(3,214,173)	(802,774)
Net County Cost	(10,432,364)	(5,342,690)
Positions	—	—

3. New Strategic Plan 2020-25: Based on First 5 San Mateo County's (F5SMC) new Strategic Plan 2020-25, this action adjusts Community Investments to the level required to achieve budget balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	(1,164,765)
Requirements		
Gross Appropriations	—	(3,062,178)
Intrafund Transfers	—	—
Net County Cost	—	(1,897,413)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

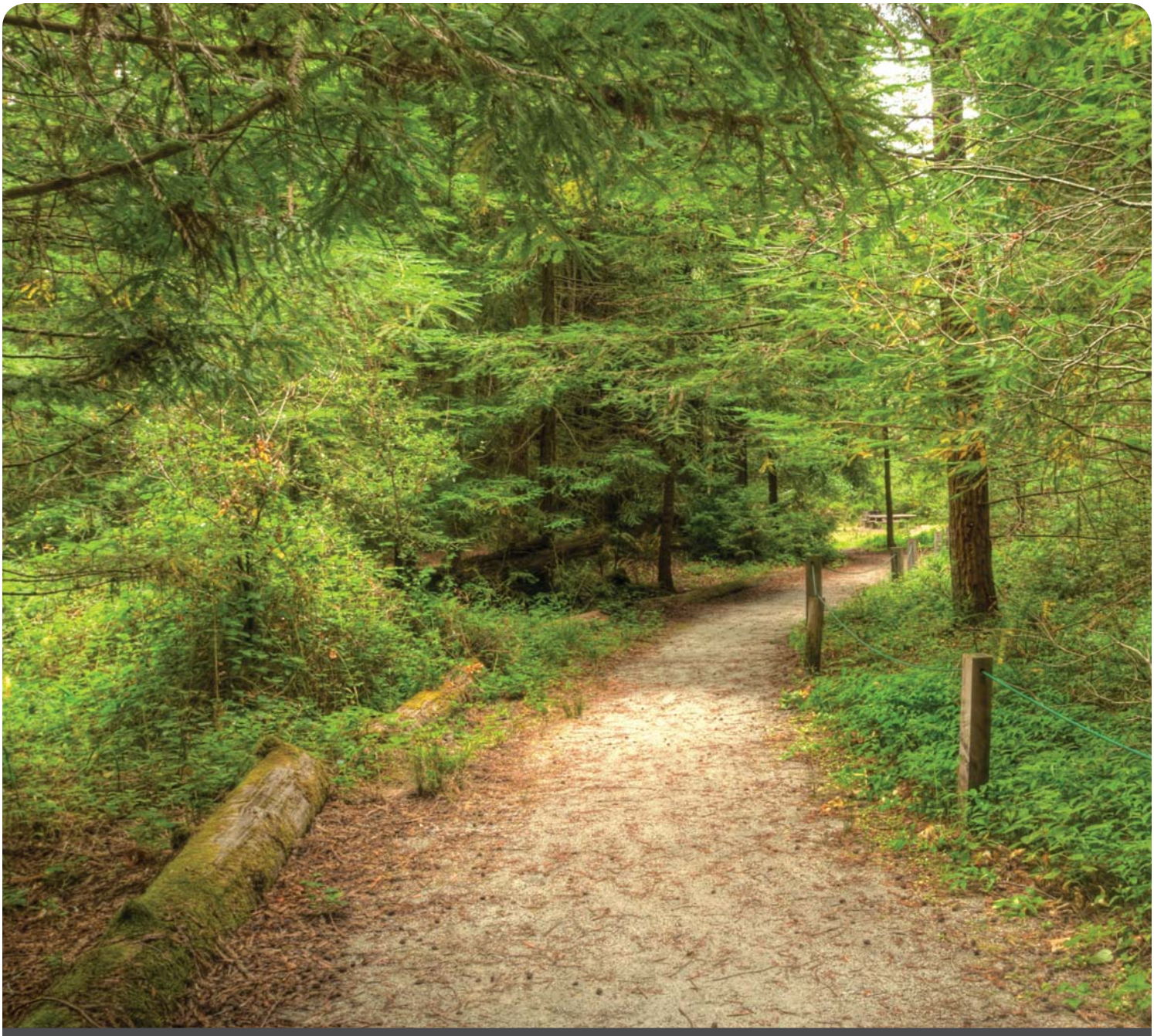
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(2,986,719)	(3,843,040)
Requirements		
Gross Appropriations	227,454	(3,040,266)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(3,214,173)	(802,774)
Net County Cost	—	—
Positions	—	—

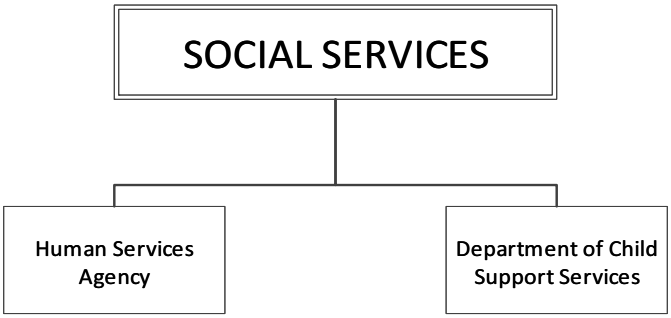
This page intentionally left blank

SOCIAL SERVICES

FY 2019-20 / FY 2020-21

RECOMMENDED BUDGET

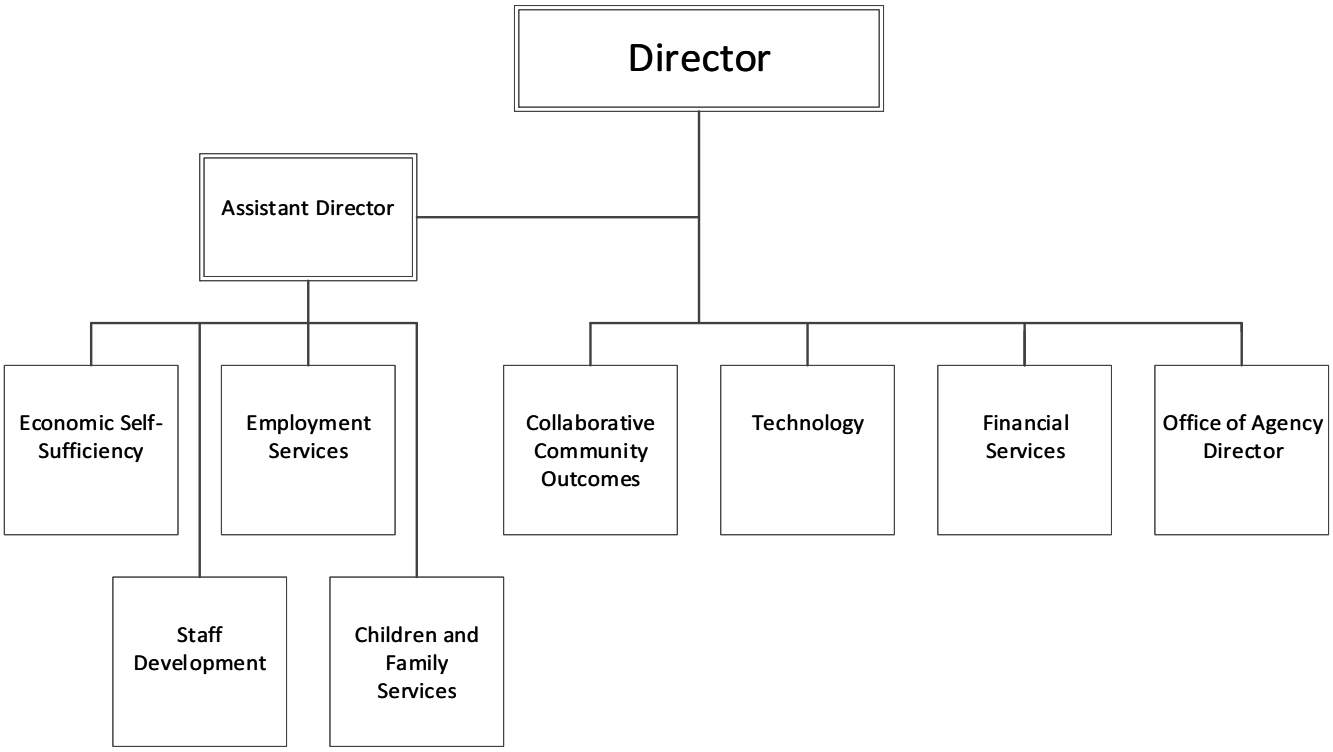



SOCIAL SERVICES
Human Services Agency
Department of Child Support Services

Social Services
FY 2019-20 and FY 2020-21
All Funds Summary

Total Requirements	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
General Fund Budgets							
Human Services Agency	193,425,407	205,763,337	260,581,252	267,135,223	6,553,971	260,066,741	(7,068,482)
Department of Child Support Services	10,981,339	10,916,811	11,902,709	12,251,335	348,626	12,608,094	356,759
Total General Fund	**204,406,745**	**216,680,148**	**272,483,961**	**279,386,558**	**6,902,597**	**272,674,835**	**(6,711,723)**
Total Requirements	204,406,745	216,680,148	272,483,961	279,386,558	6,902,597	272,674,835	(6,711,723)
Total Sources	188,341,311	189,008,076	222,409,236	222,350,347	(58,889)	211,738,950	(10,611,397)
Net County Cost	16,065,434	27,672,072	50,074,725	57,036,211	6,961,486	60,935,885	3,899,674
Authorized Positions							
Salary Resolution	849.0	842.0	843.0	841.0	(2.0)	841.0	—
Funded FTE	848.7	841.8	842.5	840.9	(1.7)	840.9	—

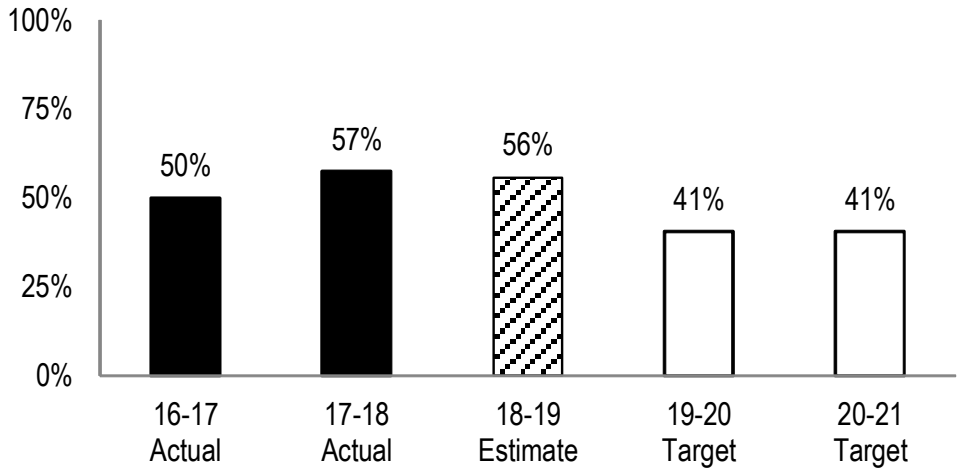
HUMAN SERVICES AGENCY



Department Locator

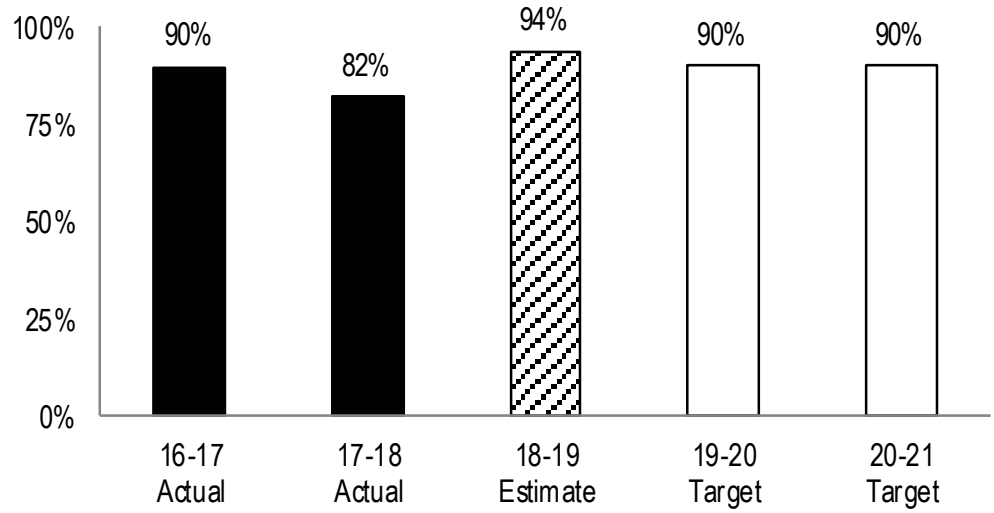
County > Social Services > **Human Services Agency**

Percent of Children Who Exited to a Permanent Home Within 12 Months of Entering Foster Care



Percent of Public Assistance Applications Processed Within State Standards for Timeliness

Average Across 5 Programs: MediCal, CalFresh, CalWORKs, GA, and CAPI



Mission Statement

Enhance the well-being of children, adults, and families by providing professional, responsive, caring, and supportive service.

Overview

The Human Services Agency (HSA) is responsible for providing social services to all eligible residents in San Mateo County, including the major programs highlighted below from each branch of the agency.

- Economic Self-Sufficiency (ESS): HSA conducts eligibility determinations and assists residents in maintaining benefits for state, local, and federal programs. These programs include: health insurance coverage through Medi-Cal, nutritional assistance benefits through 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, defined as youth aged 18-21, are provided with transitional living, case management, and support services. CFS operates the Receiving Home, Family Resources Centers, and 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, subsidized employment, vocational training, and adult education. The ultimate goal is to help families reach self-sufficiency. 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. The Service Connect (SC) program provides services to assist AB 109 clients (clients who were formally incarcerated) to re-integrate into the community.
- Collaborative Community Outcomes (CCO): CCO administers various programs through partnerships with community-based organizations. The Center on Homelessness, the Children's Fund, Veterans Services, STEM programs, and Emergency Management are provided through this branch of the agency. Community collaborations allow the Agency to provide effective and targeted services and support prevention and safety net programs.

Major accomplishments in FY 2017-19:

- The Agency hosted the End Hunger Workgroup and an outcome of that group was the development of the Get Food San Mateo County website. The site is designed to help people connect with the services they need to get access to food. By answering eight questions, visitors can find out if they are likely to qualify for four food assistance programs.

  Get Food San Mateo County (http://getfoodsanmateocounty.org/)

- The ESS Branch worked with Community Based Organizations to develop public service announcements for the immigrant community to help clarify changes to the Public Charge rule and their legal rights. It also helped host citizenship application workshops throughout the County.

  Public Charge (https://vimeo.com/296324735/e611b7d62f)

  Know Your Rights (https://vimeo.com/314025178)

- CFS continued the implementation of Continuum of Care Reform (CCR) and successfully recruited 108 resource families . Employment Service's CalWORKS branch implemented the Housing Support Program, designed to stabilize housing so low-income families avoid entering homelessness and can continue toward self-sufficiency. The branch also implemented the HOME program, which provides vocational services to homeless clients who are transitioning out of the shelters and into permanent housing.

- The CCO Branch hosted its second Veterans Summit. This year, the summit focused on the unique needs of women veterans. The branch also completed its implementation of the Coordinated Entry System (CES) for single adults.

Significant Challenges, Initiatives, and Trends

The county has experienced an increase in the number of homeless who are living in recreational vehicles. This growing population has a unique set of needs and poses a variety of challenges because of their mobility. An example of this is that their ability to move from one community to another might make it challenging for support agencies to precisely locate them to provide services. In addition, as a segment of the homeless population, their needs might be different from those of the population traditionally served by this program and, consequently, new or different strategies many need to be utilized. Until the needs of this growing population can be assessed, their increasing numbers will impact the County's efforts to end homelessness. A more detailed assessment and service strategies will be completed during the next budget cycle.

ESS will expand its outreach efforts this upcoming budget year. The CalFresh mobile van will be deployed throughout the county in low CalFresh participation areas and community events. Recent regulatory changes have allowed eligible Supplemental Security Income (SSI) recipients to apply for and receive CalFresh benefits. In San Mateo County, this potentially affects approximately 10,000 low-income individuals who are disabled and/or over 65.

Quality assurance will be expanded and finalized in two additional areas of the agency. CalWORKS Employment Services (CWES) will begin implementation of a new program model. In addition, CWES will have new performance measures designed by the state and will be subject to additional quality assurance review resulting in self-assessments and program improvement plans. Children and Family Services (CFS) will also see increased quality assurance reviews through both the state and the agency-wide quality assurance program.

CFS will become licensed as a Short Term Residential Treatment Program (STRTP). The STRTP is a licensed mental health treatment facility that will stabilize youth in the child welfare system who are experiencing difficulties in resource family placement. The STRTP will provide short-term care and treatment and place the youth back into a family setting as quickly as possible.

Human Services Agency (7000D)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	8,659,184	9,923,949	14,073,686	13,024,920	(1,048,766)	12,166,476	(858,444)
Intergovernmental Revenues	146,365,811	135,066,621	159,520,463	163,752,641	4,232,178	161,900,627	(1,852,014)
Charges for Services	1,628,116	2,590,201	2,630,000	2,850,000	220,000	2,850,000	—
Interfund Revenue	49,654	123,525	—	221,198	221,198	221,198	—
Miscellaneous Revenue	2,374,733	1,447,828	1,065,356	1,561,784	496,428	1,578,360	16,576
Total Revenue	**159,077,496**	**149,152,125**	**177,289,505**	**181,410,543**	**4,121,038**	**178,716,661**	**(2,693,882)**
Fund Balance	18,282,476	28,939,140	33,217,022	28,688,469	(4,528,553)	20,414,195	(8,274,274)
Total Sources	**177,359,972**	**178,091,265**	**210,506,527**	**210,099,012**	**(407,515)**	**199,130,856**	**(10,968,156)**
Requirements							
Salaries and Benefits	97,389,863	99,082,366	113,377,757	122,350,932	8,973,175	127,517,997	5,167,065
Services and Supplies	55,354,353	61,978,616	85,247,644	89,171,362	3,923,718	82,777,455	(6,393,907)
Other Charges	53,466,936	53,209,661	70,134,709	67,172,661	(2,962,048)	62,712,569	(4,460,092)
Fixed Assets	7,940	—	—	—	—	—	—
Other Financing Uses	879,257	867,034	1,902,312	2,384,961	482,649	890,827	(1,494,134)
Gross Appropriations	**207,098,349**	**215,137,677**	**270,662,422**	**281,079,916**	**10,417,494**	**273,898,848**	**(7,181,068)**
Intrafund Transfers	(24,982,224)	(28,906,397)	(34,084,930)	(34,358,888)	(273,958)	(34,168,137)	190,751
Net Appropriations	**182,116,125**	**186,231,280**	**236,577,492**	**246,721,028**	**10,143,536**	**239,730,711**	**(6,990,317)**
Contingencies/Dept Reserves	11,309,282	19,532,057	24,003,760	20,414,195	(3,589,565)	20,336,030	(78,165)
Total Requirements	**193,425,407**	**205,763,337**	**260,581,252**	**267,135,223**	**6,553,971**	**260,066,741**	**(7,068,482)**
Net County Cost	**16,065,434**	**27,672,072**	**50,074,725**	**57,036,211**	**6,961,486**	**60,935,885**	**3,899,674**
Salary Resolution	769.0	766.0	766.0	768.0	2.0	768.0	—
Funded FTE	769.0	765.9	766.0	768.0	2.0	768.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $407,515, or less than one percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $1,048,766 in Measure K half-cent sales tax revenue mainly due to the termination of the one-time $800,000 in Shelter Upgrades; termination of the time limited $224,025 Peninsula Family Service Contract; reduction of $441,636 in various Center on Homelessness contracts and MOU's. This decrease was partially offset by an increase of approximately $390,748 for the three percent increase to Measure K Initiatives and the addition of the Domestic Violence one-time contract of $23,142.

Intergovernmental Revenues

There is a net increase of $4,232,178 in Intergovernmental Revenues mainly due to an increase of $3,219,677 in the Medi-Cal and CalFresh Allocations, $2,451,732 in Homeless Emergency Aid Program (HEAP) funding, $1,028,615 in Title IV-E and State Realignment due to increased Operations cost in Children and Family Services and $50,000 in higher CalFresh Employment and Training reimbursement. This increase was partially offset by a decrease of $1,894,456 in CalWORKs due to lower caseloads, $667,813 in Title-IV-E and State Realignment, due to lower Foster Care Caseloads and $16,500 due to decrease in Veterans Services state subvention funding.

Charges for Services

There is a net increase of $220,000 in Charges for Services due to higher reimbursement resulting from increased production and client activity in Catering Connection and South Bay Recycling (SBR) programs.

Interfund Revenue

There is a net increase of $221,198 in Interfund Revenue due to an internal funding adjustment for an MOU Agreement.

Miscellaneous Revenue

There is a net increase of $496,428 in Miscellaneous Revenue mainly due to $500,000 in Children and Family Services for increased reimbursement of the Wrap Around services component of the implementation of Children and Family Teams (CFT) Initiative; increase of $60,000 in Welfare Aid Payments for Child Support Recoupments; $51,045 in Out of Home Placement for increased cost recovery for managing the Foster Family Agency program; and $5,000 for Vocational Rehabilitation Services (VRS) for higher reimbursements of client job-readiness services. This increase was partially offset by a decrease of $90,000 in Homeless & Safety Net due to a planned change in the funding source for cost recovery of the Homeless Outreach Teams (HOT) Outreach initiative and $29,617 due to a decreased need in reimbursement from AB2994 Birth Certificate Trust Fund.

Fund Balance

There is a net decrease in overall Fund Balance of $4,528,553 mainly due to the completion of several one-time projects. This decrease was partially offset by an increase of Fund Balance for delayed and new one-time projects.

TOTAL REQUIREMENTS

Total Requirements increased by $6,553,971, or 2.5 percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $8,973,175 in Salaries and Benefits due to negotiated salary and benefit increases of $6,985,423; $165,085 in Homeless and Safety Net for the addition of one Management Analyst to support programs

to end Homelessness; $22,296 for the conversion of a Human Services Analyst II to a Human Services Program Policy Analyst in Staff Development for Children and Family Services (CFS) to provide timely updates to CFS's policies and procedures; $15,089 for the conversion of a Term Public Services Specialist to a regular classified public services specialist in the veterans unit to meet the county's goal of providing ongoing services to San Mateo County's military veterans. Extra help increased by $730,498 and Overtime increased by $660,816, due to the difficulty in recruiting for permanent positions and the need for on-going training units, with $393,968 in increased salary & benefit adjustments.

Services and Supplies

There is a net increase of $3,923,718 in Services and Supplies due to new contracts including $2,309,291 for the Homeless Emergency Aid Program (HEAP) and $885,726 for the implementation of the Children and Family Team (CFT) initiatives; $615,798 in increased Administrative Costs, mainly due to contracted S&B negotiated increases; $470,548 in MOU's, mainly due to Employment Services Subsidized Employment Programs; $558,232 in general services and supplies, mainly due to the increased cost of the Daly City (92nd St.) facility project and Vocational Rehabilitation Services (VRS) Client Wages and Catering expansion; and $83,669 in program activities, mainly due to costs related to new programs in Children and Family Services, including Children and Family Teams and Continuum of Care. This increase was partially offset by a decrease of $1,188,701 in Administration for completed or eliminated agency projects and contracts; the balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net decrease of $2,962,048 in Other Charges, mainly due to $2,344,124 in lower Client Related expenses, including $1,486,500 in Welfare Aid Payments due to lower CalWORK's caseloads, $709,984 in lower Foster Care Caseloads, $137,602 due to lower Child Care caseloads and $617,924 in overall lower Service charges.

Other Financing Uses

There is a net increase of $482,649 in Other Financing Uses due to a $1.5M Safe Harbor Homeless Shelter Facility Capital Project. This increase was partially offset by the expected completion of Family Shelter projects of $687,498, and Redwood City Middlefield Project of $350,000; the balance of the changes are adjustments to Debt Service charges.

Intrafund Transfers

There is a net increase of $273,958 in Intrafund Transfers mainly due to increased Administrative Costs due to negotiated Salary & Benefit increases. This increase was partially offset by completed projects.

Contingencies/Departmental Reserves

There is a net decrease of $3,589,565 in Contingencies/Departmental Reserves due to the expected use of agency funds within Fiscal Year 2018-19. The balance in General Fund Reserves represents 8.3 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $15,479,774. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $6,961,486, or 14 percent, in this Department's General Fund allocation mainly due to the $5,642,565 increase due to salary and benefit negotiated increases and service charges, as well as lower than anticipated spending on projects and operational costs.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $10,968,156, or 5.2 percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes
There is a net decrease of $858,444 in Measure K half-cent sales tax revenue due to completion of one-time projects.

Intergovernmental Revenues
There is a net decrease of $1,852,014 in Intergovernmental Revenues due to the reduction of revenue to fund the one-time facility project costs in Economic Self Sufficiency and Employment Services that are expected to be completed by the end of FY 19-20. This decrease was partially offset by an increase in revenue to fund increases agency-wide related to negotiated Salary & Benefit costs.

Miscellaneous Revenue
There is a net increase of $16,576 in Miscellaneous Revenue in Out of Home Placement due to increased cost recovery for managing the Foster Family Agency program.

Fund Balance
There is a net decrease of $8,274,274 in Fund Balance due to the completion of one-time projects and purchases funded by Fund Balance in FY 19-20.

TOTAL REQUIREMENTS
Total Requirements decreased by $7,068,482 or 2.7 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $5,167,065 in Salaries and Benefits due to negotiated increases in Salaries and Benefits agency-wide.

Services and Supplies
There is a net decrease of $6,393,907 in Services and Supplies due to the completion of one-time Facility and Automation projects, as well one-time contracts. This decrease was partially offset by a four percent increase in General Fund CBO Contracts; the balance of the changes are adjustments to meet budget targets.

Other Charges
There is a net decrease of $4,460,092 in Other Charges mainly due to the removal of the one-time expense of $4,823,994 for potential Judgements in FY 2019-20. This decrease was partially offset by service charge increases agency-wide; the balance of the changes are adjustments to meet budget targets.

Other Financing Uses
There is a net decrease of $1,494,134 in Other Financing Uses due to the removal of the $1.5 million Capital Project that is expected to be completed by the end of Fiscal Year 2019-20; the balance of the changes are adjustments to meet budget targets and adjustments to Debt Service and ten percent surcharge.

Intrafund Transfers
There is a net decrease of $190,751 in Intrafund Transfers due to overall lower Administrative Costs due to the completion of projects; the balance of the changes are adjustments to meet budget targets.

Contingencies/Departmental Reserves
There is net decrease of $78,165 in Contingencies/Departmental Reserves due to the use of Reserves for one-time start up for the new Core Service Agency. The balance in General Fund Reserves represents 8.4 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $15,522,416. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $3,899,674 or 6.8 percent in this Department's General Fund allocation, due to overall increased costs in Salaries and Benefits and Service Charges.

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 Agency is currently in year four of its five-year Strategic Plan. Each of the Agency's branches has worked on strategies in their various branch plans to improve outcomes for clients, enhance employee skills, and coordinate services across our various programs in alignment with the Agency's Strategic Plan.

The Staff Development Branch has focused efforts on the implementation of Quality Assurance (QA) efforts throughout the agency, on ensuring that staff have the knowledge and resources to deliver high quality services, and on the implementation of activities to support staff's transfer of learning from the various trainings that it provides. The efforts of the branch have been an unqualified success. The accuracy rates in the ESS Branch increased from 33 percent in 2017 to 79 percent in 2018. To improve the staff's access to guidance and instructional material, the branch has implemented improvements in the development of policies and procedures. The branch now routinely updates policies and procedures and completes training related to those updates within 30 days of a regulation's implementation date. During the next budget cycle, the branch will focus on expanding its QA efforts throughout the agency and implementing an innovative virtual reality training solution for social workers in the Children and Families Services Branch.

During the last two years, the Finance Branch has focused on strategies to improve its service delivery infrastructure and modernize various fiscal processes. It has also worked on engaging with the other branches to better understand their needs, provide technical assistance, and educate them on the branch's services. As a result, the branch has improved the internal fiscal controls that exist in the agency, e.g., it has implemented a process to help ensure compliance with regulations such as the Office of Management and Budget's (OMB) Super Circular, and it has also expanded centralized contracts to ensure the timely and accurate processing of contracts. During the next budget period, it will focus on the development of job aids such as an electronic Financial Services handbook that will contain all of the financial related policies and procedures in an easy-to-use format.

The Administrative and Information Service Branch (AIS) has worked extensively with the other branches to develop technology to meet their specific business needs, more effectively manage technology related projects, and modernize facilities to improve their efficiency and the client experience. During the budget period, the branch implemented new processes to more effectively manage projects, e.g., it created standardized project initiation protocols and more efficient ways of clarifying and defining the business requirements of various projects. The branch also coordinated modernization and remodeling of the Agency's Middlefield office and broke ground on the remodeling and modernization of the Agency's Daly City office. Once the remodeling is completed this summer, it will signify the completion of a multiyear project to modernize all of the Agency's facilities. During the next two years, the branch will work on the development and implementation of a facilities management solution to help the Agency more effectively manage space. It will also continue its efforts to reduce IT system down time by resolving IT issues within two hours for those computer applications that are under its direct control. The previous measure included applications that were managed by state agencies and beyond the control of the branch.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Staff who Met Annual Training Requirements (20 Hours or More)	67%	87%	90%	90%	90%
Percent of Business Support Group IT Applications Support Incidents Resolved in Less Than Two Hours	60%	58%	64%	75%	80%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Office of Agency Director (7010B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	15,150,029	24,745,924	28,698,201	24,238,898	(4,459,303)	19,339,901	(4,898,997)
Total Requirements	10,214,530	18,463,187	28,723,201	24,263,898	(4,459,303)	19,364,901	(4,898,997)
Net County Cost	(4,935,499)	(6,282,738)	25,000	25,000	—	25,000	—
Salary Resolution	86.0	91.0	93.0	92.0	(1.0)	92.0	—
Funded FTE	86.0	91.0	93.0	92.0	(1.0)	92.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $6,248.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(28,590,837)	(24,128,372)
Requirements		
Gross Appropriations	(5,191,564)	(5,040,921)
Intrafund Transfers	(502,168)	226,337
Contingencies/Dept Reserves	(3,589,565)	(78,165)
Net County Cost	—	6,248
Positions	—	—

2. Management Analyst: This action deletes one vacant Management Analyst position from the administrative branch of the Human Services Agency. The Management Analyst position is transferred to Economic Self-Sufficiency (ESS), where the position is needed to support the ESS director and unit managers.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(165,086)	(6,248)
Intrafund Transfers	165,086	—
Net County Cost	—	(6,248)
Positions	(1)	—

3. Agency Fund Balance for Estimated Settlements: This action reappropriates Agency Fund Balance to be used for Estimated Settlements.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	4,823,994	—
Requirements		
Gross Appropriations	4,823,994	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	19,307,540	19,229,375
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	19,307,540	19,229,375
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(4,459,303)	(4,898,997)
Requirements		
Gross Appropriations	(532,656)	(5,047,169)
Intrafund Transfers	(337,082)	226,337
Contingencies/Dept Reserves	(3,589,565)	(78,165)
Net County Cost	—	—
Positions	(1)	—

Economic Self-Sufficiency (7220B)

Program Locator

County > Social Services > Human Services Agency > **Economic Self-Sufficiency**

Program Outcome Statement

Administer public assistance programs – including health insurance coverage, nutritional assistance, and temporary financial assistance – to low-income San Mateo County residents

Program Results

Economic Self-Sufficiency (ESS) currently maintains benefits for over 130,000 individuals, or approximately one out of every six San Mateo County residents. Individuals and families who receive public assistance rely on benefits to access medical care, purchase food, and secure or retain housing. In the Bay Area, where housing and cost of living is the most expensive in the nation, providing benefits is critical to maintain the health and safety of low-income residents.

The mission of ESS is to provide efficient, effective, and accurate benefits, and to deliver services with courtesy, accuracy and respect. This past fiscal year, ESS implemented various strategies to meet these goals. To ensure that clients and families are receiving benefits in a timely manner, the ESS Branch reorganized staff configurations and priorities, based on LEAN Sigma Six analysis, to process applications more efficiently. To ensure that ESS is effective and responsive to customer needs, staff are continuing to enhance their program knowledge and technological skills through targeted training.

As ESS closes its sixth year of enrolling residents in Affordable Care Act (ACA) health coverage, over 96 percent of the county is insured; this is attributed to the expanded Medi-Cal and private insurance options delivered through the ACA. ESS continues to support San Mateo County's most vulnerable citizens and will continue to work closely with community partners (agencies and non-profits) to ensure no one is left hungry, without a financial safety net for basic expenses, or without medical care.

In FY 2019-21, a primary focus of ESS will be to determine eligibility for all clients within regulatory timeframes. In pursuit of further efficiencies, ESS is acquiring technological solutions to assist in delivering efficient, accurate services. These include advanced reporting, program processing system improvements and training, and advances in Service Center phone technologies. ESS has expanded its Service Center capabilities to enhance the customer experience and continues to refine new tools, improve processes, and improve the ability to make expedited referrals. In addition, ESS will continue to expand the use of telephonic and electronic signatures so that customers can leverage new technology to take care of their application and renewal requirements without coming in to an office.

During the summer of 2019, a new population of individuals will become eligible to receive CalFresh. Since 1974, California's Supplemental Security Income (SSI) 'cashout" policy has made SSI recipients (people over age 65 and/ or living with a disability with no or very low income) ineligible for CalFresh. Due to a recent policy change, these individuals are no longer barred from participation; as a result, some of San Mateo County's most needy citizens will have access to nutritional support. ESS will be working closely with the Social Security Administration and community partners to engage this population and enroll them in the CalFresh program.

ESS is looking forward to utilizing innovative tools to focus its resources. By the close of FY 2018-19, ESS's Mobile Outreach Van will be in service. Geographically-mapped eligibility data will be used to identify areas of need, allowing ESS to deploy the mobile office where it is most needed. This vehicle contains a fully-equipped and staffed office, and will be dispatched in communities where transportation, perception, and other barriers are preventing clients from accessing ESS services. Additionally, the Mobile Van will allow ESS to provide in-person enrollment

assistance to potentially eligible citizens who have mental or physical limitations, including newly eligible SSI recipients.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Public Assistance Applications that are Processed Within State Standards for Timeliness					
• Medi-Cal	84%	77%	87%	90%	90%
• CalFresh	91%	90%	93%	90%	90%
• CalWORKs	95%	95%	99%	90%	90%
Number Applied for CalFresh as a Result of Outreach Activities/Events and Enhanced Community Partnerships[1]	---	---	434	500	550
Cost per Client Managed for Public Assistance Program Eligibility	378	404	450	500	500

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Economic Self-Sufficiency (7220B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	65,974,528	63,452,131	64,011,337	66,210,767	2,199,430	63,591,111	(2,619,656)
Total Requirements	67,506,746	69,930,117	80,695,035	83,493,598	2,798,563	82,549,782	(943,816)
Net County Cost	1,532,218	6,477,986	16,683,698	17,282,831	599,133	18,958,671	1,675,840
Salary Resolution	372.0	368.0	367.0	368.0	1.0	368.0	—
Funded FTE	372.0	368.0	367.0	368.0	1.0	368.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $569,417. Net funding adjustments in FY 2020-21 total $1,669,592.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,093,598)	(2,619,656)
Requirements		
Gross Appropriations	(524,181)	(950,064)
Intrafund Transfers	—	—
Net County Cost	569,417	1,669,592
Positions	—	—

2. Daly City Project: This action appropriates funding for Economic Self Sufficiency's share of Agency staff managed facility improvements to the Daly City 92nd Street offices, which are leased from the City of Daly City. The improvements include hazardous material abatement, ADA modifications, and refurbishing of the restrooms. In addition, Children's visitation and observation rooms, and client interview areas are included. This will align the 92nd street facility with the new client-facing model that has been adopted throughout the County.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	3,157,658	—
Requirements		
Gross Appropriations	3,157,658	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Management Analyst: This action adds one Management Analyst position to the Economic Self Sufficiency Branch of the Human Services Agency. This action is being taken to align with agency needs. This position will provide direct assistance to the ESS director and unit managers.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	135,370	—
Requirements		
Gross Appropriations	165,086	6,248
Intrafund Transfers	—	—
Net County Cost	29,716	6,248
Positions	1	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	2,199,430	(2,619,656)
Requirements		
Gross Appropriations	2,798,563	(943,816)
Intrafund Transfers	—	—
Net County Cost	599,133	1,675,840
Positions	1	—

Aid Payments (7240B)

Program Locator

County > Social Services > Human Services Agency > **Aid Payments**

Program Outcome Statement

Improve the economic self-sufficiency of impoverished adults

Program Results

County Programs are comprised of General Assistance (GA) and the CalFresh Employment & Training (CFET) program. The GA program provides financial assistance to low-income adults who fall below the established property and income limits. This service is mandated by County ordinance. The standard GA grant is $391. The Human Services Agency (HSA) served just under 700 GA clients in FY 2017-18.

The CFET program, which is facilitated by 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 CFET program trained 163 GA clients in FY 2017-18 and estimates it will serve 185 in FY 2018-19. HSA is projecting an increase in CFET participation due to new work rules in the CalFresh program.

Welfare Aid Payments are comprised of the Cash Assistance Program for Immigrants (CAPI) and CalWORKs. CAPI supports legal immigrant residents who are disabled. In FY 2017-18 the CAPI program provided financial assistance to 517 immigrants and expects to assist a similar number in FY 2018-19. As part of the federal Temporary Assistance to Needy Families (TANF) program, CalWORKs provides supplemental cash assistance to eligible, needy families with minor children. The program also provides CalWORKs parents with employment and supportive services which are designed to facilitate self-sufficiency. There are over 750 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, utilities, and basic needs.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Public Assistance Applications that are Processed Within State Standards for Timeliness					
• General Assistance	94%	94%	97%	90%	90%
• CAPI	85%	50%	93%	90%	90%
Average Months on Aid - Employable GA Clients	20	23	23	22	22

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Aid Payments (7240B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	13,660,055	11,454,823	19,315,536	17,829,036	(1,486,500)	17,829,036	—
Total Requirements	16,052,762	13,669,402	24,514,000	23,027,500	(1,486,500)	23,027,500	—
Net County Cost	2,392,707	2,214,580	5,198,464	5,198,464	—	5,198,464	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,486,500)	—
Requirements		
Gross Appropriations	(1,486,500)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(1,486,500)	—
Requirements		
Gross Appropriations	(1,486,500)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

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.

The Family Stabilization (FS) program was implemented in FY 2015-16 to focus families on reducing barriers preventing them from participating in Welfare-to-Work (WTW) program activities. Of the 94 exits from the program, 23 of the families exited CalWORKs as a result of employment and 17 graduated out of the program into qualified WTW activities. Additionally, 447 children were provided with child care subsidies. The stable economy in San Mateo County has kept the unemployment rate 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 in January 2017 with a goal of housing 45 families within six months and exceeded the State standard guidelines for newly housed families. To-date, CHSP has successfully housed 117 families.

In January 2019, CWES contracted with the San Mateo Community College District to implement the CalWORKs Work Study initiative, providing CWES participants the opportunity to attend a college credit course in the Human Services Agency (HSA) office one day per week and participate in paid clerical/administrative work-study positions in HSA and Behavioral Health and Recovery Services (BHRS) offices. The first cohort is full with 17 participants currently pursuing their education while increasing their work experience and employment earnings.

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. San Mateo will pilot the use of five tools beginning in March 2019. In addition, the Home Visiting Initiative (HVI) will launch in April 2019 to support positive health development and well-being outcomes for CalWORKs families, and expand future educational, economic, and financial capability opportunities. The CHSP, Work Study, CalWORKs 2.0, and HVI initiatives are all efforts to improve the federal work participation rate and help families attain unsubsidized employment to navigate towards self-sufficiency. Cost per client will increase due to the expansion of CHSP and the expansion of Family Stabilization for CalWORKs clients and the additional revenue from the State.

Service Connect (SC) assists AB 109 clients, individuals 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 to move justice-involved clients to unsubsidized employment and prevent recidivism through gainful employment. Stabilization of each client is individualized and supported through a multidisciplinary team.

In FY 2017-18, SC processed 412 intakes, a four percent increase over FY 2016-17. For FY 2017-18, 475 clients were in a work ready status and 183 (39 percent) secured employment for longer than 30 days. There was a ten percent increase in subsidized employment from 118 participants in FY 2016-17 to 130 participants in FY 2017-18. Client participation in subsidized employment opportunities, such as Vocational Rehabilitation Services Work

Center and Catering Connection, continue to provide the necessary job training and positive pathway to unsubsidized employment.

Currently, 42, or 18 percent, of work-ready clients report alcohol and other drug (AOD) concerns and 104, or 30 percent, of Service Connect clients are homeless, both significant barriers that impact sustained unsubsidized employment. Service Connect projects aim to improve the percent of clients placed in unsubsidized employment by partnering with Behavioral Health and Recovery Services to provide onsite AOD support, extending program participation, and providing intensive case management to strengthen client engagement and long-term success. An in-custody employment pathway to develop job readiness skills prior to an inmate's release will be implemented and additional education opportunities for clients will be explored. Targeted employer recruitments and work preparedness workshops will be increased to improve sustained unsubsidized employment.

The Service Connect Motel Voucher Program provides emergency short-term housing. Service Connect will analyze how it administers homeless services for the justice-involved population and will collaborate with Community Collaborative Outcomes to identify additional homeless services to promote long term stabilization, reduce recidivism, and move clients toward gainful employment.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Welfare-to-Work Families Meeting Requirements in Federal Work Participation Rate Based on State Measurement	33%	26%	27%	50%	50%
Percent of Clients Placed in Unsubsidized Employment					
• Welfare-to-Work	54%	58%	40%	60%	60%
• Service Connect	69%	39%	30%	40%	40%
Cost per Client Receiving Mandatory CalWORKs Services	10,826	15,602	20,889	20,000	20,000

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Employment Services (7320B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	15,109,220	16,523,749	20,390,287	20,023,942	(366,345)	18,735,132	(1,288,810)
Total Requirements	17,208,419	18,121,783	22,365,672	22,301,905	(63,767)	21,256,374	(1,045,531)
Net County Cost	2,099,199	1,598,033	1,975,385	2,277,963	302,578	2,521,242	243,279
Salary Resolution	56.0	54.0	53.0	53.0	—	53.0	—
Funded FTE	56.0	54.0	53.0	53.0	—	53.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $302,578. Net funding adjustments in FY 2020-21 total $243,279.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(2,506,352)	(1,602,145)
Requirements		
Gross Appropriations	(1,710,439)	(1,045,531)
Intrafund Transfers	(180,000)	—
Contingencies/Dept Reserves	—	—
Net County Cost	302,578	243,279
Positions	—	—

2. Daly City Project: This action appropriates funding for Employment Service's share of Agency staff managed facility improvements to the Daly City 92nd Street offices, which are leased from the City of Daly City. The improvements include hazardous material abatement, ADA modifications, and refurbishing of the restrooms. In addition, Children's visitation and observation rooms and client interview areas are included. This will align the 92nd street facility with the new client-facing model that has been adopted throughout the County.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,626,672	—
Requirements		
Gross Appropriations	1,626,672	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Resource Centers Tracking Project: This action appropriates funding to build an automated self-service check-in system in the Resource Centers. Currently visitors to the Resource Centers are logged and tracked manually in a spreadsheet. An automated self-service check-in system will provide a reporting system that tracks frequency of visits, services received, demographics of visitors, track trends, and foot traffic.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	200,000	—
Requirements		
Gross Appropriations	200,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Childcare Reserves: This action appropriates Child Care Reserves and Fund Balance based on projected Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	313,335	313,335
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	313,335	313,335
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(366,345)	(1,288,810)
Requirements		
Gross Appropriations	116,233	(1,045,531)
Intrafund Transfers	(180,000)	—
Contingencies/Dept Reserves	—	—
Net County Cost	302,578	243,279
Positions	—	—

Vocational Rehab Services (7330B)

Program Locator

County > Social Services > Human Services Agency > **Vocational Rehab Services**

Program Outcome Statement

Improve employment outcomes for individuals with disabilities and/or barriers to employment

Program Results

Vocational Rehabilitation Services (VRS) provides employment services to assist clients living with severe mental health or physical health disabilities. VRS works collaboratively with the State Department of Rehabilitation (DOR), Health Services (HS), Sheriff's Office (SO), Department of Child Support Services (DCSS), CalWORKs Employment Services (CWES), Service Connect (SC), San Mateo County Shelters, and Homeless Service Providers. Clients may receive a combination of services related to counseling, job training, job development, and job coaching. 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 2017-18 increased by approximately 23 percent for a total of 930 clients served due to an increase in client referrals. The increase of referrals is directly related to the new HOME program providing vocational services to individuals struggling with homelessness. This group has a higher severity of medical diagnosis and other barriers to employment resulting in a reduced number of work-ready clients. Clients in need of job development services was seven percent lower than the goal in FY 2017-18. Fewer clients were assessed as job ready and required more time in the vocational training program. Once job ready, client placements increased in FY 2017-18 by one percent above the program target of 55 percent. The retention rate increased by approximately 10 percent for FY 2017-18 for both 90 days and 180 days. In order to maintain and exceed the target goals of 55 percent over the next two years, the Counseling Services team will focus on increasing outreach to referring programs to highlight available services and strengthening partnerships with employers and developing new employer partnerships in the community to secure opportunities for placements of clients with higher barriers. In addition, the Counseling Services team is working closer with Homeless Service Case Managers to identify appropriate VRS referrals, refining plans for individuals that are not job ready, and fast tracking individuals that are participating and ready for employment.

The VRS Business Services team provides training related services through the WorkCenter and Catering Connection. The Catering Connection focused on rebuilding the program after the successful remodel of the industrial kitchen. The number of caterings has steadily increased. Catering Connection increased the number of caterings from 560 caterings in FY 2016-17 to 755 in FY 2017-18; and FY 2018-19 is trending upward with a mid-year total of 476. The WorkCenter experienced considerably low client referrals during FY 2017-18 with 393 served clients. The lower number of referrals is in direct correlation to the low unemployment rate and high housing costs. In addition, the WorkCenter lost clientele due to a competitive and changing market. Satisfaction with existing customers remained high at 90 percent in FY 2017-18. After four months of program suspension in FY 2016-17, the South Bay Recycling program continues to provide employment opportunities for San Mateo County residents and pays wages pursuant to the County's living wage ordinance.

The Business Services team will focus on increasing efficiency to make up for the loss of enrollees and will seek new business opportunities and partnerships in the community for the WorkCenter to increase revenue. Catering Connection will expand business through extended hours and days of operation, upgrade the website and offer specialty menu items to attract customers. As Catering Connection expands, trainees will have added opportunities

to improve and refine their skill set to attain unsubsidized employment at a higher wage. The expansion will contribute towards the percent of VRS clients who secure employment.

VRS continues to maintain a high performance rating with the DOR creating a successful partnership. Clients who received services in FY 2017-18 reported a satisfaction rate of 92 percent, exceeding the current target by two percent. The satisfaction level of all VRS services continues to exceed the 90 percent performance target and VRS anticipates this rate of satisfaction for the next two years as VRS creates and strengthens partnerships, improves and streamlines case management, and expands Business Services in the WorkCenter and Catering Connection.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Overall Satisfaction Rated Good or Better for All VRS Services	92%	92%	93%	94%	95%
Percent of VRS Clients in Job Development who Secure Employment	56%	58%	55%	60%	65%
Cost per Client Receiving Vocational Rehabilitation Services	4,828	2,402	2,698	4,500	4,500

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Vocational Rehab Services (7330B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,858,147	3,561,330	3,735,925	4,010,925	275,000	4,010,925	—
Total Requirements	4,233,216	4,586,105	5,387,160	6,264,195	877,035	6,550,148	285,953
Net County Cost	1,375,069	1,024,775	1,651,235	2,253,270	602,035	2,539,223	285,953
Salary Resolution	35.0	35.0	35.0	35.0	—	35.0	—
Funded FTE	35.0	35.0	35.0	35.0	—	35.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $602,035. Net funding adjustments in FY 2020-21 total $285,953.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	275,000	—
Requirements		
Gross Appropriations	811,679	285,953
Intrafund Transfers	65,356	—
Net County Cost	602,035	285,953
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	275,000	—
Requirements		
Gross Appropriations	811,679	285,953
Intrafund Transfers	65,356	—
Net County Cost	602,035	285,953
Positions	—	—

Children and Family Services (7420B)

Program Locator

County > Social Services > Human Services Agency >**Children and Family Services**

Program Outcome Statement

Ensure the safety, permanence, and well-being of children throughout San Mateo 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 resource family providers. These services include: the operation of a 24-hour child abuse hotline; the investigation of allegations of abuse or neglect; the provision of services to safely maintain, reunify and strengthen families; and the provision of permanency (guardianship or adoptions) related services for those youth who are unable to safely return home. CFS also provides supportive services to former foster youth via its AB 12 program. These services are designed to provide these former dependents with the resources needed to successfully transition to adulthood.

CFS has engaged in a number of strategies to keep youth safe, reduce their out of home placement, and increase permanency for those youth who have been removed from their homes. Some of these strategies include timely completion of monthly contacts, expanding visitation support, and increasing the number of resource families (formally called foster homes) in the county. Because of these efforts, during the last two years, CFS was able to approve 108 new resource families. CFS has also consistently exceeded the State standard for achieving permanency for youth within 12 months of their entering foster care. The County's rate of out of home placements (1.1 per 1,000 children) and its rate of substantiated allegations of abuse or neglect (2.3 per 1,000 children), is below that of comparable counties.

One challenge for CFS is ensuring that 85 percent of foster youth either graduate from high school or achieve their GED. To stabilize and improve performance in this area, the branch is initiating a comprehensive evaluation of its various strategies.

CFS continuously strives to improve services to the community and has identified four priority areas for FY 2019-21. CFS will begin operation of the Short Term Residential Treatment Program (STRTP) in accordance with the Continuum of Care Reform (CCR). CFS will focus efforts on ensuring that eligible youth receive timely Children and Family Team (CFT's) meetings. CFS will increase the percentage of youth who are placed with relatives or non-related family members. Finally, the branch will focus on improving the way that it uses data from case reviews as part of its quality assurance effort.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Children in Foster Care Placed with Relatives or a Non-Relative Extended Family Member Homes	18%	26%	21%	30%	30%
Rate of Allegations Substantiated per 1,000 Children	2.1	2.2	2.3	< 2.3	< 2.3
Percent of Children who Exited to a Permanent Home Within 12 Months of Entering Foster Care	50%	57%	56%	> 40.5%	> 40.5%
Percent of Foster Youth Graduating High School or with General Education Diploma	74%	75%	67%	85%	85%
Percent of Foster Youth Enrolled in College and/or Vocational Training	68%	68%	83%	85%	85%
Rate of Out of Home Placements per 1,000 Children	1.5	1.2	1.1	< 1.7	< 1.7

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Children and Family Services (7420B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	58,013,227	50,709,840	62,576,376	63,373,080	796,704	63,004,313	(368,767)
Total Requirements	66,325,225	68,431,966	81,220,687	85,528,494	4,307,807	86,450,902	922,408
Net County Cost	8,311,997	17,722,126	18,644,311	22,155,414	3,511,103	23,446,589	1,291,175
Salary Resolution	207.0	205.0	205.0	205.0	—	205.0	—
Funded FTE	207.0	205.0	205.0	205.0	—	205.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $3,511,103. Net funding adjustments in FY 2020-21 total $1,290,455.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(518,912)	(1,162,087)
Requirements		
Gross Appropriations	3,847,984	938,264
Intrafund Transfers	(62,473)	(16,576)
Contingencies/Dept Reserves	—	—
Net County Cost	3,511,103	1,290,455
Positions	—	—

2. Child and Family Teams Implementation: This action adds Wraparound funding to provide the Child and Family Teams (CFT) to deliver child welfare services as required by Assembly Bill (AB403), commonly known as the Continuum of Care Reform (CCR). The CFT will act as a partnership between Behavioral Health Services, the Probation Department, and the Human Services Agency as the lead.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	500,000	—
Requirements		
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Human Services Program Policy Analyst : This action adds one Human Services Program Policy Analyst position and deletes one Human Services Analyst II position to provide timely updates to policies and procedures for Children and Family Services.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	22,296	—
Requirements		
Gross Appropriations	22,296	720
Intrafund Transfers	—	—
Net County Cost	—	720
Positions	—	—

4. CYSOC Reserves: This action reappropriates CYSOC Collaborative Reserves based on projected Year End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	793,320	793,320
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	793,320	793,320
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	796,704	(368,767)
Requirements		
Gross Appropriations	4,370,280	938,984
Intrafund Transfers	(62,473)	(16,576)
Contingencies/Dept Reserves	—	—
Net County Cost	3,511,103	1,291,175
Positions	—	—

Homeless and Safety Net Services (7510B)

Program Locator

County > Social Services > Human Services Agency > **Homeless and Safety Net Services**

Program Outcome Statement

Creates community partnerships to promote housing stability and end homelessness

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 that provide individuals and families with basic emergency and support services to stabilize their living situations: City of Daly City Community Services Center, YMCA Community Resource Center, Pacifica Resource Center, Coastside Hope, Samaritan House, Samaritan House South, Fair Oaks Community Center, and Puente de la Costa Sur.

In FY 2017-18, 25,927 individuals, comprised of 11,076 households, were provided with emergency food, shelter, utility assistance, rental assistance, counseling, legal aid, and other supportive services. The Core Service Agencies were able to provide assistance for 98 percent of those requesting food assistance.

The implementation of the County's Strategic Plan to End Homelessness reached program milestones, implementing additional prevention services through an intensive new diversion program, reducing the number of veterans experiencing homelessness and ensuring that any family experiencing homelessness is connected to resources and shelter. In 2020, HSA will work with County and community partners to update the strategic plan and continue our community's work to reach a functional zero level of homelessness.

The Coordinated Entry System for Homeless Services was implemented in January 2018 for all populations, incorporating strategies for shelter diversion, 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. In FY 2016-17 and FY 2017-18, through the diligent work of community-based organizations who provide housing-focused, client-centered services, over 2,000 people who were experiencing homelessness moved back into permanent housing.

For FY 2019-21, program initiatives include:

Continue to implement data-driven strategies, based on key system performance metrics, such as data on homeless prevention, exits to permanent housing, lengths of stay, and the 2019 One Day Homeless Count.

Institutions: Implement strategies to collaboratively address the needs of individuals who are exiting institutions and are at risk of homelessness.

Homeless in Vehicles: Develop and implement strategies to serve people who are experiencing homelessness and living in RVs.

Shelter Facilities: Preserve and enhance homeless shelter facilities to ensure that they can continue to provide short-term emergency shelter to individuals and families experiencing homelessness, while they receive housing-focused case management to return to housing as quickly as possible.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Clients Residing in Homeless Transitional Shelters (Department of Housing and Urban Development, or HUD Funded) that are Connected to Mainstream Services & Benefits	93%	87%	87%	86%	86%
Number of Clients Served by Core Service Agencies	24,025	25,927	26,000	26,500	26,500
Cost per Client Receiving Safety Net Services	311	363	572	650	650

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Homeless and Safety Net Services (7510B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	5,345,428	6,814,787	10,849,491	13,651,805	2,802,314	11,851,923	(1,799,882)
Total Requirements	9,078,503	10,374,975	15,182,457	19,649,227	4,466,770	18,205,107	(1,444,120)
Net County Cost	3,733,075	3,560,189	4,332,966	5,997,422	1,664,456	6,353,184	355,762
Salary Resolution	5.0	5.0	5.0	6.0	1.0	6.0	—
Funded FTE	5.0	5.0	5.0	6.0	1.0	6.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $345,534. Net funding adjustments in FY 2020-21 total $349,514.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,227,583)	(4,329,779)
Requirements		
Gross Appropriations	(956,488)	(3,980,265)
Intrafund Transfers	74,439	—
Net County Cost	345,534	349,514
Positions	—	—

2. Maple Modular - Shelter Operations: This action increases funding for expanded shelter operations at the Maple Street Shelter. This action supports the County goal of addressing the problem of homelessness by adding shelter resources for county residents.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	521,853	—
Intrafund Transfers	—	—
Net County Cost	521,853	—
Positions	—	—

3. Homeless & Safety Net Core Services: This action provides additional resources for the County's Core Services contracts. This action supports the County goal of addressing the problem of homelessness within San Mateo County by maintaining basic resources available to county residents.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	202,539	—
Intrafund Transfers	—	—
Net County Cost	202,539	—
Positions	—	—

4. HUD Grant Backfill for First Step Shelter: This action provides replacement funding for the loss of federal Department of Housing and Urban Development (HUD) shelter funding to the First Step for Families shelter operated by Lifemoves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	429,444	—
Intrafund Transfers	—	—
Net County Cost	429,444	—
Positions	—	—

5. Management Analyst: This action adds one Management Analyst position to the CCO Branch of the Human Services Agency. The Management Analyst position will support the Center on Homelessness. Homelessness continues to be a prevailing concern that requires additional support to address emergent issues such as homeless living in vehicles, encampment clearance, and BART and SFO engagement.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	165,086	6,248
Intrafund Transfers	—	—
Net County Cost	165,086	6,248
Positions	1	—

6. Safe Harbor Shelter Repairs: This action appropriates Agency Fund Balance to provide funding for the anticipated repairs to the County's Safe Harbor Homeless Shelter. This action supports the County goal of addressing the problem of homelessness within San Mateo County by maintaining the shelter resources available to county residents.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,500,000	—
Requirements		
Gross Appropriations	1,500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

7. HEAP Grant Funding: This action appropriates funds to utilize the Homeless Emergency Aid Program (HEAP) grant funding received from California's Business, Consumer Services and Housing Agency (BCSH). The funding is available for approximately two fiscal years, with a grant end date of October 31, 2021.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,451,732	2,451,732
Requirements		
Gross Appropriations	2,451,732	2,451,732
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

8. Homeless & Safety Net New Core Services Start-Up: This action appropriates Agency Fund Balance to provide additional resources for the County's new Core Services contract.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	78,165	78,165
Requirements		
Gross Appropriations	78,165	78,165
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	2,802,314	(1,799,882)
Requirements		
Gross Appropriations	4,392,331	(1,444,120)
Intrafund Transfers	74,439	—
Net County Cost	1,664,456	355,762
Positions	1	—

Community Capacity (7520B)

Program Locator

County > Social Services > Human Services Agency > **Community Capacity**

Program Outcome Statement

Achieve the best outcomes for vulnerable communities through strategic partnerships

Program Results

The Human Services Agency's (HSA) Collaborative Community Outcomes (CCO) offers support and services to various at-risk groups in the county. CCO includes funding for the County Veteran Services Office (CVSO), Children's Fund Program, and Science, Technology, Engineering and Math (STEM) Program.

The CVSO promotes services to approximately 28,000 military veterans and their dependents residing in the county through community outreach, seeking to increase the number of veterans accessing services for veteran's benefits. In FY 2017-18, 3,646 veterans or dependents received services from accredited veteran service representative at the CVSO. The County's second Veterans Summit, held in May 2018, attracted over 130 attendees. Entitled "Women of the Military," the summit expanded the community's knowledge of female veterans while highlighting gender specific issues women may face in their military service, challenges that women face upon discharge, and programs available to them. The 3rd Annual Veteran of the Year Awards luncheon held in November 2018 was another success. Thanks to a large number of sponsored seats, over 30 veterans receiving care from a local nursing home were able to attend.

The Children's Fund program serves over 4,000 children annually. Children served by County programs were able to access essential goods: emergency diapers and wipes, new clothing, backpacks and school supplies, Halloween costumes, and holiday gifts. This program has been generously supported by over 250 individual volunteers annually. STEM programs introduce at-risk children to cutting edge education and STEM exploration activities. The STEM program reaches 3,950 children annually through the County's funding for out-of-school STEM programs, Math and Science Teacher innovation grants, and supported educators through the Stanford Ignited program.

For FY 2019-21, program initiatives include:

- Continuing to expand outreach through Veterans Connect and resource events to reach more veterans and their dependents, and explore outposting opportunities to increase accessibility to CVSO services in Northern San Mateo County
- Streamlining the Children's Fund request processes to ensure easy access for County staff to request items for their clients
- Refining and updating Science, Technology, Engineering and Math (STEM) programs and priorities to ensure that services are preparing children for future opportunities in STEM careers

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Children Served by the Children's Fund	5,187	5,004	4,300	4,500	4,500
Number of Clients Served by the County Veterans Services Office	2,600	3,646	4,000	4,000	4,200
Number of Veterans Outreach Events Attended[1]	---	---	35	40	45
Percent of Customer Satisfaction Rating for the County Veterans Services Office[1]	---	99%	94%	95%	95%
Cost per Veteran Served	430	474	623	550	550

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Community Capacity (7520B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,249,339	828,681	929,374	760,559	(168,815)	768,515	7,956
Total Requirements	2,806,005	2,185,802	2,493,040	2,606,406	113,366	2,662,027	55,621
Net County Cost	1,556,666	1,357,121	1,563,666	1,845,847	282,181	1,893,512	47,665
Salary Resolution	8.0	8.0	8.0	9.0	1.0	9.0	—
Funded FTE	8.0	8.0	8.0	9.0	1.0	9.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $282,181. Net funding adjustments in FY 2020-21 total $43,948.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(183,904)	7,956
Requirements		
Gross Appropriations	(67,525)	70,914
Intrafund Transfers	165,802	(19,010)
Net County Cost	282,181	43,948
Positions	—	—

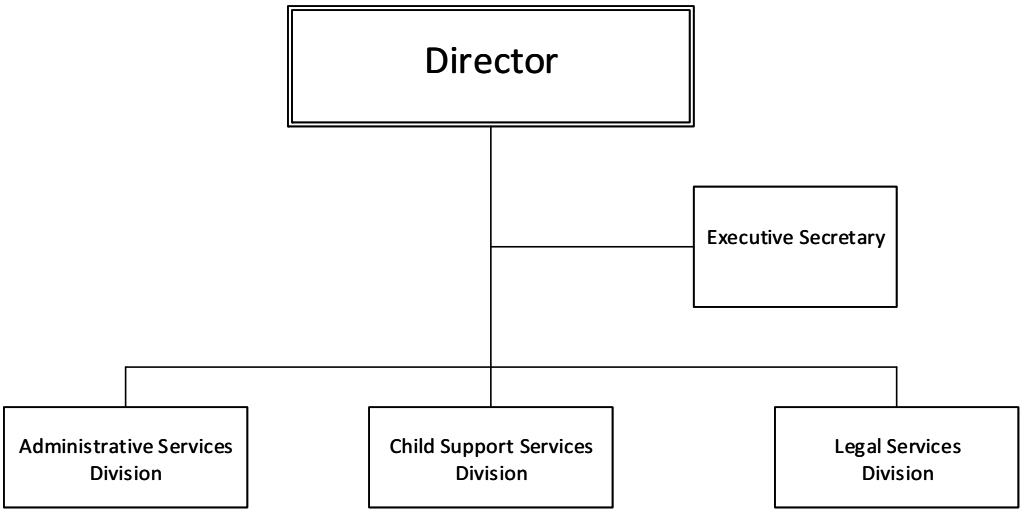
2. HSAVS - Public Services Specialist: This action provides Measure K funding for the County's Veterans Services Program to convert a term Public Services Specialist position to a regular, classified position. This position is funded through Measure K, Initiative HSAVS. This action is needed to meet the County's goal of providing on-going services to San Mateo County's military veterans.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	15,089	—
Requirements		
Gross Appropriations	15,089	3,717
Intrafund Transfers	—	—
Net County Cost	—	3,717
Positions	1	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(168,815)	7,956
Requirements		
Gross Appropriations	(52,436)	74,631
Intrafund Transfers	165,802	(19,010)
Net County Cost	282,181	47,665
Positions	1	—

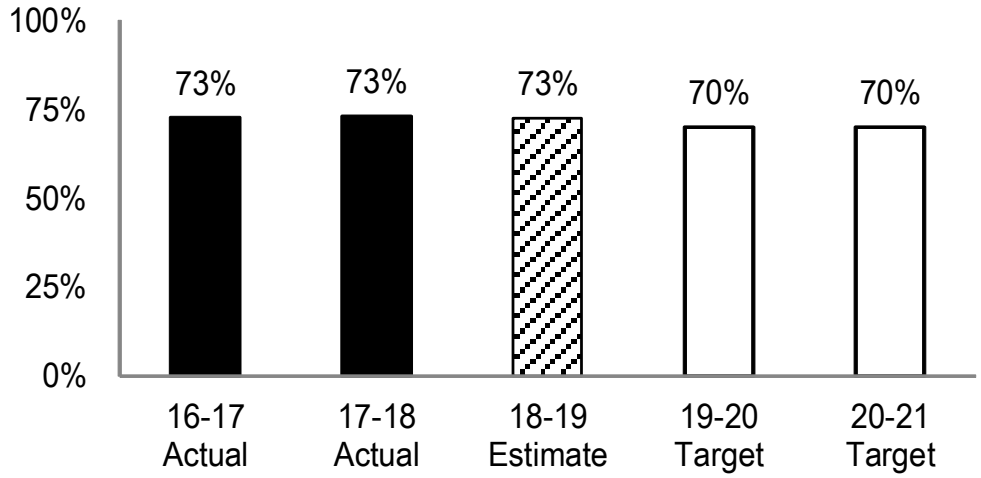
DEPARTMENT OF CHILD SUPPORT SERVICES



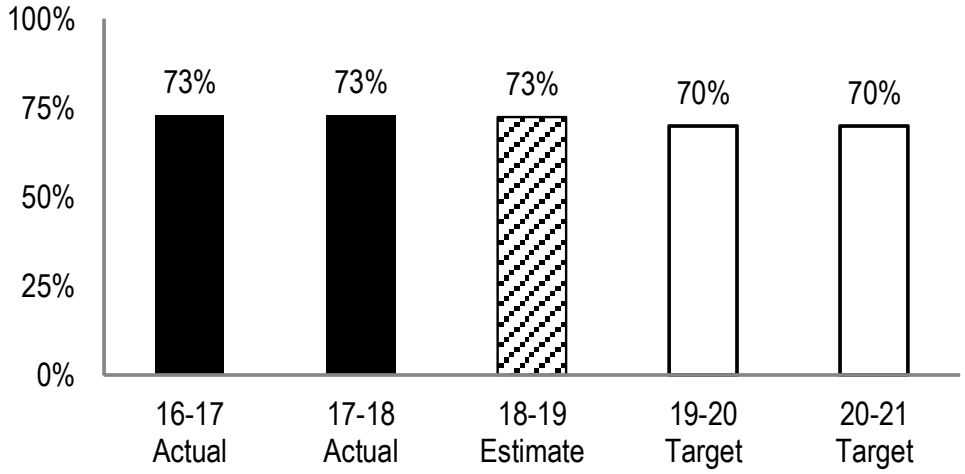
Department Locator

County > Social Services > **Child Support Services**

Percent of Child Support Collected



Percent of Cases with an Arrears Collection



Mission Statement

The Department of Child Support Services 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 through establishing and enforcing child support orders in an effective, efficient, and professional manner.

Overview

The San Mateo County Department of Child Support Services 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 FYs 2017-19 the Department dedicated three Child Support Analysts to a bilingual caseload, providing direct assistance and support throughout the child support process to primarily Spanish speaking clients. Current child support payments in this caseload have increased almost two percent since the project began. Child Support Services also partnered with the County of San Mateo Human Services Agency to provide comprehensive vocational evaluation services and support for parents facing barriers to meet their financial obligation. In addition, the Department targeted full locate and analysis on cases with minimal information on the parent obligated to pay support. This contributed to the increase in overall collections and reducing the number of these cases by 12 percent over a one-year period.

In FYs 2019-21, the Department will again focus on customer outcomes partnering with community-based organizations that emphasize support for parents facing barriers to meeting their monthly obligation. These collaborations will include outreach and education with several agencies, including NOVA Job Center, Vocational Rehabilitation Services (VRS), and the Coalition on Homelessness.

Finally, the Department will work with other local child support agencies throughout the State, along with the Child Support Director's Association and the California Department of Child Support Services, to determine a long-term funding methodology and secure appropriate funding for the child support program throughout California.

Program Results

The Department of Child Support Services 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 in major categories, especially collections. In FY 2017-18, the Department increased collections by approximately two percent despite the total caseload decreasing nine percent in the same period. Additionally, the Department held locate workshops targeting cases where the parent obligated to pay support was not paying and not located. These focused efforts contributed to increased collections and resulted in a twelve percent reduction of this caseload over a one-year period. The program goals over the next two years include a collaboration with agencies that provide employment and training services either through the Workforce Innovation and Opportunity Act (WIOA) or the San Mateo County Human Services Agency's own VRS. The Department is also embarking on a Telework pilot which will allow expert, veteran staff living outside San Mateo County limits to work from home and realize a work-life balance. The objective is to improve staff retention and engagement, ultimately resulting in comprehensive casework and supportive and thoughtful customer service.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Current Support Collected	73%	73%	73%	70%	70%
Percent of Cases with Arrears Collection	73%	73%	73%	70%	70%
Cost per Case	$1,164	$1,217	$1,282	$1,282	$1,282

Department of Child Support Services (2600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	10,981,339	10,916,811	11,414,033	11,414,075	42	11,414,075	—
Miscellaneous Revenue	—	—	488,676	837,260	348,584	1,194,019	356,759
Total Revenue	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Total Sources	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Requirements							
Salaries and Benefits	9,310,330	9,424,324	10,693,410	11,200,950	507,540	11,701,507	500,557
Services and Supplies	756,437	553,598	505,550	486,650	(18,900)	487,050	400
Other Charges	647,680	683,821	688,960	731,005	42,045	767,033	36,028
Other Financing Uses	266,892	255,067	266,529	264,046	(2,483)	267,605	3,559
Gross Appropriations	**10,981,339**	**10,916,811**	**12,154,449**	**12,682,651**	**528,202**	**13,223,195**	**540,544**
Intrafund Transfers	—	—	(251,740)	(431,316)	(179,576)	(615,101)	(183,785)
Net Appropriations	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Total Requirements	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	80.0	76.0	77.0	73.0	(4.0)	73.0	—
Funded FTE	79.7	75.9	76.5	72.9	(3.7)	72.9	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $348,626, or 2.8 percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $42 in this funding source to reflect actual funding received from the California Department of Child Support Services.

Miscellaneous Revenue

There is a net increase of $348,584 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 (FFP) Match Program.

TOTAL REQUIREMENTS

Total Requirements increased by $348,626, or 2.8 percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $507,540 in this expenditure category due to negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions. This increase was partially offset by the reduction of four positions.

Services and Supplies

There is a net decrease of $18,900 in this expenditure category due to reductions in contracts for translation services, genetic testing, and service of process. This decrease was partially offset by increases in training and advertising costs.

Other Charges

There is a net increase of $42,045 in this expenditure category due to a rise in monthly telephone and risk management charges. This increase was partially offset by reduction in budgeting for all other general service charges.

Other Financing Uses

There is a net decrease of $2,483 in this expenditure category due to reductions in facility charges.

Intrafund Transfers

There is a net increase of $179,576 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the FFP Match Program.

NET COUNTY COST

The Department's FY 2019-20 Recommended Budget is not funded by the County General Fund and has a no Net County Cost.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources increased by $356,759, or 2.8 percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Miscellaneous Revenue
There is a net increase of $356,759 in this funding source due to the increased draw down of federal dollars as part of the Department's participation in the FFP Match Program.

TOTAL REQUIREMENTS
Total Requirements increased by $356,759, or 2.8 percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $500,557 in this expenditure category due to negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions.

Services and Supplies
There is a net increase of $400 in this expenditure category due to minor contract increases.

Other Charges
There is a net increase of $36,028 in this expenditure category due to increases in telephone and automation services, risk management, and facility charges.

Other Financing Uses
There is a net increase of $3,559 in this expenditure category due to increases in facility charges.

Intrafund Transfers
There is a net increase of $183,785 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the FFP Match Program.

NET COUNTY COST
The Department's FY 2020-21 Recommended Budget is not funded by the County General Fund and has a no Net County Cost.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Department of Child Support Services (2600B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	10,981,339	10,916,811	11,902,709	12,251,335	348,626	12,608,094	356,759
Total Requirements	10,981,339	10,916,811	11,902,709	12,251,335	348,626	12,608,094	356,759
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	80.0	76.0	77.0	73.0	(4.0)	73.0	—
Funded FTE	79.7	75.9	76.5	72.9	(3.7)	72.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. Child Support Services is funded through federal and state subventions and is a no net county cost department. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,097,131. Net funding adjustments in FY 2020-21 total $561,629.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	42	—
Requirements		
Gross Appropriations	1,097,173	561,629
Intrafund Transfers	—	—
Net County Cost	1,097,131	561,629
Positions	—	—

2. Elimination of Four (4) Vacant Positions: The Department will eliminate the following vacant positions to align the DepartmentÕs budget with funding received from the California Department of Child Support Services: one (1) vacant Deputy Director, one (1) vacant Child Support Customer Service Specialist, one (1) vacant Child Support Customer Service Specialist - Unclassified ,and one (1) vacant Child Support Analyst I/II. The loss of these positions has resulted in a redistribution of duties to existing staff.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(568,971)	(21,085)
Intrafund Transfers	—	—
Net County Cost	(568,971)	(21,085)
Positions	(4)	—

3. Federal Financial Participation Match Program: The Department will increase its participation in this program in order to augment its revenue allocation for FY 2019-20 and FY 2020-21. For every local dollar contributed, the Department will receive additional federal funding to meet rising costs.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	348,584	356,759
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	(179,576)	(183,785)
Net County Cost	(528,160)	(540,544)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	348,626	356,759
Requirements		
Gross Appropriations	528,202	540,544
Intrafund Transfers	(179,576)	(183,785)
Net County Cost	—	—
Positions	(4)	—

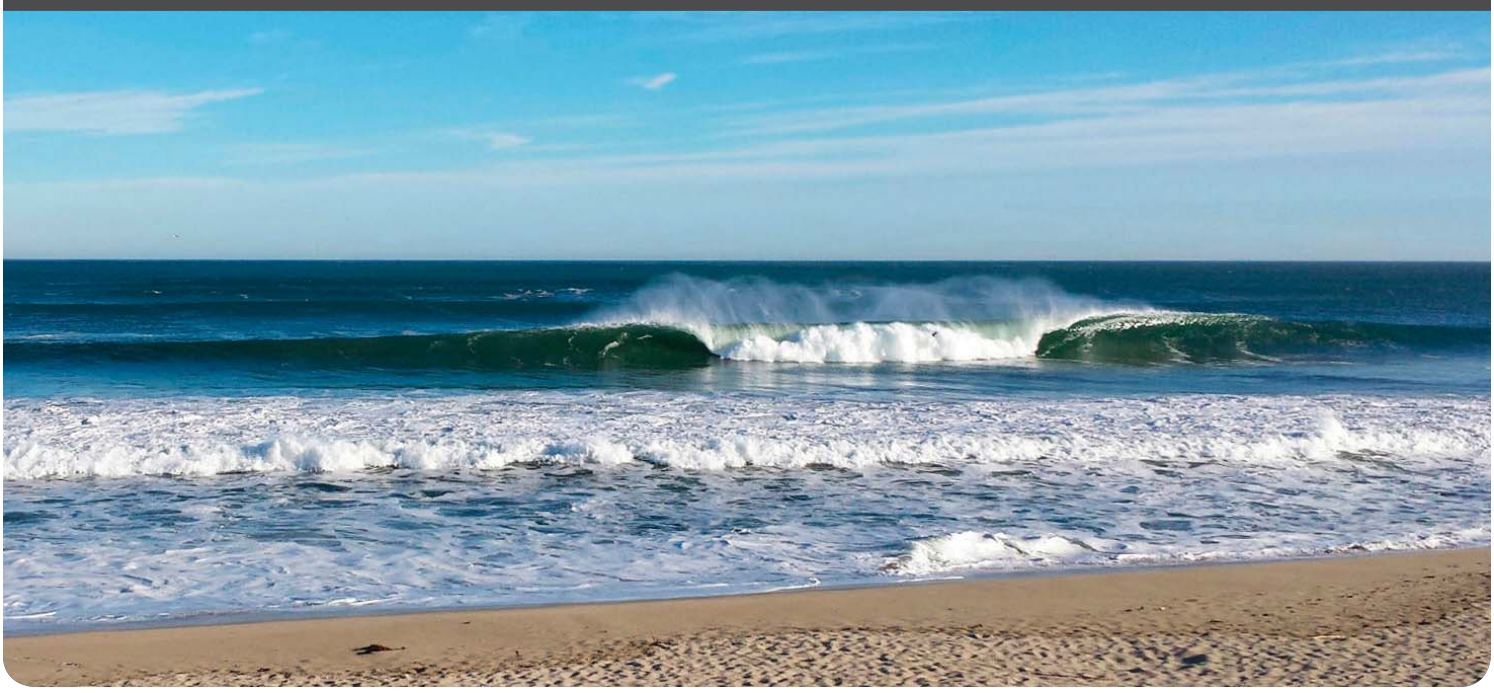
This page intentionally left blank

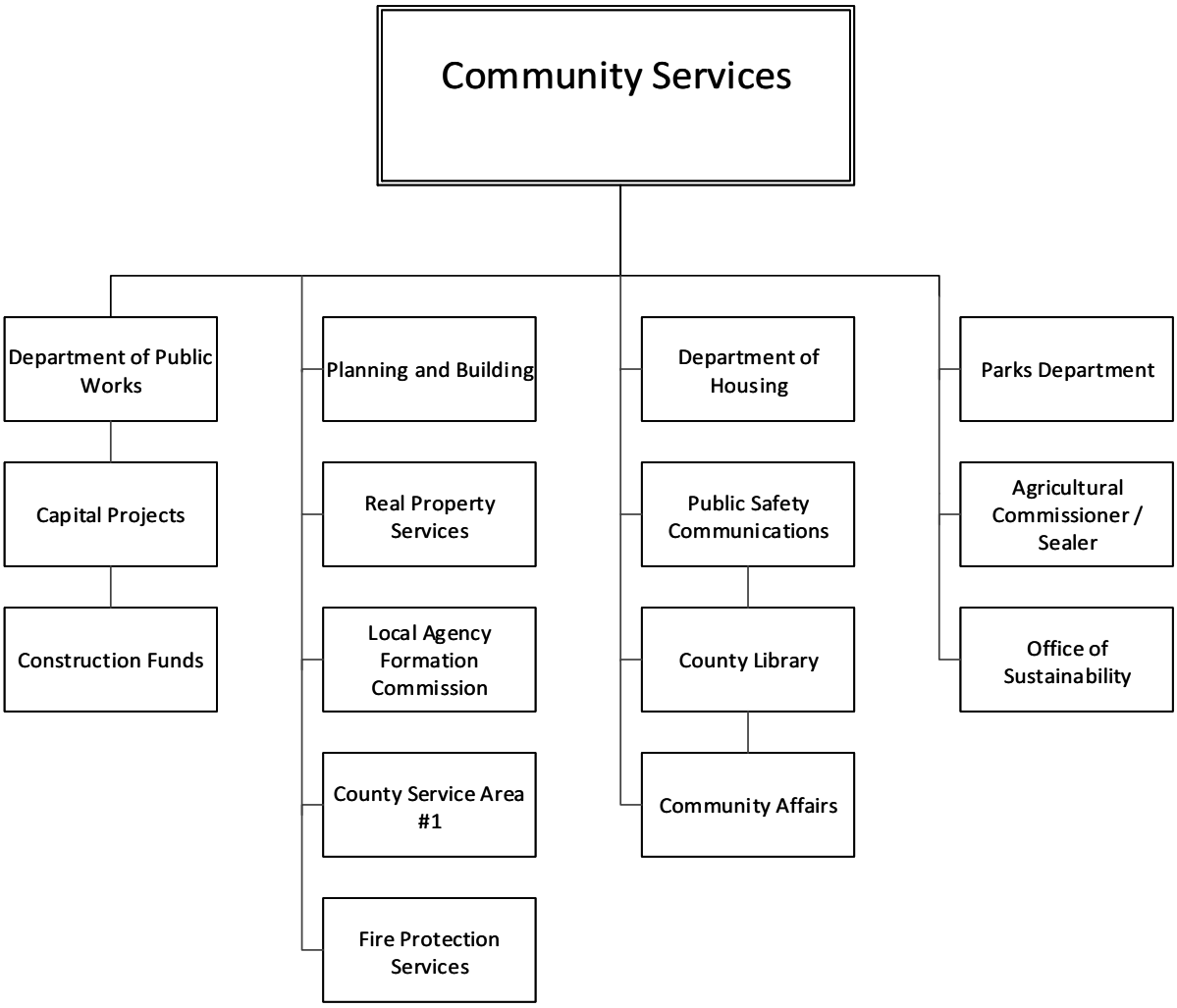
COMMUNITY SERVICES

FY 2019-20 / FY 2020-21

RECOMMENDED BUDGET

Coyote Point
A San Mateo County Park




Community Services
Department of Public Works
Capital Projects
Construction Funds
Planning and Building
Real Property Services
Local Agency Formation Commission
County Service Area #1
Fire Protection Services
Department of Housing
Public Safety Communications
County Library
Community Affairs
Parks Department
Agricultural Commissioner / Sealer
Office of Sustainability

Community Services
FY 2019-20 and FY 2020-21
All Funds Summary

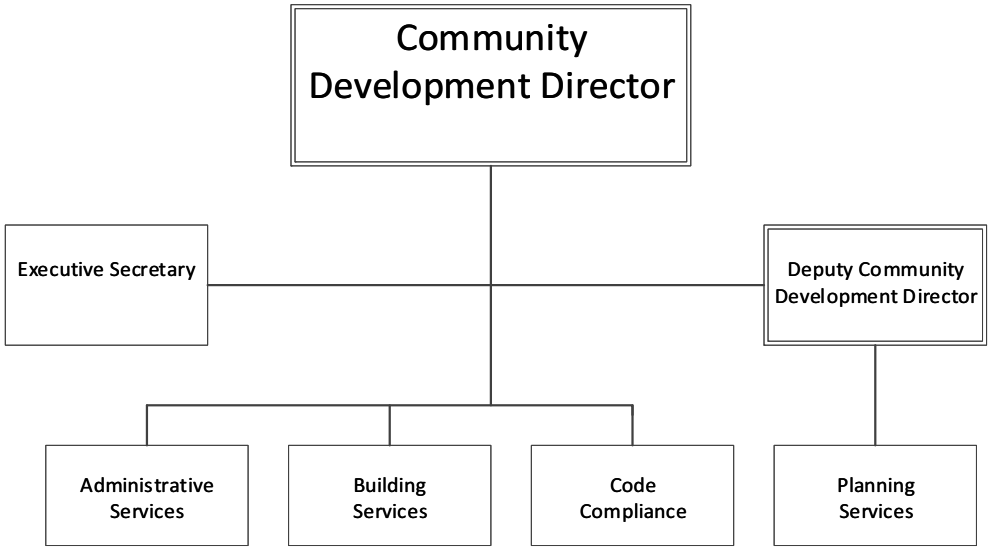
Total Requirements	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
General Fund Budgets							
Planning and Building	11,105,377	11,625,436	14,152,048	15,204,290	1,052,242	15,629,595	425,305
Local Agency Formation Commission	380,999	369,843	—	—	—	—	—
Parks Department	15,873,071	16,859,265	28,168,752	22,413,265	(5,755,487)	22,162,439	(250,826)
Office of Sustainability	8,364,067	8,948,141	14,580,284	15,586,825	1,006,541	12,801,753	(2,785,072)
Department of Public Works	27,463,944	32,566,916	47,301,659	39,203,550	(8,098,109)	36,676,330	(2,527,220)
Real Property Services	5,247,140	4,659,976	4,754,902	4,393,287	(361,615)	4,455,148	61,861
Agricultural Commissioner/Sealer	5,497,526	5,670,283	6,469,968	7,757,930	1,287,962	8,004,512	246,582
Public Safety Communications	12,694,602	13,457,354	17,842,718	19,821,733	1,979,015	20,637,987	816,255
Fire Protection Services	10,578,610	9,717,374	11,911,503	14,369,156	2,457,653	14,451,356	82,200
Department of Housing	17,672,313	21,021,856	53,064,936	39,692,647	(13,372,289)	38,096,046	(1,596,601)
Total General Fund	**114,877,648**	**124,896,443**	**198,246,770**	**178,442,683**	**(19,804,087)**	**172,915,166**	**(5,527,517)**
Total Requirements	114,877,648	124,896,443	198,246,770	178,442,683	(19,804,087)	172,915,166	(5,527,517)
Total Sources	96,093,668	101,531,955	163,219,472	140,234,197	(22,985,275)	132,439,435	(7,794,762)
Net County Cost	18,783,980	23,364,488	35,027,298	38,208,486	3,181,188	40,475,731	2,267,245
Non-General Fund Budgets							
Fish and Game	74,334	66,666	59,066	59,766	700	51,766	(8,000)
Parks Capital Projects	2,972,095	3,208,480	16,255,173	22,312,779	6,057,606	25,676,006	3,363,227
Coyote Point Marina	3,033,672	3,476,849	2,240,924	2,540,310	299,386	2,447,757	(92,553)
Solid Waste Management	10,504,516	12,188,812	13,421,039	12,860,596	(560,443)	12,052,096	(808,500)
OOS - County Service Area #8	6,594,841	7,013,564	7,622,213	7,541,525	(80,688)	7,450,904	(90,621)
Road Construction and Operations	63,160,938	58,245,639	58,683,227	58,955,959	272,732	48,244,295	(10,711,664)
Construction Services	2,342,675	1,872,938	2,663,685	2,599,321	(64,364)	2,651,418	52,097
Vehicle and Equipment Services	23,047,903	24,868,759	25,828,741	25,106,735	(722,006)	24,772,630	(334,105)
Waste Management	12	—	—	—	—	—	—
Utilities	90,064,476	97,577,785	99,362,797	96,046,048	(3,316,749)	80,333,019	(15,713,029)
Airports	8,437,594	9,742,808	9,960,474	7,232,582	(2,727,892)	6,315,750	(916,832)
Capital Projects	22,837,431	22,830,668	57,751,963	74,069,242	16,317,279	38,862,268	(35,206,974)

Community Services
FY 2019-20 and FY 2020-21
All Funds Summary

Total Requirements	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Courthouse Construction Fund	1,395,706	1,250,868	1,396,859	1,396,859	—	1,396,859	—
Criminal Justice Construction Fund	2,604,465	2,612,003	2,430,003	2,430,003	—	2,430,003	—
Major Capital Construction	2,715,854	18,158,249	170,231,274	85,100,000	(85,131,274)	85,200,000	100,000
Structural Fire	15,720,176	18,095,632	18,078,808	19,160,513	1,081,705	16,053,601	(3,106,912)
County Service Area #1	7,009,123	7,909,358	8,024,967	8,232,082	207,115	7,707,889	(524,193)
Accumulated Capital Outlay Fund	88,345,286	86,488,137	85,286,892	85,286,892	—	85,286,892	—
Other Capital Construction Fund	18,064,276	11,475,954	9,040,628	1,424,105	(7,616,523)	—	(1,424,105)
Total Non-General Funds	**368,925,371**	**387,083,168**	**588,338,733**	**512,355,317**	**(75,983,416)**	**446,933,153**	**(65,422,164)**
Total Requirements	368,925,371	387,083,168	588,338,733	512,355,317	(75,983,416)	446,933,153	(65,422,164)
Total Sources	368,925,371	387,083,168	588,338,733	512,355,317	(75,983,416)	446,933,153	(65,422,164)
Net County Cost	—	—	—	—	—	—	—
Authorized Positions							
Salary Resolution	562.0	580.0	583.0	577.0	(6.0)	578.0	1.0
Funded FTE	558.9	578.5	580.1	575.6	(4.5)	576.6	1.0
Information Only							
Local Agency Formation Commission (Information Only)	—	—	589,752	465,109	(124,643)	489,606	24,497
County Library (Information Only)	49,726,487	54,174,849	53,569,319	54,480,391	911,072	51,671,679	(2,808,712)
Department of Housing	79,751,567	98,814,238	97,724,564	107,142,009	9,417,445	107,142,009	—

This page intentionally left blank

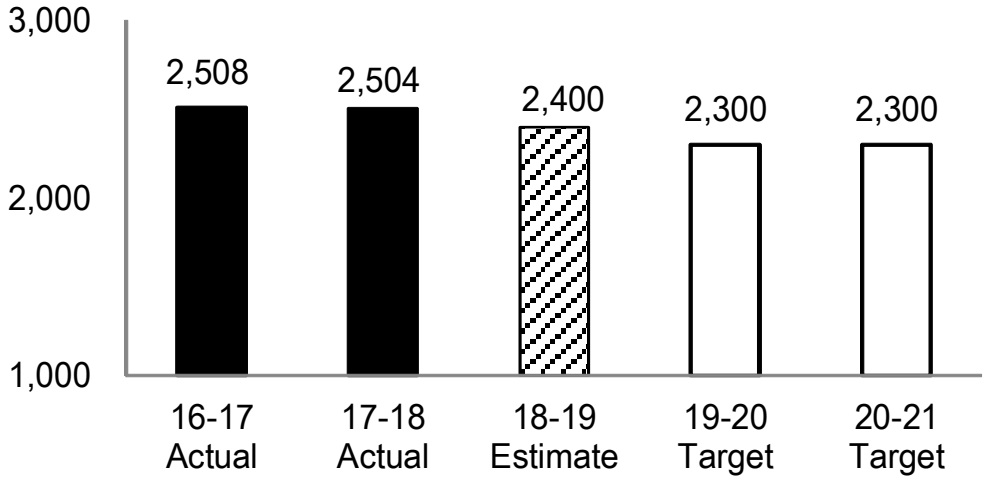
PLANNING AND BUILDING



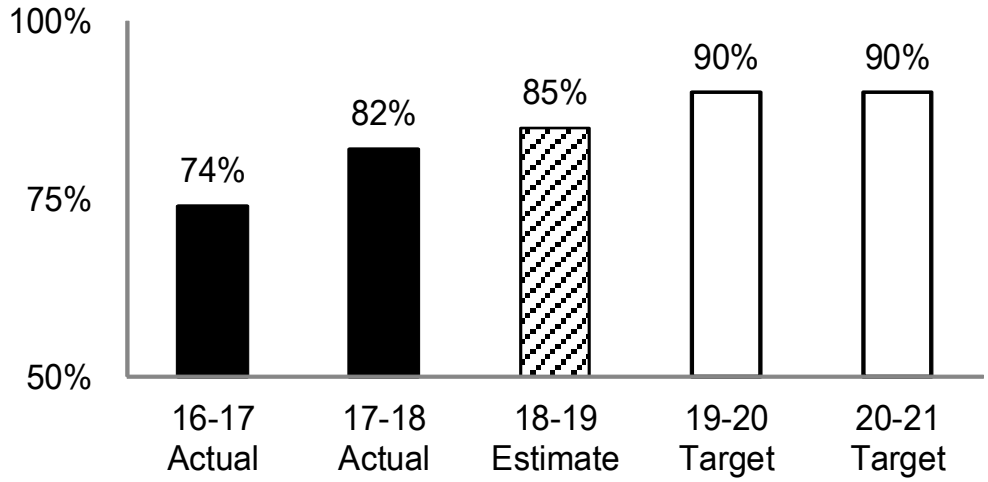
Department Locator

County > Community Services > **Planning and Building**

Number of Building Permits Issued



Percent of Customers Assisted Within 20 Minutes



Mission Statement

The mission of the Planning and Building Department 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 FY 2017-18, the Department issued, for the second year in a row, over 2,500 building permits, of which 8.5 percent were issued via the new on-line permit center. The Department estimates that in FY 2018-19, it will issue about 2,400, approximately 23 percent of which will be issued online.

During FY 2017-19, the Department approved planning permits for a number of significant projects, including Sunrise Senior Center, Post Farm Labor Housing, El Granada, and Skylonda Fire Station. Progress was made on a number of important plan and regulation updates, including the establishment of new zoning districts in North Fair Oaks, new second unit regulations, cannabis regulations, and short term rental ordinance. Code Compliance formed partnerships with other County departments and made significant progress in community outreach and neighborhood cleanup, thereby improving the quality of life.

The Department achieved its goal of 90 percent customer satisfaction rating, based on customer survey data and feedback. The installation of the Qmatic electronic queueing system in FY 2017-18, along with a dedicated counter staff, has helped cut the wait times significantly at the One-Stop Counter. Approximately 85 percent of customers are assisted within 20 minutes, an increase of four percent from the prior year. This new queueing system also allows for management to analyze significant statistical data to make meaningful adjustments to staff requirements at the Counter. Improving customer service and expanding on-line permit capacities was a priority for FY 2017-19. More improvements are underway in FY 2019-21, including offering online scheduling through Qmatic and electronic review of plans; modernizing the front office and customer counter; developing a Code Compliance online Module to better serve the community; and increasing staff efficiency.

Other notable accomplishments in FY 2017-19:

- Completion of North Fair Oaks 2-A Zoning Updates; Subdivision Regulations and Updates; Mobile Home General Plan Amendment and new Zoning Regulations; Farm Labor Housing Guidebook; and the draft Connect the Coastside Transportation Management Plan
- Launch of the Second Unit Amnesty Program to certify habitability of unauthorized dwelling units
- Collaboration with other agencies on several projects, including Regional Operations Center, San Mateo Animal Shelter, and other PDU and Capital Projects
- Expansion of code compliance services in North Fair Oaks (NFO) and elsewhere that included NFO community cleanup and community outreach
- Transfer of responsibility for private property stormwater/ drainage review and inspections from Department of Public Works

Goals and expectations for FY 2019-21:

- Complete implementation of Electronic Documents Review, allowing for the online submission of building plans
- Complete Plan Princeton and Connect the Coastside Plans
- Develop the County's Green Infrastructure Plan, to be adopted in September 2019
- Complete updates to the County's tree, child care, and accessory structure ordinances

- Conduct a thorough review of land use fees and business rules as part of the Accela improvements
- Modify and update the County of San Mateo Building Regulations
- Transition to electronic filing system
- Continue collaborative work with other County departments and other jurisdictions to increase community outreach and neighborhood cleanup
- Update and improve the functionality of the Department's website and Geographic Information System

In summary, the Department will strive to keep pace with the changing technology in the land use and building arena, with the goal of providing improved access to information, enhanced customer service, and an approval process within acceptable time frames. Internal procedures will be streamlined and modernized, and customer experience 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 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	362,063	530,393	341,625	(188,768)	141,625	(200,000)
Licenses, Permits and Franchises	3,609,323	3,678,434	3,474,102	3,583,102	109,000	3,583,102	—
Fines, Forfeitures and Penalties	—	4,464	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—	—	—
Charges for Services	1,899,097	1,802,157	1,882,988	2,032,988	150,000	2,052,988	20,000
Interfund Revenue	13,788	29,774	104,275	104,275	—	104,275	—
Miscellaneous Revenue	227,389	106,872	175,494	418,100	242,606	418,100	—
Total Revenue	**5,749,598**	**5,983,764**	**6,167,252**	**6,480,090**	**312,838**	**6,300,090**	**(180,000)**
Fund Balance	2,871,846	2,482,829	2,408,584	2,471,737	63,153	2,536,889	65,152
Total Sources	**8,621,444**	**8,466,593**	**8,575,836**	**8,951,827**	**375,991**	**8,836,979**	**(114,848)**
Requirements							
Salaries and Benefits	7,931,019	8,527,668	10,177,514	11,287,453	1,109,939	12,267,735	980,282
Services and Supplies	896,824	3,062,864	4,166,893	4,225,149	58,256	3,913,149	(312,000)
Other Charges	1,209,197	1,177,108	1,126,206	1,184,025	57,819	1,217,670	33,645
Fixed Assets	—	—	—	25,000	25,000	25,000	—
Other Financing Uses	43,692	42,873	43,987	52,215	8,228	54,812	2,597
Gross Appropriations	**10,080,732**	**12,810,513**	**15,514,600**	**16,773,842**	**1,259,242**	**17,478,366**	**704,524**
Intrafund Transfers	(168,188)	(2,284,184)	(2,553,508)	(2,760,508)	(207,000)	(3,014,727)	(254,219)
Net Appropriations	**9,912,544**	**10,526,329**	**12,961,092**	**14,013,334**	**1,052,242**	**14,463,639**	**450,305**
Contingencies/Dept Reserves	1,192,833	1,099,107	1,190,956	1,190,956	—	1,165,956	(25,000)
Total Requirements	**11,105,377**	**11,625,436**	**14,152,048**	**15,204,290**	**1,052,242**	**15,629,595**	**425,305**
Net County Cost	**2,483,933**	**3,158,843**	**5,576,212**	**6,252,463**	**676,251**	**6,792,616**	**540,153**
Salary Resolution	56.0	57.0	58.0	58.0	—	58.0	—
Funded FTE	55.5	56.8	57.4	57.8	0.4	57.8	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $375,991 or 4.3 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $188,768 in this funding source to reflect adjustments to the Department's ongoing Measure K initiative.

Licenses, Permits and Franchises

There is a net increase of $109,000 in this funding source due to revenue adjustments made in reinstatement and zoning fees to more accurately reflect current level collections based on several years of actuals.

Charges for Services

There is a net increase of $150,000 in this funding source due to revenue adjustments in engineering services and plan check fees to more accurately reflect current level collection, along with anticipated new fees from the recently-implemented Short Term Rental Program.

Miscellaneous Revenue

There is a net increase of $242,606 in this funding source due to anticipated higher level reimbursements from City of San Carlos to account for increased staffing level for code compliance services, and for Menlo Fire District contract services reimbursements for Accela-related services.

Fund Balance

There is a net increase of $63,153 in this funding source due reduced levels of expenditures projected.

TOTAL REQUIREMENTS

Total Requirements increased by $1,052,242 or 7.4 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,109,939 in this expenditure category mainly due to anticipated COLA and negotiated salary and benefit increases. The increase is also due to the addition of one permanent Program Services Manager II in its Code Compliance Division, which is partially offset by the elimination of a vacant, permanent Code Compliance Officer I position and reduction in extra help costs.

Services and Supplies

There is a net increase of $58,256 in this expenditure category due to anticipated increases in Accela maintenance costs and professional contract services, anticipated purchase of video display terminal equipment for staff, and increased professional memberships and conference fees resulting from recent labor negotiations. This increase was partially offset by a reduction in the Department's Measure K appropriations, and modest reductions in other expenditure categories such as printing, photocopying, and office supplies.

Other Charges

There is a net increase of $57,819 in this expenditure category due to increased costs in County facility charges, general liability, bond insurance, ISD charges, and countywide security. This increase was partially offset by reductions in radio service charges, Human Resources charges, and the elimination of vehicle replacement budget in FY 2019-20.

Fixed Assets
There is a net increase of $25,000 due to the anticipated one-time purchase in FY 2019-20 of a new server to replace the aging server that interfaces with the Accela database program.

Other Financing Uses
There is a net increase of $8,228 in this expenditure category due to increased Department share in the ten percent Facility Surcharge.

Intrafund Transfers
There is a net decrease of $207,000 in this expenditure category to account for increased overhead costs (facility, ISD, support salaries), and reimbursements from LAFCo and the Airport Roundtable for a new term Administrative Secretary position.

NET COUNTY COST
There is an increase of $676,251 or 12.1 percent in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES
Total Sources decreased by $114,848 or 1.2 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes
There is a net decrease of $200,000 in this funding source due to the removal of one-time Measure K funds.

Charges for Services
There is a net increase of $20,000 in this funding source due to anticipated renewal fees under the newly-implemented Short Term Rental Program.

Fund Balance
There is a net increase of $65,152 in this funding source due to projected lower level expenditures resulting from the completion of several projects in the prior year.

TOTAL REQUIREMENTS
Total Requirements increased by $425,305 or 2.7 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $980,282 in this expenditure category due to anticipated COLA and negotiated salary and benefit increases.

Services and Supplies
There is a net decrease of $312,000 in this expenditure category due to decreased need for professional services with the anticipated completion of several projects like Plan Princeton, and removal of one-time Measure K appropriations. This decrease was partially offset by increases in conference fees and annual membership costs.

Other Charges
There is a net increase of $33,645 in this expenditure category due to increased costs in facility rental, ISD, and security charges. This increase was partially offset by reduction in general liability insurance and other service charges.

Other Financing Uses

There is a net increase of $2,597 in this expenditure category due to increased Department share in the 10 percent Facility Surcharge.

Intrafund Transfers

There is a net decrease of $245,219 in this expenditure category to account for increased overhead costs (facility charges, ISD, security, support salaries), and reimbursements from LAFCo and the Airport Roundtable for the cost of the Administrative Secretary position.

Contingencies/Departmental Reserves

There is a decrease of $25,000 in this expenditure category to cover the one-time purchase of fixed assets.

NET COUNTY COST

There is an increase of $540,153 or 8.6 percent in this Department's General Fund allocation.

Administration and Support (3810P)

Program Locator

County > Community Services > Planning and Building > **Administration and Support**

Program Outcome Statement

Leadership and internal operational support to the Department

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 processing, personnel administration, budget development and monitoring, 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 and Geographic Information systems, allowing staff to perform their work efficiently and provide residents with real time access to information.

Administration and Support continues to customize and configure the Accela software in order to enhance efficiency and customer service. The Department completed several technological improvements in FY 2017-19, including the installation of Qmatic, a lobby queueing system; enhancements to the permit tracking system Accela to gain efficiencies in workflow; instituted cross training of support staff to address gaps in work processes.

In FY 2019-21, the Administration and Support Program will focus on the implementation of electronic plans review/ permitting; development of Code Compliance Accela module; conducting a thorough review of business workflow and the different land use fees; collaboration with the County's GIS team to update GIS layers; development of an internal new staff training with a focus on the Department's structure and processes to help new hires acclimate better; and finding solutions to move to electronic filing system as a first step to a paperless environment.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Customer Satisfaction Rating of Good or Better	79%	92%	90%	90%	90%
Percent of Documents Scanned/Converted to Electronic Files[1]	---	---	---	15%	20%

[1]New measure for FY 2019-20

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Administration and Support (3810P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,914,329	2,516,704	2,408,584	2,591,737	183,153	2,656,889	65,152
Total Requirements	3,956,721	2,244,501	2,430,744	3,016,762	586,018	3,394,701	377,939
Net County Cost	2,042,392	(272,204)	22,160	425,025	402,865	737,812	312,787
Salary Resolution	12.0	14.0	14.0	14.0	—	14.0	—
Funded FTE	12.0	13.9	14.0	13.9	(0.2)	13.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $3,039,102. Net funding adjustments in FY 2020-21 total $2,948,676.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(2,288,584)	(2,471,737)
Requirements		
Gross Appropriations	750,518	615,158
Intrafund Transfers	—	(138,219)
Contingencies/Dept Reserves	—	(25,000)
Net County Cost	3,039,102	2,948,676
Positions	—	—

2. Server, Video Equipment, and Scanning Services: The Department is working with ISD to replace its aging server that interfaces with Accela. The server is a one-time purchase. Additionally, the Department will need to purchase video display terminal (VDT) equipment for staff, and new computers and equipment for Electronic Documents Review (EDR) system, and will need scanning services to transition out of its aging Microfiche machine. Departmental Reserves will be used to fund the fixed assets in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	42,500	42,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	(25,000)
Net County Cost	42,500	17,000
Positions	—	—

3. Administrative Secretary and Accela Reimbursements: The Department will be hiring a term Administrative Secretary to assist LAFCo and the Airport Roundtable. The costs of the Administrative Secretary will be reimbursed by LAFCo and Airport Roundtable. Menlo Fire will reimburse the Department for Accela maintenance. There is no net cost to the Department.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	(207,000)	(116,000)
Net County Cost	(207,000)	(116,000)
Positions	—	—

4. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,471,737	2,536,889
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,471,737)	(2,536,889)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	183,153	65,152
Requirements		
Gross Appropriations	793,018	657,158
Intrafund Transfers	(207,000)	(254,219)
Contingencies/Dept Reserves	—	(25,000)
Net County Cost	402,865	312,787
Positions	—	—

Code Compliance Program (3820P)

Program Locator

County > Community Services > Planning and Building > **Code Compliance Program**

Program Outcome Statement

Maintain quality of life and protect the environment by enforcing regulations that protect private property and address unsafe living conditions

Program Results

During FY 2017-19, the Code Compliance Program made significant progress with enforcement efforts, forming partnerships with many County departments to increase community outreach and improve the quality of life. For example, Code Compliance staff coordinated two successful neighborhood cleanups in North Fair Oaks, created and translated into Spanish several educational flyers and handouts, and met with deputies on the Coast and Bayside to discuss how the deputies and code officers can work together. Staff partnered with many other departments to decrease illegal dumping throughout the county and implemented regulations that make landlords responsible to relocate tenants out of substandard living conditions. With the help of the County Counsel, staff has administered the first Receivership case in San Mateo County. The overall impact of the successful actions of Code Compliance staff improves the quality of life for residents countywide.

In FY 2019-21, the Code Compliance Program expects to increase community outreach to all unincorporated areas. This will involve community meetings and informational notices printed in the language of the residents. In addition, staff will be using the successful Receivership remedy more often. The overall impact will be an increased awareness of the help that is available to residents through code compliance. Enhancements to Accela are also in the works to better assist with data collection.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Identified Health and Safety Conditions Removed or Stopped Within Three Business Days of Notification[1]	80%	80%	80%	75%	75%
Percent of Violation Cases Not Involving Health and Safety Issues, Resolved Within 120 Days of Written Notice to Responsible Party	80%	80%	80%	75%	75%

[1]Includes removal of Heritage/Significant trees, unpermitted grading, damage to environment, unsafe/hazardous conditions

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Code Compliance Program (3820P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	—	76,394	57,394	180,000	122,606	180,000	—
Total Requirements	75,845	1,144,272	1,774,321	1,873,662	99,341	1,952,769	79,107
Net County Cost	75,845	1,067,878	1,716,927	1,693,662	(23,265)	1,772,769	79,107
Salary Resolution	8.0	7.0	7.0	7.0	—	7.0	—
Funded FTE	7.9	7.0	6.9	7.0	0.1	7.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($90,933). Net funding adjustments in FY 2020-21 total $76,607.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	122,606	—
Requirements		
Gross Appropriations	31,673	76,607
Intrafund Transfers	—	—
Net County Cost	(90,933)	76,607
Positions	—	—

2. Program Services Manager II: To maintain stability of the Code Compliance Program and to better serve the community, the Department is adding a permanent Program Services Manager II. Costs will be offset by the deletion of a vacant Code Compliance Officer I.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	67,668	2,500
Intrafund Transfers	—	—
Net County Cost	67,668	2,500
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	122,606	—
Requirements		
Gross Appropriations	99,341	79,107
Intrafund Transfers	—	—
Net County Cost	(23,265)	79,107
Positions	—	—

Long Range Planning Services (3830P)

Program Locator

County > Community Services > Planning and Building > **Long Range Planning Services**

Program Outcome Statement

To promote sustainable development by updating land use and environmental plans, regulations, and procedures

Program Results

In FY 2017-19, the Program completed the following:

- North Fair Oaks Phase 2-A Zoning Updates
- Cannabis Regulations
- Subdivision Regulations Update
- Short-term rental Ordinance
- Draft of updates to the County's tree removal, accessory structure, and childcare facility regulations
- Mobile Home General Plan Amendment and new Zoning Regulations
- Draft of Connect the Coastside, the Comprehensive Transportation Management Plan for the Midcoast
- Second Unit Regulations Update
- Farm Labor Housing Guidebook to assist applicants meet application requirements
- Participation in Home for All Initiative to address housing, transportation, and infrastructure needs
- Launch of Second Unit Amnesty Program to certify habitability of unauthorized dwelling units
- Implementation of the Local Hazard Mitigation Plan (e.g., coordinating fuel reduction, flood control, and sea-level rise adaptation projects and policies)
- Support to Middlefield Junction precise planning efforts
- Compliance 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

The following are goals/expectations for FY 2019-21:

- Contribute to the Home for All Initiative to address housing, transportation, and infrastructure needs
- Complete Plan Princeton and Connect the Coastside Plans
- Begin the update to the County's Housing Element
- Update the Local Hazard Mitigation Plan and the Man-Made and Natural Hazards General Plan Elements
- Update the County's Green Infrastructure Plan, to be adopted in September 2019
- Collaborate with the Office of Sustainability to update the County's Energy Efficiency and Climate Action Plan; Create an Environmental Justice General Plan Element, pursuant to SB1000; and commence work on Local Coastal Program Updates to address sea level rise and coastal erosion
- Complete the rezoning initiatives in the North Fair Oaks Community Plan

- Complete the updates to the County's tree, child care, and accessory structure

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percentage of Stakeholder or Community Participants at Public Meetings Returning Workshop Evaluations with a Good or Excellent Overall Rating[1]	---	---	90%	90%	90%
Percent Completion of Policies and Programs Implementing the Housing Element and North Fair Oaks Community Plan	73%	50%	59%	79%	85%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Long Range Planning Services (3830P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	771,643	363,295	644,668	455,900	(188,768)	255,900	(200,000)
Total Requirements	1,591,432	728,333	1,359,764	1,313,701	(46,063)	1,032,380	(281,321)
Net County Cost	819,789	365,037	715,096	857,801	142,705	776,480	(81,321)
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	2.0	2.0	2.0	(0.1)	2.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $142,705. Net funding adjustments in FY 2020-21 total ($81,321).

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(188,768)	(200,000)
Requirements		
Gross Appropriations	(46,063)	(281,321)
Intrafund Transfers	—	—
Net County Cost	142,705	(81,321)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(188,768)	(200,000)
Requirements		
Gross Appropriations	(46,063)	(281,321)
Intrafund Transfers	—	—
Net County Cost	142,705	(81,321)
Positions	—	—

Building Inspection (3842P)

Program Locator

County > Community Services > Planning and Building > **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 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. Building Inspectors and Building Plans Specialists are encouraged by management to attend training in the various aspects of inspection and plan review. In FY 2017-18, the County lost one building inspector who held the certification of Certified Building Official, so another building inspector trained for and subsequently was certified as a Building Official. This allows the unit to have a redundancy in place as there are two Certified Building Officials on staff. Ensuring that building inspectors and plan reviewers have the tools and certifications they need to perform their duties efficiently and effectively continues to be a priority for FY 2019-20.

In FY 2017-19, Building staff continued to collaborate with IT staff to move forward with the implementation of Electronic Document Review (EDR), providing input and assistance to the Department's effort to optimize its permit tracking system. The position of Building Permit Coordinator was filled in FY 2018-19 by a person who has tremendous experience in the County's permit tracking system in order to assist with implementation of EDR. The focus of the work has been to streamline workflow, increase permit processing efficiencies, and expand the use of technology both for staff and the public. Implementation of the EDR process will allow applicants to submit plans and documents 24 hours a day, seven days a week.

The Department of Public Works transferred responsibility of private property stormwater/drainage review and inspections to the Planning and Building Department at the start of FY 2018-19. With this transfer, the Department filled the position of Associate Engineer to accurately ensure that subject properties conform to State Water Resources Board permit requirements.

The County of San Mateo currently maintains an Insurance Service Office (ISO) rating of 2 (in a range from 1 to 10, with 1 being the best). The County of San Mateo is in the top 17 percent of all cities and counties within the State of California with respect to ISO ratings. Prior to 2008, the County of San Mateo consistently received an ISO rating of 7. Maintaining an ISO rating of 2 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

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Building Permits Issued	2,508	2,504	2,434	2,300	2,300
Average Number of Days for Initial Plan Review	35	30	26	30	30
Percentage of Online Permits	7%	9%	23%	17%	23%
Insurance Services Office Rating	2	2	2	2	2

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Building Inspection (3842P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	4,455,968	4,423,761	4,271,262	4,480,262	209,000	4,480,262	—
Total Requirements	2,963,495	3,983,685	4,773,734	4,921,172	147,438	5,076,233	155,061
Net County Cost	(1,492,474)	(440,076)	502,472	440,910	(61,562)	595,971	155,061
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	18.6	19.0	18.5	19.0	0.5	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($61,562). Net funding adjustments in FY 2020-21 total $155,061.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	209,000	—
Requirements		
Gross Appropriations	147,438	155,061
Intrafund Transfers	—	—
Net County Cost	(61,562)	155,061
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	209,000	—
Requirements		
Gross Appropriations	147,438	155,061
Intrafund Transfers	—	—
Net County Cost	(61,562)	155,061
Positions	—	—

Planning and Development Review (3843P)

Program Locator

County > Community Services > Planning and Building > **Planning and Development Review**

Program Outcome Statement

To enhance quality of life and the environment through implementation of land use, development, and environmental regulations

Program Results

Planning and Development Review provides the following services:

- Process planning permits for development projects in unincorporated areas
- Provide information to the public on the County General Plan, Zoning, and Environmental Regulations
- Provide staff support to various land use and environmental Boards, Commissions, and Committees

Planning and Development Review 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, while also providing the public with information about zoning, land use, environmental regulations, and best management practices in order to facilitate the permitting process. This improves the quality of future development and protects neighborhood quality and property values. Planning and Development Review also provides project coordination, research and analysis, and reports and recommendations regarding proposed development to numerous Boards, Commissions, and Committees.

In FY 2017-19, Planning and Development Review's achievements included:

- Working with Administration and Building to improve the functionality of the permit tracking system to increase efficiency and accountability;
- Processing major project permits to decision including the Sunrise Senior Living Facility, Vallemar Bluffs Residential Development, Palo Alto Housing Affordable Multifamily Residential Project, El Granada Fire Station, and South Coast Farm Labor Housing Projects;
- Assisting Long Range Planning with plan and regulation updates, including the development of new zoning regulations for North Fair Oaks, new Second Unit, Subdivision, and Tree Removal regulations; and
- Developing policies and procedures for implementing new State and local regulations including issuing permits under new water efficient landscaping and affordable housing statutes, cannabis growing, and short-term rental regulations.

In FY 2019-21, Planning and Development Review will continue work on:

- Updating and standardizing zoning counter and permit processing forms and procedures to improve customer service;
- Developing an ongoing training program for planners to increase consistency and efficiency;
- Developing a standard system for tracking conditions of approval and mitigation measures during project construction;

- With Administration Services, updating and improving the functionality of the Department's website and Geographic Information System; and
- With Administrative Services and Building, moving to electronic plan review and document archiving.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customers Assisted Within 20 Minutes	74%	82%	85%	90%	90%
Percent of Hearing-Level Permits Processed Within Four Months	81%	68%	72%	75%	80%
Average Days to Decision for Staff-Level Design Review Permits	22	19	20	20	20

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Planning and Development Review (3843P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,479,503	1,086,438	1,193,928	1,243,928	50,000	1,263,928	20,000
Total Requirements	2,517,884	3,524,645	3,813,485	4,078,993	265,508	4,173,512	94,519
Net County Cost	1,038,381	2,438,207	2,619,557	2,835,065	215,508	2,909,584	74,519
Salary Resolution	15.0	15.0	16.0	16.0	—	16.0	—
Funded FTE	15.0	15.0	16.0	16.0	—	16.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $239,508. Net funding adjustments in FY 2020-21 total $74,519.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	10,000	—
Requirements		
Gross Appropriations	249,508	74,519
Intrafund Transfers	—	—
Net County Cost	239,508	74,519
Positions	—	—

2. APA Conference and Membership Dues: The recently negotiated labor contract with planners require the Department to pay for a select number of planners to attend the American Planning Association Annual conference and their annual membership dues.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	16,000	20,000
Intrafund Transfers	—	—
Net County Cost	16,000	20,000
Positions	—	—

3. New Revenue from Short-Term Rental Fees: The Short-Term Rental Program is expected to be fully implemented in FY 2019-20 and will generate new fees for the Department. The Department expects to generate approximately $40,000 in short-term rental processing fees in FY 2019-20, and an additional $20,000 in renewal fees in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	40,000	20,000
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(40,000)	(20,000)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	50,000	20,000
Requirements		
Gross Appropriations	265,508	94,519
Intrafund Transfers	—	—
Net County Cost	215,508	74,519
Positions	—	—

Local Agency Formation Commission (3570B)

Department Locator

County > Community Services > **Local Agency Formation Commission (LAFCo)**

Mission Statement

Provide staff support to the Local Agency Formation Commission to encourage annexation of urban, unincorporated areas to cities, 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.

Overview

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 2016-17 work program included processing of various city and special district annexations, reviewing and approving an extension of water service to Shamrock Ranch, completing a municipal service review for the Peninsula and Sequoia Health Care District, and initiating municipal service reviews for bayside cities.

The FY 2017-18 work program included review and approval of proposals for activation of new service from the Peninsula Health Care District and West Bay Sanitary District, adoption of a policy regarding water resiliency and climate change, and initiation of policy updates.

Program priorities for FY 2019-21 include the 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, updating the Commission's Policies and Procedures, various outreach activities regarding potential annexation plans and agreements to encourage cities to annex areas in their spheres, potential expansion of the health care districts, and working with cities and districts to improve availability of municipal service to infill areas to respond to the area's housing shortage.

Local Agency Formation Commission (3570B)
Local Agency Formation Commission Trust Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	207,802	236,208	286,894	332,782	45,888	349,421	16,639
Charges for Services	21,822	24,631	30,000	28,000	(2,000)	29,400	1,400
Interfund Revenue	—	—	143,447	—	(143,447)	—	—
Miscellaneous Revenue	—	—	—	4,000	4,000	4,000	—
Total Revenue	**229,624**	**260,839**	**460,341**	**364,782**	**(95,559)**	**382,821**	**18,039**
Fund Balance	151,375	109,004	129,411	100,327	(29,084)	106,785	6,458
Total Sources	**380,999**	**369,843**	**589,752**	**465,109**	**(124,643)**	**489,606**	**24,497**
Requirements							
Salaries and Benefits	270,862	283,235	457,956	495,454	37,498	518,467	23,013
Services and Supplies	81,342	36,455	30,084	40,262	10,178	40,562	300
Other Charges	23,692	38,846	63,189	57,261	(5,928)	58,445	1,184
Gross Appropriations	**375,895**	**358,536**	**551,229**	**592,977**	**41,748**	**617,474**	**24,497**
Intrafund Transfers	(103,901)	(118,104)	—	(166,391)	(166,391)	(166,391)	—
Net Appropriations	**271,994**	**240,432**	**551,229**	**426,586**	**(124,643)**	**451,083**	**24,497**
Contingencies/Dept Reserves	109,004	129,411	38,523	38,523	—	38,523	—
Total Requirements	**380,999**	**369,843**	**589,752**	**465,109**	**(124,643)**	**489,606**	**24,497**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	1.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	1.0	2.0	2.0	2.0	—	2.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $124,643 or 21 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $45,888 in this funding source due to an adjustment to the LAFCo operating budget that results in increased apportionment from cities and special districts.

Charges for Services

There is a net decrease of $2,000 in this funding source due to a minor reduction in expected annexation charges.

Interfund Revenue

There is a net decrease of $143,447 to correct the County's share of LAFCo apportionment to post in Intrafund Revenue.

Miscellaneous Revenue

There is a net increase of $4,000 in this funding source due to the addition of a stipend from California Association of Local Agency Formation Commissions.

Fund Balance

There is a net decrease of $29,084 in this funding source due to reductions in expenditures for County Counsel services and the elimination of Fund Balance used for one-time projects and purchases in FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements decreased by $124,643 or 21 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $37,498 in this expenditure category due to negotiated salary and benefit increases, and LAFCo's contribution to half the cost of a new term Executive Secretary position, to be shared with the Airport Roundtable.

Services and Supplies

There is a net increase of $10,178 in this expenditure category due to an increase in contract services and meetings and conference expenses.

Other Charges

There is a net decrease of $5,928 in this expenditure category due to a reduction in County Counsel and automation services. This increase is partially offset by increases in general liability insurance, A-87 expenses, and other services charges.

Intrafund Transfers

There is a net increase of $166,391 in this expenditure category due to the County's apportionment of one-third of LAFCo's operating costs from the County.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents nine percent of Net Appropriations, which exceeds the County two percent Reserves policy. There is no change to Non-General Fund Reserves.

NET COUNTY COST

There is no change in this Department's General Fund allocation. LAFCo is a zero Net County Cost department.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources increased by $24,497 or five percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $16,639 in this funding source due to an increase in the LAFCo operating budget that results in increased apportionment from cities and special districts.

Charges for Services

There is a net increase of $1,400 in this funding source due to a minor increase in annexation charges.

Fund Balance

There is a net increase of $6,458 in this funding source due to an increase in anticipated revenue. Fund Balance used for one-time projects and purchases in FY 2019-20 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by $24,497 or five percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $23,013 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies

There is a net increase of $300 in this expenditure category due to minor increases in legal notices and office support services.

Other Charges

There is a net increase of $1,184 in this expenditure category due to increases in County facility rental charges, automation service charges, general liability insurance, and other service charges.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 8.5 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $29,501. There is no change to Non-General Fund Reserves.

NET COUNTY COST

There is no change in this Department's General Fund allocation. LAFCo is a zero Net County Cost department.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Local Agency Formation Commission (3570B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	380,999	369,843	589,752	465,109	(124,643)	489,606	24,497
Total Requirements	380,999	369,843	589,752	465,109	(124,643)	489,606	24,497
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	1.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	1.0	2.0	2.0	2.0	—	2.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $100,327. Net funding adjustments in FY 2020-21 total $106,785.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(224,970)	(82,288)
Requirements		
Gross Appropriations	41,748	24,497
Intrafund Transfers	(166,391)	—
Contingencies/Dept Reserves	—	—
Net County Cost	100,327	106,785
Positions	—	—

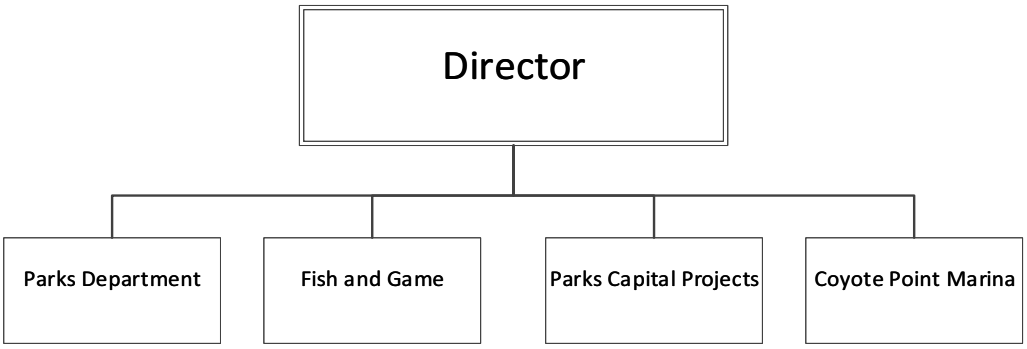
2. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	100,327	106,785
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(100,327)	(106,785)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

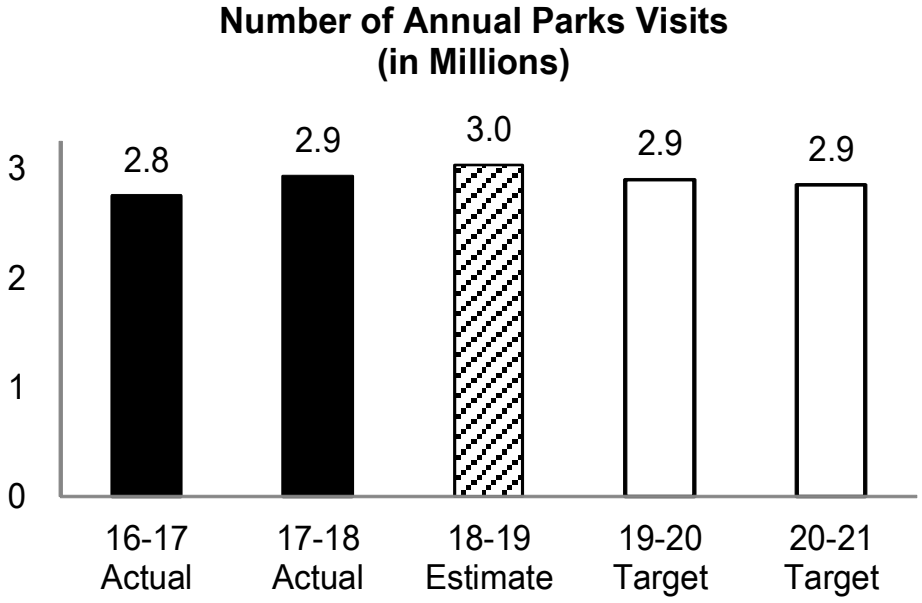
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(124,643)	24,497
Requirements		
Gross Appropriations	41,748	24,497
Intrafund Transfers	(166,391)	—
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

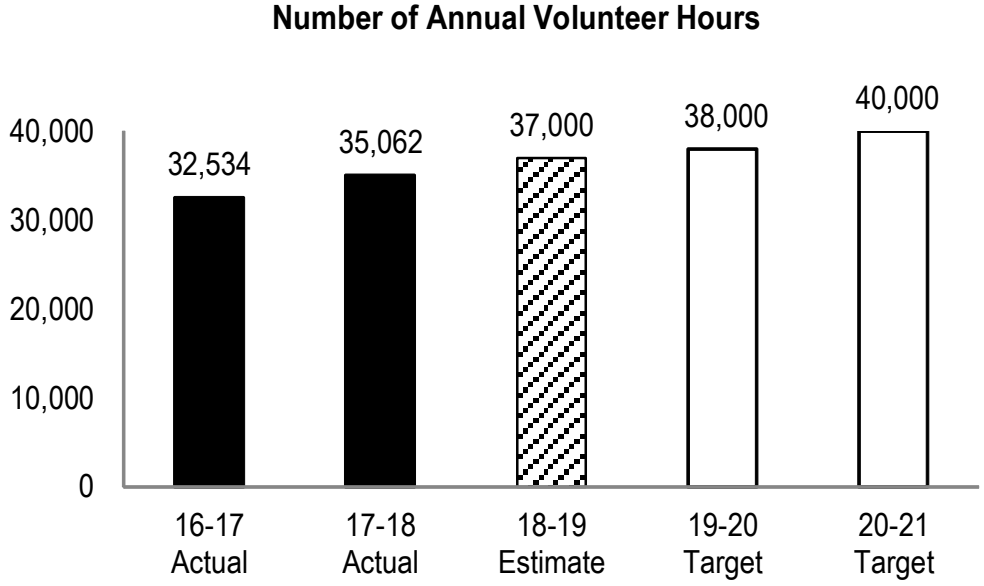
PARKS DEPARTMENT



Department Locator

County > Community Services > **Parks Department**





Mission Statement

Through stewardship, the San Mateo County Parks Department preserves the County's natural and cultural treasures, and provides safe, accessible parks, recreation, and learning opportunities to enhance the community's quality of life.

Overview

The San Mateo County Parks Department is expecting to serve over 2.8 million visitors in both FY 2019-20 and FY 2020-21. Visitors have many options when visiting the County of San Mateo's unique park system. With 22 parks and recreation areas, over 16,000 acres of park land, and 190 miles of trail, the Department provides healthy outdoor activities, educational opportunities, and lasting memories.

Due to the diversity of the park system, visitors can enjoy an array of recreational opportunities, to include: walking, running, hiking, biking, horseback riding, sailing, kite surfing, fishing, camping, gardening, and playing on playgrounds.

During FY 2017-19, the Department was especially proud of the following accomplishments:

- Implementing the Inclusion, Diversity, Equity, and Accessibility Initiative

  At a December 2018 study session, the Parks and Recreation Commission heard from guest speakers who cited the importance of community partnerships and providing programs relevant to different communities as opportunities to engage more diverse park visitors. The speakers also stressed the impact that the sense of feeling welcome in parks can have, especially for young people who may have had limited outdoor experiences.

  In late 2018, the Department began implementing five key strategies to address the study session's findings, including outreach, events, community engagement, access, and staff. It is expected that the five strategies will all complement one another and leverage partnerships to achieve more inclusion, diversity, equity, and accessibility (I.D.E.A.) in County parks. The San Mateo County Parks Department formally introduced its I.D.E.A. Initiative to the Parks and Recreation Commission in February 2019. For the remainder of the fiscal year and beyond, the Department will promote County parks through various media channels and in different languages; host a variety of events that celebrate diverse communities, interests, and cultures; engage youth and connect them to the outdoors; make parks more accessible by mitigating financial and physical barriers; and develop staff that is culturally aware and represent the diversity of the County.

- Expanding Wildfire Prevention and Safety Programs

  Forest health and community safety are at the cornerstone of San Mateo County Parks' fire fuel reduction and fire preparedness efforts that will be carried out over the next several years.

  The Department's strategy focuses on vegetation management, which targets the removal of highly combustible plant material, and maintaining accessibility to fire trails that can support fire apparatus and become evacuation routes for the public during an emergency. Close collaboration with California Department of Forestry and Fire Prevention is critical to work that has been accomplished as well as planned projects.

  In FY 2018-19, the Department worked collaboratively with the California Department of Forestry and Fire Prevention, California Department of Correction and Rehabilitation work crews, and contractors to remove approximately 940 trees and 190 acres of vegetation from County parks. Moreover, the Department has spent over $190,000 in Measure K funds to remove hazardous trees and fire fuels. The Department has also repaired about nine miles of fire trails.

- Completing the Emergency Access Route to Tunitas Creek Beach

  The management of Tunitas Creek Beach has presented new challenges for the Department. One of the largest barriers to enforcing applicable ordinances and laws and providing first aid to beach-goers was the lack of safe access for staff and first responders.

In July 2018, Department staff completed a vital improvement; an emergency access route to the beach. Staff removed a large quantity of vegetation, including numerous 10-Wheeler loads of poison oak to install the emergency staging area, emergency access route, split rail fence, and road delineations. Staff also manufactured and installed a vehicle access gate to control access. Incredibly, 750 tons of rock was put down in just four days.

The emergency access route installed by staff will allow the Department to better manage the activities that occur at Tunitas Creek Beach and support first responders when providing vital emergency services. After only two days following the completion of the emergency access route, it was used to assist an individual who needed medical attention after suffering an injury on the beach.

With the ability to safely access the beach comes the opportunity to enforce rules, create an environment safe for all beach-goers, and stop the degradation of the natural resources.

Moving forward into FY 2019-21, the Department will place a greater focus on maintaining and improving facilities and infrastructure, providing more robust visitor experiences, and managing natural resources.

The Department is excited about the construction of the Coyote Point Eastern Promenade Project, which will offer new recreational opportunities for visitors and enhance climate resiliency along the bay shore; design and construction of Flood Park to provide new playfields and active recreational opportunities for residents and programs based in south county; and enhancement of fire trails to ensure all-weather conditions to support fire agencies in responding and residents in evacuating during emergencies. Further, the Department looks forward to planning, permitting, and designing the Tunitas Creek Beach Improvement Project, which will convert the former privately-owned property to a County park for enjoyment of the public.

While the County's park system has consistently seen year-over-year increases in visitors, much needed construction work at Memorial Park beginning in October 2019 and Flood Park beginning in July 2020 will result in park closures and thus a reduction in the number of park visitors. Still, the Department anticipates exceeding 2.8 million visitors in both FY 2019-20 and FY 2020-21 due to enhanced programming, facilities, and trails. Further, improved data collection methods will assist the Department in more accurately documenting visitation in County parks and trails.

As mentioned previously, the Department launched the I.D.E.A. Initiative, which is geared toward increasing inclusion and diversity throughout the parks. By partnering with Friends groups, community-based organizations, Title I schools, and other park and open space agencies, the Department will introduce outdoor recreational opportunities some children and residents have yet to experience. The Department will continue to expand the Take A Hike program to include weekday hikes and County employee-only hikes to ensure more individuals have the opportunity the experience the views, trails, and wildlife present in the parks.

Regarding the management of natural resources, the Department will contribute significant financial and staff resources toward the reduction of fire fuels to enhance public safety and improve the health of the ecosystems. The Department will also continue to eradicate non-native vegetation and preserve habitat to support the plants and wildlife dependent on parklands. To assist in this effort, the Department is taking a leading role in a collaboration involving County departments, Golden Gate National Parks Conservancy, the Golden Gate National Recreation Area, and other open space agencies to collect and layer pertinent GIS data.

The responsibility for over 16,000 acres of parkland, 190 miles of trails, and nearly three million visitors a year requires staff to be proactive. Ensuring staff can dedicate adequate time to maintaining and repairing existing infrastructure; keeping facilities in a clean and safe condition; providing direct customer service; and advancing the completion of projects is a challenge. Staff is developing strategies that will ensure all necessary actions and projects are completed. Unrelated to the workload, Department staff is impacted by the cost of housing which causes some employees to move further from San Mateo County. To address this issue, the Department has identified five new locations for ranger houses and is planning to install new prefabricated homes to expand ranger residence opportunities.

Parks Department (3900D)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,040,854	2,090,568	19,002,049	10,004,930	(8,997,119)	5,734,100	(4,270,830)
Licenses, Permits and Franchises	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	11,350	16,597	7,500	7,000	(500)	7,000	—
Use of Money and Property	183,368	213,746	199,632	225,599	25,967	231,077	5,478
Intergovernmental Revenues	236,956	463,413	1,225,972	313,918	(912,054)	—	(313,918)
Charges for Services	3,385,148	3,698,473	3,206,660	3,158,810	(47,850)	2,889,310	(269,500)
Interfund Revenue	43,999	43,795	42,500	43,379	879	43,379	—
Miscellaneous Revenue	618,211	205,466	9,450	414,500	405,050	34,500	(380,000)
Other Financing Sources	249,296	216,739	2,719,319	12,671,350	9,952,031	20,558,055	7,886,705
Total Revenue	**6,769,182**	**6,948,797**	**26,413,082**	**26,839,486**	**426,404**	**29,497,421**	**2,657,935**
Fund Balance	5,558,349	6,745,032	6,743,114	6,207,258	(535,856)	5,910,324	(296,934)
Total Sources	**12,327,530**	**13,693,829**	**33,156,196**	**33,046,744**	**(109,452)**	**35,407,745**	**2,361,001**
Requirements							
Salaries and Benefits	9,784,790	10,248,204	11,897,026	13,236,606	1,339,580	13,767,515	530,909
Services and Supplies	4,565,633	4,188,166	18,565,615	5,800,517	(12,765,098)	4,500,527	(1,299,990)
Other Charges	2,401,109	2,684,641	2,604,974	2,654,919	49,945	2,613,818	(41,101)
Fixed Assets	413,679	1,506,369	8,686,507	8,307,360	(379,147)	22,087,684	13,780,324
Other Financing Uses	62,879	10,066	1,112,101	11,641,796	10,529,695	1,663,502	(9,978,294)
Gross Appropriations	**17,228,090**	**18,637,447**	**42,866,223**	**41,641,198**	**(1,225,025)**	**44,633,046**	**2,991,848**
Intrafund Transfers	(577,721)	(149,507)	(1,143,506)	(10,000)	1,133,506	(10,000)	—
Net Appropriations	**16,650,368**	**18,487,939**	**41,722,717**	**41,631,198**	**(91,519)**	**44,623,046**	**2,991,848**
Contingencies/Dept Reserves	1,284,162	1,430,236	2,130,357	2,374,485	244,128	2,374,485	—
Non-General Fund Reserves	4,018,641	3,693,085	2,870,841	3,320,437	449,596	3,340,437	20,000
Total Requirements	**21,953,171**	**23,611,260**	**46,723,915**	**47,326,120**	**602,205**	**50,337,968**	**3,011,848**
Net County Cost	**9,625,641**	**9,917,431**	**13,567,719**	**14,279,376**	**711,657**	**14,930,223**	**650,847**
Salary Resolution	71.0	74.0	75.0	75.0	—	75.0	—
Funded FTE	71.0	74.0	75.0	75.0	—	75.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $109,452 or 0.3 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $8,997,119 in this funding source primarily due to the elimination of one-time Measure K revenue for operations and maintenance projects and capital projects, including Pescadero Old Haul Road Repairs; Sam McDonald Visitor Center Renovation and Interpretive Center; and Sanchez Adobe Restoration. This decrease was partially offset by an increase in Measure K funding for operations and maintenance projects and capital projects, including the Memorial Park Water Line Replacement Project and improvements to fire roads and ranger residences.

Fines, Fees and Forfeitures

There is a net decrease of $500 in this funding source due to less Fish and Game code violation fines received from the California Department of Fish and Wildlife.

Use of Money and Property

There is a net increase of $25,967 in this funding source due to increased revenue from ranger residence rent, concessionaires, and interest earned from the County Investment Pool.

Intergovernmental Revenues

There is a net decrease of $912,054 in this funding source primarily due to the removal of one-time grant funding for the Complete the Gap project, Parks Shuttle Bus program, and Memorial Park's Crumb Clean program. This decrease was partially offset by an increase in one-time grant funding for the removal of derelict vessels from Coyote Point Marina.

Charges for Services

There is a net decrease of $47,850 in this funding source primarily due to the closure of Memorial Park beginning in October 2019. This decrease was partially offset by an increase in revenue from Marina berth rentals.

Interfund Revenue

There is a net increase of $879 in this funding source due to the appropriation for the County Wellness Grant.

Miscellaneous Revenue

There is a net increase of $405,050 in this funding source primarily due to donations from the John and Gwen Smart Foundation for the benefit of Coyote Point Park and Coyote Point Eastern Promenade, and the San Mateo County Parks Foundation for the Sanchez Adobe Restoration.

Other Financing Sources

There is a net increase of $9,952,031 in this funding source primarily due to Excess ERAF funding for Flood Park Improvements, Memorial Park Improvements, Coyote Point Eastern Promenade, and new Ranger Housing. This increase was partially offset by a decrease in Non-Departmental Services funding for the Memorial Park Water Line Replacement Project, Flood Park Tennis Courts Renovation, and Parallel Trail.

Fund Balance

There is a net decrease of $535,856 in this funding source due to the completion of several one-time projects and purchases, including the Parks main office move; office furniture; Bicycle Sunday; Historical Association grant for

Sanchez Adobe items; purchase of a truck and tools; and the Pillar Point Boundary Project. This decrease was partially offset by an increase in projected Fund Balance that will be carried forward to FY 2019-20.

TOTAL REQUIREMENTS

Total Requirements increased by $602,205 or 1.3 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,339,580 in this expenditure category primarily due to negotiated salary and benefit increases, position changes, and additional Measure K-funded Park Aide positions. This increase was partially offset by the reduction of Park Aide positions funded by the General Fund.

Services and Supplies

There is a net decrease of $12,765,098 in this expenditure category primarily due to the elimination of Measure K-funded operations and maintenance projects, one-time grant funding, and one-time expenditures. This decrease was partially offset by an increase in new Measure K-funded operations and maintenance projects, including fire fuel reduction, hazard tree removal, playground improvements, trail maintenance, and other repairs. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of $49,945 in this expenditure category primarily due to a one-time motor vehicle replacement charge for a new truck and increases associated with service charges, including risk, automation, and facility. This increase was partially offset by a reduction in other service charges, including radio, telephone, motor vehicle mileage charges, and countywide security services.

Fixed Assets

There is a net decrease of $379,147 primarily due to one-time funding for large equipment purchases and Measure K projects such as the Sanchez Adobe Restoration, Sam McDonald Visitor Center Renovation, Wunderlich Stable Hay Barn Plans and Construction, and Flood Park Baseball Field Renovation. This decrease was partially offset by an increase in fixed asset purchases to replace aged equipment and the purchase of a new asset management system.

Other Financing Uses

There is a net increase of $10,529,695 in this expenditure category primarily due to more capital projects being managed by the Department of Public Works, including the Tunitas Creek Beach Improvement, Huddart Park Water System Upgrade, Parkwide Paving, Coyote Point Eastern Promenade, Coyote Point Park Water Distribution System, and Flood Park Improvement projects.

Intrafund Transfers

There is a net decrease of $1,133,506 in this expenditure category primarily due to the elimination of one-time funding for the metal out building at Devil's Slide Trail, San Pedro Valley Park ADA Upgrades, Wunderlich Park Equestrian Bridge Repair, Coyote Point Park Gatehouse Improvements, Sanchez Adobe Restoration, and GIS development from Non-Departmental Services.

Contingencies/Departmental Reserves

There is a net increase of $244,128 in this expenditure category due to cost savings. The balance in General Fund Reserves represents 12.1 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

Non-General Fund Reserves

There is a net increase of $449,596 in this expenditure category due to lower project expenses. The balance in Non-General Fund Reserves represents 15.4 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $711,657 or 5.2 percent in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources increased by $2,361,001 or 7.1 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of $4,270,830 in this funding source due to the elimination of Measure K revenue for operations and maintenance projects and capital projects, including Fire Road Improvements, improvements to Ranger Residence, Sanchez Adobe Restoration and the Memorial Park Water Line Replacement Project. This decrease was partially offset by an increase in new Measure K funding for operations and maintenance projects and capital projects, including Parkwide Paving, bridge replacements, and Memorial Park Facility Improvements.

Use of Money and Property

There is a net increase of $5,478 in this funding source due to increased rent from ranger residences and lease agreements. This increase was partially offset by a decrease in concessionaire revenue due to the closure of Memorial Park.

Intergovernmental Revenues

There is a net decrease of $313,918 in this funding source primarily due to the removal of one-time grant funding for projects at San Bruno Mountain, the removal of vessels at Coyote Point Marina, and the San Vicente Creek Restoration.

Charges for Services

There is a net decrease of $269,500 in this funding source due to the expected construction and closures of Memorial Park and Flood Park in FY 2020-21.

Miscellaneous Revenue

There is a net decrease of $380,000 in this funding source due to the removal of one-time donations from the San Mateo County Parks Foundation for the Sanchez Adobe Restoration, and the John and Gwen Smart Foundation for the benefit of Coyote Point Park and Eastern Promenade project.

Other Financing Sources

There is a net increase of $7,886,705 in this funding source primarily due to increased Excess ERAF funding for Flood Park Improvements and Memorial Park Facility Improvements. This increase was partially offset by a decrease in one-time Excess ERAF funding for the Coyote Point Eastern Promenade, Memorial Park Wastewater Treatment Plant and Collection System, Memorial Park Facility Improvements, and new Ranger Housing.

Fund Balance

There is a net decrease of $296,934 in this funding source due to the elimination of one-time expenditures.

TOTAL REQUIREMENTS

Total Requirements increased by $3,011,848 or 6.4 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $530,909 in this expenditure category primarily due to negotiated salary and benefit increases and additional Measure K-funded Park Aide positions. This increase was partially offset by a reduction in extra-help appropriations.

Services and Supplies

There is a net decrease of $1,299,990 in this expenditure category primarily due to the elimination of operations and maintenance project expenditures associated with one-time sources. This decrease was partially offset by an increase in operations and maintenance projects, including fire fuel reduction, hazard tree removal, playground improvements, trail maintenance, and other repairs.

Other Charges

There is a net decrease of $41,101 in this expenditure category primarily due to lower general liability and auto liability insurance costs and the elimination of one-time motor vehicle replacement charges from FY 2019-20. This decrease was partially offset by increases in service charges, including risk, radio, telephone, automation, and facility.

Fixed Assets

There is a net increase of $13,780,324 primarily due to an increase in capital project funding for the Flood Park Improvements, Memorial Park Wastewater Treatment Plant and Collection System, Parkwide Paving, Memorial Park Facility Improvements, bridge replacements, and Coyote Point Eastern Promenade. This increase was partially offset by a reduction in one-time expenditures associated with capital projects, including the Sanchez Adobe Restoration, Memorial Park Water Line Replacement Project, new Ranger Housing, Memorial Park Facility Improvements, improvements to Ranger Residences, and Coyote Point Eastern Promenade.

Other Financing Uses

There is a net decrease of $9,978,294 in this expenditure category primarily due to elimination of one-time expenditures for capital projects, including the Coyote Point Park Eastern Promenade, Parkwide Paving, Flood Park Improvements, Memorial Park Wastewater Treatment Plant and Collection System, and Coyote Point Park Water Distribution System. This decrease was partially offset by an increase in capital project funding for Tunitas Creek Beach Improvements.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 12.3 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

Non-General Fund Reserves

There is net increase of $20,000 in this expenditure category due lower project expenses. The balance in Non-General Fund Reserves represents 13.5 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $650,847 or 4.6 percent in this Department's General Fund allocation.

Parks Administration (3900B)

Program Locator

County > Community Services > Parks Department > **Parks Department**

Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

Program Results

The Parks Department provides administration and support and operations and maintenance services to ensure that visitors who come to County parks to picnic, camp, use meeting facilities, tour three historic sites, visit two education centers, hike, bike, and ride horses enjoy their visit.

The operations and maintenance of 22 parks and recreation areas, including over 16,000 acres of park land and 190 miles of trail, requires significant resources to manage. Due in large part to the excellent work of the Department's rangers and support staff alongside ongoing Measure K funding, the Department has achieved excellent survey results related to services the Department provides to an increasing number of park visitors, which is estimated to surpass three million in FY 2018-19.

Administration and support services include budget and performance management; contract administration; financial analysis and accounting; policy; procurement; human resources; planning; natural resource management; reservations; communications; and grant management.

In FY 2019-20 and FY 2020-21, the Department will place an even greater focus on the maintenance of County parks, including increasing hazardous tree management and fire fuel reduction programs and vegetation management to provide safe, clear, and clean park and trail areas for users. The Department will also focus on increasing the diversity of park visitors. The Department's Visitor Services program will lead the effort in making the County parks accessible and welcoming to all through its Inclusion, Diversity, Equity, and Accessibility (I.D.E.A.) Initiative.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Annual Park Visits	2,751,458	2,931,959	3,032,558	2,900,000	2,850,000
Percent of Customer Survey Respondents Rating Services Good or Better	93%	94%	94%	95%	95%
Number of Annual Volunteer Hours	32,534	35,062	37,000	38,000	40,000

Parks Administration (3900B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,898,292	1,665,361	8,660,083	2,890,386	(5,769,697)	2,684,100	(206,286)
Licenses, Permits and Franchises	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	8,860	15,178	5,500	5,500	—	5,500	—
Use of Money and Property	139,459	146,880	148,830	166,473	17,643	169,629	3,156
Intergovernmental Revenues	32,566	143,119	258,270	219,043	(39,227)	—	(219,043)
Charges for Services	2,197,680	2,302,637	2,095,300	1,854,350	(240,950)	1,584,850	(269,500)
Interfund Revenue	43,999	43,795	42,500	43,379	879	43,379	—
Miscellaneous Revenue	359,234	150,309	9,450	244,500	235,050	34,500	(210,000)
Other Financing Sources	249,296	202,560	331,070	120,371	(210,699)	120,371	—
Total Revenue	**4,929,387**	**4,669,839**	**11,551,003**	**5,544,002**	**(6,007,001)**	**4,642,329**	**(901,673)**
Fund Balance	1,318,043	2,271,995	3,050,030	2,589,887	(460,143)	2,589,887	—
Total Sources	**6,247,430**	**6,941,834**	**14,601,033**	**8,133,889**	**(6,467,144)**	**7,232,216**	**(901,673)**
Requirements							
Salaries and Benefits	9,359,184	9,808,784	11,422,133	12,718,171	1,296,038	13,220,054	501,883
Services and Supplies	3,957,077	3,449,377	11,414,698	4,641,154	(6,773,544)	4,012,530	(628,624)
Other Charges	1,856,380	2,127,221	2,341,840	2,346,093	4,253	2,301,868	(44,225)
Fixed Assets	128,559	183,087	1,992,395	330,500	(1,661,895)	250,000	(80,500)
Other Financing Uses	6,122	10,066	10,835	12,862	2,027	13,502	640
Gross Appropriations	**15,307,322**	**15,578,536**	**27,181,901**	**20,048,780**	**(7,133,121)**	**19,797,954**	**(250,826)**
Intrafund Transfers	(577,721)	(149,507)	(1,143,506)	(10,000)	1,133,506	(10,000)	—
Net Appropriations	**14,729,601**	**15,429,029**	**26,038,395**	**20,038,780**	**(5,999,615)**	**19,787,954**	**(250,826)**
Contingencies/Dept Reserves	1,143,470	1,430,236	2,130,357	2,374,485	244,128	2,374,485	—
Total Requirements	**15,873,071**	**16,859,265**	**28,168,752**	**22,413,265**	**(5,755,487)**	**22,162,439**	**(250,826)**
Net County Cost	**9,625,641**	**9,917,431**	**13,567,719**	**14,279,376**	**711,657**	**14,930,223**	**650,847**
Salary Resolution	68.0	71.0	72.0	72.0	—	72.0	—
Funded FTE	68.0	71.0	72.0	72.0	—	72.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Parks Administration (3900B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	6,247,430	6,941,834	14,601,033	8,133,889	(6,467,144)	7,232,216	(901,673)
Total Requirements	15,873,071	16,859,265	28,168,752	22,413,265	(5,755,487)	22,162,439	(250,826)
Net County Cost	9,625,641	9,917,431	13,567,719	14,279,376	711,657	14,930,223	650,847
Salary Resolution	68.0	71.0	72.0	72.0	—	72.0	—
Funded FTE	68.0	71.0	72.0	72.0	—	72.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $2,999,682. Net funding adjustments in FY 2020-21 total $3,160,202.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(10,984,172)	(5,420,386)
Requirements		
Gross Appropriations	(9,117,996)	(2,260,184)
Intrafund Transfers	1,133,506	—
Contingencies/Dept Reserves	244,128	—
Net County Cost	2,999,682	3,160,202
Positions	—	—

2. Ranger IV/ Capital Projects Manager Add/Delete: To better align operational needs, one vacant Capital Projects Manager is deleted, and one Ranger IV is added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(19,888)	(641)
Intrafund Transfers	—	—
Net County Cost	(19,888)	(641)
Positions	—	—

3. Administrative Assistant II/ Office Assistant II Add/Delete : To better align operational needs, one vacant Office Assistant II is deleted, and one Administrative Assistant II is added in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	57,122	1,839
Intrafund Transfers	—	—
Net County Cost	57,122	1,839
Positions	—	—

4. Improvements and Closures at Memorial and Flood Parks: Memorial Park will undergo major park improvements beginning in October 2019, which will require the Parks Department to close the park the last nine months in FY 2019-20 and ten months into FY 2020-21. Revenue loss associated with the park closure will be offset by reductions in the Department's operating budget. Furthermore, Flood Park is expected to close all of FY 2020-21 due to construction. Revenue loss associated with park closures in FY 2020-21 will be offset by additional reductions in the Department's operating budget and Net County Cost.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(242,276)	(271,174)
Requirements		
Gross Appropriations	(242,276)	(191,840)
Intrafund Transfers	—	—
Net County Cost	—	79,334
Positions	—	—

5. Donation for Coyote Point Recreation Area: The John and Gwen Smart Family Foundation will be making a donation for an additional fitness zone; equipment upgrades; Captain's House audio/visual (AV) upgrades; hazard tree assessment and abatement project; and an automated entrance gate at the Coyote Point Recreation Area in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	210,000	—
Requirements		
Gross Appropriations	210,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

6. Midcoast Multimodal/Parallel Trail Measure K Appropriations: On October 2, 2018, the Board of Supervisors adopted a resolution authorizing an Appropriation Transfer Request (ATR) of Measure K revenue and expenditure appropriations from Non-Departmental Services to the Parks Department for the construction phase of the Midcoast Multimodal/Parallel Trail. This adjustment is added to properly account for all Measure K funding in the Department's budget.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	85,000	—
Requirements		
Gross Appropriations	85,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

7. Transfer and Reallocation of Measure K Appropriations: Adjustments are added to reallocate Measure K appropriations from the SCA GIS database and SCA Youth Corps initiatives to the Natural Resource Management (NRM) Program for the purchase of a truck for NRM staff. Additionally, Measure K appropriations from the Parks Concessions Study and Coyote Point Marina Concession initiatives are moved to the Parks Operations and Maintenance initiative for future consulting services. Finally, appropriations from Parks Operations and Maintenance for Parkwide Paving are transferring to the Department's Capital Projects Fund as a new initiative.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(405,583)	—
Requirements		
Gross Appropriations	(405,583)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

8. Fixed Asset Purchases : Adjustment is added to purchase additional equipment, including a commercial power washer and skid unit.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	20,500	—
Intrafund Transfers	—	—
Net County Cost	20,500	—
Positions	—	—

9. New Measure K Appropriations: Measure K funding is added to continue to fund ongoing programs and operational and maintenance needs throughout the County's parks system. Funding will be used to replace antiquated equipment; reduce fire fuels; remove hazardous trees; improve playgrounds; replace aged culverts; and perform routine maintenance on trails and in County parks. Funding will also be used to implement a new asset management system and enter into agreements with contractors that can perform routine septic, plumbing, fencing, and water treatment plant services. To continue to provide exceptional services to a growing number of visitors, and to complete projects and reduce fire fuels quickly, many more park aides will be funded with Measure K.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,280,000	2,200,000
Requirements		
Gross Appropriations	2,280,000	2,200,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

10. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,589,887	2,589,887
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	244,128	—
Net County Cost	(2,345,759)	(2,589,887)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(6,467,144)	(901,673)
Requirements		
Gross Appropriations	(7,133,121)	(250,826)
Intrafund Transfers	1,133,506	—
Contingencies/Dept Reserves	244,128	—
Net County Cost	711,657	650,847
Positions	—	—

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 this Program focuses on the propagation and conservation of fish and wildlife. As a special revenue fund, revenue is received from fines collected by the courts for violation of the California Fish and Game Code in San Mateo County. In the past, the Program provided funding to the Chinook Salmon Smolt Project at Pillar Point Harbor. This funding enabled the transfer of young salmon from the Feather River Hatchery to Pillar Point, which will help the survival rate of the Chinook Salmon.

Program priorities for FY 2019-21 are to continue to allocate funds for conservation and propagation 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)
Fish and Game Propagation Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	2,490	1,419	2,000	1,500	(500)	1,500	—
Use of Money and Property	648	913	400	500	100	500	—
Total Revenue	**3,138**	**2,332**	**2,400**	**2,000**	**(400)**	**2,000**	**—**
Fund Balance	71,195	64,334	56,666	57,766	1,100	49,766	(8,000)
Total Sources	**74,334**	**66,666**	**59,066**	**59,766**	**700**	**51,766**	**(8,000)**
Requirements							
Services and Supplies	10,000	10,000	10,000	10,000	—	2,000	(8,000)
Gross Appropriations	**10,000**	**10,000**	**10,000**	**10,000**	**—**	**2,000**	**(8,000)**
Intrafund Transfers							
Net Appropriations	**10,000**	**10,000**	**10,000**	**10,000**	**—**	**2,000**	**(8,000)**
Non-General Fund Reserves	64,334	56,666	49,066	49,766	700	49,766	—
Total Requirements	**74,334**	**66,666**	**59,066**	**59,766**	**700**	**51,766**	**(8,000)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Fish and Game (3950B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	74,334	66,666	59,066	59,766	700	51,766	(8,000)
Total Requirements	74,334	66,666	59,066	59,766	700	51,766	(8,000)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $57,066. Net funding adjustments in FY 2020-21 total $49,766.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(57,066)	(57,766)
Requirements		
Gross Appropriations	—	(8,000)
Intrafund Transfers	—	—
Non-General Fund Reserves	700	—
Net County Cost	57,066	49,766
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	57,766	49,766
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	700	—
Net County Cost	(57,066)	(49,766)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	700	(8,000)
Requirements		
Gross Appropriations	—	(8,000)
Intrafund Transfers	—	—
Non-General Fund Reserves	700	—
Net County Cost	—	—
Positions	—	—

Parks Capital Projects (3970B)

Program Locator

County > Community Services > Parks Department > **Parks Capital Projects**

Program Outcome Statement

The Program allows the San Mateo County Parks Department to plan, design, construct, remodel, upgrade, and improve facilities and infrastructure to operate more efficiently and safely

Program Results

The Program will undertake a significant number of capital projects in FY 2019-21. These projects will continue to improve safety as well as the visitor experience within County parks. The San Mateo County Parks Department is excited to receive Excess Educational Revenue Augmentation Fund funding, grants and donations, and additional Measure K funding to work on, and eventually complete, capital projects including the Coyote Point Park Water Distribution System, bridge replacements, new Ranger Housing, Coyote Point Eastern Promenade, and major improvements at Flood Park, Memorial Park, and Tunitas Creek Beach.

The Department will place an even greater focus on completing major capital projects on time and within budget. The Department created two separate measures that will track the progress made on projects managed by both the Parks Department and the Department of Public Works.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Grants Received per Dollar Spent	$9	$11	$120	$10	$10
Percent of Capital Projects Managed by Parks on Track to be Completed on Time and Within Budget[1]	100%	33%	88%	90%	90%
Percent of Capital Projects Managed by the Department of Public Works on Track to be Completed on Time and Within Budget[1]	100%	33%	80%	90%	90%

[1]Combined performance measure before FY 2018-19

Parks Capital Projects (3970B)
Parks Capital Projects Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	142,562	425,207	10,341,966	7,114,544	(3,227,422)	3,050,000	(4,064,544)
Use of Money and Property	22,381	30,309	20,000	20,000	—	20,000	—
Intergovernmental Revenues	204,390	320,293	967,702	—	(967,702)	—	—
Charges for Services	50	—	—	—	—	—	—
Miscellaneous Revenue	257,500	55,000	—	170,000	170,000	—	(170,000)
Other Financing Sources	—	14,179	2,388,249	12,550,979	10,162,730	20,437,684	7,886,705
Total Revenue	**626,883**	**844,988**	**13,717,917**	**19,855,523**	**6,137,606**	**23,507,684**	**3,652,161**
Fund Balance	2,345,212	2,363,492	2,537,256	2,457,256	(80,000)	2,168,322	(288,934)
Total Sources	**2,972,095**	**3,208,480**	**16,255,173**	**22,312,779**	**6,057,606**	**25,676,006**	**3,363,227**
Requirements							
Services and Supplies	423,210	378,873	6,717,494	538,663	(6,178,831)	—	(538,663)
Fixed Assets	128,637	292,351	6,526,486	7,976,860	1,450,374	21,837,684	13,860,824
Other Financing Uses	56,757	—	1,101,266	11,628,934	10,527,668	1,650,000	(9,978,934)
Gross Appropriations	**608,603**	**671,224**	**14,345,246**	**20,144,457**	**5,799,211**	**23,487,684**	**3,343,227**
Intrafund Transfers							
Net Appropriations	**608,603**	**671,224**	**14,345,246**	**20,144,457**	**5,799,211**	**23,487,684**	**3,343,227**
Non-General Fund Reserves	2,363,492	2,537,256	1,909,927	2,168,322	258,395	2,188,322	20,000
Total Requirements	**2,972,095**	**3,208,480**	**16,255,173**	**22,312,779**	**6,057,606**	**25,676,006**	**3,363,227**
Net County Cost	—	---	—	—	—	—	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Parks Capital Projects (3970B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,972,095	3,208,480	16,255,173	22,312,779	6,057,606	25,676,006	3,363,227
Total Requirements	2,972,095	3,208,480	16,255,173	22,312,779	6,057,606	25,676,006	3,363,227
Net County Cost	—	---	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including the elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $2,218,861. Net funding adjustments in FY 2020-21 total $2,148,322.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(11,387,549)	(22,292,779)
Requirements		
Gross Appropriations	(9,188,688)	(20,144,457)
Intrafund Transfers	—	—
Non-General Fund Reserves	258,395	20,000
Net County Cost	2,218,861	2,148,322
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,457,256	2,168,322
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	238,395	20,000
Net County Cost	(2,218,861)	(2,148,322)
Positions	—	—

3. Transfer of Measure K Appropriations: Adjustments are added to transfer Measure K appropriations to the Parks Capital Projects Program. Transfers are needed to move appropriations originally for the Memorial Park Paving Tan Oak Loop to a new initiative called Parkwide Asphalt Paving. Additionally, appropriations from the Green Valley Trail project is reallocated to complete the Sanchez Adobe Restoration and funding for the Crystal Springs Trail Highway 92 Crossing Plans is moved to complete the Coyote Point Park Water Distribution System project. Finally, Measure K appropriations from the Parks Concessions Study and Coyote Point Marina Concession initiatives are moved to the Parks Operations and Maintenance initiative, within the Parks Department, for future consulting services.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(1,958,961)	—
Requirements		
Gross Appropriations	(1,958,961)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Transfer of Non-Departmental Appropriations: Non-Departmental Services one-time funding for the Parallel Trail/Multimodal Trail is moved to the Department of Public Works (DPW) since DPW will be managing the project exclusively beginning in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(200,000)	—
Requirements		
Gross Appropriations	(200,000)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

5. New Measure K Appropriations: New Measure K funding in FY 2019-20 is added to fund, and complete, several capital projects, including the Coyote Point Park Water Distribution System, Wunderlich Carriage House Restroom ADA Improvements, Memorial Park Homestead Trail Bridge Replacement, San Pedro Valley Park Visitor Center Bridge Replacement, San Pedro Valley Park Walnut Bridge Replacement, and Memorial Park Water Line Replacement Project. Funding will also be used for improvements to Ranger Residences and Fire Roads. Funding for a feasibility study for the bridge replacements mentioned previously is also added. New Measure K funding in FY 2020-21 is added to fund the Memorial Park Homestead Trail Bridge Replacement, San Pedro Valley Park Visitor Center Bridge Replacement, and San Pedro Valley Park Walnut Bridge Replacement. Funding will also be used for improvements to Ranger Residences, Memorial Park Facility Improvements, and Parkwide Asphalt Paving.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,750,000	2,800,000
Requirements		
Gross Appropriations	2,750,000	2,800,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

6. New Excess ERAF Appropriations: As indicated in the County Manager's Fiscal Year 2019-21 Budget Cycle report to the Board of Supervisors in February 2019, unanticipated onetime Excess ERAF appropriations are added to address Parks capital projects at Flood Park, Memorial Park, Coyote Point Park, and new Ranger Housing at several County parks.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	9,712,316	18,787,684
Requirements		
Gross Appropriations	9,712,316	18,787,684
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

7. New Grants and Donations: Funding for Tunitas Creek Beach Improvements, including building a new parking lot, restrooms, and trail was approved in the California State budget in June 2018. The funding will be distributed by the State Coastal Conservancy. The San Mateo County Parks Department is also expecting to receive one-time donations from the San Mateo County Parks Foundation for the completion of the Sanchez Adobe Restoration and the John and Gwen Smart Foundation for the Coyote Point Eastern Promenade Project.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,520,000	1,650,000
Requirements		
Gross Appropriations	1,520,000	1,650,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

8. Transfer and Reallocation of Measure K Appropriations: Adjustments are added to transfer Measure K appropriations from Parks Operations and Maintenance for parkwide paving to a new initiative called Parkwide Asphalt Paving. Additionally, funding from Memorial Park Paving Tan Oak Loop is moved to the new initiative. The Department of Public Works will assist the Parks Department in completing this project. Appropriations from the Green Valley Trail project is reallocated to complete the Sanchez Adobe Restoration and appropriations originally for the Crystal Springs Trail Highway 92 Crossing Plans is moved to complete the Coyote Point Park Water Distribution System project.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,364,544	—
Requirements		
Gross Appropriations	2,364,544	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

9. Measure K Rollover in FY 2020-21: Funding adjustment is added to rollover Measure K funds for the Huddart Water Lines and Supply System Project in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	250,000
Requirements		
Gross Appropriations	—	250,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

10. Transfer and Reallocation of Non-Departmental Appropriations: Funding for the Coyote Point Bay Trail Repair on North Levee is moved to complete the Coyote Point Park Water Distribution System project. Additionally, funding originally set aside for the acquisition of Pillar Point Marsh is moved to complete the Memorial Park Wastewater Treatment Plant and Collection System.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	800,000	—
Requirements		
Gross Appropriations	800,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	6,057,606	3,363,227
Requirements		
Gross Appropriations	5,799,211	3,343,227
Intrafund Transfers	—	—
Non-General Fund Reserves	258,395	20,000
Net County Cost	—	—
Positions	—	—

Coyote Point Marina (3980B)

Program Locator

County > Community Services > Parks Department > **Coyote Point Marina**

Program Outcome Statement

Safe access to the San Francisco Bay with berths and launching

Program Results

Coyote Point Marina ('Marina"), nestled within the San Mateo County Parks Department's Coyote Point Recreation Area, has operated continuously for over 53 years. The Marina provides access to the San Francisco Bay and its shoreline for sailors, power boaters, hikers, joggers, bird watchers, photographers, and recreation seekers of all kinds. The Marina offers berths for sailboats and motorboats at competitive prices in a beautiful and convenient location. The Marina features 545 wet slips for boats from 20 to 75 feet and provides the following services: water and electric; waste oil collection; launch ramp; full service fuel dock; dry storage; and waste pump out station. The Marina also offers emergency patrol boat response assistance when needed.

All the berths at the Marina are currently usable. Out of 583 berths, which includes 545 wet slips and 38 dry storage spaces, 456 berths or 78 percent are filled and all slips over 32 feet are rented. Most of the empty slips are 22 feet side ties. Market trends over the past 10 years have shown larger boats are more popular. The Marina will continue to aggressively advertise the side ties and smaller slips.

In FY 2019-20 and FY 2020-21, the Department will focus on increasing the usability and financial performance of the Marina so that the enterprise fund may continue to fund future and continuous dredging projects and loan repayments from previous Marina improvements, including the replacement of Dock 29.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customer Survey Respondents Rating Marina Services Good or Better	93%	93%	93%	95%	95%
Percent of Berths Filled	75%	78%	78%	80%	80%
Operating Cost Ratio[1]	---	---	75%	100%	100%

[1]Data not available

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	20,879	35,645	30,402	38,626	8,224	40,948	2,322
Intergovernmental Revenues	—	—	—	94,875	94,875	—	(94,875)
Charges for Services	1,187,418	1,395,837	1,111,360	1,304,460	193,100	1,304,460	—
Miscellaneous Revenue	1,477	156	—	—	—	—	—
Total Revenue	**1,209,773**	**1,431,638**	**1,141,762**	**1,437,961**	**296,199**	**1,345,408**	**(92,553)**
Fund Balance	1,823,898	2,045,211	1,099,162	1,102,349	3,187	1,102,349	—
Total Sources	**3,033,672**	**3,476,849**	**2,240,924**	**2,540,310**	**299,386**	**2,447,757**	**(92,553)**
Requirements							
Salaries and Benefits	425,606	439,420	474,893	518,435	43,542	547,461	29,026
Services and Supplies	175,346	349,916	423,423	610,700	187,277	485,997	(124,703)
Other Charges	544,729	557,420	263,134	308,826	45,692	311,950	3,124
Fixed Assets	156,483	1,030,931	167,626	—	(167,626)	—	—
Gross Appropriations	**1,302,165**	**2,377,687**	**1,329,076**	**1,437,961**	**108,885**	**1,345,408**	**(92,553)**
Intrafund Transfers							
Net Appropriations	**1,302,165**	**2,377,687**	**1,329,076**	**1,437,961**	**108,885**	**1,345,408**	**(92,553)**
Contingencies/Dept Reserves	140,692	—	—	—	—	—	—
Non-General Fund Reserves	1,590,815	1,099,162	911,848	1,102,349	190,501	1,102,349	—
Total Requirements	**3,033,672**	**3,476,849**	**2,240,924**	**2,540,310**	**299,386**	**2,447,757**	**(92,553)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	3.0	3.0	3.0	3.0	—	3.0	—
Funded FTE	3.0	3.0	3.0	3.0	—	3.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Coyote Point Marina (3980B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	3,033,672	3,476,849	2,240,924	2,540,310	299,386	2,447,757	(92,553)
Total Requirements	3,033,672	3,476,849	2,240,924	2,540,310	299,386	2,447,757	(92,553)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	3.0	3.0	3.0	3.0	—	3.0	—
Funded FTE	3.0	3.0	3.0	3.0	—	3.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $911,848. Net funding adjustments in FY 2020-21 total $1,102,349.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(802,963)	(1,194,902)
Requirements		
Gross Appropriations	108,885	(92,553)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	190,501	—
Net County Cost	911,848	1,102,349
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,102,349	1,102,349
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	190,501	—
Net County Cost	(911,848)	(1,102,349)
Positions	—	—

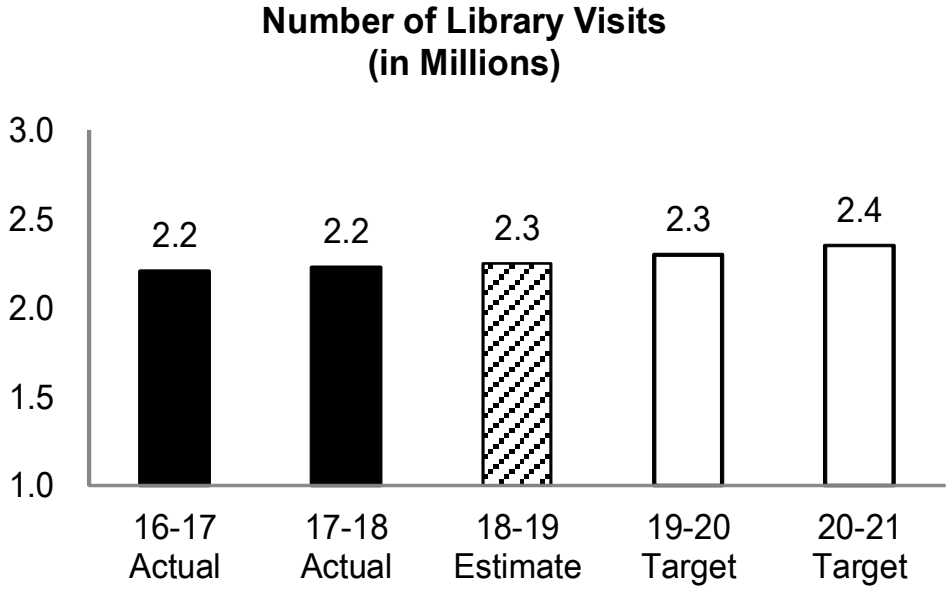
FY 2019-20 & FY 2020-21 Total Funding Adjustments

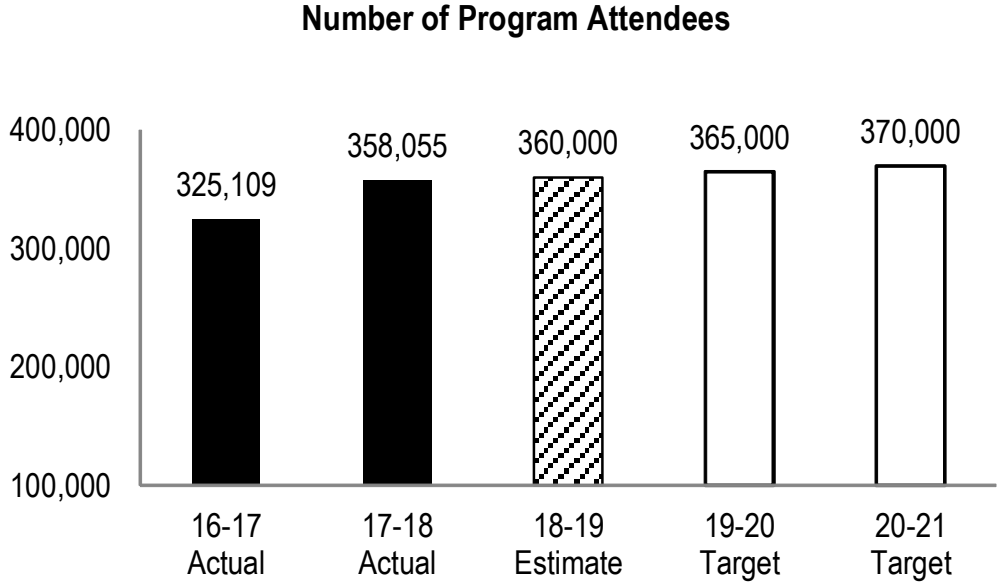
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	299,386	(92,553)
Requirements		
Gross Appropriations	108,885	(92,553)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	190,501	—
Net County Cost	—	—
Positions	—	—

SAN MATEO COUNTY LIBRARY
JOINT POWERS AUTHORITY

Department Locator

County > Community Services > **San Mateo County Library**





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 (Libraries) 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 County of San Mateo. The JPA is governed by a Library Governing Board consisting of representatives from each member and is responsible for providing oversight of library operations, fiscal matters, and budget approval.

The Libraries cultivate an active presence and create spaces that support discovery, enrich lives, and uplift the community. The Libraries are leaders in establishing a foundation for early literacy and supporting exploration and growth at every stage of life. The Libraries understand community needs and promote meaningful library services as solutions.

Approximately 283,000 people live within the boundaries of the Libraries' legal taxing district which covers 351 square miles. More than 175,000, or 66 percent, of the population have library cards. The 12 community libraries, one bookmobile, and virtual services that make up the system, provide library services to 11 cities and all the unincorporated areas of the County.

The Libraries provide unmatched services to our community and is consistently ranked as one of the best libraries in the nation.

- In 2017, the Libraries developed and led a County pilot program designed to improve employee performance. Using weekly surveys and check-ins enables managers and staff to increase and improve the feedback they get and give to each other, as well as supports library staff's growth and development. This significant organizational change has accelerated performance and earned us this year's Urban Libraries Council's Top Innovator Award.
- On August 18, 2018, the Libraries opened a new Coastside library in the City of Half Moon Bay. The new facility is 22,000 square feet and provides expanded services, collections, and shared community spaces that will better serve the Coastside community's needs.
- Through the generous support of County Measure K funds, the Big Lift Inspiring Summers 2018 served 1,200 children at nine school sites throughout the County. Our summer learning camps, Big Lift Inspiring Summers, are a partnership between the Libraries, seven school districts, and the national nonprofit Building Educated Leaders for Life (BELL), and currently serve children entering kindergarten through second grade. The Libraries lead the afternoon program with 131 college interns using curricula that incorporate yoga and mindfulness, active engagement, literacy, and Science, Technology, Engineering, the Arts and Mathematics (STEAM) learning. In summer 2018, 99 percent of parents reported that they would recommend Big Lift Inspiring Summers to other families.

The Libraries remains uniquely positioned to respond to community needs and be an innovative leader for the future. In the coming years, the Libraries will strive to achieve goals that align with our Strategic Plan including: growing and supporting a community of learners and makers; hiring and developing a diverse workforce that reflects our community and who can lead change and respond to future needs; reducing service barriers and enriching patron experiences; increasing sustainable practices; continuing to make summer learning boundless and inspiring for all; and budgeting and implementing creative strategies that promote the future success of the organization.

The Libraries continues to set ambitious goals and utilize all available resources to develop services and programs that support and align with our Strategic Plan. Under the leadership provided by the JPA Governing Board, we will continue to operate at existing levels based on projected property tax revenue and continue to rely on one-time sources to support significant enhancements and projects that improve the delivery of library service.

Program Results

The Libraries expects to strengthen our communities and provide an environment for learning for 2.3 million visitors in FY 2019-20. We anticipate 365,000 patrons will attend thoughtfully designed programs and initiatives that enrich lives. Users will have access to library materials in a wide variety of formats in addition to books, including e-books, audio books, music, and movies. Registered library card holders as a percent of the population are expected to surpass 66 percent.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Library Visits	2.2 M	2.2 M	2.3 M	2.3 M	2.4 M
Number of Program Attendees	325,109	358,055	360,000	365,000	370,000

County Library (3700B)
County Library Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	26,392,340	28,715,974	27,953,243	31,909,647	3,956,404	32,853,309	943,662
Use of Money and Property	199,092	321,577	125,000	155,042	30,042	155,042	—
Intergovernmental Revenues	210,325	166,119	160,372	160,372	—	160,372	—
Charges for Services	197,186	189,446	24,000	24,000	—	24,000	—
Interfund Revenue	471,180	275,807	145,355	316,988	171,633	316,988	—
Miscellaneous Revenue	1,990,960	2,317,833	1,541,961	620,000	(921,961)	620,000	—
Total Revenue	**29,461,082**	**31,986,757**	**29,949,931**	**33,186,049**	**3,236,118**	**34,129,711**	**943,662**
Fund Balance	20,265,405	22,188,093	23,619,388	21,294,342	(2,325,046)	17,541,968	(3,752,374)
Total Sources	**49,726,487**	**54,174,850**	**53,569,319**	**54,480,391**	**911,072**	**51,671,679**	**(2,808,712)**
Requirements							
Salaries and Benefits	15,148,001	16,816,567	18,190,697	18,862,212	671,515	19,541,560	679,348
Services and Supplies	23,346,536	25,371,468	35,200,533	35,588,374	387,841	35,288,374	(300,000)
Other Charges	1,559,022	1,824,699	1,804,314	2,270,733	466,419	2,286,729	15,996
Fixed Assets	136,603	—	500,000	500,000	—	—	(500,000)
Other Financing Uses	12,352	12,463	12,787	14,069	1,282	14,762	693
Gross Appropriations	**40,202,514**	**44,025,197**	**55,708,331**	**57,235,388**	**1,527,057**	**57,131,425**	**(103,963)**
Intrafund Transfers	(12,664,119)	(13,469,737)	(19,478,237)	(20,296,965)	(818,728)	(20,296,965)	—
Net Appropriations	**27,538,395**	**30,555,460**	**36,230,094**	**36,938,423**	**708,329**	**36,834,460**	**(103,963)**
Contingencies/Dept Reserves	3,381,062	4,119,737	3,888,455	4,091,198	202,743	4,091,198	—
Non-General Fund Reserves	18,807,030	19,499,651	13,450,770	13,450,770	—	10,746,021	(2,704,749)
Total Requirements	**49,726,487**	**54,174,849**	**53,569,319**	**54,480,391**	**911,072**	**51,671,679**	**(2,808,712)**
Net County Cost	**—**	**---**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	121.0	122.0	122.0	123.0	1.0	123.0	—
Funded FTE	109.4	110.8	110.4	110.8	0.4	110.8	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $911,072, or 1.7 percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net increase of $3,956,404 in this funding source due to increased property taxes, ERAF, and Measure K.

Use of Money and Property

There is a net increase of $30,042 in this funding source due to increased reimbursement for building space from the Peninsula Library System.

Interfund Revenue

There is a net increase of $171,633 in this funding source due to an anticipated reimbursement from the Woodside Trust Fund for Woodside Library maintenance costs and a slight increase in rent reimbursement for the East Palo Alto Library.

Miscellaneous Revenue

There is a net decrease of $921,961 due to a change in the funding source for the Big Lift Inspiring Summers program. In previous years, revenue came from the Silicon Valley Community Foundation for the Big Lift program. In FY 2019-20, the funding will come from the County Measure K Trust Fund.

Fund Balance

There is a net decrease of $2,325,046 in this funding source to reflect the revised FY 2018-19 fund balance that will continue into FY 2019-20.

TOTAL REQUIREMENTS

Total Requirements increased by $911,072, or 1.7 percent, for FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $671,515 in this expenditure category due to increases resulting from negotiated salaries and benefits. This also includes an addition of one Management Analyst position to support the Libraries' new Foundation, and an add/delete which resulted in one accountant position. These increases were partially offset by the reduction of extra-help costs.

Services and Supplies

There is a net increase of $387,841 in this expenditure category primarily due to increased charges for services provided by the Peninsula Library System, increased costs for new printer software, and increased utility costs. This increase was partially offset by reductions in fingerprinting costs and contract services.

Other Charges

There is a net increase of $466,419 in this expenditure category due to increased costs to Redwood City and Daly City to serve the unincorporated area and increased County service charges.

Other Financing Uses

There is a net increase of $1,282 in this expenditure category due to increased facility charges.

Intrafund Transfers
There is a net increase of $818,728 in this expenditure category due to increased costs to provide administrative services to the Libraries.

Contingencies/Departmental Reserves
There is net increase of $202,743 in this expenditure category to meet the Libraries' Joint Powers Authority Policy.

NET COUNTY COST
The Department's FY 2019-20 Recommended Budget is not funded by the County General Fund and has a no Net County Cost.

FY 2020-21 Budget Overview

TOTAL SOURCES
Total Sources decreased by $2,808,712, or 5.4 percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes
There is a net increase of $943,662 in this funding source due to an estimated increase in secured and unsecured property taxes.

Fund Balance
There is a net decrease of $3,752,374 in this funding source due to funds spent in FY 2019-20 associated with one-time expenses.

TOTAL REQUIREMENTS
Total Requirements decreased by $2,808,712, or 5.4 percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $679,348 in this expenditure category due to salary and benefit negotiations.

Services and Supplies
There is a net decrease of $300,000 in this expenditure category due to the removal of a one-time expenditure for furniture.

Other Charges
There is a net increase of $15,996 in this expenditure category due to increased service charges.

Fixed Assets
There is a net decrease of $500,000 due to removal of a one-time expenditure for mobile vehicles.

NET COUNTY COST
The Department's FY 2019-20 Recommended Budget is not funded by the County General Fund and has a no Net County Cost.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

County Library (3700B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	49,726,487	54,174,850	53,569,319	54,480,391	911,072	51,671,679	(2,808,712)
Total Requirements	49,726,487	54,174,849	53,569,319	54,480,391	911,072	51,671,679	(2,808,712)
Net County Cost	—	(0)	—	—	—	—	—
Salary Resolution	121.0	122.0	122.0	123.0	1.0	123.0	—
Funded FTE	109.4	110.8	110.4	110.8	0.4	110.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $20,476,012. Net funding adjustments in FY 2020-21 total $20,239,252.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(20,383,270)	(20,350,680)
Requirements		
Gross Appropriations	911,470	(111,428)
Intrafund Transfers	(818,728)	—
Contingencies/Dept Reserves	202,743	—
Non-General Fund Reserves	—	(2,704,749)
Net County Cost	20,476,012	20,239,252
Positions	—	—

2. Furniture Refresh for Libraries: This increase in expense is to refresh furniture throughout the libraries.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	300,000	—
Intrafund Transfers	—	—
Net County Cost	300,000	—
Positions	—	—

3. Donations Transfer: This is a transfer of donations to the new San Mateo County Libraries Foundation.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	134,000	—
Intrafund Transfers	—	—
Net County Cost	134,000	—
Positions	—	—

4. Management Analyst: This action adds a Management Analyst to run the new 501c(3) foundation San Mateo County Libraries established in FY 2018-19.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	181,587	7,465
Intrafund Transfers	—	—
Net County Cost	181,587	7,465
Positions	1	—

5. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	21,294,342	17,541,968
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(21,294,342)	(17,541,968)
Positions	—	—

6. Operating Reserves Adjustment: This increase in operating reserves is to required to meet the JPA reserves policy.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	202,743	—
Net County Cost	202,743	—
Positions	—	—

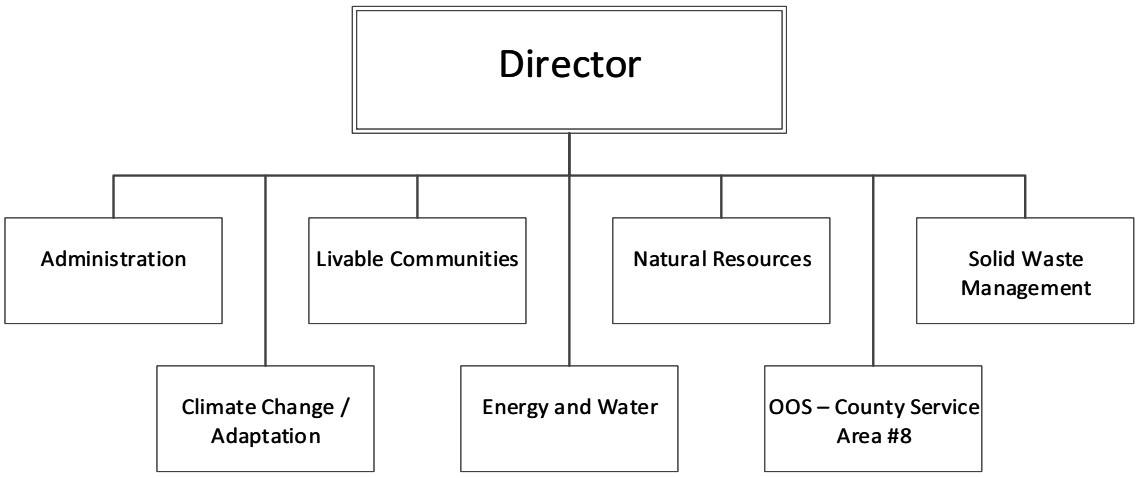
7. FY 20-21 Capital Reserves Adjustment: This is a one-time reduction in Capital Reserves to fund one-time projects.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	—	(2,704,749)
Net County Cost	—	(2,704,749)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

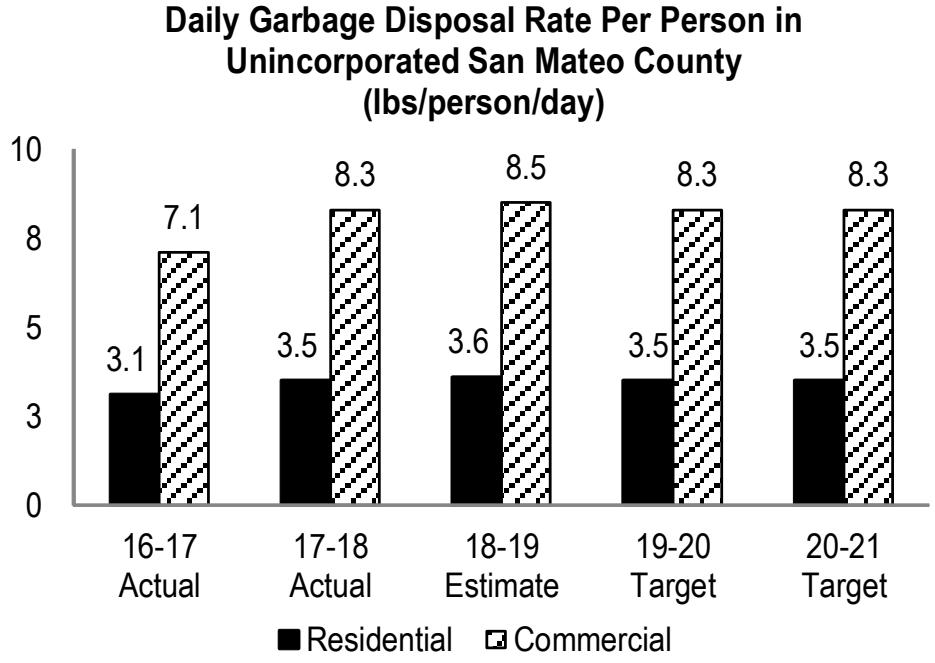
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	911,072	(2,808,712)
Requirements		
Gross Appropriations	1,527,057	(103,963)
Intrafund Transfers	(818,728)	—
Contingencies/Dept Reserves	202,743	—
Non-General Fund Reserves	—	(2,704,749)
Net County Cost	—	—
Positions	1	—

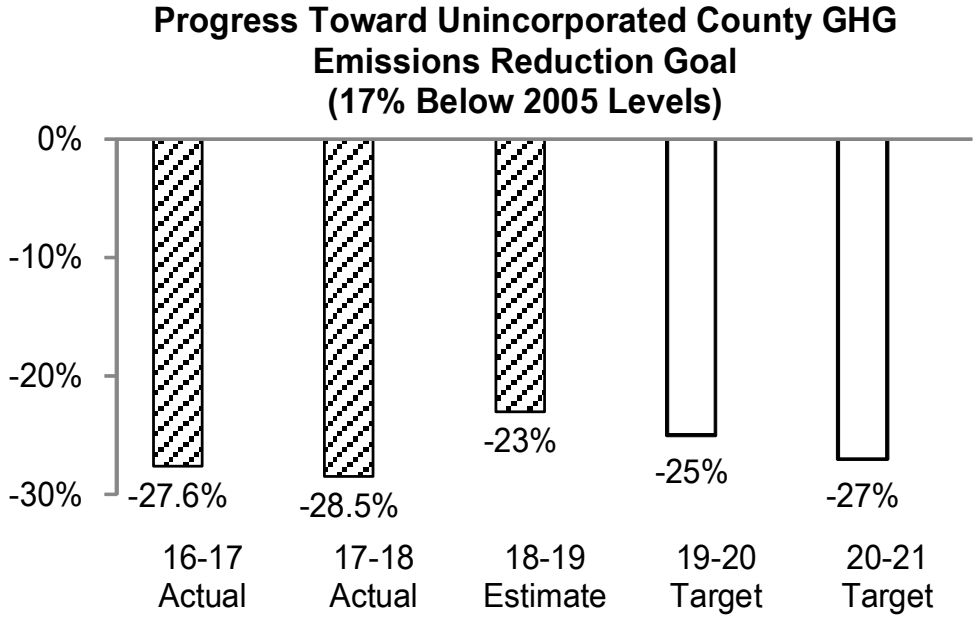
OFFICE OF SUSTAINABILITY



Department Locator

County > Community Services > **Office of Sustainability**





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 the present and the future.

Overview

The Office of Sustainability strives to improve the sustainability of the County's operations and the greater community through work in the following four work programs:

- Climate Change/Adaptation Program, which 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 reduce greenhouse gas emissions, and outreach and engagement with the North Fair Oaks community;
- Energy and Water Program, which provides planning and outreach to conserve energy and protect water resources; and
- Waste Reduction Program, which focuses on increasing diversion of solid waste from landfills by promoting recycling, composting, and resource conservation and providing educational resources.

The Office also operates programs within County Service Area No. 8 (CSA-8) that include solid waste collection, waste diversion, and illegal dumping, and manages agreements for landscaping and fire protection services for a subset within CSA-8.

During FY 2017-19, the Office of Sustainability promoted sustainable practices through education, innovation, and engagement across a diverse range of audiences. In an effort to better understand how climate change will affect San Mateo County, the Office published the Sea Level Rise Vulnerability Assessment for the Bayside and Coastside north of Half Moon Bay (also known as the Sea Change SMC initiative). To enable San Mateo County to prepare for the short-term and long-term risks from climate change, which includes sea level rise, as well as wildfire, extreme precipitation and heat, the Office convened a Climate Collaborative of cities, businesses, community groups, emergency services, and other stakeholders.

The Office met and exceeded the State's 2020 benchmark to reduce greenhouse gas emissions, and is continuing to work with local small- and medium-sized businesses to operate in an environmentally responsible manner, conserve resources, and minimize waste and pollution, while reducing their operational costs. In addition, over 470 community members completed a course from the Sustainability Academy, which provided educational and volunteer training opportunities, and includes over 50 active volunteers who completed over 800 volunteer hours. The Academy also launched sustainability programming to/30 inmates within the County's Maple Street jail./

During FY 2017-19, the Home for All initiative/continued its work to/establish a climate in San Mateo County where all types of housing are produced and preserved. Through a community engagement program that continues to assist nine cities in working with communities on housing, by creating and distributing two publications and a cost calculator to promote second units, and through identifying opportunities and best practices in legislation, funding and, transportation, the Initiative worked to reduce the Jobs-Housing Gap of 12:1 and help cities meet their State-mandated regional housing goals. The Office completed approximately 900 residential energy efficiency projects, delivering over $750,000 in rebates to participants./Commercial energy efficiency efforts resulted in reduced energy use in San Mateo County by approximately 7.2M/kilowatt hours, which is the equivalent of/approximately 1,000 homes for a year./ An assessment of the San Mateo Plain Groundwater sub-basin, the largest of nine groundwater basins in San Mateo County, was completed in FY 2017-18, advancing our understanding of potential impacts to our groundwater supplies from future scenarios such as increased groundwater pumping, sea level rise, and climate change./ The Office launched a pilot exploring the redistribution of surplus food from five grocery stores to local food banks, conducted trainings in County jails for food waste reduction and sustainable gardening, and began

hosting collection events for electronic waste. These events/so far have/collected 9.3 tons of electronics for reuse and 30 tons for recycling.

Priorities for FY 2019-21 include:

- A new initiative called Climate Ready SMC will continue to convene a Climate Collaborative, evaluate risks from climate change impacts, and evaluate climate impacts to transportation systems and vulnerable communities.
- Updates to its Climate Action Plans to reflect the State's greenhouse gas emissions reductions targets and will continue implementing projects and programs to reduce emissions. Staff will partner with the Energy and Water Program to install more electric vehicle charging stations, to purchase additional electric vehicles for the County, including electric bikes, and to assist with energy efficiency projects at County facilities.
- Creation of a bicycle and pedestrian master plan and develop Safe Routes to Schools curriculum and activities in the elementary schools throughout San Mateo County. The commute alternatives program will explore options to increase employee participation by implementing new subsidies and a more aggressive marketing campaign promoting alternative options for employee commutes. Staffing and supporting the Home for All Initiative, implementing a communications and marketing plan; tracking state and local housing policies and activities; working with jurisdictions towards community engagement on housing, promoting the development of second units, 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.
- A new Green Infrastructure Plan for the County will include filtering stormwater through landscaped areas at building sites, rather than allowing contaminated water to reach storm drains, and will collaborate with other local agencies to identify cost-effective, regional green infrastructure projects.
- Promotion of organic waste diversion from compost and landfills and continue to facilitate waste reduction, recycling and composting to meet State mandates.

Office of Sustainability (4000D)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,087,288	1,525,155	1,356,814	1,363,708	6,894	1,373,327	9,619
Licenses, Permits and Franchises	3,071,113	3,107,607	3,032,584	3,032,823	239	3,032,823	—
Fines, Forfeitures and Penalties	1,500	—	—	—	—	—	—
Use of Money and Property	116,477	201,136	128,119	164,476	36,357	164,076	(400)
Intergovernmental Revenues	35,829	74,175	2,721,226	2,624,516	(96,710)	1,174,839	(1,449,677)
Charges for Services	1,836,938	1,751,731	1,507,108	1,488,569	(18,539)	1,488,569	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	419,834	266,338	5,000	210,000	205,000	37,500	(172,500)
Other Financing Sources	839,147	1,157,380	1,503,965	1,505,465	1,500	1,504,465	(1,000)
Total Revenue	**9,408,125**	**8,083,521**	**10,254,816**	**10,389,557**	**134,741**	**8,775,599**	**(1,613,958)**
Fund Balance	14,214,849	14,236,682	17,198,307	17,832,115	633,808	15,612,275	(2,219,840)
Total Sources	**23,622,974**	**22,320,203**	**27,453,123**	**28,221,672**	**768,549**	**24,387,874**	**(3,833,798)**
Requirements							
Salaries and Benefits	4,437,847	4,842,878	8,084,256	7,363,024	(721,232)	7,195,868	(167,156)
Services and Supplies	7,661,827	6,844,997	11,339,171	12,954,908	1,615,737	10,541,155	(2,413,753)
Other Charges	422,607	697,802	1,394,813	2,426,663	1,031,850	1,471,510	(955,153)
Other Financing Uses	17,744	52,265	57,713	61,027	3,314	62,073	1,046
Gross Appropriations	**12,540,024**	**12,437,942**	**20,875,953**	**22,805,622**	**1,929,669**	**19,270,606**	**(3,535,016)**
Intrafund Transfers	(654,575)	(262,537)	(840,153)	(615,000)	225,153	(615,000)	—
Net Appropriations	**11,885,449**	**12,175,405**	**20,035,800**	**22,190,622**	**2,154,822**	**18,655,606**	**(3,535,016)**
Contingencies/Dept Reserves	10,309,946	930,646	1,811,804	1,438,600	(373,204)	1,438,600	—
Non-General Fund Reserves	3,268,029	15,044,466	13,775,932	12,359,724	(1,416,208)	12,210,547	(149,177)
Total Requirements	**25,463,424**	**28,150,517**	**35,623,536**	**35,988,946**	**365,410**	**32,304,753**	**(3,684,193)**
Net County Cost	**1,840,450**	**5,830,313**	**8,170,413**	**7,767,274**	**(403,139)**	**7,916,879**	**149,605**
Salary Resolution	21.0	24.0	25.0	20.0	(5.0)	20.0	—
Funded FTE	21.0	24.0	25.0	20.0	(5.0)	20.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increase by $768,549 or 2.8 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net increase of $6,894 in this funding source primarily due to an increase in secured and unsecured property tax in the amount of $57,671 that is collected in the County Service Area No. 8 (CSA-8) budget unit. This increase is partially offset by a decrease in Measure K funding in the amount of $50,777 due to the transfer of an Accountant position from the Office of Sustainability to the County Manager's Office that is half funded with Measure K.

Licenses, Permits, and Franchises

There is a net increase of $239 in this funding source due to a projected increase in the solid waste collection fee in the amount of $5,239 in the County Franchise Area. This increase is partially offset by a decrease in the franchise fee in the amount of $5,000 collected in the CSA-8 budget unit.

Use of Money and Property

There is an increase of $36,357 in this funding source due to anticipated interest earned.

Intergovernmental Revenues

There is a net decrease of $96,710 in this funding source due to the removal of grant funds in the amount of $311,645. This decrease is partially offset by an increase state aid for the SB 1 grant in the amount of $215,000.

Charges for Services

There is a net decrease of $18,539 in this funding source primarily due to a decrease in the amount of $100,000 removing revenue collected at the Pescadero Transfer Station. This decrease is partially offset by an increase in the amount of $5,000 for an estimated increase in filing of waste management plans and an increase in the amount of $76,461 for solid waste collection charges in the CSA-8 budget unit.

Miscellaneous Revenue

There is a net increase of $205,000 in this funding source due to the budgeting of the sale of surplus property in the amount of $15,000 in the Solid Waste Management budget unit; an increase in PG&E rebates in the amount of $30,000; and an increase of $165,000 for grants awarded by Peninsula Clean Energy. This increase is offset by a decrease in the amount of $5,000 for the removal of one-time project reimbursement.

Other Financing Sources

There is an increase of $1,500 in this funding source due to the budgeting of the sale of fixed assets in the Solid Waste Management budget unit.

Fund Balance

There is an increase of $633,808 in this funding source primarily due to projected unspent appropriations at the end of FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements increase by $365,410 or one percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $721,232 in this expenditure category due to the transfer of five filled permanent positions and one limited term position from the Office of Sustainability to the County Manager's Office. This decrease is partially offset by an increase in negotiated salaries and benefits.

Services and Supplies
There is an increase of $1,615,737 in this expenditure category primarily due to the use of Reserves to fund one-time projects in the Office.

Other Charges
There is an increase of $1,031,850 in this expenditure category due to the use of Reserves for one-time contributions in the amount of $984,000 to the Office's program partners for projects and grants planned for FY 2019-20; an increase in telephone services charges in the amount of $16,742; an increase in ISD automation charges in the amount of $10,000; an increase in County facility rental charges in the amount of $33,967; and an increase in miscellaneous other service charges in the amount of $13,648. This increase is offset by the removal of one-time expenditures in the amount of $26,507 for projects completed in FY 2018-19.

Other Financing Uses
There is an increase of $3,314 in this expenditure category primarily due to an increase in facility rent, thereby increasing the ten percent facility surcharge.

Intrafund Transfers
There is a net decrease of $225,153 in this expenditure category primarily due to the removal of a reimbursement in the amount of $80,153 for a portion of a Fiscal Office Specialists time as that position has been transferred to the County Manager's Office as well as the removal of one-time expenditures in the amount of $145,000 that were funded by Non-Departmental Services.

Contingencies/Departmental Reserves
There is decrease of $373,204 in the General Fund Reserves expenditure category primarily due to the use of Reserves for one-time projects in the Climate Change and Adaptation program. The balance of General Fund Reserves represents 6.5 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $994,788. There is decrease of $1,416,208 in the Non-General Fund Reserves expenditure category primarily due to the use of Reserves for one-time projects and grants in the Solid Waste Management program. The balance of Non-General Fund Reserves represents 55.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $11,915,912.

NET COUNTY COST
There is a decrease of $403,139 or five percent in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES
Total Sources decrease by $3,833,798 or 13.5 percent from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes
There is an increase of $9,619 in this funding source due to a projected increase in secured property tax revenue collected in the CSA-8 budget unit.

Use of Money and Property
There is a decrease of $400 in this funding source due to a decrease in interest earned because of a reduction in Fund Balance.

Intergovernmental Revenues
There is a decrease in the amount of $1,449,677 in this funding source due to the removal of SB 1 grant funds in the amount of $649,500; the removal of the Safe Routes to Schools grant funding in the amount of $515,177; the removal of a grant from C/CAG in the amount of $250,000; and a decrease in funding for the Energy Watch program in the amount of $100,000. This decrease is partially offset by an increase in funding from ABAG in the amount of $65,000.

Miscellaneous Revenue
There is a net decrease of $172,500 in this funding source due to the removal of a grant funded by Peninsula Clean Energy in the amount of $165,000 and an anticipated decline in surplus property sales collected in the Solid Waste Management budget unit in the amount of $12,500.

Other Financing Sources
There is a decrease of $1,000 in this funding source due to an anticipated decline in fixed asset sales collected in the Solid Waste Management budget unit.

Fund Balance
There is a net decrease of $2,219,840 in this funding source primarily due to the removal of one-time expenses in the amount of $1,320,000 in the Climate Change Program; a decrease in the amount of $800,000 in the Solid Waste Management budget unit due to the removal of one-time projects and expenses; and a decrease in the amount of $99,840 in the CSA-8 budget unit due to the removal of one-time projects and expenses.

TOTAL REQUIREMENTS
Total Requirements decreased by $3,684,193 or ten percent from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $167,156 in this expenditure category primarily due to the reduction of limited term and Extra-Help salaries and benefits costs in the amount of $217,212 related to grants in the Livable Community and Energy and Water Programs. This decrease is partially offset by the inclusion of negotiated salary and benefit increases in the amount of $50,056.

Services and Supplies
There is a decrease of $2,413,753 in this expenditure category primarily due to the removal of one-time projects and grant related expenses in the Office.

Other Charges
There is a net decrease of $955,153 in this expenditure category due to the removal of one-time contributions and grants in the Solid Waste Management budget unit in the amount of $990,000. This decrease is partially offset by an increase in telephone service charges in the amount of $464; an increase in ISD automation services in the amount of $10,000; an increase in county facility rental charges in the amount of $11,332; an increase in insurance in the amount of $3,012; and an increase in other service charges in the amount of $10,039.

Other Financing Uses
There is an increase of $1,046 in this expenditure category due to an increase in County rental charges, thereby increasing the ten percent facility surcharge.

Contingencies/Departmental Reserves

There is no change in the General Fund Reserves. The balance of General Fund Reserves represents 7.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $1,065,488. There is decrease of $149,177 in the Non-General Fund Reserves expenditure category primarily due to the use of Reserves for one-time projects and grants in the Solid Waste Management and CSA-8 programs. The balance of Non-General Fund Reserves represents 65 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $121,837,435.

NET COUNTY COST

There is an increase of $149,605 or 1.9 percent in this Department's General Fund allocation.

Administration (4010P)

Program Locator

County > Community Services > Office of Sustainability > **Administration**

Program Outcome Statement

Leadership and internal operational support

Program Results

Administration provides management and support in several key service areas that include policy and program development; budget and performance management; human resources and payroll; information technology; and financial and accounting services.

During FY 2017-19, Administration updated the Department's Strategic Plan, adding two key elements: communication, as well as racial equity and social justice.

In FY 2017-18, the Office developed a communications infrastructure, and implemented a marketing and outreach resource toolkit to support all staff in conducting both internal and external communications more effectively. This included outreach templates, branding standards, processes, and consultant contracts to provide identifiable, consistent, results-oriented, and cost-effective communications materials across all the OOS program offerings.

In an effort to increase internal information sharing and collaboration, the four program areas within OOS rotated responsibility for planning and leading the monthly all-staff meeting and engaging staff in hands-on learning. An annual managers' retreat was initiated to optimize cross-sector collaboration and tackle common challenges and goals. In addition, several committees comprised of staff across the four program areas collaborated to create shared resources and lead office-wide activities, such as Events and Outreach, Schools, Marketing, and Program Leads. Finally, the Office participated in quarterly team-building and staff engagement activities led by a consultant.

In FY 2018-19, office staff participated in inclusion training and programs integrated social equity into their program strategies, better enabling our programs to reach and engage under-served and hard-to-reach communities.

In FY 2019-21, Administration will develop and begin to administer a customer survey to track satisfaction with the Department's services. Administration also oversees office-wide participation in the County's TinyPulse Pilot, and in FYs 2019-21 will continue to identify opportunities to enhance participation in the pilot to increase staff engagement and retention. The Strategic Plan will continue to aid program managers and staff in aligning goals, resources, and work effort.

Over FY 2019-20, a newly developed invoice workflow will be deployed across the office and the programs Administration serves. This workflow will allow program and administrative staff to increase timeliness of payments, access payment status, and work together to troubleshoot issues.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customer Service Respondents Rating Services as Good or Better[1]	---	---	---	90%	90%
Percent of Employee Evaluations Completed Annually[1]	---	---	15%	90%	90%
Percent of Outcome and Efficiency Goals Met[1]	---	---	100%	75%	75%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Administration (4010P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	181,870	966,760	1,902,581	1,478,600	(423,981)	1,478,600	—
Total Requirements	1,527,378	2,377,872	4,130,407	3,179,646	(950,761)	3,215,801	36,155
Net County Cost	1,345,508	1,411,112	2,227,826	1,701,046	(526,780)	1,737,201	36,155
Salary Resolution	6.0	7.0	8.0	3.0	(5.0)	3.0	—
Funded FTE	6.0	7.0	8.0	3.0	(5.0)	3.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $743,480. Net funding adjustments in FY 2020-21 total $1,504,390.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,811,804)	(1,438,600)
Requirements		
Gross Appropriations	251,676	65,790
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(373,204)	—
Net County Cost	743,480	1,504,390
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance that are set aside in Reserves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,438,600	1,438,600
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	946,796	—
Net County Cost	(491,804)	(1,438,600)
Positions	—	—

3. Fiscal Services Transfer to CMO: Fiscal Services provides the day-to-day accounting, budget development, and budget monitoring for the Board of Supervisors, County Manager's Office, and the Office of Sustainability. In order to centralize all accounting and budget related tasks, five permanent positions and one limited term position are being transferred from the Office of Sustainability to the County Manager's Office.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(50,777)	—
Requirements		
Gross Appropriations	(909,386)	(29,635)
Intrafund Transfers	80,153	—
Net County Cost	(778,456)	(29,635)
Positions	(5)	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(423,981)	—
Requirements		
Gross Appropriations	(657,710)	36,155
Intrafund Transfers	80,153	—
Contingencies/Dept Reserves	(373,204)	—
Net County Cost	(526,780)	36,155
Positions	(5)	—

Climate Change / Adaptation (4020P)

Program Locator

County > Community Services > Office of Sustainability > **Climate Change / Adaptation**

Program Outcome Statement

Reduce greenhouse emissions and impacts associated with climate change

Program Results

The Climate Change / Adaptation Program focuses on community and government operations emissions reductions, community education and volunteer training, business engagement, and climate change adaptation.

The Program works to track and reduce emissions through development and implementation of Climate Action Plans for unincorporated San Mateo County and government operations. The current government operations plan was developed in 2010 and all of the measures identified in that plan are either complete or in progress.

The Program provides training of community volunteers to increase community awareness and engagement on sustainability and provides consultation, referrals, and information to help businesses go green and become California Certified Green Businesses. During FY 2017-19, the Program conducted significant outreach and engagement to diverse communities through San Mateo County. In total, staff reached approximately 2,800 people through 90 different events, targeting city staff and elected officials; community members; representatives from nonprofits, businesses, and special districts; and others.

The Program also conducts countywide climate change adaptation and resilience planning, and produces and synthesizes information on climate change impacts on sea level rise, precipitation, heat, and wildfire. During FY 2017-19, the Sea Change SMC team finalized a 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. Staff coordinated closely with cities, special districts, agencies, community members, and others in the development of the report. The Program has initiated the South Coast Vulnerability Assessment, which will assess what is at risk from sea level rise for the area south of Half Moon Bay to the County border, including Pescadero. The Program also started a Community Resilience Grant Program, which includes sea level rise-focused grants for cities and non-profits to encourage adaptation planning informed by the results of the Vulnerability Assessment. Staff also worked on a collaborative project with the Natural Capital Project and the San Francisco Estuary Institute to explore and evaluate a menu of nature-based sea level rise strategies for the County's Bay shoreline.

In January 2019, the Program launched a new initiative called Climate Ready SMC. The Initiative focuses on efforts to prepare San Mateo County for a wide range of current and future climate change impacts. It includes a Climate Collaborative, which brings together diverse stakeholders to work together to act on these issues, and which has a focus on ensuring inclusion of vulnerable populations. The Initiative is partially funded by a $649,500 grant from the CalTrans SB1 adaptation planning grant program. The SB1 grant includes funds for evaluating risks from climate change impacts such as precipitation, wildfire, extreme heat, and the combined impact of sea level rise and fluvial (riverine) flooding. The grant also includes an evaluation of climate impacts to transportation systems, adaptation planning projects for vulnerable communities, development of policy and planning templates, an adaptation strategy library, and an online viewer.

The Program continued to engage high school students through the Youth Exploring Sea Level Rise Science (YESS) education program, reaching 690 students in FY 2017-19, 32 percent of whom receive Free and Reduced Price Meals (FRPM). This is an increase of 280 students from the FY 2015-17 period. The YESS Program developed a new Teachers Advisory Committee, created new curricula, and presented to the San Mateo County Youth Commission.

The Sustainability Academy continued to provide high-quality educational and volunteer training opportunities, reaching over 470 community members through eight-week Master Resource Conservation and Master Compost courses, as well as webinars, workshops, and volunteer appreciation events. The Academy shared information with a large network of around 3,000 people and worked closely with an active volunteer community of over 50 people. During FYs 2017-19, Academy volunteers completed over 800 volunteer hours. Over the last year, the Academy launched a project to serve individuals within the County's Maple Street jail, and successfully brought sustainability programming to 30 inmates. Within the last year, the Academy partnered with five nonprofits in San Mateo County, five community groups, six libraries, three County departments, local elementary schools and five businesses.

The Green Business Program continued to certify sustainable small and medium businesses, providing technical resources and assistance to help businesses reduce their greenhouse gas emissions and environmental impact. The Program also certifies local government buildings, nonprofits, and others. Over the past two years, the Program has dedicated significant resources to growing the Green Business Program, conducting business recruitment, hosting appreciation events, and certifying businesses. The program completed a total of nine recruitment events and two marketing campaigns and launched a newsletter. In FY 2018-19, the Program expanded the existing contract with Ecology Action and subcontractor Environmental Innovations to include coordination of the program. Since the addition of these resources, the Program has been increasing the rate of business certifications and activity. As a result, the certification rate has more than doubled from seven businesses in FY 2017-18 to 19 businesses certified to date in FY 2018-19.

The performance expectations over FY 2019-21 are that the County will continue to reduce its greenhouse gas emissions from the Unincorporated County areas. Staff will increase the number and percentage of students reached through the YESS program who receive FRPMs. The Program's goal is to reach at least 100 new students each year through events and to complete five new events each year. The Program also plans to expand offerings to include a Youth Ambassadors program. For the Green Business Program, the Program has the goal of certifying at least 50 businesses per year. The Program also plans to focus on concentrated outreach and recruitment to businesses in socially vulnerable areas of the County through partnerships with community-based organizations. The Program will be convening the Climate Collaborative on a regular basis throughout the FY 2019-20. Staff will also continue working to develop planning and policy templates for County departments and cities during FY 2019-21, to be completed by February 2020. The Program expects to complete updates to its Climate Action Plans to reflect the State's greenhouse gas emissions reductions targets and will continue implementing projects and programs to reduce emissions. Staff will partner with the Energy and Water Program to install more electric vehicle charging stations, to purchase additional electric vehicles and bikes for the County, and to assist with energy efficiency projects at County facilities.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Unincorporated Greenhouse Gas Emissions Reduced and Progress Toward Goals (Percent of Emissions Reduced Below 2005 levels)	---	---	-23%	-25%	-27%
Percentage of Students Participating in the Youth Exploring Sea Level Rise Science (YESS) Program with Free/Reduced Meals	33%	32%	32%	34%	36%
Number of External Events Hosted, and Number of People Reached	55 / 1,680	46 / 1,420	47 / 1,375	52 /1,500	57 / 1,600

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Climate Change / Adaptation (4020P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	—	86,778	559,500	2,094,500	1,535,000	125,000	(1,969,500)
Total Requirements	—	804,678	2,085,566	3,810,395	1,724,829	1,872,008	(1,938,387)
Net County Cost	—	717,900	1,526,066	1,715,895	189,829	1,747,008	31,113
Salary Resolution	—	3.0	4.0	4.0	—	4.0	—
Funded FTE	—	3.0	4.0	4.0	—	4.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $264,829. Net funding adjustments in FY 2020-21 total $136,113.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	110,000	(2,074,500)
Requirements		
Gross Appropriations	374,829	(1,938,387)
Intrafund Transfers	—	—
Net County Cost	264,829	136,113
Positions	—	—

2. California Environmental Quality Act Compliance: The Office of Sustainability is in the process of updating the Community Climate Action Plan for the unincorporated area. This plan will be an update to the Energy Efficiency Climate Action Plan and will need to be compliant with the California Environmental Quality Act (CEQA). One-time use of Reserves will be used to cover the costs associated with CEQA analysis and compliance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	100,000	—
Requirements		
Gross Appropriations	100,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Youth Exploring Sea Level Rise Science Program: The Youth Exploring Seal Level Rise Science Program provides sea level rise education programming to high school students, including in-class room activities and experiential field trips. A one-time use of Reserves will fund additional staff time as well as the development of a Youth Ambassadors Program.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	150,000	—
Requirements		
Gross Appropriations	150,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Climate Ready SMC Collaborative: In January 2019, the Office launched a new initiative called Climate Ready SMC. The Initiative focuses on efforts to prepare San Mateo County for the variety of climate change impacts that the County is and will continue to experience. It includes a Climate Collaborative, which brings together diverse stakeholders to work together to act on these issues, and which has a focus on equity and serving vulnerable populations. The County will be convening the Collaborative at least seven times in the next fiscal year, and will also be bringing together workgroups, which will meet monthly. A one time use of Reserves will fund consultant support of Collaborative meetings as well as venue and meeting costs.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	820,000	—
Requirements		
Gross Appropriations	820,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

5. Fund Balance Adjustment: This action appropriates Fund Balance to the Green Business subunit.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	60,000	—
Requirements		
Gross Appropriations	60,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

6. Fund Balance Adjustment: This action reappropriates Fund Balance from FY 2018-19 from the Administration Program to the Sea Level Rise program that was designated for the FY 2018-19 Community Resiliency Grants.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	295,000	105,000
Requirements		
Gross Appropriations	220,000	—
Intrafund Transfers	—	—
Net County Cost	(75,000)	(105,000)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,535,000	(1,969,500)
Requirements		
Gross Appropriations	1,724,829	(1,938,387)
Intrafund Transfers	—	—
Net County Cost	189,829	31,113
Positions	—	—

Livable Communities (4030P)

Program Locator

County > Community Services > Office of Sustainability > **Livable Communities**

Program Outcome Statement

Accessible transportation and housing for all in San Mateo County

Program Results

The Livable Communities Program goals are to increase community engagement, the availability of housing at all income levels, and accessible alternative transportation. The Program includes three main initiatives aimed at housing and alternative and active transportation. To reduce congestion and greenhouse gas emissions and improve quality of life, the Livable Communities Program promotes active transportation solutions such as walking and biking or taking alternative options via the sharing economy or public transit. Additionally, the Program implements the Commute Alternative Program (CAP) that provides County employees incentives and resources to use alternatives to single occupancy vehicles such as public transit, vanpools, carpools, biking, and walking to reduce traffic congestion. Lastly, the Livable Communities Program manages and staffs the Home for All San Mateo County initiative, which works to produce and preserve housing at all income levels.

Active transportation is 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. During FY 2017-2019, the Program promoted walking and biking in partnership with Redwood City 2020, the Siena Youth Center, and Silicon Valley Bicycle Coalition in the North Fair Oaks neighborhood through the Sustainable Transportation Encouragement Program (STEP) Active Transportation Grant from Caltrans. Additionally, the Program was awarded a grant from Caltrans to develop a bicycle and pedestrian master plan for unincorporated San Mateo County. The Program also promotes Bike to Work Day, and organizes the annual countywide bicycle and pedestrian count. Lastly, the Program staffs the Bicycle and Pedestrian Advisory Committee, which continues to advise the Board of Supervisors on policies, plans, and programs that affect people walking and bicycling for transportation.

During FY 2017-19, the Home for All initiative continued its work to establish a climate in San Mateo County where all types of housing are produced and preserved so that it remains a culturally, generationally, and economically diverse community. In FY 2017-18, Home for All launched a community engagement program to change how communities talk about housing. In the first year of the community engagement program, Home for All partnered with four cities—Burlingame, Redwood City, Half Moon Bay, and Portola Valley—and in FY 2018-19 is collaborating with five cities—Brisbane, Foster City, Hillsborough, Pacifica, and San Mateo. Additionally, Home for All in partnership with 21 Elements launched the Second Unit Center, which includes the Second Unit workbook, inspiration guide, calculator, and testimonials for residents who have built or live in a second unit. In FY 2017-19 Home for All continued to collaborate with community partners and cities on a variety of topics, including legislation to allow for credit to be shared among jurisdictions that pool funds to build affordable housing, developing case studies and resources to address the housing-transportation nexus, promoting strategies on effective messaging on housing, and partnering with school districts on creating workforce housing.

For FY 2019-21, 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, the Program will create a bicycle and pedestrian master plan through the grant from Caltrans and will complete promotion of bicycle encouragement activities and education classes for women, seniors, and families in North Fair Oaks through the STEP grant. Also,

the Program is partnering with the San Mateo County Office of Education on an Active Transportation Grant from Caltrans to develop Safe Routes to Schools curriculum and activities in the elementary schools throughout San Mateo County. The CAP will explore options to increase employee participation by implementing new subsidies and a more aggressive marketing campaign promoting alternative options for employee commutes.

Additionally, in FYs 2019-21 the Livable Communities Program will continue to staff and support the Home for All Initiative and will implement the work plans of each workgroup. Activities will range from implementing a communications and marketing plan; tracking state and local housing policies and activities; working with jurisdictions to implement innovative options to promote community engagement on housing, promoting the development of second units, 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.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Residents Walking and Biking in San Mateo County[1]	15,352	8,429	8,700	9,000	9,250
Percent of County Employees Participating in Commute Alternative Program Annually	16%	17%	19%	22%	24%
Jobs-Housing Gap Ratio	16:1	12:1	10:1	9:1	8:1

[1]Data for the count is annually collected during a week in September and requires volunteers to collect the data. In 2017, there was an influx in volunteers, which allowed for additional locations to be counted. The volunteer number decreased in 2018, resulting in fewer locations being counted and the overall results being less than the previous year.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Livable Communities (4030P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,931,280	432,458	2,969,822	3,116,483	146,661	2,601,306	(515,177)
Total Requirements	1,739,803	4,251,034	6,302,734	6,334,754	32,020	5,857,550	(477,204)
Net County Cost	(1,191,477)	3,818,576	3,332,912	3,218,271	(114,641)	3,256,244	37,973
Salary Resolution	2.0	5.0	4.0	4.0	—	4.0	—
Funded FTE	2.0	5.0	4.0	4.0	—	4.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($114,641). Net funding adjustments in FY 2020-21 total $458,279.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(273,645)	(935,483)
Requirements		
Gross Appropriations	(533,286)	(477,204)
Intrafund Transfers	145,000	—
Net County Cost	(114,641)	458,279
Positions	—	—

2. 4030P WageWorks Credit: In FY 2018-19, the Commute Alternatives Program changed the payment method for employees to pay for their transit passes to an employee payroll deduction.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	420,306	420,306
Requirements		
Gross Appropriations	420,306	—
Intrafund Transfers	—	—
Net County Cost	—	(420,306)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	146,661	(515,177)
Requirements		
Gross Appropriations	(112,980)	(477,204)
Intrafund Transfers	145,000	—
Net County Cost	(114,641)	37,973
Positions	—	—

Energy and Water (4040P)

Program Locator

County > Community Services > Office of Sustainability > **Energy and Water**

Program Outcome Statement

Energy efficiency and water quality programs, and water conservation projects

Program Results

The Energy and Water Program facilitates progress on residential and commercial energy efficiency, improvements to water quality, water conservation, and reduction of greenhouse gas emissions, as required by State and regional mandates, by providing educational and technical resources to San Mateo County residents, businesses, nonprofits, schools, and government agencies. The Program prepares for future mandates by convening stakeholders and providing resources and education on topics including groundwater management and energy standards for new building construction. In addition, the Program provides greenhouse gas emission inventories, climate action planning technical assistance, and developed an Energy and Water Strategy to spur collaboration among local governments in San Mateo County. The Program's energy initiatives include the Bay Area Regional Energy Network (BayREN), a regional-scale energy efficiency program that offers monetary rebates for single-family and multifamily residential properties, and provides support to city and County building departments to increase compliance with the California Energy Code. During FY 2017-19 the Program completed approximately 900 BayREN residential energy efficiency projects, delivering over $750,000 in rebates to participants in San Mateo County.

The Program also implements the San Mateo County Energy Watch Program (SMCEW), a commercial energy efficiency program that provides rebates and technical assistance to local governments, schools, nonprofits, and businesses in San Mateo County. SMCEW also includes long-term strategic planning for local governments to transition to a more energy efficient built environment, including meeting state goals for zero net energy use in residential construction by 2020 and in commercial construction by 2030. In FY 2017-19 SMCEW reduced energy use in San Mateo County by approximately 7.2 million kilowatt hours, which is the equivalent of the energy needed to power approximately 1,000 homes for one year.

The Program administers Electric Vehicle (EV) and EV charging infrastructure initiatives, coordinating with County departments to increase fleet, employee, and public access to EV charging stations, and continuing to electrify the County's fleet. In FY 2018-19 the Program received a grant from Peninsula Clean Energy (PCE), the community choice energy program for San Mateo County, to develop policies and tools to increase EV deployment in local government operations. In FY 2018-19, the Program also received a grant from PG&E to install 60 EV charging stations at County facilities. Installation of the EV charging infrastructure will begin in FY 2019-20. The Program's water initiatives include improvements to water quality as required by the Municipal Regional Stormwater Permit (MRP) issued by the Regional Water Board. These efforts are aimed at removing or preventing contaminants such as mercury, polychlorinated biphenyls (PCBs), trash, sediment, and bacteria from water before it makes its way into storm drains, creeks, and eventually the Bay or ocean. The Program coordinates County departments responsible for reducing or removing these pollutants and annually reports on the County's compliance with the MRP to the Regional Water Board. In FY 2018-19 the Program began development of a Green Infrastructure Plan and has started to identify Green Infrastructure projects to capture, store, and treat stormwater on site using specially-designed landscape systems. Benefits of Green Infrastructure include reducing runoff, providing natural filtration, recharging groundwater, and reducing the occurrence of urban heat islands. In FY 2018-19 the Program also received funding from the U.S. Environmental Protection Agency to produce preliminary designs for two regional stormwater projects to treat stormwater and reduce flooding.

An assessment of the San Mateo Plain Groundwater sub-basin, the largest of nine groundwater basins in San Mateo County, was completed in FY 2017-18. This first assessment of the sub-basin, partially funded with Measure K funds, advances our understanding of potential impacts to our groundwater supplies from future scenarios such as increased groundwater pumping, sea level rise, and climate change.

The Program's water conservation efforts help residents and County departments use water efficiently and reduce unnecessary water usage by modernizing fixtures and fixing leaks, as well as improving the efficiency of outdoor water use. In FY 2018-19, the Program installed water conservation fixtures at County Parks and will continue with additional County facilities. In addition, the Program provided smart water meter technology to residents through a pilot program to identify how effective instant water-use feedback is in raising user awareness and decreasing water usage. The project will be completed in FY 2019-20. In FY 2019-21, the Energy and Water Program will continue to promote energy efficiency, electric vehicles, water conservation, and water quality efforts. 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- and multi-family effort, continue to work with building departments countywide on increased code compliance, and introduce a business energy efficiency program.

The electric vehicle program will complete grants to develop policies and tools promoting use of EVs and installing EV infrastructure at county facilities and at local government facilities throughout San Mateo County.

The stormwater initiative will continue to support County departments' efforts to improve water quality and report on the removal of contaminants from stormwater runoff. In addition, the Green Infrastructure Plan for the County will be completed, laying out the County's plan for compliance with the Municipal Regional Stormwater Permit Green Infrastructure requirements through a variety of strategies. These will include filtering stormwater through landscaped areas at building sites and cost-effective, regional green infrastructure projects.

In addition, the Program will complete the residential water conservation pilot, improve water conservation at County facilities and parks, and explore promotion of water leak detection devices.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Energy and Water Saving Library Kits Borrowed from Libraries Countywide[1]	130	250	300	400	400
BayREN Participation: Cost of Single- and Multifamily Outreach per Unit Served in San Mateo County (Lower is Better)	$326	$149	$150	$150	$150
Stormwater: Acres of Developed Green Infrastructure in Unincorporated County	3	1	12	36	36

[1]Program initiated in April 2017

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Energy and Water (4040P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	—	617,241	977,968	1,129,968	152,000	679,968	(450,000)
Total Requirements	—	1,284,672	2,047,303	2,262,030	214,727	1,856,394	(405,636)
Net County Cost	—	667,431	1,069,335	1,132,062	62,727	1,176,426	44,364
Salary Resolution	—	3.0	3.0	3.0	—	3.0	—
Funded FTE	—	3.0	3.0	3.0	—	3.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $209,695. Net funding adjustments in FY 2020-21 total $191,332.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	5,032	(596,968)
Requirements		
Gross Appropriations	214,727	(405,636)
Intrafund Transfers	—	—
Net County Cost	209,695	191,332
Positions	—	—

2. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	146,968	146,968
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(146,968)	(146,968)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	152,000	(450,000)
Requirements		
Gross Appropriations	214,727	(405,636)
Intrafund Transfers	—	—
Net County Cost	62,727	44,364
Positions	—	—

Solid Waste Management (4060B)

Program Locator

County > Community Services > Office of Sustainability > **Solid Waste Management**

Program Outcome Statement

Resource conservation and waste diversion programs and policies

Program Results

The Solid Waste Management and Special District Program focuses on increasing diversion of solid waste from landfills in 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 (PTS) 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 size and number of landfills needed, and in turn mitigates climate change through reducing greenhouse gas emissions from landfills.

During FY 2017-19, the Program hired additional extra help staff to expand outreach and education to schools through increased field trips and classroom presentations. It also started exploring an edible food recovery program in the county, and began a pilot in collaboration with Second Harvest Food Bank to redistribute surplus food from select grocery stores. In the area of composting, the Program began implementation of a community garden partnership program with county schools and nonprofits. This initiative provides real-life demonstrations of composting and its uses. The Program has also contracted with a vendor to conduct trainings in County jails for inmates around the topics of food waste reduction and sustainable gardening. In the area of electronics, the Program has started implementation of collection events for county residents, with the aim of reusing as much as possible, then responsibly recycling the remainder. These events so far have collected 9.3 tons of electronics for reuse and 30 tons for recycling.

The Program also conducted an RFP process to operate the PTS; Republic Services was awarded the contract. The PTS study identified some opportunities to increase diversion and offset costs at the site. The program will continue to pursue these concepts for future projects for the South Coastal area.

The County Franchised Area curbside solid waste collection services are under a franchise agreement contracted to Recology San Mateo County (Recology). In 2018, Recology collected 4,043 tons for disposal and diverted 7,196 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 2018-19, 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. There is an estimated additional $300,000 in grants to be distributed by the end of the fiscal year to schools, educators, non-profits, and government agencies.

During FY 2019-21, 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. Implementation of a new law, SB 1383, is expected to begin soon as well, which would require additional enforcement, monitoring, reporting, and outreach around organics. It would also require the development of an edible food recovery program, of which a pilot project has begun in FY 2018-19. The Program also 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 will continue to address illegal dumping and littering in all County unincorporated areas. Lastly, there will be additional efforts on waste diversion within the County government operations, including improved efficiency and infrastructure for recycling, composting, and surplus property reuse.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Tons Collected Curbside in County Franchised Area that are Disposed/Recycled by Recology					
• Disposal	4,030	4,123	4,043	4,000	4,000
• Recycling	7,072	7,232	7,156	7,150	7,200
Customer Satisfaction with Sustainability Hotline and Website -- Percent Rating Services Good or Better	95%	100%	95%	95%	95%
AB 939 Solid Waste Diversion Rate for Unincorporated San Mateo County -- Daily Disposal Rate per Person (lbs/person/day)					
• Residential	3.1	3.5	3.6	3.6	3.6
• Commercial	7.1	8.3	8.5	8.5	8.5

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Solid Waste Management (4060B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	10,504,516	12,188,812	13,421,039	12,860,596	(560,443)	12,052,096	(808,500)
Total Requirements	10,504,516	12,188,812	13,421,039	12,860,596	(560,443)	12,052,096	(808,500)
Net County Cost	—	(0)	—	—	—	—	—
Salary Resolution	5.0	6.0	6.0	6.0	—	6.0	—
Funded FTE	5.0	6.0	6.0	6.0	—	6.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $9,552,540. Net funding adjustments in FY 2020-21 total $8,752,540.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(10,112,983)	(9,561,040)
Requirements		
Gross Appropriations	762,155	(750,995)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(1,322,598)	(57,505)
Net County Cost	9,552,540	8,752,540
Positions	—	—

2. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	9,552,540	8,752,540
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(9,552,540)	(8,752,540)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(560,443)	(808,500)
Requirements		
Gross Appropriations	762,155	(750,995)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(1,322,598)	(57,505)
Net County Cost	—	—
Positions	—	—

OOS - County Service Area #8 (4070B)

Program Locator

County > Community Services > Office of Sustainability > **County Service Area #8**

Program Outcome Statement

Quality, cost-effective waste services to residents and businesses in North Fair Oaks

Program Results

The Program administers solid waste collection, waste diversion programs, illegal dumping complaint response, administrative services, landscaping, and fire protection services for a subset (assessment) area within the service area. County Service Area #8 (CSA-8) has a franchise agreement for garbage collection services with Recology San Mateo (Recology). During FY 2018-19, the Program participated in discussions regarding the current Recology contract and terms for the new amended franchise agreements for the service area.

The Program represents CSA-8 and participates as an active member of the South Bayside Waste Management Authority (SBWMA) which owns the Shoreway Environmental Center. The Program monitors the services provided to customers to cost-effectively implement and manage waste reduction and recycling programs. In 2018, Recology collected 5,970 tons for disposal and diverted 4,667 tons of recyclable materials from the curbside collection services. The recycling tonnages collected in this service area represent diversion of solid waste from landfills, helping to meet the state-mandated diversion targets for the County.

The 'Report It SMC! NFO" app allows County staff and the public to easily report graffiti, illegal dumping, abandoned shopping carts, and excessive litter. In 2018, 1,064 incidents were reported and responded to within the community. The app's GIS mapping capability allows staff to analyze areas of frequent incidents, for example, that illegal dumping has been reported more frequently in areas that have a higher incidence of multifamily dwellings.

The Program also administers the contract with the Redwood City Fire Department for fire protection and emergency response in a portion of the North Fair Oaks (CSA-8) community and the appropriated funding 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. The Redwood City Fire Department responded to approximately 432 calls in CSA-8 in FY 2017-18 and 96 percent of these calls were responded to within seven minutes or less. 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 FY 2019-21, the Program will continue to manage the franchise agreements with Recology and review the garbage and recycling service levels for multifamily dwellings in CSA-8. This will serve to increase recycling, and decrease illegal dumping and bin overages near multifamily complexes. The Program will also work with the tenants and managers of the multifamily units on garbage and recycling services to reduce the amount of illegal dumping reported in these areas.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Tons Collected Curbside in County Service Area #8 that are Disposed and Recycled by Recology					
• Disposal	6,045	6,016	5,970	6,000	6,000
• Recycling	4,605	4,588	4,667	4,600	4,600
Percent of Customers Rating Recology/Shoreway Services for County Service Area #8 as Good or Better[1]	---	66%	80%	90%	90%
Redwood City Fire Department: Emergency Response Time Within Seven Minutes	97%	96%	90%	90%	90%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

OOS - County Service Area #8 (4070B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	6,594,841	7,013,564	7,622,213	7,541,525	(80,688)	7,450,904	(90,621)
Total Requirements	6,594,841	7,013,564	7,622,213	7,541,525	(80,688)	7,450,904	(90,621)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including increases in internal service charges and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $4,848,701. Net funding adjustments in FY 2020-21 total $4,748,861.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(4,929,389)	(4,839,482)
Requirements		
Gross Appropriations	12,922	1,051
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(93,610)	(91,672)
Net County Cost	4,848,701	4,748,861
Positions	—	—

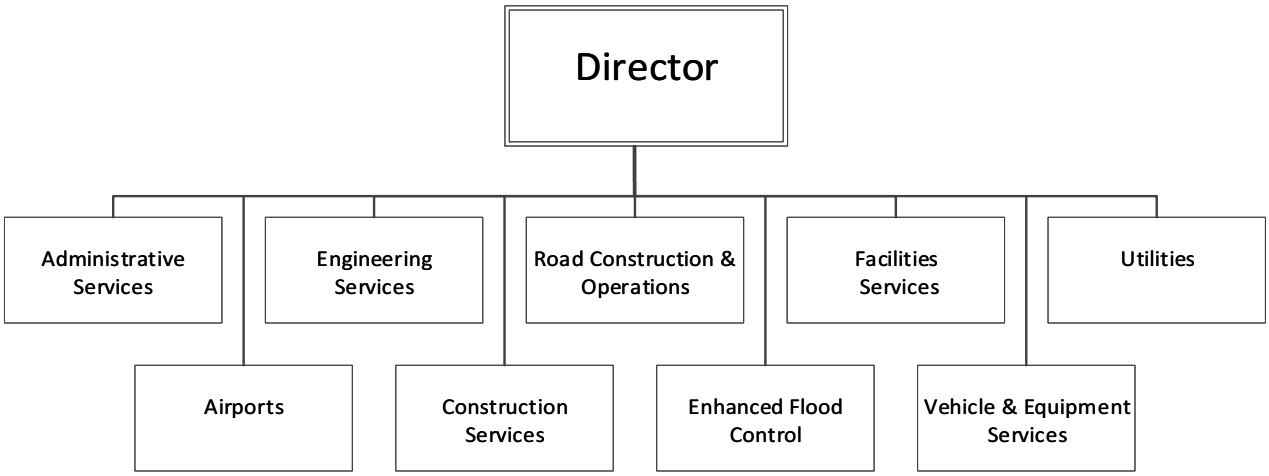
2. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	4,848,701	4,748,861
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(4,848,701)	(4,748,861)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(80,688)	(90,621)
Requirements		
Gross Appropriations	12,922	1,051
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(93,610)	(91,672)
Net County Cost	—	—
Positions	—	—

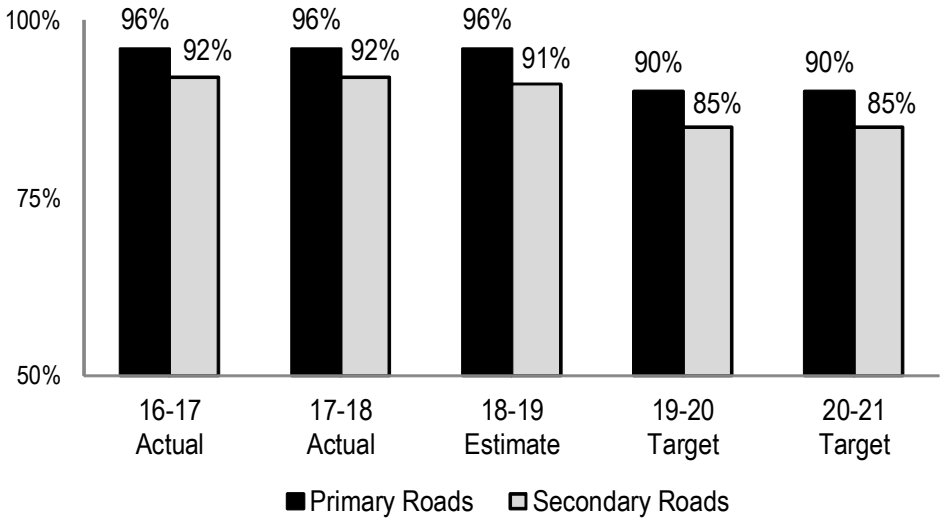
DEPARTMENT OF PUBLIC WORKS



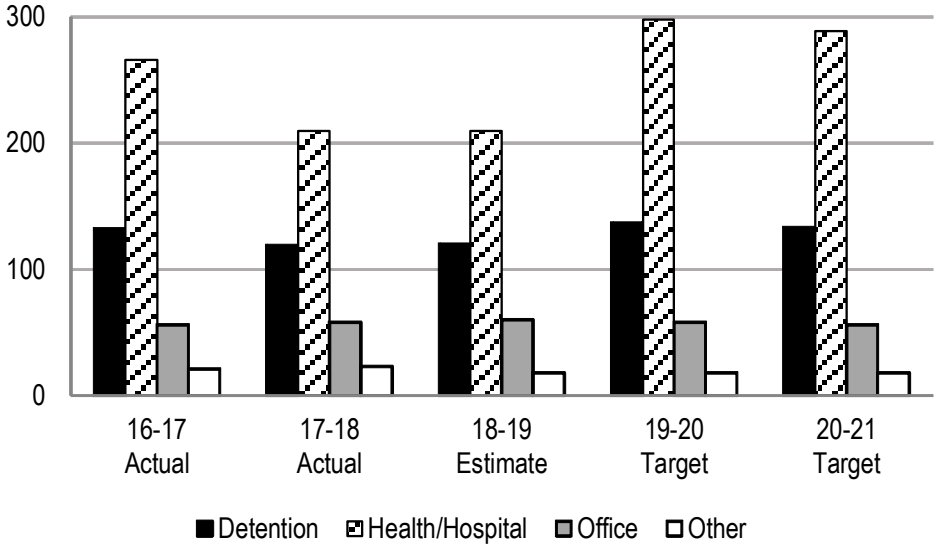
Department Locator

County > Community Services > **Department of Public Works**

Percent of Maintained Miles with Pavement Condition Index Greater than Baseline



County Facility Energy Usage Per Square Foot (in Millions of kWh)



Mission Statement

The Department of Public Works provides efficient, economical, and responsive infrastructure systems and maintenance; facility engineering, design, development, and maintenance; and 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; manages and maintains the County fleet; operates and maintains the County's offices, 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 in four zones; sewer/sanitation management in 10 Districts; streetlight maintenance management in 11 Districts; drainage maintenance management in six Districts; and water system management in La Honda (County Service Area No. 7) and Pescadero (County Service Area No. 11). Finally, the Department provides enhanced flood control services to priority areas not within existing, designated flood control zones.

In FY 2017-19, the Department completed several significant road projects that influenced the County maintained road systems' Pavement Condition Index (PCI). These projects included countywide slurry and chip seal projects, as well as reconstruction of Croner Avenue in West Menlo Park and Seventh Avenue in North Fair Oaks. Senate Bill 1 (SB 1) revenues partially offset the costs of several of these projects and will help to offset increasing operations and maintenance costs, address repair backlogs, and allow the Department to continue to execute road improvement projects in FY 2019-21, including road reconstruction projects in El Granada and in the Colma area. The Crystal Springs Dam Bridge Replacement Project was completed in January 2019. The bridge and multimodal recreational trail opened to the public on January 11, 2019. Construction on the final phase of the 626-foot long by 51.5-foot wide concrete box girder bridge began in 2016 after the San Francisco Public Utilities Commission raised the parapet wall on the lower dam. The completed bridge provides improved connectivity for motorists, cyclists, and walkers. The Department of Public Works was awarded the 'Efficient and Sustainable Bridge Maintenance, Construction, and Reconstruction" award from the County Engineers Association of California for this collaborative project in 2019.

Additionally, the Department received the '2019 Outstanding Environmental Resource Document" award from the Association of Environmental Professionals for its Routine Maintenance Program Manual (Manual). In coordination with the Parks Department, the Department developed a maintenance program manual that included routine activities conducted at County roads, airports, flood control zones, trails, campgrounds, picnic areas, marinas, bridges, culverts, and ditches. The Department anticipates receiving a programmatic permit in 2020, which will incorporate the Manual describing specific work activities and measures to be taken to minimize impact to habitat and species. The goal of these efforts is multi-beneficial; including streamlining project approvals and increasing efficiency in project delivery, while minimizing impacts to the environment.

The County and Department will continue to face the challenges of meeting the stormwater permit requirements, which are increasingly stringent and costly. In addition to ongoing stormwater compliance activities, the Department will need to address other challenging regulatory requirements such as green infrastructure requirements, trash reduction to zero trash in stormwater by 2022, and total maximum daily load requirements in specific impaired watersheds.

Beginning in FY 2018-19, the Department took steps to modify the existing San Mateo County Flood Control District Act to change the governance structure from the Board of Supervisors to an independent seven-member board with city and County representation. In addition, the legislative revisions broaden its responsibilities related to sea level rise and coastal erosion and changes the name of the District to the Flood and Sea Level Rise Resiliency District (District). In FY 2019-20, the Department will support the complex transition of the enhanced flood control program and the flood control zones to the new District, if legislatively approved.

The Department continues efforts toward improving the efficiency of the County's fleet, while reducing greenhouse gas emissions, by purchasing hybrids when gas-powered vehicles are due for replacement. In 2018, the Vehicle and Equipment Services Program purchased two all-electric fleet vehicles. The Department will be monitoring the operation and maintenance cost of these vehicles as well as their performance. In conjunction with the purchase of all-electric vehicles, the County, in recent years, has expanded its vehicle charging station infrastructure to support use of electric vehicles and further the efforts of a sustainable transportation system. In addition, charging stations have been installed at the San Carlos Airport, Tower Road, Coyote Point, Grant Yard, and the Redwood City County Center Parking Garage. In future fiscal years, the Department plans to partner with the Office of Sustainability to seek grants to install additional charging stations in the County Center Parking Garage.

Notable facility project successes in FY 2017-19 include: Old Courthouse Façade Renovation, San Mateo Medical Center (SMMC) Heat Exchangers Replacement with Low Energy Efficient Boilers, and the Maple Street Shelter Renovation. The Department plans to deliver an extensive list of Capital Improvement Plan Projects in FY 2019-21, including: Radio Shop Buildout/Relocation, Agriculture Weights and Measures Buildout/Relocation, and East Palo Alto Government Center Heating, Ventilation, and Air Condition (HVAC) Improvements. Other planned capital projects in FY 2019-21 include HVAC related projects at the Hall of Justice, Youth Services Center, and Maguire Jail; and continuation of energy efficient lighting upgrades, which the Department anticipates will positively impact the energy usage per square foot of the Facilities' portfolio. Challenges to executing the planned improvement project list include: high demand for contracted resources, market demand driving escalating costs, and hiring and retaining project managers in the current competitive marketplace. To address these challenges in the FY 2019-21 budget cycle, the Department is leveraging contracted construction and project management resources; actively cultivating internal project management candidates; and continuously recruiting.

The Department anticipates taking operation and maintenance responsibility for three newly completed facilities in FY 2019-21: Regional Operations Center, Skylonda Fire Station, and Animal Shelter.

Department of Public Works (4500D)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	9,705,751	10,467,520	9,154,302	8,687,854	(466,448)	8,727,848	39,994
Licenses, Permits and Franchises	1,128,613	1,184,763	915,500	965,500	50,000	945,500	(20,000)
Fines, Forfeitures and Penalties	21,427	17,170	10,000	15,000	5,000	15,000	—
Use of Money and Property	5,757,864	6,281,705	5,654,265	6,906,634	1,252,369	6,920,830	14,196
Intergovernmental Revenues	24,516,707	23,876,977	28,921,938	31,808,560	2,886,622	28,888,276	(2,920,284)
Charges for Services	14,654,405	16,108,622	19,807,878	19,726,581	(81,297)	19,919,960	193,379
Interfund Revenue	36,788,288	31,658,972	43,913,535	45,153,212	1,239,677	46,353,950	1,200,738
Miscellaneous Revenue	1,187,590	2,215,677	803,660	674,300	(129,360)	678,300	4,000
Other Financing Sources	5,110,919	7,577,710	6,487,152	4,363,076	(2,124,076)	4,499,808	136,732
Total Revenue	**98,871,565**	**99,389,115**	**115,668,230**	**118,300,717**	**2,632,487**	**116,949,472**	**(1,351,245)**
Fund Balance	115,645,977	125,485,728	128,132,353	110,843,478	(17,288,875)	82,043,970	(28,799,508)
Total Sources	**214,517,541**	**224,874,844**	**243,800,583**	**229,144,195**	**(14,656,388)**	**198,993,442**	**(30,150,753)**
Requirements							
Salaries and Benefits	38,289,125	40,764,121	50,088,819	52,508,994	2,420,175	53,954,523	1,445,529
Services and Supplies	46,620,068	48,874,970	76,809,822	73,994,311	(2,815,511)	68,638,943	(5,355,368)
Other Charges	12,188,210	11,596,962	22,669,491	14,240,150	(8,429,341)	14,628,747	388,597
Fixed Assets	14,744,524	18,354,273	32,825,321	28,624,070	(4,201,251)	16,222,030	(12,402,040)
Other Financing Uses	6,050,072	8,738,710	9,508,761	7,420,658	(2,088,103)	8,132,213	711,555
Gross Appropriations	**117,891,998**	**128,329,035**	**191,902,214**	**176,788,183**	**(15,114,031)**	**161,576,456**	**(15,211,727)**
Intrafund Transfers	(31,785,417)	(31,586,544)	(31,742,195)	(29,687,958)	2,054,237	(30,137,123)	(449,165)
Net Appropriations	**86,106,581**	**96,742,491**	**160,160,019**	**147,100,225**	**(13,059,794)**	**131,439,333**	**(15,660,892)**
Contingencies/Dept Reserves	103,202,100	103,215,135	63,436,007	61,191,429	(2,244,578)	46,983,380	(14,208,049)
Non-General Fund Reserves	25,208,860	24,917,217	20,204,557	20,852,541	647,984	20,570,729	(281,812)
Total Requirements	**214,517,541**	**224,874,844**	**243,800,583**	**229,144,195**	**(14,656,388)**	**198,993,442**	**(30,150,753)**
Net County Cost	**---**	**---**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	299.0	299.0	301.0	300.0	(1.0)	301.0	1.0
Funded FTE	298.4	298.1	300.3	299.2	(1.0)	300.2	1.0

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $14,656,388 or six percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $466,448 in this funding source primarily due to the removal of one-time Measure K revenue. This decrease was partially offset by an increase in secured and unsecured property tax revenue, and an increase in half-cent transportation sales tax revenue.

Licenses, Permits and Franchises

There is a net increase of $50,000 in this funding source due to an anticipated increase in roadway encroachment permitting.

Fines, Fees and Forfeitures

There is a net increase of $5,000 in this funding source due to increases in fine collection revenue from vehicle violations at County airports.

Use of Money and Property

There is a net increase of $1,252,369 in this funding source primarily due to anticipated increases in interest earnings on Fund Balances and increases in revenue from cell tower leases and airport fees. This increase was partially offset by a decrease primarily in anticipated airport fuel sales.

Intergovernmental Revenues

There is a net increase of $2,886,622 in this funding source due to anticipated increases in Highway User Tax revenue and increases in Federal Aviation Administration grant funding for airport projects. This increase was partially offset by a decrease primarily in local and state government revenue due to the removal of one-time local agency reimbursements and State grant revenue for regional flood control projects.

Charges for Services

There is a net decrease of $81,297 in this funding source primarily due to the reduced allocation of Emerald Lake Heights Sewer District trust funding of capital improvement projects based on project progress. This decrease was partially offset by an increase in administrative cost reimbursements from C/CAG and an anticipated increase in roadway mitigation fee revenue.

Interfund Revenue

There is a net increase of $1,239,677 in this funding source due to increases in cost reimbursements from Public Works operating units, reimbursements from other departments for fleet replacement, and rent revenue. This increase was partially offset by a decrease in reimbursements from other departments for vehicle use related charges.

Miscellaneous Revenue

There is a net decrease of $129,360 in this funding source primarily due to an anticipated decrease in permit fee revenue for road reviews of new developments. This decrease was partially offset by an anticipated increase in revenue from surplus vehicle sales.

Other Financing Sources

There is a net decrease of $2,124,076 in this funding source due to a decrease in contributions among utility district, a decrease in General Fund contributions to utility district and airport improvement projects due to project

completion, and a decrease in mitigation fee and half-cent transportation funding of road projects based on current project progress. This decrease was partially offset by an anticipated increase in General Fund Support of the Santa Cruz and Alameda Corridor Improvement Project.

Fund Balance

There is a net decrease of $17,288,875 in this funding source primarily due to the completion of a number of road, sewer, and airport improvement projects, and the anticipated return of Fund Balance to facility renters. This decrease was partially offset by unspent appropriations for Enhanced Flood Control Program and conservative spending in some areas, particularly special districts, thus increasing Fund Balance in those areas.

TOTAL REQUIREMENTS

Total Requirements decreased by $14,656,388 or six percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $2,420,175 in this expenditure category due to merit increases and negotiated salary and benefit increases. This increase was partially offset by a decrease in extra help expense.

Services and Supplies

There is a net decrease of $2,815,511 in this expenditure category due primarily to the removal of one-time project expenses, removal of one-time equipment purchases for facilities and fleet, and the removal of one-time expenses for the Enhanced Flood Control Program. This decrease was partially offset by an increase in sewage treatment and disposal expenses in the utility districts and anticipated increases in operating expenses in other areas.

Other Charges

There is a net decrease of $8,429,341 in this expenditure category due primarily to the removal of one-time project contributions to other agencies, and the removal of one-time rent reimbursements. This decrease was partially offset primarily by increases in service charges and property tax expenses.

Fixed Assets

There is a net decrease of $4,201,251 due to the removal of one-time purchases and improvement projects from FY 2018-19, which is partially offset by the addition of one-time purchases and improvements in FY 2019-20.

Other Financing Uses

There is a net decrease of $2,088,103 in this expenditure category due primarily to a reduction in mitigation fee contributions for road projects, and the reduction of operating transfers within the Colma Creek Flood Zones. This decrease was partially offset by minor increases in rent expenses for debt service and facility surcharges.

Intrafund Transfers

There is a net decrease of $2,054,237 in this expenditure category due to removal of the $2 million General Fund contribution to the Enhanced Flood Control Program, adjustments to cost reimbursements based on current demand for services and decreases in rent reimbursements for facility rent changes. This decrease was partially offset by increases in reimbursements for patrol and motor pool vehicles.

Contingencies/Departmental Reserves and Non-General Fund Reserves

There is a net decrease of $1,596,594 in these expenditure categories primarily due to the completion of some road and utility special district improvement and maintenance projects, and one-time rent reimbursement. This decrease is partially offset by increases in Reserves in the Road Improvement and County Airport funds, which will be used to fund future projects. The balance in Reserves represents 55.9 percent of Net Appropriations, which exceeds the County two percent Reserves requirement. 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.

NET COUNTY COST
There is no change in this Department's General Fund allocation. Department of Public Works is a zero Net County Cost department.

FY 2020-21 Budget Overview

TOTAL SOURCES
Total Sources decreased by $30,150,753 or 13.2 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes
There is a net increase of $39,994 in this funding source due primarily to anticipated increases in secured property tax revenue. This increase was partially offset by a decrease in Measure K sales tax funding of one-time projects.

Licenses, Permits and Franchises
There is a net decrease of $20,000 in this funding source due primarily to an anticipated decrease in Cable TV franchise fee revenue.

Use of Money and Property
There is a net increase of $14,196 in this funding source due to increases in facilities rent revenue and airport access fee revenue. This increase was partially offset primarily due to anticipated decreases in interest earned on reduced Fund Balances.

Intergovernmental Revenues
There is a net decrease of $2,920,284 in this funding source primarily due to the removal of one-time Federal Aviation Administration grant funding for airport projects, and a reduction in federal grant funding for completed road, bridge, flood control projects. This decrease was partially offset by an anticipated increase in revenue from the State Courts for facility rent and custodial services due to increased costs.

Charges for Services
There is a net increase of $193,379 in this funding source primarily due to an increase in administrative cost reimbursements from C/CAG, and an increased allocation of Emerald Lake Heights Sewer District trust funding of capital improvement projects.

Interfund Revenue
There is a net increase of $1,200,738 in this funding source primarily due to increases in cost reimbursements from Public Works operating units, reimbursements from other departments for fleet replacement, and rent revenue.

Miscellaneous Revenue
There is a net increase of $4,000 in this funding source due to an anticipated increase in revenue from surplus vehicle sales.

Other Financing Sources
There is a net increase of $136,732 in this funding source primarily due to an increase in mitigation fee funding of road projects. This increase was partially offset primarily by the removal of one-time Non-Departmental funding of projects and equipment purchase anticipated to be completed in FY 2019-20.

Fund Balance

There is a net decrease of $28,799,508 in this funding source primarily due to the completion of a number of road, sewer, flood control, and fleet improvement projects, and the spending down of Fund Balance in the Enhanced Flood Control Program. This decrease was partially offset primarily by a minor increase in County Airport Fund Balance.

TOTAL REQUIREMENTS

Total Requirements decreased by $30,150,753 or 13.2 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,445,529 in this expenditure category due to merit increases, general salary increases, and benefit expenses. This increase was partially offset by a decrease in extra help expense.

Services and Supplies

There is a net decrease of $5,355,368 in this expenditure category due primarily to the removal of one-time project expenses, removal of one-time equipment purchases for facilities and fleet, and the removal of one-time expenses for the Enhanced Flood Control Program. This decrease was partially offset by an increase in sewage treatment and disposal expenses in the utility districts, increased utility costs, and anticipated CPI-based increases in operating expenses in most areas.

Other Charges

There is a net increase of $388,597 in this expenditure category due primarily to increases in service charges. This increase was partially offset primarily by the elimination of service charges for the Enhanced Flood Control Program and minor adjustments to service charges in other areas

Fixed Assets

There is a net decrease of $12,402,040 due to the removal of one-time projects and purchases from FY 2019-20, which is partially offset by the addition of one-time purchases and improvements in FY 2020-21.

Other Financing Uses

There is a net increase of $711,555 in this expenditure category primarily due to an increase in mitigation fee revenue funding of road projects, and minor increases in rent expenses for debt service and facility surcharges. This increase was partially offset by the removal of rent-related expenses for the Enhanced Flood Control Program, and a minor reduction in half-cent transportation funding of road projects.

Intrafund Transfers

There is a net increase of $449,165 in this expenditure category primarily due to adjustments to cost reimbursements based on current demand for services and increases in rent reimbursements for facility rent changes. This increase was partially offset by minor decreases in cost reimbursements for services in some areas.

Contingencies/Departmental Reserves and Non-General Fund Reserves

There is a net decrease of $14,489,861 in these expenditure categories primarily due to the anticipated completion of a number of road and utility special district improvement and maintenance projects. This decrease is partially offset by increases in Reserves in some utility special district funds and the County Airport fund, which will be used to fund future projects. The balance in Reserves represents 51.4 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $64,925,322. 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.

NET COUNTY COST

There is no change in this Department's General Fund allocation. Department of Public Works is a zero Net County Cost department.

Public Works Administration (4510B)

Program Locator

County > Community Services > Department of Public Works > **Public Works Administration**

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 approximately 300 employees.

During FY 2017-18 and FY 2018-19, the Program implemented process improvements to enhance departmental administrative processes including: refined rent calculations; digitized storage of documentation; improved information dissemination and community outreach; upgraded help desk technology to streamline customer service requests; and deployed mobile devices for some field staff to increase efficiency. As a result, the Program expects the Department to continue to be responsive to customers and meet customer satisfaction targets as was achieved in FY 2017-18.

In FY 2018-19, the Program completed an organizational review of the Department to enhance service delivery and identify opportunities for employee development, retention, and succession planning. In FY 2019-21, the Program plans to continue to expand working out-of-class opportunities, in-house professional development programs, inter-departmental collaboration, and mentoring programs. The Program continues to look at ways to recognize employees for exemplary work and customer service, such as employee recognition events, strategic planning and employee feedback sessions, employee newsletters to highlight projects and achievements, and training sessions on performance appraisals and safety. The Program expects these initiatives will have a positive impact on service delivery and on the employees' experience working for the County.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Customer Satisfaction Ratings	94%	97%	93%	90%	90%
Employee Evaluations Completed	67%	78%	70%	90%	90%
Percent of Employees Rating Working for the County as Very Good[1]	87%	82%	---	81%	81%

[1]Data not available

Public Works Administration (4510B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	1,148,928	1,195,642	1,688,259	2,235,860	547,601	2,325,791	89,931
Interfund Revenue	3,494,464	3,705,284	7,369,771	6,875,274	(494,497)	6,894,623	19,349
Miscellaneous Revenue	39,100	11,103	—	—	—	—	—
Total Revenue	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Total Sources	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Requirements							
Salaries and Benefits	5,021,930	5,430,155	6,620,885	7,359,381	738,496	7,651,872	292,491
Services and Supplies	787,919	663,698	1,456,955	1,304,955	(152,000)	1,306,455	1,500
Other Charges	1,296,865	1,462,485	2,476,329	1,719,668	(756,661)	1,742,186	22,518
Other Financing Uses	191,078	183,526	193,523	154,996	(38,527)	165,477	10,481
Gross Appropriations	**7,297,791**	**7,739,864**	**10,747,692**	**10,539,000**	**(208,692)**	**10,865,990**	**326,990**
Intrafund Transfers	(2,615,299)	(2,827,835)	(1,689,662)	(1,427,866)	261,796	(1,645,576)	(217,710)
Net Appropriations	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Total Requirements	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	36.0	36.0	36.0	36.0	—	36.0	—
Funded FTE	35.9	35.9	36.0	36.0	—	36.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Public Works Administration (4510B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	4,682,492	4,912,029	9,058,030	9,111,134	53,104	9,220,414	109,280
Total Requirements	4,682,492	4,912,029	9,058,030	9,111,134	53,104	9,220,414	109,280
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	36.0	36.0	36.0	36.0	—	36.0	—
Funded FTE	35.9	35.9	36.0	36.0	—	36.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; minor adjustments to operational contract costs and offsetting adjustments to cost reimbursements from Public Worksí operating units and C/CAG; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(240,377)	109,280
Requirements		
Gross Appropriations	(502,173)	326,990
Intrafund Transfers	261,796	(217,710)
Net County Cost	—	—
Positions	—	—

2. Transportation Planning Extra Help: Two extra-help Transportation System Coordinator positions are being added in FY 2019-20 to assist the C/CAG management team in the delivery of several large multi-agency projects and to assist with setting up a new program for innovative transportation management and trip reduction. C/CAG will reimburse the County for costs associated with these extra-help positions.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	293,481	—
Requirements		
Gross Appropriations	293,481	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	53,104	109,280
Requirements		
Gross Appropriations	(208,692)	326,990
Intrafund Transfers	261,796	(217,710)
Net County Cost	—	—
Positions	—	—

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

The Program 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 32 miles of roads in calendar year 2018.

Using a pavement management system, the Program is able to identify appropriate surfacing treatments consistent with annual budget allocations. This, combined with an in-house chip seal program, has allowed the Program to maintain the overall condition of its road system.

In November 2017, the State of California approved a new Road Fund tax Senate Bill 1 (SB 1). FY 2018-19 will be the first full year of receiving these revenues. The additional SB 1 revenues will enable the Program to begin addressing a backlog of repair projects while simultaneously maintaining the overall integrity of the County road system.

In FY 2018-19, the Program reconstructed the Crystal Springs Dam Bridge, restoring a primary road link for both vehicular traffic and bicyclists. The Program also completed the reconstruction of Seventh Avenue in North Fair Oaks and Croner Avenue in West Menlo Park. Project costs for each of these efforts were offset by SB 1 revenues. The Program plans to perform additional road reconstruction work on Second and A Streets in the Colma/Daly City area and in the El Granada area in FY 2019-20 and in the West Menlo and North Fair Oaks areas in FY 2020-21. The Program expects that the Pavement Condition Indices for both primary and secondary roads will modestly improve upon completion of these reconstruction projects.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Volume of Trash Collected per Mile Swept (Cubic Feet)	5.7	6.2	6.0	6.0	6.0
Cost per Mile of Road Maintenance	$4,300	$6,224	$10,127	$6,000	$6,300
Percent of Maintained Miles with Pavement Condition Index Greater than Baseline[1]					
• Primary Roads (55 and Above)	96%	96%	96%	90%	90%
• Secondary Roads (40 and Above)	92%	92%	91%	85%	85%

[1]The benchmark has been 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)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,654,588	2,913,079	2,129,240	2,745,755	616,515	2,670,199	(75,556)
Licenses, Permits and Franchises	406,854	474,286	300,000	350,000	50,000	350,000	—
Use of Money and Property	381,027	461,825	165,467	233,430	67,963	233,430	—
Intergovernmental Revenues	22,797,371	20,682,955	26,541,604	29,151,280	2,609,676	27,616,126	(1,535,154)
Charges for Services	511,368	469,197	358,700	433,500	74,800	433,500	—
Interfund Revenue	1,557,969	1,434,885	1,637,025	1,557,354	(79,671)	1,569,196	11,842
Miscellaneous Revenue	343,748	474,400	342,000	204,500	(137,500)	204,500	—
Other Financing Sources	500,000	983,516	2,670,395	1,498,268	(1,172,127)	1,635,000	136,732
Total Revenue	**29,152,925**	**27,894,142**	**34,144,431**	**36,174,087**	**2,029,656**	**34,711,951**	**(1,462,136)**
Fund Balance	34,008,013	30,351,497	24,538,796	22,781,872	(1,756,924)	13,532,344	(9,249,528)
Total Sources	**63,160,938**	**58,245,639**	**58,683,227**	**58,955,959**	**272,732**	**48,244,295**	**(10,711,664)**
Requirements							
Salaries and Benefits	9,719,726	10,430,130	11,695,840	11,723,336	27,496	12,031,082	307,746
Services and Supplies	13,140,555	13,241,966	21,478,685	22,982,466	1,503,781	19,020,831	(3,961,635)
Other Charges	1,321,900	1,466,749	1,499,054	1,991,453	492,399	2,082,749	91,296
Fixed Assets	8,963,950	8,084,194	7,156,381	8,043,495	887,114	2,800,000	(5,243,495)
Other Financing Uses	1,161,384	1,968,936	3,493,708	2,158,530	(1,335,178)	2,862,264	703,734
Gross Appropriations	**34,307,517**	**35,191,975**	**45,323,668**	**46,899,280**	**1,575,612**	**38,796,926**	**(8,102,354)**
Intrafund Transfers	(1,498,076)	(1,485,132)	(1,295,000)	(1,475,665)	(180,665)	(1,488,450)	(12,785)
Net Appropriations	**32,809,440**	**33,706,844**	**44,028,668**	**45,423,615**	**1,394,947**	**37,308,476**	**(8,115,139)**
Contingencies/Dept Reserves	25,668,048	19,464,823	10,978,086	9,253,165	(1,724,921)	7,345,340	(1,907,825)
Non-General Fund Reserves	4,683,449	5,073,972	3,676,473	4,279,179	602,706	3,590,479	(688,700)
Total Requirements	**63,160,938**	**58,245,639**	**58,683,227**	**58,955,959**	**272,732**	**48,244,295**	**(10,711,664)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	77.0	77.0	77.0	77.0	—	77.0	—
Funded FTE	77.0	77.0	77.0	77.0	—	77.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Road Construction and Operations (4520B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	63,160,938	58,245,639	58,683,227	58,955,959	272,732	48,244,295	(10,711,664)
Total Requirements	63,160,938	58,245,639	58,683,227	58,955,959	272,732	48,244,295	(10,711,664)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	77.0	77.0	77.0	77.0	—	77.0	—
Funded FTE	77.0	77.0	77.0	77.0	—	77.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; adjustments to contract services to reflect anticipated costs; offsetting adjustments to projected revenues including Highway Users Tax and RMRA revenue increases; and elimination of one-time revenues and expenditures including improvement project-related expenditures, grant revenue, and project contributions. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(25,268,792)	(26,209,008)
Requirements		
Gross Appropriations	(18,637,907)	(18,408,157)
Intrafund Transfers	(180,665)	(12,785)
Contingencies/Dept Reserves	(1,724,921)	(1,907,825)
Non-General Fund Reserves	602,706	(688,700)
Net County Cost	—	—
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is appropriated in Fiscal Years 2019-20 and 2020-21 for miscellaneous repairs and maintenance; a drainage repair project on Ramona Road in Los Trancos District; Fuel System upgrades; rain gutter and pavement improvements at Grant Yard; and to Reserves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	22,781,872	13,532,344
Requirements		
Gross Appropriations	4,261,030	250,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	14,421,124	9,153,165
Non-General Fund Reserves	4,099,718	4,129,179
Net County Cost	—	—
Positions	—	—

3. Measure K - Roads Projects: Measure K funds are carried forward from FY 2018-19 and appropriated in FY 2019-20 to complete the Street End Waterfront Access Improvement Project in Princeton on Columbia and Vassar Streets. This Project provides access to the beach and is to be completed in the peak sand season due to permit requirements.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	75,556	—
Requirements		
Gross Appropriations	75,556	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Road and Bridge Projects: Road Fund Reserves, including SB1 funds, Mitigation Fund Reserves, and federal transportation grant funding are appropriated for road and bridge projects in Fiscal Years 2019-20 and 2020-21. Example Projects funded include: Madera Lane Bridge Repairs; Crystal Springs Dam Bridge Closeout; 2nd Street and "A" Street Reconstruction; Cañada Road and Edgewood Road resurfacing; West Menlo Reconstruction; North Fair Oaks Reconstruction; Lerida Court and Garbada Way Retaining Wall Projects; miscellaneous bridge maintenance; chip seal, cape seal, and slurry seal projects; and concrete repair and street sign replacement projects. Non-Departmental contributions will offset completion of the Santa Cruz and Alameda Corridor Improvement Project.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,284,096	1,965,000
Requirements		
Gross Appropriations	14,441,933	9,015,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(11,875,998)	(6,050,000)
Non-General Fund Reserves	(281,839)	(1,000,000)
Net County Cost	—	—
Positions	—	—

5. Road Equipment: Road Fund Reserves are appropriated for the purchase of various road equipment in FY 2019-21. The equipment to be purchased includes a Ditchmaster, street sweepers, crew trucks, dump trucks, tractors, and asphalt rollers. Vehicles and road equipment are replaced each year as part of the County's long-term vehicle equipment program, which replaces aging equipment that is becoming increasingly expensive to maintain.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	400,000	—
Requirements		
Gross Appropriations	1,435,000	1,040,803
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(1,035,000)	(1,040,803)
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	272,732	(10,711,664)
Requirements		
Gross Appropriations	1,575,612	(8,102,354)
Intrafund Transfers	(180,665)	(12,785)
Contingencies/Dept Reserves	(1,724,921)	(1,907,825)
Non-General Fund Reserves	602,706	(688,700)
Net County Cost	—	—
Positions	—	—

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 improved 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 2017-19, the Program completed several road projects including: Croner Avenue Reconstruction Project in West Menlo Park; Seventh Avenue Reconstruction Project in North Fair Oaks; Carlos Street Green Infrastructure in Moss Beach; Avenue Cabrillo Storm Drainage Improvement in El Granada; Countywide slurry; and Countywide chip and cape seal projects in Districts that have unincorporated roads. In addition, the Crystal Springs Dam Bridge Replacement Project was completed and opened to the public in January 2019. It provides connectivity to the San Mateo Highlands community and features a multi-modal trail which connects to recreational trails adjacent to the reservoir. The Middlefield Road Improvement Project is anticipated to commence construction in 2020.

With the passage of SB1 funds, the Program anticipates a competitive construction climate for planned annual road projects including seals, resurfacing, and reconstruction projects. During FY 2019-20 and FY 2020-21, the Program plans to incorporate processes to minimize delays, which may include scheduling road preparation work in advance of road projects, which can reduce potential delays due to adverse weather or permitting requirements. In addition, the Program will continue to standardize internal work processes and augment information available in the County's Geographic Information System to streamline County processes and enhance accessibility by the public.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customers Rating Maps/Survey Records Services Good or Better	100%	100%	90%	90%	90%
Average Time to Complete Road Improvement Projects from Time of Appropriation of Funds to Time of Completion (in Months)					
• Seal	11	9	12	12	12
• Resurfacing[1]	22	24	---	12	12
• Reconstruction[1]	---	---	17	17	17
Percent of Construction Projects Completed within Budget and Scheduled Working Days[2]	94%	100%	90%	90%	90%

[1]Data not available

[2]This measure includes a benchmark of the Program's three-year historical average performance, which was 100 percent for FY 2017-18

Engineering Services (4600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	64,520	59,935	69,000	75,000	6,000	75,000	—
Interfund Revenue	3,099,825	3,091,668	3,804,965	5,095,381	1,290,416	5,368,054	272,673
Miscellaneous Revenue	1,700	1,994	1,660	1,800	140	1,800	—
Other Financing Sources	—	2,000	—	—	—	—	—
Total Revenue	**3,166,045**	**3,155,598**	**3,875,625**	**5,172,181**	**1,296,556**	**5,444,854**	**272,673**
Fund Balance	103,397	—	—	—	—	—	—
Total Sources	**3,269,443**	**3,155,598**	**3,875,625**	**5,172,181**	**1,296,556**	**5,444,854**	**272,673**
Requirements							
Salaries and Benefits	3,362,091	3,355,954	4,224,145	4,828,241	604,096	5,077,701	249,460
Services and Supplies	522,958	495,336	750,335	760,535	10,200	760,535	—
Other Charges	129,791	211,889	273,859	341,510	67,651	352,152	10,642
Fixed Assets	—	12,648	—	—	—	—	—
Other Financing Uses	82,956	85,923	85,038	90,601	5,563	92,045	1,444
Gross Appropriations	**4,097,796**	**4,161,750**	**5,333,377**	**6,020,887**	**687,510**	**6,282,433**	**261,546**
Intrafund Transfers	(708,354)	(886,152)	(1,337,752)	(728,706)	609,046	(717,579)	11,127
Net Appropriations	**3,389,443**	**3,275,598**	**3,995,625**	**5,292,181**	**1,296,556**	**5,564,854**	**272,673**
Total Requirements	**3,389,443**	**3,275,598**	**3,995,625**	**5,292,181**	**1,296,556**	**5,564,854**	**272,673**
Net County Cost	**120,000**	**120,000**	**120,000**	**120,000**	**—**	**120,000**	**—**
Salary Resolution	22.0	21.0	21.0	21.0	—	21.0	—
Funded FTE	21.9	21.0	21.0	21.0	—	21.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Engineering Services (4600B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	3,269,443	3,155,598	3,875,625	5,172,181	1,296,556	5,444,854	272,673
Total Requirements	3,389,443	3,275,598	3,995,625	5,292,181	1,296,556	5,564,854	272,673
Net County Cost	120,000	120,000	120,000	120,000	—	120,000	—
Salary Resolution	22.0	21.0	21.0	21.0	—	21.0	—
Funded FTE	21.9	21.0	21.0	21.0	—	21.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and offsetting adjustments to revenue from Engineering clients. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	930,677	272,673
Requirements		
Gross Appropriations	321,631	261,546
Intrafund Transfers	609,046	11,127
Net County Cost	—	—
Positions	—	—

2. Engineer Term Positions: One term Senior Civil Engineer position and one term Associate Civil Engineer position are added to focus on Parks Department and other capital improvement projects beginning in FY 2019-20. The addition of these positions will facilitate the timely delivery of several infrastructure improvements including significant projects at Tunitas Creek Beach and Coyote Point East Promenade.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	365,879	—
Requirements		
Gross Appropriations	365,879	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,296,556	272,673
Requirements		
Gross Appropriations	687,510	261,546
Intrafund Transfers	609,046	11,127
Net County Cost	—	—
Positions	—	—

Enhanced Flood Control Program (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 was defined as a priority for the County.

Over the last 20 months, the Program, through memoranda of understanding (MOUs) with seven different cities, completed two feasibility studies and made significant progress towards completing a third feasibility study for the Bayfront Canal Atherton Channel Flood Management Plan to identify projects which may reduce flood risk in this cross-jurisdictional area. The Program is working to complete the design of an estimated $9 million flood protection project at the Bayfront Canal that is expected to reduce the risk of flooding to 800 properties, including five disadvantaged communities. The Program is in the process of completing plans and specifications for this project and is scheduled to advertise for construction in FY 2019-20.

The Program exceeded its FY 2017-19 target of two grant applications for State or federal funding by submitting nine applications. The Program received one grant equal to $485,800 from the California Office of Emergency Services for implementation of new stream gauges and upgrades to the multi-jurisdictional stream gauge system that will support Countywide flood preparedness and response efforts.

Finally, the Program has taken a leadership role on the proposed development of the Flood and Sea Level Rise Resiliency Agency (FSLRRA). This effort requires significant collaboration and coordination among the 20 cities in the County and with various resilience/stormwater initiatives within the County. If created through legislative action, the FSLRRA stakeholders will continue managing projects within the core flood zones and in areas where the County currently does not have a flood control zone.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Feasibility Studies Completed Identifying Projects to Reduce Flood Risks in Prioritized Areas	0	1	2	2	1
Number of Applications for State or Federal Grants to Leverage Local Flood Protection and Restoration Funding	4	4	5	3	4
Complete Plans and Specifications for Prioritized Projects Identified in Feasibility Studies[1]	0	0	1	1	2

[1]This measure is benchmarked with Santa Clara Valley Water District

Enhanced Flood Control Program (4660B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	—	390,711	1,085,850	410,850	(675,000)	—	(410,850)
Total Revenue	**—**	**390,711**	**1,085,850**	**410,850**	**(675,000)**	**—**	**(410,850)**
Fund Balance	199,319	1,947,965	3,327,091	4,031,924	704,833	1,500,000	(2,531,924)
Total Sources	**199,319**	**2,338,676**	**4,412,941**	**4,442,774**	**29,833**	**1,500,000**	**(2,942,774)**
Requirements							
Salaries and Benefits	194,839	324,360	424,817	424,817	—	—	(424,817)
Services and Supplies	46,995	676,376	5,966,700	1,734,596	(4,232,104)	—	(1,734,596)
Other Charges	4,746	5,978	16,487	775,474	758,987	750,000	(25,474)
Other Financing Uses	4,774	4,870	4,937	7,887	2,950	—	(7,887)
Gross Appropriations	**251,354**	**1,011,585**	**6,412,941**	**2,942,774**	**(3,470,167)**	**750,000**	**(2,192,774)**
Intrafund Transfers	(2,000,000)	(2,000,000)	(2,000,000)	—	2,000,000	—	—
Net Appropriations	**(1,748,646)**	**(988,415)**	**4,412,941**	**2,942,774**	**(1,470,167)**	**750,000**	**(2,192,774)**
Contingencies/Dept Reserves	1,947,965	3,327,091	—	1,500,000	1,500,000	750,000	(750,000)
Total Requirements	**199,319**	**2,338,676**	**4,412,941**	**4,442,774**	**29,833**	**1,500,000**	**(2,942,774)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Enhanced Flood Control Program (4660B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	199,319	2,338,676	4,412,941	4,442,774	29,833	1,500,000	(2,942,774)
Total Requirements	199,319	2,338,676	4,412,941	4,442,774	29,833	1,500,000	(2,942,774)
Net County Cost	---	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to remove operating expenses and revenue for the Enhanced Flood Control Program previously funded by a three-year commitment of $2,000,000 per year, ending in FY 2018-19, by the Board of Supervisors for projects in priority areas outside of the San Mateo County Flood Control Zones. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(4,002,091)	(4,442,774)
Requirements		
Gross Appropriations	(6,002,091)	(2,942,774)
Intrafund Transfers	2,000,000	—
Contingencies/Dept Reserves	1,500,000	(750,000)
Net County Cost	—	—
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance in FY 2019-20 is appropriated for continuing operations of the Enhanced Flood Control Program while legislative action is pending by the State to amend the San Mateo County Flood Control District Act to create an independent San Mateo County Flood and Sea Level Rise District effective January 1, 2020. Also included in the Fund Balance appropriation is the County's first year contribution to the new District, which the Board of Supervisors voted to support on January 29, 2019. Second and third year contributions to the new District are appropriated to Reserve. Fund Balance in FY 2020-21 is appropriated for the second year San Mateo County contribution to the San Mateo County Flood and Sea Level Rise Resiliency District and to Reserves, which will be used for the third year contribution.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	4,031,924	1,500,000
Requirements		
Gross Appropriations	2,531,924	750,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,500,000	750,000
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	29,833	(2,942,774)
Requirements		
Gross Appropriations	(3,470,167)	(2,192,774)
Intrafund Transfers	2,000,000	—
Contingencies/Dept Reserves	1,500,000	(750,000)
Net County Cost	—	—
Positions	—	—

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 Program strives to maintain efficient, safe, clean, attractive, and inviting environments for County staff and the public. The Program coordinates planning, monitoring, and implementation of maintenance and custodial activities for 67 facilities. Additionally, the Program processes an average of 14,000 corrective and preventive maintenance service requests essential to the upkeep of over three million square feet of buildings.

The Program expects to make progress in the Weighted Average Facility Condition Index (FCI) by Building category. The FY 2019-21 Capital Program will execute an approved list of projects which is expected to help the Program achieve its FCI target, while, correspondingly, providing a more reliable and improved facility environment for the public and County staff. However, difficulty in recruiting and retaining qualified construction project managers in this overheated construction market will continue to hamper the Program's ability to deliver FCI projects.

The Program will continue to work on achieving Energy Star certifications for eligible buildings in FY 2019-21. Seven buildings are now eligible to qualify for the Energy Star certification with three County buildings, Agriculture Building, EPA Government Center and County Office Building 2, currently achieving Energy Star certification. The Program is currently selecting an architect for major mechanical system upgrades at the East Palo Alto Government Center, which includes several energy-related projects that will be implemented in late 2021. Energy-related projects that will affect qualifying buildings are limited, therefore, the measure is forecasted to remain flat. The Program is also currently recruiting an Energy Program Manager who will assist in focusing efforts to position the Program to obtain additional Energy Star certifications beyond FY 2019-21. The Program will focus on monitoring building HVAC controls and lighting replacement to further reduce energy usage.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Energy Usage per Square Foot					
• Detention	132	119	120	137	133
• Hospital	266	210	210	298	289
• Office	56	58	60	58	56
• Other	21	23	18	18	18
Weighted Average Facility Condition Measure by Building Category					
• Buildings	6%	7%	7%	6%	6%
• Detention	4%	5%	5%	4%	4%
• Health/Hospital	5%	5%	5%	5%	5%
Percent of Employee Evaluations Completed Annually	54%	55%	43%	43%	43%

Facilities Services (4730B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	888,211	664,240	515,914	642,601	126,687	659,797	17,196
Intergovernmental Revenues	840,009	827,772	924,036	1,210,985	286,949	1,247,314	36,329
Charges for Services	—	471	222,599	111,207	(111,392)	114,453	3,246
Interfund Revenue	9,062,791	9,026,992	11,663,409	12,300,631	637,222	12,803,847	503,216
Miscellaneous Revenue	577,662	694,335	301,500	288,500	(13,000)	288,500	—
Other Financing Sources	—	8,184	—	—	—	—	—
Total Revenue	**11,368,673**	**11,221,995**	**13,627,458**	**14,553,924**	**926,466**	**15,113,911**	**559,987**
Fund Balance	3,324,695	5,598,580	9,814,241	—	(9,814,241)	—	—
Total Sources	**14,693,368**	**16,820,575**	**23,441,699**	**14,553,924**	**(8,887,775)**	**15,113,911**	**559,987**
Requirements							
Salaries and Benefits	12,547,578	13,224,913	17,534,666	18,164,580	629,914	18,841,083	676,503
Services and Supplies	13,695,201	14,812,388	18,570,980	18,005,363	(565,617)	17,836,692	(168,671)
Other Charges	2,307,238	2,063,134	8,187,992	3,285,562	(4,902,430)	3,540,066	254,504
Fixed Assets	46,290	6,850	—	—	—	—	—
Other Financing Uses	258,191	264,045	270,291	312,215	41,924	314,672	2,457
Gross Appropriations	**28,854,498**	**30,371,330**	**44,563,929**	**39,767,720**	**(4,796,209)**	**40,532,513**	**764,793**
Intrafund Transfers	(24,340,640)	(23,364,997)	(25,026,477)	(25,213,796)	(187,319)	(25,418,602)	(204,806)
Net Appropriations	**4,513,858**	**7,006,334**	**19,537,452**	**14,553,924**	**(4,983,528)**	**15,113,911**	**559,987**
Contingencies/Dept Reserves	10,179,509	9,814,241	3,904,247	—	(3,904,247)	—	—
Total Requirements	**14,693,367**	**16,820,575**	**23,441,699**	**14,553,924**	**(8,887,775)**	**15,113,911**	**559,987**
Net County Cost	**---**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	111.0	111.0	113.0	112.0	(1.0)	113.0	1.0
Funded FTE	111.0	110.7	112.7	111.7	(1.0)	112.7	1.0

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Facilities Services (4730B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	14,693,368	16,820,575	23,441,699	14,553,924	(8,887,775)	15,113,911	559,987
Total Requirements	14,693,367	16,820,575	23,441,699	14,553,924	(8,887,775)	15,113,911	559,987
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	111.0	111.0	113.0	112.0	(1.0)	113.0	1.0
Funded FTE	111.0	110.7	112.7	111.7	(1.0)	112.7	1.0

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; adjustments to operational contract costs; offsetting adjustments to rent revenue and cost reimbursements from customers; elimination of one-time revenues and expenditures; and accounting corrections to prior budget actuals. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $6,500. Net funding adjustments in FY 2020-21 total $7,193. The program remains at zero Net County Cost for both years.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(8,887,775)	559,987
Requirements		
Gross Appropriations	(5,297,258)	596,746
Intrafund Transfers	320,230	(29,566)
Contingencies/Dept Reserves	(3,904,247)	—
Net County Cost	6,500	7,193
Positions	—	—

2. Rent Portfolio Changes: Adjustments are made to account for additional rent revenue and operating costs associated with changes to the rent portfolio in FY 2019-21. Adjustments include: revenue and expenses associated with the opening of the Regional Operations Center, Skylonda Fire Station, and new Animal Shelter; the addition of one Stationary Engineer position in FY 2019-20; the reduction of two vacant Custodian positions in FY 2019-20; and the addition of one Carpenter position in FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	144,586	168,047
Intrafund Transfers	(144,586)	(175,240)
Net County Cost	—	(7,193)
Positions	(1)	1

3. Card Key Security Upgrade: Non-Departmental appropriations are made in FY 2019-20 to upgrade Card Key readers and user Card Keys to allow for encryption and enhance security features. This adjustment includes a term IT Technician position to assist with the project. Once the project is completed, card readers will no longer accept unencrypted Card Keys.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	362,963	—
Intrafund Transfers	(362,963)	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(8,887,775)	559,987
Requirements		
Gross Appropriations	(4,796,209)	764,793
Intrafund Transfers	(187,319)	(204,806)
Contingencies/Dept Reserves	(3,904,247)	—
Net County Cost	—	—
Positions	(1)	1

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 facilities 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. The Program focuses on small- to medium-size projects, in coordination with the Facilities Maintenance and Capital Projects units.

Each year, approximately 600 service requests and some 10 to 15 facility improvement projects are completed within budget and on schedule. The Program anticipates it will continue to receive service requests related to Integrated Workspace Management System (IWMS) and tenant improvement projects in FY 2019-20 and FY 2020-21 as departments undertake minor remodels. Tenant Improvement and IWMS projects have longer schedules and greater scopes of work than other projects. In FY 2018-19, the Program filled two vacant positions: a trade supervisor position to help with productivity by identifying and improving efficiency processes and project assignment procedures, and an electrician position to assist with the completion of service requests. As a result, the Program anticipates meeting its Customer Satisfaction targets for FY 2019-21.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Average Service Requests Completed per Employee per Year[1]	72	75	85	60	60
Percent of Service Requests Completed Within Budget/ Schedule	100%	99%	100%	95%	95%
Percent of Employees Rating Services as Good or Better	100%	96%	100%	90%	90%

[1]This measure includes a benchmark of three-year historical average of program performance, which was 68 for the three-year period ending in FY 2017-18

Construction Services (4740B)
Construction Services Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	2,689	(635)	—	—	—	—	—
Charges for Services	23,591	71,596	48,410	48,410	—	48,410	—
Interfund Revenue	1,950,688	1,573,444	2,610,442	2,550,911	(59,531)	2,603,008	52,097
Miscellaneous Revenue	8,735	12,945	—	—	—	—	—
Total Revenue	**1,985,704**	**1,657,350**	**2,658,852**	**2,599,321**	**(59,531)**	**2,651,418**	**52,097**
Fund Balance	356,971	215,588	4,833	—	(4,833)	—	—
Total Sources	**2,342,675**	**1,872,938**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Requirements							
Salaries and Benefits	1,533,691	1,488,604	2,048,838	1,931,260	(117,578)	1,951,769	20,509
Services and Supplies	335,334	232,933	341,177	388,859	47,682	420,093	31,234
Other Charges	254,472	138,499	261,021	265,495	4,474	265,388	(107)
Other Financing Uses	3,590	8,069	12,649	13,707	1,058	14,168	461
Gross Appropriations	**2,127,087**	**1,868,105**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Intrafund Transfers							
Net Appropriations	**2,127,087**	**1,868,105**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Contingencies/Dept Reserves	215,588	4,833	—	—	—	—	—
Total Requirements	**2,342,675**	**1,872,938**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	9.9	10.0	10.0	—	10.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Construction Services (4740B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,342,675	1,872,938	2,663,685	2,599,321	(64,364)	2,651,418	52,097
Total Requirements	2,342,675	1,872,938	2,663,685	2,599,321	(64,364)	2,651,418	52,097
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	9.9	10.0	10.0	—	10.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; reduction in extra-help to reflect current demand for services; minor adjustments to operational contract costs and offsetting adjustments to cost reimbursements from customers; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(64,364)	52,097
Requirements		
Gross Appropriations	(64,364)	52,097
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(64,364)	52,097
Requirements		
Gross Appropriations	(64,364)	52,097
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

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 continues to work with County departments to ensure funds are set aside for timely and cost-effective replacement of County vehicles. The continued replacement of older vehicles has allowed the Program to increase its overall fuel efficiency and continue to focus on preventative maintenance in lieu of vehicle repairs, consistent with optimum industry standards.

In FY 2018-19, the Program purchased two all-electric vehicles for its motor pool, and the Program continues to seek grant opportunities for expanding its electric vehicle charging infrastructure and capacity. It is anticipated that the planned construction for the new County parking garage will support the Program's efforts to further expand the County's charging capacity through the inclusion of approximately 35 electric charging station ports, some of which will likely be dedicated for use by the County fleet. In addition, the County is working towards securing a grant for approximately 60 additional electric charging station ports to be installed in the existing Redwood City Parking Garage. Maintenance costs for all-electric vehicles are anticipated to be less than those for traditional gas-powered vehicles, resulting in additional reductions in per vehicle costs for non-patrol cars as the program continues to introduce all-electric vehicles into its fleet.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Total Annual Mileage of County Vehicles					
• Patrol	1,109,215	1,257,769	1,200,000	1,200,000	1,200,000
• Non-Patrol	4,314,941	4,539,990	4,615,400	4,760,000	4,760,000
Total Cost per Vehicle					
• Patrol	$4,470	$4,870	$6,739	$6,941	$7,150
• Non-Patrol	$1,569	$2,436	$2,529	$2,605	$2,685

Vehicle and Equipment Services (4760B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	147,833	236,619	80,000	300,000	220,000	300,000	—
Charges for Services	11,681	11,878	10,382	13,848	3,466	14,050	202
Interfund Revenue	7,635,306	7,928,858	9,534,887	9,454,040	(80,847)	9,639,316	185,276
Miscellaneous Revenue	100,498	139,993	82,500	132,500	50,000	136,500	4,000
Other Financing Sources	605	—	—	—	—	—	—
Total Revenue	**7,895,923**	**8,317,349**	**9,707,769**	**9,900,388**	**192,619**	**10,089,866**	**189,478**
Fund Balance	15,384,369	16,792,916	16,395,108	15,496,763	(898,345)	14,987,725	(509,038)
Total Sources	**23,280,291**	**25,110,265**	**26,102,877**	**25,397,151**	**(705,726)**	**25,077,591**	**(319,560)**
Requirements							
Salaries and Benefits	1,731,065	1,779,152	2,089,357	2,299,228	209,871	2,400,025	100,797
Services and Supplies	2,327,454	2,613,061	3,101,753	2,948,858	(152,895)	3,039,839	90,981
Other Charges	641,184	1,054,657	1,003,698	1,028,734	25,036	1,048,280	19,546
Fixed Assets	2,286,359	4,223,809	5,051,671	4,904,540	(147,131)	4,522,030	(382,510)
Other Financing Uses	1,547	1,145	1,175	3,401	2,226	3,567	166
Gross Appropriations	**6,987,609**	**9,671,825**	**11,247,654**	**11,184,761**	**(62,893)**	**11,013,741**	**(171,020)**
Intrafund Transfers	(500,234)	(956,667)	(330,714)	(775,335)	(444,621)	(800,326)	(24,991)
Net Appropriations	**6,487,375**	**8,715,158**	**10,916,940**	**10,409,426**	**(507,514)**	**10,213,415**	**(196,011)**
Non-General Fund Reserves	16,792,916	16,395,107	15,185,937	14,987,725	(198,212)	14,864,176	(123,549)
Total Requirements	**23,280,291**	**25,110,265**	**26,102,877**	**25,397,151**	**(705,726)**	**25,077,591**	**(319,560)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	14.0	14.0	14.0	14.0	—	14.0	—
Funded FTE	14.0	14.0	14.0	14.0	—	14.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Vehicle and Equipment Services (4760B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	23,280,291	25,110,265	26,102,877	25,397,151	(705,726)	25,077,591	(319,560)
Total Requirements	23,280,291	25,110,265	26,102,877	25,397,151	(705,726)	25,077,591	(319,560)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	14.0	14.0	14.0	14.0	—	14.0	—
Funded FTE	14.0	14.0	14.0	14.0	—	14.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; increase in interest revenue on Fund Balance; increase in revenue from departments to offset anticipated vehicle usage and fuel costs; and elimination of one-time vehicle purchase expenses. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(16,202,489)	(15,307,285)
Requirements		
Gross Appropriations	(4,967,433)	(4,693,050)
Intrafund Transfers	(444,621)	(24,991)
Non-General Fund Reserves	(198,212)	(123,549)
Net County Cost	—	—
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. FY 2019-20 fund balance is appropriated 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, and to Reserves. FY 2020-21 fund balance is appropriated to install a car wash facility at Belmont Motorpool, and to Reserves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	15,496,763	14,987,725
Requirements		
Gross Appropriations	500,000	187,000
Intrafund Transfers	—	—
Non-General Fund Reserves	14,996,763	14,800,725
Net County Cost	—	—
Positions	—	—

3. Annual Vehicle Replacement: The Program is responsible for the annual replacement of assigned and pool vehicles. Reserves will fund the one-time replacement of up to 139 vehicles in FY 2019-20 and 129 vehicles in FY 2020-21 for the Sheriff and other departments.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	4,404,540	4,335,030
Intrafund Transfers	—	—
Non-General Fund Reserves	(4,404,540)	(4,335,030)
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(705,726)	(319,560)
Requirements		
Gross Appropriations	(62,893)	(171,020)
Intrafund Transfers	(444,621)	(24,991)
Non-General Fund Reserves	(198,212)	(123,549)
Net County Cost	—	—
Positions	—	—

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 ten 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, 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 exhibited an increasing trend. These increases are due to labor, material, equipment, regulatory compliance requirements, and changes to the scheduling and methodologies used for preventative maintenance efforts in each district to reduce overflows. The Program anticipates that all capital improvement projects previously identified in the 1999 Sewer Master Plans will be completed by the end of calendar year 2019. In FY 2019-21 the Program will continue to implement the Capital Improvement projects identified based on results of recent condition assessment programs and Master Plan updates for each district. The Program anticipates that this work will have a positive, long-term effect on the maintenance cost per mile by reducing infrastructure failures.

The Program continues to provide emergency response to customer requests for assistance due to blockages in their sewer laterals to ensure that the causes are not due to blockages in the district-maintained sewer mains. Additionally, sewage spills need to be remediated 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 customer requests related to sewer lateral backups in FY 2019-20 and FY 2020-21.

The Program operates and maintains over 2,100 lights in ten street lighting districts and a County Service Area in both suburban and rural settings. The Program also manages two County Service Areas (CSAs) providing potable water services. In addition, 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. Finally, the Program manages watershed protection activities which include: 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 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

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Resolved Sewer/Sanitation District Customer Requests Related to Sewer Lateral Back-ups	594	567	572	600	600
Percent of Time Spent on Sewer Preventative Maintenance[1]	79%	84%	80%	80%	80%
Cost of Scheduled Sewer Work per Mile of Sanitary Sewer Maintained	$5,800	$5,193	$6,300	$6,300	$6,300

Utilities (4840B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	7,051,162	7,405,174	5,296,742	5,717,229	420,487	5,826,033	108,804
Licenses, Permits and Franchises	706,260	679,478	600,000	600,000	—	580,000	(20,000)
Use of Money and Property	565,558	908,417	473,790	1,082,398	608,608	1,076,398	(6,000)
Intergovernmental Revenues	95,815	880,856	95,040	24,836	(70,204)	24,836	—
Charges for Services	12,883,759	14,278,075	17,381,028	16,782,756	(598,272)	16,882,756	100,000
Interfund Revenue	7,187,245	4,896,797	7,293,036	7,319,621	26,585	7,475,906	156,285
Miscellaneous Revenue	48,846	829,581	14,000	7,000	(7,000)	7,000	—
Other Financing Sources	4,510,438	6,398,764	3,702,003	2,864,808	(837,195)	2,864,808	—
Total Revenue	**33,049,084**	**36,277,141**	**34,855,639**	**34,398,648**	**(456,991)**	**34,737,737**	**339,089**
Fund Balance	61,402,326	66,399,175	70,746,386	67,280,521	(3,465,865)	50,687,472	(16,593,049)
Total Sources	**94,451,411**	**102,676,317**	**105,602,025**	**101,679,169**	**(3,922,856)**	**85,425,209**	**(16,253,960)**
Requirements							
Salaries and Benefits	2,918,354	3,327,161	3,811,005	4,010,133	199,128	4,157,812	147,679
Services and Supplies	14,488,958	14,711,822	23,485,383	23,776,410	291,027	24,199,683	423,273
Other Charges	4,725,607	3,645,216	8,042,054	4,282,423	(3,759,631)	4,289,404	6,981
Fixed Assets	2,654,150	3,983,727	16,052,342	14,190,000	(1,862,342)	8,900,000	(5,290,000)
Other Financing Uses	4,346,540	6,207,567	5,373,694	4,679,321	(694,373)	4,680,020	699
Gross Appropriations	**29,133,609**	**31,875,492**	**56,764,478**	**50,938,287**	**(5,826,191)**	**46,226,919**	**(4,711,368)**
Intrafund Transfers	(122,815)	(65,563)	(62,590)	(66,590)	(4,000)	(66,590)	—
Net Appropriations	**29,010,795**	**31,809,930**	**56,701,888**	**50,871,697**	**(5,830,191)**	**46,160,329**	**(4,711,368)**
Contingencies/Dept Reserves	65,190,990	70,604,147	48,553,674	50,438,264	1,884,590	38,888,040	(11,550,224)
Non-General Fund Reserves	129,626	142,240	226,463	249,208	22,745	256,840	7,632
Total Requirements	**94,331,411**	**102,556,317**	**105,482,025**	**101,559,169**	**(3,922,856)**	**85,305,209**	**(16,253,960)**
Net County Cost	**(120,000)**	**(120,000)**	**(120,000)**	**(120,000)**	**—**	**(120,000)**	**—**
Salary Resolution	20.0	21.0	21.0	21.0	—	21.0	—
Funded FTE	19.7	20.7	20.7	20.7	—	20.7	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Utilities (4840B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	94,451,411	102,676,317	105,602,025	101,679,169	(3,922,856)	85,425,209	(16,253,960)
Total Requirements	94,331,411	102,556,317	105,482,025	101,559,169	(3,922,856)	85,305,209	(16,253,960)
Net County Cost	(120,000)	(120,000)	(120,000)	(120,000)	—	(120,000)	—
Salary Resolution	20.0	21.0	21.0	21.0	—	21.0	—
Funded FTE	19.7	20.7	20.7	20.7	—	20.7	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; adjustments to operational costs and offsetting adjustments to cost reimbursements from customers; offsetting increases in property tax and interest revenues; and elimination of one-time revenues and expenditures including improvement projects and contributions. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(71,718,185)	(67,556,240)
Requirements		
Gross Appropriations	(25,491,123)	(19,184,412)
Intrafund Transfers	(4,000)	—
Contingencies/Dept Reserves	1,884,590	(11,550,224)
Non-General Fund Reserves	22,745	7,632
Net County Cost	—	—
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is appropriated in FY 2019-20 and FY 2020-21 primarily to Reserves; as operational contingency to respond to unanticipated circumstances in all districts such as flood control, drainage, and landscape maintenance districts; for sewage treatment and disposal costs pending rate adjustments; and for LED conversion project expenditures.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	67,280,521	50,687,472
Requirements		
Gross Appropriations	5,260,124	5,458,236
Intrafund Transfers	—	—
Contingencies/Dept Reserves	61,857,062	45,058,277
Non-General Fund Reserves	163,335	170,959
Net County Cost	—	—
Positions	—	—

3. Middlefield Road Undergrounding Project Phase II: Menlo Park Highway Lighting District Reserves are appropriated in FY 2019-20 to replace existing streetlight poles and fixtures, and install wiring in underground conduits in the North Fair Oaks area of Middlefield Road, in conjunction with the streetscape and utility undergrounding project.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,100,000	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(1,100,000)	—
Net County Cost	—	—
Positions	—	—

4. Colma Creek Flood Control Channel Wall: Two projects to construct new walls from Utah Avenue to Navigable Slough, and from Produce Avenue to US 101, are appropriated from Reserves in FY 2019-20 and FY 2020-21 to prevent flooding along Colma Creek. The improvements will provide flood protection for properties and residents in the Colma Creek Flood Control Zone.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	4,000,000	4,000,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(4,000,000)	(4,000,000)
Net County Cost	—	—
Positions	—	—

5. Capital Projects-Sewer Districts : Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies or excessive maintenance. In FY 2019-21, Reserves are appropriated in the Sewer Districts for various one-time improvement projects. Improvements will help reduce sewer overflows and amount of staff time spent on unscheduled maintenance. In addition, the Grinder Pump Replacement Project is added in FY 2020-21 for pumps the District is responsible for maintaining in the Emerald Lake Heights Sewer Maintenance District.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	400,000	500,000
Requirements		
Gross Appropriations	8,790,000	4,500,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(8,390,000)	(4,000,000)
Net County Cost	—	—
Positions	—	—

6. Sewer Equipment FY 2019-21: In FY 2019-20 and FY 2020-21, the Program will purchase Sewer Equipment to replace older equipment that is no longer functional and/or to acquire items that reflect the latest technology (rodding and hydroflush trucks, combination hydroflush/vacuum truck, CCTV camera and truck, flow meters, etc.). Funding will be provided from all of the Sewer Districts administered by the County.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	114,808	114,808
Requirements		
Gross Appropriations	514,808	514,808
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(400,000)	(400,000)
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(3,922,856)	(16,253,960)
Requirements		
Gross Appropriations	(5,826,191)	(4,711,368)
Intrafund Transfers	(4,000)	—
Contingencies/Dept Reserves	1,884,590	(11,550,224)
Non-General Fund Reserves	22,745	7,632
Net County Cost	—	—
Positions	—	—

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 Administration (FAA) regulations, State requirements, and the County's Voluntary Noise Abatement Procedures. Program staff manages and maintains over 500 acres of airport facilities, infrastructure, and equipment; manages over 400 hangar tiedowns, permits and leases; 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 2017-18 and FY 2018-19, the Program completed several capital improvements at the San Carlos and Half Moon Bay Airports funded with both FAA grants and Airport enterprise funds. Recently completed projects include perimeter fencing and a culvert repair under a taxiway at the Half Moon Bay Airport. At the San Carlos Airport, the Program began the design phase for the Runway 12/30 Rehabilitation Project, which the Program anticipates constructing in FY 2019-20. The Program expects that the aforementioned projects will enhance the safe operation at the Airports and allow them to better serve their communities.

During 2017-18, the Program introduced new technology to monitor adherence with the Voluntary Noise Abatement Procedures for departures out of the San Carlos Airport. As a result of the more accurate measurement of the new technology, adherence rates have been lower. The Program is continuing to implement efforts to further improve outreach and adherence to the Voluntary Noise Abatement Procedures.

The Program implemented an online maintenance request system for airport tenants in FY 2017-18. Since implementation of the system, the Program has seen an increase in submissions by airport tenants. This technology improves customer service through better monitoring and tracking of maintenance requests submitted via the online system, improving ongoing maintenance efforts at the two County-operated Airports and ensuring the facilities remain safe and operational.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Maintenance Requests Completed by Airport Staff at the San Carlos Airport[1]	130	148	170	150	150
Percent of Occupancy					
• Hangars and T-Shades	94%	94%	94%	94%	94%
• Offices and Concession Areas	92%	93%	92%	92%	92%
Percent of Aircraft Observed Adhering with the Voluntary Noise Abatement Procedures	100%	96%	94%	92%	92%

[1]This benchmark measure is compared to one analogous Bay Area General Aviation Airport (Livermore)

Airports (4850B)
County Airports Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	149,266	1,728,320	224,870	(1,503,450)	231,616	6,746
Licenses, Permits and Franchises	15,500	31,000	15,500	15,500	—	15,500	—
Fines, Forfeitures and Penalties	21,427	17,170	10,000	15,000	5,000	15,000	—
Use of Money and Property	3,772,546	4,011,239	4,419,094	4,648,205	229,111	4,651,205	3,000
Intergovernmental Revenues	783,512	1,094,685	275,408	1,010,609	735,201	—	(1,010,609)
Charges for Services	10,558	21,827	29,500	26,000	(3,500)	26,000	—
Interfund Revenue	2,800,000	1,043	—	—	—	—	—
Miscellaneous Revenue	67,301	51,324	62,000	40,000	(22,000)	40,000	—
Other Financing Sources	99,875	185,246	114,754	—	(114,754)	—	—
Total Revenue	**7,570,718**	**5,562,800**	**6,654,576**	**5,980,184**	**(674,392)**	**4,979,321**	**(1,000,863)**
Fund Balance	866,875	4,180,007	3,305,898	1,252,398	(2,053,500)	1,336,429	84,031
Total Sources	**8,437,594**	**9,742,807**	**9,960,474**	**7,232,582**	**(2,727,892)**	**6,315,750**	**(916,832)**
Requirements							
Salaries and Benefits	1,259,849	1,403,691	1,639,266	1,768,018	128,752	1,843,179	75,161
Services and Supplies	1,274,693	1,427,389	1,657,854	2,092,269	434,415	2,054,815	(37,454)
Other Charges	1,506,408	1,548,354	908,997	549,831	(359,166)	558,522	8,691
Fixed Assets	793,775	2,043,045	4,564,927	1,486,035	(3,078,892)	—	(1,486,035)
Other Financing Uses	—	14,630	73,746	—	(73,746)	—	—
Gross Appropriations	**4,834,725**	**6,437,108**	**8,844,790**	**5,896,153**	**(2,948,637)**	**4,456,516**	**(1,439,637)**
Intrafund Transfers	—	(199)	—	—	—	—	—
Net Appropriations	**4,834,725**	**6,436,910**	**8,844,790**	**5,896,153**	**(2,948,637)**	**4,456,516**	**(1,439,637)**
Non-General Fund Reserves	3,602,868	3,305,898	1,115,684	1,336,429	220,745	1,859,234	522,805
Total Requirements	**8,437,594**	**9,742,808**	**9,960,474**	**7,232,582**	**(2,727,892)**	**6,315,750**	**(916,832)**
Net County Cost	**—**	**---**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	9.0	9.0	9.0	9.0	—	9.0	—
Funded FTE	9.0	9.0	9.0	9.0	—	9.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Airports (4850B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	8,437,594	9,742,807	9,960,474	7,232,582	(2,727,892)	6,315,750	(916,832)
Total Requirements	8,437,594	9,742,808	9,960,474	7,232,582	(2,727,892)	6,315,750	(916,832)
Net County Cost	—	---	—	—	—	—	—
Salary Resolution	9.0	9.0	9.0	9.0	—	9.0	—
Funded FTE	9.0	9.0	9.0	9.0	—	9.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; adjustments to contract services to reflect anticipated costs; offsetting adjustments to Airport revenues based on current fee schedules and usage; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(5,115,387)	(2,253,261)
Requirements		
Gross Appropriations	(4,499,237)	(1,439,637)
Intrafund Transfers	—	—
Non-General Fund Reserves	220,745	522,805
Net County Cost	—	—
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. FY 2019-20 and FY 2020-21 Fund Balance is appropriated to Reserves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,252,398	1,336,429
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	1,252,398	1,336,429
Net County Cost	—	—
Positions	—	—

3. Federal Aviaton Administration (FAA) Grant Funded Projects: This adjustment carries forward to FY 2019-20 unspent appropriations and associated grant revenue for Federal Aviation Administration projects based on project progress and actual FY 2018-19 expenditures for the following: the FAA Airport Layout Plan update, the Part 150 Noise Study at the San Carlos Airport, and the replacement of the Half Moon Bay Airport's main windsock. In addition, FAA grant funding and Reserves are appropriated in FY 2019-20 for the design and construction of the San Carlos Airport Runway Rehabilitation Project.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,010,609	—
Requirements		
Gross Appropriations	1,122,898	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(112,289)	—
Net County Cost	—	—
Positions	—	—

4. Airport Capital Improvement Projects: Reserve funds are appropriated in FY 2019-20 to make several improvements to the County airports. These projects include the replacement of the Visual Approach Slope Indicator at San Carlos Airport; the rehabilitation of the San Carlos East Pump Station; the Repair of a Retaining Wall along the Northwest Aircraft Parking Area in San Carlos; and a Hangar Pavement Repair Project at Half Moon Bay Airport.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	427,702	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(427,702)	—
Net County Cost	—	—
Positions	—	—

5. San Carlos Airport New Hangar Rent: Fourteen new hangars are currently scheduled to be completed prior to the beginning of FY 2019-20. A waiting list of over 70 people exists at the airport, supporting the Airport's projection that all fourteen hangars will be occupied. This adjustment increases budgeted revenue to account for the rent from the new hangars.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	124,488	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	124,488	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(2,727,892)	(916,832)
Requirements		
Gross Appropriations	(2,948,637)	(1,439,637)
Intrafund Transfers	—	—
Non-General Fund Reserves	220,745	522,805
Net County Cost	—	—
Positions	—	—

Capital Projects (8500D)

Program Locator

County > Community Services > Capital Projects

Program Outcome Statement

Plan, design, construct, upgrade, and maintain and improve facilities and infrastructure to operate efficiently and safely

Program Results

The Program oversees infrastructure renovations and remodels in existing facilities; major infrastructure equipment and system replacements; and maintenance and operation project improvements. The Program anticipates completing 44 projects within budget and schedule in FY 2018-19.

Notable projects achieving completion or substantial completion in FY 2018-19 include: Maple Street Shelter Renovation, Hall of Justice Air Handling Units Replacement, SMMC Heat Exchangers Replacement with Low Energy-Efficient Boilers, Serenity House Remodel, Fair Oaks Library Remodel, Wunderlich Carriage House ADA Restroom Renovation, Human Services Agency HVAC Replacement, and the Old Courthouse Façade Renovation. The Program anticipates completing 46 projects in FY 2018-19.

Over the next two fiscal years, the Program will focus on major infrastructure improvements such as: Radio Shop Buildout/Relocation; Agricultural Weights and Measures Buildout/Relocation; Maple Street Correctional Center Photovoltaic System Installation; East Palo Alto Government Center Heating, Ventilation, and Air Conditioning (HVAC) Improvements; Safe Harbor Homeless Shelter Improvements/Expansion; and San Mateo Medical Center (SMMC) Anti-Ligature Improvements.

In FY 2019-20 and FY 2020-21, the Program expects to have an estimated 57 new projects in design/construction and will seek to leverage additional Construction Management firms to aid with project delivery to meet its target of completing 90 percent of projects on schedule and within budget. Of the 55 projects, the Program anticipates completing 50; while completing the remaining multi-year projects in the following two-year budget cycle. The Program anticipates spending $18 million of the appropriated funds in FY 2019-20 and rolling-forward any unspent funds to FY 2020-21 to complete the projects.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Projects on Track to be Completed Within Budget/Schedule	82%	92%	90%	90%	90%
Percent of New Single Year Projects Not Started in the Same Year Funding and Note Completed Within Two Years	18%	0%	19%	25%	25%
Capital Project Expenditures	$18.2 M	$17.3 M	$18 M	$18 M	$18 M

Capital Projects (8500D)
Capital Projects Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,534,939	2,501,200	4,581,773	3,187,958	(1,393,815)	—	(3,187,958)
Use of Money and Property	32,977	68,060	—	—	—	—	—
Other Financing Sources	15,775,720	15,592,870	47,330,445	65,493,028	18,162,583	33,886,987	(31,606,041)
Total Revenue	**19,343,637**	**18,162,130**	**51,912,218**	**68,680,986**	**16,768,768**	**33,886,987**	**(34,793,999)**
Fund Balance	3,493,794	4,668,538	5,839,745	5,388,256	(451,489)	4,975,281	(412,975)
Total Sources	**22,837,431**	**22,830,668**	**57,751,963**	**74,069,242**	**16,317,279**	**38,862,268**	**(35,206,974)**
Requirements							
Services and Supplies	6,715,769	6,474,346	—	—	—	—	—
Fixed Assets	11,453,124	10,516,577	54,067,129	69,093,961	15,026,832	32,370,649	(36,723,312)
Gross Appropriations	**18,168,893**	**16,990,923**	**54,067,129**	**69,093,961**	**15,026,832**	**32,370,649**	**(36,723,312)**
Intrafund Transfers							
Net Appropriations	**18,168,893**	**16,990,923**	**54,067,129**	**69,093,961**	**15,026,832**	**32,370,649**	**(36,723,312)**
Contingencies/Dept Reserves	4,668,538	5,839,745	3,684,834	4,975,281	1,290,447	6,491,619	1,516,338
Total Requirements	**22,837,431**	**22,830,668**	**57,751,963**	**74,069,242**	**16,317,279**	**38,862,268**	**(35,206,974)**
Net County Cost	—	—	—	—	—	—	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Capital Projects (8500D)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	22,837,431	22,830,668	57,751,963	74,069,242	16,317,279	38,862,268	(35,206,974)
Total Requirements	22,837,431	22,830,668	57,751,963	74,069,242	16,317,279	38,862,268	(35,206,974)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made primarily to remove funding for completed or anticipated-to-be completed projects and the elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(26,076,679)	(72,252,904)
Requirements		
Gross Appropriations	(23,817,363)	(68,793,961)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,290,447	1,516,338
Net County Cost	—	—
Positions	—	—

2. Capital Improvement Project Additions: Appropriations are added for a variety of facilities maintenance, remodel, and engineering projects. In FY 2019-20, projects include the following: Retrofit Water Tank at San Mateo Medical Center; Agriculture, Weights and Measures Project at Chestnut; Radio Shop Project at Chestnut and Grant Yard; Tunitas Creek Beach Improvement Project; Flood Park Review of Plans and Specs; Coyote Point East Promenade; San Mateo Medical Center Prevent Self Harm Ligature Project; Maple Street Homeless Shelter Project; Maple Street Correctional Facility Exterior Envelope; Serenity House repairs and maintenance; and Safe Harbor Homeless Shelter Expansion Project. In FY 2020-21 projects include the following: Hall of Justice Court Tenant Improvements; Human Resources 5th Floor Renovation; East Palo Alto City Hall Improvements; Replace Roof, Windows, and Mechanical Components - Nevin Health Clinic; San Mateo County Maple Street Correctional Center Photovoltaic System; and Facilities Condition Index System Feasibility Study.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	36,983,422	32,070,649
Requirements		
Gross Appropriations	36,983,422	32,070,649
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Fund Balance Adjustment: In FY 2019-21, Fund Balance is appropriated to Reserves for future building infrastructure improvements and major repairs. In addition, in FY 2019-20, Fund Balance supports the completion of FY 2018-19 improvement projects such as Children's Receiving Home Emergency Generator; Old Courthouse Roof and Improvements; Elections Registration Replace Insulation; Fire Damper Inspection and Replacement at the Hall of Justice; YSC Replace Artificial Turf; Countywide Fire Alarm Upgrade Phase I; and San Mateo Medical Center Replace Boiler 1-6.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	5,388,256	4,975,281
Requirements		
Gross Appropriations	1,860,773	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,527,483	4,975,281
Net County Cost	—	—
Positions	—	—

4. New Building Surcharge Revenue: Facilities surcharge revenue is added in FY 2019-20 in anticipation of departments taking occupancy of the newly constructed Regional Operations Center and Skylonda Fire Station.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	22,280	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	22,280	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	16,317,279	(35,206,974)
Requirements		
Gross Appropriations	15,026,832	(36,723,312)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,290,447	1,516,338
Net County Cost	—	—
Positions	—	—

This page intentionally left blank

Accumulated Capital Outlay Fund (8200B)

Program Locator

County > Community Services > **Accumulated Capital Outlay Fund**

Program Outcome Statement

The Accumulated Capital Outlay Fund (ACO Fund) contains appropriations for County capital improvements, facilities maintenance projects, and debt service payments.

Program Results

Revenue in ACO is generated from the sale of real property and from interest earnings on Fund Balance. 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. Under the County's Five-Year Capital Improvement Plan, approved by the Board in February 2018, and updated in 2019 for FY 2019-24, several of the large projects will be funded through a combination of the General Fund and future debt financing. In FY 2018-19, decisions were made to reserve the ACO Fund dollars for future capital projects, such as the morgue and Maple Street Homeless Shelter.

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	821,089	1,188,907	500,000	500,000	—	500,000	—
Total Revenue	**821,089**	**1,188,907**	**500,000**	**500,000**	**—**	**500,000**	**—**
Fund Balance	87,524,197	85,299,230	84,786,892	84,786,892	—	84,786,892	—
Total Sources	**88,345,286**	**86,488,137**	**85,286,892**	**85,286,892**	**—**	**85,286,892**	**—**
Requirements							
Other Financing Uses	3,046,056	1,701,245	45,900,000	45,900,000	—	45,900,000	—
Gross Appropriations	**3,046,056**	**1,701,245**	**45,900,000**	**45,900,000**	**—**	**45,900,000**	**—**
Intrafund Transfers							
Net Appropriations	**3,046,056**	**1,701,245**	**45,900,000**	**45,900,000**	**—**	**45,900,000**	**—**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	85,299,230	84,786,892	39,386,892	39,386,892	—	39,386,892	—
Total Requirements	**88,345,286**	**86,488,137**	**85,286,892**	**85,286,892**	**—**	**85,286,892**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Accumulated Capital Outlay Fund (8200B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	88,345,286	86,488,137	85,286,892	85,286,892	—	85,286,892	—
Total Requirements	88,345,286	86,488,137	85,286,892	85,286,892	—	85,286,892	—
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to remove Fund Balance from the Current Level Budget. Net funding adjustments in FY 2019-20 total $84,786,892. Net funding adjustments in FY 2020-21 total $84,786,892.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(84,786,892)	(84,786,892)
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	84,786,892	84,786,892
Positions	—	—

2. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	84,786,892	84,786,892
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(84,786,892)	(84,786,892)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

Courthouse Construction Fund (8300B)

Program Locator

County > Community Services > **Courthouse Construction Fund**

Program Outcome Statement

Funds the construction, rehabilitation, leasing, and financing of courtrooms

Program Results

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. 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. 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)
Courthouse Temporary Construction Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	484	(2,143)	—	—	—	—	—
Charges for Services	921,931	1,080,286	900,000	900,000	—	900,000	—
Interfund Revenue	51,750	—	464,422	464,422	—	464,422	—
Total Revenue	**974,165**	**1,078,143**	**1,364,422**	**1,364,422**	**—**	**1,364,422**	**—**
Fund Balance	421,541	172,725	32,437	32,437	—	32,437	—
Total Sources	**1,395,706**	**1,250,868**	**1,396,859**	**1,396,859**	**—**	**1,396,859**	**—**
Requirements							
Other Financing Uses	1,222,980	1,218,431	1,364,422	1,364,422	—	1,364,422	—
Gross Appropriations	**1,222,980**	**1,218,431**	**1,364,422**	**1,364,422**	**—**	**1,364,422**	**—**
Intrafund Transfers							
Net Appropriations	**1,222,980**	**1,218,431**	**1,364,422**	**1,364,422**	**—**	**1,364,422**	**—**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	172,725	32,437	32,437	32,437	—	32,437	—
Total Requirements	**1,395,706**	**1,250,868**	**1,396,859**	**1,396,859**	**—**	**1,396,859**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Courthouse Construction Fund (8300B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,395,706	1,250,868	1,396,859	1,396,859	—	1,396,859	—
Total Requirements	1,395,706	1,250,868	1,396,859	1,396,859	—	1,396,859	—
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to back out Fund Balance from the Current Level Budget. Net funding adjustments in FY 2019-20 total $32,437. Net funding adjustments in FY 2020-21 total $32,437.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(32,437)	(32,437)
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	32,437	32,437
Positions	—	—

2. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	32,437	32,437
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(32,437)	(32,437)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

Criminal Justice Construction Fund (8400B)

Program Locator

County > Community Services > **Criminal Justice Construction Fund**

Program Outcome Statement

Funds the constructions, rehabilitation, leasing, and financing of criminal justice facilities

Program Results

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.

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)
Criminal Justice Temporary Construction Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	18,386	26,928	18,000	18,000	—	18,000	—
Charges for Services	921,760	1,080,610	900,000	900,000	—	900,000	—
Total Revenue	**940,146**	**1,107,538**	**918,000**	**918,000**	**—**	**918,000**	**—**
Fund Balance	1,664,319	1,504,465	1,512,003	1,512,003	—	1,512,003	—
Total Sources	**2,604,465**	**2,612,003**	**2,430,003**	**2,430,003**	**—**	**2,430,003**	**—**
Requirements							
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000	—	1,100,000	—
Gross Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**—**	**1,100,000**	**—**
Intrafund Transfers							
Net Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**—**	**1,100,000**	**—**
Contingencies/Dept Reserves	53,986	—	—	—	—	—	—
Non-General Fund Reserves	1,450,479	1,512,003	1,330,003	1,330,003	—	1,330,003	—
Total Requirements	**2,604,465**	**2,612,003**	**2,430,003**	**2,430,003**	**—**	**2,430,003**	**—**
Net County Cost	**—**	**---**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Criminal Justice Construction Fund (8400B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,604,465	2,612,003	2,430,003	2,430,003	—	2,430,003	—
Total Requirements	2,604,465	2,612,003	2,430,003	2,430,003	—	2,430,003	—
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to remove Fund Balance from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,512,003. Net funding adjustments in FY 2020-21 total $1,512,003.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,512,003)	(1,512,003)
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	1,512,003	1,512,003
Positions	—	—

2. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,512,003	1,512,003
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,512,003)	(1,512,003)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

Other Capital Construction Fund (8450D)

Department Locator

County > Community Services > County Manager's Office > **Other Captial Construction Fund**

Mission Statement

Project Development Unit provides County residents and employees with new, functional, and sustainable buildings that: improve employee comfort, morale, and productivity; save in operations and maintenance costs; and enhance the overall experience in working for and doing business with the County of San Mateo.

Overview

The Project Development Unit provides oversight and project management on all new ground up construction projects. The Project Development Unit's responsibility includes providing feasibility studies, design services, consultant management, code compliance, construction, and budget management. The Project Development Unit staff prides themselves on providing County residents and employees with new, sustainable, cost-effective facilities that improve productivity.

Accomplishments:

- Construction of the Regional Operations Center is nearing completion. The project is expected to be completed in Summer 2019.
- Construction has begun for several projects, including: San Mateo Medical Center Campus Upgrade, County Office Building 3, and Parking Structure 2.

Challenges, Initiatives, and Trends Anticipated for FY 2019-21:

- The recent market conditions for construction in the Bay Area are challenging, with many new construction projects underway in the Bay Area. Additionally, construction companies and skilled labor have been task-saturated with rebuilding communities ravaged by wildfires in 2017 and 2018. The high demand for construction in the area allows contractors to charge higher rates and pick their jobs.
- The booming construction market has caused construction costs to increase dramatically. Meeting the project budget when faced with rapidly increasing costs has been a challenge.
- Skilled labor for construction projects has been in high demand. There has been difficulty finding skilled labor for projects located in remote areas.

Other Capital Construction Fund (8450D)
Capital Project Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,932,142	11,499,134	53,668,376	22,880,000	(30,788,376)	8,000,000	(14,880,000)
Use of Money and Property	83,141	95,307	—	—	—	—	—
Interfund Revenue	20,930	—	—	—	—	—	—
Other Financing Sources	5,262,781	9,327,179	119,739,176	63,600,000	(56,139,176)	77,200,000	13,600,000
Total Revenue	**7,298,994**	**20,921,621**	**173,407,552**	**86,480,000**	**(86,927,552)**	**85,200,000**	**(1,280,000)**
Fund Balance	13,481,135	8,712,582	5,864,350	44,105	(5,820,245)	—	(44,105)
Total Sources	**20,780,130**	**29,634,203**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Requirements							
Services and Supplies	286,769	495,772	—	4,100,000	4,100,000	2,700,000	(1,400,000)
Fixed Assets	11,781,499	20,604,576	173,406,832	82,380,000	(91,026,832)	82,500,000	120,000
Other Financing Uses	—	2,668,785	5,865,070	44,105	(5,820,965)	—	(44,105)
Gross Appropriations	**12,068,268**	**23,769,133**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Intrafund Transfers							
Net Appropriations	**12,068,268**	**23,769,133**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Contingencies/Dept Reserves	4,528,354	1,899,662	—	—	—	—	—
Non-General Fund Reserves	4,183,508	3,965,408	—	—	—	—	—
Total Requirements	**20,780,130**	**29,634,203**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Net County Cost	**—**	**---**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $92,747,797 or 52 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $30,788,376 in this funding source due to a decrease in expenditures on Measure K-funded projects. The Skylonda Fire Station and Regional Operations Center projects are in the final phase of completion and will be occupied in the first quarter of FY 2019-20.

Other Financing Sources

There is a net decrease of $56,139,176 in this funding source primarily due to the change in funding source for the County Office Building 3 and San Mateo Health Campus Upgrade projects. Both projects are funded by both the General Fund and bond proceeds, which were issued in late 2018. This decrease was partially offset by an increase in expenditures for the Animal Care Shelter and the County Government Center Parking Structure II.

Fund Balance

There is a net decrease of $5,820,245 in this funding source primarily due to the return of General Fund money used to fund the Maple Street Correctional Center Warm Shell project.

TOTAL REQUIREMENTS

Total Requirements decreased by $92,747,797 or 52 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Services and Supplies

There is a net increase of $4,100,000 in this expenditure category primarily due to an increase in expenditures for the San Mateo Health Campus Upgrade project paid by the General Fund and new peripheral services that shall be provided during construction at the County Government Center and San Mateo Medical Center.

Fixed Assets

There is a net decrease of $91,026,832 primarily due to the change in funding source for the County Office Building 3 and San Mateo Health Campus Upgrade project. Both projects are funded by bond proceeds, which have been issued in late 2018. Additionally, construction of the Regional Operations Center and Skylonda Fire Stations projects are expected to be completed in early FY 2019-20. This decrease was partially offset by an increase in expenditures for the Animal Care Shelter and the County Government Center Parking Structure II.

Other Financing Uses

There is a net decrease of $5,820,965 in this expenditure category primarily due to the return of General Fund money used to fund the Maple Street Correctional Center Warm Shell project.

NET COUNTY COST

There is no impact on Net County Cost.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,324,105 or 1.5 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of $14,880,000 in this funding source due to the expected completion of the Skylonda Fire Station and Regional Operations Center in early FY 2019-20. This decrease was partially offset by an increase in Measure K appropriations for the Pescadero Fire Station project.

Other Financing Sources

There is a net increase of $13,600,000 in this funding source primarily due to an increase in expenditures for the portion of the County Office Building 3 project funded by the General Fund. This increase was partially offset by a decrease in project costs for the Animal Care Shelter and County Government Center Parking Structure II projects.

Fund Balance

There is a net decrease of $44,105 in this funding source due to expected completion of the Skylonda Fire Station project in early FY 2019-20.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,324,105 or 1.5 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Services and Supplies

There is a net decrease of $1,400,000 in this expenditure category primarily due to the expected end of peripheral services related to construction at the Government Center and San Mateo Medical Center.

Fixed Assets

There is a net increase of $120,000 due to the expected increase in expenditures for County Office Building 3. This increase is partially offset by the expected completion of the Skylonda Fire Station, Regional Operations Center, Animal Care Shelter, and County Government Center Parking Structure II by the first half of FY 2020-21.

Other Financing Uses

There is a net decrease of $44,105 in this expenditure category due to the expected completion of the Skylonda Fire in early FY 2019-20.

NET COUNTY COST

There is no impact on Net County Cost.

Major Capital Construction (8470B)

Program Locator

County > Community Services > County Manager's Office > Other Capital Construction Fund > **Major Capital Construction Fund**

Program Outcome Statement

Functional, sustainable public safety facilities

Program Results

This program provides budget financing for the following projects: Lathrop House relocation, Regional Operations Center, Animal Shelter, County Office Building 3, County Government Structure Parking Structure II, San Mateo County Health Campus Upgrade, Cordilleras Mental Health Facility replacement, South San Francisco County Campus, and Pescadero Fire Station. The new buildings will replace outdated facilities and enhance existing County services. Funding for these projects comes from the General Fund, Measure K, and bond proceeds. Estimated completion dates for the projects are as follows:

- Lathrop House relocation – The Lathrop House was successfully relocated in FY 2018-19. Foundation work at the new site is in progress and is expected to be completed in FY 2018-19.
- Regional Operations Center – The project is in the final phases of construction and is expected to be completed in early FY 2019-20.
- Animal Care Shelter – Construction is in progress. The project is expected to be completed in early FY 2020-21.
- County Office Building 3 – Construction is expected to begin in FY 2019-20. The project is expected to be completed in FY 2020-21.
- County Government Center Parking Structure II – Construction is expected to begin in FY 2019-20. The project is expected to be completed in FY 2020-21.
- San Mateo County Health Campus Upgrade – Construction began in FY 2018-19. The project is expected to be completed in FY 2021-22.
- Cordilleras Mental Health Facility replacement – The project is still in the planning phase.
- South San Francisco County Campus – The project is still in the planning phase.
- Pescadero Fire Station – The project is still in the planning phase.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Major Capital Construction (8470B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,715,854	18,158,249	170,231,274	85,100,000	(85,131,274)	85,200,000	100,000
Total Requirements	2,715,854	18,158,249	170,231,274	85,100,000	(85,131,274)	85,200,000	100,000
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including elimination of one-time revenues and expenditures that are associated to the 2018 Series A bond. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(74,539,846)	(13,012,857)
Requirements		
Gross Appropriations	(74,539,846)	(13,012,857)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

2. Offsite/Stack Parking: Funds are appropriated to cover the costs associated with offsite parking, shuttle services, and stack parking during construction at the San Mateo Medical Center and County Government Center campuses.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,800,000	(800,000)
Requirements		
Gross Appropriations	1,800,000	(800,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Measure K Allocations for ROC and Pescadero Fire Station: Measure K funds are appropriated to fund the final phases of the Regional Operations Center ($19.5M in FY 2019-20) and the pre-construction of Pescadero Fire Station project ($2M in FY 2019-20 and $8M in FY 2020-21).

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	21,500,000	8,000,000
Requirements		
Gross Appropriations	21,500,000	8,000,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. General Fund Adjustments for Major Capital Projects: This action includes revenue and appropriation adjustments to various capital projects, including: increases to COB3, San Mateo Medical Center, and County Government Center Parking Structure II; reductions to South San Francisco County Campus and Cordilleras Mental Health Facility Replacement; and Maple Street Homeless Shelter.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(33,891,428)	5,912,857
Requirements		
Gross Appropriations	(33,891,428)	5,912,857
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(85,131,274)	100,000
Requirements		
Gross Appropriations	(85,131,274)	100,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

This page intentionally left blank

Other Capital Construction Fund (8450B)

Program Locator

County > Community Services > County Manager's Office > Other Capital Construction Fund > **Other Capital Construction Fund**

Program Outcome Statement

New, functional, sustainable public safety facilities

Program Results

This program provides budget financing for the Maple Street Correctional Center Warm Shell project and Skylonda Fire Station project. The new facilities will replace outdated facilities and enhance existing County services. Funding for these projects comes from the General Fund and Measure K against bonded projects.

The Maple Street Warm Shell project was completed in FY 2018-19. The Notice of Completion was filed in December 2018. Remaining project funds will be used for a new photovoltaic parking structure to reduce the County's carbon emissions in alignment with Shared Vision 2025 and reduce ongoing operating costs at the Maple Street Correctional Center.

The Skylonda Fire Station is expected to be completed in FY 2019-20.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Other Capital Construction Fund (8450B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	18,064,276	11,475,954	9,040,628	1,424,105	(7,616,523)	—	(1,424,105)
Total Requirements	18,064,276	11,475,954	9,040,628	1,424,105	(7,616,523)	—	(1,424,105)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including elimination of one-time revenues and expenditures due to the completion of Maple Street Warm Shell project. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $44,105. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(7,660,628)	(1,424,105)
Requirements		
Gross Appropriations	(7,616,523)	(1,424,105)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	44,105	—
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

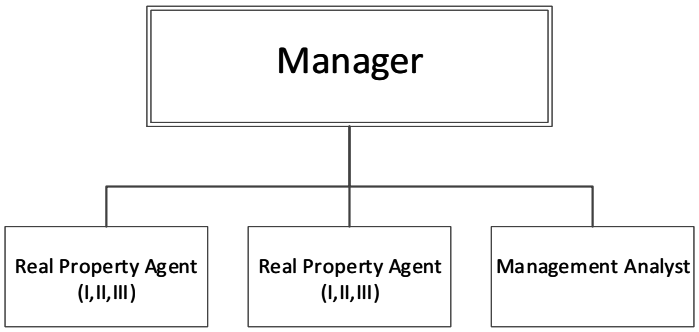
	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	44,105	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(44,105)	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(7,616,523)	(1,424,105)
Requirements		
Gross Appropriations	(7,616,523)	(1,424,105)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

This page intentionally left blank

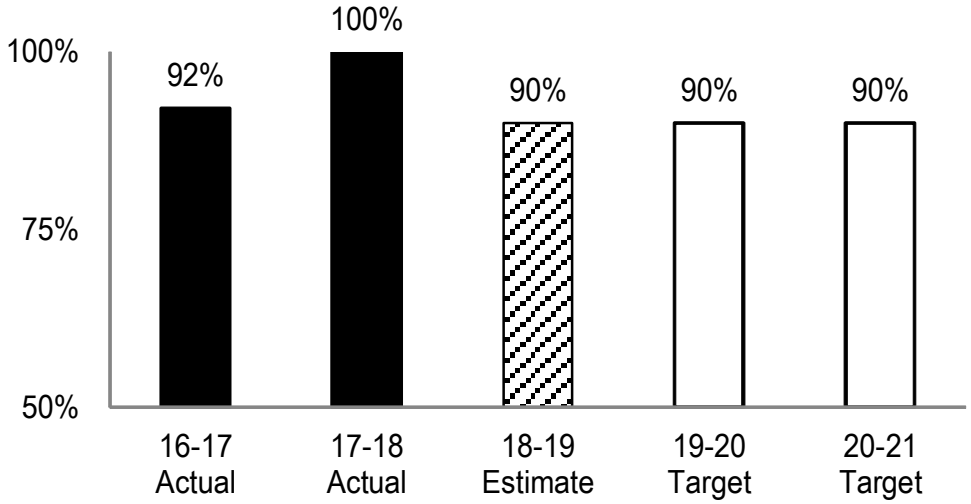
REAL PROPERTY SERVICES



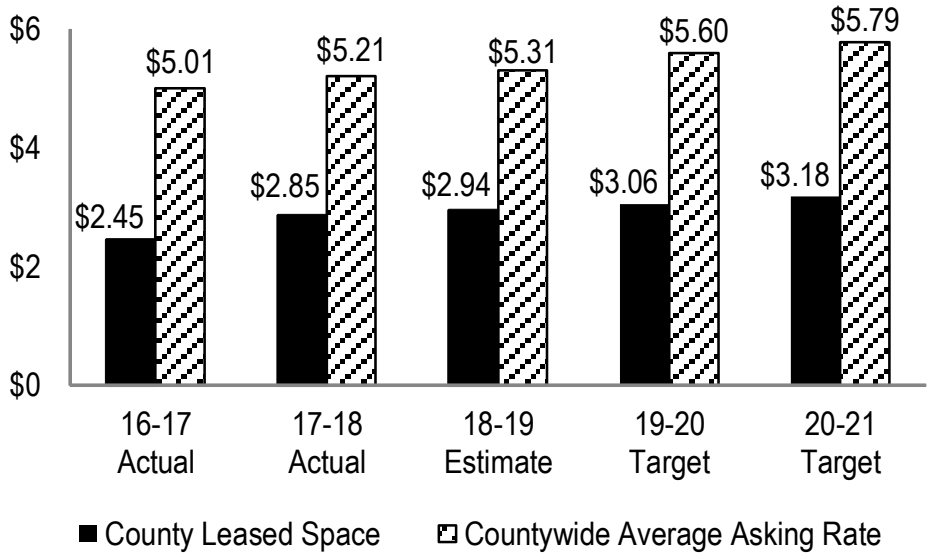
Department Locator

County > Community Services > **Real Property Services**

Percent of Customer Survey Respondents Rating Services as Good or Better



Monthly per Square Foot Cost



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, administer those agreements throughout the lease term, and protect the County's financial and legal interests. In addition, Real Property negotiates concession and permit agreements and facilitates right of way transactions.

In FY 2019-21, Real Property will oversee 616,583 square feet of leased space.

Program Results

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.

Through the Program's efforts, the County secured the property interests necessary for the development of various Capital Improvement projects, enabled departments to locate public services and offices in accordance with client needs in a cost-effective manner, and safeguarded the County's real estate holdings.

Moving forward, Real Property Services strives to continue to maintain lower square footage cost compared to the Countywide market asking rates for leased space and maintain 90 percent or above rating for customer service. As part of the effort to reach these goals, the Program plans to develop a new asset management system to improve and streamline the real property management function administration and operating expense reconciliation.

Major accomplishments in FY 2017-19:

- Implemented a new lease management system
- Provided real property services in support of major capital improvement projects, including the re-acquisition of the Traffic Court Annex and Courtroom 'O"
- Contributed to the countywide Master Planning process and provided real estate support in the issuance of lease revenue bonds in 2018

Significant challenges, initiatives, and trends anticipated for FY 2019-21:

- Navigating volatility in the real estate market as the economy enters a potential correction or recession
- Addressing temporary real estate needs resulting from construction of capital improvement projects
- Integrating new County initiatives related to fire, water, sea-level rise, and waste management in the management of the County's real property interests

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Monthly Rents per Square Foot	$2.45	$2.85	$2.94	$3.06	$3.18
Percent of Customer Survey Respondents Rating Services as Good or Better	92%	100%	90%	90%	90%

Real Property Services (1220B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	246,470	437,069	507,160	444,041	(63,119)	446,165	2,124
Charges for Services	—	—	—	—	—	—	—
Interfund Revenue	3,436,961	2,832,684	3,121,070	3,065,707	(55,363)	3,125,444	59,737
Miscellaneous Revenue	—	3,504	—	50,000	50,000	50,000	—
Total Revenue	**3,683,431**	**3,273,257**	**3,628,230**	**3,559,748**	**(68,482)**	**3,621,609**	**61,861**
Fund Balance	1,563,709	1,386,719	1,126,672	833,539	(293,133)	833,539	—
Total Sources	**5,247,140**	**4,659,976**	**4,754,902**	**4,393,287**	**(361,615)**	**4,455,148**	**61,861**
Requirements							
Salaries and Benefits	660,359	733,951	786,913	821,576	34,663	850,281	28,705
Services and Supplies	126,554	222,177	467,384	502,075	34,691	502,825	750
Other Charges	18,403,787	18,867,871	19,194,371	19,559,357	364,986	19,812,536	253,179
Other Financing Uses	1,711	18,245	18,482	27,909	9,427	28,247	338
Gross Appropriations	**19,192,411**	**19,842,244**	**20,467,150**	**20,910,917**	**443,767**	**21,193,889**	**282,972**
Intrafund Transfers	(15,331,990)	(16,308,940)	(16,681,787)	(17,351,169)	(669,382)	(17,572,280)	(221,111)
Net Appropriations	**3,860,421**	**3,533,304**	**3,785,363**	**3,559,748**	**(225,615)**	**3,621,609**	**61,861**
Contingencies/Dept Reserves	1,386,719	1,126,672	969,539	833,539	(136,000)	833,539	—
Total Requirements	**5,247,140**	**4,659,976**	**4,754,902**	**4,393,287**	**(361,615)**	**4,455,148**	**61,861**
Net County Cost	—	—	—	—	—	—	—
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 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $361,615 or eight percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Use of Money and Property
There is a net decrease of $63,119 in this funding source due to changes in projected reimbursement.

Interfund Revenue
There is a net decrease of $55,363 in this funding source due to changes in projected reimbursement.

Miscellaneous Revenue
There is a net increase of $50,000 in this funding source due to utility reimbursement.

Fund Balance
There is a net decrease of $293,133 in this funding source due to the use of Fund Balance in FY 2018-19 for one-time projects and purchases.

TOTAL REQUIREMENTS

Total Requirements decreased by $361,615 or eight percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $34,663 in this funding source due to negotiated salary and benefit increases.

Services and Supplies
There is a net increase of $34,691 in this expenditure category due to the addition of new parking lot costs at Sequoia Station and at San Francisco Public Utilities Commission property in North Fair Oaks. This increase is partially offset by reduced project costs for the majority of Real Property-managed projects.

Other Charges
There is a net increase of $364,986 in this expenditure category due to expected lease payments.

Other Financing Uses
There is a net increase of $9,427 in this expenditure category due to expected rent cost.

Intrafund Transfers
There is a net increase of $669,382 in this expenditure category due to the addition of new projects and expected lease payments.

Contingencies/Departmental Reserves
There is net decrease of $136,000 in this expenditure category due to the use of Reserves to cover the increased cost of an Interim Real Property Manager in FY 2018-19. The balance in General Fund Reserves represents 23 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $762,344. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

Real Property is a zero Net County Cost department.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources increased by $61,861 or two percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Use of Money and Property
There is a net increase of $2,124 in this funding source due to an expected rent increase.

Interfund Revenue
There is a net increase of $59,737 in this funding source due to an expected rent increase.

TOTAL REQUIREMENTS

Total Requirements increased by $61,861 or two percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $28,705 in this expenditure category due to expected salary and benefit increases.

Services and Supplies
There is a net increase of $750 in this expenditure category due to computer equipment cost.

Other Charges
There is a net increase of $253,179 in this expenditure category due to expected lease payments.

Other Financing Uses
There is a net increase of $338 in this expenditure category due to expected rent cost.

Intrafund Transfers
There is a net increase of $221,111 in this expenditure category due to expected lease payments.

NET COUNTY COST

Real Property is a zero Net County Cost department.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Real Property Services (1220B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	5,247,140	4,659,976	4,754,902	4,393,287	(361,615)	4,455,148	61,861
Total Requirements	5,247,140	4,659,976	4,754,902	4,393,287	(361,615)	4,455,148	61,861
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	4.0	4.0	4.0	4.0	—	4.0	—
Funded FTE	4.0	4.0	4.0	4.0	—	4.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $836,257. Net funding adjustments in FY 2020-21 total $833,539.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,195,154)	(771,678)
Requirements		
Gross Appropriations	446,485	282,972
Intrafund Transfers	(669,382)	(221,111)
Contingencies/Dept Reserves	(136,000)	—
Net County Cost	836,257	833,539
Positions	—	—

2. Fund Balance Adjustment: This action adjusts Fund Balance from the prior year.

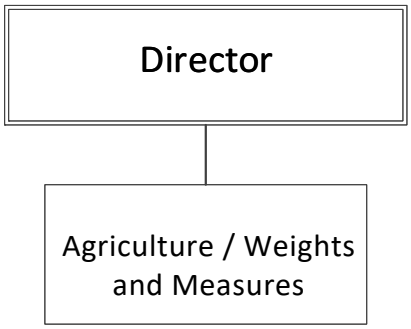
	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	833,539	833,539
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(833,539)	(833,539)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(361,615)	61,861
Requirements		
Gross Appropriations	443,767	282,972
Intrafund Transfers	(669,382)	(221,111)
Contingencies/Dept Reserves	(136,000)	—
Net County Cost	—	—
Positions	—	—

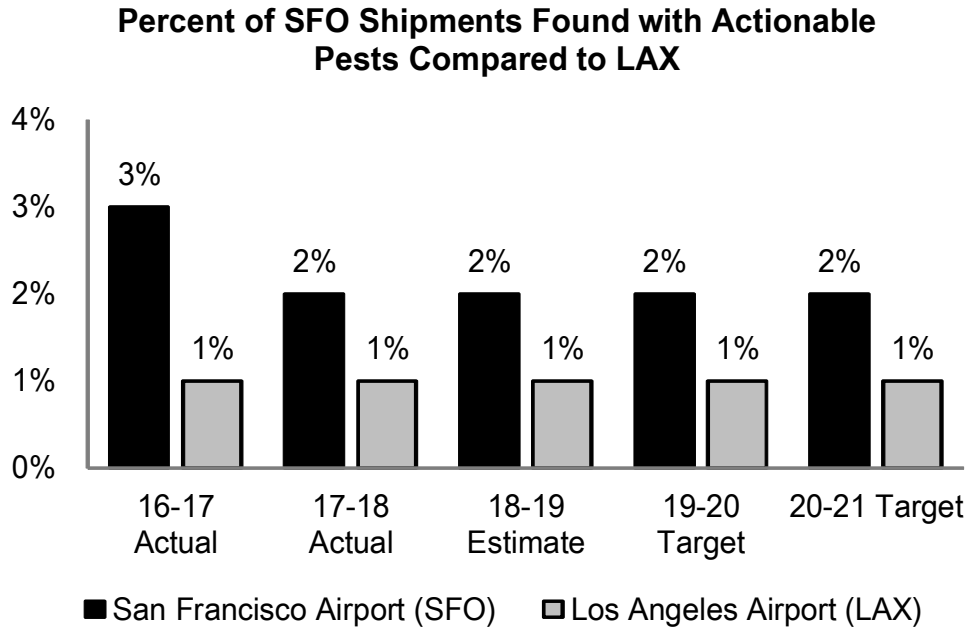
This page intentionally left blank

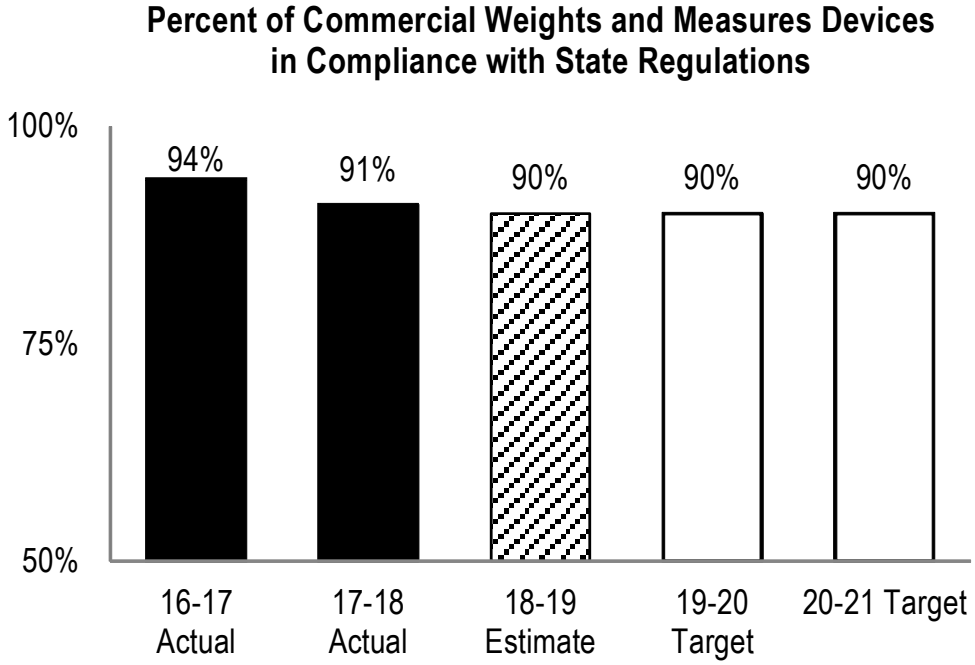
AGRICULTURAL COMMISSIONER / SEALER



Department Locator

County > Community Services > **Agricultural Commissioner/Sealer**





Mission Statement

To protect agricultural and environmental resources, ensure the safe use of pesticides, provide consumer protection, and ensure equity in the marketplace

Overview

Core Services:

- Inspect and ensure agricultural commodities entering San Mateo 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 and correct

Major Accomplishments in FY 2017-19:

- Assisted in the development and implementation of County cannabis cultivation ordinance and industry outreach
- Coordinated response with the California Department of Food and Agriculture (CDFA) to Half Moon Bay area Mediterranean Fruit Fly finds, quarantine enforcement, and successful eradication project
- Conducted outreach and successful rollout of Pesticide Use Near Schools regulation
- Secured additional State funding for management and eradication of regulated weeds
- Agricultural Ombudsman assisted 38 agricultural stakeholders, including 32 projects completed
- Intercepted, quarantined, and initiated eradication of Asian Citrus Psyllid (ACP)

Challenges, Initiatives, and Trends for FY 2019-21:

- Continued coordination and implementation of County and State cannabis and hemp regulation
- Ongoing eradication response to ACP finds and survey for Huanglongbing, a deadly state regulated citrus disease
- Outreach and continuing education of pesticide users concerning State and federal worker safety regulations and integrated pest management
- Continuation and implementation of weed control projects to manage Jubata grass and other invasive weeds in San Mateo County
- Training and licensing additional staff in Weights and Measures devices and point of sale system inspections
- Implementation, staffing, and training of new agricultural regulatory programs such as Bee Where, Industrial Hemp, and cannabis regulation
- Development of revised training curricula for new Biologist/Standards Specialists hired to replace recently retired staff to facilitate integration into Department work activities and to acquire state professional licenses

Impacts to Performance:

- Staff retirements during FY 2018-19 and FY 2019-20 requiring additional time to train new staff while continuing to meet State mandates and contractual obligations
- Balancing staff scheduling of current inspection responsibilities with activities associated with new programs such as industrial hemp, cannabis, pollinator protection, and ACP quarantine response

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 4,250 insect traps throughout the County that are serviced 55,000 times each year. Pest Detection program staff identified two significant harmful insect pests. Mediterranean Fruit Fly was found in Half Moon Bay, which led to a State quarantine and a successful eradication project. Asian Citrus Psyllid was detected in Redwood City and Foster City in 2019, resulting in additional trap placement and inspections by county staff, as well as eradication treatments by California Department of Food and Agriculture.

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 public. Staff conducted outreach to growers, fieldworkers, landscape and pest control businesses, and municipal employees to provide information and guidance concerning pesticide use safety, Pesticide Use Near Schools regulations, and pesticide applicator licensing requirements. Outreach to Spanish speaking fieldworkers included two workshops on pesticide safety and attendance at the Puente de la Costa Sur 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 2017-18, 29 consumer complaints were investigated and resolved. The Program will maintain its current performance levels in FY 2019-21.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 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 All Other Association of Bay Area Government (ABAG) Counties					
• San Mateo County	$72	$67	$67	$54	$54
• ABAG Counties	$111	$116	$116	$106	$106

Agricultural Commissioner/Sealer (1260B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	153,633	153,633	—	153,633	—
Licenses, Permits and Franchises	694,086	657,669	737,900	737,900	—	737,900	—
Fines, Forfeitures and Penalties	18,851	19,360	—	—	—	—	—
Intergovernmental Revenues	2,407,668	2,501,177	2,449,180	3,326,896	877,716	3,326,896	—
Charges for Services	103,455	91,047	122,200	122,200	—	122,200	—
Interfund Revenue	831	1,130	—	831	831	831	—
Miscellaneous Revenue	29,234	12,627	—	—	—	—	—
Total Revenue	**3,254,123**	**3,283,009**	**3,462,913**	**4,341,460**	**878,547**	**4,341,460**	**—**
Fund Balance	447,558	552,934	643,010	643,010	—	643,010	—
Total Sources	**3,701,681**	**3,835,943**	**4,105,923**	**4,984,470**	**878,547**	**4,984,470**	**—**
Requirements							
Salaries and Benefits	4,179,763	4,240,189	4,807,606	5,343,351	535,745	5,546,986	203,635
Services and Supplies	282,437	289,789	621,028	961,141	340,113	977,395	16,254
Other Charges	676,330	780,414	681,328	1,093,922	412,594	1,120,470	26,548
Other Financing Uses	3,485	4,381	4,495	4,005	(490)	4,150	145
Gross Appropriations	**5,142,015**	**5,314,772**	**6,114,457**	**7,402,419**	**1,287,962**	**7,649,001**	**246,582**
Intrafund Transfers							
Net Appropriations	**5,142,015**	**5,314,772**	**6,114,457**	**7,402,419**	**1,287,962**	**7,649,001**	**246,582**
Contingencies/Dept Reserves	355,511	355,511	355,511	355,511	—	355,511	—
Total Requirements	**5,497,526**	**5,670,283**	**6,469,968**	**7,757,930**	**1,287,962**	**8,004,512**	**246,582**
Net County Cost	**1,795,844**	**1,834,341**	**2,364,045**	**2,773,460**	**409,415**	**3,020,042**	**246,582**
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	28.8	29.6	28.4	29.7	1.2	29.7	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $878,547 or 21 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $877,716 in this funding source due to increases to State subvention revenue and the High-Risk Pest Exclusion agreement. This increase was partially offset by a $7,234 reduction in funding for the pest detection trapping program.

Interfund Revenue

There is a net increase of $831 in this funding source due to an increase in Wellness Grant funds.

TOTAL REQUIREMENTS

Total Requirements increased by $1,287,962 or 21 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $535,745 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 increase of $340,113 in this expenditure category due to adjustments to various expenditure accounts based on spending trends and future department projects.

Other Charges

There is a net increase of $412,594 in this expenditure category largely due to motor vehicle replacement charges and projected increases in motor vehicle mileage charges. This increase was partially offset by decreases to other service charges.

Other Financing Uses

There is a net decrease of $490 in this expenditure category largely due to a decrease in cardkey service charges.

NET COUNTY COST

There is an increase of $409,415 or 17 percent in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources did not change from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget.

TOTAL REQUIREMENTS

Total Requirements increased by $246,582 or three percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $203,635 in this expenditure category due to negotiated salaries and benefit increases, merit increases, and promotions.

Services and Supplies

There is a net increase of $16,254 in this expenditure category due to adjustment to contracts with community-based organizations and other services.

Other Charges

There is a net increase of $26,548 in this expenditure category due to increases in Department facility and leased facilities rental charges, information services, and other internal service charges.

Other Financing Uses

There is a net increase of $145 in this expenditure category due to an increase in County facility rental service charges.

NET COUNTY COST

There is an increase of $246,582 or nine percent in this Department's General Fund allocation.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Agricultural Commissioner/Sealer (1260B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	3,701,681	3,835,943	4,105,923	4,984,470	878,547	4,984,470	—
Total Requirements	5,497,526	5,670,283	6,469,968	7,757,930	1,287,962	8,004,512	246,582
Net County Cost	1,795,844	1,834,341	2,364,045	2,773,460	409,415	3,020,042	246,582
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	28.8	29.6	28.4	29.7	1.2	29.7	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $981,425. Net funding adjustments in FY 2020-21 total $889,592.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	235,537	(643,010)
Requirements		
Gross Appropriations	1,216,962	246,582
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	981,425	889,592
Positions	—	—

2. Human-Wildlife Conflict Advisor: Funding adjustment in FY 2019-20 and FY 2020-21 for a Human-Wildlife Advisor position through the University of California Cooperative Extension- San Mateo to address human-wildlife conflicts in natural resource areas.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	72,000	—
Intrafund Transfers	—	—
Net County Cost	72,000	—
Positions	—	—

3. Fund Balance Adjustment: This action adjusts Year-End Fund Balance.

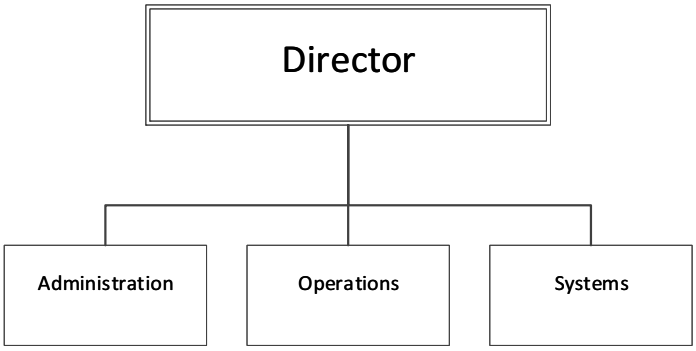
	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	643,010	643,010
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(643,010)	(643,010)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	878,547	—
Requirements		
Gross Appropriations	1,287,962	246,582
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	409,415	246,582
Positions	—	—

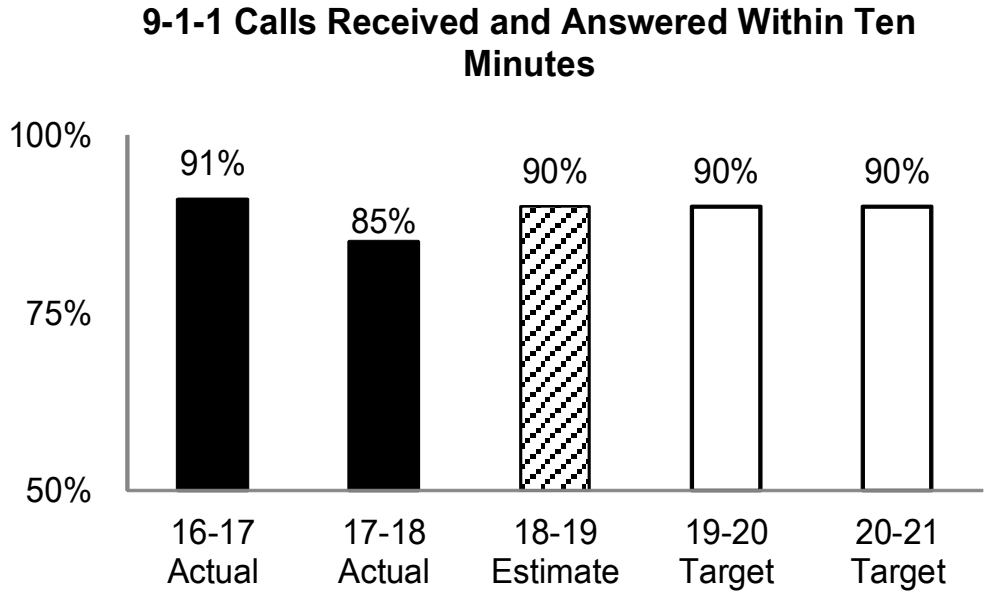
This page intentionally left blank

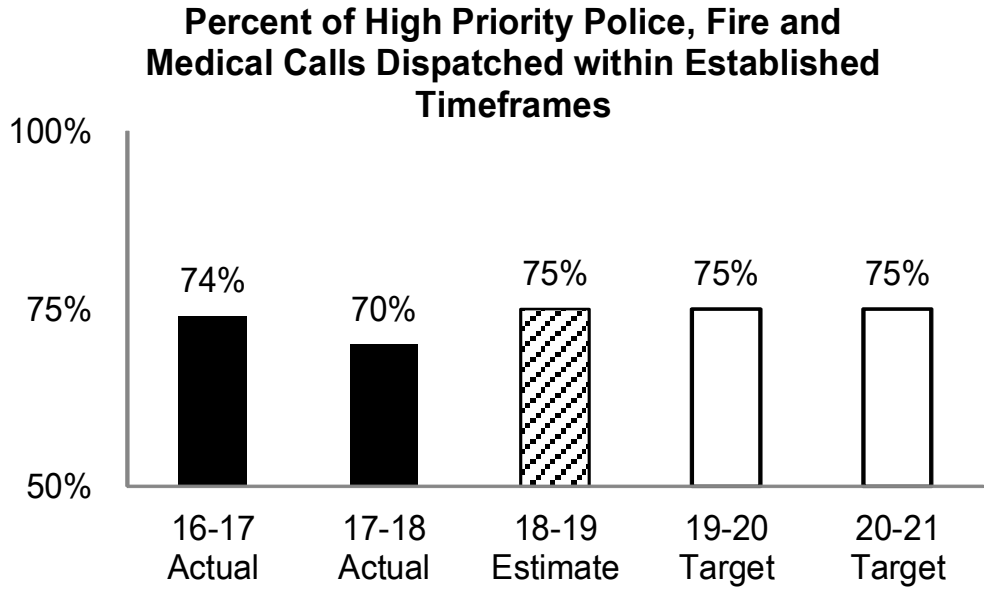
OFFICE OF PUBLIC SAFETY COMMUNICATIONS



Department Locator

County > Community Services > **Public Safety Communications**





Mission Statement

Striving for excellence, one call at a time

Overview

The San Mateo County Office of Public Safety Communications (PSC) is dedicated to providing excellent police, fire, and medical emergency dispatch and communications. PSC touches thousands of lives daily. We strive to be responsive by making each encounter a positive experience and we treat every individual with empathy, respect, and professionalism. We are dedicated to life safety, partnerships and customer service, and pride ourselves on excellence through teamwork.

In FY 2017-19, the department celebrated milestones, including:

- Solicitation and procurement of a new, technologically advanced Computer Aided Dispatch (CAD) System that will include Automatic Vehicle Location (AVL), upgraded Geographic Information System (GIS), and enhanced resource deployment software
- Creation of a standalone Call Taking Training Center and Call Taker entry level positions
- Holding strategic planning sessions for succession, training and recruitment, and wellness efforts
- Preparing for relocation into the new Regional Operations Center. On a daily basis it will house 9-1-1 Public Safety Dispatchers, an Emergency Operations Center, and the Office of Emergency Services. More importantly, the ROC will serve as a hub for public safety responders during major catastrophic events. It will be built to withstand violent shaking from an earthquake with redundant electrical, water and other systems. The building will achieve LEED Silver certification from the U.S. Green Building Council and is the largest project funded to date by Measure K.
- Reaccreditation as a 911 Center of Excellence
- 911 call volumes continue to increase at a rate of more than 15,000 calls per year

Significant challenges, initiatives, and trends anticipated for FY 2019-21 include:

- Configuration and implementation of the new CAD system
- Training all staff on new enhanced technologies that will be installed at the Regional Operations Center, including fiber optic connectivity, traffic camera data access, and cutting-edge audiovisual and telephone equipment
- Recruiting, hiring, and training quality personnel in the current job market

Performance in the Communications Center may be affected by the challenges, initiatives, and trends above in these ways:

- The continuing challenge of staffing the Center may impact service levels but PSC is determined to be a 911 Center of Choice as it relocates to the newly constructed Regional Operations Center, conducts continuous recruitment, and finds new ways to promote the career of dispatching to students and other potential candidates

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
9-1-1 Calls Received and Answered Within 10 seconds	91%	85%	90%	90%	90%
Percent of High Priority Police, Fire and Medical Calls Dispatched Within Established Timeframes	74%	70%	75%	75%	75%

Public Safety Communications (1240B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	2,937,899	3,116,432	2,986,715	2,986,715	—	2,986,715	—
Charges for Services	6,034,132	6,350,156	7,074,333	7,276,048	201,715	7,421,948	145,900
Interfund Revenue	149,868	—	9,704	—	(9,704)	(9,704)	(9,704)
Miscellaneous Revenue	176,874	182,518	100,000	100,000	—	100,000	—
Total Revenue	**9,298,772**	**9,649,106**	**10,170,752**	**10,362,763**	**192,011**	**10,498,959**	**136,196**
Fund Balance	694,622	1,672,701	2,623,057	2,623,057	—	2,623,057	—
Total Sources	**9,993,394**	**11,321,807**	**12,793,809**	**12,985,820**	**192,011**	**13,122,016**	**136,196**
Requirements							
Salaries and Benefits	11,230,862	11,895,687	13,426,902	15,265,183	1,838,281	15,937,546	672,364
Services and Supplies	502,271	663,484	2,759,543	2,736,614	(22,929)	2,846,859	110,245
Other Charges	626,975	652,385	1,134,465	1,278,217	143,752	1,310,055	31,838
Fixed Assets	240,426	52,567	575,000	575,000	—	575,000	—
Other Financing Uses	25,453	48,627	49,461	69,372	19,911	71,180	1,808
Gross Appropriations	**12,625,987**	**13,312,749**	**17,945,371**	**19,924,386**	**1,979,015**	**20,740,640**	**816,255**
Intrafund Transfers	(376,448)	(300,458)	(620,445)	(620,445)	—	(620,445)	—
Net Appropriations	**12,249,539**	**13,012,291**	**17,324,926**	**19,303,941**	**1,979,015**	**20,120,195**	**816,255**
Contingencies/Dept Reserves	445,063	445,063	517,792	517,792	—	517,792	—
Total Requirements	**12,694,602**	**13,457,354**	**17,842,718**	**19,821,733**	**1,979,015**	**20,637,987**	**816,255**
Net County Cost	**2,701,208**	**2,135,547**	**5,048,909**	**6,835,913**	**1,787,004**	**7,515,971**	**680,059**
Salary Resolution	66.0	74.0	74.0	74.0	—	74.0	—
Funded FTE	65.4	74.0	74.0	74.0	—	74.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increase by $192,011, or one and one-half percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Charges for Services
There is a net increase of $201,715 in this funding source due to annual increases to service agreements.

Interfund Revenue
There is a net decrease of $ 9,704 in this funding source due to reduced service charges.

TOTAL REQUIREMENTS

Total Requirements increased by $1,979,015, or eleven percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $1,838,281 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies
There is a net decrease of $22,929 in this expenditure category due to elimination of service contracts; the balance of the changes are adjustments to meet budget targets.

Other Charges
There is a net increase of $143,752 in this expenditure category due to increases to internal service fees.

Other Financing Uses
There is a net increase of $ 19,911 in this expenditure category due to scheduled increases to the financing charges for space in 555 County Center.

Contingencies/Departmental Reserves
There is There is no change in this expenditure category. The balance in General Fund Reserves represents three percent of Net Appropriations, which exceeds the County two percent Reserves policy by $517,792. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $1,787,004, or 35 percent, in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES
Total Sources increased by $136,196, or one percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Charges for Services
There is a net increase of $145,900 in this funding source due to scheduled increases to service agreements.

Interfund Revenue
There is a net decrease of $9,704 in this funding source due to decreases to service charges for Roads and Water funds.

TOTAL REQUIREMENTS

Total Requirements increased by $816,254, or four percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to scheduled increases negotiated Salary and Benefits.

Salaries and Benefits

There is a net increase of $672,363 in this expenditure category due to negotiated increases to salary and benefits costs.

Services and Supplies

There is a net increase of $110,245 in this expenditure category due to anticipated increases to equipment maintenance costs for the Computer Aided Dispatch System.

Other Charges

There is a net increase of $31,838 in this expenditure category due to internal service charge increases.

Other Financing Uses

There is a net increase of $1,808 in this expenditure category due to financing charges for space in 555 County Center.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents three percent of Net Appropriations, which exceeds the County two percent Reserves policy. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $680,059, or ten percent, in this Department's General Fund allocation.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Public Safety Communications (1240B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	9,993,394	11,321,807	12,793,809	12,985,820	192,011	13,122,016	136,196
Total Requirements	12,694,602	13,457,354	17,842,718	19,821,733	1,979,015	20,637,987	816,255
Net County Cost	2,701,208	2,135,547	5,048,909	6,835,913	1,787,004	7,515,971	680,059
Salary Resolution	66.0	74.0	74.0	74.0	—	74.0	—
Funded FTE	65.4	74.0	74.0	74.0	—	74.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $4,410,061. Net funding adjustments in FY 2020-21 total $3,303,116.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(2,431,046)	(2,486,861)
Requirements		
Gross Appropriations	1,979,015	816,255
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	4,410,061	3,303,116
Positions	—	—

2. Reappropriation of Fund Balance: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,623,057	2,623,057
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,623,057)	(2,623,057)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	192,011	136,196
Requirements		
Gross Appropriations	1,979,015	816,255
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,787,004	680,059
Positions	—	—

Structural Fire (3550B)

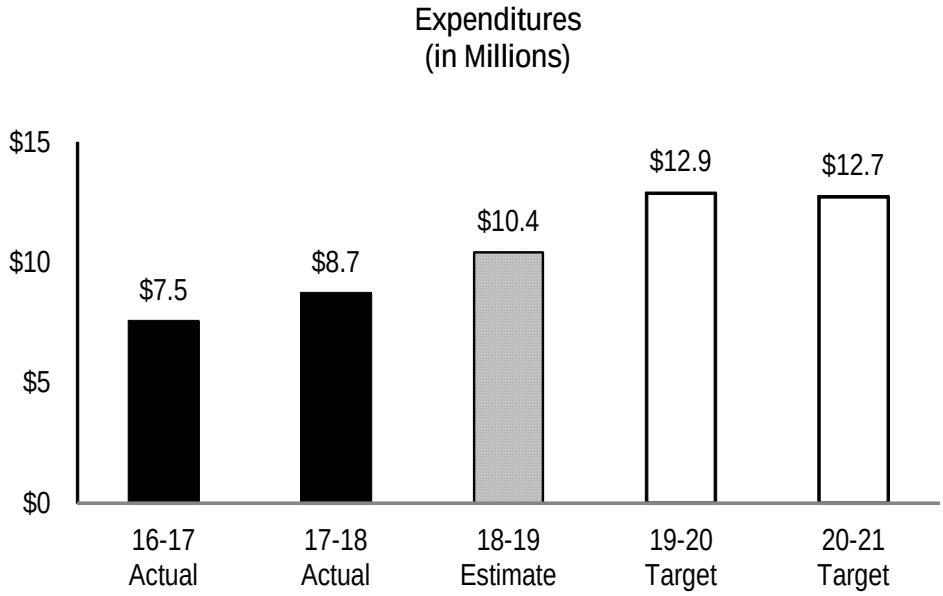
Department Locator

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 2.7 percent allocation from the Public Safety Half-Cent Sales Tax (Proposition 172). In FY 2018-19, this allocation was approximately $2 million.



Structural Fire (3550B)
Structural Fire Protection Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	6,311,925	7,160,729	6,186,445	7,020,000	833,555	7,020,000	—
Use of Money and Property	118,089	199,058	77,000	122,483	45,483	122,483	—
Intergovernmental Revenues	2,341,789	2,219,470	2,118,411	2,340,578	222,167	2,340,578	—
Charges for Services	243,859	270,683	280,000	260,500	(19,500)	260,500	—
Miscellaneous Revenue	147,802	68,616	18,683	18,683	—	18,683	—
Total Revenue	**9,163,465**	**9,918,555**	**8,680,539**	**9,762,244**	**1,081,705**	**9,762,244**	**—**
Fund Balance	6,556,711	8,177,077	9,398,269	9,398,269	—	6,291,357	(3,106,912)
Total Sources	**15,720,176**	**18,095,632**	**18,078,808**	**19,160,513**	**1,081,705**	**16,053,601**	**(3,106,912)**
Requirements							
Services and Supplies	7,543,099	—	—	—	—	—	—
Other Financing Uses	—	8,697,362	10,411,503	12,878,156	2,466,653	12,719,356	(158,800)
Gross Appropriations	**7,543,099**	**8,697,362**	**10,411,503**	**12,878,156**	**2,466,653**	**12,719,356**	**(158,800)**
Intrafund Transfers							
Net Appropriations	**7,543,099**	**8,697,362**	**10,411,503**	**12,878,156**	**2,466,653**	**12,719,356**	**(158,800)**
Non-General Fund Reserves	8,177,077	9,398,269	7,667,305	6,282,357	(1,384,948)	3,334,245	(2,948,112)
Total Requirements	**15,720,176**	**18,095,632**	**18,078,808**	**19,160,513**	**1,081,705**	**16,053,601**	**(3,106,912)**
Net County Cost	**—**	**---**	**—**	**—**	**—**	**—**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Structural Fire (3550B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	15,720,176	18,095,632	18,078,808	19,160,513	1,081,705	16,053,601	(3,106,912)
Total Requirements	15,720,176	18,095,632	18,078,808	19,160,513	1,081,705	16,053,601	(3,106,912)
Net County Cost	—	---	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $9,398,269. Net funding adjustments in FY 2020-21 total $6,291,357.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(8,316,564)	(9,398,269)
Requirements		
Gross Appropriations	2,466,653	(158,800)
Intrafund Transfers	—	—
Non-General Fund Reserves	(1,384,948)	(2,948,112)
Net County Cost	9,398,269	6,291,357
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	9,398,269	6,291,357
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(9,398,269)	(6,291,357)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,081,705	(3,106,912)
Requirements		
Gross Appropriations	2,466,653	(158,800)
Intrafund Transfers	—	—
Non-General Fund Reserves	(1,384,948)	(2,948,112)
Net County Cost	—	—
Positions	—	—

Fire Protection Services (3580B)

Department 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 a year while the Skylonda and Pescadero stations each average between 300 and 400 calls a 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 elimination of the County Service Area #1 engine at the Tower Road station for planned replacement 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

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 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)	95%	86%	90%	90%	90%

Fire Protection Services (3580B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,957,810	1,020,012	1,500,000	1,500,000	—	1,500,000	—
Interfund Revenue	7,550,712	—	153,112	—	(153,112)	—	—
Miscellaneous Revenue	70,089	—	—	—	—	—	—
Other Financing Sources	—	8,697,362	10,258,391	12,869,156	2,610,765	12,951,356	82,200
Total Revenue	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Total Sources	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Requirements							
Salaries and Benefits	3,541	1,802	1,802	741	(1,061)	741	—
Services and Supplies	7,267,878	8,410,871	9,838,398	12,114,475	2,276,077	12,167,225	52,750
Other Charges	111,713	224,623	144,175	326,812	182,637	356,262	29,450
Fixed Assets	2,880,768	767,008	1,500,000	1,500,000	—	1,500,000	—
Other Financing Uses	314,711	313,070	403,092	403,092	—	403,092	—
Gross Appropriations	**10,578,610**	**9,717,374**	**11,887,467**	**14,345,120**	**2,457,653**	**14,427,320**	**82,200**
Intrafund Transfers	—	—	24,036	24,036	—	24,036	—
Net Appropriations	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Total Requirements	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	—	—	—	—	—	—	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Fire Protection Services (3580B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	10,578,610	9,717,374	11,911,503	14,369,156	2,457,653	14,451,356	82,200
Total Requirements	10,578,610	9,717,374	11,911,503	14,369,156	2,457,653	14,451,356	82,200
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current contracted costs for existing levels of service and performance in FY 2019-21, including: increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	1,447,653	82,200
Requirements		
Gross Appropriations	1,447,653	82,200
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

2. Operating Transfer In from Structural Fire: Additional revenues will be used to purchase a second set of personal protective equipment (PPE) to comply with County Fire service policy, additional safety equipment, Pescadero Fire Station improvements, and Loma Mar Fire Station improvements.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,010,000	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,010,000)	—
Positions	—	—

3. One-Time Reserves: Reserves will be used for one-time expenditures.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,010,000	—
Intrafund Transfers	—	—
Net County Cost	1,010,000	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	2,457,653	82,200
Requirements		
Gross Appropriations	2,457,653	82,200
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

County Service Area #1 (3560B)

Department Locator

County > Community Services > **County Service Area #1**

Budget Unit Description

The residents of County Service 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 a year. Within the boundaries of CSA-1, CalFire responds to emergency calls within the six-minute target response time. The Sheriff's Office responds to an average of 1,500 resident calls a year with an average response time of 9.17 minutes for high priority calls. The proposed CSA-1 budget maintains all current contract services.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Parcels in CSA-1 Having Compliant Defensible Space per Public Resource Code 4291	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)
County Service Area #1 Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,970,223	3,184,263	2,871,500	3,071,500	200,000	3,071,500	—
Use of Money and Property	39,750	72,009	37,952	47,067	9,115	44,872	(2,195)
Intergovernmental Revenues	13,130	12,857	12,283	12,283	—	12,283	—
Charges for Services	92,127	92,064	90,000	90,000	—	90,000	—
Miscellaneous Revenue	98,683	—	4,000	2,000	(2,000)	2,000	—
Total Revenue	**3,213,913**	**3,361,193**	**3,015,735**	**3,222,850**	**207,115**	**3,220,655**	**(2,195)**
Fund Balance	3,795,210	4,548,165	5,009,232	5,009,232	—	4,487,234	(521,998)
Total Sources	**7,009,123**	**7,909,358**	**8,024,967**	**8,232,082**	**207,115**	**7,707,889**	**(524,193)**
Requirements							
Services and Supplies	2,430,777	2,900,125	3,238,255	3,664,848	426,593	3,879,123	214,275
Other Charges	58	—	—	—	—	—	—
Fixed Assets	30,123	—	80,000	80,000	—	80,000	—
Gross Appropriations	**2,460,958**	**2,900,125**	**3,318,255**	**3,744,848**	**426,593**	**3,959,123**	**214,275**
Intrafund Transfers							
Net Appropriations	**2,460,958**	**2,900,125**	**3,318,255**	**3,744,848**	**426,593**	**3,959,123**	**214,275**
Non-General Fund Reserves	4,548,165	5,009,232	4,706,712	4,487,234	(219,478)	3,748,766	(738,468)
Total Requirements	**7,009,123**	**7,909,358**	**8,024,967**	**8,232,082**	**207,115**	**7,707,889**	**(524,193)**
Net County Cost	—	—	—	—	—	—	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

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

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	7,009,123	7,909,358	8,024,967	8,232,082	207,115	7,707,889	(524,193)
Total Requirements	7,009,123	7,909,358	8,024,967	8,232,082	207,115	7,707,889	(524,193)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current contracted costs for existing levels of service and performance in FY 2019-21, including: increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $4,914,232. Net funding adjustments in FY 2020-21 total $4,487,234.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(4,802,117)	(5,011,427)
Requirements		
Gross Appropriations	331,593	214,275
Intrafund Transfers	—	—
Non-General Fund Reserves	(219,478)	(738,468)
Net County Cost	4,914,232	4,487,234
Positions	—	—

2. One-Time Reserves: Reserves will be used to purchase a second set of personal protective equipment (PPE) to comply with County Fire service policy and additional safety equipment.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	95,000	—
Intrafund Transfers	—	—
Net County Cost	95,000	—
Positions	—	—

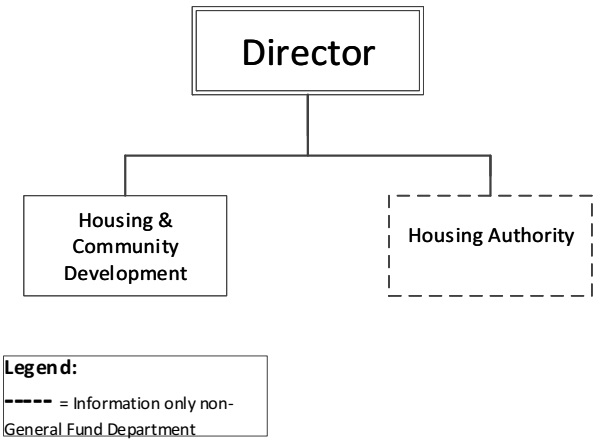
3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	5,009,232	4,487,234
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(5,009,232)	(4,487,234)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

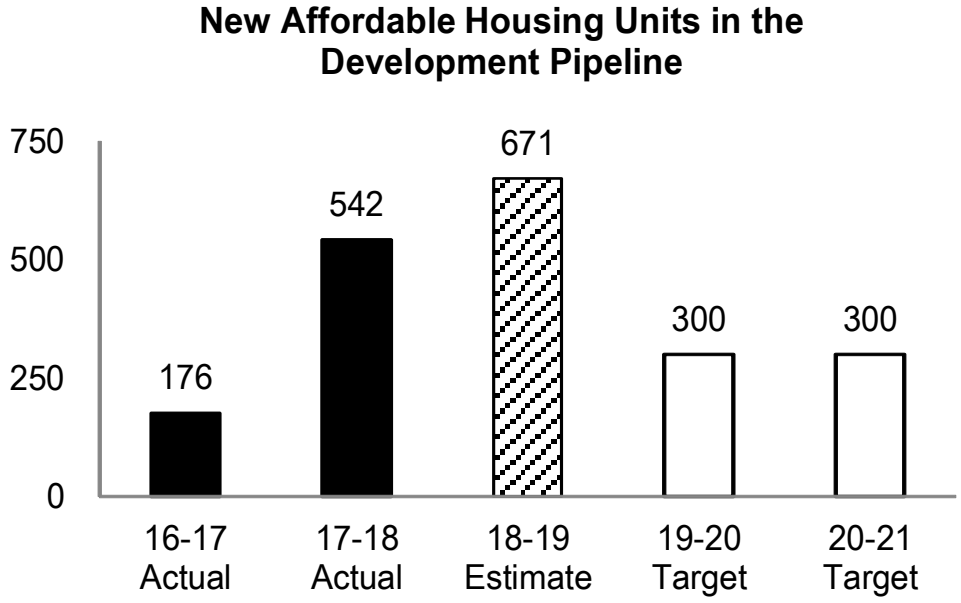
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	207,115	(524,193)
Requirements		
Gross Appropriations	426,593	214,275
Intrafund Transfers	—	—
Non-General Fund Reserves	(219,478)	(738,468)
Net County Cost	—	—
Positions	—	—

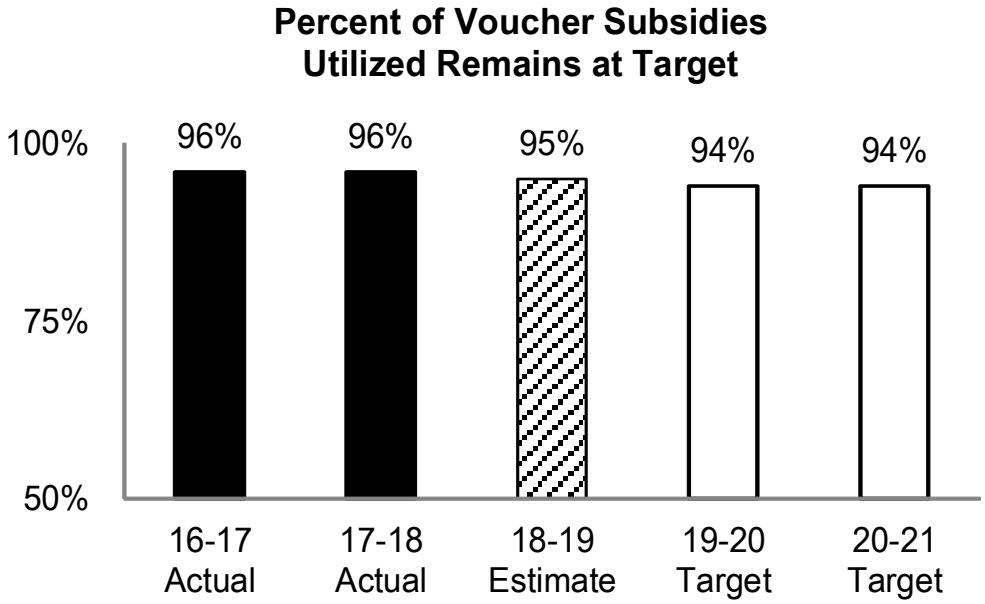
DEPARTMENT OF HOUSING



Department Locator

County > Community Services > **Department of Housing**





Mission Statement

The Department of Housing collaborates with partners as a catalyst to increase the supply of affordable housing and create opportunities for people at all income levels and abilities to prosper by supporting livable and thriving communities.

Overview

The Department of Housing (DOH) provides housing rental subsidy programs and funds affordable housing construction and community development.

Highlights for FY 2017-19 include:

- DOH expanded the Affordable Housing Fund, allocating $48.8 million for the new construction and rehabilitation of 1,213 units over the two-year period.
- With approval from the U.S. Department of Housing and Urban Development (HUD), the Housing Authority of the County of San Mateo (HACSM) increased its Project Based Vouchers (PBVs) percentage to 35 percent of its voucher pool, boosting the utilization of PBVs in the financing of new affordable rental units.
- DOH initiated the redevelopment of Midway Village in Daly City and a County-owned parcel at Middlefield Junction in North Fair Oaks, which will potentially result in 600 new housing units between the two sites.
- In November 2017, HUD accepted the County of San Mateo's Regional Assessment of Fair Housing (AFH). This innovative plan was the result of a collaboration between the cities of Daly City, San Mateo, South San Francisco, Redwood City, the County of San Mateo along with the HACSM and the South San Francisco Housing Authority.

Challenges and opportunities for FY 2019-21 include:

- Require affordable housing developers to utilize new State funding opportunities to maximize organic County resources (e.g. Measure K, Community Development Block Grants, Home for All, etc.), resulting in the greatest number of units being constructed or rehabilitated.
- Continue our efforts to ensure that the pre-development activity at Midway Village and Middlefield Junction results in 600+ units between the two sites.
- Actively collaborate with our external and internal partners via Home for All, 21 Elements, and the Housing Endowment and Regional Trust.
- Create more affordable housing opportunities for special needs populations, especially County clients, homeless individuals and families, and individuals with developmental disabilities.

Department of Housing (7900B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	12,216,141	12,601,478	43,730,255	28,356,391	(15,373,864)	26,570,750	(1,785,641)
Use of Money and Property	3,725,196	3,787,055	3,832,455	3,843,480	11,025	3,843,480	—
Intergovernmental Revenues	77,425,006	98,708,044	98,148,956	107,558,817	9,409,861	107,630,277	71,460
Charges for Services	225,768	239,256	240,000	300,000	60,000	300,000	—
Interfund Revenue	1,840,315	2,633,899	3,387,633	5,191,299	1,803,666	5,308,879	117,580
Miscellaneous Revenue	564,549	1,445,248	1,150,201	1,247,765	97,564	1,247,765	—
Other Financing Sources	1,090,000	—	—	—	—	—	—
Total Revenue	**97,086,976**	**119,414,980**	**150,489,500**	**146,497,752**	**(3,991,748)**	**144,901,151**	**(1,596,601)**
Fund Balance	—	42,105	—	36,904	36,904	36,904	—
Total Sources	**97,086,976**	**119,457,085**	**150,489,500**	**146,534,656**	**(3,954,844)**	**144,938,055**	**(1,596,601)**
Requirements							
Salaries and Benefits	7,127,949	7,321,020	8,593,329	8,950,779	357,450	9,093,816	143,037
Services and Supplies	2,697,850	2,938,522	3,186,098	3,312,637	126,539	3,293,637	(19,000)
Other Charges	87,457,521	110,570,581	142,281,065	134,592,232	(7,688,833)	132,871,594	(1,720,638)
Gross Appropriations	**97,283,321**	**120,830,123**	**154,060,492**	**146,855,648**	**(7,204,844)**	**145,259,047**	**(1,596,601)**
Intrafund Transfers	103,655	(1,073,038)	(3,307,896)	(57,896)	3,250,000	(57,896)	—
Net Appropriations	**97,386,976**	**119,757,085**	**150,752,596**	**146,797,752**	**(3,954,844)**	**145,201,151**	**(1,596,601)**
Contingencies/Dept Reserves	36,904	79,009	36,904	36,904	—	36,904	—
Total Requirements	**97,423,880**	**119,836,094**	**150,789,500**	**146,834,656**	**(3,954,844)**	**145,238,055**	**(1,596,601)**
Net County Cost	**336,904**	**379,009**	**300,000**	**300,000**	**—**	**300,000**	**—**
Salary Resolution	61.0	63.0	63.0	63.0	—	63.0	—
Funded FTE	60.8	62.8	63.0	63.0	—	63.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $3,954,844 or 2.6 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $15,373,864 in this funding source due to backing out prior year Measure K allocations, which will be rolled over in the Adopted Budget.

Use of Money and Property

There is a net increase of $11,025 in this funding source due to an increase in rental income.

Intergovernmental Revenues

There is a net increase of $9,409,861 in this funding source due primarily to an award of more vouchers from HUD for the Housing Authority.

Charges for Services

There is a net increase of $60,000 in this funding source due to an increase in expected loan fees.

Interfund Revenue

There is a net increase of $1,803,666 in this funding source due to an increase in expected loan payments and activity delivery costs.

Miscellaneous Revenue

There is a net increase of $97,564 in this funding source due to an increase in ground lease, management, and loan fees.

Fund Balance

There is a net increase of $36,904 in this funding source due unspent appropriations from FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements decreased by $3,954,844 or 2.6 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $357,450 in this expenditure category primarily due to negotiated salary and benefit increases.

Services and Supplies

There is a net increase of $126,539 in this expenditure category due to an increase in Housing Authority overhead costs. This increase was partially offset by a decrease in Computer Supplies due to the Department's completion of its computer refresh.

Other Charges

There is a net decrease of $7,688,833 in this expenditure category due to backing out prior year Measure K allocations. This decrease is partially offset by an award of more vouchers from HUD for the Housing Authority.

Intrafund Transfers

There is a net decrease of $3,250,000 in this expenditure category primarily due to the removal of a one-time reimbursement in FY 2018-19 from Peninsula Clean Energy.

NET COUNTY COST

There is a net change of $0 in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,596,601 or 1.1 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of $1,785,641 in this funding source due to backing out prior year Measure K allocations, which will be rolled over in the Adopted Budget.

Intergovernmental Revenues

There is a net increase of $71,460 in this funding source due to an increase in pass through charges being repaid by the Housing Authority to Housing and Community Development.

Interfund Revenue

There is a net increase of $117,580 in this funding source due to an increase in expected loan payments and activity delivery costs.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,596,601 or 1.1 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $143,037 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies

There is a net decrease of $19,000 in this expenditure category due to a reduction in encumbrances.

Other Charges

There is a net decrease of $1,720,638 in this expenditure category due to backing out prior year Measure K appropriations. This decrease is partially offset by increases in interdepartmental charges.

NET COUNTY COST

There is a net change of $0 in this Department's General Fund allocation.

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 2017-2018 released in September 2018, 19,290 households benefitted 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:

- Two hundred and fourteen new affordable housing units funded with Community Development Block Grants, HOME, and the Affordable Housing Fund were completed in FY 2017-2019.
- With Measure K funding, HIP Housing completed 128 Home Sharing matches through the 6th Quarter of a two-year contract in FY 2017-19.
- Through the Affordable Housing Fund, $43.7 million in loans and grants were invested in new development and rental housing preservation in FY 2017-19.
- DOH continued to provide leadership and technical assistance to 21 Elements, the County's award-winning planning partnership comprised of all 21 jurisdictions.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
New Affordable Housing Units in the Development Pipeline	176	542	671	300	300
Leveraged Ratio of Affordable Housing Investment for Each Dollar of Local Funding Invested	$14.89	$21.80	$21.80	$15.00	$15.00
Number of Households Benefiting Directly from County Administered Loans and Grants for Home Purchase, Repair, or Rehabilitation	170	182	185	152	152

Housing and Community Development (7920P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	12,216,141	12,601,478	43,730,255	28,356,391	(15,373,864)	26,570,750	(1,785,641)
Intergovernmental Revenues	2,873,685	4,834,875	5,337,663	5,438,668	101,005	5,510,128	71,460
Charges for Services	225,768	239,256	240,000	300,000	60,000	300,000	—
Interfund Revenue	1,840,315	2,633,899	3,387,633	5,191,299	1,803,666	5,308,879	117,580
Miscellaneous Revenue	179,499	291,234	69,385	69,385	—	69,385	—
Total Revenue	**17,335,409**	**20,600,742**	**52,764,936**	**39,355,743**	**(13,409,193)**	**37,759,142**	**(1,596,601)**
Fund Balance	—	42,105	—	36,904	36,904	36,904	—
Total Sources	**17,335,409**	**20,642,847**	**52,764,936**	**39,392,647**	**(13,372,289)**	**37,796,046**	**(1,596,601)**
Requirements							
Salaries and Benefits	2,174,772	2,593,038	3,256,422	3,613,872	357,450	3,756,909	143,037
Services and Supplies	330,687	420,016	618,523	609,533	(8,990)	590,533	(19,000)
Other Charges	15,026,294	19,002,831	52,460,983	35,490,234	(16,970,749)	33,769,596	(1,720,638)
Gross Appropriations	**17,531,754**	**22,015,885**	**56,335,928**	**39,713,639**	**(16,622,289)**	**38,117,038**	**(1,596,601)**
Intrafund Transfers	103,655	(1,073,038)	(3,307,896)	(57,896)	3,250,000	(57,896)	—
Net Appropriations	**17,635,409**	**20,942,847**	**53,028,032**	**39,655,743**	**(13,372,289)**	**38,059,142**	**(1,596,601)**
Contingencies/Dept Reserves	36,904	79,009	36,904	36,904	—	36,904	—
Total Requirements	**17,672,313**	**21,021,856**	**53,064,936**	**39,692,647**	**(13,372,289)**	**38,096,046**	**(1,596,601)**
Net County Cost	**336,904**	**379,009**	**300,000**	**300,000**	**—**	**300,000**	**—**
Salary Resolution	14.0	16.0	16.0	16.0	—	16.0	—
Funded FTE	13.8	16.0	16.0	16.0	—	16.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Housing and Community Development (7920P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	17,335,409	20,642,847	52,764,936	39,392,647	(13,372,289)	37,796,046	(1,596,601)
Total Requirements	17,672,313	21,021,856	53,064,936	39,692,647	(13,372,289)	38,096,046	(1,596,601)
Net County Cost	336,904	379,009	300,000	300,000	—	300,000	—
Salary Resolution	14.0	16.0	16.0	16.0	—	16.0	—
Funded FTE	13.8	16.0	16.0	16.0	—	16.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(38,409,193)	(1,633,505)
Requirements		
Gross Appropriations	(41,659,193)	(1,633,505)
Intrafund Transfers	3,250,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

2. Measure K Allocation - Affordable Housing Fund: This one-time award of Measure K funding approved by the Board of Supervisors is appropriated to Affordable Housing Fund for FY 2019-20 and FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	25,000,000	—
Requirements		
Gross Appropriations	25,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Farm Labor Housing Measure K Adjustment: This one-time adjustment to Measure K funds is to correct for a swap of funds that was supposed to occur in FY 2015-16. Moving to Work funding originally allocated to Farm Labor Housing (FLH) initiative was intended to be replaced with Measure K Affordable Housing Fund (AHF) funding, but the AHF and FLH budgets were never updated, reducing the total budget amount for the Farm Labor Housing initiative. This will complete the swap from AHF to FLH.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	36,904	36,904
Requirements		
Gross Appropriations	36,904	36,904
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(13,372,289)	(1,596,601)
Requirements		
Gross Appropriations	(16,622,289)	(1,596,601)
Intrafund Transfers	3,250,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

Housing Authority (7930P)

Program Locator

County > Community Services > Department of Housing > **Housing Authority**

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 through several housing programs by providing rental subsidy to these households so that they may rent in privately-owned properties in the San Mateo County's expensive housing market. Currently, approximately 1,700 property owners participate in HACSM's programs. Some of the program highlights and results include:

- Used HACSM's 'block-grant" funding status to create a new rental subsidy program, called Provider-Based Assistance (PBA) Program. The PBA Program serves individuals of our community who are either not served or underserved by the HACSM programs because of their unique circumstances. Currently, HACSM has contracts with four providers: 1) CORA, serving victims of domestic violence (14 households); 2) Service League, serving persons re-entering society after a period of incarceration who are receiving addiction treatment and other supportive services (19 households); 3) HIP Housing, serving low-income single parents who are in school and working towards self-sufficiency (18 households); and 4) Brilliant Corners, serving persons with disabilities or elderly persons who are at-risk of entering or currently living in a skilled nursing facility but can successfully live independently with supportive services (10 households).
- Created an on-line voucher waitlist system that is always open. Applicants have the ability to apply any time with their own password protected log on, can monitor their status, and keep contact and other information current.
- Created Affordable Housing Fund (AHF) by leveraging Housing Assistance Payment reserve and other local funds for affordable housing purposes. HACSM has committed $10 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 located near major transportation corridors.
- Contributed to the County of San Mateo'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 the Permanent Supportive Housing program. Additionally, HACSM seizes all new funding opportunities and has received awards from HUD for additional vouchers targeted to the homeless population.
- 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 HUD approval and converted El Camino Village (30 units) from public housing to project-based vouchers, thereby giving residents more options for their housing needs. The conversion also increased HACSM's operation efficiency.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Rental Voucher Subsidies Utilized	96%	96%	96%	94%	94%
Number of Individuals and Families Through Provider-Based Assistance (PBA) Program	50	48	58	53	53
Number of Families Exiting Housing Subsidy Programs as a Result of Self-Sufficiency	46	54	42	40	40

Housing Authority (7930P)
Housing Authority Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	3,725,196	3,787,055	3,832,455	3,843,480	11,025	3,843,480	—
Intergovernmental Revenues	74,551,321	93,873,169	92,811,293	102,120,149	9,308,856	102,120,149	—
Miscellaneous Revenue	385,050	1,154,014	1,080,816	1,178,380	97,564	1,178,380	—
Other Financing Sources	1,090,000	—	—	—	—	—	—
Total Revenue	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Total Sources	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Requirements							
Salaries and Benefits	4,953,177	4,727,982	5,336,907	5,336,907	—	5,336,907	—
Services and Supplies	2,367,163	2,518,506	2,567,575	2,703,104	135,529	2,703,104	—
Other Charges	72,431,227	91,567,750	89,820,082	99,101,998	9,281,916	99,101,998	—
Gross Appropriations	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Intrafund Transfers							
Net Appropriations	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Total Requirements	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Net County Cost	**—**	**---**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	47.0	47.0	47.0	47.0	—	47.0	—
Funded FTE	47.0	46.8	47.0	47.0	—	47.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Housing Authority (7930P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	79,751,567	98,814,238	97,724,564	107,142,009	9,417,445	107,142,009	—
Total Requirements	79,751,567	98,814,238	97,724,564	107,142,009	9,417,445	107,142,009	—
Net County Cost	—	---	—	—	—	—	—
Salary Resolution	47.0	47.0	47.0	47.0	—	47.0	—
Funded FTE	47.0	46.8	47.0	47.0	—	47.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	9,417,445	—
Requirements		
Gross Appropriations	9,417,445	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

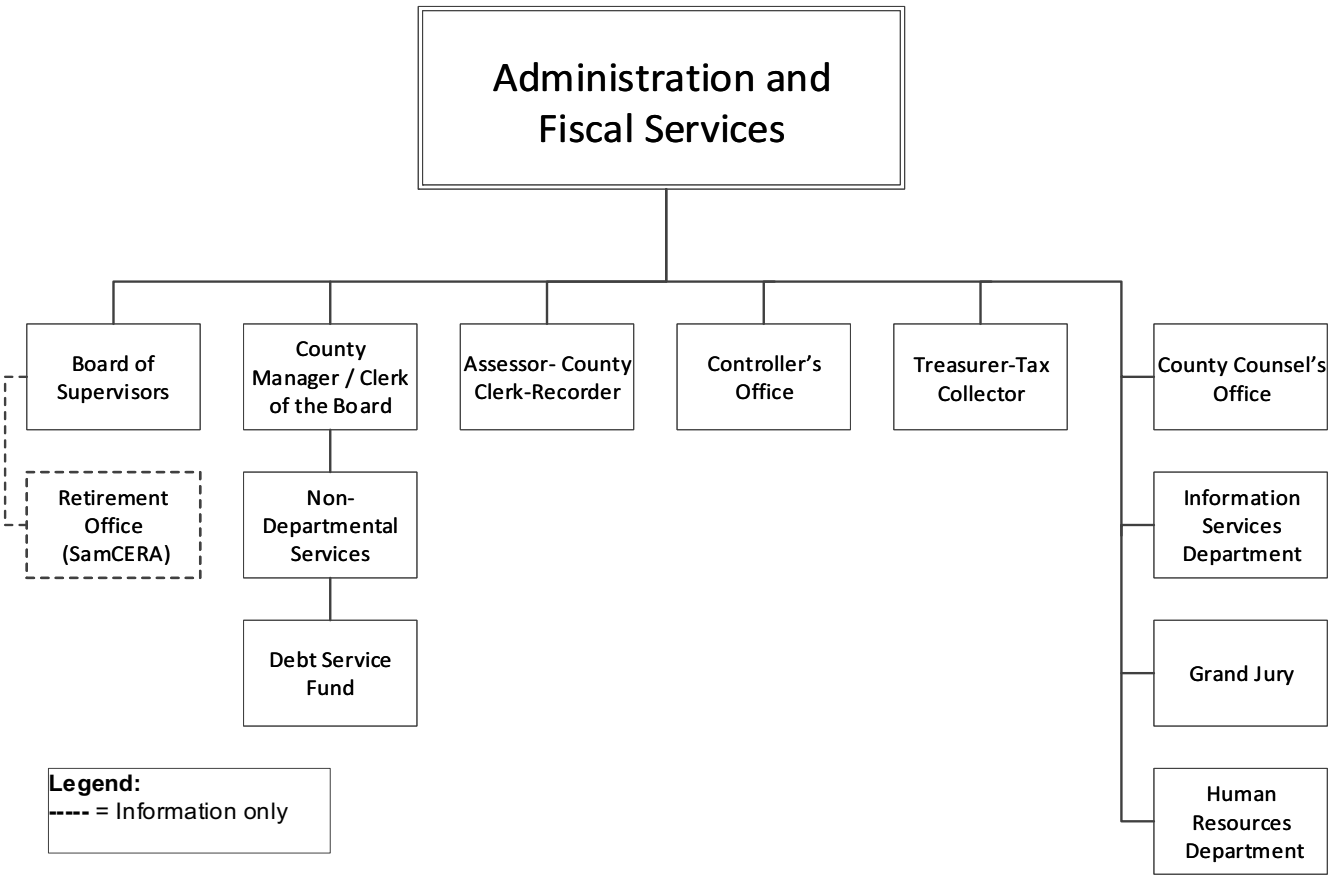
FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	9,417,445	—
Requirements		
Gross Appropriations	9,417,445	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

ADMINISTRATION AND FISCAL

FY 2019-20 / FY 2020-21

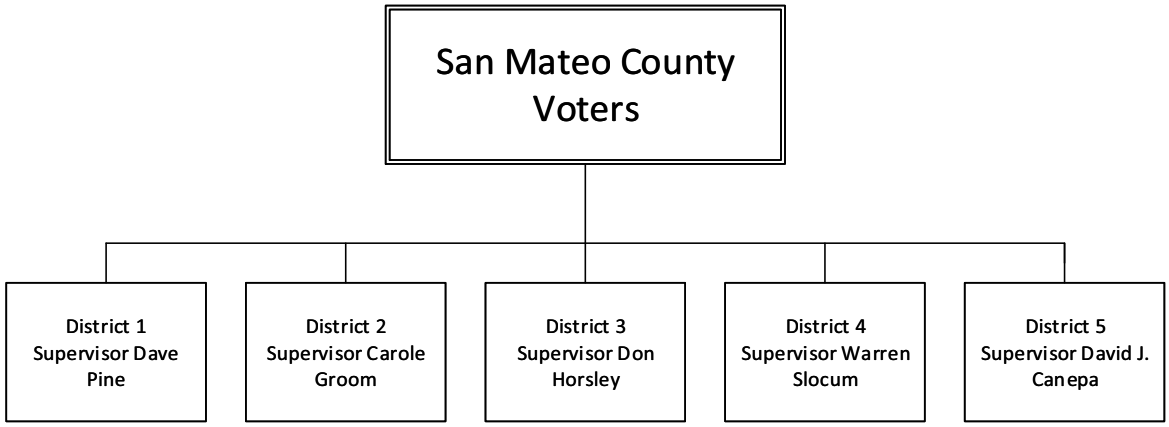
RECOMMENDED BUDGET


Administration and Fiscal Services
Board of Supervisors
Retirement Office (SamCERA)
County Manager / Clerk of the Board
Non-Departmental Services
Debt Service Fund
Assessor- County Clerk-Recorder
Controller's Office
Treasurer-Tax Collector
County Counsel's Office
Information Services Department
Grand Jury
Human Resources Department
Legend:
----- = Information only

Administration and Fiscal Services
FY 2019-20 and FY 2020-21
All Funds Summary

Total Requirements	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
General Fund Budgets							
Board of Supervisors	4,364,258	4,560,472	5,123,007	5,339,026	216,019	5,534,767	195,742
County Manager/ Clerk of the Board	10,589,216	15,581,882	28,572,933	29,060,810	487,877	19,263,963	(9,796,847)
Assessor-County Clerk-Recorder	24,869,713	26,877,039	35,721,126	36,550,631	829,505	31,723,111	(4,827,520)
Controller's Office	12,700,657	13,553,250	15,178,540	15,595,100	416,560	15,951,536	356,436
Treasurer - Tax Collector	7,185,608	6,494,967	16,890,725	15,197,287	(1,693,438)	12,529,384	(2,667,903)
County Counsel's Office	11,634,014	13,143,323	16,060,610	15,363,963	(696,647)	16,291,344	927,381
Human Resources Department	14,949,207	16,674,758	18,946,668	19,946,170	999,502	20,348,628	402,459
Information Services Department	25,872,398	36,056,032	29,520,446	31,723,685	2,203,239	32,129,843	406,158
Grand Jury	105,913	114,544	124,362	124,362	—	124,362	—
Non-Departmental Services	487,330,164	513,826,337	393,154,007	402,605,314	9,451,307	375,831,090	(26,774,224)
Total General Fund	**599,601,148**	**646,882,604**	**559,292,424**	**571,506,348**	**12,213,924**	**529,728,030**	**(41,778,318)**
Total Requirements	599,601,148	646,882,604	559,292,424	571,506,348	12,213,924	529,728,030	(41,778,318)
Total Sources	982,232,956	1,069,585,824	1,045,578,160	1,089,295,365	43,717,205	1,065,258,664	(24,036,701)
Net County Cost	(382,631,808)	(422,703,220)	(486,285,736)	(517,789,017)	(31,503,281)	(535,530,634)	(17,741,617)
Non-General Fund Budgets							
Debt Service Fund	81,486,531	75,402,215	74,625,980	72,774,348	(1,851,632)	70,534,105	(2,240,243)
Total Non-General Funds	**81,486,531**	**75,402,215**	**74,625,980**	**72,774,348**	**(1,851,632)**	**70,534,105**	**(2,240,243)**
Total Requirements	81,486,531	75,402,215	74,625,980	72,774,348	(1,851,632)	70,534,105	(2,240,243)
Total Sources	81,486,531	75,402,215	74,625,980	72,774,348	(1,851,632)	70,534,105	(2,240,243)
Net County Cost	—	—	—	—	—	—	—
Authorized Positions							
Salary Resolution	529.0	538.0	542.0	560.0	18.0	560.0	—
Funded FTE	527.0	535.9	539.5	558.6	19.1	558.6	—
Information Only							
Retirement Office (Information Only)	9,461,930	6,413,597	9,163,435	8,999,821	(163,614)	9,019,537	19,716

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 17. 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 FYs 2017-19, the Board continued to support 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 San Mateo County Performance, online dashboards that were built on the County's open data platform.

All FY's 2017-19 Measure K initiatives are making progress or meeting performance goals. Several community indicators are being tracked to show progress toward Shared Vision goals. The biggest gaps are in improving housing affordability and closing education achievement gaps. Only 24 percent of households in San Mateo County can afford a median-priced home, and only 59 percent of students are reading proficiently by third grade. In FYs 2019-21, 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
- Improve school reading scores so that 80 percent of third graders are reading at grade level

In January 2017, the County passed a living wage ordinance that sets a minimum wage that contractors are required to pay employees 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 continues to study the issue of affordable housing through the Home for All initiative and has made progress in closing the jobs-hosing gap. In FY 2018-19, a Community Engagement Pilot Program was launched with the cities of Burlingame, Half Moon Bay, Redwood City, and the Town of Portola Valley. The goal of the pilot is to increase the overall amount of housing available by utilizing inclusive and innovative engagement and communications strategies to help communities better understand and support local solutions for housing-related issues. In FY 2019-20, the pilot will be expanded to include the cities of Brisbane, Foster City, Hillsborough, Pacifica, and San Mateo.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Shared Vision 2025 Community Impact Goals Met or Moving in the Right Direction[1]	---	72%	70%	80%	80%
Percent of Measure K Performance Goals Met	58%	92%	90%	90%	90%

[1]New measure for FY 2017-18

Board of Supervisors (1100B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	—	—	—	—	—	—	—
Miscellaneous Revenue	2,700	3,250	—	—	—	—	—
Total Revenue	**2,700**	**3,250**	**—**	**—**	**—**	**—**	**—**
Fund Balance	529,330	—	—	—	—	—	—
Total Sources	**532,030**	**3,250**	**—**	**—**	**—**	**—**	**—**
Requirements							
Salaries and Benefits	3,788,832	3,958,998	4,358,343	4,610,859	252,516	4,790,556	179,698
Services and Supplies	264,600	246,749	411,097	382,158	(28,939)	353,255	(28,903)
Other Charges	294,414	334,521	409,774	407,201	(2,573)	451,358	44,157
Other Financing Uses	16,412	20,204	20,730	15,745	(4,985)	16,535	790
Gross Appropriations	**4,364,258**	**4,560,472**	**5,199,944**	**5,415,963**	**216,019**	**5,611,704**	**195,742**
Intrafund Transfers	—	—	(76,937)	(76,937)	—	(76,937)	—
Net Appropriations	**4,364,258**	**4,560,472**	**5,123,007**	**5,339,026**	**216,019**	**5,534,767**	**195,742**
Total Requirements	**4,364,258**	**4,560,472**	**5,123,007**	**5,339,026**	**216,019**	**5,534,767**	**195,742**
Net County Cost	**3,832,228**	**4,557,222**	**5,123,007**	**5,339,026**	**216,019**	**5,534,767**	**195,742**
Salary Resolution	22.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	21.8	21.9	21.9	21.9	—	21.9	—

FY 2019-20 Budget Overview

TOTAL SOURCES
No change

TOTAL REQUIREMENTS
Total Requirements increased by $216,019, or four percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits
There is an increase of $252,516 in this expenditure category due to negotiated salary and benefit changes.

Services and Supplies
There is a decrease of $28,939 in this expenditure category due to the removal of one-time special department expenditures.

Other Charges
There is a net decrease of $2,573 in this expenditure category primarily due to a decrease in rent and facilities charges in the amount of $53,800. These decreases are partially offset by increases in telephone services charges in the amount of $3,570; ISD automation service charges in the amount of $7,700; general liability and other miscellaneous costs in the amount of $4,874; and subscription services from ISD in the amount of $35,110.

Other Financing Uses
There is a decrease of $4,985 in this expenditure category due to a decrease in rent and facilities charges, thereby reducing the percent facility surcharge.

NET COUNTY COST
There is an increase of $216,019, or four percent, in this department's Net County Cost.

FY 2020-21 Budget Overview

TOTAL SOURCES
No change

TOTAL REQUIREMENTS
Total Requirements increased by $195,742, or 3.5 percent, from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is an increase of $179,698 in this expenditure category due to negotiated salary and benefits changes.

Services and Supplies
There is a decrease of $28,903 in this expenditure category due to the removal of one-time special department expenditures.

Other Charges
There is an increase of $44,157 in this expenditure category primarily due to an increase in telephone service charges in the amount of $535; ISD automation services of in the amount of $5,919; County facility rental charges in the amount of $8,315; all other service charges in the amount of $27,061; and general liability and other miscellaneous costs in the amount of $2,327.

Other Financing Uses

There is an increase of $790 in this expenditure category due to an increase in rent and facilities charges.

NET COUNTY COST

There is an increase of $195,742, or 3.5 percent, in this department's General Fund allocation.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Board of Supervisors (1100B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	532,030	3,250	—	—	—	—	—
Total Requirements	4,364,258	4,560,472	5,123,007	5,339,026	216,019	5,534,767	195,742
Net County Cost	3,832,228	4,557,222	5,123,007	5,339,026	216,019	5,534,767	195,742
Salary Resolution	22.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	21.8	21.9	21.9	21.9	—	21.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; a net increase in internal service charges; and an elimination of one-time expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $216,019. Net funding adjustments in FY 2020-21 total $195,742.

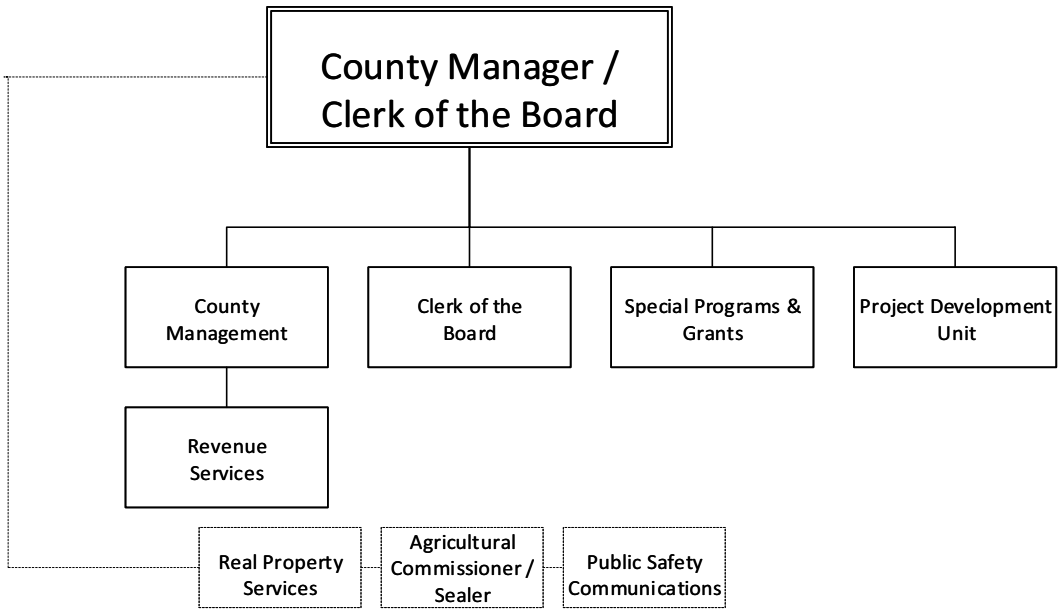
	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	216,019	195,742
Intrafund Transfers	—	—
Net County Cost	216,019	195,742
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	216,019	195,742
Intrafund Transfers	—	—
Net County Cost	216,019	195,742
Positions	—	—

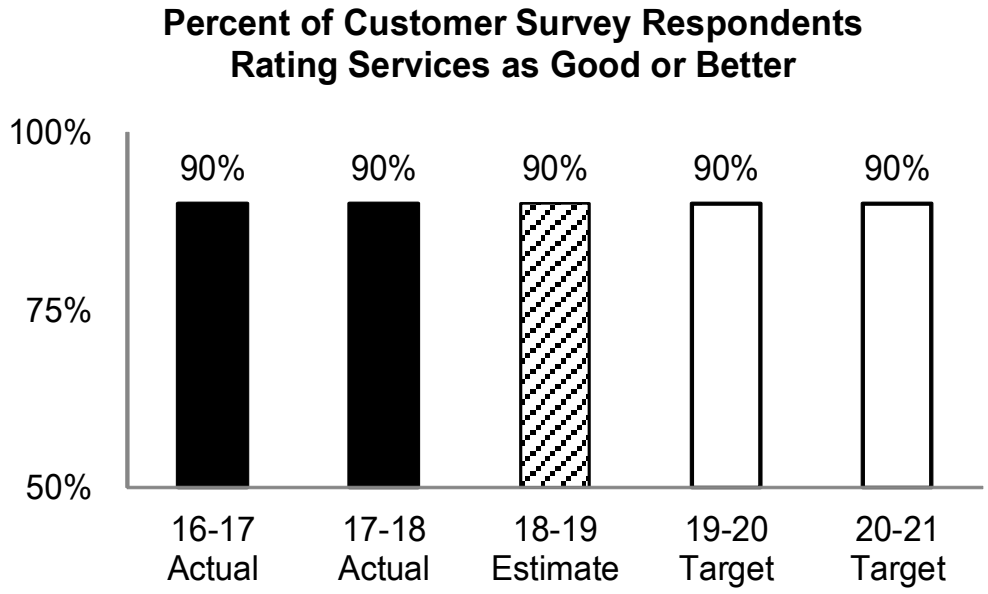
This page intentionally left blank

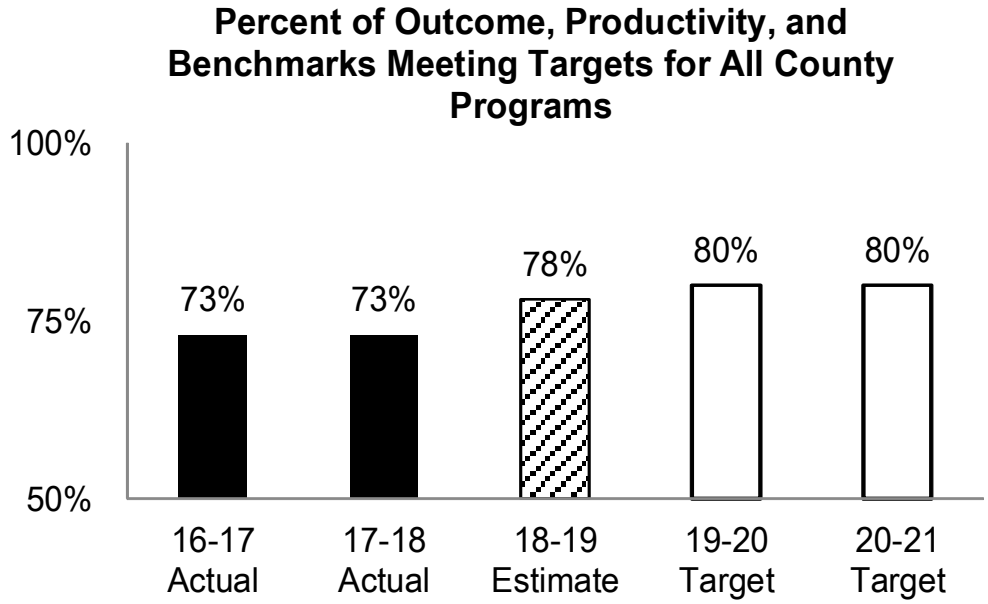
COUNTY MANAGER / CLERK OF THE BOARD



Department Locator

County > Administration and Fiscal Services > **County Manager/Clerk of the Board**





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/Clerk of the Board includes the following functions: County Management supports the Board to achieve its priorities; sets 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. Real Property negotiates lease agreements for County use and negotiates acquisition, use and sale of County-owned property. The Project Development Unit plans and manages all new major "ground up" construction for the County and explores and adopts the most effective delivery method for each project to expedite delivery on time and within budget. Revenue Services supports agencies and departments in their effort to recover revenue by providing timely, professional, and cost-effective collection services.

The following are major accomplishments in FYs 2017-19:

- Maintained the highest credit ratings from Moody's (Aaa) and Standard and Poor's (AAA)
- Issued bonds in the amount of $262 million for the construction of a new County office building and parking structure located at County Center in Redwood City, and a forward refunding of the 2009 Series A bonds
- Coordinated Board study sessions, reports and events on affordable housing and homelessness, County budget, and Measure K priorities
- Supported the passage of the following list of County-sponsored bills: SB 793 (Hill, Chapter 627, Statutes of 2017); AB 851 (Caballero, Chapter 821, Statutes of 2017), and in 2018 secured $5 million in state funding for improvements to Tunitas Creek Beach
- Introduced AB 825 (Mullin) San Mateo County Flood Control District and AB 738 (Mullin) Regional Housing Needs Allocation
- 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 of 2017 and 2018, a nine-week program that provided an in-depth look at County programs, services, and finances to approximately 120 participants
- Provided ongoing monitoring and analysis of the impact of potential federal and state policy and funding actions on County programs and services
- Led Countywide grant writing efforts
- Provided training and resources for Fiscal Officers, Managers, and Supervisors
- Continued to increase Measure K outreach and education
- Prepared and made publicly available the Community Vulnerability Index
- Established a removal defense legal services fund to support the immigrant residents of the county

Priorities for FYs 2019-21 include:

- Working with departments and community partners to achieve the County's 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 third graders are reading at grade level
- Opening of the Regional Operations Center
- Begining construction of the new County office building and parking structure located at County Center in Redwood City
- Completing a five-year capital and technology plan
- Continuing to support the Home for All initiative
- Participate in the national Census 2020, 'Everyone Counts"

County Manager/Clerk of the Board (1200D)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	249,441	2,669,487	10,382,340	10,241,220	(141,120)	1,073,877	(9,167,343)
Use of Money and Property	—	—	55,000	55,000	—	55,000	—
Intergovernmental Revenues	1,440,339	1,408,217	1,029,653	1,029,653	—	1,029,653	—
Charges for Services	79,357	85,162	105,750	105,750	—	105,750	—
Interfund Revenue	1,265	1,340	971,000	662,500	(308,500)	587,500	(75,000)
Miscellaneous Revenue	31,261	115,414	595,500	65,000	(530,500)	65,000	—
Total Revenue	**1,801,663**	**4,279,621**	**13,139,243**	**12,159,123**	**(980,120)**	**2,916,780**	**(9,242,343)**
Fund Balance	1,897,061	2,439,033	4,480,588	4,791,950	311,362	3,794,448	(997,502)
Total Sources	**3,698,724**	**6,718,654**	**17,619,831**	**16,951,073**	**(668,758)**	**6,711,228**	**(10,239,845)**
Requirements							
Salaries and Benefits	5,498,711	7,503,175	12,515,457	13,381,522	866,065	13,546,382	164,860
Services and Supplies	2,646,016	5,012,284	17,309,049	17,402,180	93,131	8,681,064	(8,721,116)
Other Charges	894,896	928,595	1,152,477	1,557,377	404,900	1,502,632	(54,745)
Fixed Assets	—	416,408	12,000	—	(12,000)	—	—
Other Financing Uses	15,688	24,692	33,068	34,651	1,583	36,183	1,532
Gross Appropriations	**9,055,311**	**13,885,155**	**31,022,051**	**32,375,730**	**1,353,679**	**23,766,261**	**(8,609,469)**
Intrafund Transfers	(4,289)	(383,439)	(5,516,562)	(6,750,501)	(1,233,939)	(7,937,879)	(1,187,378)
Net Appropriations	**9,051,022**	**13,501,716**	**25,505,489**	**25,625,229**	**119,740**	**15,828,382**	**(9,796,847)**
Contingencies/Dept Reserves	1,538,194	2,080,166	3,067,444	3,435,581	368,137	3,435,581	—
Non-General Fund Reserves	—	—	—	—	—	—	—
Total Requirements	**10,589,216**	**15,581,882**	**28,572,933**	**29,060,810**	**487,877**	**19,263,963**	**(9,796,847)**
Net County Cost	**6,890,492**	**8,863,228**	**10,953,102**	**12,109,737**	**1,156,635**	**12,552,735**	**442,998**
Salary Resolution	32.0	34.0	62.0	63.0	1.0	63.0	—
Funded FTE	32.0	34.0	62.0	63.0	1.0	63.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $668,758 or 3.9 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a decrease of $141,120 in this funding source due to adjustments to Measure K allocations.

Interfund Revenue

There is a decrease in the amount of $308,500 in this funding source primarily due to a decrease in the amount of $300,000 due to the Project Development Unit claiming project costs directly against bond funds and a decrease in the amount of $8,500 in fees collected by Revenue Services.

Miscellaneous Revenue

There is a net decrease of $530,500 in this funding source due to the Project Development Unit claiming project costs in the amount of $545,000 directly against bond funds. This decrease is partially offset by an increase in miscellaneous reimbursements in the amount of $14,500 collected in Revenue Services.

Fund Balance

There is a net increase of $311,362 in this funding source due to projected unspent appropriations at the end of FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements increase by $487,877 or 1.7 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $866,065 in this expenditure category primarily due to the transfer of the fiscal unit from the Office of Sustainability. This increase is partially offset by the deletion of four vacant positions in Revenue Services.

Services and Supplies

There is a net increase of $93,131 in this expenditure category primarily due to an increase of $1,500,000 for the Census 2020 Initiative. This is partially offset by the reduction in the Project Development Unit in the amount of $1,146,987 to true up budget to actual expenditures; the reallocation of miscellaneous other expenses in the amount of $214,882 to cover increases in ISD automation and telephone charges; and a decrease in the amount of $45,000 in services and supplies in Revenue Services.

Other Charges

There is a net increase of $404,900 in this expenditure category primarily due to an increase in telephone services charges in the amount of $32,407; an increase in automation service charges of $189,524; an increase in county rent in the amount of $13,786; an increase in insurance in the amount of $168,828; an increase Human Resource service charges in the amount of $337; and an increase in the other services charges in the amount of $14,428. This increase is partially offset by a decrease in radio service charges in the amount of $215; a decrease in motor vehicle mileage charges in the amount of $12,800; and a decrease in countywide security charges of $1,395.

Fixed Assets

There is a decrease of $12,000 in this expenditure category due to a reduction of equipment needed in the Project Development Unit.

Other Financing Uses
There is an increase of $1,583 in this expenditure category due to an increase in County rent charges.

Intrafund Transfers
There is a net increase of $1,233,939 in this expenditure category primarily due to an increase in the amount of $1,455,397 in the Office of Community Affairs for Census 2020 staffing and outreach activities. This increase is partially offset by a decrease in the amount of $221,458 in the Revenue Services division due to a decrease in reimbursement for collection services provided to clients.

Contingencies/Departmental Reserves
There is an increase of $311,362 in this expenditure category for the General Fund budget units due to setting aside year end Fund Balance to Reserves. The balance in General Fund Reserves represents 14 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $2,868,837.

There is an increase of $56,775 in this expenditure category for the Non-General Fund budget unit due to setting aside year end Fund Balance to Reserves. The balance in Non-General Fund Reserves represents 5 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $54,240.

NET COUNTY COST
There is an increase of $1,156,635 or 10.5 percent in this department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES
Total Sources decreased by $10,239,845 or 65.6 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Taxes
There is a decrease of $9,167,343 in this funding source due to backing out one-time Measure K revenue.

Interfund Revenue
There is a decrease of $75,000 in this funding source due to an increase in collection revenue received by Revenue Services.

Fund Balance
There is a decrease of $997,502 in this funding source due to the one-time use in the prior year to balance the Revenue Services budget.

TOTAL REQUIREMENTS
Total Requirements decreased by $9,796,847 or 50.9 percent from the FY 2019-20 Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes.

Salaries and Benefits
There is an increase of $164,860 in this funding source due to annualization of Measure K positions.

Services and Supplies
There is a decrease of $8,721,116 in this funding source due to backing out one-time Measure K expenditures.

Other Charges
There is a decrease of $54,745 in this funding source due to backing out of of general liability insurance of $114,530 and a decrease of $15,500 in miscellaneous expenses. This decrease is partially offset by increases in automation

services in the amount of $21,593; County rental charges in the amount of $16,500; and miscellaneous charges of $34,964.

Other Financing Uses
There is an increase of $1,532 in this expenditure category due to an increase in County rent charges.

Intrafund Transfers
There is an increase of $1,187,378 in this expenditure category due to an increase in the amount of collection fees generated from agreements with internal county departments.

Contingencies/Departmental Reserves
No change. The balance in General Fund Reserves represents 21.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $3,119,014.

No change. The balance in Non-General Fund Reserves represents 12 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $75,769.

NET COUNTY COST
There is an increase of $442,998 or 3.6 percent in this department's General Fund allocation.

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 program; and communications and civic engagement efforts as well as 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. Legislative priorities continue to be 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. In addition, the County contributes support towards integration of services, data sharing, funding flexibility, and elimination of requirements to better coordinate services and care for vulnerable low-income county residents.

During FYs 2017-19, Measure K resources were re-allocated and a permanent Communications Officer was hired to continue to improve communications with the community around Measure K. Additionally, a permanent Accountant was added to process and track payments for District Specific Measure K contracts and agreements. The Program continues to assist non-profits in establishing best practices in programmatic and financial management. SMC Performance dashboards were updated to continue to track progress towards Shared Vision, Measure K, and Department goals.

The Department's priorities in the next two years will be the management of several major capital construction projects beginning in FY 2019-20 and continuing for the next several years. The goal will be to ensure that all projects are completed on time and within budget. Furthermore, the Department 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 towards performance improvement.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customer Survey Respondents Rating County Services as Good or Better	90%	90%	90%	90%	90%
Percent of Outcome, Productivity, and Benchmarks Meeting Targets 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

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

County Management (1210P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,055,829	4,787,679	13,075,136	13,269,818	194,682	4,102,475	(9,167,343)
Total Requirements	7,004,290	10,433,659	19,464,594	21,080,395	1,615,801	12,261,193	(8,819,202)
Net County Cost	4,948,461	5,645,979	6,389,458	7,810,577	1,421,119	8,158,718	348,141
Salary Resolution	19.0	22.0	25.0	30.0	5.0	30.0	—
Funded FTE	19.0	22.0	25.0	30.0	5.0	30.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $4,346,261. Net funding adjustments in FY 2020-21 total $4,022,104.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(3,559,693)	(12,870,941)
Requirements		
Gross Appropriations	390,766	(8,848,837)
Intrafund Transfers	60,000	—
Contingencies/Dept Reserves	335,802	—
Net County Cost	4,346,261	4,022,104
Positions	—	—

2. Fund Balance Adjustment : This action reappropriates Fund Balance from the prior year and adjustments for anticipated Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	3,703,598	3,703,598
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(3,703,598)	(3,703,598)
Positions	—	—

3. 1210P - Transfer Fiscal Services: Fiscal Services provides the day to day accounting, budget development, and budget monitoring for the Board of Supervisors, County Manager's Office, and the Office of Sustainability. In order to centralize all accounting and budget related tasks, five permanent positions and one limited term position is being transferred from the Office of Sustainability to the County Manager's Office. The addition of these positions is fully offset by a corresponding reduction in positions from the Office of Sustainability.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	50,777	—
Requirements		
Gross Appropriations	909,386	29,635
Intrafund Transfers	(80,153)	—
Net County Cost	778,456	29,635
Positions	5	—

4. Census 2020 Initiative: The County will be coordinating efforts with the state for 2020 Census activities in both FY 2019-21. An accurate Census count is critical to the County as the data collected from the Census is used to allocate funding for infrastructure improvements, public health programs, and education. A total of $3 million will be budgeted for the next two years for staffing and community outreach programs and materials.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,500,000	—
Intrafund Transfers	(1,500,000)	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	194,682	(9,167,343)
Requirements		
Gross Appropriations	2,800,152	(8,819,202)
Intrafund Transfers	(1,520,153)	—
Contingencies/Dept Reserves	335,802	—
Net County Cost	1,421,119	348,141
Positions	5	—

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.

Over the last year and a half, the Clerk of the Board division has implemented Granicus, the agenda management system for the Board of Supervisors and several County boards and commissions. Clerk of the Board staff have worked closely with all departments' agenda system users on creating items in the system, approving workflow sequences, and retrieving signed, executed documents after Board approval.

The agenda software suite is working exceptionally well for the Board of Supervisors and for the public. They can livestream Board meetings and are able to follow along in Chambers when items, motions, and speakers are displayed on the screens. In addition, over a year ago, the Clerk of the Board migrated its records management data to the new system, which is accessible to the public on the Board of Supervisors' website. The public now has access to Board resolutions, agreements, and ordinances dating back to the year 1901. The Information Services Department has provided project management support for the conversion and assisted with testing, training, and overall system transition.

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 between 2000 and 2005. Hearings for the other half of the open appeals, dating back to tax year 2009, have been held and a decision is expected before the end of the next fiscal year. For the current tax year, staff have been able to close about 50 open appeals a month.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Supervisors Satisfied with the Clerk of the Board Services	100%	100%	80%	80%	80%
Percent of Board Agenda Items Published Online and On-Time	100%	100%	100%	100%	100%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Clerk of the Board (1215P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	95,522	88,670	80,250	80,250	—	80,250	—
Total Requirements	918,007	837,218	1,467,425	1,231,180	(236,245)	1,250,650	19,470
Net County Cost	822,485	748,548	1,387,175	1,150,930	(236,245)	1,170,400	19,470
Salary Resolution	5.0	4.0	3.0	3.0	—	3.0	—
Funded FTE	5.0	4.0	3.0	3.0	—	3.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($236,245). Net funding adjustments in FY 2020-21 total $19,470.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(236,245)	19,470
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(236,245)	19,470
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(236,245)	19,470
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(236,245)	19,470
Positions	—	—

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

Support the Students With Amazing Goals (SWAG) grant, manage other funds for special projects, and administer county memberships and contributions

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. Students With Amazing Goals (SWAG) is an Edward Byrne Memorial Justice Assistance Grant program that provides comprehensive case management, educational support, mentoring, life skills, physical and mental health, leadership, and other services to high school-aged youth at risk of not graduating and living in East Palo Alto and the Belle Haven neighborhood of Menlo Park. 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 50 percent; reducing absenteeism rates among non-probation youth enrolled in the program by 50 percent; a 90 percent graduation rate among fifth year seniors; and a 90 percent program completion rate for all program participants.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent Reduction of Truancy Rates of SWAG Program Participants on Probation	75%	75%	75%	75%	75%
Percent Reduction of Truancy Rates of SWAG Program Participants Not on Probation	50%	50%	50%	50%	50%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Special Projects and Grants (1217P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,547,373	1,750,529	1,679,653	1,679,653	—	1,679,653	—
Total Requirements	1,909,425	1,943,186	2,735,002	2,735,002	—	2,735,002	—
Net County Cost	362,052	192,657	1,055,349	1,055,349	—	1,055,349	—

FY 2019-21 MEMBERSHIPS AND CONTRIBUTIONS	Adopted 2018-19	Recomm. 2019-20	Recomm. 2020-21
Memberships and Cost Shares:			
Alliance for Innovation	9,000	9,000	9,000
Association of Bay Area Governments (ABAG)	86,883	86,883	86,883
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	13,032	13,032	13,032
City/County Association of Governments (C/CAG)	23,650	23,650	23,650
California Coastal Trail Association	2,000	2,000	2,000
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	16,000	16,000	16,000
Sustainable San Mateo County	9,000	9,000	9,000
Urban County Caucus (UCC)	37,000	37,000	37,000
Memberships and Cost Shares Total	**379,419**	**379,419**	**379,419**
Contributions:			
Half Moon Bay / Coastside Chamber of Commerce	7,725	7,725	7,725
National Organization to Insure a Sound-Controlled Environment	1,155	1,155	1,155
Peninsula Conflict Resolution Center (PCRC)	8,911	8,911	8,911
PenTV	41,200	41,200	41,200
San Mateo County Library Joint Powers Authority	155,504	155,504	155,504
Contributions Total	**214,495**	**214,495**	**214,495**
Sponsorships:			
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	20,000	20,000	20,000
Seniors on the Move Conference	25,000	25,000	25,000
Streets Alive	5,000	5,000	5,000
Sponsorships Total	**65,000**	**65,000**	**65,000**
Grand Total	**658,914**	**658,914**	**658,914**

Project Development Unit (1230P)

Program Locator

County > Administration and Fiscal Services > County Manager/Clerk of the Board > **Project Development Unit**

Program Outcome Statement

Pursue excellence by delivering 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 and oversee 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, County Office Building Three, a new parking garage at the County Government Center in Redwood City, and a South San Francisco County Health Campus.

In FYs 2017-19, the Program assisted with the development, implementation, and adoption of the new County Zero Net Energy (ZNE) policy; began construction phasing and procurement of contractors for construction of the San Mateo Medical Center project, the new Government Center Parking Structure, and County Office Building 3; and successfully relocated the Lathrop House. Planning and architectural design continue for the Cordilleras Mental Health Facility and South San Francisco Campus.

The program expects to complete the construction of the Regional Operations Center and Skylonda Fire Station in the first half of the new fiscal year and projects completion of the new Animal Shelter in mid-2020.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Projects on Track to be Completed Within the Project Budget[1]	---	72.7%	81.8%	81.8%	81.8%
Percent of Projects on Track to be Completed on Schedule[1]	---	72.7%	81.8%	81.8%	81.8%
Percent of Projects with Adopted ZNE Design Principals[1]	---	81.8%	81.8%	81.8%	81.8%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Project Development Unit (1230P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	—	91,775	869,440	—	(869,440)	—	—
Total Requirements	757,494	2,367,820	2,990,560	2,092,881	(897,679)	2,168,268	75,387
Net County Cost	757,494	2,276,045	2,121,120	2,092,881	(28,239)	2,168,268	75,387
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	8.0	8.0	8.0	—	8.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($28,239). Net funding adjustments in FY 2020-21 total $75,387.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(869,440)	—
Requirements		
Gross Appropriations	(937,995)	75,387
Intrafund Transfers	64,756	—
Contingencies/Dept Reserves	(24,440)	—
Net County Cost	(28,239)	75,387
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(869,440)	—
Requirements		
Gross Appropriations	(937,995)	75,387
Intrafund Transfers	64,756	—
Contingencies/Dept Reserves	(24,440)	—
Net County Cost	(28,239)	75,387
Positions	—	—

CMO Revenue Services (1270B)

Program Locator

County > Administration and Fiscal Services > County Manager/Clerk of the Board > **Revenue Services**

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 2017-19, dollars collected have been negatively impacted due to several factors, including the type of accounts referred and the process of closing a major collection account. Overall revenue projections for FY 2018-2019 are estimated to be $15.3 million, below the $16 million target. For FY 2019-21, priorities include reviewing and improving administrative and operational processes, focusing collection efforts, and increasing collection rates at a lower cost.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Dollars Collected by Revenue Services	16.3 M	16.2 M	15.3 M	16 M	16 M
Cost of Collections Ratio	22%	23%	22%	22%	22%
Court Ordered Debt Comprehensive Collection Program Components Met	80%	75%	94%	80%	80%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

CMO Revenue Services (1270B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	—	—	1,915,352	1,921,352	6,000	848,850	(1,072,502)
Total Requirements	—	—	1,915,352	1,921,352	6,000	848,850	(1,072,502)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	—	—	26.0	22.0	(4.0)	22.0	—
Funded FTE	—	—	26.0	22.0	(4.0)	22.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,457,592. Net funding adjustments in FY 2020-21 total $108,258.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,082,352)	(1,163,352)
Requirements		
Gross Appropriations	153,782	132,284
Intrafund Transfers	221,458	(1,187,378)
Contingencies/Dept Reserves	56,775	—
Non-General Fund Reserves	—	—
Net County Cost	1,457,592	108,258
Positions	—	—

2. 1270P - Removal of Four and Transfer of Three Positions: To better align operational needs based on close of contracts, three vacant Collector IIs and one vacant Lead Revenue Collector are removed, one Supervisor Collector is reclassified as a Management Analyst, one Revenue Collector is reclassified as a Fiscal Office Specialist, and one Lead Revenue Collector is reclassified as a Fiscal Office Specialist starting in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(476,015)	(17,408)
Intrafund Transfers	—	—
Net County Cost	(476,015)	(17,408)
Positions	(4)	—

3. 1270P - Collection Software Contract Support: Funds are allocated for increased contractor support to enable upgrades and improved stability of CUBS - the Revenue Services' collection software.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	50,000	—
Intrafund Transfers	—	—
Net County Cost	50,000	—
Positions	—	—

4. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,088,352	90,850
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,088,352)	(90,850)
Positions	—	—

5. Departmental Reserves: This action increased budget unit Reserves to meet zero Net County Cost department requirements for Reserve levels.

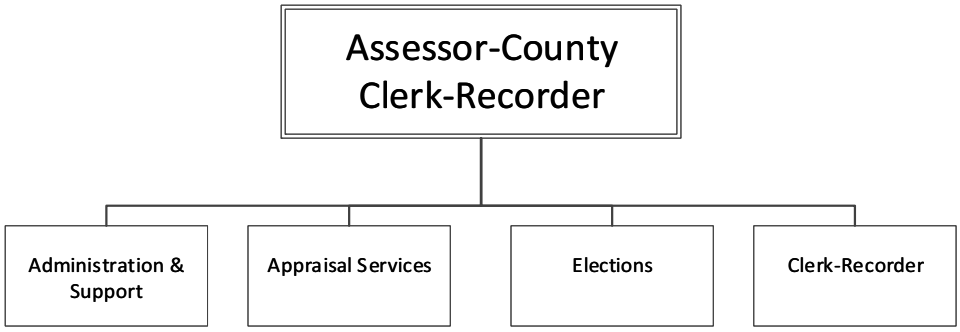
	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	56,775	—
Net County Cost	56,775	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	6,000	(1,072,502)
Requirements		
Gross Appropriations	(272,233)	114,876
Intrafund Transfers	221,458	(1,187,378)
Contingencies/Dept Reserves	56,775	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	(4)	—

This page intentionally left blank

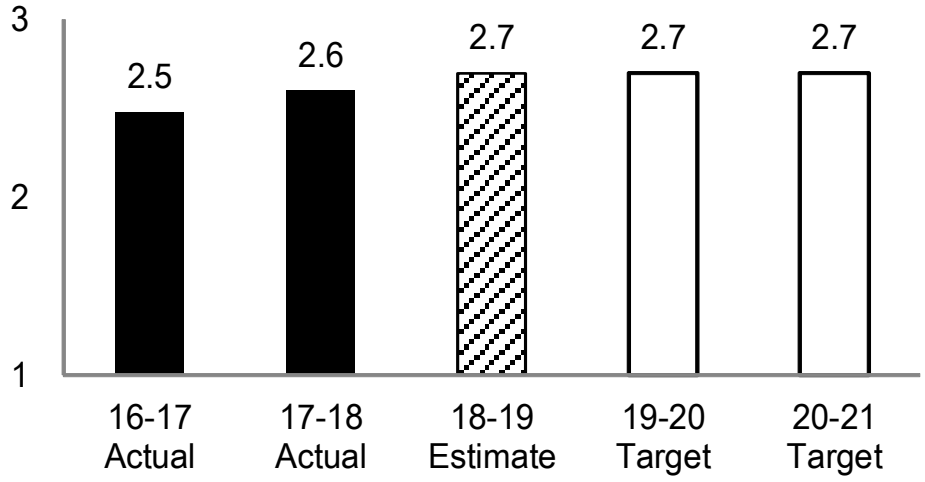
ASSESSOR-COUNTY CLERK-RECORDER



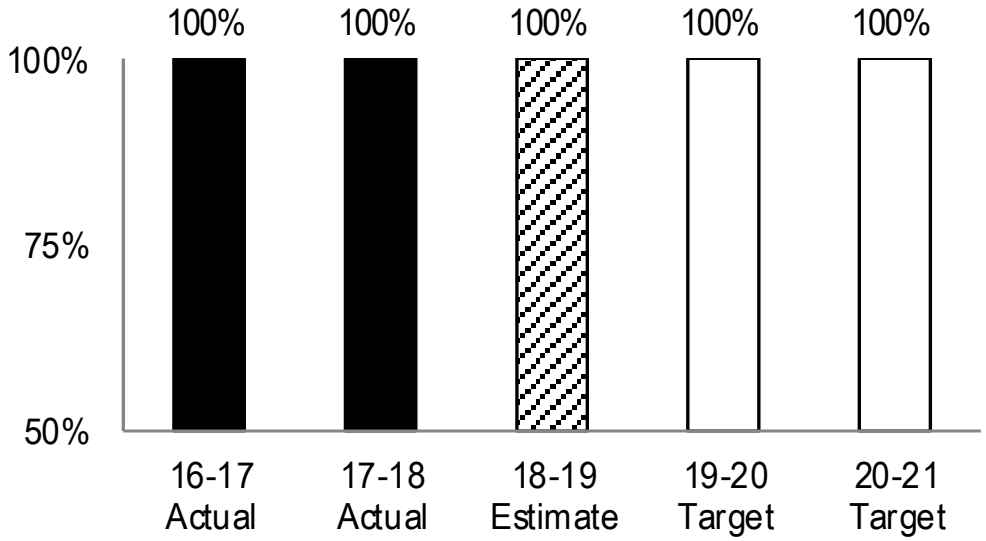
Department Locator

County > Administration and Fiscal Services > **Assessor-County Clerk-Recorder-Elections**

Property Roll Value Average per Assessor Staff



Percent of Constitutionally Mandated Real Property Activities Processed by Close of Roll



Mission Statement

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 being prepared for land and improvement secured roll changes, which benefits local government in managing revenue changes and impacts of appeals.

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). In June 2018, San Mateo was one of five counties to successfully conduct the first election in California under the Voter's Choice Act model.

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 communication and legislative leadership.

The Department achieved the following accomplishments in FY 2017-19:

The Appraisal Services Program produced a $222 billion local property 2018-19 assessment roll on schedule in FY 2017-18. This was the eighth consecutive year of property assessment roll expansion and set a new historical high for the seventh 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 approximately three million square feet of new improvements coming to market in 2018, with 10.4 million square feet nearing completion. The $16 billion increase in the net roll value translates, through the one percent tax rate, to $160 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 one of five counties to successfully conduct the first election in California under the Voter's Choice Act model. Elections surpassed the goal of registering 77 percent of eligible voters in San Mateo County in FY 2018-19, with 78.7 percent of eligible voters registered to vote. The November 2018 election, also conducted under the Voter's Choice Act, had the highest turnout of any equivalent election since 1982. In the November election, 60 jurisdictions conducted elections in which 223 candidates ran. There were 29 local measures and 123 ballot styles.

The County Clerk-Recorder continues to increase the number of applications electronically recorded. The number of estimated electronic recordings in FY 2018-19 was 28,400 – up 10 percent from the previous fiscal year. 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. In FY 2017-18, the County Clerk-Recorder Office performed 821 marriage ceremonies and issued 3,601 marriage licenses. As one of the few remaining U.S. State Department passport

facilities in the region, the Division continues to serve large numbers of passport applicants with 3,297 served in FY 2017-18.

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 phase two for the Assessor-County Clerk-Recorder Elections (ACRE) website redesign. The Pilot Phase for the Geographic Information System project was successfully completed and signed off. Phase one of the project is in progress and on track. The ACRE phase one Continuity of Operations Plan (COOP) plan was completed and identifies all essential services that would need to be restored in the first hours and days should a disaster occur that required the activation of ACRE's COOP.

The Elections Division is in the process of significantly upgrading the County's elections technology infrastructure. Projects include replacing the County's Voting System, mail sorting equipment, Vote Center technology and equipment.

The Department's IT unit along with the Appraisal Services division continue to work with the vendor Sapient on the Assessor Property Assessment System (APAS) project. APAS activities in progress/completed include: Sapient ValuePath methodology orientation to ACRE staff; delivery of the project management plan and project schedule for the definition phase; business overview sessions with the business subject matter experts for all modules; Sapient onboarding project staff for the definition phase; and deep dive sessions on business, technical, and data requirements in progress. Upgrades to the Clerk-Recorder VitalDoc and LandDoc system were completed.

The following are challenges, initiatives, and trends are anticipated for FY 2019-21:

The current assessment roll is the eighth largest in the state at $222 billion generating $2.2 billion in property taxes. San Mateo has an increasingly complex and diverse roll and includes a combination of high-tech, biotech, mixed use commercial, airport, shopping centers, industrial, high-end residential, affordable housing, accessory dwelling units, agricultural, mining, timberland, and welfare exemptions. Further adding to the complexity of the valuations are issues relating to specialized facilities, embedded software, aircraft valuations, intangibles, and exemptions.

The Department is projecting an additional 55 million square feet of new construction expected to come online over the next six to eight years. One of the Department's greatest challenges is the recruitment and retention of state certified personnel to perform the valuation functions of new commercial developments and an extremely complex assessment roll. The staffing challenges are primarily due to a limited labor market of state certified personnel and high cost of housing and transportation.

The Elections facility is aging and requires substantial modifications to meet the requirements of our new All-Mailed Ballot – Vote Center Election Model under the Voter's Choice Act. A phased remodeling approach began in FY 2018-19, with initial work underway on remodeling the facility's Vote By Mail area and record storage areas. The next phases of the renovation will bring the facility in-line with current workplace health and safety requirements, improve work flows and traffic circulation, and provide greater accessibility for all voters under the Americans with Disabilities Act (ADA).

Numerous new election laws have been enacted increasing the complexity of conducting elections such as: SB 415 (California Voter Participation Rights Act), SB 450 (Voter's Choice Act), AB 1436 (Conditional Voter Registration Law), AB 1461 (California Motor Voter Law), AB 2252 (Remote Accessible Vote by Mail Systems), and SB 568 (moving Presidential Primary from June to March 2020). Each law significantly increases the technical, administrative, and operational requirements for administering elections.

ACRE is completing an extensive vendor selection process for a new voting tabulation system, acquiring a new mail sorter and enhancing vote center operations and technology. This change in Elections infrastructure will improve efficiency, but requires reengineering of internal policies, establishment of new procedures, and training of employees.

San Mateo County is one of the most complex election environments in the State of California, with 70 jurisdictions and more cities than any other county in the Bay Area. Additionally, most jurisdictions will be moving to district elections in the future, adding to the complexity of elections by increasing the number of ballot styles, precincts, candidates, and offices for each election.

Digitization of land and vital records in the County Clerk-Recorder Division is crucial. Searching historical information using microfilm and microfiche is extremely difficult. Old historical books are challenging to use as well due to fragile pages and poor conditions. In order to make these documents accessible to the public and allow for efficient legal, private or business search, all historical records will eventually need to be converted to digital format and indexed.

ACRE has made significant progress on the development of its Continuity of Operations Plan (COOP) Phase 1 plan, which will restore the Department's essential services during the first 30 days following a catastrophic incident.

Assessor-County Clerk-Recorder (1300B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	338,138	23,866	9,000	2,483,000	2,474,000	9,000	(2,474,000)
Charges for Services	12,567,610	11,468,988	12,123,418	10,918,069	(1,205,349)	13,158,963	2,240,894
Interfund Revenue	157,561	666,299	5,624,409	5,331,070	(293,339)	659,634	(4,671,436)
Miscellaneous Revenue	74,230	123,998	24,000	24,000	—	24,000	—
Total Revenue	**13,137,539**	**12,283,151**	**17,780,827**	**18,756,139**	**975,312**	**13,851,597**	**(4,904,542)**
Fund Balance	2,985,818	3,120,171	4,160,210	2,333,325	(1,826,885)	1,431,006	(902,319)
Total Sources	**16,123,357**	**15,403,322**	**21,941,037**	**21,089,464**	**(851,573)**	**15,282,603**	**(5,806,861)**
Requirements							
Salaries and Benefits	18,850,095	20,438,682	22,650,284	24,349,268	1,698,984	25,172,361	823,093
Services and Supplies	5,447,134	7,162,989	9,735,442	13,293,191	3,557,749	7,897,735	(5,395,456)
Other Charges	1,729,321	1,662,718	1,736,014	2,194,371	458,357	2,226,143	31,772
Fixed Assets	36,742	710,393	5,372,477	2,670,000	(2,702,477)	—	(2,670,000)
Other Financing Uses	530,370	539,944	547,179	538,670	(8,509)	548,012	9,342
Gross Appropriations	**26,593,662**	**30,514,725**	**40,041,396**	**43,045,500**	**3,004,104**	**35,844,251**	**(7,201,249)**
Intrafund Transfers	(2,554,954)	(5,468,692)	(5,751,276)	(7,925,875)	(2,174,599)	(5,552,146)	2,373,729
Net Appropriations	**24,038,707**	**25,046,033**	**34,290,120**	**35,119,625**	**829,505**	**30,292,105**	**(4,827,520)**
Contingencies/Dept Reserves	831,006	1,831,006	1,431,006	1,431,006	—	1,431,006	—
Total Requirements	**24,869,713**	**26,877,039**	**35,721,126**	**36,550,631**	**829,505**	**31,723,111**	**(4,827,520)**
Net County Cost	**8,746,356**	**11,473,717**	**13,780,089**	**15,461,167**	**1,681,078**	**16,440,508**	**979,341**
Salary Resolution	121.0	126.0	128.0	146.0	18.0	146.0	—
Funded FTE	120.9	125.9	127.6	145.9	18.3	145.9	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $851,573 or 3.9 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $2,474,000 in this funding source due to state reimbursement funds related to voting system replacement.

Charges for Services

There is a net decrease of $1,205,349 in this funding source due to elimination of one-time election reimbursements from other jurisdictions related to FY 2018-19 elections and a decrease in Supplemental Tax Admin Fees. This decrease was partially offset by an increase in other jurisdictions reimbursements related to FY 2019-20 elections and an increase in Property Tax Administration Fees.

Interfund Revenue

There is a net decrease of $293,339 in this funding source due to the elimination of a one-time revenue source for a voting system replacement. This decrease was partially offset by an increase in Interfund Revenue due to trust fund revenue related to the Kofile historical preservation of records project.

Fund Balance

There is a net decrease of $1,826,885 in this funding source due to the elimination of Fund Balance used for one-time projects and purchases in FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements increased by $829,505 or 2.4 percent from the FY 2018-19 Revised to the FY 2019-20 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,698,984 in this expenditure category primarily due to the addition of 18 additional regular employees for large commercial development valuation, elections, and compliance functions. This increase was partially offset by a reduction in extra help funding.

Services and Supplies

There is a net increase of $3,557,749 in this expenditure category due to an increase in Election Expense related to the November 2019 Uniform District Election Law (UDEL) Election and the March 2020 Presidential Primary Election along with an increase in Contract Special Program Services due to the Kofile historical preservation of records project. This increase was partially offset by a decrease in Other Professional Contract Services related to the completion of one-time projects.

Other Charges

There is a net increase of $458,357 in this expenditure category due to service charges and general liability insurance.

Fixed Assets

There is a net decrease of $2,702,477 primarily due to the removal of one-time purchases from FY 2018-19.

Other Financing Uses

There is a net decrease of $8,509 in this expenditure category due to lower Debt Service-Operating.

Intrafund Transfers

There is a net increase of $2,174,600 in this expenditure category due to the Intrafund Transfer related to the November 2019 UDEL Election, the March 2020 Presidential Primary Election, and offset funding the 12 additional regular employees for large commercial development valuation. This increase was partially offset by removal of an Intrafund Transfer related to the November 2018 Statewide General Election and the completion of one-time projects.

NET COUNTY COST

There is an increase of $1,681,078 or 12.2 percent in the Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $5,806,861 or 27.5 percent from the FY 2019-20 Preliminary Recommended Budget to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of $2,474,000 in this funding source due removal of revenue for the one-time purchase in FY 2019-20 for election voting system equipment.

Charges for Services

There is a net increase of $2,240,894 in this funding source due to the November 2020 Presidential General Election jurisdiction reimbursements, higher Property Tax Administration Fees and Supplemental Tax Administration Fees. This increase was partially offset by a decrease in Charges for Services due to the one-time jurisdiction reimbursements for the November 2019 UDEL Election and the March 2020 Presidential Primary Election.

Interfund Revenue

There is a net decrease of $4,671,436 in this funding source due to the FY 2019-20 Kofile historical preservation of records project which will be funded by the ACRE trust fund.

Fund Balance

There is a net decrease of $902,319 in this funding source due to the removal of Fund Balance used for one-time projects and purchases in FY 2019-20.

TOTAL REQUIREMENTS

Total Requirements decreased by $4,827,520 or 13.2 percent from the FY 2019-20 Preliminary Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $823,093 in this expenditure category due to salary and retirement costs and increased staffing related to the November 2020 Presidential General Election. This increase was partially offset by the reduction in one-time costs related to the November 2019 UDEL Election and the March 2020 Presidential Primary Election.

Services and Supplies

There is a net decrease of $5,395,456 in this expenditure category due to due to the FY 2019-20 Kofile historical preservation of records project and the November 2019 Uniform District Election Law Election and the March 2020 Presidential Primary Election, which was partially offset by the November 2020 Presidential General Election.

Other Charges

There is a net increase of $31,772 in this expenditure category due to service charge increases. This increase was partially offset by lower general liability insurance costs.

Fixed Assets

There is a net decrease of $2,670,000 due to the removal of one-time purchases from FY 2019-20.

Other Financing Uses

There is a net increase of $9,342 in this expenditure category due to department service-operating and facility surcharge.

Intrafund Transfers

There is a net decrease of $2,373,729 in this expenditure category due to the removal of FY 2019-20 Intrafund Transfers for Geographical Information System, Assessor Property Assessment System, the November 2019 UDEL Election, and the March 2020 Presidential Primary Election. This increase was partially offset by increased funding for the November 2020 Presidential General Election.

NET COUNTY COST

There is an increase of $979,341 or 6.3 percent in the Department's General Fund allocation.

Appraisal Services (1310P)

Program Locator

County > Administration and Fiscal Services > Assessor-County Clerk-Recorder-Elections > **Appraisal Services**

Program Outcome Statement

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 2017-18, staff processed 42,623 transfer, sale, new construction, and remodel events that occurred when properties changed ownership, were newly constructed or altered by a remodel, and reviewed 2,100 properties for declines in value. Staff also audited 274 major businesses for declaration compliance and reviewed 14,600 annual business property declarations to accurately enroll business property asset acquisitions and disposals. Tax relief was provided to 60 property owners whose property was damaged or destroyed due to a disaster. Additionally, the Program provided 1,619 exemptions to welfare and religious organizations with an assessed value of $4.66 billion and 120,333 homeowners' tax exemptions.

Staff resolved 512 property assessment appeals in FY 2017-18, which is approximately 35 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 required annual 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 Assessment System project

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Constitutionally Mandated Real Property Activities Processed by Close of Roll	100%	100%	100%	100%	100%
Percent of Assessment Appeals Resolved by June 30	45%	34%	48%	48%	48%
Property Tax Revenue per Assessor Staff (in Millions)[1]	$24.80	$0.26	$0.27	$27	$27

[1]Average Bay Area comparable counties (San Francisco and Santa Clara) Property Tax Revenue per Assessor Staff is $15.6M

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Appraisal Services (1310P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	8,110,547	9,023,894	9,444,778	8,786,348	(658,430)	8,732,918	(53,430)
Total Requirements	13,782,550	16,325,472	17,603,509	17,731,879	128,370	18,274,178	542,299
Net County Cost	5,672,003	7,301,579	8,158,731	8,945,531	786,800	9,541,260	595,729
Salary Resolution	81.0	84.0	86.0	99.0	13.0	99.0	—
Funded FTE	80.9	83.9	85.8	98.9	13.1	98.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $2,800,938. Net funding adjustments in FY 2020-21 total $2,781,564.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(2,902,778)	(2,244,348)
Requirements		
Gross Appropriations	(3,922,739)	537,216
Intrafund Transfers	3,820,899	—
Contingencies/Dept Reserves	—	—
Net County Cost	2,800,938	2,781,564
Positions	—	—

2. 1310P - Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,244,348	1,342,029
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,244,348)	(1,342,029)
Positions	—	—

3. AS/400 IBM Midgrand Computer System: This action appropriates funds for additional computer processing capabilities for appraisal teams as workload and the number of appraisal teams increases.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	46,000	—
Intrafund Transfers	—	—
Net County Cost	46,000	—
Positions	—	—

4. Contract Services : This action appropriates funds for projected contract services.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	53,430	—
Intrafund Transfers	—	—
Net County Cost	53,430	—
Positions	—	—

5. Administrative Fees: This action adjusts for projected Assessor administrative fees in FY 2020-21 that are expected to increase alongside the quantity of appraised properties.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	848,889
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	(848,889)
Positions	—	—

6. Appraiser Teams: This action adds 12 positions to add three appraiser teams to address an increased workload in commercial property appraisal. The added positions are: one Principal Appraiser - Exempt, six Senior Appraisers, one Senior Auditor - Appraiser, one Appraiser II, one Auditor - Appraiser II, and two Assessor Recorder Technician IIIs. Positions will be funded by Intrafund Transfers on an ongoing/as-needed basis once all other open positions in division are filled by FTEs.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,718,274	63,222
Intrafund Transfers	(1,718,274)	(63,215)
Net County Cost	—	7
Positions	12	—

7. Compliance and Quality Coodinator: One Complaince and Quality Coodinator is added to Appraisal Division given increased appraisal workload.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	130,780	5,076
Intrafund Transfers	—	—
Net County Cost	130,780	5,076
Positions	1	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(658,430)	(53,430)
Requirements		
Gross Appropriations	(1,974,255)	605,514
Intrafund Transfers	2,102,625	(63,215)
Contingencies/Dept Reserves	—	—
Net County Cost	786,800	595,729
Positions	13	—

Administration and Support (1320P)

Program Locator

County > Administration and Fiscal Services > Assessor-County Clerk-Recorder-Elections > **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 (ACRE) divisions with administrative, fiscal, and technological support, as well as communications and legislative leadership. The Program serves as the County's filing officer for Loyalty Oaths and approximately 2,500 Conflict of Interest-Form 700s. The Program processed $18.0 million of Documentary Transfer Tax distributions for 20 cities and the County in FY 2017-18.

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 10 initiatives outlined in its ACRE Strategic Plan 2020. These initiatives include four major information system projects: the Assessor Property Assessment System (APAS) project, the Geographic Information System (GIS) project, the Clerk-Record SouthTech system upgrades, and the Department's Continuity Of Operations Plan (COOP).The ACRE Strategic Plan 2020 was updated in 2018 and while the top priorities remain the same, several new initiatives have been added and prioritized for the FY 2019-21 budget cycle.

During FY 2019-21, staff will be focused on making progress on:

- The APAS project, specifically completion of the Definition Phase. The project team is targeting the completion of phase one development and implementation, as well as commencement of phases two and three of the project.
- The GIS project is currently divided into 16 areas of approximately 14,000 parcels. Areas one through three will be completed in FY 2018-19 and Areas four through sixteen will be constructed and moved to production by the fourth quarter of 2020.
- The Election Division voting systems and mail sorting equipment have reached their end-of-life and will be replaced in FY 2019-20. The historical preservation of documents RFP will be developed, and the project launched in FY 2019-20.
- The COOP phase one plan will be implemented as funding is made available and the phase two plan will be completed.
- The Clerk-Recorder Division utilizes SouthTech Systems Inc. business applications for Special Services and the Records units. In December of 2018, SouthTech Systems Inc was acquired by Granicus. SouthTech and Granicus are presently developing their future software products roadmap, and after discussion with SouthTech management it is anticipated that the SouthTech products utilized by the Clerk-Record Division will continue to be supported in the coming years. However, as part of the SouthTech/Granicus software product roadmap shared with ACRE staff, the Program is anticipating that a series of product upgrades will be released in FY 2020-21.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of IT Customer Service Respondents Rating Services Good or Better	83%	90%	85%	85%	85%
Amount of Property Transfer Tax Collected for Taxing Agencies (in Millions)	$17	$18	$17	$17	$17

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Administration and Support (1320P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	643,172	140,350	310,473	179,045	(131,428)	183,170	4,125
Total Requirements	2,005,657	2,238,372	2,165,032	2,252,603	87,571	2,325,593	72,990
Net County Cost	1,362,485	2,098,021	1,854,559	2,073,558	218,999	2,142,423	68,865
Salary Resolution	9.0	9.0	9.0	9.0	—	9.0	—
Funded FTE	9.0	9.0	9.0	9.0	—	9.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $208,999. Net funding adjustments in FY 2020-21 total $68,865.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(131,428)	4,125
Requirements		
Gross Appropriations	77,571	72,990
Intrafund Transfers	—	—
Net County Cost	208,999	68,865
Positions	—	—

2. Machintosh Computers for Graphics Team: Appropriations are added for two Machintosh computers, including all the necessary upgrades and software to be used by the Graphics Unit for creating images and documentation for the Elections and Appraisal Services divisions.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	10,000	—
Intrafund Transfers	—	—
Net County Cost	10,000	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(131,428)	4,125
Requirements		
Gross Appropriations	87,571	72,990
Intrafund Transfers	—	—
Net County Cost	218,999	68,865
Positions	—	—

Elections (1330P)

Program Locator

County > Administration and Fiscal Services > Assessor-County Clerk-Recorder-Elections > **Elections**

Program Outcome Statement

Register voters and conduct fair and accurate elections

Program Results

Elections surpassed its goal of registering 77 percent of eligible voters in San Mateo County in FY 2018-19, with 78.7 percent of eligible voters registered to vote. In June 2018, San Mateo was one of five counties to successfully conduct the first election in California under the Voter's Choice Act model. The November 2018 election, also conducted under the Voter's Choice Act, had the highest turnout of any equivalent election since 1982. At 72.6 percent, San Mateo County's turnout easily surpassed both the state average (64.6 percent) and the FY 2018-19 target (65 percent). In the November election, 60 jurisdictions conducted elections in which 223 candidates ran. There were 29 local measures and 123 ballot styles.

The Program has begun the process to replace its aging legacy voting system and mail sorter to conform to new legislative mandates, as well as the de-certification of older systems announced by the Secretary of State in February 2019.

Over the next two-year budget cycle, the Program will conduct a local consolidated election in November 2019, the Presidential Primary in March 2020, and the Presidential General Election in November 2020.

Election targets are set based on last comparable election.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Eligible Voters Registered to Vote	79%	79%	79%	77%	80%
Percent of Registered Voters who Voted in the November Election	82%	73%	73%	65%	82%
Cost of Largest Election per Registered Voter	$11.79	$11.74	$15.67	$14.95	$15.87

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Elections (1330P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	3,255,476	2,701,874	7,978,979	3,645,569	(4,333,410)	2,563,574	(1,081,995)
Total Requirements	5,579,005	4,598,393	11,587,110	7,994,875	(3,592,235)	6,841,077	(1,153,798)
Net County Cost	2,323,529	1,896,519	3,608,131	4,349,306	741,175	4,277,503	(71,803)
Salary Resolution	12.0	14.0	14.0	19.0	5.0	19.0	—
Funded FTE	12.0	14.0	13.8	19.0	5.2	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $440,251. Net funding adjustments in FY 2020-21 total ($92,700).

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(7,872,479)	(3,539,069)
Requirements		
Gross Appropriations	(9,362,605)	(9,839,371)
Intrafund Transfers	1,930,377	6,207,602
Contingencies/Dept Reserves	—	—
Net County Cost	440,251	(92,700)
Positions	—	—

2. New Voting System: The current electronic voting system will soon reach its end-of-life cycle, necessitating the procurement of new electronic voting interfaces and processing software. This portion of the new voting system will be funded by a grant from the Secretary of State.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,474,000	—
Requirements		
Gross Appropriations	2,474,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Ballot Extraction Machine: Two ballot extraction machines will improve the efficiency of processing the Vote by Mail ballots, greatly reducing the time and effort of removing Vote by Mail ballots from the return envelopes.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	70,000	—
Intrafund Transfers	—	—
Net County Cost	70,000	—
Positions	—	—

4. Pallet Rack Shelving Unit: Appropriations are added for new shelving in the Elections warehouse to allow stacking of pallets. With the Vote by Mail area taking over more warehouse space, there is a need for more efficient storage.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	50,000	—
Intrafund Transfers	—	—
Net County Cost	50,000	—
Positions	—	—

5. Radio-Frequency Identification Upgrade: Appropriations are added for upgrade of the radio-frequency identification (RFID) system, which includes putting RFID tags on all equipment to automatically identify and track equipment.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	10,000	—
Intrafund Transfers	—	—
Net County Cost	10,000	—
Positions	—	—

6. Fax Server: Funds are appropriated for a new fax server to allow for more efficient processing by the Elections division of overseas ballots.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	10,000	—
Intrafund Transfers	—	—
Net County Cost	10,000	—
Positions	—	—

7. Uniform District Election Law Election: The November 5, 2019 Uniform District Election Law elections for consolidated municipal, school, and special districts is partially funded by the cities and districts. The remaining costs are offset by Intrafund Transfers from Non-Departmental Services. Election costs include salaries, benefits, overtime, extra help, services, and supplies.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	600,035	—
Requirements		
Gross Appropriations	1,101,578	—
Intrafund Transfers	(501,543)	—
Net County Cost	—	—
Positions	—	—

8. Election Costs for the Presidential Primary Election: The March 3, 2020 Presidential Primary election costs are partially funded by the cities and districts. The remaining costs are offset by Intrafund Transfers from Non-Departmental Services. Election costs include salaries, benefits, overtime, extra help, services, and supplies.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	465,034	—
Requirements		
Gross Appropriations	6,171,092	—
Intrafund Transfers	(5,706,058)	—
Net County Cost	—	—
Positions	—	—

9. Election Costs for the Presidential General Election: The November 3, 2020 Presidential General election costs are partially funded by the cities and districts. The remaining costs are offset by Intrafund Transfers from Non-Departmental Services. Election costs include salaries, benefits, overtime, extra help, services, and supplies.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	2,457,074
Requirements		
Gross Appropriations	—	6,227,731
Intrafund Transfers	—	(3,770,658)
Net County Cost	—	(1)
Positions	—	—

10. Elections Staff: Adds five positions in the Elections Division to meet increased workload corresponding to new state requirements and to improve Division continuity. Added positons are: one Elections Specialist III, two Election Specialist IIs, one Elections Technician, and one Official Assisstant II. Costs for the added positions are partially offset by a reduction in Extra Help budget.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	160,924	20,898
Intrafund Transfers	—	—
Net County Cost	160,924	20,898
Positions	5	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(4,333,410)	(1,081,995)
Requirements		
Gross Appropriations	684,989	(3,590,742)
Intrafund Transfers	(4,277,224)	2,436,944
Contingencies/Dept Reserves	—	—
Net County Cost	741,175	(71,803)
Positions	5	—

County Clerk-Recorder (1340P)

Program Locator

County > Administration and Fiscal Services > Assessor-County Clerk-Recorder-Elections > **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 para-professional registrations.

On a daily basis, staff receives 250 to 300 telephone calls, serves 100 to 150 walk-in customers, records approximately 500 land-transaction documents, and issues approximately 100 certified copies of vital records. The County Clerk-Recorder's continued effort in cross-training staff ensures proper staff 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 custodian of certain historical records for the County. These historical records include maps, land transaction books containing all grantor and grantee names, vital records, and microfilm/fiche 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 current electronic recording application in July 2016 and has six title companies enrolled in e-recording services, allowing them to digitally submit real estate documents saving time and resources.

All vital records are also recorded electronically and made available in a timely manner.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Recorder Documents Recorded Electronically	17%	27%	30%	30%	35%
Percent of Surveys Rating Services Good or Better	77%	95%	90%	90%	90%
Number of Recorder Documents per Recorder Staff Member	23,670	22,209	18,322	18,000	18,000

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

County Clerk-Recorder (1340P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	4,114,161	3,537,204	4,206,807	8,478,502	4,271,695	3,802,941	(4,675,561)
Total Requirements	3,502,501	3,714,802	4,365,475	8,571,274	4,205,799	4,282,263	(4,289,011)
Net County Cost	(611,660)	177,598	158,668	92,772	(65,896)	479,322	386,550
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $23,081. Net funding adjustments in FY 2020-21 total $475,547.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(302,282)	(4,764,558)
Requirements		
Gross Appropriations	(279,201)	(4,289,011)
Intrafund Transfers	—	—
Net County Cost	23,081	475,547
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	88,977	88,997
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(88,977)	(88,997)
Positions	—	—

3. Records Archive Preservation Project: This project addresses the preservation, archival digitization, and security backups on microfilm of San Mateo County's original maps and record volumes. The vast majority of this permanent collection is in extremely fragile condition. Without preservation attention, it is in danger of being lost. The cost of this conversion project will be funded by ACRE's Modernization Trust Fund and the Micrographics Trust Fund.

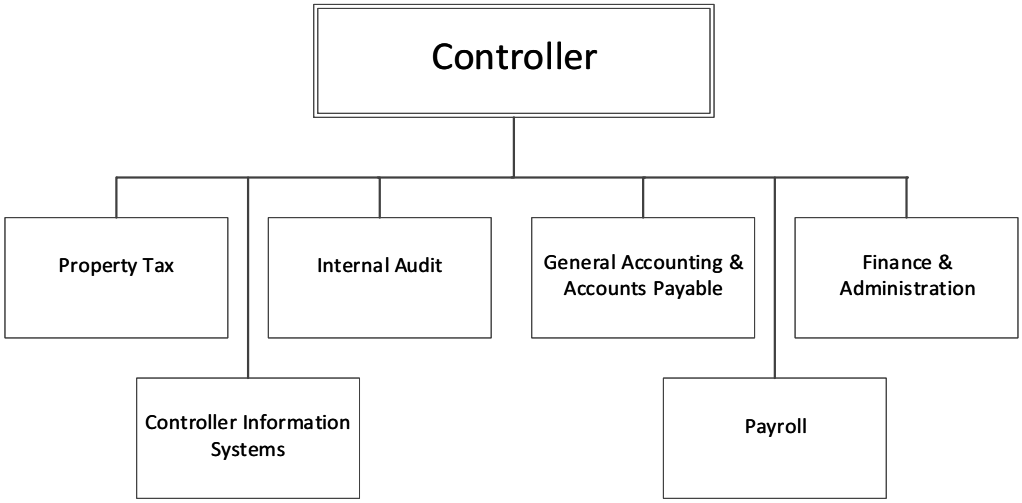
	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	4,485,000	—
Requirements		
Gross Appropriations	4,485,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	4,271,695	(4,675,561)
Requirements		
Gross Appropriations	4,205,799	(4,289,011)
Intrafund Transfers	—	—
Net County Cost	(65,896)	386,550
Positions	—	—

This page intentionally left blank

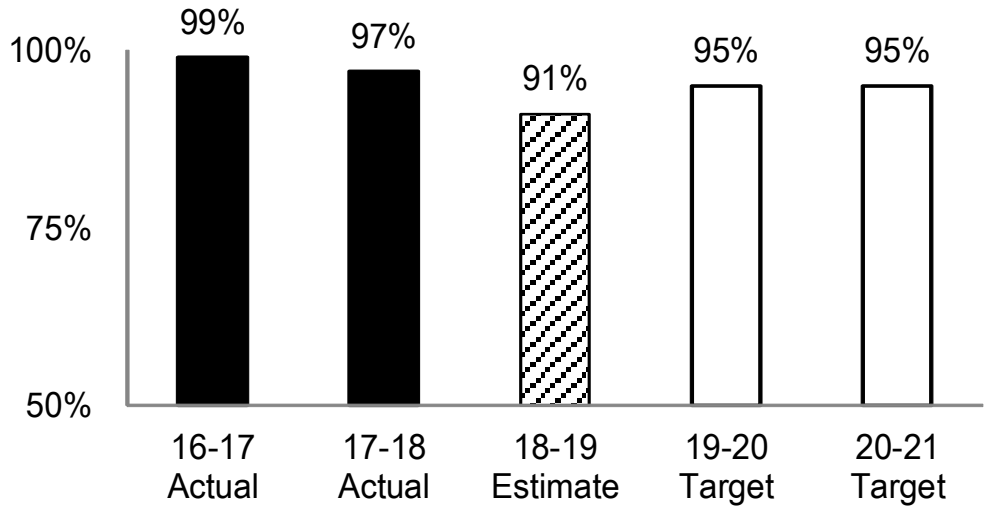
CONTROLLER'S OFFICE



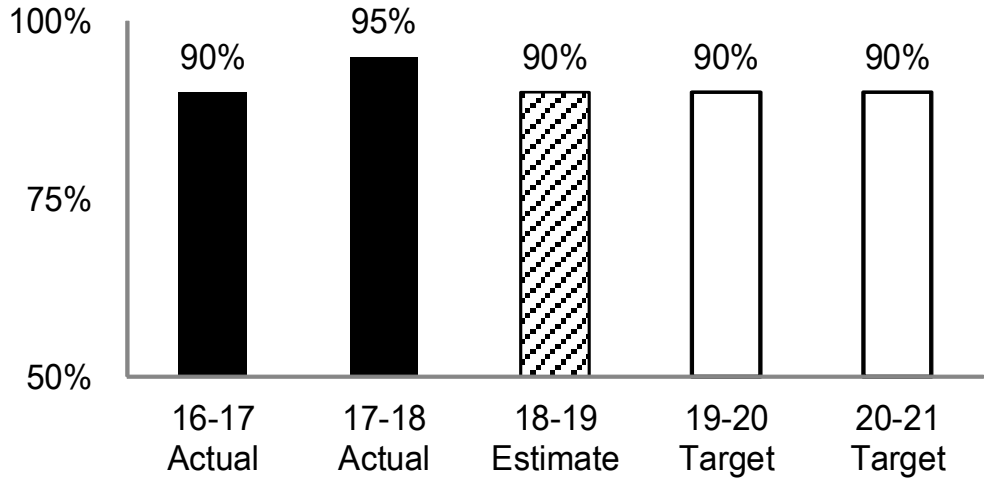
Department Locator

County > Administration and Fiscal Services > **Controller's Office**

Percent of Customer Survey Respondents Rating Controller Services Good or Better



Percent of Performance Goals Met



Mission Statement

To promote the County's operational effectiveness and ensure its financial transparency and integrity by providing quality accounting, auditing, and financial reporting services.

Overview

The Controller's Office primarily provides accounting, payroll, auditing, and property tax-related services. 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 the custom-developed property tax system for property tax-related functions.

In addition to processing payroll, distributing property taxes, maintaining accounting, payroll and property tax systems, conducting audits, and reviewing financial transactions processed through the County's financial accounting system, the Department compiles the County's annual SB 90 claims and prepares the 2 CFR Part 200 (formerly A-87) cost allocation plan.

The department achieved the following accomplishments:

- The Controller's Office received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the FY 2016-17 Comprehensive Annual Financial Report for the 18th consecutive year and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the FY 2016-17 Financial Highlights Report for the 16th consecutive year. Criteria for receiving the awards includes compliance with reporting standards, presentation, ease of use, and reader appeal of the financial reports.
- The Vehicle Rental Business License Tax audit resulted in the recovery of $2.21 million from three vehicle rental operators for the County. The Private Defender Program (PDP) follow-up audit resulted in the County using $10 million of prior years' unspent monies held by PDP to pay for the current year's services.
- The County's Automated Timekeeping System (ATKS) was upgraded and rolled out countywide. The newly upgraded system supports modern browsers including Firefox and Chrome. A new ATKS Resource Site is available on the Controller's Intranet Page. It provides information about the system along with downloadable Quick Reference Cards designed to show users how to complete the most common tasks in ATKS, such as navigating the timesheet, entering time, and requesting time off.
- The hosting site for the County's financial accounting system (OFAS) was migrated from the provider's Chico Data Center (Tier 2) to the Las Vegas Data Center (Tier 4). The Tier 4 site has the most updated technology and infrastructure, which will strengthen the security and performance of OFAS in addition to providing the most current technology for backup and disaster recovery.
- The FY 2016-17 and FY 2017-18 Publication was released, which provides an overview of the property tax administration process and the types of property taxes (e.g. secured, unsecured, and supplemental) that are levied, collected, apportioned, and distributed to local government agencies in San Mateo County. The publication demonstrates our mission to be transparent to the taxpayers and residents of San Mateo County by providing taxpayers visibility into the taxes they pay and where those taxes go.

In the next two years, the Controller's Office will work on the following initiatives:

- For the past 16 years, the Controller's Office has utilized a custom in-house developed system to meet its business needs and comply with California property tax laws. While the legacy system meets the Controller's business needs, it is written in an old programming language. It is difficult to obtain new support staff who are experienced in this programming language. The Controller's Office believes this risk can be mitigated by re-writing the existing system in a modern programming language that can be supported in the future. The Controller's Office plans to begin implementation in FY 2019-20.

- The process will change from batch processing to single invoice processing. Automating the review and approval workflow will streamline the existing process. This process will entail County-wide training, development of procedures manual, change management resources, and project management.
- Every two years, OFAS is required to be upgraded in order to receive on-going vendor support and maintenance. This upgrade will result in a new user interface, which will require training and updating procedures manuals.
- This new module within OFAS, will allow us to prepare and complete the County's Comprehensive Annual Financial Report (CAFR) in a more efficient manner. A tool within the module will enable the linking of amounts and footnotes throughout the CAFR document, which will facilitate edits and reduce potential errors or inconsistencies.
- Currently the entire employee expense reimbursement process is done manually and on paper. The new employee expense reimbursements application will be implemented and enable paperless submission of the employee reimbursement and automated review and approval workflow. The application will be configured based upon the County's policies and IRS regulations, which will ensure compliance and standardize and streamline the business process.
- Subsequent to an emergency or disaster, the County must follow specific procedures in order to recover associated costs. A procedures manual will be created to provide the necessary guidelines for the County to qualify for State and or federal aid.

Controller's Office (1400B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	143,958	152,205	215,000	464,711	249,711	569,563	104,852
Charges for Services	2,315,408	2,029,399	2,041,531	1,945,237	(96,294)	1,948,981	3,744
Interfund Revenue	17,846	13,611	1,230	87,640	86,410	78,613	(9,027)
Miscellaneous Revenue	176,739	195,002	140,000	140,000	—	140,000	—
Total Revenue	**2,653,951**	**2,390,217**	**2,397,761**	**2,637,588**	**239,827**	**2,737,157**	**99,569**
Fund Balance	1,812,609	2,182,741	2,199,449	1,712,098	(487,351)	1,555,169	(156,929)
Total Sources	**4,466,560**	**4,572,958**	**4,597,210**	**4,349,686**	**(247,524)**	**4,292,326**	**(57,360)**
Requirements							
Salaries and Benefits	7,106,199	8,019,770	8,899,437	9,854,314	954,877	10,323,579	469,265
Services and Supplies	1,089,969	1,018,499	2,824,085	3,185,108	361,023	2,381,453	(803,655)
Other Charges	3,166,508	3,190,207	2,124,064	2,805,316	681,252	2,395,530	(409,786)
Other Financing Uses	176,810	180,366	182,706	183,134	428	186,053	2,919
Gross Appropriations	**11,539,485**	**12,408,842**	**14,030,292**	**16,027,872**	**1,997,580**	**15,286,615**	**(741,257)**
Intrafund Transfers	(181,256)	(223,021)	(219,180)	(1,780,658)	(1,561,478)	(752,707)	1,027,951
Net Appropriations	**11,358,229**	**12,185,822**	**13,811,112**	**14,247,214**	**436,102**	**14,533,908**	**286,694**
Contingencies/Dept Reserves	1,342,428	1,367,428	1,367,428	1,347,886	(19,542)	1,417,628	69,742
Total Requirements	**12,700,657**	**13,553,250**	**15,178,540**	**15,595,100**	**416,560**	**15,951,536**	**356,436**
Net County Cost	**8,234,097**	**8,980,292**	**10,581,330**	**11,245,414**	**664,084**	**11,659,210**	**413,796**
Salary Resolution	46.0	46.0	46.0	46.0	—	46.0	—
Funded FTE	46.0	45.9	45.9	45.9	—	45.9	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $247,524 or 5.3 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of $249,711 in this funding source due to an increase in reimbursement of administration costs related to the redevelopment agency dissolution activities.

Charges for Services

There is a net decrease of $96,294 in this funding source due to a decrease in fees charged to local agencies for property tax services, tax collection fees, and supplemental tax administration fees. This decrease was partially offset by an increase of in fees for accounting and payroll services provided to special districts.

Interfund Revenue

There is a net increase of $86,410 in this funding source due to an increase in County Financial System (OFAS) Shared charges to Non-General Fund Departments. This increase was partially offset by a decrease in the County Wellness Grant.

Fund Balance

There is a net decrease of $487,351 in this funding source due to lower reserves amount from the prior fiscal year. This decrease was partially offset by an increase from the transfer from Payroll Common reserves currently in the Information Services Department (ISD). Fund Balance used for one-time projects and purchases in FY 2018-19 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by $416,560 or 2.7 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $954,877 in this expenditure category due to increases in regular employee salaries, extra help and term employee salaries, and Workers Compensation Experience Component. This increase was partially offset by decrease in Work Group 4 Comp- Management Cash Out (due to being overstated in the prior year) and Management Health Reimbursement.

Services and Supplies

There is a net increase of $361,023 in this expenditure category due to an increase in Payroll Common, OFAS Shared, Consolidated Check Printing, and the SB107 Countywide Oversight Board Programs. This increase was partially offset from a decrease in Other Professional Services for contracts that are being rolled over from the prior year.

Other Charges

There is a net increase of $681,252 in this expenditure category due to increases in Central Service departments' service charges, IT related expenditures, and amortization of the OFAS Accounts Payable Single Invoice Processing software. This increase was partially offset by decrease in Motor Vehicle Mileage and Internal Banking Charges.

Other Financing Uses

There is an increase of $428 in this expenditure category due to an increase in Debt Service and Facility Surcharge payments.

Intrafund Transfers

There is a net increase of $1,561,478 in this expenditure due to transfers of costs to County departments for OFAS Accounts Payable Single Invoice Processing software, OFAS Shared, Consolidated Check Printing, and property tax system costs.

Contingencies/Departmental Reserves

There is net decrease of $19,542 in the General Fund Reserves, representing 9.4 percent of Net Appropriations and exceeding the County's two percent Reserves policy.

NET COUNTY COST

There is an increase of $664,084 or 6.3 percent in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $57,360 or 1.3 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of $104,852 in this funding source due to an increase in reimbursements for administration costs related to the redevelopment agency dissolution activities.

Charges for Services

There is an increase of $3,744 in this funding source due to an increase in fees collected for providing accounting services to special districts.

Interfund Revenue

There is a decrease of $9,027 in this funding source due to a decrease in OFAS Share costs to Non-General Fund departments.

Fund Balance

There is a decrease of $156,929 in this funding source due to one-time uses from the previous year.

TOTAL REQUIREMENTS

Total Requirements increased by $356,436 or 2.2 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $469,265 in this expenditure category due to negotiated salary and benefits increases.

Services and Supplies

There is a net decrease of $803,655 in this expenditure category due to Software License/Maintenance Expense, Other Professional Contract Services, and Other Special Department Expense as a result of the elimination of one-time costs. This decrease was partially offset by an increase in Computer Supplies, Computer Equipment, and Employee Training Expense across various Programs.

Other Charges

There is a net decrease of $409,786 in this expenditure category due to Software Amortization and the elimination of a one-time project. This decrease was partially offset by increased Central Service Departments' service charges.

Other Financing Uses

There is an increase of $2,919 in this expenditure category due to an increase in Debt Service and Facility Surcharge payments.

Intrafund Transfers

There is a net decrease of $1,027,951 in this expenditure category due to the elimination of one-time projects and a reduction in OFAS Shared costs. This decrease was partially offset by an increase in Intrafund Transfers for Consolidated Check Printing, and Property Tax system costs.

Contingencies/Departmental Reserves

There is net increase of $69,742 in this expenditure. The balance in General Fund Reserves represents 9.8 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $413,796 or 3.7 percent in this Department's General Fund allocation.

Administration (1411P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Administration**

Program Outcome Statement

Improve Office performance through strategy, guidance, and support

Program Results

The Administration Program 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 works with County departments and consultants to prepare the annual 2 CFR Part 200 Cost Allocation Plan. 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 continues to meet the targets for the following performance measures.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Performance Goals Met	90%	95%	90%	90%	90%
Percent of Customer Survey Respondents Rating Services as Good or Better	99%	97%	91%	90%	90%
Cost per Capita	$12.84	$15.91	$16.41	$16.41	$16.41

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Administration (1411P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	1,813,839	1,732,734	1,619,597	1,573,237	(46,360)	1,323,842	(249,395)
Total Requirements	3,519,480	3,635,502	3,836,013	3,766,373	(69,640)	3,822,861	56,488
Net County Cost	1,705,641	1,902,768	2,216,416	2,193,136	(23,280)	2,499,019	305,883
Salary Resolution	6.0	6.0	6.0	6.0	—	6.0	—
Funded FTE	6.0	6.0	6.0	6.0	—	6.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time Funding Source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,561,483. Net funding adjustments in FY 2020-21 total $1,545,752.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,618,703)	(1,572,343)
Requirements		
Gross Appropriations	(25,718)	7,625
Intrafund Transfers	402	(1,265)
Contingencies/Dept Reserves	(44,480)	50,128
Net County Cost	1,561,483	1,545,752
Positions	—	—

2. OFAS Shared Charges: Appropriations for Other Service Charges are added in order to reimburse OFAS Shared from Administration in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	156	—
Intrafund Transfers	—	—
Net County Cost	156	—
Positions	—	—

3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,572,343	1,322,948
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(12,576)	83,079
Net County Cost	(1,584,919)	(1,239,869)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(46,360)	(249,395)
Requirements		
Gross Appropriations	(25,562)	7,625
Intrafund Transfers	402	(1,265)
Contingencies/Dept Reserves	(44,480)	50,128
Net County Cost	(23,280)	305,883
Positions	—	—

Internal Audit (1421P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Internal Audit**

Program Outcome Statement

To provide a variety of independent and objective audits including reviews of financial procedures, internal controls, computer system security, financial analysis, and consulting services designed to add value and improve County departments' operations

Program Results

This Program is designed to help County departments enhance overall services delivery to the public including strengthening controls and efficiency of their operations. The objective is to ensure that policies are adequate and complied with, and that controls are designed effectively and operating efficiently.

The program coordinates and compiles information for with the annual Federal Single Audit to help the County meet reporting requirements for federal grants of approximately $116 million annually. Additionally, the Program performed annual agreed-upon procedures audit of Measure K Sales and Use Tax Audit for the Measure K Oversight Committee. Measure K Revenues received by the County of San Mateo for FY 2017-18 totaled $89 million and expenditures incurred totaled $88 million.

During FY 2017-19, the Program made significant contributions to County departments and programs, including the County Airports, the Private Defender Program, the Project Development Unit, the Vehicle Registration Business License Tax, IT systems, and others by ensuring that internal controls were adequate.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Countywide Projects	3	3	3	3	3
County Budget per Internal Audit Employee (in Millions)	$317	$313	$320	$355	$373
Percent of Total Available Time Spent on Audit Reviews	80%	80%	73%	80%	80%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Internal Audit (1421P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	37,455	106,956	2,000	—	(2,000)	—	—
Total Requirements	1,310,200	1,633,548	1,687,667	1,893,543	205,876	1,935,750	42,207
Net County Cost	1,272,745	1,526,592	1,685,667	1,893,543	207,876	1,935,750	42,207
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	7.9	7.9	7.9	—	7.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $178,874. Net funding adjustments in FY 2020-21 total $42,207.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	178,874	42,207
Intrafund Transfers	—	—
Net County Cost	178,874	42,207
Positions	—	—

2. Financial Statement Compilation: One-time revenue from the Metropolitan Transportation Commission for a Senior Auditor's time for financial statement compilation completed in FY 2017-18 is eliminated in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(2,000)	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	2,000	—
Positions	—	—

3. Scanning Project: This action adds appropriations for scanning of various Controller's Office Budget Books in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	3,000	—
Intrafund Transfers	—	—
Net County Cost	3,000	—
Positions	—	—

4. Training Consultants: This action adds appropriations for consulting services to provide additional training to the Audit Division in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	22,000	—
Intrafund Transfers	—	—
Net County Cost	22,000	—
Positions	—	—

5. OFAS Shared Charges: Appropriations for Other Service Charges are added in order to reimburse OFAS Shared from the Audit Division in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	2,002	—
Intrafund Transfers	—	—
Net County Cost	2,002	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(2,000)	—
Requirements		
Gross Appropriations	205,876	42,207
Intrafund Transfers	—	—
Net County Cost	207,876	42,207
Positions	—	—

Payroll Services (1431P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Payroll Services**

Program Outcome Statement

Process payroll accurately and in a timely manner

Program Results

Payroll Services is responsible for processing bi-weekly payroll for approximately 6,700 employees who work for the County of San Mateo, San Mateo County Superior Courts, and four independent special districts. This Program is responsible for processing: employee payroll requests; payroll tax reports to state and federal governments; annual W-2 forms; and State Disability Insurance and workers' compensation integrated payments and reporting. The program also establishes and calculates payroll deductions and remits to the recipients (e.g. garnishments, levies, union dues, retirement contributions, and charitable contributions).

Payroll Services supports and maintains all software and hardware needs for the Workday and ATKS systems. It also improves the usability of these systems, and designs, develops, and implements new processes to ensure the systems operate efficiently and effectively. The Program further manages required system and process updates to remain current with changes to labor agreements and federal and State payroll statutes and regulations.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Payroll Checks/Payments Issued Correctly	99%	99%	99%	99%	99%
Countywide Employees per Payroll Division Employee	1,043	1,077	902	902	902
Percent of Payroll Checks/Payments Direct Deposited	98%	99%	99%	99%	99%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Payroll Services (1431P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	35,900	40,781	28,562	169,255	140,693	236,783	67,528
Total Requirements	3,809,277	3,998,878	3,967,945	4,312,978	345,033	4,447,938	134,960
Net County Cost	3,773,376	3,958,097	3,939,383	4,143,723	204,340	4,211,155	67,432
Salary Resolution	7.0	7.0	8.0	8.0	—	8.0	—
Funded FTE	7.0	7.0	8.0	8.0	—	8.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $202,257. Net funding adjustments in FY 2020-21 total $274,715.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	938	(139,755)
Requirements		
Gross Appropriations	203,195	134,960
Intrafund Transfers	—	—
Net County Cost	202,257	274,715
Positions	—	—

2. Payroll Common: Fund Balance increases to cover a Term HR Tech position. Approved by the Payroll Common Steering Committee to conduct audits and assist with the Help Desk and additional automation services costs associated with $Universe.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	139,755	207,283
Requirements		
Gross Appropriations	139,755	—
Intrafund Transfers	—	—
Net County Cost	—	(207,283)
Positions	—	—

3. OFAS Shared : Appropriations for Other Service Charges are added in order to reimburse OFAS Shared from the Payroll Division in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	110	—
Intrafund Transfers	—	—
Net County Cost	110	—
Positions	—	—

4. Consolidated Check Printing: Appropriations for printing costs are added in order to reimburse Consolidated Check printing from the Payroll Division for printing of payroll checks in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,973	—
Intrafund Transfers	—	—
Net County Cost	1,973	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	140,693	67,528
Requirements		
Gross Appropriations	345,033	134,960
Intrafund Transfers	—	—
Net County Cost	204,340	67,432
Positions	—	—

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 maintains and continuously improves the County's financial accounting system (OFAS) to ensure availability of the system to users. The Program also provides training and help-desk support to over 400 users.

In 2018, the County's OFAS-hosted site was migrated from the provider's Chico Data Center (Tier 2) to the Las Vegas Data Center (Tier 4). The Tier 4 site has the most updated technology and infrastructure, which improves the security, system performance, backup/redundancy, and disaster recovery.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Availability of Financial System	99.9%	99.9%	99.9%	99.9%	99.9%
Customer Survey Respondents Rating Services as Good or Better	100%	99.5%	99.5%	95%	95%
Number of Financial Systems Users Provided Training	262	206	120	120	120

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Controller Information Systems (1432P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	—	134,195	—	86,746	86,746	102,657	15,911
Total Requirements	932,308	919,467	1,025,042	1,168,206	143,164	1,145,633	(22,573)
Net County Cost	932,308	785,272	1,025,042	1,081,460	56,418	1,042,976	(38,484)
Salary Resolution	5.0	5.0	5.0	5.0	—	5.0	—
Funded FTE	5.0	5.0	5.0	5.0	—	5.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $113,522. Net funding adjustments in FY 2020-21 total ($33,160).

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	—	(9,027)
Requirements		
Gross Appropriations	113,522	(1,078,403)
Intrafund Transfers	—	1,036,216
Contingencies/Dept Reserves	24,938	19,614
Net County Cost	113,522	(33,160)
Positions	—	—

2. OFAS Shared: Management of OFAS Shared is moved from the Information Services Department (ISD) to the Controller's Office. Revenues from General Fund and non-General Fund Departments are appropriated to expenditures associated with OFAS Shared in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	86,746	—
Requirements		
Gross Appropriations	463,401	—
Intrafund Transfers	(397,916)	—
Contingencies/Dept Reserves	21,506	—
Net County Cost	245	—
Positions	—	—

3. Consolidated Check Printing: Management of Consolidated Check Printing (CCP) is transferred from the Information Services Department (ISD) to the Controller's Office. This action budgets revenues from General Fund and non-General Fund Departments and appropriates expenditures associated with CCP in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	65,363	—
Intrafund Transfers	(126,144)	—
Contingencies/Dept Reserves	3,432	—
Net County Cost	(57,349)	—
Positions	—	—

4. County Financial System (OFAS) : This action appropriates a one-time transfer from Non-Departmental Services in FY 2019-20 to offset the cost of the upgrade of the County Financial System (OFAS) that changes the batch processing to single invoice processing in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,000,000	—
Intrafund Transfers	(1,000,000)	—
Net County Cost	—	—
Positions	—	—

5. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	24,938
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	19,614
Net County Cost	—	(5,324)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	86,746	15,911
Requirements		
Gross Appropriations	1,642,286	(1,078,403)
Intrafund Transfers	(1,524,060)	1,036,216
Contingencies/Dept Reserves	24,938	19,614
Net County Cost	56,418	(38,484)
Positions	—	—

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 (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 18th consecutive year and the Popular Annual Financial Report (PAFR) for the 16th 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 enabling the County to borrow at the lowest available interest rates to finance major capital projects. The program will continue to explore ways to optimize its operating efficiency and effectiveness.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Monthly Closings Performed on Time	12	12	12	12	12
Percent of CAFR Opinions Issued Unqualified and Percent Success in Receiving GFOA Award of Excellence	100%	100%	100%	100%	100%
Total Number of Transactions Processed[1]	4.3 M	4.0 M	3.8 M	3.6 M	3.6 M

[1]Transations include journal entries, invoices, and cash receipts

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

General Accounting (1441P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	189,845	307,507	181,535	202,137	20,602	202,137	—
Total Requirements	1,257,458	1,471,869	1,730,436	1,906,791	176,355	1,995,841	89,050
Net County Cost	1,067,612	1,164,362	1,548,901	1,704,654	155,753	1,793,704	89,050
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $120,689. Net funding adjustments in FY 2020-21 total $87,923.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	20,602	—
Requirements		
Gross Appropriations	141,291	87,923
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	120,689	87,923
Positions	—	—

2. OFAS Shared Charges: Appropriations for Other Service Charges are added in order to reimburse OFAS Shared from Fiscal in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	118	—
Intrafund Transfers	—	—
Net County Cost	118	—
Positions	—	—

3. Fiscal Office Services Supervisor : To better align operational needs, one vacant Fiscal Office Services Supervisor is deleted and a Senior Accountant is added in FY 2019-20

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	34,946	1,127
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	34,946	1,127
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	20,602	—
Requirements		
Gross Appropriations	176,355	89,050
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	155,753	89,050
Positions	—	—

Property Tax/Special Accounting (1461P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Property Tax/Special Accounting**

Program Outcome Statement

Calculate tax rates and distribute property taxes in accordance with applicable California laws

Program Results

The main function of the Program is to calculate the property tax rates and amounts 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, issuing tax-payer refunds as needed, and providing accounting support services to 12 special districts that maintain their funds with the County Treasurer.

The Property Tax Highlights publication was released for FY 2016-17 and FY 2017-18, providing an overview of the property tax administration process and the types of property taxes (secured, unsecured, and supplemental) that are levied, collected, apportioned, and distributed to local government agencies in San Mateo County. The publication demonstrates the Department's mission to be transparent to the taxpayers and residents of San Mateo County by providing taxpayers visibility into the taxes they pay and where those taxes go.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Major Tax Apportionments Completed by Installment Due Date	100%	100%	100%	100%	100%
Total Dollars Apportioned per Property Tax Employee	711 M	887 M	628 M	628 M	628 M
Percent of Customer Survey Respondents Rating Services Good or Excellent	100%	100%	100%	95%	95%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Property Tax/Special Accounting (1461P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,389,520	2,250,785	2,765,516	2,318,311	(447,205)	2,426,907	108,596
Total Requirements	1,871,935	1,893,985	2,931,437	2,547,209	(384,228)	2,603,513	56,304
Net County Cost	(517,585)	(356,800)	165,921	228,898	62,977	176,606	(52,292)
Salary Resolution	10.0	10.0	9.0	9.0	—	9.0	—
Funded FTE	10.0	10.0	9.0	9.0	—	9.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time Funding Source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $211,819. Net funding adjustments in FY 2020-21 total ($52,292).

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(682,205)	108,596
Requirements		
Gross Appropriations	(432,566)	63,304
Intrafund Transfers	(37,820)	(7,000)
Contingencies/Dept Reserves	—	—
Net County Cost	211,819	(52,292)
Positions	—	—

2. OFAS Shared : Appropriations for Other Service Charges are added in order to reimburse OFAS Shared from Property Tax Division in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,158	—
Intrafund Transfers	—	—
Net County Cost	1,158	—
Positions	—	—

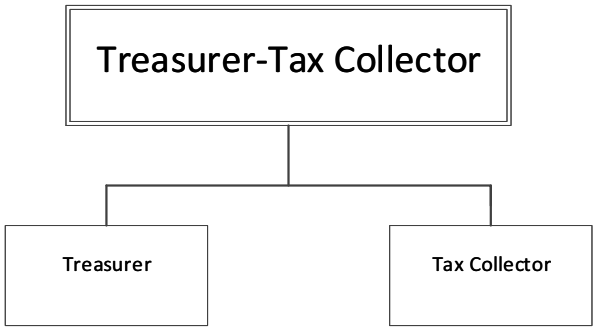
3. Countywide Oversight Board: Appropriations and funding is added for administration costs associated with redevelopment agency dissolution activities in FY 2019-20.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	235,000	—
Requirements		
Gross Appropriations	85,000	—
Intrafund Transfers	—	—
Net County Cost	(150,000)	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

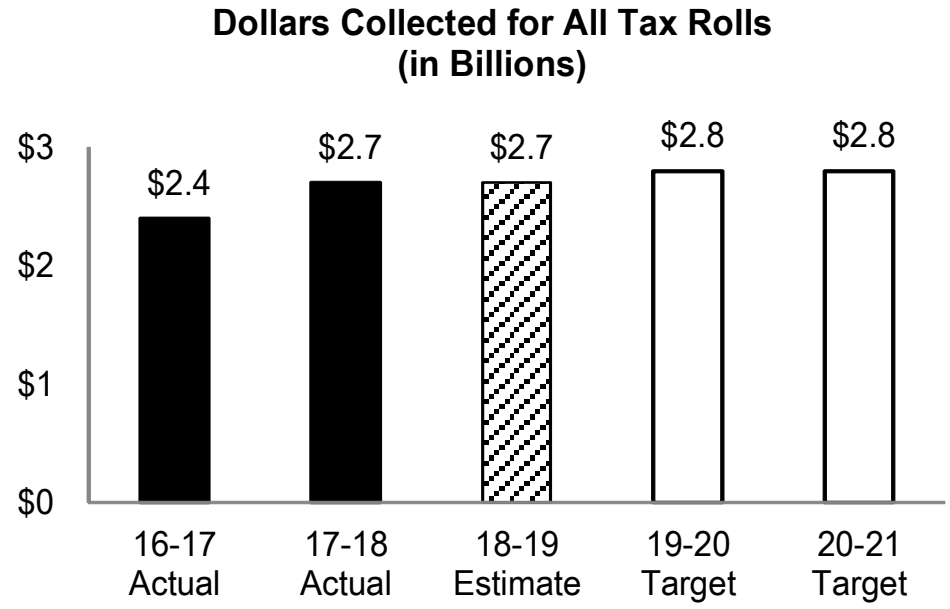
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(447,205)	108,596
Requirements		
Gross Appropriations	(346,408)	63,304
Intrafund Transfers	(37,820)	(7,000)
Contingencies/Dept Reserves	—	—
Net County Cost	62,977	(52,292)
Positions	—	—

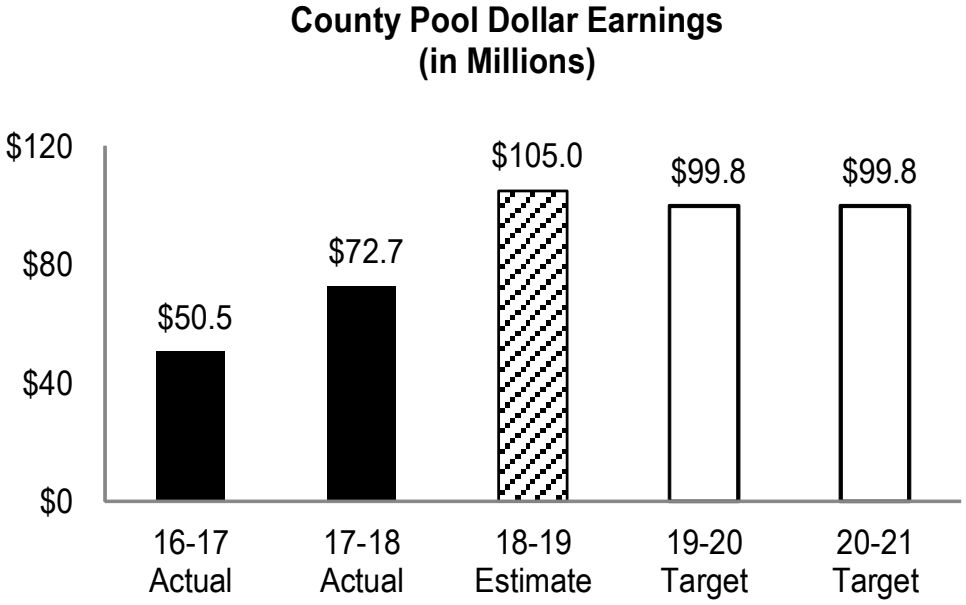
TREASURER-TAX COLLECTOR



Department Locator

County > Administration and Fiscal Services > **Treasurer – Tax Collector**





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 County taxpayer dollars.

Overview

The Tax Collector Program is responsible for collecting secured, unsecured, and supplemental taxes. The Division is also responsible for the collection of the Transient Occupancy Tax, which is levied on the rent charged by an operator for the privilege of occupying a room, 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. In addition, the Office collects Vehicle Rental Business License Tax (VRBLT) which is authorized under San Mateo County Ordinance Code Chapter 5.150. The County ordinance provides that the County of San Mateo collect VRBLT Tax from associated businesses operating in the unincorporated areas of the county. Operators are required to obtain a 'Vehicle Rental Business Registration" within 30 days after commencing business. 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. The Division has collected unsecured tax payments through a Union Bank lockbox service since FY 2017-18. E-billing went live with the first electronic notices issued in FY 2016-17. There are currently 2,152 parcels enrolled in E-billing. The department is working diligently on the implementation of a new property tax system which will go live on July 1, 2019.

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, consistently maintain sufficient liquidity to meet the financial needs of the County at all times and earn a reasonable rate of return.

For FY 2018-19, the estimated dollar earnings and estimated earnings rate are $105 million and 2.3 percent, respectively. The County Pool has consistently outperformed the Local Agency Investment Fund (LAIF). 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 158 General Obligation bonds and seven Tax and Revenue Anticipation Notes for school districts. As the provider of banking and cash management services to all County departments, this Division anticipates that it will process 69,664 customer transactions. Due to the current size of the County Pool, administrative costs have been reduced and operational efficiencies have been realized within the Treasurer Program. Effective July 1, 2018, the County Investment Pool's administrative fee was reduced from 10.5 basis points to 9.5 basis points. The County Pool Administrative Fee is established annually and is effective July 1 through June 30. The fee is redeveloped annually to align with the actual administrative cost of managing the pool. Due to variations in the pool size during the fiscal year (such as those caused by the influx of funds from unanticipated school bond issues or voluntary pool participant withdrawals), a true-up of fees collected takes place in the 4th quarter of each fiscal year.

Treasurer - Tax Collector (1500B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	3,129	1,906	1,850	1,850	—	1,850	—
Use of Money and Property	98,058	69,148	—	—	—	—	—
Charges for Services	6,704,736	6,004,667	5,149,490	5,149,490	—	6,686,305	1,536,815
Interfund Revenue	445,713	447,276	5,573,364	3,643,364	(1,930,000)	2,983,014	(660,350)
Miscellaneous Revenue	170,960	222,867	56,000	56,000	—	56,000	—
Total Revenue	**7,422,596**	**6,745,863**	**10,780,704**	**8,850,704**	**(1,930,000)**	**9,727,169**	**876,465**
Fund Balance	4,218,878	3,912,028	4,087,746	4,087,746	—	267,284	(3,820,462)
Total Sources	**11,641,474**	**10,657,891**	**14,868,450**	**12,938,450**	**(1,930,000)**	**9,994,453**	**(2,943,997)**
Requirements							
Salaries and Benefits	6,604,125	6,894,093	5,825,793	6,135,530	309,737	5,890,083	(245,447)
Services and Supplies	1,094,805	9,949,217	9,612,046	6,673,849	(2,938,197)	4,235,195	(2,438,654)
Other Charges	1,855,046	935,336	2,238,616	2,108,638	(129,978)	2,119,727	11,089
Fixed Assets	—	—	140,000	140,000	—	140,000	—
Other Financing Uses	181,312	184,050	176,986	171,986	(5,000)	177,095	5,109
Gross Appropriations	**9,735,288**	**17,962,697**	**17,993,441**	**15,230,003**	**(2,763,438)**	**12,562,100**	**(2,667,903)**
Intrafund Transfers	(2,851,039)	(11,769,088)	(1,370,000)	(300,000)	1,070,000	(300,000)	—
Net Appropriations	**6,884,249**	**6,193,608**	**16,623,441**	**14,930,003**	**(1,693,438)**	**12,262,100**	**(2,667,903)**
Contingencies/Dept Reserves	301,359	301,359	267,284	267,284	—	267,284	—
Total Requirements	**7,185,608**	**6,494,967**	**16,890,725**	**15,197,287**	**(1,693,438)**	**12,529,384**	**(2,667,903)**
Net County Cost	**(4,455,866)**	**(4,162,924)**	**2,022,275**	**2,258,837**	**236,562**	**2,534,931**	**276,094**
Salary Resolution	61.0	60.0	34.0	34.0	—	34.0	—
Funded FTE	61.0	60.0	34.0	34.0	0.1	34.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,930,000, or 13 percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Interfund Revenue

There is a net decrease of $1,930,000 in this funding source due to the removal of one-time funding for the new tax system installation phase I. This decrease is partially offset by increase in other interfund revenue related to banking expense reimbursement from County departments.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,693,439, or 10 percent, from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $309,736 in this expenditure category due to negotiated salary and benefit increases and an added expense for the two part-time extra help positions to assist in the data imaging project. The increase will be partially offset by a removal of unspent benefits appropriation.

Services and Supplies

There is a net decrease of $2,938,197 in this expenditure category due to the removal of one-time costs for the tax system implementation project and the remittance processing machines replacement project. This decrease will be partially offset by increases contract costs for auditing services for Transient Occupancy Tax and Vehicle Rental Business License Tax, and other professional contract services related to investment portfolio management.

Other Charges

There is a net decrease of $129,978 in this expenditure category due to a decrease in service charges related to Information Services. This decrease was partially offset by an increase in other miscellaneous charges.

Other Financing Uses

There is a net decrease of $5,000 in this expenditure category due to a decrease in County facility rental charges. This decrease was partially offset by an increase in other Miscellaneous Charges, to include telephone and banking expenses.

Intrafund Transfers

There is a net decrease of $1,070,000 in this expenditure category due to the removal of a one-time transfer for the new tax system implementation project and some minor correction of budget allocation to better align with accounting methodology. This decrease is fully offset by a decrease in Interfund Revenue.

NET COUNTY COST

There is an increase of $236,561, or 10.5 percent, in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $2,943,997, or 23 percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Charges for Services

There is a net increase of $1,536,815 in this funding source due to projected increases in commission fees.

Interfund Revenue

There is a net decrease of $660,350 in this funding source due to the removal of one-time funding for the new tax system installation. This decrease was partially offset by a decrease in services and supplies.

Fund Balance

There is a net decrease of $3,820,997 in this funding source due to one-time expenditures in the previous year.

TOTAL REQUIREMENTS

Total Requirements decreased by $2,667,902, or 17.6 percent, from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of $245,446 in this expenditure category due to the deletion of the two extra-help positions for to the new tax system implementation project. This decrease was partially offset by negotiated salary and benefit increases.

Services and Supplies

There is a net decrease of $2,438,654 in this expenditure category due to the removal of one-time costs for the office desktop equipment refreshment project and the tax system implementation project.

Other Charges

There is a net increase of $11,089 in this expenditure category due to an increase in service charges from the ISD, Public Works, and the Controller Office.

Other Financing Uses

There is a net increase of $5,109 in this expenditure category due to an increase in County facility rental charges.

NET COUNTY COST

There is an increase of $276,094, or 11 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

Provide 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 uses 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 at the department's satellite office in South San Francisco.

In FY 2017-19, 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 99 percent, San Mateo County continues to maintain one of the highest secured collection rates in California. Priorities for FY 2019-21 include the following: the launch of a new property tax system on July 1, 2019; implementation of an imaging project to convert all paper records to imaged documents; population historical information into the new property tax system; and reduction of the cost per bill as the new Tax System implementation is completed.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Dollars Collected for All Tax Rolls (in Billions)	$2.40	$2.70	$2.70	$2.75	$2.80
Cost per Tax Bill	$6.20	$29.10	$27	$20	$16
Secured Collection Rate	99%	98%	99%	99%	99%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Tax Collector (1510P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	3,345,167	3,225,812	9,247,152	7,247,152	(2,000,000)	4,303,155	(2,943,997)
Total Requirements	2,588,089	2,753,618	11,265,333	9,314,480	(1,950,853)	6,491,449	(2,823,031)
Net County Cost	(757,078)	(472,194)	2,018,181	2,067,328	49,147	2,188,294	120,966
Salary Resolution	14.0	14.0	15.0	15.0	—	15.0	—
Funded FTE	14.0	14.0	15.0	15.0	—	15.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $2,495,611. Net funding adjustments in FY 2020-21 total $120,966.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(4,446,464)	(2,943,997)
Requirements		
Gross Appropriations	(2,950,853)	(2,823,031)
Intrafund Transfers	1,000,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	2,495,611	120,966
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,446,464	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,446,464)	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(2,000,000)	(2,943,997)
Requirements		
Gross Appropriations	(2,950,853)	(2,823,031)
Intrafund Transfers	1,000,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	49,147	120,966
Positions	—	—

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 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 cash management. The Program manages a $5.7 billion investment pool that is comprised of 21.3 percent voluntary and 78.7 percent involuntary participants.

In FY 2017-19, 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 2018-19, the estimated dollar earnings in the Pool is projected to be $105 million. The County Pool yield rate is projected to be 2.30 percent. Paying agent responsibilities were accepted for 158 General Obligation Bonds and seven Tax and Revenue Anticipation Notes, which increased funding to the County Pool. Banking expenses continue to be closely monitored and costs maintained.

Priorities for the upcoming budget cycle include: hiring and retaining qualified staff; striving to stay competitive with, or outperform, the Local Agency Investment Fund; achieve an overall customer satisfaction rating of 90 percent or higher; process 98 percent of deposits within one day; and continue to review and monitor the continuity of operations plan to ensure that funds are available in the event of an emergency.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Investment Pool Compliance	100%	100%	100%	100%	100%
County Pool Dollar Earnings (in Millions)	$38.70	$72.70	$105	$100	$100
County Pool Gross Earnings Rate	0.8%	1.4%	2.3%	2.4%	2.4%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Treasurer (1520P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	6,215,276	5,675,275	5,621,298	5,691,298	70,000	5,691,298	—
Total Requirements	3,652,779	2,904,391	5,625,392	5,882,807	257,415	6,037,935	155,128
Net County Cost	(2,562,497)	(2,770,885)	4,094	191,509	187,415	346,637	155,128
Salary Resolution	19.0	20.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	20.0	19.0	19.0	—	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $1,828,697. Net funding adjustments in FY 2020-21 total $155,128.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,571,282)	—
Requirements		
Gross Appropriations	187,415	155,128
Intrafund Transfers	70,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,828,697	155,128
Positions	—	—

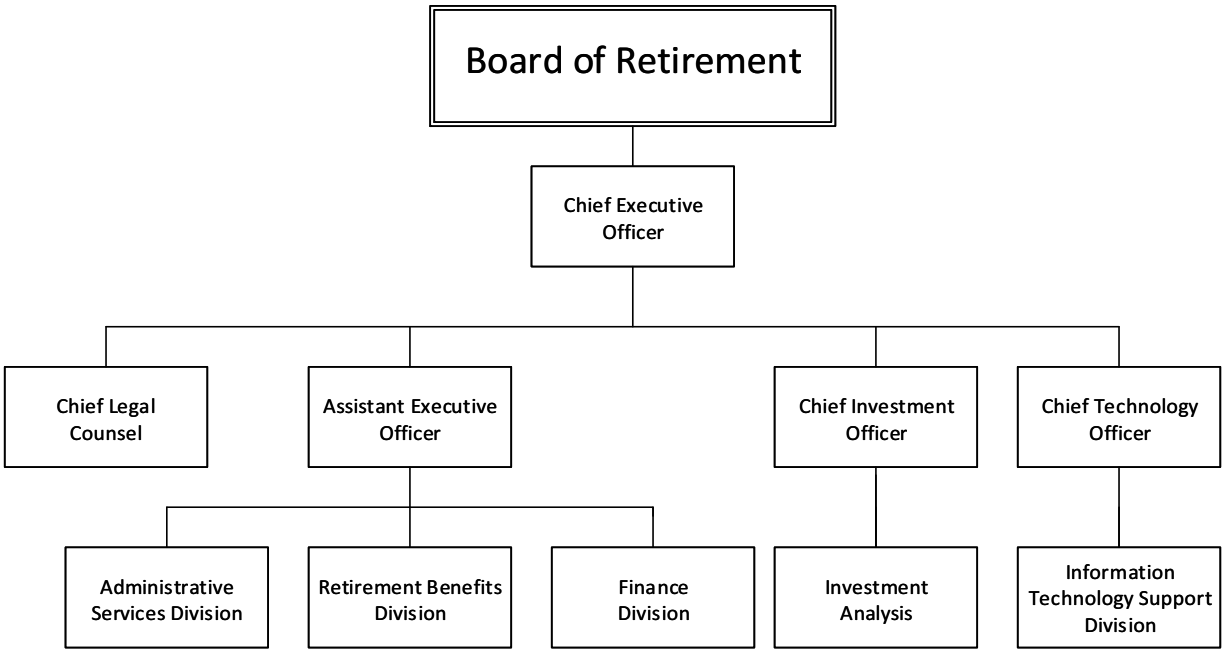
2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,641,282	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,641,282)	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

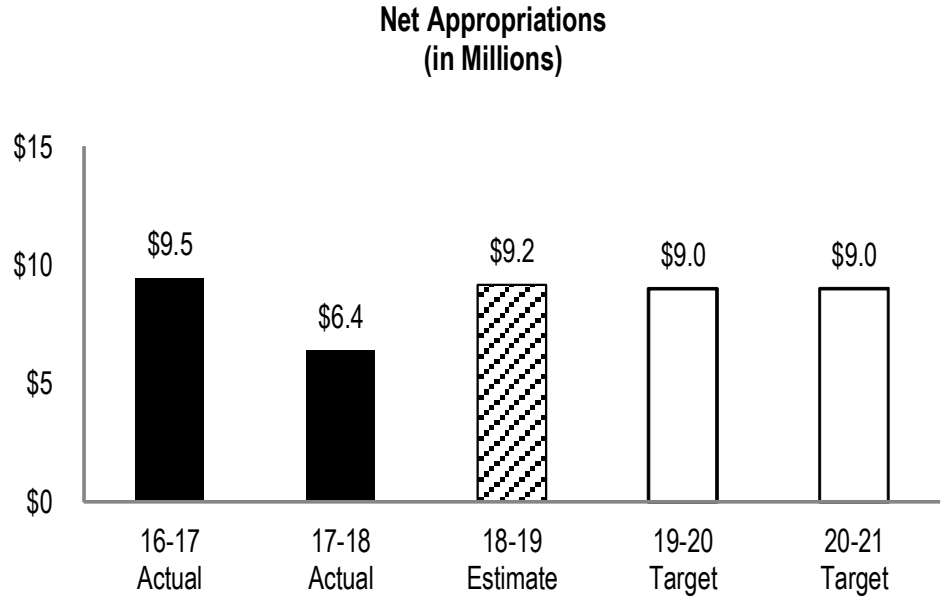
	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	70,000	—
Requirements		
Gross Appropriations	187,415	155,128
Intrafund Transfers	70,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	187,415	155,128
Positions	—	—

RETIREMENT OFFICE (SamCERA)



Department Locator

County > Administration and Fiscal Services > **Retirement Office (SamCERA) - Information Only**



Outcome Statement

Act as a prudent administrator for the retirement system

Overview

San Mateo County's Employee Retirement Association (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 SamCERA's members. The Board is responsible for administering the provisions of the '37 Act that the Board of Supervisors has made applicable to San Mateo County. SamCERA's staff of 23 full-time employees is responsible for assuring that the needs of the members, employers, and the Board are met in accordance with the highest standards set forth in its mission and goals statement. SamCERA's goals are to provide caring, fair, accurate, timely, and knowledgeable professional services to SamCERA's members and other stakeholders. SamCERA prudently manages the assets to appropriately fund the actuarial liabilities of the retirement system and ensure the ability to pay all earned benefits while minimizing the costs to its employers. SamCERA serves as a loyal fiduciary to its 12,142 members and entities to constantly improve the effectiveness of its services and the efficiency of its operations.

Program Results

For FY 2019-20, $4.4 billion in net assets were held in trust for pension benefits. As of June 30, 2018, the actuarial funded ratio for SamCERA increased from 84.3 percent to 87.5 percent. In consultation with its actuarial services consultant, Milliman, Inc., in June 2017, the SamCERA Retirement Board lowered its investment earnings assumption from seven to 6.8 percent, beginning in FY 2018-19.

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. Furthermore, SamCERA works collaboratively with the County's Human Resources Benefits Division to provide workshops for new and retiring members.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Retirement Workshops and Member Outreach Events	35	32	53	69	69
Actuarial Funded Ratio for SamCERA	82%	83%	84%	88%	89%

Retirement Office (2000B)
Retirement Trust Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Miscellaneous Revenue	9,461,930	6,413,597	9,163,435	8,999,821	(163,614)	9,019,537	19,716
Other Financing Sources	—	—	—	—	—	—	—
Total Revenue	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Total Sources	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Requirements							
Salaries and Benefits	4,521,284	4,635,799	5,365,750	5,237,810	(127,940)	5,475,806	237,996
Services and Supplies	1,908,575	1,647,648	3,491,685	3,466,148	(25,537)	3,243,028	(223,120)
Other Charges	152,643	131,613	306,000	295,863	(10,137)	300,703	4,840
Fixed Assets	2,879,428	(1,462)	—	—	—	—	—
Gross Appropriations	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Intrafund Transfers							
Net Appropriations	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Total Requirements	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	24.0	24.0	23.7	24.0	0.3	24.0	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Retirement Office (2000B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	9,461,930	6,413,597	9,163,435	8,999,821	(163,614)	9,019,537	19,716
Total Requirements	9,461,930	6,413,597	9,163,435	8,999,821	(163,614)	9,019,537	19,716
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	24.0	24.0	23.7	24.0	0.3	24.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

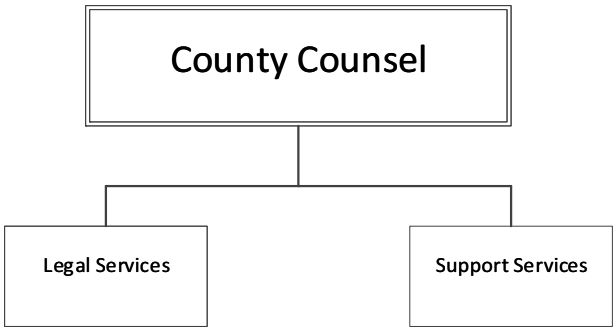
	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(163,614)	19,716
Requirements		
Gross Appropriations	(163,614)	19,716
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(163,614)	19,716
Requirements		
Gross Appropriations	(163,614)	19,716
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

This page intentionally left blank

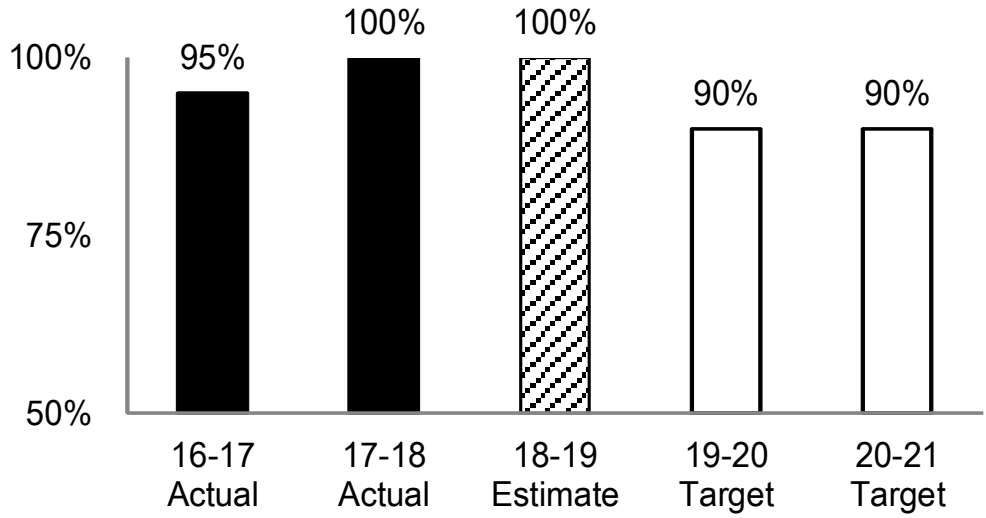
COUNTY COUNSEL'S OFFICE



Department Locator

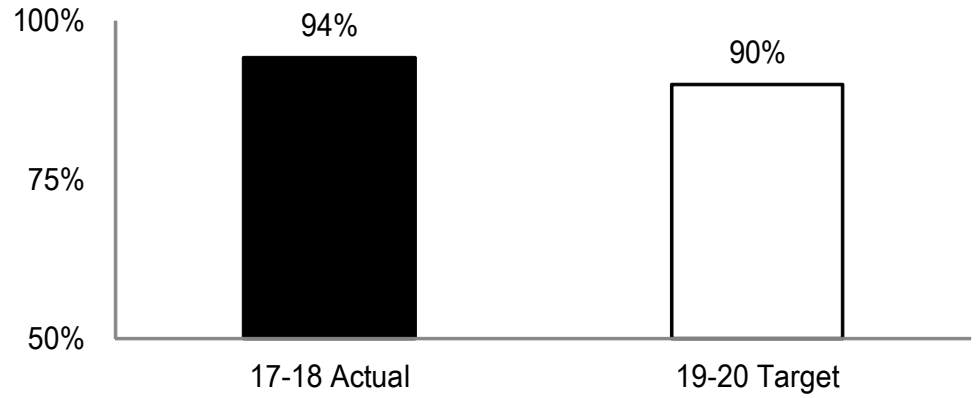
County > Administration and Fiscal Services > **County Counsel's Office**

Percent of Post-Litigation Survey Respondents Very Satisfied or Mostly Satisfied with Services



Percent of Biennial Customer Survey Respondents who Strongly Agree or Agree that the Legal Services Provided by the CCO Meet or Exceed their Expectations

(Surveys are conducted every other year)



Mission Statement

The Office of the County Counsel (CCO) provides quality and timely legal services to the Board of Supervisors, the County Manager's Office, elected County officials, all County departments, and boards and commissions. The Office also provides services to school districts, special districts, and other public agencies operating within the County, allowing them to carry out their responsibilities in a manner fully consistent with the law.

Overview

CCO 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. CCO also defends and/or prosecutes civil actions on behalf of its clients. CCO's recent accomplishments include the following:

- Supported the Project Development Unit on a wide range of complex ongoing construction efforts.
- Provided legal support to the Board of Supervisors in its efforts regarding affordable housing.
- Supported the Peninsula Clean Energy Authority through construction of California's Wright Solar, California's largest solar installation built exclusively for a Community Choice Aggregation.
- Provided legal support and leadership to the Real Property Division.
- In partnership with the District Attorney's Office and Aging and Adult Services as the Elder and Dependent Adult Protection Team, received the Crime Victims Financial Restoration Award from the Office for Victims of Crime.
- Provided legal support throughout the FY 2018-19 labor negotiation cycle.

Current challenges include efforts to recruit top notch legal talent in an environment of escalating legal salaries in the private legal market and keeping pace with the increasing volume and complexity of legal work in a digital, 24/7 work environment. Priority areas in FY 2019-21 include the following:

- County Capital Projects
- Sea Level Rise
- Responding to potential and real changes in federal policy
- Affordable/workforce housing
- Local airport management
- Short term rentals
- Language access
- Impact litigation
- Flavored tobacco
- Big Lift
- North Fair Oaks Initiatives

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
County Counsel's Budget as a Percent of the County's Total Budget	0.49%	0.51%	0.48%	0.47%	0.47%
Percent of Post-Litigation Survey Respondents Very Satisfied or Mostly Satisfied with Services	95%	100%	100%	90%	90%
Percent of Biennial Customer Survey Respondents who Strongly Agree or Agree that the Legal Services Provided by the CCO Meet or Exceed their Expectations[1]	---	94%	---	90%	---

[1]Customer surveys are conducted every other year

County Counsel's Office (1600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	118,908	118,908	—	118,908	—
Charges for Services	3,864,611	4,641,204	4,944,501	3,009,674	(1,934,827)	3,009,674	—
Interfund Revenue	998	4,509	—	—	—	—	—
Miscellaneous Revenue	296,871	729,982	400,000	200,000	(200,000)	200,000	—
Total Revenue	**4,162,480**	**5,375,695**	**5,463,409**	**3,328,582**	**(2,134,827)**	**3,328,582**	**—**
Fund Balance	2,678,725	3,036,669	3,278,687	4,130,389	851,702	4,712,212	581,823
Total Sources	**6,841,205**	**8,412,364**	**8,742,096**	**7,458,971**	**(1,283,125)**	**8,040,794**	**581,823**
Requirements							
Salaries and Benefits	10,616,378	11,676,455	12,788,229	13,393,198	604,969	13,952,874	559,676
Services and Supplies	756,968	1,288,288	1,384,731	1,384,731	—	1,384,731	—
Other Charges	625,060	744,865	726,685	727,296	611	773,048	45,752
Fixed Assets	—	—	10,000	—	(10,000)	—	—
Other Financing Uses	27,060	33,310	34,177	25,959	(8,218)	27,260	1,301
Gross Appropriations	**12,025,465**	**13,742,919**	**14,943,822**	**15,531,184**	**587,362**	**16,137,913**	**606,729**
Intrafund Transfers	(2,571,099)	(2,782,390)	(2,891,508)	(4,879,433)	(1,987,925)	(4,594,235)	285,198
Net Appropriations	**9,454,367**	**10,960,529**	**12,052,314**	**10,651,751**	**(1,400,563)**	**11,543,678**	**891,927**
Contingencies/Dept Reserves	2,179,647	2,182,794	4,008,296	4,712,212	703,916	4,747,666	35,454
Total Requirements	**11,634,014**	**13,143,323**	**16,060,610**	**15,363,963**	**(696,647)**	**16,291,344**	**927,381**
Net County Cost	**4,792,809**	**4,730,959**	**7,318,514**	**7,904,992**	**586,478**	**8,250,550**	**345,558**
Salary Resolution	45.0	47.0	48.0	48.0	—	48.0	—
Funded FTE	43.8	46.1	46.9	46.5	(0.4)	46.5	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,283,125 or 14.7 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Charges for Services

There is a net decrease of $1,934,827 in this funding source due to the reclassification of certain legal services fees as IFT- Legal Services.

Miscellaneous Revenue

There is a net decrease of $200,000 in this funding source due to the reclassification of certain reimbursements to Intrafund Transfers.

Fund Balance

There is a net increase of $851,702 in this funding source due to increases in Contingencies and Department Reserves.

TOTAL REQUIREMENTS

Total Requirements decreased by $696,647 or 4.3 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $604,969 in this expenditure category due to negotiated salary and benefits increases. This increase was partially offset by the reduction of Limited Term positions.

Other Charges

There is a net increase of $611 in this expenditure category due to increases in Automation Services, General Liability Insurance, and Telephone Charges. This increase was partially offset by a reduction in County Facility Rental Charges.

Fixed Assets

There is a net decrease of $10,000 due to the removal of one-time purchases from FY 2018-19.

Other Financing Uses

There is a net decrease of $8,218 in this expenditure category due to a reduction in ten percent Facility Surcharge.

Intrafund Transfers

There is a net increase of $1,987,925 in this expenditure category due to the reclassification of certain legal services fees from revenue to contrarevenue.

Contingencies/Departmental Reserves

There is net increase of $703,916 in this expenditure category due to an increase in Departmental Reserves. The balance in General Fund Reserves represents 44.2 percent of Net Appropriations, which exceeds the two percent Reserve policy.

NET COUNTY COST

There is an increase of $586,478 or eight percent in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources increased by $581,823 or 7.8 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Fund Balance

There is a net increase of $581,823 in this funding source due to increase in Departmental Reserves. Fund Balance used for one-time projects and purchases in FY 2019-20 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by $927,381 or six percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $559,676 in this expenditure category due to negotiated salary and benefits increases. This increase was partially offset by decreases in Retiree Health Benefits.

Other Charges

There is a net increase of $45,752 in this expenditure category due to increases in Automation Services, County Facility Rental Charges, and General Liability Insurance.

Other Financing Uses

There is a net increase of $1,301 in this expenditure category due to a ten percent increase in Facility Surcharges.

Intrafund Transfers

There is a net decrease of $285,198 in this expenditure category due to a decrease in anticipated IFT – Legal Services as the leadership of the Project Development Unit transitions away from the Office of the County Counsel.

Contingencies/Departmental Reserves

There is net increase of $35,454 in this expenditure category due to an increase in Departmental Reserves. The balance in General Fund Reserves represents 41.1 percent of Net Appropriations, which exceeds the two percent Reserve policy.

NET COUNTY COST

There is an increase of $345,558 or 4.4 percent in this Department's General Fund allocation.

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

County Counsel's Office (1600B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	6,841,205	8,412,364	8,742,096	7,458,971	(1,283,125)	8,040,794	581,823
Total Requirements	11,634,014	13,143,323	16,060,610	15,363,963	(696,647)	16,291,344	927,381
Net County Cost	4,792,809	4,730,959	7,318,514	7,904,992	586,478	8,250,550	345,558
Salary Resolution	45.0	47.0	48.0	48.0	—	48.0	—
Funded FTE	43.8	46.1	46.9	46.5	(0.4)	46.5	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $4,012,951. Net funding adjustments in FY 2020-21 total $5,022,316.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(5,413,514)	(4,130,389)
Requirements		
Gross Appropriations	587,362	606,729
Intrafund Transfers	(1,987,925)	285,198
Contingencies/Dept Reserves	703,916	35,454
Net County Cost	4,012,951	5,022,316
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

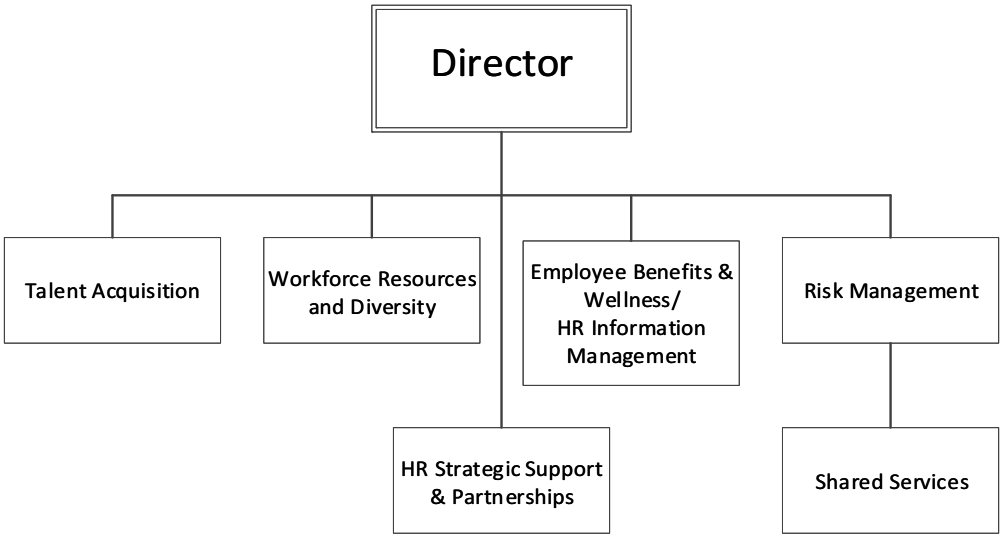
	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	4,130,389	4,712,212
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	703,916	35,454
Net County Cost	(3,426,473)	(4,676,758)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(1,283,125)	581,823
Requirements		
Gross Appropriations	587,362	606,729
Intrafund Transfers	(1,987,925)	285,198
Contingencies/Dept Reserves	703,916	35,454
Net County Cost	586,478	345,558
Positions	—	—

This page intentionally left blank

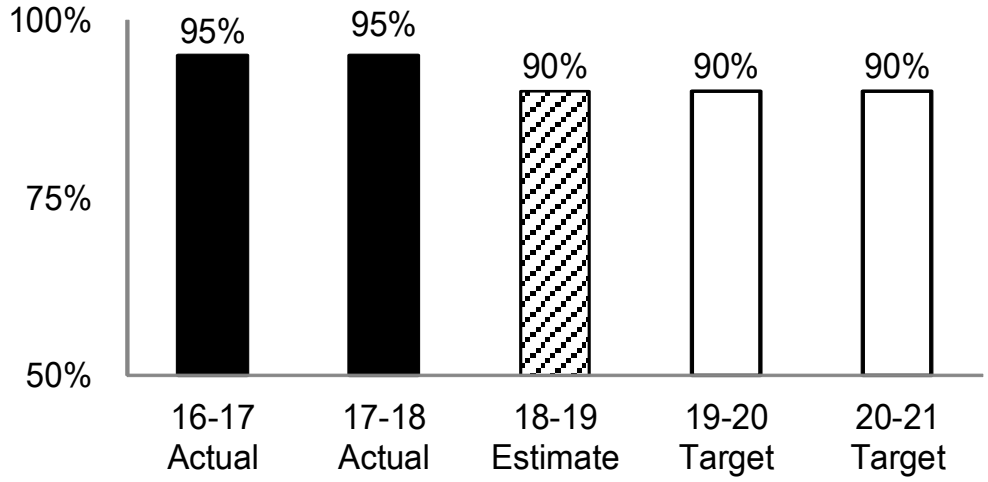
HUMAN RESOURCES DEPARTMENT



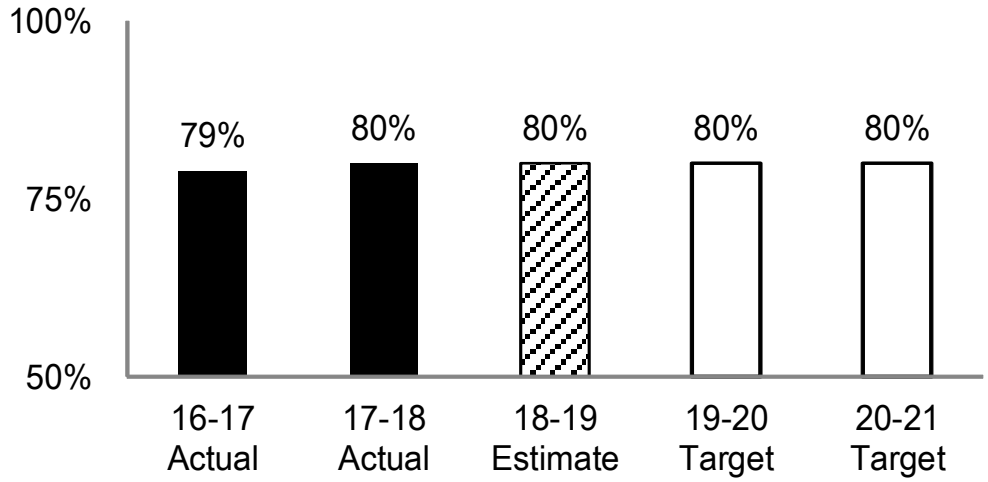
Department Locator

County > Administration and Fiscal Services > **Human Resources Department**

Percent of Customer Survey Respondents Rating Overall Satisfaction with Human Resources Services as Good or Better



Percent of County Employees Stating They Would Recommend the County as A Great Place to Work



Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops, and retains a high performing, diverse, and inclusive workforce and fosters a healthy, safe, well-equipped, and productive work environment for employees, their families, departments, community partners, and the public in order to maximize individual potential, increase organizational capacity, and position the County of San Mateo as an employer of choice.

Overview

The Human Resources (HR) Department provides innovative, collaborative, and diverse services in the areas of talent management (recruitment, classification and 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, LGBTQ (Lesbian, Gay, Bisexual, Transgender, and Queer) Commission, and Domestic Violence Council.

Major accomplishments in FY 2017-18 and FY 2018-19:

- Received the 2018 NAGDCA Leadership Award for moving employees deferred compensation stable value funds into target date funds and significantly expanding health care plan and benefit options.
- Expanded the Management Fellowship Program to a regional program that includes public agencies within San Mateo and Santa Clara Counties
- Expanded internship opportunities through the transfer of Jobs for Youth program from the Human Services Agency to the Human Resources Department.
- Revamped the County's performance management system through a Performance Pilot to shift away from traditional formal evaluations and towards continuous feedback conversations.
- Launched the 7th 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 4,541 employees completed the survey, which represents an increase of nearly 250 participants compared to the 2016 survey. Overall, 71% of employees reported being engaged or almost engaged, which is a 1% increase from the previous year. Since the Employee Engagement Survey was initially launched, there have been several initiatives that have been created based on feedback, including: Employee Engagement Committee, Essential Supervisory Skills (ESS) Academy, Supervisors' Online Support (SOS) website, Employee Engagement Guide, Onboarding Guides and Checklists, and Employee Engagement Training, including Driving Your Own Engagement.
- Promoted succession management initiatives by completing an Executive Leadership Academy (ELA) for high performing leaders interested in promoting into department head or assistant department head positions and continuing a Stepping Up and Leading Up Academy designed for line staff seeking to identify and achieve career goals.
- Launched a new Wellness portal 'PreventionCloud" available to all employees.
- Expanded use of our Risk Management Information System (Origami) as well as injury preventative services such as our RSIGuard and iMitigate applications.
- Enhanced candidate experience by increasing the use of technology in the examination and interview process, including increasing use of online testing and installing new video conferencing equipment in interview rooms.
- Implemented a Contracts Management System.
- Implemented Workday upgrades and enhancements.

In FY 2019-20 and FY 2020-21, 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 the Talent Pipeline – We will continue to expand initiatives that introduce and promote local government careers including Jobs for Youth and STEP internships and the Regional and County fellowship and internship programs. Other efforts to strengthen the talent pipeline will include exploring opportunities to partner and engage with local colleges and universities to market the County as an employer of choice.
- Leverage HR Technology – Advance adoption of our Contracts Management System to all departments to streamline the contracts process. The HR Department will also continue to leverage Workday capabilities, modules, and reporting by enhanced tracking and reporting of HR metrics through dashboards and workforce analytics and exploring Workday as a new recruitment platform. Additional technology efforts will include making improvements to the online Civil Service employee file system; expanding the use of the Wellness portal 'PreventionCloud"; updating the online Employee Relations Handbook and mobile application; and piloting the use of virtual instructor-led training using newly available livestreaming technology.
- Expand Succession Management Program – Efforts to expand career opportunities and career success will continue through the Career Opportunities Program, Career Development Assessment Centers, Job Shadow programs, Career Development Day, and the new internal coaching program. 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, has been expanded to include Alameda County.
- Enhance Employee Experience – The annual Employee Engagement Survey will be conducted and information from the survey will be used to improve services. The Performance Pilot, which revamps the performance management (evaluation) process, will be expanded. The emphasis will be placed on performance and development conversations rather than rating individuals for past performance. Other efforts to enhance the employee experience include: expanding recognition programs; holding an Employee Innovation Summit, a one-day event where employees develop and pitch ideas to improve County services; identifying new recruitment strategies through social media, direct sourcing, and other approaches; expanding voluntary benefit plan options and continuing to offer wellness dividends; expanding employee relations; training supervisors and managers on EEO and Diversity and Inclusion (D&I); promoting workforce diversity and inclusion through the D&I Taskforce and initiative; developing and implementing the County's new Transgender Policy and related educational trainings for staff; and supporting staff and nursing moms through the County's Lactation Accommodation Resolution.

Human Resources Department (1700D)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	336,736	400,000	400,000	412,000	12,000	412,000	—
Use of Money and Property	4,933	4,814	6,000	6,000	—	6,000	—
Charges for Services	333,561	366,582	328,228	381,631	53,403	381,631	—
Interfund Revenue	6,517,842	7,073,052	7,915,701	8,532,687	616,986	8,830,949	298,262
Miscellaneous Revenue	234,402	261,271	282,871	297,252	14,381	301,854	4,602
Other Financing Sources	—	—	—	—	—	—	—
Total Revenue	**7,427,473**	**8,105,720**	**8,932,800**	**9,629,570**	**696,770**	**9,932,434**	**302,864**
Fund Balance	1,389,804	1,379,817	1,416,844	998,303	(418,541)	543,115	(455,188)
Total Sources	**8,817,277**	**9,485,537**	**10,349,644**	**10,627,873**	**278,229**	**10,475,549**	**(152,324)**
Requirements							
Salaries and Benefits	12,312,062	13,252,844	15,145,823	15,624,224	478,401	16,246,560	622,337
Services and Supplies	2,557,221	2,810,467	3,386,436	3,756,815	370,379	3,442,317	(314,498)
Other Charges	1,196,930	1,389,334	1,801,846	1,827,064	25,218	1,858,022	30,958
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	262,602	151,013	854,152	300,883	(553,269)	304,656	3,773
Gross Appropriations	**16,328,815**	**17,603,657**	**21,188,257**	**21,508,986**	**320,729**	**21,851,555**	**342,570**
Intrafund Transfers	(1,836,415)	(1,385,706)	(2,736,446)	(2,105,931)	630,515	(2,046,042)	59,889
Net Appropriations	**14,492,400**	**16,217,951**	**18,451,811**	**19,403,055**	**951,244**	**19,805,513**	**402,459**
Contingencies/Dept Reserves	456,807	456,807	494,857	543,115	48,258	543,115	—
Total Requirements	**14,949,207**	**16,674,758**	**18,946,668**	**19,946,170**	**999,502**	**20,348,628**	**402,459**
Net County Cost	**6,131,930**	**7,189,221**	**8,597,024**	**9,318,297**	**721,273**	**9,873,079**	**554,783**
Salary Resolution	71.0	73.0	73.0	73.0	—	73.0	—
Funded FTE	70.5	72.6	72.4	72.5	0.1	72.5	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $278,229 or 2.7 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net increase of $12,000 in this funding source due to additional Measure K Funds approved as a Cost of Living Adjustment for the Supported Training and Employment Program for emancipated foster youth.

Charges for Services

There is a net increase of $53,403 in this funding source due to an increase in the collection of fingerprinting fees and increased reimbursement from the Courts for human resources and mail services.

Interfund Revenue

There is a net increase of $616,986 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 increase of $14,381 in this funding source due to increased reimbursements from external partners and an increase in vendor rebates.

Fund Balance

There is a net decrease of $418,541 in this funding source due to completion of one-time projects including Title II/ ADA Capital Projects. This decrease was partially offset by an increase in fund balance anticipated to be generated primarily from vacancy savings in FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements increased by $999,502 or 5.3 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $478,401 in this expenditure category due to negotiated salary and benefit increases, adjustments made to extra help, and an increase in internships to support various programs.

Services and Supplies

There is a net increase of $370,379 in this expenditure category due to adjustments to various accounts including appropriations for computer equipment purchases, software license/maintenance, and tuition reimbursement expenses. This increase was partially offset by reductions in contracted services.

Other Charges

There is a net increase of $25,218 in this expenditure category due to increases in service charges from other County departments. The increase was partially offset by a reduction in internal support services for the Contracts Management System.

Other Financing Uses

There is a net decrease of $553,269 in this expenditure category due to the completion of Title II/ADA Capital Projects. This decrease was partially offset by an increase in the ten percent Facility Surcharge.

Intrafund Transfers

There is a net decrease of $630,515 in this expenditure category due primarily to the reduction in the reimbursement of Contract Management System expense from Non-Departmental and to the elimination of other reimbursements no longer applicable. This decrease was partially offset by the addition of an Intrafund Transfer from Non-Departmental to the Tuition Reimbursement Program, and increased reimbursements from Non-General Fund Departments for various services including fingerprinting.

Contingencies/Departmental Reserves

There is net increase of $48,258 in this expenditure category due to appropriation of a portion of Fund Balance to Departmental Reserves. The balance in General Fund Reserves represents 2.8 percent of Net Appropriations, which exceeds the County two percent Reserves policy by $155,054.

NET COUNTY COST

There is an increase of $721,273 or 8.4 percent in this Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES

Total Sources decreased by $152,324 or 1.4 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Interfund Revenue

There is a net increase of $298,262 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 increase of $4,602 in this funding source due to a projected increase in vendor rebates.

Fund Balance

There is a net decrease of $455,188 in this funding source due to the elimination of Fund Balance appropriated for one-time projects and purchases in FY 2019-20.

TOTAL REQUIREMENTS

Total Requirements increased by $402,459 or two percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $622,337 in this expenditure category due primarily to negotiated salary and benefit increases and adjustments made to extra help. The increase was partially offset by a reduction in the appropriation for internships.

Services and Supplies

There is a net decrease of $314,498 in this expenditure category due to a reduction in computer equipment purchases, the elimination of contracts for services expected to be completed in FY 2019-20, and a reduction in contracted services for the Contracts Management System. This decrease was partially offset by an increase in services for harassment prevention training for all employees.

Other Charges

There is a net increase of $30,958 in this expenditure category due to increases in service charges from other County departments.

Other Financing Uses

There is a net increase of $3,773 in this expenditure category due to an increase in the ten percent Facility Surcharge.

Intrafund Transfers

There is a net decrease of $59,889 in this expenditure category primarily due to a reduction in the reimbursement of Contract Management System expense from Non-Departmental. This decrease was partially offset by the addition of an Intrafund Transfer from Non-Departmental as reimbursement of the cost of providing harassment prevention training to all employees, and increased reimbursements from General Fund Departments for miscellaneous services.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 2.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $554,783 or six percent in this Department's General Fund allocation.

Human Resources Department (1700B)

Human Resources Department (1700B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	336,736	400,000	400,000	412,000	12,000	412,000	—
Charges for Services	328,112	359,550	323,881	374,500	50,619	374,500	—
Interfund Revenue	6,499,806	7,055,304	7,872,129	8,486,857	614,728	8,785,119	298,262
Miscellaneous Revenue	185,678	204,502	233,528	239,554	6,026	239,554	—
Other Financing Sources	—	—	—	—	—	—	—
Total Revenue	**7,350,332**	**8,019,356**	**8,829,538**	**9,512,911**	**683,373**	**9,811,173**	**298,262**
Fund Balance	1,343,912	1,356,336	1,341,898	885,188	(456,710)	500,000	(385,188)
Total Sources	**8,694,244**	**9,375,692**	**10,171,436**	**10,398,099**	**226,663**	**10,311,173**	**(86,926)**
Requirements							
Salaries and Benefits	10,601,086	11,756,743	12,882,590	13,693,105	810,515	14,285,955	592,851
Services and Supplies	2,141,728	2,358,104	2,836,468	2,981,166	144,698	2,799,166	(182,000)
Other Charges	980,605	1,118,280	1,305,227	1,559,420	254,193	1,579,742	20,322
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	252,677	141,355	844,244	289,120	(555,124)	292,309	3,189
Gross Appropriations	**13,976,096**	**15,374,482**	**17,868,529**	**18,522,811**	**654,282**	**18,957,172**	**434,362**
Intrafund Transfers	(1,260,874)	(856,022)	(1,335,120)	(1,233,569)	101,551	(1,273,067)	(39,498)
Net Appropriations	**12,715,222**	**14,518,460**	**16,533,409**	**17,289,242**	**755,833**	**17,684,105**	**394,864**
Contingencies/Dept Reserves	456,807	456,807	456,807	500,000	43,193	500,000	—
Total Requirements	**13,172,029**	**14,975,267**	**16,990,216**	**17,789,242**	**799,026**	**18,184,105**	**394,864**
Net County Cost	**4,477,785**	**5,599,575**	**6,818,780**	**7,391,143**	**572,363**	**7,872,932**	**481,790**
Salary Resolution	59.0	61.0	61.0	61.0	—	61.0	—
Funded FTE	58.6	60.6	60.4	60.6	0.2	60.6	—

HR Strategic Support and Partnerships (1710P)

Program Locator

County > Administration and Fiscal Services > Human Resources Department > **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 95 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 $19, 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 2017-18 and FY 2018-19 include:

- Expanding the management fellowship program to a regional program that includes public agencies within San Mateo and Santa Clara Counties.
- Broadening internship opportunities through the transfer of Jobs for Youth program from the Human Services Agency to the Human Resources Department.
- Promoting employee engagement including conducting the 2017 survey with the highest response rate to date.
- Offering the award winning Supported Training and Employment Program (STEP) for emancipated foster youth year-round.
- Coordinating the Labor/Management Career Opportunities Committee activities, including Casual Coaching sessions, coordinating the Job Shadow program, and hosting a Jobs for Youth Summit for under-represented youth in the community to provide them with resources and tools needed to gain employment.
- Recognizing staff for their program contributions and innovation through the STARS Awards program and the Employee Innovation Summit.
- Providing supervisors and managers with training and resources to increase engagement.
- Revamping the County's performance management system through a Performance Pilot to shift away from traditional formal evaluations and towards continuous feedback conversations.
- Launching the Management Talent Exchange Program (MTEP), providing 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.

Key priorities in FY 2019-20 and FY 2020-21 will focus on organizational effectiveness by:

- Publishing a five-year strategic plan in 2019 that establishes Department priorities and performance measures.
- Expanding employee recognition programs.
- Creating an updated brand and style guide that meets County standards for more cohesive messaging to staff.
- Strenghthening talent pipeline initiatives, including Jobs for Youth, STEP internships, and the Regional and County fellowship and internship programs.

- Improving employee experience by promoting employee engagement while aligning with Diversity and Inclusion and Wellness efforts; conducting an employee engagement survey; expanding the Performance Pilot; expanding the MTEP to the East Bay; hosting a Career Day; and an Innovation Summit; and piloting an internal coaching initiative to support employee success.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customer Survey Respondents Rating Overall Satisfaction with Services Good or Better	95%	95%	90%	90%	90%
Quality and Outcome Measures Meeting Performance Targets	82%	87%	80%	75%	75%
Cost per Capita					
• County Human Resources	$18	$19	$19	$20	$20
• Surrounding Counties Average	$34	$34	$34	$34	$34

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

HR Strategic Support and Partnerships (1710P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,028,011	2,808,061	2,996,294	3,419,295	423,001	3,068,679	(350,616)
Total Requirements	2,888,983	4,172,462	4,591,791	5,019,399	427,608	4,879,276	(140,123)
Net County Cost	860,973	1,364,401	1,595,497	1,600,104	4,607	1,810,597	210,493
Salary Resolution	12.0	14.0	13.0	13.0	—	13.0	—
Funded FTE	11.9	14.0	13.0	13.0	—	13.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $461,415. Net funding adjustments in FY 2020-21 total $607,660.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(462,187)	(850,616)
Requirements		
Gross Appropriations	(117,856)	(242,656)
Intrafund Transfers	117,084	(300)
Contingencies/Dept Reserves	43,193	—
Net County Cost	461,415	607,660
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	885,188	500,000
Requirements		
Gross Appropriations	385,187	102,833
Intrafund Transfers	—	—
Contingencies/Dept Reserves	43,193	—
Net County Cost	(456,808)	(397,167)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	423,001	(350,616)
Requirements		
Gross Appropriations	267,331	(139,823)
Intrafund Transfers	117,084	(300)
Contingencies/Dept Reserves	43,193	—
Net County Cost	4,607	210,493
Positions	—	—

Employee Benefits & Wellness and HRIM (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 information management services

Program Results

The program ensures health and productivity of the organization and its employees through three service areas: Benefits, Wellness, and HR Information Management. 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. HR Information Management provides practical and innovative solutions to technology services, workforce information administration, and equitable classification / compensation of positions.

The annual benefits customer service survey will be conducted at year-end. It is anticipated that ratings will increase because of program enhancements, increased education and communication, and process improvements 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 at-risk Wellness Coaching services, 64 percent complete the program. In addition, 95 percent of employees attending health promotion classes report that they utilize skills and/or report a change in behavior after attending courses.

HR Information Management will be conducting ongoing customer satisfaction surveys to maintain the quality of the classification and compensation services provided to operating departments. A survey is being developed to measure, monitor, and ensure efficient and responsive delivery of HR information systems services.

Major program accomplishments during FY 2017-18 and FY 2018-19 include:

- Receiving the 2018 National Association of Government Defined Contribution Administrators Leadership Award for moving employees deferred compensation stable value funds into target date funds and significantly expanding plan assets.
- Implementing recommendations from the labor-management Benefits Committee including offering voluntary benefits and expanding health care plan options; implementing new technology including a phone tree and mobile open enrollment to improve the customer experience.
- Launching the Gifts of Gratitude Initiative and the new Wellness portal ‘PreventionCloud” to all employees
- Implementing Workday upgrades and enhancements.
- Streamlining business processes to remove redundancy and resolve reoccurring information systems issues; digitizing, migrating, and auditing employee civil service files.
- Implementing single sign-on for the County’s Learning Management System and applicant tracking system.
- Completing a Countywide operational assessment of payroll and personnel services and classification study.

FY 2019-20 and FY 2020-21 program priorities include:

- Continue to fully leverage Workday functionality/capabilities.
- Focus on customer service enhancements by expanding voluntary benefit plan options and technology.

- Implement recommendations from the labor-management Benefits Committee.
- Identify and implement strategies to balance enrollment in medical plans to support cost containment.
- Implement deferred compensation auto-escalation.
- Offer wellness dividends to employees participating in wellness programs and integrate financial wellness.
- Expand health care plan options.
- Expand the use of the Wellness portal PreventionCloud.
- Complete compensation and classification studies resulting from the 2018-19 bargaining sessions.
- Conduct a compensation study to review market comparators and best practices to ensure market competitiveness.
- Enhance tracking and reporting of HR metrics through dashboards and workforce analytics.
- Make improvements to the Civil Service employee files online.
- Provide additional Workday training and support to payroll/personnel staff.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customer Survey Respondents Rating Overall Satisfaction with Services Good or Better					
• Active	78%	79%	90%	90%	90%
• Retirees	81%	94%	90%	90%	90%
• Wellness/Work Life	96%	95%	90%	90%	90%
• Class/Compensation	100%	100%	90%	90%	90%
• Human Resources Information Management[1]	---	---	90%	90%	90%
Percent Completion Rate of Employees who Participated in At-Risk Wellness Coaching Services	67%	64%	60%	60%	60%
Percent of Participants Utilizing Skills or Reporting Change in Behavior After Attending Health Promotion Classes	94%	95%	94%	90%	90%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Employee Benefits & Wellness and HRIM (1720P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,486,457	2,767,905	3,275,152	3,121,534	(153,618)	3,238,164	116,630
Total Requirements	2,803,293	3,716,766	4,228,202	4,014,892	(213,310)	4,188,378	173,486
Net County Cost	316,836	948,861	953,050	893,358	(59,692)	950,214	56,856
Salary Resolution	15.0	15.0	15.0	15.0	—	15.0	—
Funded FTE	15.0	15.0	15.0	15.0	—	15.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($59,692). Net funding adjustments in FY 2020-21 total $56,856.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(153,618)	116,630
Requirements		
Gross Appropriations	(207,777)	182,684
Intrafund Transfers	(5,533)	(9,198)
Net County Cost	(59,692)	56,856
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(153,618)	116,630
Requirements		
Gross Appropriations	(207,777)	182,684
Intrafund Transfers	(5,533)	(9,198)
Net County Cost	(59,692)	56,856
Positions	—	—

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 11 claims per 100 FTE, which is less than the ICMA 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 2017-18 and FY 2018-19 include: completing the implementation of the new Risk Management Information System (Origami) and expanding its use to labor relations and equal employment opportunity; completing the evaluation of all buildings within the County for the ADA Title II Plan; reducing financial exposure through purchase of commercial insurance and evaluation of alternatives and catastrophe bonds; assessing and monitoring case management with external providers and medical provider network; and improving and expanding our ergonomics program by providing additional training to departmental ergonomic coordinators, streamlining ordering of equipment, and providing additional resources for evaluations.

FY 2019-20 and FY 2020-21 program priorities include: ensuring compliance with disability leave laws by partnering with employees, departments, and medical providers to return employees to suitable, gainful employment; ensuring fair and equitable handling of all claims through administrative, legal, and medical services; providing training to create awareness of regulations and statues that require the implementation of reasonable workplace accommodations; protecting County assets by controlling loss exposures while conserving human and financial resources; leveraging technology to mitigate and analyze risk; and improving operational efficiencies.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Number of Workers' Compensation Claims (per 100 FTEs)					
• San Mateo County	11.5	10.7	9.7	11	11
• ICMA[1]	12	12	12	12	12
Percent of Customer Survey Training Respondents Rating Overall Satisfaction with Services Good or Better	99%	100%	95%	90%	90%
Property Expenditures per Capita					
• San Mateo County	$3.30	$2.94	$3.00	$3.00	$3.00
• ICMA Bay Area Counties[1]	$4.46	$4.46	$4.46	$4.46	$4.46

[1]International City/County Management Association, 2011 Comparative Performance Measurement Report

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Risk Management (1730P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,890,271	2,232,433	2,224,528	1,997,822	(226,706)	2,084,329	86,507
Total Requirements	2,230,546	1,667,204	2,224,528	1,997,822	(226,706)	2,084,329	86,507
Net County Cost	(659,725)	(565,229)	—	—	—	—	—
Salary Resolution	7.0	7.0	7.0	7.0	—	7.0	—
Funded FTE	6.8	6.7	6.6	6.6	—	6.6	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(226,706)	86,507
Requirements		
Gross Appropriations	(226,706)	86,507
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(226,706)	86,507
Requirements		
Gross Appropriations	(226,706)	86,507
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

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 nearly 700 recruitments are conducted and over 22,000 applications are received. Over 90 percent of hiring managers surveyed indicate a satisfaction with their new hires after six months. Overall, 98 percent of new hires pass their probationary period. The time-to-fill a position (from requisition to creation of list) is at three (3) weeks for internal recruitments and four (4) weeks for external recruitments, which is significantly below the industry standard. Promotion rates reflect that 72 percent of management recruitments are filled with internal candidates and 54 percent of non-management positions are filled by internal candidates.

Major accomplishments during FY 2017-18 and 2018-19 include: enhancing the candidate experience by increasing the use of technology in the examination and interview process including the use of online testing and installing new video conferencing equipment; expanding community outreach and presence by attending more career fairs to promote the County as an employer of choice; supporting the talent acquisition team members to obtain and maintain Human Resources certifications and participate in development opportunities to increase their professional skills; efficiently relocating offices and designing a work space that provides more interview rooms and usable workspaces; and consistently maintaining high customer satisfaction rates.

FY 2019-20 and FY 2020-21 priorities include: developing innovative methods, primarily through social media, for attracting both active and passive job seekers; assisting departments with their efforts to create talent pipelines from local colleges and universities; using data analytics to help measure effectiveness in advertising and outreach efforts; increasing outreach and recruitment efforts to diverse populations in collaboration with the Diversity and Inclusion Task Force; exploring Workday as a platform for recruitment; and increasing training and resources for hiring managers and payroll staff to help make the recruitment and selection processes more efficient.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Clients Satisfied with New Hires After Six Months	94%	90%	97%	90%	90%
Time-to-Fill in Weeks					
• Internal	4	3	4	4	4
• External	5.5	4	6	5	5
• ICMA[1]	12	12	12	12	12

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Positions Filled with Internal Candidates					
• Management	66%	72%	69%	60%	60%
• Non-Management	50%	54%	54%	40%	40%
Cost per Recruitment	$4,665	$3,520	$4,417	$5,000	$5,000

[1]International City/County Management Association, 2011 Comparative Performance Measurement Report

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Talent Acquisition (1740P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	572,697	537,539	604,880	518,619	(86,261)	534,988	16,369
Total Requirements	2,668,886	2,435,867	2,632,115	3,207,287	575,172	3,349,813	142,527
Net County Cost	2,096,189	1,898,328	2,027,235	2,688,668	661,433	2,814,825	126,158
Salary Resolution	14.0	13.0	14.0	14.0	—	14.0	—
Funded FTE	13.9	13.0	13.8	14.0	0.2	14.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. Net funding adjustments in FY 2019-20 total $661,433. Net funding adjustments in FY 2020-21 total $126,158.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(86,261)	16,369
Requirements		
Gross Appropriations	535,172	142,527
Intrafund Transfers	40,000	—
Net County Cost	661,433	126,158
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(86,261)	16,369
Requirements		
Gross Appropriations	535,172	142,527
Intrafund Transfers	40,000	—
Net County Cost	661,433	126,158
Positions	—	—

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/Diversity & Inclusion (EEO/D&I), and Training & Development. Program results reflect that over 95 percent of ELR and EEO cases continue to be resolved prior to the formal process. There were 17 formal grievances during the last fiscal year, which is less than 1 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 2017-18 and FY 2018-19 include: promoting a culture of continuous learning through offering an extensive array of training sessions for employees; enhancing access to the County's Learning Management System by deploying single sign on; automating assigned training for new hires; implementing the Employee Innovation Summit winning idea to allow volunteer hours to count towards the 20-hour employee training requirement; expanding marketing and communication of the training requirement resulting in an increase in compliance from 36 percent to 73 percent; supporting effective employee relations by successfully negotiating cost-effective labor agreements during a time of significant legislative impact on labor organizations; enhancing organizational capacity by delivering specific training on employee relations, labor relations, and EEO topics; supporting an inclusive environment by launching the countywide Diversity and Inclusion(D&I) Initiative and forming the D&I task force; and developing the County's Transgender Policy and supporting the LGBTQ Commission to partner with Health to analyze the wellness assessment data and conduct community conversations to validate the results.

FY 2019-20 and FY 2020-21 program priorities include: expanding employee relations, EEO, and D&I training for supervisors and managers; conducting labor negotiations; promoting workforce diversity and inclusion through the D&I Taskforce and initiative to identify challenges and needs, shared priorities, goals, and action plans; promoting awareness, education, and training on the County's new Transgender Policy and supporting the Lesbian, Gay, Bisexual, Transgender, and Queer Commission of San Mateo County in developing policy recommendations related to the wellness assessment; supporting staff and nursing moms through the County's Lactation Accommodation Resolution; continuing to collaborate with the Regional Training and Development Consortium for Public Agencies, creating and promoting succession management programs to further develop individual and organizational capacity; piloting the use of virtual, instructor-led training using newly available livestreaming technology; coordinating agreements reached in MOUs to ensure compliance in benefits, payroll, and classification and compensation studies; updating the online Employee Relations Handbook and mobile application; and continuing to use technology to organize and streamline document management efforts.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Complaints Resolved Prior to Formal Process					
• Equal Employment Opportunity	98%	98%	98%	90%	90%
• Employee and Labor Relations	99%	97%	97%	90%	90%
Ratio of Employee Grievances per Employee Subject to Grievances					
• San Mateo County	0.2	0.2	0.1	0.6	0.6
• ICMA[1]	1	1	1	1	1
Percent of Participants Utilizing Skills or Reporting Change in Behavior After Attending Training and Development Classes	99%	100%	99%	90%	90%

[1]International City/County Management Association, 2011 Comparative Performance Measurement Report

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Workforce Resources and Diversity (1750P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	716,807	1,029,753	1,070,582	1,340,829	270,247	1,385,013	44,184
Total Requirements	2,580,319	2,982,967	3,313,580	3,549,842	236,262	3,682,309	132,467
Net County Cost	1,863,512	1,953,214	2,242,998	2,209,013	(33,985)	2,297,296	88,283
Salary Resolution	11.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	11.0	12.0	12.0	12.0	—	12.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($33,985). Net funding adjustments in FY 2020-21 total $88,283.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	270,247	44,184
Requirements		
Gross Appropriations	186,262	132,467
Intrafund Transfers	50,000	—
Net County Cost	(33,985)	88,283
Positions	—	—

2. Tuition Reimbursement: This action increases the FY 2019-20 appropriation for Tuition Reimbursement with a corresponding offset from Non-Departmental.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	100,000	—
Intrafund Transfers	(100,000)	—
Net County Cost	—	—
Positions	—	—

3. Harassment Prevention Training: This action adds appropriation for Harassment Prevention Training of all County employees in FY 2020-21 with a corresponding offset from Non-Departmental.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	—	30,000
Intrafund Transfers	—	(30,000)
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	270,247	44,184
Requirements		
Gross Appropriations	286,262	162,467
Intrafund Transfers	(50,000)	(30,000)
Net County Cost	(33,985)	88,283
Positions	—	—

Shared Services (1780B)

Shared Services (1780B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	4,933	4,814	6,000	6,000	—	6,000	—
Charges for Services	5,449	7,032	4,347	7,131	2,784	7,131	—
Interfund Revenue	18,036	17,749	43,572	45,830	2,258	45,830	—
Miscellaneous Revenue	48,724	56,769	49,343	57,698	8,355	62,300	4,602
Total Revenue	**77,141**	**86,364**	**103,262**	**116,659**	**13,397**	**121,261**	**4,602**
Fund Balance	45,892	23,481	74,946	113,115	38,169	43,115	(70,000)
Total Sources	**123,033**	**109,845**	**178,208**	**229,774**	**51,566**	**164,376**	**(65,398)**
Requirements							
Salaries and Benefits	1,710,976	1,496,100	2,263,233	1,931,119	(332,114)	1,960,605	29,486
Services and Supplies	415,493	452,363	549,968	775,649	225,681	643,151	(132,498)
Other Charges	216,325	271,054	496,619	267,644	(228,975)	278,280	10,636
Other Financing Uses	9,926	9,658	9,908	11,763	1,855	12,347	584
Gross Appropriations	**2,352,719**	**2,229,175**	**3,319,728**	**2,986,175**	**(333,553)**	**2,894,383**	**(91,792)**
Intrafund Transfers	(575,541)	(529,684)	(1,401,326)	(872,362)	528,964	(772,975)	99,387
Net Appropriations	**1,777,178**	**1,699,491**	**1,918,402**	**2,113,813**	**195,411**	**2,121,408**	**7,595**
Contingencies/Dept Reserves	—	—	38,050	43,115	5,065	43,115	—
Total Requirements	**1,777,178**	**1,699,491**	**1,956,452**	**2,156,928**	**200,476**	**2,164,523**	**7,595**
Net County Cost	**1,654,145**	**1,589,646**	**1,778,244**	**1,927,154**	**148,910**	**2,000,147**	**72,993**
Salary Resolution	12.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	12.0	12.0	12.0	12.0	(0.1)	12.0	—

Shared Services (1780P)

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. On average, the County awards $300 million in contracts.

Major program accomplishments during FY 2017-18 and FY 2018-19 include: implementing the pilot phase of the Contracts Management System project; digitizing records for purchase orders and requests for proposals; updating the County ordinance and policies to reflect modern purchasing practices; and supporting professional development for staff through training and certification programs and filling key positions, including Procurement Manager.

FY 2019-20 and FY 2020-21 program priorities include: finalizing the deployment of the Contract Management System countywide; implementing various service enhancements to standardize commodities and purchasing processes; and developing resources and conducting training to educate and support the Contract Users Group and department staff.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customer Survey Respondents Rating Services Good or Better[1]					
• Procurement	---	75%	90%	90%	90%
• Mail Services	---	--	90%	90%	90%
Total Days from Receipt of Purchase Requisition Through Purchase Order					
• San Mateo County	---	7	14	16	16
• ICMA[2]	45	45	45	45	45
Total Value of Purchase Orders and Vendor Agreements Processed[1]					
• Purchase Orders	---	$40.3 M	$46.4 M	$44 M	$46 M
• Vendor Agreements	---	$24.3 M	$24.2 M	$28 M	$30 M

[1]Data not available

[2]International City/County Management Association, 2011 Comparative Performance Measurement Report

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Shared Services (1780P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	123,033	109,845	178,208	229,774	51,566	164,376	(65,398)
Total Requirements	1,777,178	1,699,491	1,956,452	2,156,928	200,476	2,164,523	7,595
Net County Cost	1,654,145	1,589,646	1,778,244	1,927,154	148,910	2,000,147	72,993
Salary Resolution	12.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	12.0	12.0	12.0	12.0	(0.1)	12.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $198,612. Net funding adjustments in FY 2020-21 total $116,108.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(61,549)	(108,513)
Requirements		
Gross Appropriations	(391,901)	(91,792)
Intrafund Transfers	528,964	99,387
Contingencies/Dept Reserves	5,065	—
Net County Cost	198,612	116,108
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

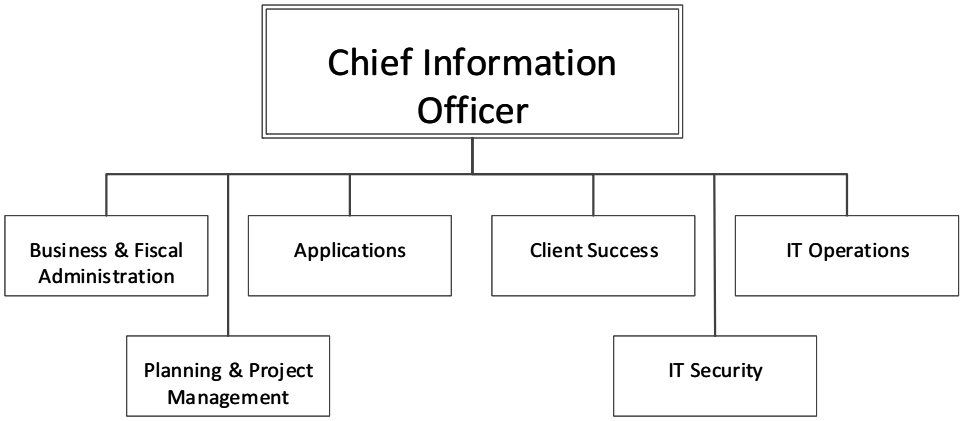
	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	113,115	43,115
Requirements		
Gross Appropriations	58,348	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	5,065	—
Net County Cost	(49,702)	(43,115)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	51,566	(65,398)
Requirements		
Gross Appropriations	(333,553)	(91,792)
Intrafund Transfers	528,964	99,387
Contingencies/Dept Reserves	5,065	—
Net County Cost	148,910	72,993
Positions	—	—

This page intentionally left blank

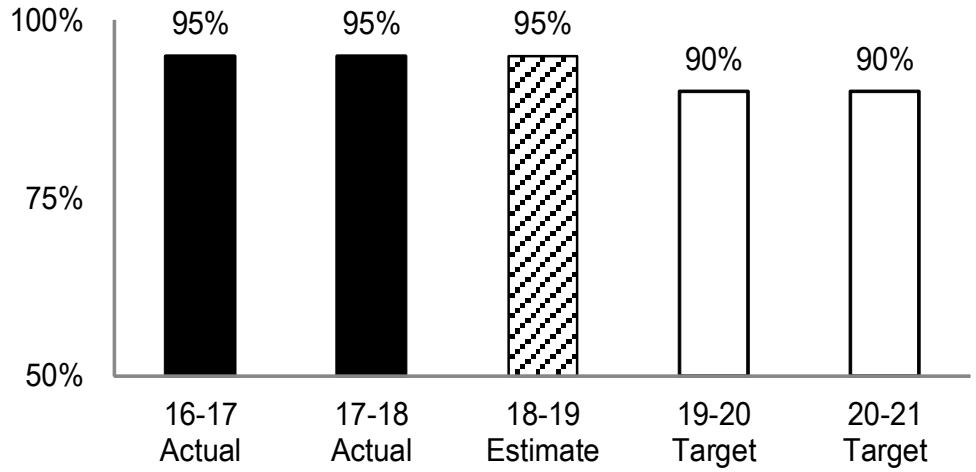
INFORMATION SERVICES DEPARTMENT



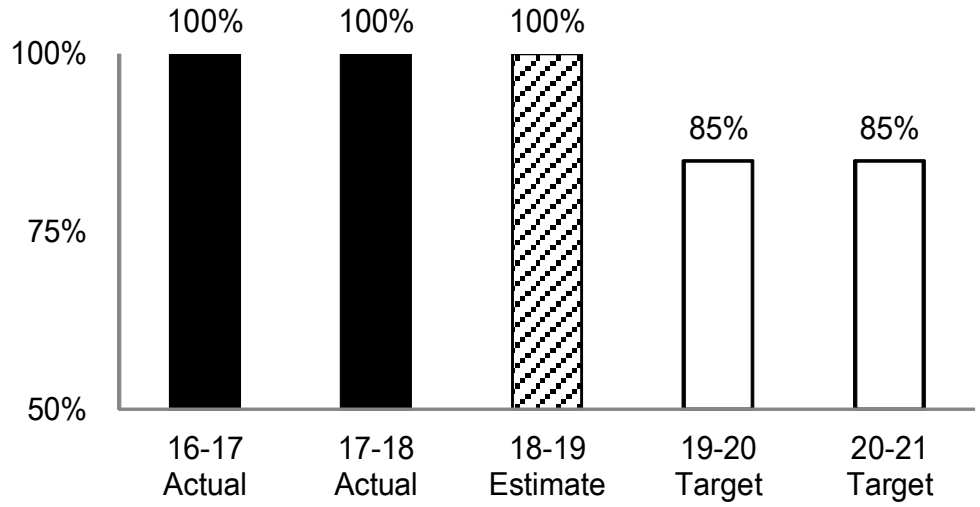
Department Locator

County > Administration and Fiscal Services > **Information Services Department**

Percent of Customer Survey Respondents Rating Services as Good or Better



Percent of Projects Completed On-Time and On-Budget with a Customer Satisfaction Rating of Good or Better



Mission Statement

The mission of the Information Services Department (ISD) is to connect employees within the County government and to connect residents to their government. The department strives to promote the effectiveness and efficiency of government and build stronger connections through reliable and secure infrastructure and applications, responsive service delivery, and greater transparency of information.

Overview

ISD is responsible for providing information technology (IT) services to support the business needs of County departments and regional agencies, including major services highlighted below:

Network – maintains secure data connectivity for County departments to access technology tools and platforms used daily to provide services to the residents.

Security – provides identity and access management, centrally manages anti-virus and patch management services, administers secure remote access to applications as well as the County network, investigates and conducts IT audits, develops IT security guidelines, standards and policies, administers annual IT security training.

Data Center – maintains and improves facilities that host server, storage, back-up, network and other mission critical technology equipment which operates on a 24/7 basis to support business needs of County departments and other agencies.

End-user Support – provides technical support for end-user devices such as desktop/laptop, mobile phones, telephones, public safety radio equipment and other miscellaneous technology equipment.

Application Support – implements reliable and secure user-friendly application technologies that deliver an increase in productivity and efficiency for County employees.

SMCLabs – partners with County departments, cities, and regional agencies to explore and implement emerging technologies, which enhance the County's capabilities towards serving our communities.

Major Accomplishments in FY 2017-19

- Network team partnered with County Elections office to provide secured connectivity for remote voting centers to enhance the integrity of votes.
- Network team also partnered closely with the Project Development Unit to develop and implement a highly resilient network design for the newly built County data center in the Regional Operations Center (ROC).
- Security team assisted the Sheriff's Office with the deployment of body worn cameras. Additionally, the team implemented an internet access filtering tool to enhance web security.
- Telephone team continued the replacement of the County's legacy telephone system.
- Radio team upgraded the County's mission critical public safety communications infrastructure which is utilized by various agencies for inter-operability in the region.
- Applications team partnered with the Business and Finance Administration team to implement IT Asset Management to maintain auditable records of mobile equipment used by the County workforce and contractors. Additionally, the team successfully upgraded the County's open data portal; the Criminal Justice Integration system; and initiated project oversight for the County's Assessment and Tax Collection applications.
- SMCLabs partnered with County departments and regional agencies to deploy air quality monitoring sensors, parking availability electronic board, and drone detection at County correctional facilities to enhance safety. Additionally, the SMCLabs team continues to design an affordable housing platform and wayfinding to improve resident engagement with County services.

Significant Challenges, Initiatives, and Trends

In the upcoming budget cycle, ISD will focus on enhancing the County's infrastructure, IT security, customer engagement, and strategic planning for technologies.

The County's technology infrastructure is the backbone for various productivity and efficiency tools used by departments to provide services to its residents. ISD will proactively direct resources to partner with departments responsible for the successful completion of new building facilities that will host County workforce members.

In collaboration with County departments, ISD plans to utilize its Measure K and Proposition 172 funding allocations to modernize legacy network, server, storage, telephony and radio communications. The modernization efforts will improve supportability and functionality of these technologies that will benefit operations of County departments.

ISD will bolster its customer communication strategies for timely and accurate messaging with customers. This will allow County departments and ISD to understand the current technology landscape of the County and the future IT initiatives.

Finally, positioned in the center of Silicon Valley – world's hub for technology innovation – ISD will focus its efforts to understand department business needs and use cases where emerging technologies or innovation can generate efficiencies, effectiveness, and improve engagement and service delivery between the County and its residents.

Information Services Department (1800B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,134,029	9,671,255	5,620,813	5,000,000	(620,813)	5,000,000	—
Use of Money and Property	197,111	214,638	166,634	242,358	75,724	249,629	7,271
Intergovernmental Revenues	264,452	3,259,862	2,991,384	5,000,000	2,008,616	5,000,000	—
Charges for Services	1,505,284	1,296,311	1,390,711	911,148	(479,563)	987,041	75,893
Interfund Revenue	7,727,384	7,513,683	7,835,068	10,271,452	2,436,384	10,801,729	530,277
Miscellaneous Revenue	290,694	233,545	—	—	—	—	—
Other Financing Sources	12,500	—	—	—	—	—	—
Total Revenue	**13,131,455**	**22,189,294**	**18,004,610**	**21,424,958**	**3,420,348**	**22,038,399**	**613,441**
Fund Balance	12,740,943	13,866,738	11,515,836	10,298,727	(1,217,109)	10,091,444	(207,283)
Total Sources	**25,872,398**	**36,056,032**	**29,520,446**	**31,723,685**	**2,203,239**	**32,129,843**	**406,158**
Requirements							
Salaries and Benefits	23,070,177	26,093,138	29,230,695	30,072,996	842,301	31,559,608	1,486,612
Services and Supplies	32,232,317	38,629,622	43,598,540	39,527,310	(4,071,230)	35,481,226	(4,046,084)
Other Charges	2,780,935	3,036,090	2,564,388	2,560,073	(4,315)	2,187,219	(372,854)
Fixed Assets	461,746	2,101,555	635,000	3,705,000	3,070,000	3,700,000	(5,000)
Other Financing Uses	382,718	367,793	736,840	319,632	(417,208)	234,564	(85,068)
Gross Appropriations	**58,927,893**	**70,228,198**	**76,765,463**	**76,185,011**	**(580,452)**	**73,162,617**	**(3,022,394)**
Intrafund Transfers	(46,621,815)	(47,626,249)	(55,149,116)	(52,314,895)	2,834,221	(48,679,060)	3,635,835
Net Appropriations	**12,306,078**	**22,601,949**	**21,616,347**	**23,870,116**	**2,253,769**	**24,483,557**	**613,441**
Contingencies/Dept Reserves	13,566,319	13,454,083	7,904,099	7,853,569	(50,530)	7,646,286	(207,283)
Total Requirements	**25,872,398**	**36,056,032**	**29,520,446**	**31,723,685**	**2,203,239**	**32,129,843**	**406,158**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	131.0	130.0	129.0	128.0	(1.0)	128.0	—
Funded FTE	131.0	129.6	129.0	129.0	—	129.0	—

FY 2019-20 Budget Overview

TOTAL SOURCES

Total Sources increased by $2,203,239 or 7.5 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $620,813 in this funding source due to reduction in roll-over of one-time Measure K project costs.

Use of Money and Property

There is a net increase of $75,724 in this funding source due to changes in pass-through lease charges billed to external agencies for the spaces they occupy on County radio towers and sites.

Intergovernmental Revenues

There is a net increase of $2,008,616 in this funding source due to the allocation of additional Proposition 172 (half-cent sales tax for public safety) funding to reimburse technology expenditures for public safety communication projects and operations.

Charges for Services

There is a net decrease of $479,563 in this funding source due to changes in service levels and reclassifications of revenues for services provided to external agencies.

Interfund Revenue

There is a net increase of $2,436,384 in this funding source due to an increase in ISD service charges billed to the San Mateo County General Hospital in the amount of $1,897,717 and the Airports Fund and other agencies in the amount of $538,667.

Fund Balance

There is a net decrease of $1,217,109 in this funding source due to elimination of Fund Balance used for one-time technology projects and purchases in FY 2018-19.

TOTAL REQUIREMENTS

Total Requirements increased by $2,203,239 or 7.5 percent from the FY 2018-19 Revised to the FY 2019-20 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $842,301 in this expenditure category due to negotiated salary and benefits increases.

Services and Supplies

There is a net decrease of $4,071,230 in this expenditure category due to a decrease in the amount of $11,597,884 in technology project budget allocation from Proposition 172 and Non-Departmental services to ISD; a decrease in the amount of $1,589,205 for computer/electronic equipment and related maintenance; and a decrease in the amount of $247,307 for other services and supplies expenditures. This decrease was offset by an increase in the amount of $4,135,406 for monthly utility payments; an increase in the amount of $1,665,498 for software licenses and service support; an increase in the amount of $1,542,080 for ISD inter-division support; an increase in the amount of $1,190,129 for overhead charges; and an increase in the amount of $830,053 for other services and supplies expenditures.

Other Charges
There is a net decrease of $4,315 in this expenditure category due to a decrease in the amount of $376,545 for leased facility rental charges for the data center and a decrease in the amount of $10,176 for other County facility rental charges. This decrease is offset by an increase in the amount of $249,208 for other County facility rental charges and an increase in the amount of $133,198 for motor vehicle replacement and mileage charges.

Fixed Assets
There is a net increase of $3,070,000 due to the addition of one-time purchases for improvement of the County's technology infrastructure through Measure K and Proposition 172 funding.

Other Financing Uses
There is a net decrease of $417,208 in this expenditure category primarily due to changes in the microwave debt financing payment schedule.

Intrafund Transfers
There is a net decrease of $2,834,221 in this expenditure category due primarily to elimination of Non-Departmental funding for one-time technology projects and purchases in FY 2018-19.

Contingencies/Departmental Reserves
There is net decrease of $50,530 in this expenditure category due to transfer of $139,755 in Reserves from ISD to Controller's Office to fund Dollar Universe charge appropriations. This decrease is offset by an increase of $49,225 for the addition of OFAS and Consolidate Check Printing Reserves contributions and an increase of $40,000 for FY 2018-19 annual Reserves contribution for Human Resources Information System. The balance in General Fund Reserves represents 32.9 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is no change in the Department's General Fund allocation.

FY 2020-21 Budget Overview

TOTAL SOURCES
Total Sources increased by $406,158 or 1.3 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Use of Money and Property
There is a net increase of $7,271 in this funding source due to changes in pass-through lease charges billed to external agencies for the spaces they occupy on County radio towers and sites.

Charges for Services
There is a net increase of $75,893 in this funding source due to an increase in the amount of $56,062 for ISD service charge rates to external agencies for radio systems equipment and support and an increase in the amount of $19,831 for charges to external agencies for other core-IT and subscription service areas.

Interfund Revenue
There is a net increase of $530,277 in this funding source due to an increase in ISD service charges billed to the San Mateo County General Hospital in the amount of $493,122 and the Airports Fund, Library, and other agencies in the amount of $37,155.

Fund Balance

There is a net decrease of $207,283 in this funding source due to transfer of Human Resources Information System Fund Balance and Reserves from ISD to the Controller's Office.

TOTAL REQUIREMENTS

Total Requirements increased by $406,158 or 1.3 percent from the FY 2019-20 Recommended to the FY 2020-21 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,486,612 in this expenditure category due to negotiated salary and benefits increases.

Services and Supplies

There is a net decrease of $4,046,084 in this expenditure category due to a decrease in the amount of $5,647,660 in technology project budget allocation from Measure K, Proposition 172, and Non-Departmental services to ISD and a decrease in the amount of $10,873 for other services and supplies expenditures. This decrease was offset by an increase in the amount of $508,494 for software licenses and service support; an increase in the amount of $314,497 for other services and supplies expenditures; an increase in the amount of $418,631 for computer/electronic equipment maintenance; and an increase in the amount of $370,827 for overhead charges.

Other Charges

There is a net decrease of $372,854 in this expenditure category due to a decrease in the amount of $195,464 in leased facility rental charges for the data center and a decrease in the amount of $189,548 in other County facility rental charges. This decrease was primarily offset by an increase in the amount of $12,158 for motor vehicle replacement charges.

Fixed Assets

There is a net decrease of $5,000 due to the removal of one-time purchases for improvement of the County's technology infrastructure through Measure K and Proposition 172 funding.

Other Financing Uses

There is a net decrease of $85,068 in this expenditure category due to a decrease in debt service payments for the County's Mutual Aid System Project.

Intrafund Transfers

There is a net decrease of $3,635,835 in this expenditure category due primarily to elimination of Non-Departmental funding for one-time technology projects and purchases in FY 2019-20. This decrease was partially offset by service charges collected from County departments.

Contingencies/Departmental Reserves

There is net decrease of $207,283 in this expenditure category due to transfer of Reserves from ISD to Controller's Office to fund Dollar Universe charge appropriations. The balance in General Fund Reserves represents 31.2 percent of Net Appropriations, which exceeds the County two percent Reserves policy. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is no change in the Department's General Fund allocation.

Business & Fiscal Administration (1810P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **Business & Fiscal Administration**

Program Outcome Statement

Provide leadership, administrative and fiscal support to the Information Services Department

Program Results

The Office of the CIO in the Business and Fiscal Administration (BFA) Program provides leadership to the Information Services Department (ISD). Additionally, BFA provides administrative and fiscal support for ISD. BFA develops the department budget and service charge rates for its various service offerings, manages procurement of information technology (IT) goods and services, and provides clerical support to the department. BFA also collaborates closely with County departments and County Procurement to deploy strategic procurement vehicles for quicker and cost-effective procurement of IT goods and services.

At the beginning of FY 2018-19, BFA made changes to its billing practices for procurement of IT goods and services for County departments. These changes have reduced the amount of time spent resolving discrepancies or billing adjustments, both in ISD and in County departments. The elimination of repetitive and manual billing processes helps to increase employee productivity and allows staff to perform more proactive analytical activities. Additionally, staff can focus on specialized training geared towards personal and professional development.

BFA implemented a centralized Asset Management tool to administer IT asset life cycle and workflows within the County's IT Service and Asset Management application. The Asset Management application will be expanded to identify established IT standards and collect accurate asset information to streamline the procurement process, improve the service charge development process, and secure the County by identifying IT assets connecting to the County's network. ISD's expansion of Asset Management will provide the County with the ability to proactively forecast and budget for the replacement of IT goods, reducing the number of outages due to aging equipment.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Customer Survey Respondents Rating Services as Good or Better	95%	95%	95%	90%	90%
Percent of Performance Goals Met	87%	90%	85%	80%	80%

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Business & Fiscal Administration (1810P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	7,892,781	7,283,504	2,861,415	1,680,879	(1,180,536)	1,680,879	—
Total Requirements	(33,181,820)	(35,955,984)	2,861,415	2,456,994	(404,421)	2,695,514	238,520
Net County Cost	(41,074,601)	(43,239,488)	—	776,115	776,115	1,014,635	238,520
Salary Resolution	17.0	16.0	17.0	17.0	—	17.0	—
Funded FTE	17.0	16.0	17.0	17.0	—	17.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $946,864. Net funding adjustments in FY 2020-21 total $1,920,751.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(2,861,415)	(1,680,879)
Requirements		
Gross Appropriations	(2,915,587)	465,847
Intrafund Transfers	1,001,036	(225,975)
Net County Cost	946,864	1,920,751
Positions	—	—

2. Asset Management Program: This action creates a new program to provide information technology asset management services to the County.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	2,143	—
Intrafund Transfers	(133,317)	—
Net County Cost	(131,174)	—
Positions	—	—

3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	1,680,879	1,680,879
Requirements		
Gross Appropriations	1,680,879	—
Intrafund Transfers	—	—
Net County Cost	—	(1,680,879)
Positions	—	—

4. Position Adjustment: To better align with the ongoing needs of the department, one vacant Management Analyst is deleted and one Executive Secretary-Confidential is added.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(39,575)	(1,352)
Intrafund Transfers	—	—
Net County Cost	(39,575)	(1,352)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(1,180,536)	—
Requirements		
Gross Appropriations	(1,272,140)	464,495
Intrafund Transfers	867,719	(225,975)
Net County Cost	776,115	238,520
Positions	—	—

Client Success (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 experience and enabling customer success

Program Results

The Client Success Program creates strong relationships with customers strategically and operationally via day-to-day interactions with County employees and the public. The Program delivers services to improve customer experience, support, and satisfaction.

The Program serves as ISD's liaison and escalation point for problem management, collaboration opportunities, and overall communication. Last fiscal year, all end-user support teams were consolidated under this program to mature support capabilities and enable a consistent customer experience. This includes the ISD Service Desk, which serves as a central point of contact for County employees to report technology problems and make requests of ISD; the Desktop Support team, a higher-level support tier specialized in PC/laptop issues, maintenance, and deployment; and the Audiovisual Services team, which installs and sets the standards for the County's audiovisual and video conferencing solutions.

The Program's County Telephone Operators are available 24 hours a day, seven days a week to provide switchboard services and call assistance connecting the public and employees to County departments and services.

The Program will continue to track the percent of ISD tickets created via the Self-Service portal. ISD has taken steps to promote the use of the Self-Service portal to the Department's customers with a goal of getting its customers to feel more comfortable about creating their own tickets online, which will lead them to explore the portal and take advantage of its resources. These efforts have led to an increase in the percent of tickets created on the Self-Service portal. By continuing these efforts and adding automated workflows that start on the portal, that percent is expected to continue to climb. The target for this performance measure will be changed in anticipation of this increase.

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 callers' needs 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 the last two years because of the Service Desk's expanded support hours. The target will be increased to emphasize the importance of this measure. 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 that 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 customers feel. The Program also uses a proactive customer relationship management strategy that focuses on customer needs, open and frequent communication, and improved escalation processes. This strategy works hand-in-hand with employee engagement efforts to improve

internal communication and collaboration. These continued efforts improve overall service delivery, which will lead to a better customer experience.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Tickets Created on the Self-Service Portal[1]	---	43%	42%	45%	45%
Service Desk First Call Resolution	95%	91%	94%	95%	95%
Percent of Total Tickets Resolved[1]	---	42%	41%	40%	40%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Client Success (1820P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	511	14,419	2,375,401	4,163,127	1,787,726	4,321,035	157,908
Total Requirements	9,212,492	12,453,859	2,375,401	3,792,553	1,417,152	3,945,227	152,674
Net County Cost	9,211,980	12,439,440	—	(370,574)	(370,574)	(375,808)	(5,234)
Salary Resolution	41.0	41.0	43.0	42.0	(1.0)	42.0	—
Funded FTE	41.0	40.7	43.0	43.0	—	43.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions, and decreases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($224,087). Net funding adjustments in FY 2020-21 total $133,693.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	1,649,726	19,908
Requirements		
Gross Appropriations	984,339	547,011
Intrafund Transfers	441,300	(393,410)
Net County Cost	(224,087)	133,693
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	138,000	138,000
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(138,000)	(138,000)
Positions	—	—

3. Position Adjustment: To better align with the ongoing needs of the department, two vacant Telephone Operator positions are deleted and one IS Business Analyst II position is added.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	(8,487)	(927)
Intrafund Transfers	—	—
Net County Cost	(8,487)	(927)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,787,726	157,908
Requirements		
Gross Appropriations	975,852	546,084
Intrafund Transfers	441,300	(393,410)
Net County Cost	(370,574)	(5,234)
Positions	(1)	—

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

ISD's core services availability has met both the Department's target and industry benchmarks, however, ISD strives for continuous quality improvement in reliability and accessibility. The expansion of the wireless and fiber connectivity throughout the County ensures that availability remains high and the County keeps pace with the expanding data needs of departments and agencies. Furthermore, the increase in bandwidth for the County's internet connections enhances the user experience with the County's cloud-based services such as Workday, Office 365, and ServiceNow.

The evolution of the County's information technology system monitoring tools ensures the enterprise network, servers, and services can be proactively maintained to reduce outages. The virtual storage and compute environment continues to grow to support 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 stands at 60 minutes. It is recommended this goal be reduced to 30 minutes. This measure ensures high priority incidents are responded to in a timely manner. During the current year, Priority One (P-1) response training has been developed and provided to staff to ensure a uniform response to P-1 outages.

The percent of data restores completed successfully is a performance measure the Department uses to highlight the integrity of data backups that are performed daily as well as the reliability of data restorations given that data backups are only as good as the ability to restore that data when required or requested.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Availability of Core Services (i.e. Data Center, Radio and Phone PBX)	99.9%	99.9%	99.9%	99.9%	99.9%
Percent of Data Restores Completed Successfully[1]	---	100%	92%	95%	95%
Median Number of Minutes to Respond to High Priority Incidents[1]	---	12 min	60 min	30 min	30 min

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

IT Operations (1830P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	4,993,169	5,760,722	6,345,896	6,780,962	435,066	6,971,566	190,604
Total Requirements	11,250,944	12,549,553	6,345,896	6,238,459	(107,437)	6,270,083	31,624
Net County Cost	6,257,775	6,788,830	—	(542,503)	(542,503)	(701,483)	(158,980)
Salary Resolution	32.0	32.0	29.0	29.0	—	29.0	—
Funded FTE	32.0	32.0	29.0	29.0	—	29.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and increase in software licensing, communication expenditures, equipment maintenance, and department/division overhead. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $2,940,910. Net funding adjustments in FY 2020-21 total $3,236,963.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(3,000,892)	(3,245,354)
Requirements		
Gross Appropriations	3,012,323	522,420
Intrafund Transfers	(3,072,305)	(530,811)
Contingencies/Dept Reserves	—	—
Net County Cost	2,940,910	3,236,963
Positions	—	—

2. SMC Labs : This action creates a new program to research and test innovative technologies that enable County departments to creatively address evolving community needs.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,040,974	65,579
Intrafund Transfers	(1,088,429)	(25,564)
Net County Cost	(47,455)	40,015
Positions	—	—

3. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	3,435,958	3,435,958
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(3,435,958)	(3,435,958)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	435,066	190,604
Requirements		
Gross Appropriations	4,053,297	587,999
Intrafund Transfers	(4,160,734)	(556,375)
Contingencies/Dept Reserves	—	—
Net County Cost	(542,503)	(158,980)
Positions	—	—

IT Security (1850P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **IT Security**

Program Outcome Statement

The IT Security Program protects the County's network, data, and connected devices as well as ensures 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 and assets. The Program is responsible for identity and access management, centrally managing anti-virus and patch management services, providing and securing remote access to applications as well as the County network, investigations and IT auditing, IT security guidelines, standards and policies, and annual IT security training.

Security awareness training is a top priority for all organizations due to the continued increase in security threats, phishing, and other types of attacks. The County uses its annual IT security training requirement to develop awareness of threats and educate personnel on the importance of IT security.

The Security Division regularly responds to high priority incidents. During the first half of FY 2018-19, Program staff responded to high priority incidents in an average of six minutes. This well exceeds the target of responding within 60 minutes. This measure demonstrates the program's commitment to monitoring systems and responding appropriately to address urgent incidents. A rapid response time helps meet ISD's broader goal of minimizing downtime for customers. In addition to responding to incidents quickly, the Security Program also reviews high priority incidents on a monthly basis. This provides insight on ways to better track performance and proactively plan responses to future high priority incidents.

ISD's Security Program rolled out multi-factor authentication Countywide in 2017. The goal was to help secure County resources, applications, and data by requiring users to provide more than one type of credential when logging into County systems from outside the County's network. At a peak so far of 70 percent, this measure falls just below our target of 73 percent. The Program is adding a new performance measure beginning in FY 2019-20 which will report on the security of the County's critical applications that are available from outside the County's network.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Median Number of Minutes to Respond to High Priority[1]	---	12.5 min	12 min	30 min	30 min
Percent of Countywide Staff Completion of Annual IT Security Training[1]	---	92%	93%	94%	95%
Countywide Usage of Multi-factor Authentication[2]	---	63%	70%	---	---
Percentage of Critical Applications Protected by Multi-factor Authentication[1]	3.6%	3.8%	3.7%	3.9%	3.9%

[1]Data not available

[2]Reporting actuals only

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

IT Security (1850P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	455,189	555,279	1,830,152	2,998,128	1,167,976	3,160,024	161,896
Total Requirements	8,408,520	7,182,265	1,830,152	2,904,400	1,074,248	3,031,754	127,354
Net County Cost	7,953,331	6,626,986	—	(93,728)	(93,728)	(128,270)	(34,542)
Salary Resolution	14.0	13.0	14.0	14.0	—	14.0	—
Funded FTE	14.0	13.0	14.0	14.0	—	14.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and increases in software licensing, communication expenditures, and inter-division support costs. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $461,461. Net funding adjustments in FY 2020-21 total $520,647.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	612,787	(393,293)
Requirements		
Gross Appropriations	4,574,484	648,940
Intrafund Transfers	(3,500,236)	(521,586)
Contingencies/Dept Reserves	—	—
Net County Cost	461,461	520,647
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	555,189	555,189
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(555,189)	(555,189)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	1,167,976	161,896
Requirements		
Gross Appropriations	4,574,484	648,940
Intrafund Transfers	(3,500,236)	(521,586)
Contingencies/Dept Reserves	—	—
Net County Cost	(93,728)	(34,542)
Positions	—	—

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, secure, and user-friendly application technologies

Program Results

The Applications Program strives to support the County of San Mateo's business and automation processes by maintaining and developing enterprise and departmental applications. The program also provides business and technical analytics and application project support. The program's goal is to automate business processes, improve productivity, and meet end user needs by leveraging both existing and emerging technologies.

Through collaboration with departments' leadership and business owners, the Applications Program is modernizing the County's applications and enterprise business systems, including Workday, which offers payroll and personnel support, and Microsoft Office 365 (O365), a comprehensive suite of cloud-based productivity applications and communication tools. The program also supports the Criminal Justice Integration (CJI) system, which enables data sharing between the County's criminal justice departments and the Superior Court.

In FY 2018-19 we completed our assessment and implementation of Box and DocuSign. Extended analysis of the Box platform is under consideration as a collaboration platform. Several departments have partnered with ISD to implement the DocuSign platform for gathering and forwarding electronic signatures built on an automated workflow.

Applications measures success based on three new measures: providing reliable availability of four key applications (Workday, CJI System, SharePoint, and O365), response time for urgent incidents, and customer satisfaction.

Availability of Key Applications (Workday, CJI System, SharePoint, and O365):

- These four key applications were available to County employees 100 percent of the time in the first half of FY 2018-19. This exceeds the availability target of 99.5 percent.
- These four enterprise applications are key to the productivity and success of all agencies. The Applications Program strives to minimize downtime for these applications to avoid adverse impact on worker productivity and costs to taxpayers. To that end, the program leverages industry-standard monitoring practices to ensure applications availability. Measuring availability improves the County's overall operational success, business process support, and end user satisfaction.

Median Number of Minutes to Respond to High Priority Incidents:

- ISD Application support team responded to two high priority tickets, which can be made up of Priority 1 and Priority 2 tickets in the first half of FY 2018-19. The Applications Program's median response time to high priority incidents is 33.5 minutes. This exceeds the target response time of 60 minutes.
- This measure demonstrates the program's commitment to monitor systems and respond appropriately to address urgent incidents. A rapid response time optimizes operational productivity, increases customer satisfaction, and minimizes service interruptions and customer impact.

Percent of Customer Survey Respondents Rating Services for Key Applications (Workday, SharePoint, O365 and the CJI system) as Good or Better:

- Satisfaction surveys show 100 percent of respondents rate the program's services for these four applications as good or better. ISD received 62 survey responses relating to these four applications in the first half of FY 2018-19.
- Customer satisfaction is a critical measure of Application's overall success. As a service organization, it is Application's duty to serve the employees of San Mateo County. Applications will continue to review customer surveys to continue to make improvements in this area.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Availability of Key Applications[1]	---	99.9%	100.0%	99.5%	99.5%
Median Number of Minutes to Respond to High Priority Incidents[1]	---	10.1	33.5	30	30
Percent of Customer Survey Respondents Rating Services for Key Applications as Good or Better[1]	---	99%	100%	90%	90%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Applications (1860P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	2,732,765	3,928,982	2,665,436	1,828,036	(837,400)	1,930,696	102,660
Total Requirements	15,420,963	15,881,595	2,665,436	2,074,732	(590,704)	2,125,314	50,582
Net County Cost	12,688,198	11,952,613	—	246,696	246,696	194,618	(52,078)
Salary Resolution	25.0	25.0	25.0	25.0	—	25.0	—
Funded FTE	25.0	24.9	25.0	25.0	—	25.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and realignment of revenues to appropriate programs providing services. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $478,696. Net funding adjustments in FY 2020-21 total $179,922.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(1,069,400)	(129,340)
Requirements		
Gross Appropriations	(1,376,353)	528,833
Intrafund Transfers	785,649	(478,251)
Contingencies/Dept Reserves	—	—
Net County Cost	478,696	179,922
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	232,000	232,000
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(232,000)	(232,000)
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(837,400)	102,660
Requirements		
Gross Appropriations	(1,376,353)	528,833
Intrafund Transfers	785,649	(478,251)
Contingencies/Dept Reserves	—	—
Net County Cost	246,696	(52,078)
Positions	—	—

Planning & Project Management (1844P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **Planning & Project Management**

Program Outcome Statement

The Planning and Project Management Program assess and deliver quality information technology projects for the County

Program Results

In alignment with the County's Five-Year Information Technology Capital Improvement Plan to modernize County infrastructure and applications, the Department has delivered several key projects and continues to make progress on others. Key enterprise IT projects include County's Telephony Platform Upgrade, County Wireless Expansion, County Fiber Expansion, Radio System Upgrade, Regional Operations Center Information Technology Build-out, and Disaster Recovery. These key projects will help the County enhance its IT infrastructure resiliency and reliability.

The Program is evaluating business processes for Countywide acquisition and deployment of IT. The objective for this assessment is to reengineer the business processes to allow for strategic IT Project on-boarding, costing, planning, and execution for successful and timely delivery of critical technologies. The Program also strives to proactively engage with County departments throughout their technology project planning processes to identify areas of IT review necessary to securely implement technology solutions.

To track the performance of the Program, the percent increase in the number of times users connect to public Wi-Fi was created to measure the increase in usage of public Wi-Fi infrastructure installed at various locations throughout the county. The Program also monitors progress made on the percent of IT FTEs to County employees, which benchmarks ISD's ratio against industry standards, including standards from Gartner.

Performance Measures

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Median Number of Days to Review Technology Contracts[1]	---	5	1.5	10	10
Public Wi-Fi Usage per Month Countywide[1]	---	1,449,354	1,643,629	1,000,000	1,000,000
Information Technology Full-Time Equivalents†as a Percent of Employees	3.6%	3.8%	3.7%	3.9%	3.9%

[1]Data not available

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Planning & Project Management (1844P)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	9,797,982	18,513,126	13,442,146	14,272,553	830,407	14,065,643	(206,910)
Total Requirements	14,761,299	23,944,745	13,442,146	14,256,547	814,401	14,061,951	(194,596)
Net County Cost	4,963,316	5,431,619	—	(16,006)	(16,006)	(3,692)	12,314
Salary Resolution	2.0	3.0	1.0	1.0	—	1.0	—
Funded FTE	2.0	3.0	1.0	1.0	—	1.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions, and addition of one-time project revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total $4,291,225. Net funding adjustments in FY 2020-21 total $4,269,015.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(13,426,294)	(14,256,328)
Requirements		
Gross Appropriations	(25,713,916)	(18,134,051)
Intrafund Transfers	16,578,847	8,146,738
Contingencies/Dept Reserves	(50,530)	(207,283)
Net County Cost	4,291,225	4,269,015
Positions	—	—

2. Human Resources Information System Reserves Transfer: This action transfers Human Resources Information System Fund Balance and Reserves from ISD to the Controller's Office.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	(139,755)	(207,283)
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(139,755)	(207,283)
Net County Cost	—	—
Positions	—	—

3. Human Resources Information System Reserve Contributions: This action adds annual Reserve contributions made for the Human Resources Information System in FY 2018-19.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	40,000	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	40,000	—
Net County Cost	—	—
Positions	—	—

4. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance and Reserves.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	4,356,456	4,256,701
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	49,225	—
Net County Cost	(4,307,231)	(4,256,701)
Positions	—	—

5. Project Funding: This action appropriates funding for IT Capital Projects in FY 2019-20 and FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	10,000,000	10,000,000
Requirements		
Gross Appropriations	18,178,324	12,335,306
Intrafund Transfers	(8,178,324)	(2,335,306)
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	830,407	(206,910)
Requirements		
Gross Appropriations	(7,535,592)	(5,798,745)
Intrafund Transfers	8,400,523	5,811,432
Contingencies/Dept Reserves	(50,530)	(207,283)
Net County Cost	(16,006)	12,314
Positions	—	—

This page intentionally left blank

Grand Jury (1920B)

Program Locator

County > Administration and Fiscal Services > **Grand Jury**

Program Outcome Statement

The Grand Jury conducts civil investigations of local government operations including operations of the County, cities, special districts, and school districts.

Program Results

The Civil Grand Jury is a judicial body composed of 19 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 FY 2017-18 Grand Jury conducted five investigations and published five official reports with recommendations directed to County officials: Law Enforcement Officers + Narcan = Lives Saved From Opioid Overdoses; County Pension Costs- Hard Choices Paying Off; Cooperative Purchasing- A Roadmap to More Effective City Procurement; Smoke-Free Multiunit Housing: No Ifs, And, Or Butts; and Spotlight: Early Learning Gets A Big Lift.

At the end of each official report, the Grand Jury makes recommendations that require a response within 90 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

Description	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Estimate	FY 2019-20 Target	FY 2020-21 Target
Percent of Time the County's Financial Statements are Fairly Stated in All Material Respects	---	---	100%	100%	100%
Percent of Grand Jury Recommendations that San Mateo County Elected Officials and Staff Agreed to Implement or Have Already Implemented[1]	---	---	50%	50%	50%
Number of Official Grand Jury Reports[1]	6	5	---	---	---

[1]Data not available

Grand Jury (1920B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources							
Requirements							
Salaries and Benefits	66,096	975	—	—	—	—	—
Services and Supplies	39,308	113,125	123,922	123,922	—	123,922	—
Other Charges	509	444	440	440	—	440	—
Gross Appropriations	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**
Intrafund Transfers							
Net Appropriations	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**
Total Requirements	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**
Net County Cost	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Grand Jury (1920B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources							
Total Requirements	105,913	114,544	124,362	124,362	—	124,362	—
Net County Cost	105,913	114,544	124,362	124,362	—	124,362	—

This page intentionally left blank

Non-Departmental Services (8000B)

Program Locator

County > Administration and Fiscal Services > **Non-Departmental Services**

Program Outcome Statement

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

Over the past two fiscal years, Non-Departmental Services has been used to fund several major initiatives to strengthen the County's operations, capital assets, employee relations, and long-term fiscal health. During FY 2017-19, Non-Departmental Services funded numerous significant ground-up construction or renovation projects as part of the County's Five-Year Capital Improvement Plan. These include: San Mateo Medical Center, Animal Care Shelter replacement, County Office Building 3, County Government Center Parking Structure II, South San Francisco San Mateo Medical Campus, Maple Street Homeless Shelter, Lathrop House relocation, and Cordilleras Mental Health Facility Replacement. Non-Departmental Services has also funded significant portions of the property tax system replacement for the Controller's Office ($6 million), Assessor ($8.3 million), and Treasurer-Tax Collector ($1 million) to replace the outdated legacy property tax systems. Other technology investments by Non-Departmental Services include the Computer-Aided Dispatch system in Public Safety Communications, and countywide call center, and cardkey system upgrade. Pursuant to the 2013 MOU with SamCERA, the County continued its aggressive paydown of unfunded pension liabilities, with a payment of $25.7 million in FY 2018-19. Finally, the County reached three-year agreements with five bargaining units during FY 2017-19: CNA, AFSCME, SEIU, SMCCE, and the non-sworn Law Enforcement Unit of DSA. The agreements resulted in increases in cost of living adjustments, equity, longevity pay, and other adjustments to retain current employees and ensure the County's competitiveness with neighboring jurisdictions.

Non-Departmental Services (8000B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	550,911,559	608,557,849	554,292,786	595,375,734	41,082,948	609,369,578	13,993,844
Licenses, Permits and Franchises	450,900	551,009	445,107	449,558	4,451	454,054	4,496
Fines, Forfeitures and Penalties	21,235	273,024	—	—	—	—	—
Use of Money and Property	12,178,201	18,926,843	14,303,547	17,208,686	2,905,139	17,723,261	514,575
Intergovernmental Revenues	8,189,424	8,747,350	3,565,993	1,746,999	(1,818,994)	1,759,567	12,568
Charges for Services	1,233,602	2,032,533	911,199	926,641	15,442	945,174	18,533
Interfund Revenue	4,861,525	5,477,102	4,826,086	5,137,505	311,419	5,262,469	124,964
Miscellaneous Revenue	971,261	2,065,939	481,272	636,955	155,683	600,000	(36,955)
Other Financing Sources	50	2,668,785	—	—	—	—	—
Total Revenue	**578,817,758**	**649,300,434**	**578,825,990**	**621,482,078**	**42,656,088**	**636,114,103**	**14,632,025**
Fund Balance	325,393,756	329,009,131	359,113,456	362,674,085	3,560,629	342,217,765	(20,456,320)
Total Sources	**904,211,514**	**978,309,565**	**937,939,446**	**984,156,163**	**46,216,717**	**978,331,868**	**(5,824,295)**
Requirements							
Salaries and Benefits	42,441,649	27,638,357	25,808,357	29,881,023	4,072,666	29,881,023	—
Services and Supplies	22,464,814	38,847,373	58,761,948	59,968,551	1,206,603	46,145,561	(13,822,990)
Other Charges	17,099,583	32,614,719	19,350,357	21,039,403	1,689,046	13,572,722	(7,466,681)
Fixed Assets	10,090,821	—	10,000,000	7,000,000	(3,000,000)	7,000,000	—
Other Financing Uses	20,151,292	26,394,609	87,957,309	102,350,690	14,393,381	96,866,137	(5,484,553)
Gross Appropriations	**112,248,159**	**125,495,058**	**201,877,971**	**220,239,667**	**18,361,696**	**193,465,443**	**(26,774,224)**
Intrafund Transfers	(727,426)	(1,245,244)	(484,045)	(484,045)	—	(484,045)	—
Net Appropriations	**111,520,733**	**124,249,814**	**201,393,926**	**219,755,622**	**18,361,696**	**192,981,398**	**(26,774,224)**
Contingencies/Dept Reserves	375,809,431	389,576,523	191,760,081	182,849,692	(8,910,389)	182,849,692	—
Total Requirements	**487,330,164**	**513,826,337**	**393,154,007**	**402,605,314**	**9,451,307**	**375,831,090**	**(26,774,224)**
Net County Cost	**(416,881,350)**	**(464,483,228)**	**(544,785,439)**	**(581,550,849)**	**(36,765,410)**	**(602,500,778)**	**(20,949,929)**

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Non-Departmental Services (8000B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	904,211,514	978,309,565	937,939,446	984,156,163	46,216,717	978,331,868	(5,824,295)
Total Requirements	487,330,164	513,826,337	393,154,007	402,605,314	9,451,307	375,831,090	(26,774,224)
Net County Cost	(416,881,350)	(464,483,228)	(544,785,439)	(581,550,849)	(36,765,410)	(602,500,778)	(20,949,929)

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2019-21, 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. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2019-20 total ($183,857,805). Net funding adjustments in FY 2020-21 total ($192,792,265).

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	36,660,711	14,632,025
Requirements		
Gross Appropriations	(97,549,301)	(125,492,350)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(8,910,389)	—
Net County Cost	(183,857,805)	(192,792,265)
Positions	—	—

2. Miscellaneous Adjustments to Non-Departmental Services: Funds are appropriated for the County's share of costs associated with three elections: the November 2019, the March 2020 Primary, and the November 2020 General Election. Costs include extra help staffing, services, and supplies. Adjustments are also made to appropriate funds for parks capital projects and in-house data processing services.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	3,120,602	6,127,762
Intrafund Transfers	—	—
Net County Cost	3,120,602	6,127,762
Positions	—	—

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.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	19,741,023	—
Intrafund Transfers	—	—
Net County Cost	19,741,023	—
Positions	—	—

4. Stormwater Complicance: Funds are appropriated to offset the costs to Department of Public Works for stormwater management activities required to comply with the Municipal Regional Stormwater Permit.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	2,000,000	—
Intrafund Transfers	—	—
Net County Cost	2,000,000	—
Positions	—	—

5. AFIS and AED: Funds are appropriated for one-time purchases for Automated Fingerprint Identification System (AFIS) and Automated External Defibrillator (AED) technologies used by the Sheriff's Office.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	750,000	—
Intrafund Transfers	—	—
Net County Cost	750,000	—
Positions	—	—

6. Computer-Aided Dispatch (CAD) System: Funds are appropriated for the implementation of the new Versaterm CAD system to be installed in the new Regional Operations Center. The CAD will contribute to the timely and accurate dispatch of resources to emergencies and provide first responders with enhanced information in the field.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	2,638,245	—
Intrafund Transfers	—	—
Net County Cost	2,638,245	—
Positions	—	—

7. Parks Capital Projects: Funds are appropriated for Memorial Park Wastewater Treatment Plant and Collection System, Memorial Park Facility Improvements, Memorial Park Water Line Replacement, Coyote Point Eastern Promenade, Coyote Point Park Water Distribution System, and Ranger Housing.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	10,662,316	—
Intrafund Transfers	—	—
Net County Cost	10,662,316	—
Positions	—	—

8. Capital Projects: Funds are appropriated for capital projects managed and coordinated by Department of Public Works and the Project Development Unit, including County Office Building 3, Animal Care Shelter replacement, San Mateo Medical Center, Cordilleras Mental Health Facility Replacement, Maple Street Homeless Shelter, and other facility maintenance, remodel, and engineering projects.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	57,940,009	92,527,143
Intrafund Transfers	—	—
Net County Cost	57,940,009	92,527,143
Positions	—	—

9. Assessor Property Tax System Upgrade: Funds are appropriated for the new Assessor Property Assessment (APAS) system, which will replace the Department's aging legacy assessment system.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	10,662,032	—
Intrafund Transfers	—	—
Net County Cost	10,662,032	—
Positions	—	—

10. The Big Lift: One-time Measure K funding is added for the Big Lift. A total of $7,766,508 is allocated each Fiscal Year, of which $1,088,012 is reflected as a direct payment to County Library.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	6,678,496	—
Requirements		
Gross Appropriations	6,678,496	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

11. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	2,877,510	(20,456,320)
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	40,737,404	52,667,890
Net County Cost	37,859,894	73,124,210
Positions	—	—

12. Assessor Valuation Position: Funds are appropriated to offset the cost of the addition of 12 assessor positions for three commercial property appraisal teams in the Assessor's Office.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	—	—
Requirements		
Gross Appropriations	1,718,274	63,221
Intrafund Transfers	—	—
Net County Cost	1,718,274	63,221
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	46,216,717	(5,824,295)
Requirements		
Gross Appropriations	18,361,696	(26,774,224)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(8,910,389)	—
Net County Cost	(36,765,410)	(20,949,929)
Positions	—	—

This page intentionally left blank

Debt Service Fund (8900B)

Program Locator

County > Administration and Fiscal Services > **Debt Service Fund**

Program Outcome Statement

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 mandatory function.

Program Results

In September 2008, following the demise of the Auction Rate Security market, in large part due to the collapse of the bond insurance industry, the County obtained its own credit rating from Moody's and Standard and 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 and Poor's.

In November 2018, the County issued $262,810,000 in Lease Revenue Bonds, with an All In True Interest Cost of 4.03 percent, which included the cost of issuance. $217,640,000 (2018 Series A) will be used to fund the San Mateo Medical Center improvements and a portion of County Office Building 3. This bond was structured with a fixed rate 33-year level debt service. The remaining $45,170,000 (2019 Series A) is a forward refunding of the 2009 Series A bonds, generating a savings of over $3 million over the eight-year fixed rate structure.

The favorable pricing was largely due to the County's strong credit, as San Mateo is one of a few counites in the State with AAA ratings from both Moody's and Standard and Poor's.

Debt service obligations total $47,643,763 and $43,674,213 for FY 2019-20 and FY 2020-21 respectively.

Debt Service Fund (8900B)
Debt Service Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	179,869	259,293	—	—	—	—	—
Other Financing Sources	61,711,942	47,684,023	52,938,900	50,024,056	(2,914,844)	46,918,273	(3,105,783)
Total Revenue	**61,891,811**	**47,943,317**	**52,938,900**	**50,024,056**	**(2,914,844)**	**46,918,273**	**(3,105,783)**
Fund Balance	19,594,720	27,458,898	21,687,080	22,750,292	1,063,212	23,615,832	865,540
Total Sources	**81,486,531**	**75,402,215**	**74,625,980**	**72,774,348**	**(1,851,632)**	**70,534,105**	**(2,240,243)**
Requirements							
Services and Supplies	—	—	—	—	—	—	—
Other Charges	54,027,633	53,715,135	52,075,590	49,158,516	(2,917,074)	45,184,215	(3,974,301)
Gross Appropriations	**54,027,633**	**53,715,135**	**52,075,590**	**49,158,516**	**(2,917,074)**	**45,184,215**	**(3,974,301)**
Intrafund Transfers							
Net Appropriations	**54,027,633**	**53,715,135**	**52,075,590**	**49,158,516**	**(2,917,074)**	**45,184,215**	**(3,974,301)**
Non-General Fund Reserves	27,458,898	21,687,080	22,550,390	23,615,832	1,065,442	25,349,890	1,734,058
Total Requirements	**81,486,531**	**75,402,215**	**74,625,980**	**72,774,348**	**(1,851,632)**	**70,534,105**	**(2,240,243)**
Net County Cost	—	—	—	—	—	—	—

FY 2019-20 and FY 2020-21 Program Funding Adjustments

The following are significant changes from the FY 2018-19 Revised to the FY 2019-20 and FY 2020-21 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/ reserves.

Debt Service Fund (8900B)
Resource Allocation Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources	81,486,531	75,402,215	74,625,980	72,774,348	(1,851,632)	70,534,105	(2,240,243)
Total Requirements	81,486,531	75,402,215	74,625,980	72,774,348	(1,851,632)	70,534,105	(2,240,243)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect debt service payment schedules and offsetting contributions. Net funding adjustments in FY 2019-20 total $0. Net funding adjustments in FY 2020-21 total $0.

	CLB Funding Adjustments FY 2019-20	CLB Funding Adjustments FY 2020-21
Sources	(24,624,204)	(25,856,075)
Requirements		
Gross Appropriations	(2,917,074)	(3,974,301)
Intrafund Transfers	—	—
Non-General Fund Reserves	1,065,442	1,734,058
Net County Cost	—	—
Positions	—	—

2. Fund Balance : Fund Balance is added and placed in Reserve for FY 2019-20 and FY 2020-21.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	22,750,292	23,615,832
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	22,750,292	23,615,832
Net County Cost	—	—
Positions	—	—

3. New Building Surcharge Revenue : Facilities surcharge revenue is added in FY 2019-20, in anticipation of departments taking occupancy of the newly constructed Regional Operations Center and Skylonda Fire Station.

	RLB Adjustments FY 2019-20	RLB Adjustments FY 2020-21
Sources	22,280	—
Requirements		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	22,280	—
Net County Cost	—	—
Positions	—	—

FY 2019-20 & FY 2020-21 Total Funding Adjustments

	Total Funding Adjustments FY 2019-20	Total Funding Adjustments FY 2020-21
Sources	(1,851,632)	(2,240,243)
Requirements		
Gross Appropriations	(2,917,074)	(3,974,301)
Intrafund Transfers	—	—
Non-General Fund Reserves	1,065,442	1,734,058
Net County Cost	—	—
Positions	—	—

FY 2019-20 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control*	680,000	823,750	1,503,750	Colma Creek Flood Control Special District Revenue
Courts Relocation Project	320,000	171,899	491,899	Courthouse Construction Fund
Crime Lab	860,000	291,104	1,151,104	General Fund/Fees/Reserves
Health Center	5,540,000	3,009,221	8,549,221	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	225,000	120,293	345,293	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	4,960,000	508,250	5,468,250	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin Microwave	365,000	124,108	489,108	Reserves/User Departments/Cities
New Office Building	730,000	883,325	1,613,325	Facilities Surcharge/Rent from County Departments
North County Clinic	220,104	774,896	995,000	FQHC Reimbursement/Tobacco Settlement
Skylonda Fire Station	160,000	152,588	312,588	General Fund
Youth Services Center	3,550,000	4,193,975	7,743,975	Rent From Departments
Maple Street Correctional Ctr.	14,690,000	5,794,000	20,484,000	General Fund
TOTAL DEBT SERVICE	**32,300,104**	**16,847,409**	**49,147,513**	

*Not included in the Debt Service Subject to Debt Limit.

Calculation of Annual Debt Service Limit

Fiscal Year	Budget
Adopted FY 2015-16	2,533,481,468
Adopted FY 2016-17	2,717,824,392
Adopted FY 2017-18	2,817,547,254
Adopted FY 2018-19	3,039,686,709
Recommended FY 2019-20	2,989,235,217
Five Year Average	2,819,555,008
Debt Limit 4.0%	112,782,200
FY 2017-18 Debt Service Subject to the Debt Limit*	47,643,763
Under Limit by this Amount	65,138,438
% Under Debt Limit	**57.76%**

*Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

FY 2020-21 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control*	710,000	789,000	1,499,000	Colma Creek Flood Control Special District Revenue
Courts Relocation Project	335,000	157,143	492,143	Courthouse Construction Fund
Crime Lab	265,000	262,973	527,973	General Fund/Fees
Health Center	5,810,000	2,739,179	8,549,179	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	235,000	109,966	344,966	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	5,205,000	260,250	5,465,250	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin Microwave	115,000	112,115	227,115	Reserves/User Departments/Cities
New Office Building	785,000	847,175	1,632,175	Facilities Surcharge/Rent from County Departments
North County Clinic	215,911	819,089	1,035,000	FQHC Reimbursement/Tobacco Settlement
Skylonda Fire Station	170,000	144,338	314,338	General Fund
Youth Services Center	3,695,000	4,049,075	7,744,075	Rent From Departments
Maple Street Correctional Ctr.	12,220,000	5,122,000	17,342,000	General Fund
TOTAL DEBT SERVICE	**29,760,911**	**15,412,301**	**45,173,213**	

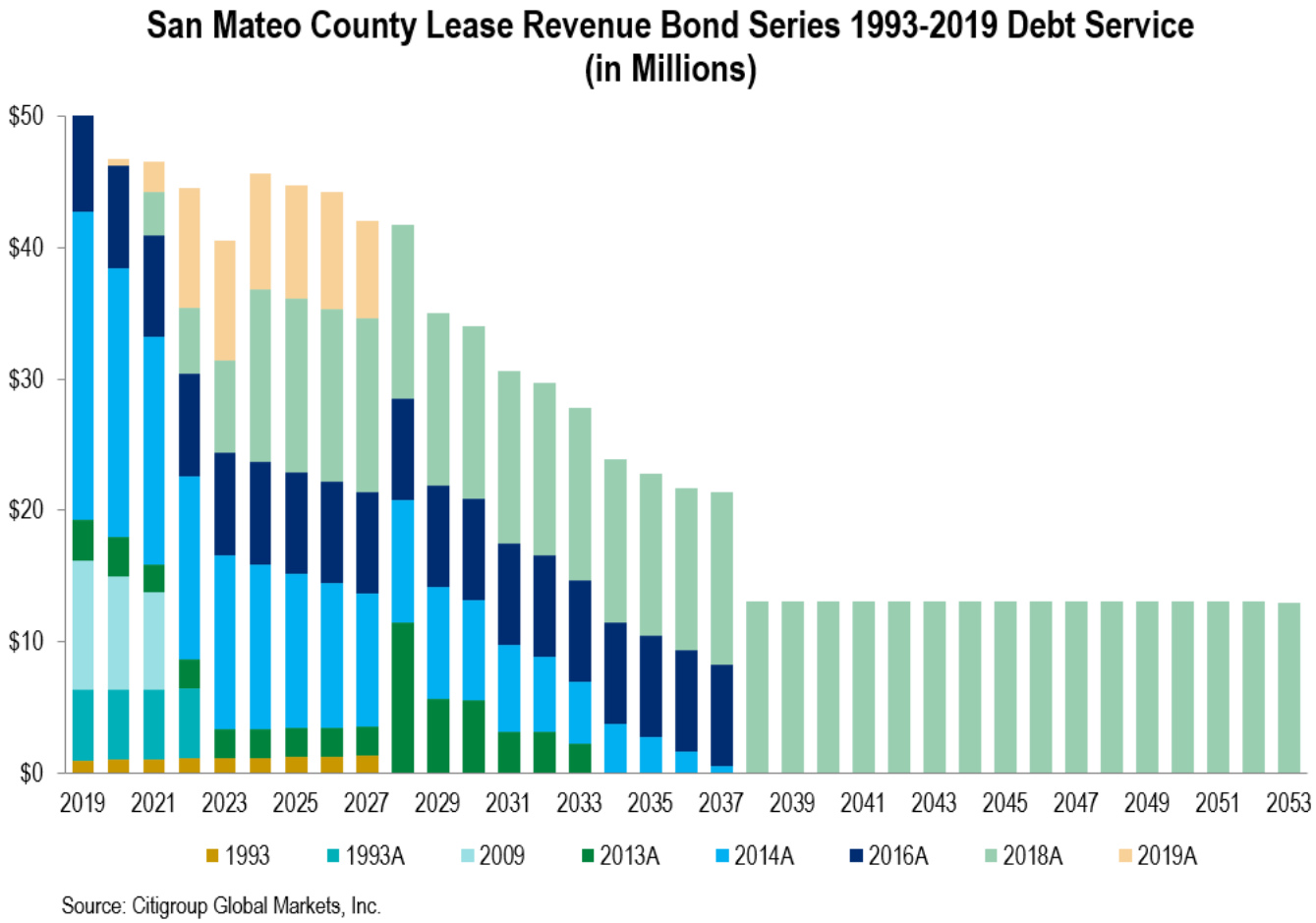
*Not included in the Debt Service Subject to Debt Limit.

Calculation of Annual Debt Service Limit

Fiscal Year	Budget
Adopted FY 2016-17	2,717,824,392
Adopted FY 2017-18	2,817,547,254
Adopted FY 2018-19	3,039,686,709
Recommended FY 2019-20	2,989,235,217
Recommended FY 2020-21	2,866,989,401
Five Year Average	2,886,256,595
Debt Limit 4.0%	115,450,264
FY 2020-21 Debt Service Subject to the Debt Limit*	43,674,213
Under Limit by this Amount	71,776,051
% Under Debt Limit	**62.17%**

*Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

Outstanding Lease Revenue Bond Debt



Source: Citigroup Global Markets, Inc.

BUDGET UNIT AND PROGRAM SUMMARIES

FY 2019-20 / FY 2020-21

RECOMMENDED BUDGET

Sheriff's Office (3000B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	815,799	775,748	2,735,437	2,680,437	(55,000)	2,680,437	—
Licenses, Permits and Franchises	6,222	6,361	2,100	5,000	2,900	5,000	—
Fines, Forfeitures and Penalties	537,464	591,736	293,636	440,000	146,364	440,000	—
Intergovernmental Revenues	86,058,328	88,601,892	93,886,702	77,961,585	(15,925,117)	78,221,057	259,472
Charges for Services	10,886,714	11,582,970	11,498,715	29,068,989	17,570,274	29,962,615	893,626
Interfund Revenue	2,878,967	2,779,566	3,378,991	3,456,934	77,943	2,985,945	(470,989)
Miscellaneous Revenue	5,014,099	1,863,288	1,898,326	2,351,240	452,914	2,395,564	44,324
Other Financing Sources	21,150	152,191	—	—	—	—	—
Total Revenue	**106,218,742**	**106,353,751**	**113,693,907**	**115,964,185**	**2,270,278**	**116,690,618**	**726,433**
Fund Balance	15,847,194	18,865,358	23,398,243	19,461,877	(3,936,366)	19,461,877	—
Total Sources	**122,065,936**	**125,219,109**	**137,092,150**	**135,426,062**	**(1,666,088)**	**136,152,495**	**726,433**
Requirements							
Salaries and Benefits	165,190,918	176,044,120	183,696,940	192,792,117	9,095,177	196,986,676	4,194,559
Services and Supplies	16,003,266	19,642,391	26,029,161	24,374,574	(1,654,587)	24,229,478	(145,096)
Other Charges	24,687,634	22,384,819	25,230,548	24,862,575	(367,973)	25,403,107	540,532
Fixed Assets	3,760,344	924,752	4,536,011	2,436,685	(2,099,326)	1,545,685	(891,000)
Other Financing Uses	28,285,943	27,741,951	25,239,626	22,170,009	(3,069,617)	19,063,295	(3,106,714)
Gross Appropriations	**237,928,105**	**246,738,034**	**264,732,286**	**266,635,960**	**1,903,674**	**267,228,241**	**592,281**
Intrafund Transfers	(2,472,806)	(3,681,682)	(5,335,844)	(5,037,508)	298,336	(4,415,645)	621,863
Net Appropriations	**235,455,299**	**243,056,352**	**259,396,442**	**261,598,452**	**2,202,010**	**262,812,596**	**1,214,144**
Contingencies/Dept Reserves	12,309,582	15,925,164	17,540,556	17,540,556	—	17,540,556	—
Total Requirements	**247,764,881**	**258,981,516**	**276,936,998**	**279,139,008**	**2,202,010**	**280,353,152**	**1,214,144**
Net County Cost	**125,698,945**	**133,762,406**	**139,844,848**	**143,712,946**	**3,868,098**	**144,200,657**	**487,711**
Salary Resolution	803.0	810.0	818.0	822.0	4.0	822.0	—
Funded FTE	798.4	809.6	813.5	818.0	4.6	818.0	—

Administrative Services (3011P)

Administrative Services (3011P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	—	34,800	—	—	—	—	—
Intergovernmental Revenues	2,215,437	2,108,975	2,000,000	2,734,737	734,737	2,879,400	144,663
Charges for Services	134,107	151,599	180,000	180,000	—	180,000	—
Interfund Revenue	45,107	50,632	15,000	188,389	173,389	45,668	(142,721)
Miscellaneous Revenue	3,020,915	179,925	688,000	743,000	55,000	743,000	—
Total Revenue	**5,415,566**	**2,525,931**	**2,883,000**	**3,846,126**	**963,126**	**3,848,068**	**1,942**
Fund Balance	15,847,194	18,865,358	23,398,243	19,461,877	(3,936,366)	19,461,877	—
Total Sources	**21,262,760**	**21,391,289**	**26,281,243**	**23,308,003**	**(2,973,240)**	**23,309,945**	**1,942**
Requirements							
Salaries and Benefits	5,204,536	6,495,868	6,557,994	7,499,679	941,685	7,851,942	352,263
Services and Supplies	1,827,459	2,159,858	2,316,810	3,058,784	741,974	3,558,909	500,125
Other Charges	2,289,069	2,355,971	3,432,399	1,643,434	(1,788,965)	1,504,987	(138,447)
Fixed Assets	3,185,763	134,948	2,000,000	—	(2,000,000)	—	—
Other Financing Uses	21,900	61,844	27,659	21,009	(6,650)	22,061	1,052
Gross Appropriations	**12,528,726**	**11,208,489**	**14,334,862**	**12,222,906**	**(2,111,956)**	**12,937,899**	**714,993**
Intrafund Transfers	(180,056)	(454,676)	(823,652)	(1,038,181)	(214,529)	(1,078,937)	(40,756)
Net Appropriations	**12,348,670**	**10,753,813**	**13,511,210**	**11,184,725**	**(2,326,485)**	**11,858,962**	**674,237**
Contingencies/Dept Reserves	12,309,582	15,925,164	17,540,556	17,540,556	—	17,540,556	—
Total Requirements	**24,658,252**	**26,678,977**	**31,051,766**	**28,725,281**	**(2,326,485)**	**29,399,518**	**674,237**
Net County Cost	**3,395,493**	**5,287,688**	**4,770,523**	**5,417,278**	**646,755**	**6,089,573**	**672,295**
Salary Resolution	33.0	33.0	34.0	34.0	—	34.0	—
Funded FTE	33.0	32.9	33.9	34.0	0.1	34.0	—

Support Services Division (3013P)

Support Services Division (3013P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	6,222	6,361	2,100	5,000	2,900	5,000	—
Fines, Forfeitures and Penalties	65,195	50,899	40,000	40,000	—	40,000	—
Intergovernmental Revenues	1,760,004	1,717,361	1,666,142	1,680,467	14,325	2,058,596	378,129
Charges for Services	184,419	224,700	191,256	212,366	21,110	212,366	—
Interfund Revenue	535,234	647,507	649,640	1,032,928	383,288	675,848	(357,080)
Miscellaneous Revenue	40,172	61,709	47,500	47,500	—	47,500	—
Other Financing Sources	21,150	21,150	—	—	—	—	—
Total Revenue	**2,612,396**	**2,729,687**	**2,596,638**	**3,018,261**	**421,623**	**3,039,310**	**21,049**
Total Sources	**2,612,396**	**2,729,687**	**2,596,638**	**3,018,261**	**421,623**	**3,039,310**	**21,049**
Requirements							
Salaries and Benefits	10,591,357	11,679,337	12,898,893	13,736,032	837,139	13,618,416	(117,616)
Services and Supplies	1,458,737	1,090,898	1,231,208	1,112,151	(119,057)	1,112,551	400
Other Charges	642,348	651,655	685,676	797,468	111,792	815,430	17,962
Other Financing Uses	29,450	32,784	33,636	26,228	(7,408)	27,411	1,183
Gross Appropriations	**12,721,891**	**13,454,674**	**14,849,413**	**15,671,879**	**822,466**	**15,573,808**	**(98,071)**
Intrafund Transfers	(654,025)	(552,132)	(887,857)	(740,185)	147,672	(768,672)	(28,487)
Net Appropriations	**12,067,866**	**12,902,542**	**13,961,556**	**14,931,694**	**970,138**	**14,805,136**	**(126,558)**
Total Requirements	**12,067,866**	**12,902,542**	**13,961,556**	**14,931,694**	**970,138**	**14,805,136**	**(126,558)**
Net County Cost	**9,455,470**	**10,172,855**	**11,364,918**	**11,913,433**	**548,515**	**11,765,826**	**(147,607)**
Salary Resolution	58.0	58.0	51.0	54.0	3.0	54.0	—
Funded FTE	57.9	57.7	50.8	54.0	3.2	54.0	—

Forensic Laboratory Division (3017P)

Forensic Laboratory Division (3017P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	1,906,474	1,774,362	1,730,383	1,778,093	47,710	1,778,093	—
Charges for Services	1,711,466	1,768,793	1,699,274	1,713,030	13,756	1,716,873	3,843
Interfund Revenue	1,011,544	785,594	885,058	887,966	2,908	887,966	—
Miscellaneous Revenue	6,048	3,139	—	—	—	—	—
Total Revenue	**4,635,531**	**4,331,889**	**4,314,715**	**4,379,089**	**64,374**	**4,382,932**	**3,843**
Total Sources	**4,635,531**	**4,331,889**	**4,314,715**	**4,379,089**	**64,374**	**4,382,932**	**3,843**
Requirements							
Salaries and Benefits	4,627,397	4,933,492	5,505,467	5,596,316	90,849	5,770,554	174,238
Services and Supplies	968,203	1,073,666	1,020,014	1,060,163	40,149	1,060,163	—
Other Charges	667,413	706,638	635,200	867,709	232,509	908,537	40,828
Fixed Assets	—	—	596,000	596,000	—	—	(596,000)
Other Financing Uses	959,486	956,435	957,772	975,341	17,569	978,761	3,420
Gross Appropriations	**7,222,499**	**7,670,231**	**8,714,453**	**9,095,529**	**381,076**	**8,718,015**	**(377,514)**
Intrafund Transfers	—	—	(596,000)	(596,000)	—	—	596,000
Net Appropriations	**7,222,499**	**7,670,231**	**8,118,453**	**8,499,529**	**381,076**	**8,718,015**	**218,486**
Total Requirements	**7,222,499**	**7,670,231**	**8,118,453**	**8,499,529**	**381,076**	**8,718,015**	**218,486**
Net County Cost	**2,586,967**	**3,338,343**	**3,803,738**	**4,120,440**	**316,702**	**4,335,083**	**214,643**
Salary Resolution	30.0	29.0	29.0	29.0	—	29.0	—
Funded FTE	30.0	29.0	29.0	29.0	—	29.0	—

Patrol Division (3051P)

Patrol Division (3051P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	754,547	710,347	843,212	788,212	(55,000)	788,212	—
Fines, Forfeitures and Penalties	472,269	506,038	253,636	400,000	146,364	400,000	—
Intergovernmental Revenues	23,463,962	23,915,769	23,657,169	7,879,201	(15,777,968)	7,879,201	—
Charges for Services	7,940,820	8,603,802	8,701,019	25,693,551	16,992,532	26,560,534	866,983
Interfund Revenue	864,505	885,154	896,597	918,806	22,209	947,618	28,812
Miscellaneous Revenue	523,392	392,941	38,097	413,090	374,993	465,992	52,902
Total Revenue	**34,019,495**	**35,014,050**	**34,389,730**	**36,092,860**	**1,703,130**	**37,041,557**	**948,697**
Total Sources	**34,019,495**	**35,014,050**	**34,389,730**	**36,092,860**	**1,703,130**	**37,041,557**	**948,697**
Requirements							
Salaries and Benefits	41,142,914	42,529,132	41,902,992	44,654,914	2,751,922	45,688,447	1,033,533
Services and Supplies	1,304,462	1,304,264	2,051,445	1,748,273	(303,172)	1,607,873	(140,400)
Other Charges	5,057,760	5,399,765	5,843,942	6,537,183	693,241	6,787,271	250,088
Fixed Assets	9,873	—	28,000	—	(28,000)	—	—
Other Financing Uses	612,909	541,275	37,640	34,216	(3,424)	35,613	1,397
Gross Appropriations	**48,127,917**	**49,774,437**	**49,864,019**	**52,974,586**	**3,110,567**	**54,119,204**	**1,144,618**
Intrafund Transfers	(8,151)	—	(314,002)	(510,747)	(196,745)	(368,736)	142,011
Net Appropriations	**48,119,766**	**49,774,437**	**49,550,017**	**52,463,839**	**2,913,822**	**53,750,468**	**1,286,629**
Total Requirements	**48,119,766**	**49,774,437**	**49,550,017**	**52,463,839**	**2,913,822**	**53,750,468**	**1,286,629**
Net County Cost	**14,100,272**	**14,760,386**	**15,160,287**	**16,370,979**	**1,210,692**	**16,708,911**	**337,932**
Salary Resolution	161.0	160.0	162.0	163.0	1.0	163.0	—
Funded FTE	157.0	160.0	157.8	159.0	1.2	159.0	—

Investigations Bureau (3053P)

Investigations Bureau (3053P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	1,826,367	1,826,367	—	1,826,367	—
Intergovernmental Revenues	12,133,507	12,047,390	15,250,189	15,461,140	210,951	15,778,047	316,907
Charges for Services	72,356	—	—	—	—	—	—
Interfund Revenue	—	—	50,000	50,000	—	50,000	—
Miscellaneous Revenue	786,092	782,177	1,124,729	1,147,650	22,921	1,139,072	(8,578)
Total Revenue	**12,991,955**	**12,829,567**	**18,251,285**	**18,485,157**	**233,872**	**18,793,486**	**308,329**
Total Sources	**12,991,955**	**12,829,567**	**18,251,285**	**18,485,157**	**233,872**	**18,793,486**	**308,329**
Requirements							
Salaries and Benefits	15,659,571	16,675,409	19,518,377	20,062,463	544,086	20,549,894	487,431
Services and Supplies	3,744,484	3,240,233	4,859,893	4,738,215	(121,678)	4,744,448	6,233
Other Charges	962,694	981,821	1,185,664	1,447,480	261,816	1,435,742	(11,738)
Fixed Assets	99,152	29,054	900,000	900,000	—	900,000	—
Other Financing Uses	14,841	18,270	18,745	14,237	(4,508)	14,951	714
Gross Appropriations	**20,480,743**	**20,944,787**	**26,482,679**	**27,162,395**	**679,716**	**27,645,035**	**482,640**
Intrafund Transfers	(1,000)	(134,204)	—	—	—	—	—
Net Appropriations	**20,479,743**	**20,810,583**	**26,482,679**	**27,162,395**	**679,716**	**27,645,035**	**482,640**
Total Requirements	**20,479,743**	**20,810,583**	**26,482,679**	**27,162,395**	**679,716**	**27,645,035**	**482,640**
Net County Cost	**7,487,788**	**7,981,016**	**8,231,394**	**8,677,238**	**445,844**	**8,851,549**	**174,311**
Salary Resolution	92.0	90.0	91.0	90.0	(1.0)	90.0	—
Funded FTE	91.5	90.0	91.0	90.0	(1.0)	90.0	—

Homeland Security Division (3055P)

Homeland Security Division (3055P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	61,252	65,401	65,858	65,858	—	65,858	—
Intergovernmental Revenues	3,317,153	3,778,607	6,369,176	4,791,797	(1,577,379)	3,957,318	(834,479)
Charges for Services	182,441	195,293	127,016	137,016	10,000	137,016	—
Interfund Revenue	—	—	299,185	299,185	—	299,185	—
Miscellaneous Revenue	34,674	555	—	—	—	—	—
Other Financing Sources	—	131,041	—	—	—	—	—
Total Revenue	**3,595,519**	**4,170,897**	**6,861,235**	**5,293,856**	**(1,567,379)**	**4,459,377**	**(834,479)**
Total Sources	**3,595,519**	**4,170,897**	**6,861,235**	**5,293,856**	**(1,567,379)**	**4,459,377**	**(834,479)**
Requirements							
Salaries and Benefits	4,037,538	3,909,489	3,672,313	3,744,606	72,293	3,846,385	101,779
Services and Supplies	1,835,417	1,923,821	4,342,392	3,020,861	(1,321,531)	2,471,358	(549,503)
Other Charges	1,040,297	1,026,046	1,181,140	1,529,383	348,243	1,465,854	(63,529)
Fixed Assets	263,525	760,751	1,012,011	940,685	(71,326)	645,685	(295,000)
Other Financing Uses	53,498	54,490	55,243	76,952	21,709	78,568	1,616
Gross Appropriations	**7,230,274**	**7,674,596**	**10,263,099**	**9,312,487**	**(950,612)**	**8,507,850**	**(804,637)**
Intrafund Transfers	(308,090)	(402,371)	(467,186)	(467,186)	—	(467,186)	—
Net Appropriations	**6,922,184**	**7,272,225**	**9,795,913**	**8,845,301**	**(950,612)**	**8,040,664**	**(804,637)**
Total Requirements	**6,922,184**	**7,272,225**	**9,795,913**	**8,845,301**	**(950,612)**	**8,040,664**	**(804,637)**
Net County Cost	**3,326,665**	**3,101,328**	**2,934,678**	**3,551,445**	**616,767**	**3,581,287**	**29,842**
Salary Resolution	14.0	14.0	14.0	15.0	1.0	15.0	—
Funded FTE	14.0	14.0	14.0	15.0	1.0	15.0	—

Corrections Division (3101P)

Corrections Division (3101P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	30,155,544	30,665,866	30,588,794	30,820,149	231,355	31,005,663	185,514
Charges for Services	613,785	588,028	560,150	1,093,026	532,876	1,115,826	22,800
Interfund Revenue	422,578	410,679	583,511	39,660	(543,851)	39,660	—
Miscellaneous Revenue	542,109	399,442	—	—	—	—	—
Total Revenue	**31,734,016**	**32,064,015**	**31,732,455**	**31,952,835**	**220,380**	**32,161,149**	**208,314**
Total Sources	**31,734,016**	**32,064,015**	**31,732,455**	**31,952,835**	**220,380**	**32,161,149**	**208,314**
Requirements							
Salaries and Benefits	69,349,496	73,659,303	76,504,334	80,031,193	3,526,859	82,018,215	1,987,022
Services and Supplies	3,607,011	7,815,549	8,883,330	8,174,562	(708,768)	8,157,576	(16,986)
Other Charges	13,481,867	10,715,358	11,725,854	11,324,769	(401,085)	11,761,405	436,636
Fixed Assets	202,032	—	—	—	—	—	—
Other Financing Uses	26,572,412	26,052,734	24,084,329	21,001,118	(3,083,211)	17,884,260	(3,116,858)
Gross Appropriations	**113,212,818**	**118,242,944**	**121,197,847**	**120,531,642**	**(666,205)**	**119,821,456**	**(710,186)**
Intrafund Transfers	(1,321,485)	(2,138,300)	(2,247,147)	(1,685,209)	561,938	(1,732,114)	(46,905)
Net Appropriations	**111,891,334**	**116,104,645**	**118,950,700**	**118,846,433**	**(104,267)**	**118,089,342**	**(757,091)**
Total Requirements	**111,891,334**	**116,104,645**	**118,950,700**	**118,846,433**	**(104,267)**	**118,089,342**	**(757,091)**
Net County Cost	**80,157,318**	**84,040,630**	**87,218,245**	**86,893,598**	**(324,647)**	**85,928,193**	**(965,405)**
Salary Resolution	349.0	360.0	370.0	370.0	—	370.0	—
Funded FTE	349.0	360.0	370.0	370.0	—	370.0	—

Court Security and Transportation Bureau (3158P)

Court Security and Transportation Bureau (3158P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	11,106,246	12,593,564	12,624,849	12,816,001	191,152	12,884,739	68,738
Charges for Services	47,321	50,754	40,000	40,000	—	40,000	—
Interfund Revenue	—	—	—	40,000	40,000	40,000	—
Miscellaneous Revenue	60,697	43,400	—	—	—	—	—
Total Revenue	**11,214,264**	**12,687,717**	**12,664,849**	**12,896,001**	**231,152**	**12,964,739**	**68,738**
Total Sources	**11,214,264**	**12,687,717**	**12,664,849**	**12,896,001**	**231,152**	**12,964,739**	**68,738**
Requirements							
Salaries and Benefits	14,578,110	16,162,090	17,136,570	17,466,914	330,344	17,642,823	175,909
Services and Supplies	1,257,493	1,034,102	1,324,069	1,461,565	137,496	1,516,600	55,035
Other Charges	546,187	547,565	540,673	715,149	174,476	723,881	8,732
Other Financing Uses	21,447	24,119	24,602	20,908	(3,694)	21,670	762
Gross Appropriations	**16,403,236**	**17,767,876**	**19,025,914**	**19,664,536**	**638,622**	**19,904,974**	**240,438**
Intrafund Transfers							
Net Appropriations	**16,403,236**	**17,767,876**	**19,025,914**	**19,664,536**	**638,622**	**19,904,974**	**240,438**
Total Requirements	**16,403,236**	**17,767,876**	**19,025,914**	**19,664,536**	**638,622**	**19,904,974**	**240,438**
Net County Cost	**5,188,972**	**5,080,159**	**6,361,065**	**6,768,535**	**407,470**	**6,940,235**	**171,700**
Salary Resolution	66.0	66.0	67.0	67.0	—	67.0	—
Funded FTE	66.0	66.0	67.0	67.0	—	67.0	—

Message Switch (1940B)

Message Switch (1940B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	492,039	496,113	486,735	481,795	(4,940)	481,795	—
Interfund Revenue	2,920	2,372	2,372	927	(1,445)	927	—
Total Revenue	**494,959**	**498,485**	**489,107**	**482,722**	**(6,385)**	**482,722**	**—**
Fund Balance	750,558	845,845	943,350	880,066	(63,284)	874,921	(5,145)
Total Sources	**1,245,517**	**1,344,330**	**1,432,457**	**1,362,788**	**(69,669)**	**1,357,643**	**(5,145)**
Requirements							
Services and Supplies	365,100	387,492	533,535	490,470	(43,065)	478,067	(12,403)
Other Charges	230,203	199,340	210,509	207,644	(2,865)	211,908	4,264
Fixed Assets	—	—	72,000	50,000	(22,000)	—	(50,000)
Gross Appropriations	**595,303**	**586,833**	**816,044**	**748,114**	**(67,930)**	**689,975**	**(58,139)**
Intrafund Transfers	(195,631)	(185,853)	(195,724)	(202,108)	(6,384)	(202,108)	—
Net Appropriations	**399,672**	**400,980**	**620,320**	**546,006**	**(74,314)**	**487,867**	**(58,139)**
Contingencies/Dept Reserves	845,845	943,350	812,137	816,782	4,645	869,776	52,994
Total Requirements	**1,245,517**	**1,344,330**	**1,432,457**	**1,362,788**	**(69,669)**	**1,357,643**	**(5,145)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Probation Department (3200B)

Probation Department (3200B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	35,561	—	—	—	—	—	—
Fines, Forfeitures and Penalties	18,139	17,085	18,566	17,066	(1,500)	17,066	—
Intergovernmental Revenues	35,040,991	33,409,477	37,097,299	35,549,498	(1,547,801)	32,649,498	(2,900,000)
Charges for Services	1,683,070	1,504,569	1,244,902	1,244,902	—	1,244,902	—
Interfund Revenue	2,755	2,815	—	—	—	—	—
Miscellaneous Revenue	381,256	210,655	178,494	108,494	(70,000)	108,494	—
Total Revenue	**37,161,772**	**35,144,601**	**38,539,261**	**36,919,960**	**(1,619,301)**	**34,019,960**	**(2,900,000)**
Fund Balance	6,391,810	5,716,028	7,816,797	7,974,627	157,830	7,974,627	—
Total Sources	**43,553,582**	**40,860,629**	**46,356,058**	**44,894,587**	**(1,461,471)**	**41,994,587**	**(2,900,000)**
Requirements							
Salaries and Benefits	59,771,303	61,341,502	64,886,117	69,117,614	4,231,497	70,852,652	1,735,038
Services and Supplies	23,426,941	4,524,326	7,343,790	6,293,772	(1,050,018)	6,271,747	(22,025)
Other Charges	9,830,075	10,249,183	10,660,771	10,714,180	53,409	11,002,847	288,667
Fixed Assets	3,594,589	601,762	3,500,000	2,700,000	(800,000)	—	(2,700,000)
Other Financing Uses	6,363,552	6,364,037	6,375,438	6,566,800	191,362	6,385,208	(181,592)
Gross Appropriations	**102,986,460**	**83,080,809**	**92,766,116**	**95,392,366**	**2,626,250**	**94,512,454**	**(879,912)**
Intrafund Transfers	(18,440,817)	(175,953)	(132,948)	(132,948)	—	(132,948)	—
Net Appropriations	**84,545,643**	**82,904,856**	**92,633,168**	**95,259,418**	**2,626,250**	**94,379,506**	**(879,912)**
Contingencies/Dept Reserves	2,032,512	3,345,079	6,374,512	6,532,342	157,830	6,532,342	—
Total Requirements	**86,578,155**	**86,249,935**	**99,007,680**	**101,791,760**	**2,784,080**	**100,911,848**	**(879,912)**
Net County Cost	**43,024,573**	**45,389,306**	**52,651,622**	**56,897,173**	**4,245,551**	**58,917,261**	**2,020,088**
Salary Resolution	415.0	415.0	415.0	415.0	—	415.0	—
Funded FTE	409.7	411.9	408.9	410.4	1.5	410.4	—

Administrative Service (3211P)

Administrative Service (3211P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	3,597,259	2,069,183	4,646,062	4,447,753	(198,309)	1,747,753	(2,700,000)
Charges for Services	32	155	150	150	—	150	—
Interfund Revenue	2,755	2,815	—	—	—	—	—
Miscellaneous Revenue	462	3,959	—	—	—	—	—
Total Revenue	**3,600,509**	**2,076,112**	**4,646,212**	**4,447,903**	**(198,309)**	**1,747,903**	**(2,700,000)**
Fund Balance	3,972,524	3,296,742	5,397,511	5,555,341	157,830	5,555,341	—
Total Sources	**7,573,033**	**5,372,854**	**10,043,723**	**10,003,244**	**(40,479)**	**7,303,244**	**(2,700,000)**
Requirements							
Salaries and Benefits	6,116,348	6,226,348	6,049,905	7,188,939	1,139,034	7,475,073	286,134
Services and Supplies	1,038,067	1,034,766	2,208,936	1,320,497	(888,439)	1,320,497	—
Other Charges	2,230,560	2,398,112	2,268,546	2,455,579	187,033	2,524,584	69,005
Fixed Assets	3,532,156	601,762	3,500,000	2,700,000	(800,000)	—	(2,700,000)
Other Financing Uses	—	—	—	—	—	—	—
Gross Appropriations	**12,917,132**	**10,260,989**	**14,027,387**	**13,665,015**	**(362,372)**	**11,320,154**	**(2,344,861)**
Intrafund Transfers	(6,691,175)	—	—	—	—	—	—
Net Appropriations	**6,225,957**	**10,260,989**	**14,027,387**	**13,665,015**	**(362,372)**	**11,320,154**	**(2,344,861)**
Contingencies/Dept Reserves	281,398	1,593,965	4,623,398	4,781,228	157,830	4,781,228	—
Total Requirements	**6,507,355**	**11,854,954**	**18,650,785**	**18,446,243**	**(204,542)**	**16,101,382**	**(2,344,861)**
Net County Cost	**(1,065,678)**	**6,482,100**	**8,607,062**	**8,442,999**	**(164,063)**	**8,798,138**	**355,139**
Salary Resolution	34.0	32.0	35.0	35.0	—	35.0	—
Funded FTE	33.9	32.0	35.0	35.0	0.0	35.0	—

Adult Services (3227P)

Adult Services (3227P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	5,893	6,391	2,156	3,556	1,400	3,556	—
Intergovernmental Revenues	9,044,231	9,782,413	10,119,461	12,207,040	2,087,579	12,207,040	—
Charges for Services	1,420,761	1,415,804	1,234,224	1,234,224	—	1,234,224	—
Miscellaneous Revenue	172,653	125,884	50,700	50,700	—	50,700	—
Total Revenue	**10,643,538**	**11,330,493**	**11,406,541**	**13,495,520**	**2,088,979**	**13,495,520**	**—**
Total Sources	**10,643,538**	**11,330,493**	**11,406,541**	**13,495,520**	**2,088,979**	**13,495,520**	**—**
Requirements							
Salaries and Benefits	21,249,802	22,962,173	24,583,170	26,109,355	1,526,185	26,730,835	621,480
Services and Supplies	9,218,657	745,717	1,061,392	860,537	(200,855)	860,537	—
Other Charges	1,833,941	1,924,676	1,696,510	1,582,985	(113,525)	1,639,335	56,350
Other Financing Uses	65,004	72,882	74,777	61,235	(13,542)	64,283	3,048
Gross Appropriations	**32,367,405**	**25,705,448**	**27,415,849**	**28,614,112**	**1,198,263**	**29,294,990**	**680,878**
Intrafund Transfers	(5,864,272)	—	—	—	—	—	—
Net Appropriations	**26,503,133**	**25,705,448**	**27,415,849**	**28,614,112**	**1,198,263**	**29,294,990**	**680,878**
Total Requirements	**26,503,133**	**25,705,448**	**27,415,849**	**28,614,112**	**1,198,263**	**29,294,990**	**680,878**
Net County Cost	**15,859,595**	**14,374,956**	**16,009,308**	**15,118,592**	**(890,716)**	**15,799,470**	**680,878**
Salary Resolution	147.0	156.0	156.0	156.0	—	156.0	—
Funded FTE	144.4	154.9	153.6	154.3	0.7	154.3	—

Juvenile Services (3253P)

Juvenile Services (3253P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	35,561	—	—	—	—	—	—
Fines, Forfeitures and Penalties	12,246	10,694	16,410	13,510	(2,900)	13,510	—
Intergovernmental Revenues	9,393,896	8,409,964	9,729,832	7,898,448	(1,831,384)	7,898,448	—
Charges for Services	11,032	7,126	10,528	10,528	—	10,528	—
Miscellaneous Revenue	145,416	46,579	91,500	21,500	(70,000)	21,500	—
Total Revenue	**9,598,152**	**8,474,364**	**9,848,270**	**7,943,986**	**(1,904,284)**	**7,943,986**	**—**
Fund Balance	839,817	839,817	839,817	839,817	—	839,817	—
Total Sources	**10,437,969**	**9,314,181**	**10,688,087**	**8,783,803**	**(1,904,284)**	**8,783,803**	**—**
Requirements							
Salaries and Benefits	12,179,953	11,758,295	13,380,066	13,712,950	332,884	14,066,283	353,333
Services and Supplies	9,066,918	1,634,912	2,610,346	2,604,622	(5,724)	2,604,622	—
Other Charges	1,431,605	1,632,238	2,203,918	2,208,994	5,076	2,269,740	60,746
Other Financing Uses	2,439,569	2,458,230	2,462,043	2,457,952	(4,091)	2,463,669	5,717
Gross Appropriations	**25,118,045**	**17,483,675**	**20,656,373**	**20,984,518**	**328,145**	**21,404,314**	**419,796**
Intrafund Transfers	(5,538,034)	(175,953)	(132,948)	(132,948)	—	(132,948)	—
Net Appropriations	**19,580,010**	**17,307,722**	**20,523,425**	**20,851,570**	**328,145**	**21,271,366**	**419,796**
Contingencies/Dept Reserves	839,817	839,817	839,817	839,817	—	839,817	—
Total Requirements	**20,419,827**	**18,147,539**	**21,363,242**	**21,691,387**	**328,145**	**22,111,183**	**419,796**
Net County Cost	**9,981,858**	**8,833,358**	**10,675,155**	**12,907,584**	**2,232,429**	**13,327,380**	**419,796**
Salary Resolution	96.0	85.0	83.0	83.0	—	83.0	—
Funded FTE	93.7	83.4	80.7	80.5	(0.1)	80.5	—

Institution Services (3283P)

Institution Services (3283P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	13,005,604	13,147,917	12,601,944	10,996,257	(1,605,687)	10,796,257	(200,000)
Charges for Services	251,245	81,483	—	—	—	—	—
Miscellaneous Revenue	62,725	34,232	36,294	36,294	—	36,294	—
Total Revenue	**13,319,573**	**13,263,633**	**12,638,238**	**11,032,551**	**(1,605,687)**	**10,832,551**	**(200,000)**
Fund Balance	1,579,469	1,579,469	1,579,469	1,579,469	—	1,579,469	—
Total Sources	**14,899,042**	**14,843,102**	**14,217,707**	**12,612,020**	**(1,605,687)**	**12,412,020**	**(200,000)**
Requirements							
Salaries and Benefits	20,225,201	20,394,686	20,872,976	22,106,370	1,233,394	22,580,461	474,091
Services and Supplies	4,103,298	1,108,931	1,463,116	1,508,116	45,000	1,486,091	(22,025)
Other Charges	4,333,969	4,294,156	4,491,797	4,466,622	(25,175)	4,569,188	102,566
Fixed Assets	62,432	—	—	—	—	—	—
Other Financing Uses	3,858,979	3,832,925	3,838,618	4,047,613	208,995	3,857,256	(190,357)
Gross Appropriations	**32,583,879**	**29,630,698**	**30,666,507**	**32,128,721**	**1,462,214**	**32,492,996**	**364,275**
Intrafund Transfers	(347,336)	—	—	—	—	—	—
Net Appropriations	**32,236,543**	**29,630,698**	**30,666,507**	**32,128,721**	**1,462,214**	**32,492,996**	**364,275**
Contingencies/Dept Reserves	911,297	911,297	911,297	911,297	—	911,297	—
Total Requirements	**33,147,840**	**30,541,995**	**31,577,804**	**33,040,018**	**1,462,214**	**33,404,293**	**364,275**
Net County Cost	**18,248,798**	**15,698,894**	**17,360,097**	**20,427,998**	**3,067,901**	**20,992,273**	**564,275**
Salary Resolution	138.0	142.0	141.0	141.0	—	141.0	—
Funded FTE	137.8	141.6	139.6	140.6	1.0	140.6	—

District Attorney's Office (2510B)

District Attorney's Office (2510B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	991,567	890,329	1,131,012	936,250	(194,762)	936,250	—
Fines, Forfeitures and Penalties	882,595	100,809	400,000	400,000	—	400,000	—
Intergovernmental Revenues	15,097,746	14,393,665	13,984,794	14,561,295	576,501	14,587,635	26,340
Charges for Services	3,317	—	—	217,575	217,575	217,575	—
Miscellaneous Revenue	673,677	566,329	501,389	34,000	(467,389)	34,000	—
Total Revenue	**17,648,902**	**15,951,132**	**16,017,195**	**16,149,120**	**131,925**	**16,175,460**	**26,340**
Fund Balance	3,246,704	5,229,616	6,052,960	6,052,960	—	6,052,960	—
Total Sources	**20,895,606**	**21,180,748**	**22,070,155**	**22,202,080**	**131,925**	**22,228,420**	**26,340**
Requirements							
Salaries and Benefits	26,368,597	28,082,480	31,161,449	32,880,172	1,718,723	34,594,385	1,714,214
Services and Supplies	1,533,898	1,393,210	2,875,879	2,607,226	(268,653)	2,559,121	(48,105)
Other Charges	2,090,508	2,351,632	1,916,988	2,162,417	245,429	2,245,868	83,451
Fixed Assets	—	25,420	—	—	—	—	—
Other Financing Uses	158,340	176,231	179,218	155,305	(23,913)	159,961	4,656
Gross Appropriations	**30,151,343**	**32,028,973**	**36,133,534**	**37,805,120**	**1,671,586**	**39,559,335**	**1,754,216**
Intrafund Transfers	(188,891)	(253,335)	(486,585)	(515,531)	(28,946)	(537,419)	(21,888)
Net Appropriations	**29,962,452**	**31,775,638**	**35,646,949**	**37,289,589**	**1,642,640**	**39,021,916**	**1,732,328**
Contingencies/Dept Reserves	2,843,010	4,657,974	4,915,454	4,915,454	—	4,915,454	—
Total Requirements	**32,805,462**	**36,433,612**	**40,562,403**	**42,205,043**	**1,642,640**	**43,937,370**	**1,732,328**
Net County Cost	**11,909,856**	**15,252,864**	**18,492,248**	**20,002,963**	**1,510,715**	**21,708,950**	**1,705,988**
Salary Resolution	131.0	135.0	135.0	137.0	2.0	137.0	—
Funded FTE	129.1	133.6	133.2	135.7	2.5	135.7	—

Private Defender Program (2800B)

Private Defender Program (2800B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	461,418	1,262,964	450,010	450,010	—	450,010	—
Charges for Services	600,728	589,007	600,000	600,000	—	600,000	—
Total Revenue	**1,062,145**	**1,851,971**	**1,050,010**	**1,050,010**	**—**	**1,050,010**	**—**
Total Sources	**1,062,145**	**1,851,971**	**1,050,010**	**1,050,010**	**—**	**1,050,010**	**—**
Requirements							
Services and Supplies	19,873,222	11,208,994	18,872,823	19,500,000	627,177	19,500,000	—
Other Charges	20,729	21,939	25,246	25,753	507	26,966	1,213
Other Financing Uses	36,825	37,045	37,119	37,119	—	37,119	—
Gross Appropriations	**19,930,776**	**11,267,978**	**18,935,188**	**19,562,872**	**627,684**	**19,564,085**	**1,213**
Intrafund Transfers							
Net Appropriations	**19,930,776**	**11,267,978**	**18,935,188**	**19,562,872**	**627,684**	**19,564,085**	**1,213**
Total Requirements	**19,930,776**	**11,267,978**	**18,935,188**	**19,562,872**	**627,684**	**19,564,085**	**1,213**
Net County Cost	**18,868,631**	**9,416,008**	**17,885,178**	**18,512,862**	**627,684**	**18,514,075**	**1,213**

County Support of the Courts (2700B)

County Support of the Courts (2700B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	5,098,335	5,515,799	5,069,040	5,069,040	—	5,069,040	—
Charges for Services	1,250,601	1,446,041	1,305,921	1,305,921	—	1,305,921	—
Miscellaneous Revenue	1,283,635	1,024,790	1,168,221	1,168,221	—	1,168,221	—
Total Revenue	**7,632,571**	**7,986,630**	**7,543,182**	**7,543,182**	**—**	**7,543,182**	**—**
Total Sources	**7,632,571**	**7,986,630**	**7,543,182**	**7,543,182**	**—**	**7,543,182**	**—**
Requirements							
Salaries and Benefits	515,416	7,826	7,827	7,827	—	7,827	—
Services and Supplies	767,358	1,369,367	1,616,225	1,588,523	(27,702)	1,581,695	(6,828)
Other Charges	18,546,039	19,085,724	19,413,404	19,413,404	—	19,413,404	—
Other Financing Uses	6,777	7,543	7,739	7,739	—	7,739	—
Gross Appropriations	**19,835,589**	**20,470,460**	**21,045,195**	**21,017,493**	**(27,702)**	**21,010,665**	**(6,828)**
Intrafund Transfers							
Net Appropriations	**19,835,589**	**20,470,460**	**21,045,195**	**21,017,493**	**(27,702)**	**21,010,665**	**(6,828)**
Total Requirements	**19,835,589**	**20,470,460**	**21,045,195**	**21,017,493**	**(27,702)**	**21,010,665**	**(6,828)**
Net County Cost	**12,203,018**	**12,483,829**	**13,502,013**	**13,474,311**	**(27,702)**	**13,467,483**	**(6,828)**

Coroner's Office (3300B)

Coroner's Office (3300B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	12,166	12,434	11,500	11,500	—	11,500	—
Intergovernmental Revenues	540,606	751,703	513,512	513,512	—	513,512	—
Charges for Services	265,392	252,182	255,000	255,000	—	255,000	—
Miscellaneous Revenue	9,913	2,797	2,500	2,500	—	2,500	—
Total Revenue	**828,076**	**1,019,115**	**782,512**	**782,512**	**—**	**782,512**	**—**
Fund Balance	402,354	382,007	315,572	315,572	—	315,572	—
Total Sources	**1,230,430**	**1,401,122**	**1,098,084**	**1,098,084**	**—**	**1,098,084**	**—**
Requirements							
Salaries and Benefits	1,903,109	2,168,731	2,171,252	2,337,199	165,947	2,393,907	56,708
Services and Supplies	714,568	695,915	695,249	774,199	78,950	766,755	(7,444)
Other Charges	394,926	418,963	402,498	447,684	45,186	433,383	(14,301)
Fixed Assets	40,078	—	—	51,000	51,000	—	(51,000)
Other Financing Uses	16,941	16,659	17,096	19,246	2,150	20,030	784
Gross Appropriations	**3,069,621**	**3,300,269**	**3,286,095**	**3,629,328**	**343,233**	**3,614,075**	**(15,253)**
Intrafund Transfers	(20,000)	—	—	(22,400)	(22,400)	—	22,400
Net Appropriations	**3,049,621**	**3,300,269**	**3,286,095**	**3,606,928**	**320,833**	**3,614,075**	**7,147**
Contingencies/Dept Reserves	201,772	181,425	114,990	114,990	—	114,990	—
Total Requirements	**3,251,393**	**3,481,694**	**3,401,085**	**3,721,918**	**320,833**	**3,729,065**	**7,147**
Net County Cost	**2,020,963**	**2,080,572**	**2,303,001**	**2,623,834**	**320,833**	**2,630,981**	**7,147**
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)

Health Administration (5500B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	250,000	—	—	—	—	—
Intergovernmental Revenues	231,449	606,737	1,630,673	8,895,752	7,265,079	1,036,456	(7,859,296)
Charges for Services	2,028,282	2,845,356	2,990,571	2,599,440	(391,131)	2,920,162	320,722
Interfund Revenue	2,192,233	2,192,899	2,191,604	2,082,023	(109,581)	2,082,023	—
Miscellaneous Revenue	5,738,393	10,528,513	12,941,465	—	(12,941,465)	—	—
Total Revenue	**10,190,357**	**16,423,505**	**19,754,313**	**13,577,215**	**(6,177,098)**	**6,038,641**	**(7,538,574)**
Fund Balance	211	2,204	404,254	404,254	—	404,254	—
Total Sources	**10,190,568**	**16,425,709**	**20,158,567**	**13,981,469**	**(6,177,098)**	**6,442,895**	**(7,538,574)**
Requirements							
Salaries and Benefits	5,039,915	5,503,944	6,514,468	6,135,991	(378,477)	6,442,642	306,651
Services and Supplies	2,413,036	2,590,971	3,043,682	1,761,330	(1,282,352)	1,784,425	23,095
Other Charges	5,618,216	10,806,813	13,071,390	8,411,193	(4,660,197)	542,599	(7,868,594)
Other Financing Uses	1,842	3,711	5,684	5,566	(118)	5,841	275
Gross Appropriations	**13,073,008**	**18,905,439**	**22,635,224**	**16,314,080**	**(6,321,144)**	**8,775,507**	**(7,538,573)**
Intrafund Transfers	(2,886,848)	(2,889,217)	(2,880,911)	(2,736,865)	144,046	(2,736,866)	(1)
Net Appropriations	**10,186,159**	**16,016,223**	**19,754,313**	**13,577,215**	**(6,177,098)**	**6,038,641**	**(7,538,574)**
Contingencies/Dept Reserves	4,408	409,486	404,254	404,254	—	404,254	—
Total Requirements	**10,190,568**	**16,425,709**	**20,158,567**	**13,981,469**	**(6,177,098)**	**6,442,895**	**(7,538,574)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	23.8	23.8	23.8	23.8	—	23.8	—

Health Coverage Unit (5510B)

Health Coverage Unit (5510B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	1,076,942	4,146,220	3,855,600	4,166,316	310,716	4,329,612	163,296
Charges for Services	921,854	1,826,509	2,690,201	4,107,137	1,416,936	2,820,771	(1,286,366)
Interfund Revenue	252,216	248,964	207,811	209,615	1,804	216,622	7,007
Miscellaneous Revenue	302,256	231,489	543,647	395,734	(147,913)	409,415	13,681
Total Revenue	**2,553,269**	**6,453,183**	**7,297,259**	**8,878,802**	**1,581,543**	**7,776,420**	**(1,102,382)**
Fund Balance	—	1,000	165,609	187,174	21,565	187,174	—
Total Sources	**2,553,269**	**6,454,183**	**7,462,868**	**9,065,976**	**1,603,108**	**7,963,594**	**(1,102,382)**
Requirements							
Salaries and Benefits	2,754,171	3,355,261	3,777,914	4,037,101	259,187	4,190,015	152,914
Services and Supplies	1,683,520	4,889,416	5,406,257	6,778,723	1,372,466	5,631,236	(1,147,487)
Other Charges	168,733	181,014	194,947	204,383	9,436	219,888	15,505
Fixed Assets	—	—	—	135,000	135,000	135,000	—
Gross Appropriations	**4,606,424**	**8,425,692**	**9,379,118**	**11,155,207**	**1,776,089**	**10,176,139**	**(979,068)**
Intrafund Transfers	(66,843)	—	—	—	—	—	—
Net Appropriations	**4,539,581**	**8,425,692**	**9,379,118**	**11,155,207**	**1,776,089**	**10,176,139**	**(979,068)**
Contingencies/Dept Reserves	—	161,000	165,609	187,174	21,565	187,174	—
Total Requirements	**4,539,581**	**8,586,692**	**9,544,727**	**11,342,381**	**1,797,654**	**10,363,313**	**(979,068)**
Net County Cost	**1,986,312**	**2,132,509**	**2,081,859**	**2,276,405**	**194,546**	**2,399,719**	**123,314**
Salary Resolution	31.0	28.0	28.0	28.0	—	28.0	—
Funded FTE	29.7	26.7	26.1	26.5	0.4	26.5	—

Public Health, Policy and Planning (5550B)

Public Health, Policy and Planning (5550B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	30,000	152,463	616,052	97,453	(518,599)	100,377	2,924
Licenses, Permits and Franchises	870,885	855,441	908,636	775,556	(133,080)	775,556	—
Fines, Forfeitures and Penalties	480	565	100	473	373	473	—
Use of Money and Property	0	—	—	—	—	—	—
Intergovernmental Revenues	12,282,893	14,905,149	18,006,281	17,421,439	(584,842)	17,134,440	(286,999)
Charges for Services	3,877,220	2,480,986	2,756,520	3,022,578	266,058	3,028,802	6,224
Interfund Revenue	2,219,375	2,525,873	2,352,256	2,664,595	312,339	2,664,595	—
Miscellaneous Revenue	910,662	1,302,904	1,565,186	1,339,733	(225,453)	1,604,336	264,603
Total Revenue	**20,191,515**	**22,223,381**	**26,205,031**	**25,321,827**	**(883,204)**	**25,308,579**	**(13,248)**
Fund Balance	846,447	850,249	852,617	852,617	—	770,256	(82,361)
Total Sources	**21,037,962**	**23,073,630**	**27,057,648**	**26,174,444**	**(883,204)**	**26,078,835**	**(95,609)**
Requirements							
Salaries and Benefits	15,895,552	18,702,966	23,807,276	24,694,363	887,087	25,064,561	370,198
Services and Supplies	12,445,983	12,867,304	14,470,368	13,480,037	(990,331)	13,877,285	397,248
Other Charges	1,875,272	2,251,684	2,278,206	2,452,885	174,679	2,443,615	(9,270)
Fixed Assets	562,564	53,138	55,000	196,000	141,000	—	(196,000)
Other Financing Uses	17,935	628,785	29,539	27,774	(1,765)	28,884	1,110
Gross Appropriations	**30,797,306**	**34,503,877**	**40,640,389**	**40,851,059**	**210,670**	**41,414,345**	**563,286**
Intrafund Transfers	(2,393,198)	(2,373,609)	(3,999,678)	(4,060,361)	(60,683)	(4,126,505)	(66,144)
Net Appropriations	**28,404,109**	**32,130,268**	**36,640,711**	**36,790,698**	**149,987**	**37,287,840**	**497,142**
Contingencies/Dept Reserves	764,086	767,888	770,256	770,256	—	770,256	—
Total Requirements	**29,168,195**	**32,898,156**	**37,410,967**	**37,560,954**	**149,987**	**38,058,096**	**497,142**
Net County Cost	**8,130,233**	**9,824,526**	**10,353,319**	**11,386,510**	**1,033,191**	**11,979,261**	**592,751**
Salary Resolution	106.0	107.0	107.0	107.0	—	107.0	—
Funded FTE	105.1	106.4	105.8	106.4	0.6	106.4	—

Health IT (5560B)

Health IT (5560B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	322,121	242,251	114,644	2,759,181	2,644,537	1,476,872	(1,282,309)
Interfund Revenue	2,429,380	2,241,062	2,452,313	2,145,940	(306,373)	2,127,986	(17,954)
Miscellaneous Revenue	2,060	—	—	—	—	—	—
Total Revenue	**2,753,560**	**2,483,313**	**2,566,957**	**4,905,121**	**2,338,164**	**3,604,858**	**(1,300,263)**
Fund Balance	4,614,561	5,034,891	3,318,732	1,212,706	(2,106,026)	676,780	(535,926)
Total Sources	**7,368,122**	**7,518,204**	**5,885,689**	**6,117,827**	**232,138**	**4,281,638**	**(1,836,189)**
Requirements							
Salaries and Benefits	4,692,617	4,704,704	6,205,977	5,861,148	(344,829)	5,770,701	(90,447)
Services and Supplies	1,014,373	2,949,613	3,194,413	4,378,945	1,184,532	1,873,321	(2,505,624)
Other Charges	500,574	395,042	456,056	486,696	30,640	611,512	124,816
Other Financing Uses	—	362	372	388	16	388	—
Gross Appropriations	**6,207,564**	**8,049,720**	**9,856,818**	**10,727,177**	**870,359**	**8,255,922**	**(2,471,255)**
Intrafund Transfers	(3,870,541)	(3,850,248)	(3,971,129)	(5,286,130)	(1,315,001)	(3,974,284)	1,311,846
Net Appropriations	**2,337,023**	**4,199,472**	**5,885,689**	**5,441,047**	**(444,642)**	**4,281,638**	**(1,159,409)**
Contingencies/Dept Reserves	5,031,099	3,318,732	—	676,780	676,780	—	(676,780)
Total Requirements	**7,368,122**	**7,518,204**	**5,885,689**	**6,117,827**	**232,138**	**4,281,638**	**(1,836,189)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

Emergency Medical Services GF (5600B)

Emergency Medical Services GF (5600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	43,217	41,416	41,416	42,658	1,242	43,938	1,280
Licenses, Permits and Franchises	41,780	33,404	41,498	26,208	(15,290)	26,208	—
Fines, Forfeitures and Penalties	19,137	—	—	—	—	—	—
Intergovernmental Revenues	1,236,013	1,230,736	1,141,842	1,166,892	25,050	1,214,387	47,495
Charges for Services	318,106	354,447	548,392	387,413	(160,979)	393,213	5,800
Interfund Revenue	738,315	678,632	813,022	362,661	(450,361)	181,446	(181,215)
Miscellaneous Revenue	5,095,130	5,279,526	5,313,802	6,012,067	698,265	6,338,742	326,675
Total Revenue	**7,491,699**	**7,618,162**	**7,899,972**	**7,997,899**	**97,927**	**8,197,934**	**200,035**
Fund Balance	490,266	490,269	490,269	490,269	—	326,439	(163,830)
Total Sources	**7,981,965**	**8,108,431**	**8,390,241**	**8,488,168**	**97,927**	**8,524,373**	**36,205**
Requirements							
Salaries and Benefits	1,940,124	2,053,471	2,303,168	2,300,470	(2,698)	2,213,787	(86,683)
Services and Supplies	5,243,556	5,266,554	5,395,093	5,364,368	(30,725)	5,548,663	184,295
Other Charges	309,064	298,137	365,541	396,891	31,350	435,484	38,593
Fixed Assets	—	—	—	100,000	100,000	—	(100,000)
Gross Appropriations	**7,492,744**	**7,618,162**	**8,063,802**	**8,161,729**	**97,927**	**8,197,934**	**36,205**
Intrafund Transfers							
Net Appropriations	**7,492,744**	**7,618,162**	**8,063,802**	**8,161,729**	**97,927**	**8,197,934**	**36,205**
Contingencies/Dept Reserves	489,220	490,269	326,439	326,439	—	326,439	—
Total Requirements	**7,981,965**	**8,108,431**	**8,390,241**	**8,488,168**	**97,927**	**8,524,373**	**36,205**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	9.0	9.0	9.0	9.0	—	9.0	—
Funded FTE	9.0	8.8	9.0	8.8	(0.2)	8.8	—

Emergency Medical Services Fund (5630B)

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	1,627,144	1,763,139	1,476,184	1,640,574	164,390	1,640,574	—
Use of Money and Property	23,783	38,192	20,452	28,159	7,707	28,159	—
Miscellaneous Revenue	51,523	15,472	24,163	26,469	2,306	26,469	—
Total Revenue	**1,702,450**	**1,816,802**	**1,520,799**	**1,695,202**	**174,403**	**1,695,202**	**—**
Fund Balance	2,405,892	2,302,481	2,496,861	1,810,141	(686,720)	1,803,218	(6,923)
Total Sources	**4,108,342**	**4,119,283**	**4,017,660**	**3,505,343**	**(512,317)**	**3,498,420**	**(6,923)**
Requirements							
Services and Supplies	1,805,861	1,622,422	1,998,195	1,702,125	(296,070)	1,521,640	(180,485)
Gross Appropriations	**1,805,861**	**1,622,422**	**1,998,195**	**1,702,125**	**(296,070)**	**1,521,640**	**(180,485)**
Intrafund Transfers							
Net Appropriations	**1,805,861**	**1,622,422**	**1,998,195**	**1,702,125**	**(296,070)**	**1,521,640**	**(180,485)**
Non-General Fund Reserves	2,302,481	2,496,861	2,019,465	1,803,218	(216,247)	1,976,780	173,562
Total Requirements	**4,108,342**	**4,119,283**	**4,017,660**	**3,505,343**	**(512,317)**	**3,498,420**	**(6,923)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Aging and Adult Services (5700B)

Aging and Adult Services (5700B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,531,789	1,676,357	1,683,898	1,734,415	50,517	1,786,447	52,032
Fines, Forfeitures and Penalties	60,437	88,472	50,000	87,996	37,996	87,996	—
Use of Money and Property	292,724	426,036	220,000	344,206	124,206	344,206	—
Intergovernmental Revenues	16,405,719	16,451,852	22,449,372	19,658,128	(2,791,244)	19,658,128	—
Charges for Services	2,777,409	2,312,686	4,221,283	3,684,330	(536,953)	3,684,330	—
Interfund Revenue	148,245	460,442	221,333	751,855	530,522	751,855	—
Miscellaneous Revenue	341,145	285,784	676,402	561,678	(114,724)	561,678	—
Total Revenue	**21,557,468**	**21,701,629**	**29,522,288**	**26,822,608**	**(2,699,680)**	**26,874,640**	**52,032**
Fund Balance	508,000	741,733	741,733	741,733	—	741,733	—
Total Sources	**22,065,468**	**22,443,362**	**30,264,021**	**27,564,341**	**(2,699,680)**	**27,616,373**	**52,032**
Requirements							
Salaries and Benefits	19,710,872	19,879,793	23,051,481	24,222,960	1,171,479	25,103,217	880,257
Services and Supplies	4,821,924	5,606,525	8,633,425	6,678,072	(1,955,353)	6,619,395	(58,677)
Other Charges	6,377,727	6,021,239	7,950,032	8,062,699	112,667	8,171,979	109,280
Other Financing Uses	8,117	13,214	16,506	16,506	—	18,184	1,678
Gross Appropriations	**30,918,640**	**31,520,771**	**39,651,444**	**38,980,237**	**(671,207)**	**39,912,775**	**932,538**
Intrafund Transfers	(2,241,112)	(1,495,236)	(1,836,616)	(2,617,251)	(780,635)	(2,690,925)	(73,674)
Net Appropriations	**28,677,528**	**30,025,535**	**37,814,828**	**36,362,986**	**(1,451,842)**	**37,221,850**	**858,864**
Contingencies/Dept Reserves	741,733	741,733	741,733	741,733	—	741,733	—
Total Requirements	**29,419,261**	**30,767,268**	**38,556,561**	**37,104,719**	**(1,451,842)**	**37,963,583**	**858,864**
Net County Cost	**7,353,794**	**8,323,906**	**8,292,540**	**9,540,378**	**1,247,838**	**10,347,210**	**806,832**
Salary Resolution	142.0	142.0	142.0	142.0	—	142.0	—
Funded FTE	141.4	141.7	141.3	141.7	0.4	141.7	—

Conservatorship Program (5700P)

Conservatorship Program (5700P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	178,471	285,764	140,000	140,000	—	140,000	—
Intergovernmental Revenues	—	987,986	1,058,115	562,000	(496,115)	562,000	—
Charges for Services	2,180,313	1,882,752	3,672,390	3,053,292	(619,098)	3,053,292	—
Interfund Revenue	45,633	304,385	—	578,346	578,346	578,346	—
Miscellaneous Revenue	118,490	32,060	385,625	410,741	25,116	410,741	—
Total Revenue	**2,522,907**	**3,492,946**	**5,256,130**	**4,744,379**	**(511,751)**	**4,744,379**	**—**
Fund Balance	256,598	256,598	256,598	741,733	485,135	741,733	—
Total Sources	**2,779,504**	**3,749,544**	**5,512,728**	**5,486,112**	**(26,616)**	**5,486,112**	**—**
Requirements							
Salaries and Benefits	5,841,462	6,627,231	7,144,374	9,052,087	1,907,713	9,324,881	272,794
Services and Supplies	1,829,457	3,137,527	3,553,535	4,066,817	513,282	4,069,881	3,064
Other Charges	383,748	466,246	395,485	1,333,496	938,011	1,334,673	1,177
Other Financing Uses	2,710	4,411	—	7,659	7,659	7,659	—
Gross Appropriations	**8,057,377**	**10,235,415**	**11,093,394**	**14,460,059**	**3,366,665**	**14,737,094**	**277,035**
Intrafund Transfers	(1,329,707)	(1,336,539)	(1,470,815)	(2,455,791)	(984,976)	(2,529,465)	(73,674)
Net Appropriations	**6,727,670**	**8,898,876**	**9,622,579**	**12,004,268**	**2,381,689**	**12,207,629**	**203,361**
Total Requirements	**6,727,670**	**8,898,876**	**9,622,579**	**12,004,268**	**2,381,689**	**12,207,629**	**203,361**
Net County Cost	**3,948,165**	**5,149,332**	**4,109,851**	**6,518,156**	**2,408,305**	**6,721,517**	**203,361**
Salary Resolution	50.0	51.0	52.0	52.0	—	52.0	—
Funded FTE	49.8	51.0	51.8	52.0	0.2	52.0	—

Public Administrator Program (5710P)

Public Administrator Program (5710P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	114,223	140,255	80,000	204,164	124,164	204,164	—
Charges for Services	352,369	367,675	403,447	594,220	190,773	594,220	—
Miscellaneous Revenue	98,088	68,485	63,250	102,500	39,250	102,500	—
Total Revenue	**564,680**	**576,415**	**546,697**	**900,884**	**354,187**	**900,884**	**—**
Total Sources	**564,680**	**576,415**	**546,697**	**900,884**	**354,187**	**900,884**	**—**
Requirements							
Salaries and Benefits	664,366	575,889	625,710	710,722	85,012	734,903	24,181
Services and Supplies	580,896	175,208	1,100,177	198,788	(901,389)	195,396	(3,392)
Other Charges	319,714	(4,305)	95,692	35,623	(60,069)	37,511	1,888
Gross Appropriations	**1,564,976**	**746,792**	**1,821,579**	**945,133**	**(876,446)**	**967,810**	**22,677**
Intrafund Transfers	(750,000)	—	—	—	—	—	—
Net Appropriations	**814,976**	**746,792**	**1,821,579**	**945,133**	**(876,446)**	**967,810**	**22,677**
Total Requirements	**814,976**	**746,792**	**1,821,579**	**945,133**	**(876,446)**	**967,810**	**22,677**
Net County Cost	**250,295**	**170,377**	**1,274,882**	**44,249**	**(1,230,633)**	**66,926**	**22,677**
Salary Resolution	5.0	5.0	5.0	5.0	—	5.0	—
Funded FTE	5.0	5.0	5.0	5.0	0.1	5.0	—

Community-Based Programs (5720P)

Community-Based Programs (5720P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,531,789	1,676,357	1,683,898	1,734,415	50,517	1,786,447	52,032
Fines, Forfeitures and Penalties	60,437	88,472	50,000	87,996	37,996	87,996	—
Use of Money and Property	30	16	—	42	42	42	—
Intergovernmental Revenues	16,405,719	15,463,866	21,391,257	19,096,128	(2,295,129)	19,096,128	—
Charges for Services	244,727	62,259	145,446	36,818	(108,628)	36,818	—
Interfund Revenue	102,612	156,058	221,333	173,509	(47,824)	173,509	—
Miscellaneous Revenue	124,566	185,239	227,527	48,437	(179,090)	48,437	—
Total Revenue	**18,469,881**	**17,632,268**	**23,719,461**	**21,177,345**	**(2,542,116)**	**21,229,377**	**52,032**
Fund Balance	251,402	485,135	485,135	—	(485,135)	—	—
Total Sources	**18,721,283**	**18,117,403**	**24,204,596**	**21,177,345**	**(3,027,251)**	**21,229,377**	**52,032**
Requirements							
Salaries and Benefits	13,205,044	12,676,673	15,281,397	14,460,151	(821,246)	15,043,433	583,282
Services and Supplies	2,411,572	2,293,791	3,979,713	2,412,467	(1,567,246)	2,354,118	(58,349)
Other Charges	5,674,265	5,559,298	7,458,855	6,693,580	(765,275)	6,799,795	106,215
Other Financing Uses	5,407	8,803	16,506	8,847	(7,659)	10,525	1,678
Gross Appropriations	**21,296,288**	**20,538,564**	**26,736,471**	**23,575,045**	**(3,161,426)**	**24,207,871**	**632,826**
Intrafund Transfers	(161,404)	(158,697)	(365,801)	(161,460)	204,341	(161,460)	—
Net Appropriations	**21,134,883**	**20,379,868**	**26,370,670**	**23,413,585**	**(2,957,085)**	**24,046,411**	**632,826**
Contingencies/Dept Reserves	741,733	741,733	741,733	741,733	—	741,733	—
Total Requirements	**21,876,616**	**21,121,601**	**27,112,403**	**24,155,318**	**(2,957,085)**	**24,788,144**	**632,826**
Net County Cost	**3,155,333**	**3,004,198**	**2,907,807**	**2,977,973**	**70,166**	**3,558,767**	**580,794**
Salary Resolution	87.0	86.0	85.0	85.0	—	85.0	—
Funded FTE	86.6	85.7	84.6	84.7	0.1	84.7	—

IHSS Public Authority (5800B)

IHSS Public Authority (5800B)
IHSS Public Authority Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	12,258	(14,296)	—	15,024	15,024	15,024	—
Intergovernmental Revenues	16,174,517	17,387,760	25,082,339	25,627,679	545,340	29,689,153	4,061,474
Interfund Revenue	4,264,038	4,311,890	3,969,894	4,280,216	310,322	4,280,216	—
Miscellaneous Revenue	325,341	15,290	—	14,497	14,497	14,497	—
Total Revenue	**20,776,154**	**21,700,645**	**29,052,233**	**29,937,416**	**885,183**	**33,998,890**	**4,061,474**
Fund Balance	861,955	861,956	861,956	861,956	—	861,956	—
Total Sources	**21,638,110**	**22,562,601**	**29,914,189**	**30,799,372**	**885,183**	**34,860,846**	**4,061,474**
Requirements							
Salaries and Benefits	1,202,891	1,429,989	1,944,025	1,823,157	(120,868)	1,883,157	60,000
Services and Supplies	3,561,292	4,354,412	5,393,974	6,699,773	1,305,799	7,699,773	1,000,000
Other Charges	16,011,680	16,328,700	22,113,748	21,825,350	(288,398)	24,826,804	3,001,454
Other Financing Uses	291	474	486	500	14	520	20
Gross Appropriations	**20,776,154**	**22,113,575**	**29,452,233**	**30,348,780**	**896,547**	**34,410,254**	**4,061,474**
Intrafund Transfers	—	(412,930)	(400,000)	(411,364)	(11,364)	(411,364)	—
Net Appropriations	**20,776,154**	**21,700,645**	**29,052,233**	**29,937,416**	**885,183**	**33,998,890**	**4,061,474**
Non-General Fund Reserves	861,956	861,956	861,956	861,956	—	861,956	—
Total Requirements	**21,638,110**	**22,562,601**	**29,914,189**	**30,799,372**	**885,183**	**34,860,846**	**4,061,474**
Net County Cost	—	—	—	—	—	—	—

IHSS Public Authority GF (6900B)

IHSS Public Authority GF (6900B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources							
Requirements							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
Gross Appropriations	**3,702,306**	**3,702,306**	**3,702,306**	**3,702,306**	**—**	**3,702,306**	**—**
Intrafund Transfers							
Net Appropriations	**3,702,306**	**3,702,306**	**3,702,306**	**3,702,306**	**—**	**3,702,306**	**—**
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**	**—**

Environmental Health Services (5900B)

Environmental Health Services (5900B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	288,988	308,087	404,547	416,683	12,136	416,683	—
Licenses, Permits and Franchises	1,084,071	1,172,126	1,065,997	1,086,600	20,603	1,090,646	4,046
Fines, Forfeitures and Penalties	143,008	128,858	150,000	165,454	15,454	165,854	400
Intergovernmental Revenues	1,015,625	1,226,019	1,180,697	1,242,973	62,276	1,265,403	22,430
Charges for Services	12,099,637	12,808,914	13,531,422	14,939,134	1,407,712	16,998,272	2,059,138
Interfund Revenue	51,322	48,475	40,163	48,060	7,897	48,060	—
Miscellaneous Revenue	545,353	727,828	445,000	656,080	211,080	572,984	(83,096)
Total Revenue	**15,228,004**	**16,420,306**	**16,817,826**	**18,554,984**	**1,737,158**	**20,557,902**	**2,002,918**
Fund Balance	583,633	301,743	857,054	857,054	—	336,920	(520,134)
Total Sources	**15,811,637**	**16,722,049**	**17,674,880**	**19,412,038**	**1,737,158**	**20,894,822**	**1,482,784**
Requirements							
Salaries and Benefits	11,492,424	12,187,447	13,453,719	15,026,471	1,572,752	15,592,315	565,844
Services and Supplies	2,270,959	2,151,973	2,768,229	3,023,053	254,824	3,194,456	171,403
Other Charges	1,788,357	1,442,941	1,768,518	1,679,858	(88,660)	1,681,766	1,908
Other Financing Uses	5,770	5,119	5,132	3,374	(1,758)	3,540	166
Gross Appropriations	**15,557,509**	**15,787,480**	**17,995,598**	**19,732,756**	**1,737,158**	**20,472,077**	**739,321**
Intrafund Transfers	(45,613)	(63,503)	(553,522)	(553,522)	—	189,941	743,463
Net Appropriations	**15,511,896**	**15,723,976**	**17,442,076**	**19,179,234**	**1,737,158**	**20,662,018**	**1,482,784**
Contingencies/Dept Reserves	299,741	1,102,188	336,920	336,920	—	336,920	—
Total Requirements	**15,811,637**	**16,826,164**	**17,778,996**	**19,516,154**	**1,737,158**	**20,998,938**	**1,482,784**
Net County Cost	**—**	**104,116**	**104,116**	**104,116**	**—**	**104,116**	**—**
Salary Resolution	80.0	79.0	79.0	79.0	—	79.0	—
Funded FTE	78.6	78.7	78.4	78.6	0.2	78.6	—

Behavioral Health and Recovery Services (6100B)

Behavioral Health and Recovery Services (6100B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,869,971	5,101,445	5,772,522	5,945,699	173,177	6,124,067	178,368
Use of Money and Property	69,506	76,770	67,775	67,775	—	67,775	—
Intergovernmental Revenues	87,590,091	90,569,279	98,601,932	107,461,792	8,859,860	101,826,413	(5,635,379)
Charges for Services	47,286,292	49,463,073	55,886,029	59,352,073	3,466,044	61,162,563	1,810,490
Interfund Revenue	4,653	5,261	—	—	—	—	—
Miscellaneous Revenue	2,046,790	1,528,330	1,531,198	1,097,198	(434,000)	1,097,198	—
Total Revenue	**140,867,303**	**146,744,160**	**161,859,456**	**173,924,537**	**12,065,081**	**170,278,016**	**(3,646,521)**
Fund Balance	181,754	3,824,076	480,231	3,959,485	3,479,254	3,959,485	—
Total Sources	**141,049,057**	**150,568,236**	**162,339,687**	**177,884,022**	**15,544,335**	**174,237,501**	**(3,646,521)**
Requirements							
Salaries and Benefits	70,463,319	75,973,828	83,272,620	89,053,245	5,780,625	92,369,012	3,315,768
Services and Supplies	67,083,972	71,501,997	73,140,357	83,228,212	10,087,855	80,117,331	(3,110,881)
Other Charges	40,228,785	48,740,685	51,241,868	57,297,283	6,055,415	58,130,998	833,715
Other Financing Uses	588,337	991,114	438,580	383,242	(55,338)	387,192	3,950
Gross Appropriations	**178,364,412**	**197,207,624**	**208,093,425**	**229,961,982**	**21,868,557**	**231,004,533**	**1,042,552**
Intrafund Transfers	(2,400,516)	(2,070,809)	(2,829,312)	(2,226,944)	602,368	(2,226,944)	—
Net Appropriations	**175,963,896**	**195,136,815**	**205,264,113**	**227,735,038**	**22,470,925**	**228,777,589**	**1,042,552**
Contingencies/Dept Reserves	146,777	3,824,076	3,959,485	3,959,485	—	3,959,485	—
Total Requirements	**176,110,673**	**198,960,891**	**209,223,598**	**231,694,523**	**22,470,925**	**232,737,074**	**1,042,552**
Net County Cost	**35,061,616**	**48,392,655**	**46,883,911**	**53,810,501**	**6,926,590**	**58,499,573**	**4,689,073**
Salary Resolution	471.0	471.0	471.0	469.0	(2.0)	469.0	—
Funded FTE	455.3	459.7	457.7	456.7	(1.0)	456.7	—

Behavioral Health and Recovery Administration (6110P)

Behavioral Health and Recovery Administration (6110P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	231,535	488,772	455,807	575,689	119,882	579,285	3,596
Intergovernmental Revenues	6,878,322	12,563,760	12,293,142	17,193,246	4,900,104	14,584,295	(2,608,951)
Charges for Services	1,345,117	7,659,688	16,654,267	4,724,291	(11,929,976)	4,755,755	31,464
Interfund Revenue	2,625	2,360	—	—	—	—	—
Miscellaneous Revenue	64,291	82,654	—	—	—	—	—
Total Revenue	**8,521,890**	**20,797,234**	**29,403,216**	**22,493,226**	**(6,909,990)**	**19,919,335**	**(2,573,891)**
Fund Balance	34,977	3,824,076	480,231	3,959,485	3,479,254	3,959,485	—
Total Sources	**8,556,867**	**24,621,310**	**29,883,447**	**26,452,711**	**(3,430,736)**	**23,878,820**	**(2,573,891)**
Requirements							
Salaries and Benefits	10,566,087	11,597,809	14,678,561	15,007,205	328,644	15,682,345	675,141
Services and Supplies	7,586,721	8,171,462	12,615,038	14,863,102	2,248,064	10,382,906	(4,480,196)
Other Charges	2,476,497	4,102,146	1,565,508	1,814,913	249,405	1,894,003	79,090
Other Financing Uses	3,396	—	3,395	3,395	—	3,395	—
Gross Appropriations	**20,632,700**	**23,871,417**	**28,862,502**	**31,688,615**	**2,826,113**	**27,962,649**	**(3,725,965)**
Intrafund Transfers	—	—	—	—	—	—	—
Net Appropriations	**20,632,700**	**23,871,417**	**28,862,502**	**31,688,615**	**2,826,113**	**27,962,649**	**(3,725,965)**
Contingencies/Dept Reserves	146,777	3,756,658	3,756,658	3,756,658	—	3,756,658	—
Total Requirements	**20,779,477**	**27,628,075**	**32,619,160**	**35,445,273**	**2,826,113**	**31,719,307**	**(3,725,965)**
Net County Cost	**12,222,610**	**3,006,766**	**2,735,713**	**8,992,562**	**6,256,849**	**7,840,487**	**(1,152,074)**
Salary Resolution	72.0	70.0	70.0	67.0	(3.0)	67.0	—
Funded FTE	71.2	69.7	69.1	66.7	(2.4)	66.7	—

Mental Health Youth Services (6130P)

Mental Health Youth Services (6130P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,972,464	3,132,519	3,337,307	3,562,627	225,320	3,658,482	95,855
Intergovernmental Revenues	22,823,401	26,305,010	22,838,324	26,419,893	3,581,569	26,501,419	81,526
Charges for Services	4,665,308	5,707,651	7,453,964	12,150,073	4,696,109	12,642,179	492,106
Miscellaneous Revenue	131,222	146,588	140,363	140,363	—	140,363	—
Total Revenue	**30,592,395**	**35,291,768**	**33,769,958**	**42,272,956**	**8,502,998**	**42,942,443**	**669,487**
Fund Balance	79,359	—	—	—	—	—	—
Total Sources	**30,671,754**	**35,291,768**	**33,769,958**	**42,272,956**	**8,502,998**	**42,942,443**	**669,487**
Requirements							
Salaries and Benefits	24,399,863	25,674,739	26,655,336	29,387,120	2,731,784	30,576,023	1,188,903
Services and Supplies	17,231,303	17,738,548	19,710,913	19,427,831	(283,082)	19,904,000	476,169
Other Charges	1,837,914	1,703,935	2,913,295	2,579,245	(334,050)	2,644,015	64,770
Other Financing Uses	252,678	259,418	311,918	262,164	(49,754)	263,407	1,243
Gross Appropriations	**43,721,758**	**45,376,640**	**49,591,462**	**51,656,360**	**2,064,898**	**53,387,445**	**1,731,085**
Intrafund Transfers	(2,094,562)	(1,848,924)	(2,475,989)	(1,976,899)	499,090	(1,976,899)	—
Net Appropriations	**41,627,196**	**43,527,717**	**47,115,473**	**49,679,461**	**2,563,988**	**51,410,546**	**1,731,085**
Total Requirements	**41,627,196**	**43,527,717**	**47,115,473**	**49,679,461**	**2,563,988**	**51,410,546**	**1,731,085**
Net County Cost	**10,955,442**	**8,235,948**	**13,345,515**	**7,406,505**	**(5,939,010)**	**8,468,103**	**1,061,598**
Salary Resolution	165.0	166.0	166.0	166.0	—	166.0	—
Funded FTE	158.6	161.1	160.3	160.8	0.6	160.8	—

Mental Health Adult Services (6140P)

Mental Health Adult Services (6140P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	589,744	1,392,549	1,316,561	1,487,944	171,383	1,536,626	48,682
Use of Money and Property	—	5,859	—	—	—	—	—
Intergovernmental Revenues	42,504,372	41,041,768	48,960,332	48,885,787	(74,545)	47,938,824	(946,963)
Charges for Services	41,281,129	35,973,609	27,642,151	35,228,460	7,586,309	36,376,391	1,147,931
Interfund Revenue	2,028	2,901	—	—	—	—	—
Miscellaneous Revenue	816,398	505,789	—	—	—	—	—
Total Revenue	**85,193,670**	**78,922,475**	**77,919,044**	**85,602,191**	**7,683,147**	**85,851,841**	**249,650**
Total Sources	**85,193,670**	**78,922,475**	**77,919,044**	**85,602,191**	**7,683,147**	**85,851,841**	**249,650**
Requirements							
Salaries and Benefits	30,234,593	33,263,912	36,413,916	37,214,829	800,913	38,351,331	1,136,502
Services and Supplies	41,414,150	44,676,976	39,590,876	48,413,530	8,822,654	49,331,676	918,146
Other Charges	20,263,740	23,420,647	25,390,138	30,291,995	4,901,857	30,743,031	451,036
Other Financing Uses	326,113	725,964	117,117	112,002	(5,115)	114,433	2,431
Gross Appropriations	**92,238,597**	**102,087,499**	**101,512,047**	**116,032,356**	**14,520,309**	**118,540,471**	**2,508,115**
Intrafund Transfers	(246,861)	(164,720)	(220,000)	(192,880)	27,120	(192,880)	—
Net Appropriations	**91,991,736**	**101,922,779**	**101,292,047**	**115,839,476**	**14,547,429**	**118,347,591**	**2,508,115**
Contingencies/Dept Reserves	—	—	135,409	135,409	—	135,409	—
Total Requirements	**91,991,736**	**101,922,779**	**101,427,456**	**115,974,885**	**14,547,429**	**118,483,000**	**2,508,115**
Net County Cost	**6,798,066**	**23,000,304**	**23,508,412**	**30,372,694**	**6,864,282**	**32,631,159**	**2,258,465**
Salary Resolution	197.0	197.0	197.0	196.0	(1.0)	196.0	—
Funded FTE	189.8	191.9	190.8	190.1	(0.7)	190.1	—

Alcohol and Other Drug Services (6170P)

Alcohol and Other Drug Services (6170P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	76,227	87,605	662,847	319,439	(343,408)	349,674	30,235
Use of Money and Property	69,506	70,912	67,775	67,775	—	67,775	—
Intergovernmental Revenues	15,383,997	10,658,741	14,510,134	14,962,866	452,732	12,801,875	(2,160,991)
Charges for Services	(5,262)	122,126	4,135,647	7,249,249	3,113,602	7,388,238	138,989
Miscellaneous Revenue	1,034,880	793,299	1,390,835	956,835	(434,000)	956,835	—
Total Revenue	**16,559,347**	**11,732,683**	**20,767,238**	**23,556,164**	**2,788,926**	**21,564,397**	**(1,991,767)**
Fund Balance	67,418	—	—	—	—	—	—
Total Sources	**16,626,765**	**11,732,683**	**20,767,238**	**23,556,164**	**2,788,926**	**21,564,397**	**(1,991,767)**
Requirements							
Salaries and Benefits	5,262,775	5,437,367	5,524,807	7,444,091	1,919,284	7,759,313	315,222
Services and Supplies	851,798	915,011	1,223,530	523,749	(699,781)	498,749	(25,000)
Other Charges	15,650,634	19,513,957	21,372,927	22,611,130	1,238,203	22,849,949	238,819
Other Financing Uses	6,150	5,732	6,150	5,681	(469)	5,957	276
Gross Appropriations	**21,771,358**	**25,872,067**	**28,127,414**	**30,584,651**	**2,457,237**	**31,113,968**	**529,317**
Intrafund Transfers	(59,094)	(57,165)	(133,323)	(57,165)	76,158	(57,165)	—
Net Appropriations	**21,712,264**	**25,814,902**	**27,994,091**	**30,527,486**	**2,533,395**	**31,056,803**	**529,317**
Contingencies/Dept Reserves	—	67,418	67,418	67,418	—	67,418	—
Total Requirements	**21,712,264**	**25,882,320**	**28,061,509**	**30,594,904**	**2,533,395**	**31,124,221**	**529,317**
Net County Cost	**5,085,498**	**14,149,637**	**7,294,271**	**7,038,740**	**(255,531)**	**9,559,824**	**2,521,084**
Salary Resolution	37.0	38.0	38.0	40.0	2.0	40.0	—
Funded FTE	35.8	37.0	37.5	39.0	1.5	39.0	—

Family Health Services (6240B)

Family Health Services (6240B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,400,595	1,515,345	1,630,982	1,679,912	48,930	1,730,310	50,398
Intergovernmental Revenues	13,587,090	14,466,654	13,973,668	14,538,784	565,116	14,422,091	(116,693)
Charges for Services	2,668,474	1,261,237	5,687,176	5,042,755	(644,421)	5,355,352	312,597
Interfund Revenue	1,810	1,840	—	—	—	—	—
Miscellaneous Revenue	545,192	1,026,947	297,556	97,548	(200,008)	97,548	—
Total Revenue	**18,203,161**	**18,272,023**	**21,589,382**	**21,358,999**	**(230,383)**	**21,605,301**	**246,302**
Fund Balance	469,821	539,587	1,085,519	1,027,618	(57,901)	1,027,618	—
Total Sources	**18,672,982**	**18,811,610**	**22,674,901**	**22,386,617**	**(288,284)**	**22,632,919**	**246,302**
Requirements							
Salaries and Benefits	25,573,580	26,651,927	31,534,443	32,794,185	1,259,742	33,699,144	904,959
Services and Supplies	2,640,488	2,450,760	3,306,967	3,322,021	15,054	3,068,530	(253,491)
Other Charges	2,260,349	2,211,473	2,486,430	2,416,324	(70,106)	2,813,200	396,876
Fixed Assets	—	—	82,500	82,500	—	82,500	—
Other Financing Uses	2,642	2,665	2,735	2,973	238	3,053	80
Gross Appropriations	**30,477,058**	**31,316,825**	**37,413,075**	**38,618,003**	**1,204,928**	**39,666,427**	**1,048,424**
Intrafund Transfers	(1,149,385)	(1,357,008)	(2,394,038)	(2,979,962)	(585,924)	(3,041,773)	(61,811)
Net Appropriations	**29,327,673**	**29,959,817**	**35,019,037**	**35,638,041**	**619,004**	**36,624,654**	**986,613**
Contingencies/Dept Reserves	453,068	986,266	986,266	1,027,618	41,352	1,027,618	—
Total Requirements	**29,780,741**	**30,946,083**	**36,005,303**	**36,665,659**	**660,356**	**37,652,272**	**986,613**
Net County Cost	**11,107,759**	**12,134,473**	**13,330,402**	**14,279,042**	**948,640**	**15,019,353**	**740,311**
Salary Resolution	183.0	183.0	183.0	183.0	—	183.0	—
Funded FTE	174.0	174.2	173.3	173.8	0.5	173.8	—

Correctional Health Services (6300B)

Correctional Health Services (6300B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	30,042	127,756	143,405	156,840	13,435	170,559	13,719
Intergovernmental Revenues	2,147,925	1,746,164	3,452,022	3,718,906	266,884	3,632,130	(86,776)
Charges for Services	2,706	2,253	2,700	2,240	(460)	2,240	—
Interfund Revenue	409,369	273,026	341,926	1,216	(340,710)	1,482	266
Miscellaneous Revenue	51,237	44,694	49,500	36,250	(13,250)	36,250	—
Total Revenue	**2,641,279**	**2,193,893**	**3,989,553**	**3,915,452**	**(74,101)**	**3,842,661**	**(72,791)**
Fund Balance	198,207	250,954	1,577,802	1,142,663	(435,139)	401,908	(740,755)
Total Sources	**2,839,486**	**2,444,847**	**5,567,355**	**5,058,115**	**(509,240)**	**4,244,569**	**(813,546)**
Requirements							
Salaries and Benefits	16,201,428	16,831,654	17,981,543	18,405,643	424,100	18,806,757	401,114
Services and Supplies	4,748,784	3,682,498	8,099,013	8,099,010	(3)	7,593,718	(505,292)
Other Charges	1,172,520	698,633	902,574	902,574	—	943,714	41,140
Fixed Assets	48,756	—	440,000	339,480	(100,520)	—	(339,480)
Gross Appropriations	**22,171,488**	**21,212,784**	**27,423,130**	**27,746,707**	**323,577**	**27,344,189**	**(402,518)**
Intrafund Transfers	(5,321,174)	(2,991,944)	(3,010,898)	(3,379,091)	(368,193)	(3,383,020)	(3,929)
Net Appropriations	**16,850,314**	**18,220,840**	**24,412,232**	**24,367,616**	**(44,616)**	**23,961,169**	**(406,447)**
Contingencies/Dept Reserves	173,713	401,908	401,908	401,908	—	401,908	—
Total Requirements	**17,024,027**	**18,622,748**	**24,814,140**	**24,769,524**	**(44,616)**	**24,363,077**	**(406,447)**
Net County Cost	**14,184,541**	**16,177,901**	**19,246,785**	**19,711,409**	**464,624**	**20,118,508**	**407,099**
Salary Resolution	78.0	83.0	83.0	86.0	3.0	86.0	—
Funded FTE	74.8	79.7	79.6	82.6	3.0	82.6	—

San Mateo Medical Center (6600B)

San Mateo Medical Center (6600B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,266,609	2,340,016	2,519,865	2,535,461	15,596	2,551,525	16,064
Use of Money and Property	(195,621)	180,965	82,648	68,000	(14,648)	68,000	—
Intergovernmental Revenues	88,631,714	145,876,366	152,436,276	141,979,305	(10,456,971)	165,023,849	23,044,544
Charges for Services	146,984,920	118,605,101	137,672,215	154,117,048	16,444,833	146,675,681	(7,441,367)
Interfund Revenue	1,824,088	1,491,331	1,921,575	1,369,047	(552,528)	1,369,047	—
Miscellaneous Revenue	8,713,004	7,234,358	7,299,342	7,670,067	370,725	8,170,067	500,000
Other Financing Sources	58,118,961	58,108,031	58,121,621	58,121,621	—	58,121,621	—
Total Revenue	**305,343,675**	**333,836,169**	**360,053,542**	**365,860,549**	**5,807,007**	**381,979,790**	**16,119,241**
Fund Balance	17,916,280	19,595,537	21,799,728	17,033,713	(4,766,015)	—	(17,033,713)
Total Sources	**323,259,955**	**353,431,706**	**381,853,270**	**382,894,262**	**1,040,992**	**381,979,790**	**(914,472)**
Requirements							
Salaries and Benefits	176,345,830	185,782,428	197,383,831	207,486,413	10,102,582	212,018,481	4,532,068
Services and Supplies	91,818,250	97,911,670	98,452,256	107,835,094	9,382,838	104,982,302	(2,852,792)
Other Charges	26,197,802	26,112,644	29,232,367	30,695,250	1,462,883	31,882,000	1,186,750
Fixed Assets	1,435	(22,849)	4,480,011	4,000,000	(480,011)	4,000,000	—
Other Financing Uses	9,503,113	22,062,263	30,679,340	33,077,505	2,398,165	29,297,007	(3,780,498)
Gross Appropriations	**303,866,429**	**331,846,155**	**360,227,805**	**383,094,262**	**22,866,457**	**382,179,790**	**(914,472)**
Intrafund Transfers	(202,012)	(214,177)	(174,263)	(200,000)	(25,737)	(200,000)	—
Net Appropriations	**303,664,417**	**331,631,978**	**360,053,542**	**382,894,262**	**22,840,720**	**381,979,790**	**(914,472)**
Non-General Fund Reserves	19,595,537	21,799,728	21,799,728	—	(21,799,728)	—	—
Total Requirements	**323,259,955**	**353,431,706**	**381,853,270**	**382,894,262**	**1,040,992**	**381,979,790**	**(914,472)**
Net County Cost	**—**	**0**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	1,046.0	1,049.0	1,049.0	1,049.0	—	1,049.0	—
Funded FTE	972.9	984.9	977.2	977.7	0.5	977.7	—

Contributions to Medical Center (5850B)

Contributions to Medical Center (5850B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Miscellaneous Revenue	5,591,773	5,632,339	5,612,056	5,612,056	—	5,612,056	—
Total Revenue	**5,591,773**	**5,632,339**	**5,612,056**	**5,612,056**	**—**	**5,612,056**	**—**
Total Sources	**5,591,773**	**5,632,339**	**5,612,056**	**5,612,056**	**—**	**5,612,056**	**—**
Requirements							
Other Financing Uses	58,121,622	58,121,621	58,121,621	58,121,621	—	58,121,621	—
Gross Appropriations	**58,121,622**	**58,121,621**	**58,121,621**	**58,121,621**	**—**	**58,121,621**	**—**
Intrafund Transfers							
Net Appropriations	**58,121,622**	**58,121,621**	**58,121,621**	**58,121,621**	**—**	**58,121,621**	**—**
Total Requirements	**58,121,622**	**58,121,621**	**58,121,621**	**58,121,621**	**—**	**58,121,621**	**—**
Net County Cost	**52,529,849**	**52,489,282**	**52,509,565**	**52,509,565**	**—**	**52,509,565**	**—**

First 5 San Mateo County (1950B)

First 5 San Mateo County (1950B)
First 5 San Mateo County (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	186,475	178,234	81,262	148,000	66,738	111,000	(37,000)
Intergovernmental Revenues	6,362,779	5,241,668	6,164,000	5,829,000	(335,000)	5,064,000	(765,000)
Miscellaneous Revenue	263,510	348,925	320,740	362,765	42,025	—	(362,765)
Total Revenue	**6,812,764**	**5,768,827**	**6,566,002**	**6,339,765**	**(226,237)**	**5,175,000**	**(1,164,765)**
Fund Balance	13,862,754	13,052,025	9,978,673	7,218,191	(2,760,482)	4,539,916	(2,678,275)
Total Sources	**20,675,518**	**18,820,852**	**16,544,675**	**13,557,956**	**(2,986,719)**	**9,714,916**	**(3,843,040)**
Requirements							
Salaries and Benefits	1,210,548	1,234,482	1,462,046	1,533,658	71,612	1,583,570	49,912
Services and Supplies	56,169	97,220	142,000	147,500	5,500	114,500	(33,000)
Other Charges	6,356,776	7,510,478	7,186,540	7,336,882	150,342	4,279,704	(3,057,178)
Gross Appropriations	**7,623,493**	**8,842,179**	**8,790,586**	**9,018,040**	**227,454**	**5,977,774**	**(3,040,266)**
Intrafund Transfers							
Net Appropriations	**7,623,493**	**8,842,179**	**8,790,586**	**9,018,040**	**227,454**	**5,977,774**	**(3,040,266)**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	13,052,025	9,978,673	7,754,089	4,539,916	(3,214,173)	3,737,142	(802,774)
Total Requirements	**20,675,518**	**18,820,852**	**16,544,675**	**13,557,956**	**(2,986,719)**	**9,714,916**	**(3,843,040)**
Net County Cost	**—**	**0**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	7.6	7.6	7.6	7.6	—	7.6	—

Department of Child Support Services (2600B)

Department of Child Support Services (2600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	10,981,339	10,916,811	11,414,033	11,414,075	42	11,414,075	—
Miscellaneous Revenue	—	—	488,676	837,260	348,584	1,194,019	356,759
Total Revenue	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Total Sources	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Requirements							
Salaries and Benefits	9,310,330	9,424,324	10,693,410	11,200,950	507,540	11,701,507	500,557
Services and Supplies	756,437	553,598	505,550	486,650	(18,900)	487,050	400
Other Charges	647,680	683,821	688,960	731,005	42,045	767,033	36,028
Other Financing Uses	266,892	255,067	266,529	264,046	(2,483)	267,605	3,559
Gross Appropriations	**10,981,339**	**10,916,811**	**12,154,449**	**12,682,651**	**528,202**	**13,223,195**	**540,544**
Intrafund Transfers	—	—	(251,740)	(431,316)	(179,576)	(615,101)	(183,785)
Net Appropriations	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Total Requirements	**10,981,339**	**10,916,811**	**11,902,709**	**12,251,335**	**348,626**	**12,608,094**	**356,759**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	80.0	76.0	77.0	73.0	(4.0)	73.0	—
Funded FTE	79.7	75.9	76.5	72.9	(3.7)	72.9	—

Human Services Agency (7000B)

Human Services Agency (7000B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	8,659,184	9,923,949	14,073,686	13,024,920	(1,048,766)	12,166,476	(858,444)
Intergovernmental Revenues	146,365,811	135,066,621	159,520,463	163,752,641	4,232,178	161,900,627	(1,852,014)
Charges for Services	1,628,116	2,590,201	2,630,000	2,850,000	220,000	2,850,000	—
Interfund Revenue	49,654	123,525	—	221,198	221,198	221,198	—
Miscellaneous Revenue	2,374,733	1,447,828	1,065,356	1,561,784	496,428	1,578,360	16,576
Total Revenue	**159,077,496**	**149,152,125**	**177,289,505**	**181,410,543**	**4,121,038**	**178,716,661**	**(2,693,882)**
Fund Balance	18,282,476	28,939,140	33,217,022	28,688,469	(4,528,553)	20,414,195	(8,274,274)
Total Sources	**177,359,972**	**178,091,265**	**210,506,527**	**210,099,012**	**(407,515)**	**199,130,856**	**(10,968,156)**
Requirements							
Salaries and Benefits	97,389,863	99,082,366	113,377,757	122,350,932	8,973,175	127,517,997	5,167,065
Services and Supplies	55,354,353	61,978,616	85,247,644	89,171,362	3,923,718	82,777,455	(6,393,907)
Other Charges	53,466,936	53,209,661	70,134,709	67,172,661	(2,962,048)	62,712,569	(4,460,092)
Fixed Assets	7,940	—	—	—	—	—	—
Other Financing Uses	879,257	867,034	1,902,312	2,384,961	482,649	890,827	(1,494,134)
Gross Appropriations	**207,098,349**	**215,137,677**	**270,662,422**	**281,079,916**	**10,417,494**	**273,898,848**	**(7,181,068)**
Intrafund Transfers	(24,982,224)	(28,906,397)	(34,084,930)	(34,358,888)	(273,958)	(34,168,137)	190,751
Net Appropriations	**182,116,125**	**186,231,280**	**236,577,492**	**246,721,028**	**10,143,536**	**239,730,711**	**(6,990,317)**
Contingencies/Dept Reserves	11,309,282	19,532,057	24,003,760	20,414,195	(3,589,565)	20,336,030	(78,165)
Total Requirements	**193,425,407**	**205,763,337**	**260,581,252**	**267,135,223**	**6,553,971**	**260,066,741**	**(7,068,482)**
Net County Cost	**16,065,434**	**27,672,072**	**50,074,725**	**57,036,211**	**6,961,486**	**60,935,885**	**3,899,674**
Salary Resolution	769.0	766.0	766.0	768.0	2.0	768.0	—
Funded FTE	769.0	765.9	766.0	768.0	2.0	768.0	—

Office of Agency Director (7010B)

Office of Agency Director (7010B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	75,253	70,719	107,952	107,364	(588)	110,526	3,162
Intergovernmental Revenues	5,632	26,986	—	—	—	—	—
Interfund Revenue	5,425	16,116	—	—	—	—	—
Miscellaneous Revenue	37,098	37,200	—	—	—	—	—
Total Revenue	**123,408**	**151,020**	**107,952**	**107,364**	**(588)**	**110,526**	**3,162**
Fund Balance	15,026,621	24,594,904	28,590,249	24,131,534	(4,458,715)	19,229,375	(4,902,159)
Total Sources	**15,150,029**	**24,745,924**	**28,698,201**	**24,238,898**	**(4,459,303)**	**19,339,901**	**(4,898,997)**
Requirements							
Salaries and Benefits	12,312,257	12,641,330	14,856,154	15,831,274	975,120	16,574,233	742,959
Services and Supplies	3,242,914	3,874,326	7,034,021	5,845,320	(1,188,701)	4,738,920	(1,106,400)
Other Charges	3,936,784	5,525,891	8,829,490	8,512,053	(317,437)	3,828,221	(4,683,832)
Other Financing Uses	941	882	3,772	2,134	(1,638)	2,238	104
Gross Appropriations	**19,492,895**	**22,042,429**	**30,723,437**	**30,190,781**	**(532,656)**	**25,143,612**	**(5,047,169)**
Intrafund Transfers	(19,480,991)	(22,004,644)	(24,897,341)	(25,234,423)	(337,082)	(25,008,086)	226,337
Net Appropriations	**11,903**	**37,785**	**5,826,096**	**4,956,358**	**(869,738)**	**135,526**	**(4,820,832)**
Contingencies/Dept Reserves	10,202,627	18,425,402	22,897,105	19,307,540	(3,589,565)	19,229,375	(78,165)
Total Requirements	**10,214,530**	**18,463,187**	**28,723,201**	**24,263,898**	**(4,459,303)**	**19,364,901**	**(4,898,997)**
Net County Cost	**(4,935,499)**	**(6,282,738)**	**25,000**	**25,000**	**—**	**25,000**	**—**
Salary Resolution	86.0	91.0	93.0	92.0	(1.0)	92.0	—
Funded FTE	86.0	91.0	93.0	92.0	(1.0)	92.0	—

Economic Self-Sufficiency (7220B)

Economic Self-Sufficiency (7220B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	150,000	150,000	150,000	154,500	4,500	154,500	—
Intergovernmental Revenues	64,551,448	61,492,300	61,971,212	65,190,889	3,219,677	63,139,611	(2,051,278)
Miscellaneous Revenue	493,775	204,657	297,000	297,000	—	297,000	—
Total Revenue	**65,195,223**	**61,846,957**	**62,418,212**	**65,642,389**	**3,224,177**	**63,591,111**	**(2,051,278)**
Fund Balance	779,305	1,605,174	1,593,125	568,378	(1,024,747)	—	(568,378)
Total Sources	**65,974,528**	**63,452,131**	**64,011,337**	**66,210,767**	**2,199,430**	**63,591,111**	**(2,619,656)**
Requirements							
Salaries and Benefits	45,123,146	46,272,711	50,211,499	53,542,819	3,331,320	55,744,510	2,201,691
Services and Supplies	17,377,563	19,219,912	25,351,136	25,371,577	20,441	21,946,082	(3,425,495)
Other Charges	5,026,412	4,395,217	5,888,167	5,497,767	(390,400)	5,776,318	278,551
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	138,469	203,899	344,233	181,435	(162,798)	182,872	1,437
Gross Appropriations	**67,665,591**	**70,091,739**	**81,795,035**	**84,593,598**	**2,798,563**	**83,649,782**	**(943,816)**
Intrafund Transfers	(158,844)	(161,622)	(1,100,000)	(1,100,000)	—	(1,100,000)	—
Net Appropriations	**67,506,746**	**69,930,117**	**80,695,035**	**83,493,598**	**2,798,563**	**82,549,782**	**(943,816)**
Total Requirements	**67,506,746**	**69,930,117**	**80,695,035**	**83,493,598**	**2,798,563**	**82,549,782**	**(943,816)**
Net County Cost	**1,532,218**	**6,477,986**	**16,683,698**	**17,282,831**	**599,133**	**18,958,671**	**1,675,840**
Salary Resolution	372.0	368.0	367.0	368.0	1.0	368.0	—
Funded FTE	372.0	368.0	367.0	368.0	1.0	368.0	—

Aid Payments (7240B)

Aid Payments (7240B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	13,518,157	11,374,936	19,315,536	17,769,036	(1,546,500)	17,769,036	—
Miscellaneous Revenue	141,898	79,887	—	60,000	60,000	60,000	—
Total Revenue	**13,660,055**	**11,454,823**	**19,315,536**	**17,829,036**	**(1,486,500)**	**17,829,036**	**—**
Total Sources	**13,660,055**	**11,454,823**	**19,315,536**	**17,829,036**	**(1,486,500)**	**17,829,036**	**—**
Requirements							
Services and Supplies	148	76	1,110,000	1,110,000	—	1,110,000	—
Other Charges	16,052,614	13,669,326	23,408,000	21,921,500	(1,486,500)	21,921,500	—
Gross Appropriations	**16,052,762**	**13,669,402**	**24,518,000**	**23,031,500**	**(1,486,500)**	**23,031,500**	**—**
Intrafund Transfers	—	—	(4,000)	(4,000)	—	(4,000)	—
Net Appropriations	**16,052,762**	**13,669,402**	**24,514,000**	**23,027,500**	**(1,486,500)**	**23,027,500**	**—**
Total Requirements	**16,052,762**	**13,669,402**	**24,514,000**	**23,027,500**	**(1,486,500)**	**23,027,500**	**—**
Net County Cost	**2,392,707**	**2,214,580**	**5,198,464**	**5,198,464**	**—**	**5,198,464**	**—**

Employment Services (7320B)

Employment Services (7320B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	13,776,260	15,261,216	18,622,531	18,406,870	(215,661)	18,421,797	14,927
Miscellaneous Revenue	4,816	5,031	—	—	—	—	—
Total Revenue	**13,781,076**	**15,266,246**	**18,622,531**	**18,406,870**	**(215,661)**	**18,421,797**	**14,927**
Fund Balance	1,328,144	1,257,503	1,767,756	1,617,072	(150,684)	313,335	(1,303,737)
Total Sources	**15,109,220**	**16,523,749**	**20,390,287**	**20,023,942**	**(366,345)**	**18,735,132**	**(1,288,810)**
Requirements							
Salaries and Benefits	6,291,235	5,953,803	7,131,589	7,603,032	471,443	7,902,934	299,902
Services and Supplies	4,968,552	6,463,885	8,793,424	8,999,774	206,350	7,620,420	(1,379,354)
Other Charges	5,512,319	5,331,582	5,996,926	5,506,354	(490,572)	5,539,959	33,605
Other Financing Uses	122,978	59,178	130,398	59,410	(70,988)	59,726	316
Gross Appropriations	**16,895,084**	**17,808,448**	**22,052,337**	**22,168,570**	**116,233**	**21,123,039**	**(1,045,531)**
Intrafund Transfers	—	—	—	(180,000)	(180,000)	(180,000)	—
Net Appropriations	**16,895,084**	**17,808,448**	**22,052,337**	**21,988,570**	**(63,767)**	**20,943,039**	**(1,045,531)**
Contingencies/Dept Reserves	313,335	313,335	313,335	313,335	—	313,335	—
Total Requirements	**17,208,419**	**18,121,783**	**22,365,672**	**22,301,905**	**(63,767)**	**21,256,374**	**(1,045,531)**
Net County Cost	**2,099,199**	**1,598,033**	**1,975,385**	**2,277,963**	**302,578**	**2,521,242**	**243,279**
Salary Resolution	56.0	54.0	53.0	53.0	—	53.0	—
Funded FTE	56.0	54.0	53.0	53.0	—	53.0	—

Vocational Rehab Services (7330B)

Vocational Rehab Services (7330B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	144,239	—	—	—	—	—	—
Intergovernmental Revenues	838,746	744,377	890,925	940,925	50,000	940,925	—
Charges for Services	1,628,116	2,590,201	2,630,000	2,850,000	220,000	2,850,000	—
Interfund Revenue	44,229	3,791	—	—	—	—	—
Miscellaneous Revenue	202,818	222,961	215,000	220,000	5,000	220,000	—
Total Revenue	**2,858,147**	**3,561,330**	**3,735,925**	**4,010,925**	**275,000**	**4,010,925**	**—**
Total Sources	**2,858,147**	**3,561,330**	**3,735,925**	**4,010,925**	**275,000**	**4,010,925**	**—**
Requirements							
Salaries and Benefits	3,305,952	3,802,337	5,091,636	5,524,876	433,240	5,807,152	282,276
Services and Supplies	3,736,275	4,625,930	4,769,001	5,236,512	467,511	5,213,909	(22,603)
Other Charges	886,648	982,794	1,304,075	1,215,003	(89,072)	1,241,283	26,280
Fixed Assets	7,126	—	—	—	—	—	—
Other Financing Uses	—	—	—	—	—	—	—
Gross Appropriations	**7,936,001**	**9,411,061**	**11,164,712**	**11,976,391**	**811,679**	**12,262,344**	**285,953**
Intrafund Transfers	(3,702,784)	(4,824,956)	(5,777,552)	(5,712,196)	65,356	(5,712,196)	—
Net Appropriations	**4,233,216**	**4,586,105**	**5,387,160**	**6,264,195**	**877,035**	**6,550,148**	**285,953**
Total Requirements	**4,233,216**	**4,586,105**	**5,387,160**	**6,264,195**	**877,035**	**6,550,148**	**285,953**
Net County Cost	**1,375,069**	**1,024,775**	**1,651,235**	**2,253,270**	**602,035**	**2,539,223**	**285,953**
Salary Resolution	35.0	35.0	35.0	35.0	—	35.0	—
Funded FTE	35.0	35.0	35.0	35.0	—	35.0	—

Children and Family Services (7420B)

Children and Family Services (7420B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,751,420	3,370,082	3,935,451	4,086,725	151,274	3,517,045	(569,680)
Intergovernmental Revenues	52,884,627	45,264,348	57,281,149	57,641,951	360,802	57,826,288	184,337
Miscellaneous Revenue	1,228,774	593,850	329,656	851,084	521,428	867,660	16,576
Total Revenue	**56,864,821**	**49,228,281**	**61,546,256**	**62,579,760**	**1,033,504**	**62,210,993**	**(368,767)**
Fund Balance	1,148,406	1,481,559	1,030,120	793,320	(236,800)	793,320	—
Total Sources	**58,013,227**	**50,709,840**	**62,576,376**	**63,373,080**	**796,704**	**63,004,313**	**(368,767)**
Requirements							
Salaries and Benefits	27,996,858	28,193,498	33,693,246	37,063,171	3,369,925	38,596,364	1,533,193
Services and Supplies	16,404,471	17,010,575	22,703,520	24,421,633	1,718,113	23,972,486	(449,147)
Other Charges	21,146,371	22,553,224	24,009,464	23,416,715	(592,749)	23,269,616	(147,099)
Fixed Assets	814	—	—	—	—	—	—
Other Financing Uses	579,174	579,234	726,411	601,402	(125,009)	603,439	2,037
Gross Appropriations	**66,127,688**	**68,336,530**	**81,132,641**	**85,502,921**	**4,370,280**	**86,441,905**	**938,984**
Intrafund Transfers	(595,783)	(697,884)	(705,274)	(767,747)	(62,473)	(784,323)	(16,576)
Net Appropriations	**65,531,905**	**67,638,646**	**80,427,367**	**84,735,174**	**4,307,807**	**85,657,582**	**922,408**
Contingencies/Dept Reserves	793,320	793,320	793,320	793,320	—	793,320	—
Total Requirements	**66,325,225**	**68,431,966**	**81,220,687**	**85,528,494**	**4,307,807**	**86,450,902**	**922,408**
Net County Cost	**8,311,997**	**17,722,126**	**18,644,311**	**22,155,414**	**3,511,103**	**23,446,589**	**1,291,175**
Salary Resolution	207.0	205.0	205.0	205.0	—	205.0	—
Funded FTE	207.0	205.0	205.0	205.0	—	205.0	—

Homeless and Safety Net Services (7510B)

Homeless and Safety Net Services (7510B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	4,619,907	5,803,351	9,269,609	8,217,972	(1,051,637)	7,918,090	(299,882)
Intergovernmental Revenues	576,484	712,557	1,254,110	3,634,470	2,380,360	3,634,470	—
Interfund Revenue	—	103,619	—	221,198	221,198	221,198	—
Miscellaneous Revenue	149,037	195,260	90,000	—	(90,000)	—	—
Total Revenue	**5,345,428**	**6,814,787**	**10,613,719**	**12,073,640**	**1,459,921**	**11,773,758**	**(299,882)**
Fund Balance	—	—	235,772	1,578,165	1,342,393	78,165	(1,500,000)
Total Sources	**5,345,428**	**6,814,787**	**10,849,491**	**13,651,805**	**2,802,314**	**11,851,923**	**(1,799,882)**
Requirements							
Salaries and Benefits	905,131	912,524	1,019,927	1,247,475	227,548	1,298,965	51,490
Services and Supplies	7,954,306	9,571,426	13,881,767	16,968,101	3,086,334	16,943,556	(24,545)
Other Charges	503,495	362,333	386,231	621,743	235,512	648,712	26,969
Other Financing Uses	37,695	23,840	697,498	1,540,435	842,937	42,401	(1,498,034)
Gross Appropriations	**9,400,627**	**10,870,123**	**15,985,423**	**20,377,754**	**4,392,331**	**18,933,634**	**(1,444,120)**
Intrafund Transfers	(322,125)	(495,148)	(802,966)	(728,527)	74,439	(728,527)	—
Net Appropriations	**9,078,503**	**10,374,975**	**15,182,457**	**19,649,227**	**4,466,770**	**18,205,107**	**(1,444,120)**
Total Requirements	**9,078,503**	**10,374,975**	**15,182,457**	**19,649,227**	**4,466,770**	**18,205,107**	**(1,444,120)**
Net County Cost	**3,733,075**	**3,560,189**	**4,332,966**	**5,997,422**	**1,664,456**	**6,353,184**	**355,762**
Salary Resolution	5.0	5.0	5.0	6.0	1.0	6.0	—
Funded FTE	5.0	5.0	5.0	6.0	1.0	6.0	—

Community Capacity (7520B)

Community Capacity (7520B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	918,364	529,797	610,674	458,359	(152,315)	466,315	7,956
Intergovernmental Revenues	214,458	189,902	185,000	168,500	(16,500)	168,500	—
Miscellaneous Revenue	116,517	108,982	133,700	133,700	—	133,700	—
Total Revenue	**1,249,339**	**828,681**	**929,374**	**760,559**	**(168,815)**	**768,515**	**7,956**
Total Sources	**1,249,339**	**828,681**	**929,374**	**760,559**	**(168,815)**	**768,515**	**7,956**
Requirements							
Salaries and Benefits	1,455,284	1,306,163	1,373,706	1,538,285	164,579	1,593,839	55,554
Services and Supplies	1,670,126	1,212,486	1,604,775	1,218,445	(386,330)	1,232,082	13,637
Other Charges	402,292	389,295	312,356	481,526	169,170	486,960	5,434
Other Financing Uses	—	—	—	145	145	151	6
Gross Appropriations	**3,527,702**	**2,907,944**	**3,290,837**	**3,238,401**	**(52,436)**	**3,313,032**	**74,631**
Intrafund Transfers	(721,697)	(722,142)	(797,797)	(631,995)	165,802	(651,005)	(19,010)
Net Appropriations	**2,806,005**	**2,185,802**	**2,493,040**	**2,606,406**	**113,366**	**2,662,027**	**55,621**
Total Requirements	**2,806,005**	**2,185,802**	**2,493,040**	**2,606,406**	**113,366**	**2,662,027**	**55,621**
Net County Cost	**1,556,666**	**1,357,121**	**1,563,666**	**1,845,847**	**282,181**	**1,893,512**	**47,665**
Salary Resolution	8.0	8.0	8.0	9.0	1.0	9.0	—
Funded FTE	8.0	8.0	8.0	9.0	1.0	9.0	—

Planning and Buliding (3800B)

Planning and Buliding (3800B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	362,063	530,393	341,625	(188,768)	141,625	(200,000)
Licenses, Permits and Franchises	3,609,323	3,678,434	3,474,102	3,583,102	109,000	3,583,102	—
Fines, Forfeitures and Penalties	—	4,464	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—	—	—
Charges for Services	1,899,097	1,802,157	1,882,988	2,032,988	150,000	2,052,988	20,000
Interfund Revenue	13,788	29,774	104,275	104,275	—	104,275	—
Miscellaneous Revenue	227,389	106,872	175,494	418,100	242,606	418,100	—
Total Revenue	**5,749,598**	**5,983,764**	**6,167,252**	**6,480,090**	**312,838**	**6,300,090**	**(180,000)**
Fund Balance	2,871,846	2,482,829	2,408,584	2,471,737	63,153	2,536,889	65,152
Total Sources	**8,621,444**	**8,466,593**	**8,575,836**	**8,951,827**	**375,991**	**8,836,979**	**(114,848)**
Requirements							
Salaries and Benefits	7,931,019	8,527,668	10,177,514	11,287,453	1,109,939	12,267,735	980,282
Services and Supplies	896,824	3,062,864	4,166,893	4,225,149	58,256	3,913,149	(312,000)
Other Charges	1,209,197	1,177,108	1,126,206	1,184,025	57,819	1,217,670	33,645
Fixed Assets	—	—	—	25,000	25,000	25,000	—
Other Financing Uses	43,692	42,873	43,987	52,215	8,228	54,812	2,597
Gross Appropriations	**10,080,732**	**12,810,513**	**15,514,600**	**16,773,842**	**1,259,242**	**17,478,366**	**704,524**
Intrafund Transfers	(168,188)	(2,284,184)	(2,553,508)	(2,760,508)	(207,000)	(3,014,727)	(254,219)
Net Appropriations	**9,912,544**	**10,526,329**	**12,961,092**	**14,013,334**	**1,052,242**	**14,463,639**	**450,305**
Contingencies/Dept Reserves	1,192,833	1,099,107	1,190,956	1,190,956	—	1,165,956	(25,000)
Total Requirements	**11,105,377**	**11,625,436**	**14,152,048**	**15,204,290**	**1,052,242**	**15,629,595**	**425,305**
Net County Cost	**2,483,933**	**3,158,843**	**5,576,212**	**6,252,463**	**676,251**	**6,792,616**	**540,153**
Salary Resolution	56.0	57.0	58.0	58.0	—	58.0	—
Funded FTE	55.5	56.8	57.4	57.8	0.4	57.8	—

Administration and Support (3810P)

Administration and Support (3810P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	—	—	—	—	—
Licenses, Permits and Franchises	858	—	—	—	—	—	—
Charges for Services	—	30,734	—	—	—	—	—
Interfund Revenue	900	1,255	—	—	—	—	—
Miscellaneous Revenue	57,677	1,887	—	120,000	120,000	120,000	—
Total Revenue	**59,435**	**33,875**	**—**	**120,000**	**120,000**	**120,000**	**—**
Fund Balance	1,854,894	2,482,829	2,408,584	2,471,737	63,153	2,536,889	65,152
Total Sources	**1,914,329**	**2,516,704**	**2,408,584**	**2,591,737**	**183,153**	**2,656,889**	**65,152**
Requirements							
Salaries and Benefits	1,870,177	1,989,817	2,208,393	2,901,913	693,520	3,498,656	596,743
Services and Supplies	141,283	404,858	565,132	723,632	158,500	747,632	24,000
Other Charges	741,008	802,513	833,508	741,278	(92,230)	775,096	33,818
Fixed Assets	—	—	—	25,000	25,000	25,000	—
Other Financing Uses	43,692	42,873	43,987	52,215	8,228	54,812	2,597
Gross Appropriations	**2,796,160**	**3,240,061**	**3,651,020**	**4,444,038**	**793,018**	**5,101,196**	**657,158**
Intrafund Transfers	(32,272)	(2,094,667)	(2,411,232)	(2,618,232)	(207,000)	(2,872,451)	(254,219)
Net Appropriations	**2,763,888**	**1,145,394**	**1,239,788**	**1,825,806**	**586,018**	**2,228,745**	**402,939**
Contingencies/Dept Reserves	1,192,833	1,099,107	1,190,956	1,190,956	—	1,165,956	(25,000)
Total Requirements	**3,956,721**	**2,244,501**	**2,430,744**	**3,016,762**	**586,018**	**3,394,701**	**377,939**
Net County Cost	**2,042,392**	**(272,204)**	**22,160**	**425,025**	**402,865**	**737,812**	**312,787**
Salary Resolution	12.0	14.0	14.0	14.0	—	14.0	—
Funded FTE	12.0	13.9	14.0	13.9	(0.2)	13.9	—

Code Compliance Program (3820P)

Code Compliance Program (3820P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Miscellaneous Revenue	—	76,394	57,394	180,000	122,606	180,000	—
Total Revenue	**—**	**76,394**	**57,394**	**180,000**	**122,606**	**180,000**	**—**
Total Sources	**—**	**76,394**	**57,394**	**180,000**	**122,606**	**180,000**	**—**
Requirements							
Salaries and Benefits	—	695,387	1,249,105	1,375,676	126,571	1,455,768	80,092
Services and Supplies	—	353,487	446,726	414,726	(32,000)	414,726	—
Other Charges	75,845	95,398	78,490	83,260	4,770	82,275	(985)
Gross Appropriations	**75,845**	**1,144,272**	**1,774,321**	**1,873,662**	**99,341**	**1,952,769**	**79,107**
Intrafund Transfers							
Net Appropriations	**75,845**	**1,144,272**	**1,774,321**	**1,873,662**	**99,341**	**1,952,769**	**79,107**
Total Requirements	**75,845**	**1,144,272**	**1,774,321**	**1,873,662**	**99,341**	**1,952,769**	**79,107**
Net County Cost	**75,845**	**1,067,878**	**1,716,927**	**1,693,662**	**(23,265)**	**1,772,769**	**79,107**
Salary Resolution	8.0	7.0	7.0	7.0	—	7.0	—
Funded FTE	7.9	7.0	6.9	7.0	0.1	7.0	—

Long Range Planning Services (3830P)

Long Range Planning Services (3830P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	346,402	530,393	341,625	(188,768)	141,625	(200,000)
Licenses, Permits and Franchises	400	31	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—	—	—
Charges for Services	9,397	8,386	10,000	10,000	—	10,000	—
Interfund Revenue	—	—	104,275	104,275	—	104,275	—
Miscellaneous Revenue	93,730	8,476	—	—	—	—	—
Total Revenue	**103,527**	**363,295**	**644,668**	**455,900**	**(188,768)**	**255,900**	**(200,000)**
Fund Balance	668,116	—	—	—	—	—	—
Total Sources	**771,643**	**363,295**	**644,668**	**455,900**	**(188,768)**	**255,900**	**(200,000)**
Requirements							
Salaries and Benefits	1,439,486	771,180	475,253	585,333	110,080	618,799	33,466
Services and Supplies	127,124	104,326	871,419	682,753	(188,666)	366,753	(316,000)
Other Charges	159,652	42,343	3,092	35,615	32,523	36,828	1,213
Gross Appropriations	**1,726,262**	**917,849**	**1,349,764**	**1,303,701**	**(46,063)**	**1,022,380**	**(281,321)**
Intrafund Transfers	(134,830)	(189,517)	10,000	10,000	—	10,000	—
Net Appropriations	**1,591,432**	**728,333**	**1,359,764**	**1,313,701**	**(46,063)**	**1,032,380**	**(281,321)**
Total Requirements	**1,591,432**	**728,333**	**1,359,764**	**1,313,701**	**(46,063)**	**1,032,380**	**(281,321)**
Net County Cost	**819,789**	**365,037**	**715,096**	**857,801**	**142,705**	**776,480**	**(81,321)**
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	2.0	2.0	2.0	(0.1)	2.0	—

Buliding Inspection (3842P)

Buliding Inspection (3842P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	2,711,569	2,820,787	2,572,351	2,681,351	109,000	2,681,351	—
Fines, Forfeitures and Penalties	—	4,464	—	—	—	—	—
Charges for Services	1,655,008	1,550,369	1,688,811	1,788,811	100,000	1,788,811	—
Interfund Revenue	12,888	28,519	—	—	—	—	—
Miscellaneous Revenue	76,503	19,622	10,100	10,100	—	10,100	—
Total Revenue	**4,455,968**	**4,423,761**	**4,271,262**	**4,480,262**	**209,000**	**4,480,262**	**—**
Total Sources	**4,455,968**	**4,423,761**	**4,271,262**	**4,480,262**	**209,000**	**4,480,262**	**—**
Requirements							
Salaries and Benefits	2,280,134	2,487,301	3,347,805	3,498,156	150,351	3,653,263	155,107
Services and Supplies	471,339	1,278,491	1,415,277	1,358,428	(56,849)	1,358,428	—
Other Charges	213,108	217,893	162,928	216,864	53,936	216,818	(46)
Fixed Assets	—	—	—	—	—	—	—
Gross Appropriations	**2,964,581**	**3,983,685**	**4,926,010**	**5,073,448**	**147,438**	**5,228,509**	**155,061**
Intrafund Transfers	(1,086)	—	(152,276)	(152,276)	—	(152,276)	—
Net Appropriations	**2,963,495**	**3,983,685**	**4,773,734**	**4,921,172**	**147,438**	**5,076,233**	**155,061**
Total Requirements	**2,963,495**	**3,983,685**	**4,773,734**	**4,921,172**	**147,438**	**5,076,233**	**155,061**
Net County Cost	**(1,492,474)**	**(440,076)**	**502,472**	**440,910**	**(61,562)**	**595,971**	**155,061**
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	18.6	19.0	18.5	19.0	0.5	19.0	—

Planning and Development Review (3843P)

Planning and Development Review (3843P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	15,661	—	—	—	—	—
Licenses, Permits and Franchises	896,496	857,616	901,751	901,751	—	901,751	—
Charges for Services	234,692	212,669	184,177	234,177	50,000	254,177	20,000
Miscellaneous Revenue	(521)	493	108,000	108,000	—	108,000	—
Total Revenue	**1,130,667**	**1,086,438**	**1,193,928**	**1,243,928**	**50,000**	**1,263,928**	**20,000**
Fund Balance	348,836	—	—	—	—	—	—
Total Sources	**1,479,503**	**1,086,438**	**1,193,928**	**1,243,928**	**50,000**	**1,263,928**	**20,000**
Requirements							
Salaries and Benefits	2,341,221	2,583,983	2,896,958	2,926,375	29,417	3,041,249	114,874
Services and Supplies	157,080	921,702	868,339	1,045,610	177,271	1,025,610	(20,000)
Other Charges	19,583	18,960	48,188	107,008	58,820	106,653	(355)
Gross Appropriations	**2,517,884**	**3,524,645**	**3,813,485**	**4,078,993**	**265,508**	**4,173,512**	**94,519**
Intrafund Transfers							
Net Appropriations	**2,517,884**	**3,524,645**	**3,813,485**	**4,078,993**	**265,508**	**4,173,512**	**94,519**
Total Requirements	**2,517,884**	**3,524,645**	**3,813,485**	**4,078,993**	**265,508**	**4,173,512**	**94,519**
Net County Cost	**1,038,381**	**2,438,207**	**2,619,557**	**2,835,065**	**215,508**	**2,909,584**	**74,519**
Salary Resolution	15.0	15.0	16.0	16.0	—	16.0	—
Funded FTE	15.0	15.0	16.0	16.0	—	16.0	—

Local Agency Formation Commission (3570B)

Local Agency Formation Commission (3570B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	207,802	236,208	286,894	332,782	45,888	349,421	16,639
Charges for Services	21,822	24,631	30,000	28,000	(2,000)	29,400	1,400
Interfund Revenue	—	—	143,447	—	(143,447)	—	—
Miscellaneous Revenue	—	—	—	4,000	4,000	4,000	—
Total Revenue	**229,624**	**260,839**	**460,341**	**364,782**	**(95,559)**	**382,821**	**18,039**
Fund Balance	151,375	109,004	129,411	100,327	(29,084)	106,785	6,458
Total Sources	**380,999**	**369,843**	**589,752**	**465,109**	**(124,643)**	**489,606**	**24,497**
Requirements							
Salaries and Benefits	270,862	283,235	457,956	495,454	37,498	518,467	23,013
Services and Supplies	81,342	36,455	30,084	40,262	10,178	40,562	300
Other Charges	23,692	38,846	63,189	57,261	(5,928)	58,445	1,184
Gross Appropriations	**375,895**	**358,536**	**551,229**	**592,977**	**41,748**	**617,474**	**24,497**
Intrafund Transfers	(103,901)	(118,104)	—	(166,391)	(166,391)	(166,391)	—
Net Appropriations	**271,994**	**240,432**	**551,229**	**426,586**	**(124,643)**	**451,083**	**24,497**
Contingencies/Dept Reserves	109,004	129,411	38,523	38,523	—	38,523	—
Total Requirements	**380,999**	**369,843**	**589,752**	**465,109**	**(124,643)**	**489,606**	**24,497**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	1.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	1.0	2.0	2.0	2.0	—	2.0	—

Parks Department (3900B)

Parks Department (3900B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,898,292	1,665,361	8,660,083	2,890,386	(5,769,697)	2,684,100	(206,286)
Licenses, Permits and Franchises	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	8,860	15,178	5,500	5,500	—	5,500	—
Use of Money and Property	139,459	146,880	148,830	166,473	17,643	169,629	3,156
Intergovernmental Revenues	32,566	143,119	258,270	219,043	(39,227)	—	(219,043)
Charges for Services	2,197,680	2,302,637	2,095,300	1,854,350	(240,950)	1,584,850	(269,500)
Interfund Revenue	43,999	43,795	42,500	43,379	879	43,379	—
Miscellaneous Revenue	359,234	150,309	9,450	244,500	235,050	34,500	(210,000)
Other Financing Sources	249,296	202,560	331,070	120,371	(210,699)	120,371	—
Total Revenue	**4,929,387**	**4,669,839**	**11,551,003**	**5,544,002**	**(6,007,001)**	**4,642,329**	**(901,673)**
Fund Balance	1,318,043	2,271,995	3,050,030	2,589,887	(460,143)	2,589,887	—
Total Sources	**6,247,430**	**6,941,834**	**14,601,033**	**8,133,889**	**(6,467,144)**	**7,232,216**	**(901,673)**
Requirements							
Salaries and Benefits	9,359,184	9,808,784	11,422,133	12,718,171	1,296,038	13,220,054	501,883
Services and Supplies	3,957,077	3,449,377	11,414,698	4,641,154	(6,773,544)	4,012,530	(628,624)
Other Charges	1,856,380	2,127,221	2,341,840	2,346,093	4,253	2,301,868	(44,225)
Fixed Assets	128,559	183,087	1,992,395	330,500	(1,661,895)	250,000	(80,500)
Other Financing Uses	6,122	10,066	10,835	12,862	2,027	13,502	640
Gross Appropriations	**15,307,322**	**15,578,536**	**27,181,901**	**20,048,780**	**(7,133,121)**	**19,797,954**	**(250,826)**
Intrafund Transfers	(577,721)	(149,507)	(1,143,506)	(10,000)	1,133,506	(10,000)	—
Net Appropriations	**14,729,601**	**15,429,029**	**26,038,395**	**20,038,780**	**(5,999,615)**	**19,787,954**	**(250,826)**
Contingencies/Dept Reserves	1,143,470	1,430,236	2,130,357	2,374,485	244,128	2,374,485	—
Total Requirements	**15,873,071**	**16,859,265**	**28,168,752**	**22,413,265**	**(5,755,487)**	**22,162,439**	**(250,826)**
Net County Cost	**9,625,641**	**9,917,431**	**13,567,719**	**14,279,376**	**711,657**	**14,930,223**	**650,847**
Salary Resolution	68.0	71.0	72.0	72.0	—	72.0	—
Funded FTE	68.0	71.0	72.0	72.0	—	72.0	—

Fish and Game (3950B)

Fish and Game (3950B)
Fish and Game Propagation Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Fines, Forfeitures and Penalties	2,490	1,419	2,000	1,500	(500)	1,500	—
Use of Money and Property	648	913	400	500	100	500	—
Total Revenue	**3,138**	**2,332**	**2,400**	**2,000**	**(400)**	**2,000**	**—**
Fund Balance	71,195	64,334	56,666	57,766	1,100	49,766	(8,000)
Total Sources	**74,334**	**66,666**	**59,066**	**59,766**	**700**	**51,766**	**(8,000)**
Requirements							
Services and Supplies	10,000	10,000	10,000	10,000	—	2,000	(8,000)
Gross Appropriations	**10,000**	**10,000**	**10,000**	**10,000**	**—**	**2,000**	**(8,000)**
Intrafund Transfers							
Net Appropriations	**10,000**	**10,000**	**10,000**	**10,000**	**—**	**2,000**	**(8,000)**
Non-General Fund Reserves	64,334	56,666	49,066	49,766	700	49,766	—
Total Requirements	**74,334**	**66,666**	**59,066**	**59,766**	**700**	**51,766**	**(8,000)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Parks Capital Projects (3970B)

Parks Capital Projects (3970B)
Parks Capital Projects
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	142,562	425,207	10,341,966	7,114,544	(3,227,422)	3,050,000	(4,064,544)
Use of Money and Property	22,381	30,309	20,000	20,000	—	20,000	—
Intergovernmental Revenues	204,390	320,293	967,702	—	(967,702)	—	—
Charges for Services	50	—	—	—	—	—	—
Miscellaneous Revenue	257,500	55,000	—	170,000	170,000	—	(170,000)
Other Financing Sources	—	14,179	2,388,249	12,550,979	10,162,730	20,437,684	7,886,705
Total Revenue	**626,883**	**844,988**	**13,717,917**	**19,855,523**	**6,137,606**	**23,507,684**	**3,652,161**
Fund Balance	2,345,212	2,363,492	2,537,256	2,457,256	(80,000)	2,168,322	(288,934)
Total Sources	**2,972,095**	**3,208,480**	**16,255,173**	**22,312,779**	**6,057,606**	**25,676,006**	**3,363,227**
Requirements							
Services and Supplies	423,210	378,873	6,717,494	538,663	(6,178,831)	—	(538,663)
Fixed Assets	128,637	292,351	6,526,486	7,976,860	1,450,374	21,837,684	13,860,824
Other Financing Uses	56,757	—	1,101,266	11,628,934	10,527,668	1,650,000	(9,978,934)
Gross Appropriations	**608,603**	**671,224**	**14,345,246**	**20,144,457**	**5,799,211**	**23,487,684**	**3,343,227**
Intrafund Transfers							
Net Appropriations	**608,603**	**671,224**	**14,345,246**	**20,144,457**	**5,799,211**	**23,487,684**	**3,343,227**
Non-General Fund Reserves	2,363,492	2,537,256	1,909,927	2,168,322	258,395	2,188,322	20,000
Total Requirements	**2,972,095**	**3,208,480**	**16,255,173**	**22,312,779**	**6,057,606**	**25,676,006**	**3,363,227**
Net County Cost	—	—	—	—	—	—	—

Coyote Point Marina (3980B)

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	20,879	35,645	30,402	38,626	8,224	40,948	2,322
Intergovernmental Revenues	—	—	—	94,875	94,875	—	(94,875)
Charges for Services	1,187,418	1,395,837	1,111,360	1,304,460	193,100	1,304,460	—
Miscellaneous Revenue	1,477	156	—	—	—	—	—
Total Revenue	**1,209,773**	**1,431,638**	**1,141,762**	**1,437,961**	**296,199**	**1,345,408**	**(92,553)**
Fund Balance	1,823,898	2,045,211	1,099,162	1,102,349	3,187	1,102,349	—
Total Sources	**3,033,672**	**3,476,849**	**2,240,924**	**2,540,310**	**299,386**	**2,447,757**	**(92,553)**
Requirements							
Salaries and Benefits	425,606	439,420	474,893	518,435	43,542	547,461	29,026
Services and Supplies	175,346	349,916	423,423	610,700	187,277	485,997	(124,703)
Other Charges	544,729	557,420	263,134	308,826	45,692	311,950	3,124
Fixed Assets	156,483	1,030,931	167,626	—	(167,626)	—	—
Gross Appropriations	**1,302,165**	**2,377,687**	**1,329,076**	**1,437,961**	**108,885**	**1,345,408**	**(92,553)**
Intrafund Transfers							
Net Appropriations	**1,302,165**	**2,377,687**	**1,329,076**	**1,437,961**	**108,885**	**1,345,408**	**(92,553)**
Contingencies/Dept Reserves	140,692	—	—	—	—	—	—
Non-General Fund Reserves	1,590,815	1,099,162	911,848	1,102,349	190,501	1,102,349	—
Total Requirements	**3,033,672**	**3,476,849**	**2,240,924**	**2,540,310**	**299,386**	**2,447,757**	**(92,553)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
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 (3700B)
County Library Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	26,392,340	28,715,974	27,953,243	31,909,647	3,956,404	32,853,309	943,662
Use of Money and Property	199,092	321,577	125,000	155,042	30,042	155,042	—
Intergovernmental Revenues	210,325	166,119	160,372	160,372	—	160,372	—
Charges for Services	197,186	189,446	24,000	24,000	—	24,000	—
Interfund Revenue	471,180	275,807	145,355	316,988	171,633	316,988	—
Miscellaneous Revenue	1,990,960	2,317,833	1,541,961	620,000	(921,961)	620,000	—
Total Revenue	**29,461,082**	**31,986,757**	**29,949,931**	**33,186,049**	**3,236,118**	**34,129,711**	**943,662**
Fund Balance	20,265,405	22,188,093	23,619,388	21,294,342	(2,325,046)	17,541,968	(3,752,374)
Total Sources	**49,726,487**	**54,174,850**	**53,569,319**	**54,480,391**	**911,072**	**51,671,679**	**(2,808,712)**
Requirements							
Salaries and Benefits	15,148,001	16,816,567	18,190,697	18,862,212	671,515	19,541,560	679,348
Services and Supplies	23,346,536	25,371,468	35,200,533	35,588,374	387,841	35,288,374	(300,000)
Other Charges	1,559,022	1,824,699	1,804,314	2,270,733	466,419	2,286,729	15,996
Fixed Assets	136,603	—	500,000	500,000	—	—	(500,000)
Other Financing Uses	12,352	12,463	12,787	14,069	1,282	14,762	693
Gross Appropriations	**40,202,514**	**44,025,197**	**55,708,331**	**57,235,388**	**1,527,057**	**57,131,425**	**(103,963)**
Intrafund Transfers	(12,664,119)	(13,469,737)	(19,478,237)	(20,296,965)	(818,728)	(20,296,965)	—
Net Appropriations	**27,538,395**	**30,555,460**	**36,230,094**	**36,938,423**	**708,329**	**36,834,460**	**(103,963)**
Contingencies/Dept Reserves	3,381,062	4,119,737	3,888,455	4,091,198	202,743	4,091,198	—
Non-General Fund Reserves	18,807,030	19,499,651	13,450,770	13,450,770	—	10,746,021	(2,704,749)
Total Requirements	**49,726,487**	**54,174,849**	**53,569,319**	**54,480,391**	**911,072**	**51,671,679**	**(2,808,712)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	121.0	122.0	122.0	123.0	1.0	123.0	—
Funded FTE	109.4	110.8	110.4	110.8	0.4	110.8	—

Office of Sustainability (4000B)

Office of Sustainability (4000B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,129,165	532,810	400,777	350,000	(50,777)	350,000	—
Fines, Forfeitures and Penalties	1,500	—	—	—	—	—	—
Intergovernmental Revenues	14,658	53,314	2,700,322	2,603,677	(96,645)	1,154,000	(1,449,677)
Charges for Services	384,827	341,597	—	—	—	—	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	419,834	246,671	5,000	195,000	190,000	30,000	(165,000)
Other Financing Sources	661,492	1,012,790	1,240,000	1,240,000	—	1,240,000	—
Total Revenue	**3,611,476**	**2,187,181**	**4,346,099**	**4,388,677**	**42,578**	**2,774,000**	**(1,614,677)**
Fund Balance	2,912,141	930,646	2,063,772	3,430,874	1,367,102	2,110,874	(1,320,000)
Total Sources	**6,523,617**	**3,117,827**	**6,409,871**	**7,819,551**	**1,409,680**	**4,884,874**	**(2,934,677)**
Requirements							
Salaries and Benefits	3,531,666	3,594,873	5,965,923	5,352,632	(613,291)	5,135,420	(217,212)
Services and Supplies	4,968,376	4,288,493	7,106,984	8,298,703	1,191,719	6,184,950	(2,113,753)
Other Charges	318,987	379,401	518,013	1,090,863	572,850	635,710	(455,153)
Other Financing Uses	17,744	17,265	17,713	21,027	3,314	22,073	1,046
Gross Appropriations	**8,836,772**	**8,280,032**	**13,608,633**	**14,763,225**	**1,154,592**	**11,978,153**	**(2,785,072)**
Intrafund Transfers	(654,575)	(262,537)	(840,153)	(615,000)	225,153	(615,000)	—
Net Appropriations	**8,182,197**	**8,017,495**	**12,768,480**	**14,148,225**	**1,379,745**	**11,363,153**	**(2,785,072)**
Contingencies/Dept Reserves	181,870	930,646	1,811,804	1,438,600	(373,204)	1,438,600	—
Total Requirements	**8,364,067**	**8,948,141**	**14,580,284**	**15,586,825**	**1,006,541**	**12,801,753**	**(2,785,072)**
Net County Cost	**1,840,450**	**5,830,314**	**8,170,413**	**7,767,274**	**(403,139)**	**7,916,879**	**149,605**
Salary Resolution	16.0	18.0	19.0	14.0	(5.0)	14.0	—
Funded FTE	16.0	18.0	19.0	14.0	(5.0)	14.0	—

Administration (4010P)

Administration (4010P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	50,777	—	(50,777)	—	—
Miscellaneous Revenue	—	1,114	—	—	—	—	—
Other Financing Sources	—	35,000	40,000	40,000	—	40,000	—
Total Revenue	**—**	**36,114**	**90,777**	**40,000**	**(50,777)**	**40,000**	**—**
Fund Balance	181,870	930,646	1,811,804	1,438,600	(373,204)	1,438,600	—
Total Sources	**181,870**	**966,760**	**1,902,581**	**1,478,600**	**(423,981)**	**1,478,600**	**—**
Requirements							
Salaries and Benefits	1,148,548	1,329,631	1,696,244	989,488	(706,756)	903,569	(85,919)
Services and Supplies	73,732	77,130	226,786	234,668	7,882	320,849	86,181
Other Charges	211,234	285,737	488,013	525,863	37,850	560,710	34,847
Other Financing Uses	17,744	17,265	17,713	21,027	3,314	22,073	1,046
Gross Appropriations	**1,451,257**	**1,709,763**	**2,428,756**	**1,771,046**	**(657,710)**	**1,807,201**	**36,155**
Intrafund Transfers	(105,749)	(262,537)	(110,153)	(30,000)	80,153	(30,000)	—
Net Appropriations	**1,345,508**	**1,447,226**	**2,318,603**	**1,741,046**	**(577,557)**	**1,777,201**	**36,155**
Contingencies/Dept Reserves	181,870	930,646	1,811,804	1,438,600	(373,204)	1,438,600	—
Total Requirements	**1,527,378**	**2,377,872**	**4,130,407**	**3,179,646**	**(950,761)**	**3,215,801**	**36,155**
Net County Cost	**1,345,508**	**1,411,112**	**2,227,826**	**1,701,046**	**(526,780)**	**1,737,201**	**36,155**
Salary Resolution	6.0	7.0	8.0	3.0	(5.0)	3.0	—
Funded FTE	6.0	7.0	8.0	3.0	(5.0)	3.0	—

Climate Change / Adaptation (4020P)

Climate Change / Adaptation (4020P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	26,948	—	—	—	—	—
Intergovernmental Revenues	—	—	454,500	669,500	215,000	20,000	(649,500)
Miscellaneous Revenue	—	59,830	—	—	—	—	—
Total Revenue	**—**	**86,778**	**454,500**	**669,500**	**215,000**	**20,000**	**(649,500)**
Fund Balance	—	—	105,000	1,425,000	1,320,000	105,000	(1,320,000)
Total Sources	**—**	**86,778**	**559,500**	**2,094,500**	**1,535,000**	**125,000**	**(1,969,500)**
Requirements							
Salaries and Benefits	—	648,022	1,026,173	1,186,186	160,013	1,183,644	(2,542)
Services and Supplies	—	148,982	1,489,393	2,519,209	1,029,816	1,073,364	(1,445,845)
Other Charges	—	7,675	30,000	565,000	535,000	75,000	(490,000)
Gross Appropriations	**—**	**804,678**	**2,545,566**	**4,270,395**	**1,724,829**	**2,332,008**	**(1,938,387)**
Intrafund Transfers	—	—	(460,000)	(460,000)	—	(460,000)	—
Net Appropriations	**—**	**804,678**	**2,085,566**	**3,810,395**	**1,724,829**	**1,872,008**	**(1,938,387)**
Total Requirements	**—**	**804,678**	**2,085,566**	**3,810,395**	**1,724,829**	**1,872,008**	**(1,938,387)**
Net County Cost	**—**	**717,900**	**1,526,066**	**1,715,895**	**189,829**	**1,747,008**	**31,113**
Salary Resolution	—	3.0	4.0	4.0	—	4.0	—
Funded FTE	—	3.0	4.0	4.0	—	4.0	—

Livable Communities (4030P)

Livable Communities (4030P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,509,542	288,511	350,000	350,000	—	350,000	—
Intergovernmental Revenues	—	—	1,419,822	1,146,177	(273,645)	631,000	(515,177)
Charges for Services	—	143,256	—	—	—	—	—
Miscellaneous Revenue	391	691	—	—	—	—	—
Other Financing Sources	—	—	1,200,000	1,200,000	—	1,200,000	—
Total Revenue	**1,509,933**	**432,458**	**2,969,822**	**2,696,177**	**(273,645)**	**2,181,000**	**(515,177)**
Fund Balance	1,421,347	—	—	420,306	420,306	420,306	—
Total Sources	**2,931,280**	**432,458**	**2,969,822**	**3,116,483**	**146,661**	**2,601,306**	**(515,177)**
Requirements							
Salaries and Benefits	731,571	826,920	1,986,874	1,727,283	(259,591)	1,765,194	37,911
Services and Supplies	1,453,493	3,388,465	4,585,860	4,732,471	146,611	4,217,356	(515,115)
Other Charges	48,927	35,649	—	—	—	—	—
Gross Appropriations	**2,233,991**	**4,251,034**	**6,572,734**	**6,459,754**	**(112,980)**	**5,982,550**	**(477,204)**
Intrafund Transfers	(494,188)	—	(270,000)	(125,000)	145,000	(125,000)	—
Net Appropriations	**1,739,803**	**4,251,034**	**6,302,734**	**6,334,754**	**32,020**	**5,857,550**	**(477,204)**
Total Requirements	**1,739,803**	**4,251,034**	**6,302,734**	**6,334,754**	**32,020**	**5,857,550**	**(477,204)**
Net County Cost	**(1,191,477)**	**3,818,576**	**3,332,912**	**3,218,271**	**(114,641)**	**3,256,244**	**37,973**
Salary Resolution	2.0	5.0	4.0	4.0	—	4.0	—
Funded FTE	2.0	5.0	4.0	4.0	—	4.0	—

Energy and Water (4040P)

Energy and Water (4040P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	217,351	—	—	—	—	—
Intergovernmental Revenues	—	53,314	826,000	788,000	(38,000)	503,000	(285,000)
Charges for Services	—	198,341	—	—	—	—	—
Miscellaneous Revenue	—	148,235	5,000	195,000	190,000	30,000	(165,000)
Total Revenue	**—**	**617,241**	**831,000**	**983,000**	**152,000**	**533,000**	**(450,000)**
Fund Balance	—	—	146,968	146,968	—	146,968	—
Total Sources	**—**	**617,241**	**977,968**	**1,129,968**	**152,000**	**679,968**	**(450,000)**
Requirements							
Salaries and Benefits	—	675,628	1,242,358	1,449,675	207,317	1,283,013	(166,662)
Services and Supplies	—	608,273	804,945	812,355	7,410	573,381	(238,974)
Other Charges	—	772	—	—	—	—	—
Gross Appropriations	**—**	**1,284,672**	**2,047,303**	**2,262,030**	**214,727**	**1,856,394**	**(405,636)**
Intrafund Transfers	—	—	—	—	—	—	—
Net Appropriations	**—**	**1,284,672**	**2,047,303**	**2,262,030**	**214,727**	**1,856,394**	**(405,636)**
Total Requirements	**—**	**1,284,672**	**2,047,303**	**2,262,030**	**214,727**	**1,856,394**	**(405,636)**
Net County Cost	**—**	**667,431**	**1,069,335**	**1,132,062**	**62,727**	**1,176,426**	**44,364**
Salary Resolution	—	3.0	3.0	3.0	—	3.0	—
Funded FTE	—	3.0	3.0	3.0	—	3.0	—

Natural Resources (4050P)

Natural Resources (4050P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	619,623	—	—	—	—	—	—
Fines, Forfeitures and Penalties	1,500	—	—	—	—	—	—
Intergovernmental Revenues	14,658	—	—	—	—	—	—
Charges for Services	384,827	—	—	—	—	—	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	419,443	36,801	—	—	—	—	—
Other Financing Sources	661,492	977,790	—	—	—	—	—
Total Revenue	**2,101,543**	**1,014,591**	**—**	**—**	**—**	**—**	**—**
Fund Balance	1,308,924	—	—	—	—	—	—
Total Sources	**3,410,467**	**1,014,591**	**—**	**—**	**—**	**—**	**—**
Requirements							
Salaries and Benefits	1,651,547	114,673	14,274	—	(14,274)	—	—
Services and Supplies	3,441,151	65,644	—	—	—	—	—
Other Charges	58,826	49,568	—	—	—	—	—
Gross Appropriations	**5,151,524**	**229,885**	**14,274**	**—**	**(14,274)**	**—**	**—**
Intrafund Transfers	(54,638)	—	—	—	—	—	—
Net Appropriations	**5,096,886**	**229,885**	**14,274**	**—**	**(14,274)**	**—**	**—**
Total Requirements	**5,096,886**	**229,885**	**14,274**	**—**	**(14,274)**	**—**	**—**
Net County Cost	**1,686,418**	**(784,706)**	**14,274**	**—**	**(14,274)**	**—**	**—**
Salary Resolution	8.0	—	—	—	—	—	—
Funded FTE	8.0	—	—	—	—	—	—

Solid Waste Management (4060B)

Solid Waste Management (4060B)
Special Revenue Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	2,940,374	2,961,999	2,884,584	2,889,823	5,239	2,889,823	—
Use of Money and Property	76,789	137,428	87,950	100,768	12,818	100,768	—
Intergovernmental Revenues	16,970	16,889	17,000	17,000	—	17,000	—
Charges for Services	126,368	18,025	115,000	20,000	(95,000)	20,000	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	—	19,667	—	15,000	15,000	7,500	(7,500)
Other Financing Sources	177,655	144,590	263,965	265,465	1,500	264,465	(1,000)
Total Revenue	**3,338,156**	**3,298,598**	**3,368,499**	**3,308,056**	**(60,443)**	**3,299,556**	**(8,500)**
Fund Balance	7,166,360	8,890,214	10,052,540	9,552,540	(500,000)	8,752,540	(800,000)
Total Sources	**10,504,516**	**12,188,812**	**13,421,039**	**12,860,596**	**(560,443)**	**12,052,096**	**(808,500)**
Requirements							
Salaries and Benefits	849,995	1,182,052	1,983,333	1,875,142	(108,191)	1,924,147	49,005
Services and Supplies	660,687	620,819	1,314,651	1,735,997	421,346	1,435,997	(300,000)
Other Charges	103,620	298,401	831,800	1,280,800	449,000	780,800	(500,000)
Other Financing Uses	—	35,000	40,000	40,000	—	40,000	—
Gross Appropriations	**1,614,302**	**2,136,272**	**4,169,784**	**4,931,939**	**762,155**	**4,180,944**	**(750,995)**
Intrafund Transfers							
Net Appropriations	**1,614,302**	**2,136,272**	**4,169,784**	**4,931,939**	**762,155**	**4,180,944**	**(750,995)**
Contingencies/Dept Reserves	5,622,185	—	—	—	—	—	—
Non-General Fund Reserves	3,268,029	10,052,540	9,251,255	7,928,657	(1,322,598)	7,871,152	(57,505)
Total Requirements	**10,504,516**	**12,188,812**	**13,421,039**	**12,860,596**	**(560,443)**	**12,052,096**	**(808,500)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	5.0	6.0	6.0	6.0	—	6.0	—
Funded FTE	5.0	6.0	6.0	6.0	—	6.0	—

OOS - County Service Area #8 (4070B)

OOS - County Service Area #8 (4070B)
County Service Area #8 Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	958,123	992,345	956,037	1,013,708	57,671	1,023,327	9,619
Licenses, Permits and Franchises	130,738	145,608	148,000	143,000	(5,000)	143,000	—
Use of Money and Property	39,688	63,708	40,169	63,708	23,539	63,308	(400)
Intergovernmental Revenues	4,201	3,972	3,904	3,839	(65)	3,839	—
Charges for Services	1,325,743	1,392,109	1,392,108	1,468,569	76,461	1,468,569	—
Total Revenue	**2,458,493**	**2,597,742**	**2,540,218**	**2,692,824**	**152,606**	**2,702,043**	**9,219**
Fund Balance	4,136,348	4,415,822	5,081,995	4,848,701	(233,294)	4,748,861	(99,840)
Total Sources	**6,594,841**	**7,013,564**	**7,622,213**	**7,541,525**	**(80,688)**	**7,450,904**	**(90,621)**
Requirements							
Salaries and Benefits	56,186	65,954	135,000	135,250	250	136,301	1,051
Services and Supplies	2,032,764	1,935,684	2,917,536	2,920,208	2,672	2,920,208	—
Other Charges	—	20,000	45,000	55,000	10,000	55,000	—
Gross Appropriations	**2,088,950**	**2,021,638**	**3,097,536**	**3,110,458**	**12,922**	**3,111,509**	**1,051**
Intrafund Transfers							
Net Appropriations	**2,088,950**	**2,021,638**	**3,097,536**	**3,110,458**	**12,922**	**3,111,509**	**1,051**
Contingencies/Dept Reserves	4,505,891	—	—	—	—	—	—
Non-General Fund Reserves	—	4,991,926	4,524,677	4,431,067	(93,610)	4,339,395	(91,672)
Total Requirements	**6,594,841**	**7,013,564**	**7,622,213**	**7,541,525**	**(80,688)**	**7,450,904**	**(90,621)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Public Works Administration (4510B)

Public Works Administration (4510B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	1,148,928	1,195,642	1,688,259	2,235,860	547,601	2,325,791	89,931
Interfund Revenue	3,494,464	3,705,284	7,369,771	6,875,274	(494,497)	6,894,623	19,349
Miscellaneous Revenue	39,100	11,103	—	—	—	—	—
Total Revenue	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Total Sources	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Requirements							
Salaries and Benefits	5,021,930	5,430,155	6,620,885	7,359,381	738,496	7,651,872	292,491
Services and Supplies	787,919	663,698	1,456,955	1,304,955	(152,000)	1,306,455	1,500
Other Charges	1,296,865	1,462,485	2,476,329	1,719,668	(756,661)	1,742,186	22,518
Other Financing Uses	191,078	183,526	193,523	154,996	(38,527)	165,477	10,481
Gross Appropriations	**7,297,791**	**7,739,864**	**10,747,692**	**10,539,000**	**(208,692)**	**10,865,990**	**326,990**
Intrafund Transfers	(2,615,299)	(2,827,835)	(1,689,662)	(1,427,866)	261,796	(1,645,576)	(217,710)
Net Appropriations	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Total Requirements	**4,682,492**	**4,912,029**	**9,058,030**	**9,111,134**	**53,104**	**9,220,414**	**109,280**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	36.0	36.0	36.0	36.0	—	36.0	—
Funded FTE	35.9	35.9	36.0	36.0	—	36.0	—

Road Construction and Operation (4520B)

Road Construction and Operation (4520B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,654,588	2,913,079	2,129,240	2,745,755	616,515	2,670,199	(75,556)
Licenses, Permits and Franchises	406,854	474,286	300,000	350,000	50,000	350,000	—
Use of Money and Property	381,027	461,825	165,467	233,430	67,963	233,430	—
Intergovernmental Revenues	22,797,371	20,682,955	26,541,604	29,151,280	2,609,676	27,616,126	(1,535,154)
Charges for Services	511,368	469,197	358,700	433,500	74,800	433,500	—
Interfund Revenue	1,557,969	1,434,885	1,637,025	1,557,354	(79,671)	1,569,196	11,842
Miscellaneous Revenue	343,748	474,400	342,000	204,500	(137,500)	204,500	—
Other Financing Sources	500,000	983,516	2,670,395	1,498,268	(1,172,127)	1,635,000	136,732
Total Revenue	**29,152,925**	**27,894,142**	**34,144,431**	**36,174,087**	**2,029,656**	**34,711,951**	**(1,462,136)**
Fund Balance	34,008,013	30,351,497	24,538,796	22,781,872	(1,756,924)	13,532,344	(9,249,528)
Total Sources	**63,160,938**	**58,245,639**	**58,683,227**	**58,955,959**	**272,732**	**48,244,295**	**(10,711,664)**
Requirements							
Salaries and Benefits	9,719,726	10,430,130	11,695,840	11,723,336	27,496	12,031,082	307,746
Services and Supplies	13,140,555	13,241,966	21,478,685	22,982,466	1,503,781	19,020,831	(3,961,635)
Other Charges	1,321,900	1,466,749	1,499,054	1,991,453	492,399	2,082,749	91,296
Fixed Assets	8,963,950	8,084,194	7,156,381	8,043,495	887,114	2,800,000	(5,243,495)
Other Financing Uses	1,161,384	1,968,936	3,493,708	2,158,530	(1,335,178)	2,862,264	703,734
Gross Appropriations	**34,307,517**	**35,191,975**	**45,323,668**	**46,899,280**	**1,575,612**	**38,796,926**	**(8,102,354)**
Intrafund Transfers	(1,498,076)	(1,485,132)	(1,295,000)	(1,475,665)	(180,665)	(1,488,450)	(12,785)
Net Appropriations	**32,809,440**	**33,706,844**	**44,028,668**	**45,423,615**	**1,394,947**	**37,308,476**	**(8,115,139)**
Contingencies/Dept Reserves	25,668,048	19,464,823	10,978,086	9,253,165	(1,724,921)	7,345,340	(1,907,825)
Non-General Fund Reserves	4,683,449	5,073,972	3,676,473	4,279,179	602,706	3,590,479	(688,700)
Total Requirements	**63,160,938**	**58,245,639**	**58,683,227**	**58,955,959**	**272,732**	**48,244,295**	**(10,711,664)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	77.0	77.0	77.0	77.0	—	77.0	—
Funded FTE	77.0	77.0	77.0	77.0	—	77.0	—

Engineering Services (4600B)

Engineering Services (4600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	64,520	59,935	69,000	75,000	6,000	75,000	—
Interfund Revenue	3,099,825	3,091,668	3,804,965	5,095,381	1,290,416	5,368,054	272,673
Miscellaneous Revenue	1,700	1,994	1,660	1,800	140	1,800	—
Other Financing Sources	—	2,000	—	—	—	—	—
Total Revenue	**3,166,045**	**3,155,598**	**3,875,625**	**5,172,181**	**1,296,556**	**5,444,854**	**272,673**
Fund Balance	103,397	—	—	—	—	—	—
Total Sources	**3,269,443**	**3,155,598**	**3,875,625**	**5,172,181**	**1,296,556**	**5,444,854**	**272,673**
Requirements							
Salaries and Benefits	3,362,091	3,355,954	4,224,145	4,828,241	604,096	5,077,701	249,460
Services and Supplies	522,958	495,336	750,335	760,535	10,200	760,535	—
Other Charges	129,791	211,889	273,859	341,510	67,651	352,152	10,642
Fixed Assets	—	12,648	—	—	—	—	—
Other Financing Uses	82,956	85,923	85,038	90,601	5,563	92,045	1,444
Gross Appropriations	**4,097,796**	**4,161,750**	**5,333,377**	**6,020,887**	**687,510**	**6,282,433**	**261,546**
Intrafund Transfers	(708,354)	(886,152)	(1,337,752)	(728,706)	609,046	(717,579)	11,127
Net Appropriations	**3,389,443**	**3,275,598**	**3,995,625**	**5,292,181**	**1,296,556**	**5,564,854**	**272,673**
Total Requirements	**3,389,443**	**3,275,598**	**3,995,625**	**5,292,181**	**1,296,556**	**5,564,854**	**272,673**
Net County Cost	**120,000**	**120,000**	**120,000**	**120,000**	**—**	**120,000**	**—**
Salary Resolution	22.0	21.0	21.0	21.0	—	21.0	—
Funded FTE	21.9	21.0	21.0	21.0	—	21.0	—

Enhanced Flood Control Program (4660B)

Enhanced Flood Control Program (4660B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	—	390,711	1,085,850	410,850	(675,000)	—	(410,850)
Total Revenue	**—**	**390,711**	**1,085,850**	**410,850**	**(675,000)**	**—**	**(410,850)**
Fund Balance	199,319	1,947,965	3,327,091	4,031,924	704,833	1,500,000	(2,531,924)
Total Sources	**199,319**	**2,338,676**	**4,412,941**	**4,442,774**	**29,833**	**1,500,000**	**(2,942,774)**
Requirements							
Salaries and Benefits	194,839	324,360	424,817	424,817	—	—	(424,817)
Services and Supplies	46,995	676,376	5,966,700	1,734,596	(4,232,104)	—	(1,734,596)
Other Charges	4,746	5,978	16,487	775,474	758,987	750,000	(25,474)
Other Financing Uses	4,774	4,870	4,937	7,887	2,950	—	(7,887)
Gross Appropriations	**251,354**	**1,011,585**	**6,412,941**	**2,942,774**	**(3,470,167)**	**750,000**	**(2,192,774)**
Intrafund Transfers	(2,000,000)	(2,000,000)	(2,000,000)	—	2,000,000	—	—
Net Appropriations	**(1,748,646)**	**(988,415)**	**4,412,941**	**2,942,774**	**(1,470,167)**	**750,000**	**(2,192,774)**
Contingencies/Dept Reserves	1,947,965	3,327,091	—	1,500,000	1,500,000	750,000	(750,000)
Total Requirements	**199,319**	**2,338,676**	**4,412,941**	**4,442,774**	**29,833**	**1,500,000**	**(2,942,774)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Facilities Services (4730B)

Facilities Services (4730B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	888,211	664,240	515,914	642,601	126,687	659,797	17,196
Intergovernmental Revenues	840,009	827,772	924,036	1,210,985	286,949	1,247,314	36,329
Charges for Services	—	471	222,599	111,207	(111,392)	114,453	3,246
Interfund Revenue	9,062,791	9,026,992	11,663,409	12,300,631	637,222	12,803,847	503,216
Miscellaneous Revenue	577,662	694,335	301,500	288,500	(13,000)	288,500	—
Other Financing Sources	—	8,184	—	—	—	—	—
Total Revenue	**11,368,673**	**11,221,995**	**13,627,458**	**14,553,924**	**926,466**	**15,113,911**	**559,987**
Fund Balance	3,324,695	5,598,580	9,814,241	—	(9,814,241)	—	—
Total Sources	**14,693,368**	**16,820,575**	**23,441,699**	**14,553,924**	**(8,887,775)**	**15,113,911**	**559,987**
Requirements							
Salaries and Benefits	12,547,578	13,224,913	17,534,666	18,164,580	629,914	18,841,083	676,503
Services and Supplies	13,695,201	14,812,388	18,570,980	18,005,363	(565,617)	17,836,692	(168,671)
Other Charges	2,307,238	2,063,134	8,187,992	3,285,562	(4,902,430)	3,540,066	254,504
Fixed Assets	46,290	6,850	—	—	—	—	—
Other Financing Uses	258,191	264,045	270,291	312,215	41,924	314,672	2,457
Gross Appropriations	**28,854,498**	**30,371,330**	**44,563,929**	**39,767,720**	**(4,796,209)**	**40,532,513**	**764,793**
Intrafund Transfers	(24,340,640)	(23,364,997)	(25,026,477)	(25,213,796)	(187,319)	(25,418,602)	(204,806)
Net Appropriations	**4,513,858**	**7,006,334**	**19,537,452**	**14,553,924**	**(4,983,528)**	**15,113,911**	**559,987**
Contingencies/Dept Reserves	10,179,509	9,814,241	3,904,247	—	(3,904,247)	—	—
Total Requirements	**14,693,367**	**16,820,575**	**23,441,699**	**14,553,924**	**(8,887,775)**	**15,113,911**	**559,987**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	111.0	111.0	113.0	112.0	(1.0)	113.0	1.0
Funded FTE	111.0	110.7	112.7	111.7	(1.0)	112.7	1.0

Construction Services (4740B)

Construction Services (4740B)
Construction Services Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	2,689	(635)	—	—	—	—	—
Charges for Services	23,591	71,596	48,410	48,410	—	48,410	—
Interfund Revenue	1,950,688	1,573,444	2,610,442	2,550,911	(59,531)	2,603,008	52,097
Miscellaneous Revenue	8,735	12,945	—	—	—	—	—
Total Revenue	**1,985,704**	**1,657,350**	**2,658,852**	**2,599,321**	**(59,531)**	**2,651,418**	**52,097**
Fund Balance	356,971	215,588	4,833	—	(4,833)	—	—
Total Sources	**2,342,675**	**1,872,938**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Requirements							
Salaries and Benefits	1,533,691	1,488,604	2,048,838	1,931,260	(117,578)	1,951,769	20,509
Services and Supplies	335,334	232,933	341,177	388,859	47,682	420,093	31,234
Other Charges	254,472	138,499	261,021	265,495	4,474	265,388	(107)
Other Financing Uses	3,590	8,069	12,649	13,707	1,058	14,168	461
Gross Appropriations	**2,127,087**	**1,868,105**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Intrafund Transfers							
Net Appropriations	**2,127,087**	**1,868,105**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Contingencies/Dept Reserves	215,588	4,833	—	—	—	—	—
Total Requirements	**2,342,675**	**1,872,938**	**2,663,685**	**2,599,321**	**(64,364)**	**2,651,418**	**52,097**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	9.9	10.0	10.0	—	10.0	—

Vehicle and Equipment Services (4760B)

Vehicle and Equipment Services (4760B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	147,833	236,619	80,000	300,000	220,000	300,000	—
Charges for Services	11,681	11,878	10,382	13,848	3,466	14,050	202
Interfund Revenue	7,635,306	7,928,858	9,534,887	9,454,040	(80,847)	9,639,316	185,276
Miscellaneous Revenue	100,498	139,993	82,500	132,500	50,000	136,500	4,000
Other Financing Sources	605	—	—	—	—	—	—
Total Revenue	**7,895,923**	**8,317,349**	**9,707,769**	**9,900,388**	**192,619**	**10,089,866**	**189,478**
Fund Balance	15,384,369	16,792,916	16,395,108	15,496,763	(898,345)	14,987,725	(509,038)
Total Sources	**23,280,291**	**25,110,265**	**26,102,877**	**25,397,151**	**(705,726)**	**25,077,591**	**(319,560)**
Requirements							
Salaries and Benefits	1,731,065	1,779,152	2,089,357	2,299,228	209,871	2,400,025	100,797
Services and Supplies	2,327,454	2,613,061	3,101,753	2,948,858	(152,895)	3,039,839	90,981
Other Charges	641,184	1,054,657	1,003,698	1,028,734	25,036	1,048,280	19,546
Fixed Assets	2,286,359	4,223,809	5,051,671	4,904,540	(147,131)	4,522,030	(382,510)
Other Financing Uses	1,547	1,145	1,175	3,401	2,226	3,567	166
Gross Appropriations	**6,987,609**	**9,671,825**	**11,247,654**	**11,184,761**	**(62,893)**	**11,013,741**	**(171,020)**
Intrafund Transfers	(500,234)	(956,667)	(330,714)	(775,335)	(444,621)	(800,326)	(24,991)
Net Appropriations	**6,487,375**	**8,715,158**	**10,916,940**	**10,409,426**	**(507,514)**	**10,213,415**	**(196,011)**
Non-General Fund Reserves	16,792,916	16,395,107	15,185,937	14,987,725	(198,212)	14,864,176	(123,549)
Total Requirements	**23,280,291**	**25,110,265**	**26,102,877**	**25,397,151**	**(705,726)**	**25,077,591**	**(319,560)**
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	14.0	14.0	14.0	14.0	—	14.0	—
Funded FTE	14.0	14.0	14.0	14.0	—	14.0	—

Utilities (4840B)

Utilities (4840B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	7,051,162	7,405,174	5,296,742	5,717,229	420,487	5,826,033	108,804
Licenses, Permits and Franchises	706,260	679,478	600,000	600,000	—	580,000	(20,000)
Use of Money and Property	565,558	908,417	473,790	1,082,398	608,608	1,076,398	(6,000)
Intergovernmental Revenues	95,815	880,856	95,040	24,836	(70,204)	24,836	—
Charges for Services	12,883,759	14,278,075	17,381,028	16,782,756	(598,272)	16,882,756	100,000
Interfund Revenue	7,187,245	4,896,797	7,293,036	7,319,621	26,585	7,475,906	156,285
Miscellaneous Revenue	48,846	829,581	14,000	7,000	(7,000)	7,000	—
Other Financing Sources	4,510,438	6,398,764	3,702,003	2,864,808	(837,195)	2,864,808	—
Total Revenue	**33,049,084**	**36,277,141**	**34,855,639**	**34,398,648**	**(456,991)**	**34,737,737**	**339,089**
Fund Balance	61,402,326	66,399,175	70,746,386	67,280,521	(3,465,865)	50,687,472	(16,593,049)
Total Sources	**94,451,411**	**102,676,317**	**105,602,025**	**101,679,169**	**(3,922,856)**	**85,425,209**	**(16,253,960)**
Requirements							
Salaries and Benefits	2,918,354	3,327,161	3,811,005	4,010,133	199,128	4,157,812	147,679
Services and Supplies	14,488,958	14,711,822	23,485,383	23,776,410	291,027	24,199,683	423,273
Other Charges	4,725,607	3,645,216	8,042,054	4,282,423	(3,759,631)	4,289,404	6,981
Fixed Assets	2,654,150	3,983,727	16,052,342	14,190,000	(1,862,342)	8,900,000	(5,290,000)
Other Financing Uses	4,346,540	6,207,567	5,373,694	4,679,321	(694,373)	4,680,020	699
Gross Appropriations	**29,133,609**	**31,875,492**	**56,764,478**	**50,938,287**	**(5,826,191)**	**46,226,919**	**(4,711,368)**
Intrafund Transfers	(122,815)	(65,563)	(62,590)	(66,590)	(4,000)	(66,590)	—
Net Appropriations	**29,010,795**	**31,809,930**	**56,701,888**	**50,871,697**	**(5,830,191)**	**46,160,329**	**(4,711,368)**
Contingencies/Dept Reserves	65,190,990	70,604,147	48,553,674	50,438,264	1,884,590	38,888,040	(11,550,224)
Non-General Fund Reserves	129,626	142,240	226,463	249,208	22,745	256,840	7,632
Total Requirements	**94,331,411**	**102,556,317**	**105,482,025**	**101,559,169**	**(3,922,856)**	**85,305,209**	**(16,253,960)**
Net County Cost	**(120,000)**	**(120,000)**	**(120,000)**	**(120,000)**	**—**	**(120,000)**	**—**
Salary Resolution	20.0	21.0	21.0	21.0	—	21.0	—
Funded FTE	19.7	20.7	20.7	20.7	—	20.7	—

Airports (4850B)

Airports (4850B)
County Airports Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	149,266	1,728,320	224,870	(1,503,450)	231,616	6,746
Licenses, Permits and Franchises	15,500	31,000	15,500	15,500	—	15,500	—
Fines, Forfeitures and Penalties	21,427	17,170	10,000	15,000	5,000	15,000	—
Use of Money and Property	3,772,546	4,011,239	4,419,094	4,648,205	229,111	4,651,205	3,000
Intergovernmental Revenues	783,512	1,094,685	275,408	1,010,609	735,201	—	(1,010,609)
Charges for Services	10,558	21,827	29,500	26,000	(3,500)	26,000	—
Interfund Revenue	2,800,000	1,043	—	—	—	—	—
Miscellaneous Revenue	67,301	51,324	62,000	40,000	(22,000)	40,000	—
Other Financing Sources	99,875	185,246	114,754	—	(114,754)	—	—
Total Revenue	**7,570,718**	**5,562,800**	**6,654,576**	**5,980,184**	**(674,392)**	**4,979,321**	**(1,000,863)**
Fund Balance	866,875	4,180,007	3,305,898	1,252,398	(2,053,500)	1,336,429	84,031
Total Sources	**8,437,594**	**9,742,807**	**9,960,474**	**7,232,582**	**(2,727,892)**	**6,315,750**	**(916,832)**
Requirements							
Salaries and Benefits	1,259,849	1,403,691	1,639,266	1,768,018	128,752	1,843,179	75,161
Services and Supplies	1,274,693	1,427,389	1,657,854	2,092,269	434,415	2,054,815	(37,454)
Other Charges	1,506,408	1,548,354	908,997	549,831	(359,166)	558,522	8,691
Fixed Assets	793,775	2,043,045	4,564,927	1,486,035	(3,078,892)	—	(1,486,035)
Other Financing Uses	—	14,630	73,746	—	(73,746)	—	—
Gross Appropriations	**4,834,725**	**6,437,108**	**8,844,790**	**5,896,153**	**(2,948,637)**	**4,456,516**	**(1,439,637)**
Intrafund Transfers	—	(199)	—	—	—	—	—
Net Appropriations	**4,834,725**	**6,436,910**	**8,844,790**	**5,896,153**	**(2,948,637)**	**4,456,516**	**(1,439,637)**
Non-General Fund Reserves	3,602,868	3,305,898	1,115,684	1,336,429	220,745	1,859,234	522,805
Total Requirements	**8,437,594**	**9,742,808**	**9,960,474**	**7,232,582**	**(2,727,892)**	**6,315,750**	**(916,832)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	9.0	9.0	9.0	9.0	—	9.0	—
Funded FTE	9.0	9.0	9.0	9.0	—	9.0	—

Capital Projects (8500D)

Capital Projects (8500D)
Capital Project Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,534,939	2,501,200	4,581,773	3,187,958	(1,393,815)	—	(3,187,958)
Use of Money and Property	32,977	68,060	—	—	—	—	—
Other Financing Sources	15,775,720	15,592,870	47,330,445	65,493,028	18,162,583	33,886,987	(31,606,041)
Total Revenue	**19,343,637**	**18,162,130**	**51,912,218**	**68,680,986**	**16,768,768**	**33,886,987**	**(34,793,999)**
Fund Balance	3,493,794	4,668,538	5,839,745	5,388,256	(451,489)	4,975,281	(412,975)
Total Sources	**22,837,431**	**22,830,668**	**57,751,963**	**74,069,242**	**16,317,279**	**38,862,268**	**(35,206,974)**
Requirements							
Services and Supplies	6,715,769	6,474,346	—	—	—	—	—
Fixed Assets	11,453,124	10,516,577	54,067,129	69,093,961	15,026,832	32,370,649	(36,723,312)
Gross Appropriations	**18,168,893**	**16,990,923**	**54,067,129**	**69,093,961**	**15,026,832**	**32,370,649**	**(36,723,312)**
Intrafund Transfers							
Net Appropriations	**18,168,893**	**16,990,923**	**54,067,129**	**69,093,961**	**15,026,832**	**32,370,649**	**(36,723,312)**
Contingencies/Dept Reserves	4,668,538	5,839,745	3,684,834	4,975,281	1,290,447	6,491,619	1,516,338
Total Requirements	**22,837,431**	**22,830,668**	**57,751,963**	**74,069,242**	**16,317,279**	**38,862,268**	**(35,206,974)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Accumulated Capital Outlay Fund (8200B)

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	821,089	1,188,907	500,000	500,000	—	500,000	—
Total Revenue	**821,089**	**1,188,907**	**500,000**	**500,000**	**—**	**500,000**	**—**
Fund Balance	87,524,197	85,299,230	84,786,892	84,786,892	—	84,786,892	—
Total Sources	**88,345,286**	**86,488,137**	**85,286,892**	**85,286,892**	**—**	**85,286,892**	**—**
Requirements							
Other Financing Uses	3,046,056	1,701,245	45,900,000	45,900,000	—	45,900,000	—
Gross Appropriations	**3,046,056**	**1,701,245**	**45,900,000**	**45,900,000**	**—**	**45,900,000**	**—**
Intrafund Transfers							
Net Appropriations	**3,046,056**	**1,701,245**	**45,900,000**	**45,900,000**	**—**	**45,900,000**	**—**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	85,299,230	84,786,892	39,386,892	39,386,892	—	39,386,892	—
Total Requirements	**88,345,286**	**86,488,137**	**85,286,892**	**85,286,892**	**—**	**85,286,892**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Courthouse Construction Fund (8300B)

Courthouse Construction Fund (8300B)
Courthouse Temporary Construction Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	484	(2,143)	—	—	—	—	—
Charges for Services	921,931	1,080,286	900,000	900,000	—	900,000	—
Interfund Revenue	51,750	—	464,422	464,422	—	464,422	—
Total Revenue	**974,165**	**1,078,143**	**1,364,422**	**1,364,422**	**—**	**1,364,422**	**—**
Fund Balance	421,541	172,725	32,437	32,437	—	32,437	—
Total Sources	**1,395,706**	**1,250,868**	**1,396,859**	**1,396,859**	**—**	**1,396,859**	**—**
Requirements							
Other Financing Uses	1,222,980	1,218,431	1,364,422	1,364,422	—	1,364,422	—
Gross Appropriations	**1,222,980**	**1,218,431**	**1,364,422**	**1,364,422**	**—**	**1,364,422**	**—**
Intrafund Transfers							
Net Appropriations	**1,222,980**	**1,218,431**	**1,364,422**	**1,364,422**	**—**	**1,364,422**	**—**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	172,725	32,437	32,437	32,437	—	32,437	—
Total Requirements	**1,395,706**	**1,250,868**	**1,396,859**	**1,396,859**	**—**	**1,396,859**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Criminal Justice Construction Fund (8400B)

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	18,386	26,928	18,000	18,000	—	18,000	—
Charges for Services	921,760	1,080,610	900,000	900,000	—	900,000	—
Total Revenue	**940,146**	**1,107,538**	**918,000**	**918,000**	**—**	**918,000**	**—**
Fund Balance	1,664,319	1,504,465	1,512,003	1,512,003	—	1,512,003	—
Total Sources	**2,604,465**	**2,612,003**	**2,430,003**	**2,430,003**	**—**	**2,430,003**	**—**
Requirements							
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000	—	1,100,000	—
Gross Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**—**	**1,100,000**	**—**
Intrafund Transfers							
Net Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**—**	**1,100,000**	**—**
Contingencies/Dept Reserves	53,986	—	—	—	—	—	—
Non-General Fund Reserves	1,450,479	1,512,003	1,330,003	1,330,003	—	1,330,003	—
Total Requirements	**2,604,465**	**2,612,003**	**2,430,003**	**2,430,003**	**—**	**2,430,003**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Other Capital Construction Fund (8450D)

Other Capital Construction Fund (8450D)
Capital Project Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	1,932,142	11,499,134	53,668,376	22,880,000	(30,788,376)	8,000,000	(14,880,000)
Use of Money and Property	83,141	95,307	—	—	—	—	—
Interfund Revenue	20,930	—	—	—	—	—	—
Other Financing Sources	5,262,781	9,327,179	119,739,176	63,600,000	(56,139,176)	77,200,000	13,600,000
Total Revenue	**7,298,994**	**20,921,621**	**173,407,552**	**86,480,000**	**(86,927,552)**	**85,200,000**	**(1,280,000)**
Fund Balance	13,481,135	8,712,582	5,864,350	44,105	(5,820,245)	—	(44,105)
Total Sources	**20,780,130**	**29,634,203**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Requirements							
Services and Supplies	286,769	495,772	—	4,100,000	4,100,000	2,700,000	(1,400,000)
Fixed Assets	11,781,499	20,604,576	173,406,832	82,380,000	(91,026,832)	82,500,000	120,000
Other Financing Uses	—	2,668,785	5,865,070	44,105	(5,820,965)	—	(44,105)
Gross Appropriations	**12,068,268**	**23,769,133**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Intrafund Transfers							
Net Appropriations	**12,068,268**	**23,769,133**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Contingencies/Dept Reserves	4,528,354	1,899,662	—	—	—	—	—
Non-General Fund Reserves	4,183,508	3,965,408	—	—	—	—	—
Total Requirements	**20,780,130**	**29,634,203**	**179,271,902**	**86,524,105**	**(92,747,797)**	**85,200,000**	**(1,324,105)**
Net County Cost	—	—	—	—	—	—	—

Real Property Services (1220B)

Real Property Services (1220B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	246,470	437,069	507,160	444,041	(63,119)	446,165	2,124
Charges for Services	—	—	—	—	—	—	—
Interfund Revenue	3,436,961	2,832,684	3,121,070	3,065,707	(55,363)	3,125,444	59,737
Miscellaneous Revenue	—	3,504	—	50,000	50,000	50,000	—
Total Revenue	**3,683,431**	**3,273,257**	**3,628,230**	**3,559,748**	**(68,482)**	**3,621,609**	**61,861**
Fund Balance	1,563,709	1,386,719	1,126,672	833,539	(293,133)	833,539	—
Total Sources	**5,247,140**	**4,659,976**	**4,754,902**	**4,393,287**	**(361,615)**	**4,455,148**	**61,861**
Requirements							
Salaries and Benefits	660,359	733,951	786,913	821,576	34,663	850,281	28,705
Services and Supplies	126,554	222,177	467,384	502,075	34,691	502,825	750
Other Charges	18,403,787	18,867,871	19,194,371	19,559,357	364,986	19,812,536	253,179
Other Financing Uses	1,711	18,245	18,482	27,909	9,427	28,247	338
Gross Appropriations	**19,192,411**	**19,842,244**	**20,467,150**	**20,910,917**	**443,767**	**21,193,889**	**282,972**
Intrafund Transfers	(15,331,990)	(16,308,940)	(16,681,787)	(17,351,169)	(669,382)	(17,572,280)	(221,111)
Net Appropriations	**3,860,421**	**3,533,304**	**3,785,363**	**3,559,748**	**(225,615)**	**3,621,609**	**61,861**
Contingencies/Dept Reserves	1,386,719	1,126,672	969,539	833,539	(136,000)	833,539	—
Total Requirements	**5,247,140**	**4,659,976**	**4,754,902**	**4,393,287**	**(361,615)**	**4,455,148**	**61,861**
Net County Cost	—	—	—	—	—	—	—
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)

Agricultural Commissioner/Sealer (1260B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	153,633	153,633	—	153,633	—
Licenses, Permits and Franchises	694,086	657,669	737,900	737,900	—	737,900	—
Fines, Forfeitures and Penalties	18,851	19,360	—	—	—	—	—
Intergovernmental Revenues	2,407,668	2,501,177	2,449,180	3,326,896	877,716	3,326,896	—
Charges for Services	103,455	91,047	122,200	122,200	—	122,200	—
Interfund Revenue	831	1,130	—	831	831	831	—
Miscellaneous Revenue	29,234	12,627	—	—	—	—	—
Total Revenue	**3,254,123**	**3,283,009**	**3,462,913**	**4,341,460**	**878,547**	**4,341,460**	**—**
Fund Balance	447,558	552,934	643,010	643,010	—	643,010	—
Total Sources	**3,701,681**	**3,835,943**	**4,105,923**	**4,984,470**	**878,547**	**4,984,470**	**—**
Requirements							
Salaries and Benefits	4,179,763	4,240,189	4,807,606	5,343,351	535,745	5,546,986	203,635
Services and Supplies	282,437	289,789	621,028	961,141	340,113	977,395	16,254
Other Charges	676,330	780,414	681,328	1,093,922	412,594	1,120,470	26,548
Other Financing Uses	3,485	4,381	4,495	4,005	(490)	4,150	145
Gross Appropriations	**5,142,015**	**5,314,772**	**6,114,457**	**7,402,419**	**1,287,962**	**7,649,001**	**246,582**
Intrafund Transfers							
Net Appropriations	**5,142,015**	**5,314,772**	**6,114,457**	**7,402,419**	**1,287,962**	**7,649,001**	**246,582**
Contingencies/Dept Reserves	355,511	355,511	355,511	355,511	—	355,511	—
Total Requirements	**5,497,526**	**5,670,283**	**6,469,968**	**7,757,930**	**1,287,962**	**8,004,512**	**246,582**
Net County Cost	**1,795,844**	**1,834,341**	**2,364,045**	**2,773,460**	**409,415**	**3,020,042**	**246,582**
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	28.8	29.6	28.4	29.7	1.2	29.7	—

Public Safety Communications (1240B)

Public Safety Communications (1240B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	2,937,899	3,116,432	2,986,715	2,986,715	—	2,986,715	—
Charges for Services	6,034,132	6,350,156	7,074,333	7,276,048	201,715	7,421,948	145,900
Interfund Revenue	149,868	—	9,704	—	(9,704)	(9,704)	(9,704)
Miscellaneous Revenue	176,874	182,518	100,000	100,000	—	100,000	—
Total Revenue	**9,298,772**	**9,649,106**	**10,170,752**	**10,362,763**	**192,011**	**10,498,959**	**136,196**
Fund Balance	694,622	1,672,701	2,623,057	2,623,057	—	2,623,057	—
Total Sources	**9,993,394**	**11,321,807**	**12,793,809**	**12,985,820**	**192,011**	**13,122,016**	**136,196**
Requirements							
Salaries and Benefits	11,230,862	11,895,687	13,426,902	15,265,183	1,838,281	15,937,546	672,364
Services and Supplies	502,271	663,484	2,759,543	2,736,614	(22,929)	2,846,859	110,245
Other Charges	626,975	652,385	1,134,465	1,278,217	143,752	1,310,055	31,838
Fixed Assets	240,426	52,567	575,000	575,000	—	575,000	—
Other Financing Uses	25,453	48,627	49,461	69,372	19,911	71,180	1,808
Gross Appropriations	**12,625,987**	**13,312,749**	**17,945,371**	**19,924,386**	**1,979,015**	**20,740,640**	**816,255**
Intrafund Transfers	(376,448)	(300,458)	(620,445)	(620,445)	—	(620,445)	—
Net Appropriations	**12,249,539**	**13,012,291**	**17,324,926**	**19,303,941**	**1,979,015**	**20,120,195**	**816,255**
Contingencies/Dept Reserves	445,063	445,063	517,792	517,792	—	517,792	—
Total Requirements	**12,694,602**	**13,457,354**	**17,842,718**	**19,821,733**	**1,979,015**	**20,637,987**	**816,255**
Net County Cost	**2,701,208**	**2,135,547**	**5,048,909**	**6,835,913**	**1,787,004**	**7,515,971**	**680,059**
Salary Resolution	66.0	74.0	74.0	74.0	—	74.0	—
Funded FTE	65.4	74.0	74.0	74.0	—	74.0	—

Structural Fire (3550B)

Structural Fire (3550B)
Structural Fire Protection Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	6,311,925	7,160,729	6,186,445	7,020,000	833,555	7,020,000	—
Use of Money and Property	118,089	199,058	77,000	122,483	45,483	122,483	—
Intergovernmental Revenues	2,341,789	2,219,470	2,118,411	2,340,578	222,167	2,340,578	—
Charges for Services	243,859	270,683	280,000	260,500	(19,500)	260,500	—
Miscellaneous Revenue	147,802	68,616	18,683	18,683	—	18,683	—
Total Revenue	**9,163,465**	**9,918,555**	**8,680,539**	**9,762,244**	**1,081,705**	**9,762,244**	**—**
Fund Balance	6,556,711	8,177,077	9,398,269	9,398,269	—	6,291,357	(3,106,912)
Total Sources	**15,720,176**	**18,095,632**	**18,078,808**	**19,160,513**	**1,081,705**	**16,053,601**	**(3,106,912)**
Requirements							
Services and Supplies	7,543,099	—	—	—	—	—	—
Other Financing Uses	—	8,697,362	10,411,503	12,878,156	2,466,653	12,719,356	(158,800)
Gross Appropriations	**7,543,099**	**8,697,362**	**10,411,503**	**12,878,156**	**2,466,653**	**12,719,356**	**(158,800)**
Intrafund Transfers							
Net Appropriations	**7,543,099**	**8,697,362**	**10,411,503**	**12,878,156**	**2,466,653**	**12,719,356**	**(158,800)**
Non-General Fund Reserves	8,177,077	9,398,269	7,667,305	6,282,357	(1,384,948)	3,334,245	(2,948,112)
Total Requirements	**15,720,176**	**18,095,632**	**18,078,808**	**19,160,513**	**1,081,705**	**16,053,601**	**(3,106,912)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Fire Protection Services (3580B)

Fire Protection Services (3580B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,957,810	1,020,012	1,500,000	1,500,000	—	1,500,000	—
Interfund Revenue	7,550,712	—	153,112	—	(153,112)	—	—
Miscellaneous Revenue	70,089	—	—	—	—	—	—
Other Financing Sources	—	8,697,362	10,258,391	12,869,156	2,610,765	12,951,356	82,200
Total Revenue	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Total Sources	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Requirements							
Salaries and Benefits	3,541	1,802	1,802	741	(1,061)	741	—
Services and Supplies	7,267,878	8,410,871	9,838,398	12,114,475	2,276,077	12,167,225	52,750
Other Charges	111,713	224,623	144,175	326,812	182,637	356,262	29,450
Fixed Assets	2,880,768	767,008	1,500,000	1,500,000	—	1,500,000	—
Other Financing Uses	314,711	313,070	403,092	403,092	—	403,092	—
Gross Appropriations	**10,578,610**	**9,717,374**	**11,887,467**	**14,345,120**	**2,457,653**	**14,427,320**	**82,200**
Intrafund Transfers	—	—	24,036	24,036	—	24,036	—
Net Appropriations	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Total Requirements	**10,578,610**	**9,717,374**	**11,911,503**	**14,369,156**	**2,457,653**	**14,451,356**	**82,200**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	—	—	—	—	—	—	—

County Service Area #1 (3560B)

County Service Area #1 (3560B)
County Service Area #1 Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	2,970,223	3,184,263	2,871,500	3,071,500	200,000	3,071,500	—
Use of Money and Property	39,750	72,009	37,952	47,067	9,115	44,872	(2,195)
Intergovernmental Revenues	13,130	12,857	12,283	12,283	—	12,283	—
Charges for Services	92,127	92,064	90,000	90,000	—	90,000	—
Miscellaneous Revenue	98,683	—	4,000	2,000	(2,000)	2,000	—
Total Revenue	**3,213,913**	**3,361,193**	**3,015,735**	**3,222,850**	**207,115**	**3,220,655**	**(2,195)**
Fund Balance	3,795,210	4,548,165	5,009,232	5,009,232	—	4,487,234	(521,998)
Total Sources	**7,009,123**	**7,909,358**	**8,024,967**	**8,232,082**	**207,115**	**7,707,889**	**(524,193)**
Requirements							
Services and Supplies	2,430,777	2,900,125	3,238,255	3,664,848	426,593	3,879,123	214,275
Other Charges	58	—	—	—	—	—	—
Fixed Assets	30,123	—	80,000	80,000	—	80,000	—
Gross Appropriations	**2,460,958**	**2,900,125**	**3,318,255**	**3,744,848**	**426,593**	**3,959,123**	**214,275**
Intrafund Transfers							
Net Appropriations	**2,460,958**	**2,900,125**	**3,318,255**	**3,744,848**	**426,593**	**3,959,123**	**214,275**
Non-General Fund Reserves	4,548,165	5,009,232	4,706,712	4,487,234	(219,478)	3,748,766	(738,468)
Total Requirements	**7,009,123**	**7,909,358**	**8,024,967**	**8,232,082**	**207,115**	**7,707,889**	**(524,193)**
Net County Cost	—	—	—	—	—	—	—

Housing and Community Development (7920P)

Housing and Community Development (7920P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	12,216,141	12,601,478	43,730,255	28,356,391	(15,373,864)	26,570,750	(1,785,641)
Intergovernmental Revenues	2,873,685	4,834,875	5,337,663	5,438,668	101,005	5,510,128	71,460
Charges for Services	225,768	239,256	240,000	300,000	60,000	300,000	—
Interfund Revenue	1,840,315	2,633,899	3,387,633	5,191,299	1,803,666	5,308,879	117,580
Miscellaneous Revenue	179,499	291,234	69,385	69,385	—	69,385	—
Total Revenue	**17,335,409**	**20,600,742**	**52,764,936**	**39,355,743**	**(13,409,193)**	**37,759,142**	**(1,596,601)**
Fund Balance	—	42,105	—	36,904	36,904	36,904	—
Total Sources	**17,335,409**	**20,642,847**	**52,764,936**	**39,392,647**	**(13,372,289)**	**37,796,046**	**(1,596,601)**
Requirements							
Salaries and Benefits	2,174,772	2,593,038	3,256,422	3,613,872	357,450	3,756,909	143,037
Services and Supplies	330,687	420,016	618,523	609,533	(8,990)	590,533	(19,000)
Other Charges	15,026,294	19,002,831	52,460,983	35,490,234	(16,970,749)	33,769,596	(1,720,638)
Gross Appropriations	**17,531,754**	**22,015,885**	**56,335,928**	**39,713,639**	**(16,622,289)**	**38,117,038**	**(1,596,601)**
Intrafund Transfers	103,655	(1,073,038)	(3,307,896)	(57,896)	3,250,000	(57,896)	—
Net Appropriations	**17,635,409**	**20,942,847**	**53,028,032**	**39,655,743**	**(13,372,289)**	**38,059,142**	**(1,596,601)**
Contingencies/Dept Reserves	36,904	79,009	36,904	36,904	—	36,904	—
Total Requirements	**17,672,313**	**21,021,856**	**53,064,936**	**39,692,647**	**(13,372,289)**	**38,096,046**	**(1,596,601)**
Net County Cost	**336,904**	**379,009**	**300,000**	**300,000**	**—**	**300,000**	**—**
Salary Resolution	14.0	16.0	16.0	16.0	—	16.0	—
Funded FTE	13.8	16.0	16.0	16.0	—	16.0	—

Housing Authority (7930P)

Housing Authority (7930P)
Housing Authority Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	3,725,196	3,787,055	3,832,455	3,843,480	11,025	3,843,480	—
Intergovernmental Revenues	74,551,321	93,873,169	92,811,293	102,120,149	9,308,856	102,120,149	—
Miscellaneous Revenue	385,050	1,154,014	1,080,816	1,178,380	97,564	1,178,380	—
Other Financing Sources	1,090,000	—	—	—	—	—	—
Total Revenue	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Total Sources	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Requirements							
Salaries and Benefits	4,953,177	4,727,982	5,336,907	5,336,907	—	5,336,907	—
Services and Supplies	2,367,163	2,518,506	2,567,575	2,703,104	135,529	2,703,104	—
Other Charges	72,431,227	91,567,750	89,820,082	99,101,998	9,281,916	99,101,998	—
Gross Appropriations	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Intrafund Transfers							
Net Appropriations	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Total Requirements	**79,751,567**	**98,814,238**	**97,724,564**	**107,142,009**	**9,417,445**	**107,142,009**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	47.0	47.0	47.0	47.0	—	47.0	—
Funded FTE	47.0	46.8	47.0	47.0	—	47.0	—

Board of Supervisors (1100B)

Board of Supervisors (1100B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	—	—	—	—	—	—	—
Miscellaneous Revenue	2,700	3,250	—	—	—	—	—
Total Revenue	**2,700**	**3,250**	**—**	**—**	**—**	**—**	**—**
Fund Balance	529,330	—	—	—	—	—	—
Total Sources	**532,030**	**3,250**	**—**	**—**	**—**	**—**	**—**
Requirements							
Salaries and Benefits	3,788,832	3,958,998	4,358,343	4,610,859	252,516	4,790,556	179,698
Services and Supplies	264,600	246,749	411,097	382,158	(28,939)	353,255	(28,903)
Other Charges	294,414	334,521	409,774	407,201	(2,573)	451,358	44,157
Other Financing Uses	16,412	20,204	20,730	15,745	(4,985)	16,535	790
Gross Appropriations	**4,364,258**	**4,560,472**	**5,199,944**	**5,415,963**	**216,019**	**5,611,704**	**195,742**
Intrafund Transfers	—	—	(76,937)	(76,937)	—	(76,937)	—
Net Appropriations	**4,364,258**	**4,560,472**	**5,123,007**	**5,339,026**	**216,019**	**5,534,767**	**195,742**
Total Requirements	**4,364,258**	**4,560,472**	**5,123,007**	**5,339,026**	**216,019**	**5,534,767**	**195,742**
Net County Cost	**3,832,228**	**4,557,222**	**5,123,007**	**5,339,026**	**216,019**	**5,534,767**	**195,742**
Salary Resolution	22.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	21.8	21.9	21.9	21.9	—	21.9	—

County Manager/Clerk of the Board (1200B)

County Manager/Clerk of the Board (1200B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	249,441	2,669,487	10,382,340	10,241,220	(141,120)	1,073,877	(9,167,343)
Intergovernmental Revenues	1,440,339	1,408,217	1,029,653	1,029,653	—	1,029,653	—
Charges for Services	79,357	85,162	55,250	55,250	—	55,250	—
Interfund Revenue	1,265	1,340	300,000	—	(300,000)	—	—
Miscellaneous Revenue	31,261	115,414	545,000	—	(545,000)	—	—
Total Revenue	**1,801,663**	**4,279,621**	**12,312,243**	**11,326,123**	**(986,120)**	**2,158,780**	**(9,167,343)**
Fund Balance	1,897,061	2,439,033	3,392,236	3,703,598	311,362	3,703,598	—
Total Sources	**3,698,724**	**6,718,654**	**15,704,479**	**15,029,721**	**(674,758)**	**5,862,378**	**(9,167,343)**
Requirements							
Salaries and Benefits	5,498,711	7,503,175	8,897,637	10,080,211	1,182,574	10,125,635	45,424
Services and Supplies	2,646,016	5,012,284	16,526,401	16,664,532	138,131	7,943,416	(8,721,116)
Other Charges	894,896	928,595	866,363	1,184,141	317,778	1,134,524	(49,617)
Fixed Assets	—	416,408	12,000	—	(12,000)	—	—
Other Financing Uses	15,688	24,692	19,814	19,243	(571)	20,207	964
Gross Appropriations	**9,055,311**	**13,885,155**	**26,322,215**	**27,948,127**	**1,625,912**	**19,223,782**	**(8,724,345)**
Intrafund Transfers	(4,289)	(383,439)	(2,698,003)	(4,153,400)	(1,455,397)	(4,153,400)	—
Net Appropriations	**9,051,022**	**13,501,716**	**23,624,212**	**23,794,727**	**170,515**	**15,070,382**	**(8,724,345)**
Contingencies/Dept Reserves	1,538,194	2,080,166	3,033,369	3,344,731	311,362	3,344,731	—
Total Requirements	**10,589,216**	**15,581,882**	**26,657,581**	**27,139,458**	**481,877**	**18,415,113**	**(8,724,345)**
Net County Cost	**6,890,492**	**8,863,228**	**10,953,102**	**12,109,737**	**1,156,635**	**12,552,735**	**442,998**
Salary Resolution	32.0	34.0	36.0	41.0	5.0	41.0	—
Funded FTE	32.0	34.0	36.0	41.0	5.0	41.0	—

County Management (1210P)

County Management (1210P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	149,907	2,335,175	9,707,340	9,566,220	(141,120)	398,877	(9,167,343)
Charges for Services	1	—	—	—	—	—	—
Interfund Revenue	1,265	1,340	—	—	—	—	—
Miscellaneous Revenue	7,595	12,131	—	—	—	—	—
Total Revenue	**158,768**	**2,348,646**	**9,707,340**	**9,566,220**	**(141,120)**	**398,877**	**(9,167,343)**
Fund Balance	1,897,061	2,439,033	3,367,796	3,703,598	335,802	3,703,598	—
Total Sources	**2,055,829**	**4,787,679**	**13,075,136**	**13,269,818**	**194,682**	**4,102,475**	**(9,167,343)**
Requirements							
Salaries and Benefits	4,258,056	5,514,983	6,567,072	7,794,464	1,227,392	7,728,362	(66,102)
Services and Supplies	693,481	2,634,042	12,063,744	13,368,642	1,304,898	4,668,756	(8,699,886)
Other Charges	513,872	563,214	438,282	706,715	268,433	652,537	(54,178)
Other Financing Uses	15,688	24,692	19,814	19,243	(571)	20,207	964
Gross Appropriations	**5,481,096**	**8,736,932**	**19,088,912**	**21,889,064**	**2,800,152**	**13,069,862**	**(8,819,202)**
Intrafund Transfers	—	(383,439)	(2,633,247)	(4,153,400)	(1,520,153)	(4,153,400)	—
Net Appropriations	**5,481,096**	**8,353,493**	**16,455,665**	**17,735,664**	**1,279,999**	**8,916,462**	**(8,819,202)**
Contingencies/Dept Reserves	1,523,194	2,080,166	3,008,929	3,344,731	335,802	3,344,731	—
Total Requirements	**7,004,290**	**10,433,659**	**19,464,594**	**21,080,395**	**1,615,801**	**12,261,193**	**(8,819,202)**
Net County Cost	**4,948,461**	**5,645,979**	**6,389,458**	**7,810,577**	**1,421,119**	**8,158,718**	**348,141**
Salary Resolution	19.0	22.0	25.0	30.0	5.0	30.0	—
Funded FTE	19.0	22.0	25.0	30.0	5.0	30.0	—

Clerk of the Board (1215P)

Clerk of the Board (1215P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	—	—	25,000	25,000	—	25,000	—
Charges for Services	79,356	85,162	55,250	55,250	—	55,250	—
Miscellaneous Revenue	16,166	3,508	—	—	—	—	—
Total Revenue	**95,522**	**88,670**	**80,250**	**80,250**	**—**	**80,250**	**—**
Total Sources	**95,522**	**88,670**	**80,250**	**80,250**	**—**	**80,250**	**—**
Requirements							
Salaries and Benefits	629,271	622,747	804,475	568,230	(236,245)	587,700	19,470
Services and Supplies	142,136	64,396	502,932	483,152	(19,780)	481,392	(1,760)
Other Charges	135,889	150,075	160,018	179,798	19,780	181,558	1,760
Other Financing Uses	—	—	—	—	—	—	—
Gross Appropriations	**907,296**	**837,218**	**1,467,425**	**1,231,180**	**(236,245)**	**1,250,650**	**19,470**
Intrafund Transfers	(4,289)	—	—	—	—	—	—
Net Appropriations	**903,007**	**837,218**	**1,467,425**	**1,231,180**	**(236,245)**	**1,250,650**	**19,470**
Contingencies/Dept Reserves	15,000	—	—	—	—	—	—
Total Requirements	**918,007**	**837,218**	**1,467,425**	**1,231,180**	**(236,245)**	**1,250,650**	**19,470**
Net County Cost	**822,485**	**748,548**	**1,387,175**	**1,150,930**	**(236,245)**	**1,170,400**	**19,470**
Salary Resolution	5.0	4.0	3.0	3.0	—	3.0	—
Funded FTE	5.0	4.0	3.0	3.0	(0.0)	3.0	—

Special Projects and Grants (1217P)

Special Projects and Grants (1217P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	99,533	334,312	675,000	675,000	—	675,000	—
Intergovernmental Revenues	1,440,339	1,408,217	1,004,653	1,004,653	—	1,004,653	—
Miscellaneous Revenue	7,500	8,000	—	—	—	—	—
Total Revenue	**1,547,373**	**1,750,529**	**1,679,653**	**1,679,653**	**—**	**1,679,653**	**—**
Total Sources	**1,547,373**	**1,750,529**	**1,679,653**	**1,679,653**	**—**	**1,679,653**	**—**
Requirements							
Services and Supplies	1,697,875	1,743,911	2,490,739	2,490,739	—	2,490,739	—
Other Charges	211,550	199,275	244,263	244,263	—	244,263	—
Gross Appropriations	**1,909,425**	**1,943,186**	**2,735,002**	**2,735,002**	**—**	**2,735,002**	**—**
Intrafund Transfers	—	—	—	—	—	—	—
Net Appropriations	**1,909,425**	**1,943,186**	**2,735,002**	**2,735,002**	**—**	**2,735,002**	**—**
Total Requirements	**1,909,425**	**1,943,186**	**2,735,002**	**2,735,002**	**—**	**2,735,002**	**—**
Net County Cost	**362,052**	**192,657**	**1,055,349**	**1,055,349**	**—**	**1,055,349**	**—**

Project Development Unit (1230P)

Project Development Unit (1230P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Interfund Revenue	—	—	300,000	—	(300,000)	—	—
Miscellaneous Revenue	—	91,775	545,000	—	(545,000)	—	—
Total Revenue	**—**	**91,775**	**845,000**	**—**	**(845,000)**	**—**	**—**
Fund Balance	—	—	24,440	—	(24,440)	—	—
Total Sources	**—**	**91,775**	**869,440**	**—**	**(869,440)**	**—**	**—**
Requirements							
Salaries and Benefits	611,385	1,365,445	1,526,090	1,717,517	191,427	1,809,573	92,056
Services and Supplies	112,524	569,936	1,468,986	321,999	(1,146,987)	302,529	(19,470)
Other Charges	33,586	16,031	23,800	53,365	29,565	56,166	2,801
Fixed Assets	—	416,408	12,000	—	(12,000)	—	—
Gross Appropriations	**757,494**	**2,367,820**	**3,030,876**	**2,092,881**	**(937,995)**	**2,168,268**	**75,387**
Intrafund Transfers	—	—	(64,756)	—	64,756	—	—
Net Appropriations	**757,494**	**2,367,820**	**2,966,120**	**2,092,881**	**(873,239)**	**2,168,268**	**75,387**
Contingencies/Dept Reserves	—	—	24,440	—	(24,440)	—	—
Total Requirements	**757,494**	**2,367,820**	**2,990,560**	**2,092,881**	**(897,679)**	**2,168,268**	**75,387**
Net County Cost	**757,494**	**2,276,045**	**2,121,120**	**2,092,881**	**(28,239)**	**2,168,268**	**75,387**
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	8.0	8.0	8.0	—	8.0	—

CMO Revenue Services (1270B)

CMO Revenue Services (1270B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	—	—	55,000	55,000	—	55,000	—
Charges for Services	—	—	50,500	50,500	—	50,500	—
Interfund Revenue	—	—	671,000	662,500	(8,500)	587,500	(75,000)
Miscellaneous Revenue	—	—	50,500	65,000	14,500	65,000	—
Total Revenue	**—**	**—**	**827,000**	**833,000**	**6,000**	**758,000**	**(75,000)**
Fund Balance	—	—	1,088,352	1,088,352	—	90,850	(997,502)
Total Sources	**—**	**—**	**1,915,352**	**1,921,352**	**6,000**	**848,850**	**(1,072,502)**
Requirements							
Salaries and Benefits	—	—	3,617,820	3,301,311	(316,509)	3,420,747	119,436
Services and Supplies	—	—	782,648	737,648	(45,000)	737,648	—
Other Charges	—	—	286,114	373,236	87,122	368,108	(5,128)
Other Financing Uses	—	—	13,254	15,408	2,154	15,976	568
Gross Appropriations	**—**	**—**	**4,699,836**	**4,427,603**	**(272,233)**	**4,542,479**	**114,876**
Intrafund Transfers	—	—	(2,818,559)	(2,597,101)	221,458	(3,784,479)	(1,187,378)
Net Appropriations	**—**	**—**	**1,881,277**	**1,830,502**	**(50,775)**	**758,000**	**(1,072,502)**
Contingencies/Dept Reserves	—	—	34,075	90,850	56,775	90,850	—
Non-General Fund Reserves	—	—	—	—	—	—	—
Total Requirements	**—**	**—**	**1,915,352**	**1,921,352**	**6,000**	**848,850**	**(1,072,502)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	—	—	26.0	22.0	(4.0)	22.0	—
Funded FTE	—	—	26.0	22.0	(4.0)	22.0	—

Assessor-County Clerk-Recorder (1300B)

Assessor-County Clerk-Recorder (1300B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	338,138	23,866	9,000	2,483,000	2,474,000	9,000	(2,474,000)
Charges for Services	12,567,610	11,468,988	12,123,418	10,918,069	(1,205,349)	13,158,963	2,240,894
Interfund Revenue	157,561	666,299	5,624,409	5,331,070	(293,339)	659,634	(4,671,436)
Miscellaneous Revenue	74,230	123,998	24,000	24,000	—	24,000	—
Total Revenue	**13,137,539**	**12,283,151**	**17,780,827**	**18,756,139**	**975,312**	**13,851,597**	**(4,904,542)**
Fund Balance	2,985,818	3,120,171	4,160,210	2,333,325	(1,826,885)	1,431,006	(902,319)
Total Sources	**16,123,357**	**15,403,322**	**21,941,037**	**21,089,464**	**(851,573)**	**15,282,603**	**(5,806,861)**
Requirements							
Salaries and Benefits	18,850,095	20,438,682	22,650,284	24,349,268	1,698,984	25,172,361	823,093
Services and Supplies	5,447,134	7,162,989	9,735,442	13,293,191	3,557,749	7,897,735	(5,395,456)
Other Charges	1,729,321	1,662,718	1,736,014	2,194,371	458,357	2,226,143	31,772
Fixed Assets	36,742	710,393	5,372,477	2,670,000	(2,702,477)	—	(2,670,000)
Other Financing Uses	530,370	539,944	547,179	538,670	(8,509)	548,012	9,342
Gross Appropriations	**26,593,662**	**30,514,725**	**40,041,396**	**43,045,500**	**3,004,104**	**35,844,251**	**(7,201,249)**
Intrafund Transfers	(2,554,954)	(5,468,692)	(5,751,276)	(7,925,875)	(2,174,599)	(5,552,146)	2,373,729
Net Appropriations	**24,038,707**	**25,046,033**	**34,290,120**	**35,119,625**	**829,505**	**30,292,105**	**(4,827,520)**
Contingencies/Dept Reserves	831,006	1,831,006	1,431,006	1,431,006	—	1,431,006	—
Total Requirements	**24,869,713**	**26,877,039**	**35,721,126**	**36,550,631**	**829,505**	**31,723,111**	**(4,827,520)**
Net County Cost	**8,746,356**	**11,473,717**	**13,780,089**	**15,461,167**	**1,681,078**	**16,440,508**	**979,341**
Salary Resolution	121.0	126.0	128.0	146.0	18.0	146.0	—
Funded FTE	120.9	125.9	127.6	145.9	18.3	145.9	—

Appraisal Services (1310P)

Appraisal Services (1310P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	6,494,171	6,391,934	6,345,795	6,538,000	192,205	7,386,889	848,889
Miscellaneous Revenue	25,458	41,042	4,000	4,000	—	4,000	—
Total Revenue	**6,519,629**	**6,432,976**	**6,349,795**	**6,542,000**	**192,205**	**7,390,889**	**848,889**
Fund Balance	1,590,918	2,590,918	3,094,983	2,244,348	(850,635)	1,342,029	(902,319)
Total Sources	**8,110,547**	**9,023,894**	**9,444,778**	**8,786,348**	**(658,430)**	**8,732,918**	**(53,430)**
Requirements							
Salaries and Benefits	10,985,377	12,424,235	14,869,415	15,838,975	969,560	16,474,491	635,516
Services and Supplies	808,935	1,875,599	3,385,809	945,690	(2,440,119)	909,640	(36,050)
Other Charges	798,505	954,164	995,010	862,780	(132,230)	909,637	46,857
Fixed Assets	—	68,218	372,477	46,000	(326,477)	—	(46,000)
Other Financing Uses	358,726	365,943	370,691	325,702	(44,989)	330,893	5,191
Gross Appropriations	**12,951,544**	**15,688,158**	**19,993,402**	**18,019,147**	**(1,974,255)**	**18,624,661**	**605,514**
Intrafund Transfers	—	(1,193,692)	(3,820,899)	(1,718,274)	2,102,625	(1,781,489)	(63,215)
Net Appropriations	**12,951,544**	**14,494,466**	**16,172,503**	**16,300,873**	**128,370**	**16,843,172**	**542,299**
Contingencies/Dept Reserves	831,006	1,831,006	1,431,006	1,431,006	—	1,431,006	—
Total Requirements	**13,782,550**	**16,325,472**	**17,603,509**	**17,731,879**	**128,370**	**18,274,178**	**542,299**
Net County Cost	**5,672,003**	**7,301,579**	**8,158,731**	**8,945,531**	**786,800**	**9,541,260**	**595,729**
Salary Resolution	81.0	84.0	86.0	99.0	13.0	99.0	—
Funded FTE	80.9	83.9	85.8	98.9	13.1	98.9	—

Administration and Support (1320P)

Administration and Support (1320P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	—	—	—	—	—	—	—
Interfund Revenue	—	1,540	170,058	179,045	8,987	183,170	4,125
Miscellaneous Revenue	21,272	19,590	—	—	—	—	—
Total Revenue	**21,272**	**21,130**	**170,058**	**179,045**	**8,987**	**183,170**	**4,125**
Fund Balance	621,900	119,220	140,415	—	(140,415)	—	—
Total Sources	**643,172**	**140,350**	**310,473**	**179,045**	**(131,428)**	**183,170**	**4,125**
Requirements							
Salaries and Benefits	1,927,955	1,945,483	1,946,179	1,992,000	45,821	2,069,801	77,801
Services and Supplies	70,301	285,124	210,927	135,000	(75,927)	135,000	—
Other Charges	7,401	7,764	7,926	83,741	75,815	88,422	4,681
Fixed Assets	—	—	—	10,000	10,000	—	(10,000)
Other Financing Uses	—	—	—	31,862	31,862	32,370	508
Gross Appropriations	**2,005,657**	**2,238,372**	**2,165,032**	**2,252,603**	**87,571**	**2,325,593**	**72,990**
Intrafund Transfers							
Net Appropriations	**2,005,657**	**2,238,372**	**2,165,032**	**2,252,603**	**87,571**	**2,325,593**	**72,990**
Total Requirements	**2,005,657**	**2,238,372**	**2,165,032**	**2,252,603**	**87,571**	**2,325,593**	**72,990**
Net County Cost	**1,362,485**	**2,098,021**	**1,854,559**	**2,073,558**	**218,999**	**2,142,423**	**68,865**
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)

Elections (1330P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	338,138	23,866	9,000	2,483,000	2,474,000	9,000	(2,474,000)
Charges for Services	2,442,390	1,885,601	2,542,123	1,144,569	(1,397,554)	2,536,574	1,392,005
Interfund Revenue	—	408,128	5,000,000	—	(5,000,000)	—	—
Miscellaneous Revenue	26,949	63,224	18,000	18,000	—	18,000	—
Total Revenue	**2,807,476**	**2,380,818**	**7,569,123**	**3,645,569**	**(3,923,554)**	**2,563,574**	**(1,081,995)**
Fund Balance	448,000	321,056	409,856	—	(409,856)	—	—
Total Sources	**3,255,476**	**2,701,874**	**7,978,979**	**3,645,569**	**(4,333,410)**	**2,563,574**	**(1,081,995)**
Requirements							
Salaries and Benefits	3,664,010	3,738,918	3,379,553	3,956,061	576,508	3,960,769	4,708
Services and Supplies	3,913,647	4,399,452	4,831,901	6,821,045	1,989,144	5,909,362	(911,683)
Other Charges	539,973	279,208	296,076	798,577	502,501	728,189	(70,388)
Fixed Assets	5,983	446,111	5,000,000	2,614,000	(2,386,000)	—	(2,614,000)
Other Financing Uses	10,346	9,705	9,957	12,793	2,836	13,414	621
Gross Appropriations	**8,133,960**	**8,873,393**	**13,517,487**	**14,202,476**	**684,989**	**10,611,734**	**(3,590,742)**
Intrafund Transfers	(2,554,954)	(4,275,000)	(1,930,377)	(6,207,601)	(4,277,224)	(3,770,657)	2,436,944
Net Appropriations	**5,579,005**	**4,598,393**	**11,587,110**	**7,994,875**	**(3,592,235)**	**6,841,077**	**(1,153,798)**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Total Requirements	**5,579,005**	**4,598,393**	**11,587,110**	**7,994,875**	**(3,592,235)**	**6,841,077**	**(1,153,798)**
Net County Cost	**2,323,529**	**1,896,519**	**3,608,131**	**4,349,306**	**741,175**	**4,277,503**	**(71,803)**
Salary Resolution	12.0	14.0	14.0	19.0	5.0	19.0	—
Funded FTE	12.0	14.0	13.8	19.0	5.2	19.0	—

County Clerk-Recorder (1340P)

County Clerk-Recorder (1340P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	3,631,049	3,191,453	3,235,500	3,235,500	—	3,235,500	—
Interfund Revenue	157,561	256,632	454,351	5,152,025	4,697,674	476,464	(4,675,561)
Miscellaneous Revenue	551	143	2,000	2,000	—	2,000	—
Total Revenue	**3,789,161**	**3,448,227**	**3,691,851**	**8,389,525**	**4,697,674**	**3,713,964**	**(4,675,561)**
Fund Balance	325,000	88,977	514,956	88,977	(425,979)	88,977	—
Total Sources	**4,114,161**	**3,537,204**	**4,206,807**	**8,478,502**	**4,271,695**	**3,802,941**	**(4,675,561)**
Requirements							
Salaries and Benefits	2,272,752	2,330,046	2,455,137	2,562,232	107,095	2,667,300	105,068
Services and Supplies	654,251	602,814	1,306,805	5,391,456	4,084,651	943,733	(4,447,723)
Other Charges	383,441	421,581	437,002	449,273	12,271	499,895	50,622
Fixed Assets	30,759	196,064	—	—	—	—	—
Other Financing Uses	161,298	164,296	166,531	168,313	1,782	171,335	3,022
Gross Appropriations	**3,502,501**	**3,714,802**	**4,365,475**	**8,571,274**	**4,205,799**	**4,282,263**	**(4,289,011)**
Intrafund Transfers							
Net Appropriations	**3,502,501**	**3,714,802**	**4,365,475**	**8,571,274**	**4,205,799**	**4,282,263**	**(4,289,011)**
Total Requirements	**3,502,501**	**3,714,802**	**4,365,475**	**8,571,274**	**4,205,799**	**4,282,263**	**(4,289,011)**
Net County Cost	**(611,660)**	**177,598**	**158,668**	**92,772**	**(65,896)**	**479,322**	**386,550**
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

Controller's Office (1400B)

Controller's Office (1400B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	143,958	152,205	215,000	464,711	249,711	569,563	104,852
Charges for Services	2,315,408	2,029,399	2,041,531	1,945,237	(96,294)	1,948,981	3,744
Interfund Revenue	17,846	13,611	1,230	87,640	86,410	78,613	(9,027)
Miscellaneous Revenue	176,739	195,002	140,000	140,000	—	140,000	—
Total Revenue	**2,653,951**	**2,390,217**	**2,397,761**	**2,637,588**	**239,827**	**2,737,157**	**99,569**
Fund Balance	1,812,609	2,182,741	2,199,449	1,712,098	(487,351)	1,555,169	(156,929)
Total Sources	**4,466,560**	**4,572,958**	**4,597,210**	**4,349,686**	**(247,524)**	**4,292,326**	**(57,360)**
Requirements							
Salaries and Benefits	7,106,199	8,019,770	8,899,437	9,854,314	954,877	10,323,579	469,265
Services and Supplies	1,089,969	1,018,499	2,824,085	3,185,108	361,023	2,381,453	(803,655)
Other Charges	3,166,508	3,190,207	2,124,064	2,805,316	681,252	2,395,530	(409,786)
Other Financing Uses	176,810	180,366	182,706	183,134	428	186,053	2,919
Gross Appropriations	**11,539,485**	**12,408,842**	**14,030,292**	**16,027,872**	**1,997,580**	**15,286,615**	**(741,257)**
Intrafund Transfers	(181,256)	(223,021)	(219,180)	(1,780,658)	(1,561,478)	(752,707)	1,027,951
Net Appropriations	**11,358,229**	**12,185,822**	**13,811,112**	**14,247,214**	**436,102**	**14,533,908**	**286,694**
Contingencies/Dept Reserves	1,342,428	1,367,428	1,367,428	1,347,886	(19,542)	1,417,628	69,742
Total Requirements	**12,700,657**	**13,553,250**	**15,178,540**	**15,595,100**	**416,560**	**15,951,536**	**356,436**
Net County Cost	**8,234,097**	**8,980,292**	**10,581,330**	**11,245,414**	**664,084**	**11,659,210**	**413,796**
Salary Resolution	46.0	46.0	46.0	46.0	—	46.0	—
Funded FTE	46.0	45.9	45.9	45.9	—	45.9	—

Administration (1411P)

Administration (1411P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	—	—	—	—	—	—	—
Interfund Revenue	1,230	1,210	1,230	894	(336)	894	—
Total Revenue	**1,230**	**1,210**	**1,230**	**894**	**(336)**	**894**	**—**
Fund Balance	1,812,609	1,731,524	1,618,367	1,572,343	(46,024)	1,322,948	(249,395)
Total Sources	**1,813,839**	**1,732,734**	**1,619,597**	**1,573,237**	**(46,360)**	**1,323,842**	**(249,395)**
Requirements							
Salaries and Benefits	1,366,543	1,381,027	1,483,436	1,699,170	215,734	1,784,607	85,437
Services and Supplies	215,433	261,369	381,764	272,042	(109,722)	173,342	(98,700)
Other Charges	418,267	445,313	452,679	320,677	(132,002)	338,646	17,969
Other Financing Uses	176,810	180,366	182,706	183,134	428	186,053	2,919
Gross Appropriations	**2,177,052**	**2,268,074**	**2,500,585**	**2,475,023**	**(25,562)**	**2,482,648**	**7,625**
Intrafund Transfers	—	—	(32,000)	(31,598)	402	(32,863)	(1,265)
Net Appropriations	**2,177,052**	**2,268,074**	**2,468,585**	**2,443,425**	**(25,160)**	**2,449,785**	**6,360**
Contingencies/Dept Reserves	1,342,428	1,367,428	1,367,428	1,322,948	(44,480)	1,373,076	50,128
Total Requirements	**3,519,480**	**3,635,502**	**3,836,013**	**3,766,373**	**(69,640)**	**3,822,861**	**56,488**
Net County Cost	**1,705,641**	**1,902,768**	**2,216,416**	**2,193,136**	**(23,280)**	**2,499,019**	**305,883**
Salary Resolution	6.0	6.0	6.0	6.0	—	6.0	—
Funded FTE	6.0	6.0	6.0	6.0	—	6.0	—

Internal Audit (1421P)

Internal Audit (1421P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	—	—	2,000	—	(2,000)	—	—
Interfund Revenue	7,259	—	—	—	—	—	—
Miscellaneous Revenue	30,196	157	—	—	—	—	—
Total Revenue	**37,455**	**157**	**2,000**	**—**	**(2,000)**	**—**	**—**
Fund Balance	—	106,799	—	—	—	—	—
Total Sources	**37,455**	**106,956**	**2,000**	**—**	**(2,000)**	**—**	**—**
Requirements							
Salaries and Benefits	1,260,777	1,530,877	1,630,335	1,766,203	135,868	1,830,408	64,205
Services and Supplies	56,947	89,968	45,142	73,205	28,063	48,134	(25,071)
Other Charges	9,212	12,702	12,190	54,135	41,945	57,208	3,073
Gross Appropriations	**1,326,936**	**1,633,548**	**1,687,667**	**1,893,543**	**205,876**	**1,935,750**	**42,207**
Intrafund Transfers	(16,736)	—	—	—	—	—	—
Net Appropriations	**1,310,200**	**1,633,548**	**1,687,667**	**1,893,543**	**205,876**	**1,935,750**	**42,207**
Total Requirements	**1,310,200**	**1,633,548**	**1,687,667**	**1,893,543**	**205,876**	**1,935,750**	**42,207**
Net County Cost	**1,272,745**	**1,526,592**	**1,685,667**	**1,893,543**	**207,876**	**1,935,750**	**42,207**
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	7.9	7.9	7.9	—	7.9	—

Payroll Services (1431P)

Payroll Services (1431P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	31,085	23,815	28,562	29,500	938	29,500	—
Interfund Revenue	4,706	6,719	—	—	—	—	—
Miscellaneous Revenue	109	10,247	—	—	—	—	—
Total Revenue	**35,900**	**40,781**	**28,562**	**29,500**	**938**	**29,500**	**—**
Fund Balance	—	—	—	139,755	139,755	207,283	67,528
Total Sources	**35,900**	**40,781**	**28,562**	**169,255**	**140,693**	**236,783**	**67,528**
Requirements							
Salaries and Benefits	1,109,997	1,338,007	1,207,597	1,381,105	173,508	1,446,215	65,110
Services and Supplies	27,315	12,170	1,167,971	1,279,774	111,803	1,293,588	13,814
Other Charges	2,671,965	2,648,701	1,592,377	1,652,099	59,722	1,708,135	56,036
Gross Appropriations	**3,809,277**	**3,998,878**	**3,967,945**	**4,312,978**	**345,033**	**4,447,938**	**134,960**
Intrafund Transfers	—	—	—	—	—	—	—
Net Appropriations	**3,809,277**	**3,998,878**	**3,967,945**	**4,312,978**	**345,033**	**4,447,938**	**134,960**
Total Requirements	**3,809,277**	**3,998,878**	**3,967,945**	**4,312,978**	**345,033**	**4,447,938**	**134,960**
Net County Cost	**3,773,376**	**3,958,097**	**3,939,383**	**4,143,723**	**204,340**	**4,211,155**	**67,432**
Salary Resolution	7.0	7.0	8.0	8.0	—	8.0	—
Funded FTE	7.0	7.0	8.0	8.0	—	8.0	—

Controller Information Systems (1432P)

Controller Information Systems (1432P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Interfund Revenue	—	—	—	86,746	86,746	77,719	(9,027)
Total Revenue	**—**	**—**	**—**	**86,746**	**86,746**	**77,719**	**(9,027)**
Fund Balance	—	134,195	—	—	—	24,938	24,938
Total Sources	**—**	**134,195**	**—**	**86,746**	**86,746**	**102,657**	**15,911**
Requirements							
Salaries and Benefits	846,474	903,593	1,006,597	1,089,660	83,063	1,051,142	(38,518)
Services and Supplies	80,459	11,594	14,042	959,340	945,298	413,642	(545,698)
Other Charges	5,832	4,280	4,403	618,328	613,925	124,141	(494,187)
Gross Appropriations	**932,765**	**919,467**	**1,025,042**	**2,667,328**	**1,642,286**	**1,588,925**	**(1,078,403)**
Intrafund Transfers	(457)	—	—	(1,524,060)	(1,524,060)	(487,844)	1,036,216
Net Appropriations	**932,308**	**919,467**	**1,025,042**	**1,143,268**	**118,226**	**1,101,081**	**(42,187)**
Contingencies/Dept Reserves	—	—	—	24,938	24,938	44,552	19,614
Total Requirements	**932,308**	**919,467**	**1,025,042**	**1,168,206**	**143,164**	**1,145,633**	**(22,573)**
Net County Cost	**932,308**	**785,272**	**1,025,042**	**1,081,460**	**56,418**	**1,042,976**	**(38,484)**
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 Accounting (1441P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	44,855	35,852	41,535	62,137	20,602	62,137	—
Interfund Revenue	4,651	5,682	—	—	—	—	—
Miscellaneous Revenue	140,340	184,599	140,000	140,000	—	140,000	—
Total Revenue	**189,845**	**226,133**	**181,535**	**202,137**	**20,602**	**202,137**	**—**
Fund Balance	—	81,374	—	—	—	—	—
Total Sources	**189,845**	**307,507**	**181,535**	**202,137**	**20,602**	**202,137**	**—**
Requirements							
Salaries and Benefits	1,088,010	1,330,127	1,672,988	1,801,819	128,831	1,887,412	85,593
Services and Supplies	136,934	100,518	13,642	13,642	—	13,642	—
Other Charges	36,039	41,225	43,806	91,330	47,524	94,787	3,457
Gross Appropriations	**1,260,983**	**1,471,869**	**1,730,436**	**1,906,791**	**176,355**	**1,995,841**	**89,050**
Intrafund Transfers	(3,525)	—	—	—	—	—	—
Net Appropriations	**1,257,458**	**1,471,869**	**1,730,436**	**1,906,791**	**176,355**	**1,995,841**	**89,050**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Total Requirements	**1,257,458**	**1,471,869**	**1,730,436**	**1,906,791**	**176,355**	**1,995,841**	**89,050**
Net County Cost	**1,067,612**	**1,164,362**	**1,548,901**	**1,704,654**	**155,753**	**1,793,704**	**89,050**
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

Property Tax/Special Accounting (1461P)

Property Tax/Special Accounting (1461P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Intergovernmental Revenues	143,958	152,205	215,000	464,711	249,711	569,563	104,852
Charges for Services	2,239,467	1,969,731	1,969,434	1,853,600	(115,834)	1,857,344	3,744
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	6,094	—	—	—	—	—	—
Total Revenue	**2,389,520**	**2,121,936**	**2,184,434**	**2,318,311**	**133,877**	**2,426,907**	**108,596**
Fund Balance	—	128,849	581,082	—	(581,082)	—	—
Total Sources	**2,389,520**	**2,250,785**	**2,765,516**	**2,318,311**	**(447,205)**	**2,426,907**	**108,596**
Requirements							
Salaries and Benefits	1,434,399	1,536,138	1,898,484	2,116,357	217,873	2,323,795	207,438
Services and Supplies	572,882	542,881	1,201,524	587,105	(614,419)	439,105	(148,000)
Other Charges	25,192	37,987	18,609	68,747	50,138	72,613	3,866
Gross Appropriations	**2,032,473**	**2,117,006**	**3,118,617**	**2,772,209**	**(346,408)**	**2,835,513**	**63,304**
Intrafund Transfers	(160,538)	(223,021)	(187,180)	(225,000)	(37,820)	(232,000)	(7,000)
Net Appropriations	**1,871,935**	**1,893,985**	**2,931,437**	**2,547,209**	**(384,228)**	**2,603,513**	**56,304**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Total Requirements	**1,871,935**	**1,893,985**	**2,931,437**	**2,547,209**	**(384,228)**	**2,603,513**	**56,304**
Net County Cost	**(517,585)**	**(356,800)**	**165,921**	**228,898**	**62,977**	**176,606**	**(52,292)**
Salary Resolution	10.0	10.0	9.0	9.0	—	9.0	—
Funded FTE	10.0	10.0	9.0	9.0	—	9.0	—

Treasurer - Tax Collector (1500B)

Treasurer - Tax Collector (1500B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	3,129	1,906	1,850	1,850	—	1,850	—
Use of Money and Property	98,058	69,148	—	—	—	—	—
Charges for Services	6,704,736	6,004,667	5,149,490	5,149,490	—	6,686,305	1,536,815
Interfund Revenue	445,713	447,276	5,573,364	3,643,364	(1,930,000)	2,983,014	(660,350)
Miscellaneous Revenue	170,960	222,867	56,000	56,000	—	56,000	—
Total Revenue	**7,422,596**	**6,745,863**	**10,780,704**	**8,850,704**	**(1,930,000)**	**9,727,169**	**876,465**
Fund Balance	4,218,878	3,912,028	4,087,746	4,087,746	—	267,284	(3,820,462)
Total Sources	**11,641,474**	**10,657,891**	**14,868,450**	**12,938,450**	**(1,930,000)**	**9,994,453**	**(2,943,997)**
Requirements							
Salaries and Benefits	6,604,125	6,894,093	5,825,793	6,135,530	309,737	5,890,083	(245,447)
Services and Supplies	1,094,805	9,949,217	9,612,046	6,673,849	(2,938,197)	4,235,195	(2,438,654)
Other Charges	1,855,046	935,336	2,238,616	2,108,638	(129,978)	2,119,727	11,089
Fixed Assets	—	—	140,000	140,000	—	140,000	—
Other Financing Uses	181,312	184,050	176,986	171,986	(5,000)	177,095	5,109
Gross Appropriations	**9,735,288**	**17,962,697**	**17,993,441**	**15,230,003**	**(2,763,438)**	**12,562,100**	**(2,667,903)**
Intrafund Transfers	(2,851,039)	(11,769,088)	(1,370,000)	(300,000)	1,070,000	(300,000)	—
Net Appropriations	**6,884,249**	**6,193,608**	**16,623,441**	**14,930,003**	**(1,693,438)**	**12,262,100**	**(2,667,903)**
Contingencies/Dept Reserves	301,359	301,359	267,284	267,284	—	267,284	—
Total Requirements	**7,185,608**	**6,494,967**	**16,890,725**	**15,197,287**	**(1,693,438)**	**12,529,384**	**(2,667,903)**
Net County Cost	**(4,455,866)**	**(4,162,924)**	**2,022,275**	**2,258,837**	**236,562**	**2,534,931**	**276,094**
Salary Resolution	61.0	60.0	34.0	34.0	—	34.0	—
Funded FTE	61.0	60.0	34.0	34.0	0.1	34.0	—

Tax Collector (1510P)

Tax Collector (1510P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Licenses, Permits and Franchises	3,129	1,906	1,850	1,850	—	1,850	—
Charges for Services	1,649,609	1,505,954	1,169,474	1,169,474	—	1,169,474	—
Interfund Revenue	—	—	5,573,364	3,573,364	(2,000,000)	2,913,014	(660,350)
Miscellaneous Revenue	45,080	70,603	56,000	56,000	—	56,000	—
Total Revenue	**1,697,818**	**1,578,463**	**6,800,688**	**4,800,688**	**(2,000,000)**	**4,140,338**	**(660,350)**
Fund Balance	1,647,349	1,647,349	2,446,464	2,446,464	—	162,817	(2,283,647)
Total Sources	**3,345,167**	**3,225,812**	**9,247,152**	**7,247,152**	**(2,000,000)**	**4,303,155**	**(2,943,997)**
Requirements							
Salaries and Benefits	1,614,034	1,818,653	2,677,535	2,791,859	114,324	2,447,249	(344,610)
Services and Supplies	388,770	9,116,517	8,154,132	5,217,235	(2,936,897)	2,730,399	(2,486,836)
Other Charges	326,426	371,601	1,108,307	1,008,527	(99,780)	1,015,742	7,215
Fixed Assets	—	—	60,000	60,000	—	60,000	—
Other Financing Uses	96,042	97,974	102,542	74,042	(28,500)	75,242	1,200
Gross Appropriations	**2,425,272**	**11,404,745**	**12,102,516**	**9,151,663**	**(2,950,853)**	**6,328,632**	**(2,823,031)**
Intrafund Transfers	—	(8,813,944)	(1,000,000)	—	1,000,000	—	—
Net Appropriations	**2,425,272**	**2,590,801**	**11,102,516**	**9,151,663**	**(1,950,853)**	**6,328,632**	**(2,823,031)**
Contingencies/Dept Reserves	162,817	162,817	162,817	162,817	—	162,817	—
Total Requirements	**2,588,089**	**2,753,618**	**11,265,333**	**9,314,480**	**(1,950,853)**	**6,491,449**	**(2,823,031)**
Net County Cost	**(757,078)**	**(472,194)**	**2,018,181**	**2,067,328**	**49,147**	**2,188,294**	**120,966**
Salary Resolution	14.0	14.0	15.0	15.0	—	15.0	—
Funded FTE	14.0	14.0	15.0	15.0	—	15.0	—

Treasurer (1520P)

Treasurer (1520P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	5,005,065	4,440,086	3,980,016	3,980,016	—	5,516,831	1,536,815
Interfund Revenue	1,634	1,250	—	70,000	70,000	70,000	—
Miscellaneous Revenue	32,250	57,613	—	—	—	—	—
Total Revenue	**5,038,949**	**4,498,948**	**3,980,016**	**4,050,016**	**70,000**	**5,586,831**	**1,536,815**
Fund Balance	1,176,327	1,176,327	1,641,282	1,641,282	—	104,467	(1,536,815)
Total Sources	**6,215,276**	**5,675,275**	**5,621,298**	**5,691,298**	**70,000**	**5,691,298**	**—**
Requirements							
Salaries and Benefits	2,079,886	2,223,920	3,148,258	3,343,671	195,413	3,442,834	99,163
Services and Supplies	291,790	304,622	1,457,914	1,456,614	(1,300)	1,504,796	48,182
Other Charges	1,104,642	293,223	1,130,309	1,100,111	(30,198)	1,103,985	3,874
Fixed Assets	—	—	80,000	80,000	—	80,000	—
Other Financing Uses	71,994	73,158	74,444	97,944	23,500	101,853	3,909
Gross Appropriations	**3,548,312**	**2,894,924**	**5,890,925**	**6,078,340**	**187,415**	**6,233,468**	**155,128**
Intrafund Transfers	—	(95,000)	(370,000)	(300,000)	70,000	(300,000)	—
Net Appropriations	**3,548,312**	**2,799,924**	**5,520,925**	**5,778,340**	**257,415**	**5,933,468**	**155,128**
Contingencies/Dept Reserves	104,467	104,467	104,467	104,467	—	104,467	—
Total Requirements	**3,652,779**	**2,904,391**	**5,625,392**	**5,882,807**	**257,415**	**6,037,935**	**155,128**
Net County Cost	**(2,562,497)**	**(2,770,885)**	**4,094**	**191,509**	**187,415**	**346,637**	**155,128**
Salary Resolution	19.0	20.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	20.0	19.0	19.0	—	19.0	—

Retirement Office (2000B)

Retirement Office (2000B)
Retirement Trust Fund (Information Only)
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Miscellaneous Revenue	9,461,930	6,413,597	9,163,435	8,999,821	(163,614)	9,019,537	19,716
Other Financing Sources	—	—	—	—	—	—	—
Total Revenue	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Total Sources	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Requirements							
Salaries and Benefits	4,521,284	4,635,799	5,365,750	5,237,810	(127,940)	5,475,806	237,996
Services and Supplies	1,908,575	1,647,648	3,491,685	3,466,148	(25,537)	3,243,028	(223,120)
Other Charges	152,643	131,613	306,000	295,863	(10,137)	300,703	4,840
Fixed Assets	2,879,428	(1,462)	—	—	—	—	—
Gross Appropriations	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Intrafund Transfers							
Net Appropriations	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Total Requirements	**9,461,930**	**6,413,597**	**9,163,435**	**8,999,821**	**(163,614)**	**9,019,537**	**19,716**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	24.0	24.0	23.7	24.0	0.3	24.0	—

County Counsel's Office (1600B)

County Counsel's Office (1600B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	118,908	118,908	—	118,908	—
Charges for Services	3,864,611	4,641,204	4,944,501	3,009,674	(1,934,827)	3,009,674	—
Interfund Revenue	998	4,509	—	—	—	—	—
Miscellaneous Revenue	296,871	729,982	400,000	200,000	(200,000)	200,000	—
Total Revenue	**4,162,480**	**5,375,695**	**5,463,409**	**3,328,582**	**(2,134,827)**	**3,328,582**	**—**
Fund Balance	2,678,725	3,036,669	3,278,687	4,130,389	851,702	4,712,212	581,823
Total Sources	**6,841,205**	**8,412,364**	**8,742,096**	**7,458,971**	**(1,283,125)**	**8,040,794**	**581,823**
Requirements							
Salaries and Benefits	10,616,378	11,676,455	12,788,229	13,393,198	604,969	13,952,874	559,676
Services and Supplies	756,968	1,288,288	1,384,731	1,384,731	—	1,384,731	—
Other Charges	625,060	744,865	726,685	727,296	611	773,048	45,752
Fixed Assets	—	—	10,000	—	(10,000)	—	—
Other Financing Uses	27,060	33,310	34,177	25,959	(8,218)	27,260	1,301
Gross Appropriations	**12,025,465**	**13,742,919**	**14,943,822**	**15,531,184**	**587,362**	**16,137,913**	**606,729**
Intrafund Transfers	(2,571,099)	(2,782,390)	(2,891,508)	(4,879,433)	(1,987,925)	(4,594,235)	285,198
Net Appropriations	**9,454,367**	**10,960,529**	**12,052,314**	**10,651,751**	**(1,400,563)**	**11,543,678**	**891,927**
Contingencies/Dept Reserves	2,179,647	2,182,794	4,008,296	4,712,212	703,916	4,747,666	35,454
Total Requirements	**11,634,014**	**13,143,323**	**16,060,610**	**15,363,963**	**(696,647)**	**16,291,344**	**927,381**
Net County Cost	**4,792,809**	**4,730,959**	**7,318,514**	**7,904,992**	**586,478**	**8,250,550**	**345,558**
Salary Resolution	45.0	47.0	48.0	48.0	—	48.0	—
Funded FTE	43.8	46.1	46.9	46.5	(0.4)	46.5	—

Human Resources Department (1700B)

Human Resources Department (1700B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	336,736	400,000	400,000	412,000	12,000	412,000	—
Charges for Services	328,112	359,550	323,881	374,500	50,619	374,500	—
Interfund Revenue	6,499,806	7,055,304	7,872,129	8,486,857	614,728	8,785,119	298,262
Miscellaneous Revenue	185,678	204,502	233,528	239,554	6,026	239,554	—
Other Financing Sources	—	—	—	—	—	—	—
Total Revenue	**7,350,332**	**8,019,356**	**8,829,538**	**9,512,911**	**683,373**	**9,811,173**	**298,262**
Fund Balance	1,343,912	1,356,336	1,341,898	885,188	(456,710)	500,000	(385,188)
Total Sources	**8,694,244**	**9,375,692**	**10,171,436**	**10,398,099**	**226,663**	**10,311,173**	**(86,926)**
Requirements							
Salaries and Benefits	10,601,086	11,756,743	12,882,590	13,693,105	810,515	14,285,955	592,851
Services and Supplies	2,141,728	2,358,104	2,836,468	2,981,166	144,698	2,799,166	(182,000)
Other Charges	980,605	1,118,280	1,305,227	1,559,420	254,193	1,579,742	20,322
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	252,677	141,355	844,244	289,120	(555,124)	292,309	3,189
Gross Appropriations	**13,976,096**	**15,374,482**	**17,868,529**	**18,522,811**	**654,282**	**18,957,172**	**434,362**
Intrafund Transfers	(1,260,874)	(856,022)	(1,335,120)	(1,233,569)	101,551	(1,273,067)	(39,498)
Net Appropriations	**12,715,222**	**14,518,460**	**16,533,409**	**17,289,242**	**755,833**	**17,684,105**	**394,864**
Contingencies/Dept Reserves	456,807	456,807	456,807	500,000	43,193	500,000	—
Total Requirements	**13,172,029**	**14,975,267**	**16,990,216**	**17,789,242**	**799,026**	**18,184,105**	**394,864**
Net County Cost	**4,477,785**	**5,599,575**	**6,818,780**	**7,391,143**	**572,363**	**7,872,932**	**481,790**
Salary Resolution	59.0	61.0	61.0	61.0	—	61.0	—
Funded FTE	58.6	60.6	60.4	60.6	0.2	60.6	—

HR Strategic Support and Partnerships (1710P)

HR Strategic Support and Partnerships (1710P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	336,736	400,000	400,000	412,000	12,000	412,000	—
Charges for Services	234,171	273,667	237,881	288,500	50,619	288,500	—
Interfund Revenue	728,464	1,391,817	1,662,429	1,803,107	140,678	1,837,679	34,572
Miscellaneous Revenue	30,631	45,966	28,000	30,500	2,500	30,500	—
Total Revenue	**1,330,002**	**2,111,449**	**2,328,310**	**2,534,107**	**205,797**	**2,568,679**	**34,572**
Fund Balance	698,009	696,612	667,984	885,188	217,204	500,000	(385,188)
Total Sources	**2,028,011**	**2,808,061**	**2,996,294**	**3,419,295**	**423,001**	**3,068,679**	**(350,616)**
Requirements							
Salaries and Benefits	2,044,520	2,786,051	3,188,145	3,257,034	68,889	3,349,185	92,151
Services and Supplies	542,878	675,081	631,742	1,010,304	378,562	798,304	(212,000)
Other Charges	539,724	724,591	898,331	713,725	(184,606)	692,335	(21,390)
Other Financing Uses	23,602	23,371	23,978	28,464	4,486	29,880	1,416
Gross Appropriations	**3,150,724**	**4,209,095**	**4,742,196**	**5,009,527**	**267,331**	**4,869,704**	**(139,823)**
Intrafund Transfers	(718,547)	(493,440)	(607,212)	(490,128)	117,084	(490,428)	(300)
Net Appropriations	**2,432,176**	**3,715,655**	**4,134,984**	**4,519,399**	**384,415**	**4,379,276**	**(140,123)**
Contingencies/Dept Reserves	456,807	456,807	456,807	500,000	43,193	500,000	—
Total Requirements	**2,888,983**	**4,172,462**	**4,591,791**	**5,019,399**	**427,608**	**4,879,276**	**(140,123)**
Net County Cost	**860,973**	**1,364,401**	**1,595,497**	**1,600,104**	**4,607**	**1,810,597**	**210,493**
Salary Resolution	12.0	14.0	13.0	13.0	—	13.0	—
Funded FTE	11.9	14.0	13.0	13.0	—	13.0	—

Employee Benefits & Wellness and HRIM (1720P)

Employee Benefits & Wellness and HRIM (1720P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Interfund Revenue	2,332,206	2,616,711	3,056,644	2,967,438	(89,206)	3,084,068	116,630
Miscellaneous Revenue	154,251	151,194	154,096	154,096	—	154,096	—
Total Revenue	**2,486,457**	**2,767,905**	**3,210,740**	**3,121,534**	**(89,206)**	**3,238,164**	**116,630**
Fund Balance	—	—	64,412	—	(64,412)	—	—
Total Sources	**2,486,457**	**2,767,905**	**3,275,152**	**3,121,534**	**(153,618)**	**3,238,164**	**116,630**
Requirements							
Salaries and Benefits	2,256,207	3,233,461	3,366,015	3,357,493	(8,522)	3,525,314	167,821
Services and Supplies	348,447	397,293	813,382	472,746	(340,636)	472,746	—
Other Charges	188,406	174,612	133,589	273,059	139,470	287,319	14,260
Other Financing Uses	10,233	9,957	10,216	12,127	1,911	12,730	603
Gross Appropriations	**2,803,293**	**3,815,323**	**4,323,202**	**4,115,425**	**(207,777)**	**4,298,109**	**182,684**
Intrafund Transfers	—	(98,557)	(95,000)	(100,533)	(5,533)	(109,731)	(9,198)
Net Appropriations	**2,803,293**	**3,716,766**	**4,228,202**	**4,014,892**	**(213,310)**	**4,188,378**	**173,486**
Total Requirements	**2,803,293**	**3,716,766**	**4,228,202**	**4,014,892**	**(213,310)**	**4,188,378**	**173,486**
Net County Cost	**316,836**	**948,861**	**953,050**	**893,358**	**(59,692)**	**950,214**	**56,856**
Salary Resolution	15.0	15.0	15.0	15.0	—	15.0	—
Funded FTE	15.0	15.0	15.0	15.0	—	15.0	—

Risk Management (1730P)

Risk Management (1730P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Interfund Revenue	2,243,573	1,572,538	1,659,299	1,997,822	338,523	2,084,329	86,507
Miscellaneous Revenue	795	172	—	—	—	—	—
Other Financing Sources	—	—	—	—	—	—	—
Total Revenue	**2,244,368**	**1,572,709**	**1,659,299**	**1,997,822**	**338,523**	**2,084,329**	**86,507**
Fund Balance	645,903	659,724	565,229	—	(565,229)	—	—
Total Sources	**2,890,271**	**2,232,433**	**2,224,528**	**1,997,822**	**(226,706)**	**2,084,329**	**86,507**
Requirements							
Salaries and Benefits	1,743,034	1,251,329	1,417,970	1,619,244	201,274	1,697,471	78,227
Services and Supplies	294,319	122,870	139,490	182,638	43,148	182,638	—
Other Charges	226,655	187,302	121,689	214,359	92,670	222,187	7,828
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	218,842	108,027	797,879	234,081	(563,798)	234,533	452
Gross Appropriations	**2,482,849**	**1,669,529**	**2,477,028**	**2,250,322**	**(226,706)**	**2,336,829**	**86,507**
Intrafund Transfers	(252,302)	(2,324)	(252,500)	(252,500)	—	(252,500)	—
Net Appropriations	**2,230,546**	**1,667,204**	**2,224,528**	**1,997,822**	**(226,706)**	**2,084,329**	**86,507**
Total Requirements	**2,230,546**	**1,667,204**	**2,224,528**	**1,997,822**	**(226,706)**	**2,084,329**	**86,507**
Net County Cost	**(659,725)**	**(565,229)**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	7.0	7.0	7.0	7.0	—	7.0	—
Funded FTE	6.8	6.7	6.6	6.6	(0.0)	6.6	—

Talent Acquisition (1740P)

Talent Acquisition (1740P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	—	19,048	—	—	—	—	—
Interfund Revenue	572,697	513,186	604,880	518,619	(86,261)	534,988	16,369
Miscellaneous Revenue	—	5,306	—	—	—	—	—
Total Revenue	**572,697**	**537,539**	**604,880**	**518,619**	**(86,261)**	**534,988**	**16,369**
Total Sources	**572,697**	**537,539**	**604,880**	**518,619**	**(86,261)**	**534,988**	**16,369**
Requirements							
Salaries and Benefits	2,522,447	2,141,432	2,313,719	2,678,961	365,242	2,806,988	128,028
Services and Supplies	193,970	276,584	231,641	284,250	52,609	284,250	—
Other Charges	9,900	17,851	139,584	254,628	115,044	268,409	13,781
Other Financing Uses	—	—	12,171	14,448	2,277	15,166	718
Gross Appropriations	**2,726,318**	**2,435,867**	**2,697,115**	**3,232,287**	**535,172**	**3,374,813**	**142,527**
Intrafund Transfers	(57,431)	—	(65,000)	(25,000)	40,000	(25,000)	—
Net Appropriations	**2,668,886**	**2,435,867**	**2,632,115**	**3,207,287**	**575,172**	**3,349,813**	**142,527**
Total Requirements	**2,668,886**	**2,435,867**	**2,632,115**	**3,207,287**	**575,172**	**3,349,813**	**142,527**
Net County Cost	**2,096,189**	**1,898,328**	**2,027,235**	**2,688,668**	**661,433**	**2,814,825**	**126,158**
Salary Resolution	14.0	13.0	14.0	14.0	—	14.0	—
Funded FTE	13.9	13.0	13.8	14.0	0.2	14.0	—

Workforce Resources Diversity (1750P)

Workforce Resources Diversity (1750P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	93,941	66,836	86,000	86,000	—	86,000	—
Interfund Revenue	622,866	961,052	888,877	1,199,871	310,994	1,244,055	44,184
Miscellaneous Revenue	—	1,865	51,432	54,958	3,526	54,958	—
Total Revenue	**716,807**	**1,029,753**	**1,026,309**	**1,340,829**	**314,520**	**1,385,013**	**44,184**
Fund Balance	—	—	44,273	—	(44,273)	—	—
Total Sources	**716,807**	**1,029,753**	**1,070,582**	**1,340,829**	**270,247**	**1,385,013**	**44,184**
Requirements							
Salaries and Benefits	2,034,878	2,344,469	2,596,741	2,780,373	183,632	2,906,997	126,624
Services and Supplies	762,115	886,275	1,020,213	1,031,228	11,015	1,061,228	30,000
Other Charges	15,921	13,924	12,034	103,649	91,615	109,492	5,843
Gross Appropriations	**2,812,913**	**3,244,669**	**3,628,988**	**3,915,250**	**286,262**	**4,077,717**	**162,467**
Intrafund Transfers	(232,594)	(261,702)	(315,408)	(365,408)	(50,000)	(395,408)	(30,000)
Net Appropriations	**2,580,319**	**2,982,967**	**3,313,580**	**3,549,842**	**236,262**	**3,682,309**	**132,467**
Total Requirements	**2,580,319**	**2,982,967**	**3,313,580**	**3,549,842**	**236,262**	**3,682,309**	**132,467**
Net County Cost	**1,863,512**	**1,953,214**	**2,242,998**	**2,209,013**	**(33,985)**	**2,297,296**	**88,283**
Salary Resolution	11.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	11.0	12.0	12.0	12.0	—	12.0	—

Shared Services (1780B)

Shared Services (1780B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	4,933	4,814	6,000	6,000	—	6,000	—
Charges for Services	5,449	7,032	4,347	7,131	2,784	7,131	—
Interfund Revenue	18,036	17,749	43,572	45,830	2,258	45,830	—
Miscellaneous Revenue	48,724	56,769	49,343	57,698	8,355	62,300	4,602
Total Revenue	**77,141**	**86,364**	**103,262**	**116,659**	**13,397**	**121,261**	**4,602**
Fund Balance	45,892	23,481	74,946	113,115	38,169	43,115	(70,000)
Total Sources	**123,033**	**109,845**	**178,208**	**229,774**	**51,566**	**164,376**	**(65,398)**
Requirements							
Salaries and Benefits	1,710,976	1,496,100	2,263,233	1,931,119	(332,114)	1,960,605	29,486
Services and Supplies	415,493	452,363	549,968	775,649	225,681	643,151	(132,498)
Other Charges	216,325	271,054	496,619	267,644	(228,975)	278,280	10,636
Other Financing Uses	9,926	9,658	9,908	11,763	1,855	12,347	584
Gross Appropriations	**2,352,719**	**2,229,175**	**3,319,728**	**2,986,175**	**(333,553)**	**2,894,383**	**(91,792)**
Intrafund Transfers	(575,541)	(529,684)	(1,401,326)	(872,362)	528,964	(772,975)	99,387
Net Appropriations	**1,777,178**	**1,699,491**	**1,918,402**	**2,113,813**	**195,411**	**2,121,408**	**7,595**
Contingencies/Dept Reserves	—	—	38,050	43,115	5,065	43,115	—
Total Requirements	**1,777,178**	**1,699,491**	**1,956,452**	**2,156,928**	**200,476**	**2,164,523**	**7,595**
Net County Cost	**1,654,145**	**1,589,646**	**1,778,244**	**1,927,154**	**148,910**	**2,000,147**	**72,993**
Salary Resolution	12.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	12.0	12.0	12.0	12.0	(0.1)	12.0	—

Information Services Department (1800B)

Information Services Department (1800B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,134,029	9,671,255	5,620,813	5,000,000	(620,813)	5,000,000	—
Use of Money and Property	197,111	214,638	166,634	242,358	75,724	249,629	7,271
Intergovernmental Revenues	264,452	3,259,862	2,991,384	5,000,000	2,008,616	5,000,000	—
Charges for Services	1,505,284	1,296,311	1,390,711	911,148	(479,563)	987,041	75,893
Interfund Revenue	7,727,384	7,513,683	7,835,068	10,271,452	2,436,384	10,801,729	530,277
Miscellaneous Revenue	290,694	233,545	—	—	—	—	—
Other Financing Sources	12,500	—	—	—	—	—	—
Total Revenue	**13,131,455**	**22,189,294**	**18,004,610**	**21,424,958**	**3,420,348**	**22,038,399**	**613,441**
Fund Balance	12,740,943	13,866,738	11,515,836	10,298,727	(1,217,109)	10,091,444	(207,283)
Total Sources	**25,872,398**	**36,056,032**	**29,520,446**	**31,723,685**	**2,203,239**	**32,129,843**	**406,158**
Requirements							
Salaries and Benefits	23,070,177	26,093,138	29,230,695	30,072,996	842,301	31,559,608	1,486,612
Services and Supplies	32,232,317	38,629,622	43,598,540	39,527,310	(4,071,230)	35,481,226	(4,046,084)
Other Charges	2,780,935	3,036,090	2,564,388	2,560,073	(4,315)	2,187,219	(372,854)
Fixed Assets	461,746	2,101,555	635,000	3,705,000	3,070,000	3,700,000	(5,000)
Other Financing Uses	382,718	367,793	736,840	319,632	(417,208)	234,564	(85,068)
Gross Appropriations	**58,927,893**	**70,228,198**	**76,765,463**	**76,185,011**	**(580,452)**	**73,162,617**	**(3,022,394)**
Intrafund Transfers	(46,621,815)	(47,626,249)	(55,149,116)	(52,314,895)	2,834,221	(48,679,060)	3,635,835
Net Appropriations	**12,306,078**	**22,601,949**	**21,616,347**	**23,870,116**	**2,253,769**	**24,483,557**	**613,441**
Contingencies/Dept Reserves	13,566,319	13,454,083	7,904,099	7,853,569	(50,530)	7,646,286	(207,283)
Total Requirements	**25,872,398**	**36,056,032**	**29,520,446**	**31,723,685**	**2,203,239**	**32,129,843**	**406,158**
Net County Cost	**—**	**(0)**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	131.0	130.0	129.0	128.0	(1.0)	128.0	—
Funded FTE	131.0	129.6	129.0	129.0	—	129.0	—

Business & Fiscal Administration (1810P)

Business & Fiscal Administration (1810P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	714,148	583,312	—	—	—	—	—
Interfund Revenue	6,377,237	6,635,571	—	—	—	—	—
Miscellaneous Revenue	283,587	11,631	—	—	—	—	—
Total Revenue	**7,374,972**	**7,230,514**	**—**	**—**	**—**	**—**	**—**
Fund Balance	517,809	52,990	2,861,415	1,680,879	(1,180,536)	1,680,879	—
Total Sources	**7,892,781**	**7,283,504**	**2,861,415**	**1,680,879**	**(1,180,536)**	**1,680,879**	**—**
Requirements							
Salaries and Benefits	3,209,975	3,218,110	4,209,388	4,202,959	(6,429)	4,453,349	250,390
Services and Supplies	2,667,415	1,787,220	4,532,062	3,938,922	(593,140)	4,152,659	213,737
Other Charges	889,723	841,321	941,831	475,361	(466,470)	475,729	368
Other Financing Uses	75,537	66,764	236,663	30,562	(206,101)	30,562	—
Gross Appropriations	**6,842,649**	**5,913,414**	**9,919,944**	**8,647,804**	**(1,272,140)**	**9,112,299**	**464,495**
Intrafund Transfers	(40,077,459)	(41,869,398)	(7,058,529)	(6,190,810)	867,719	(6,416,785)	(225,975)
Net Appropriations	**(33,234,810)**	**(35,955,984)**	**2,861,415**	**2,456,994**	**(404,421)**	**2,695,514**	**238,520**
Contingencies/Dept Reserves	52,990	—	—	—	—	—	—
Total Requirements	**(33,181,820)**	**(35,955,984)**	**2,861,415**	**2,456,994**	**(404,421)**	**2,695,514**	**238,520**
Net County Cost	**(41,074,601)**	**(43,239,488)**	**—**	**776,115**	**776,115**	**1,014,635**	**238,520**
Salary Resolution	17.0	16.0	17.0	17.0	—	17.0	—
Funded FTE	17.0	16.0	17.0	17.0	—	17.0	—

Client Success (1820P)

Client Success (1820P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	—	—	106,488	24,985	(81,503)	26,284	1,299
Interfund Revenue	—	—	2,268,913	4,000,142	1,731,229	4,156,751	156,609
Miscellaneous Revenue	511	—	—	—	—	—	—
Total Revenue	**511**	**—**	**2,375,401**	**4,025,127**	**1,649,726**	**4,183,035**	**157,908**
Fund Balance	—	14,419	—	138,000	138,000	138,000	—
Total Sources	**511**	**14,419**	**2,375,401**	**4,163,127**	**1,787,726**	**4,321,035**	**157,908**
Requirements							
Salaries and Benefits	5,710,708	6,969,988	7,665,113	8,136,372	471,259	8,573,813	437,441
Services and Supplies	3,355,649	5,359,021	2,638,004	3,042,450	404,446	3,150,219	107,769
Other Charges	121,626	117,393	68,283	163,912	95,629	164,786	874
Other Financing Uses	10,090	7,457	7,654	12,172	4,518	12,172	—
Gross Appropriations	**9,198,073**	**12,453,859**	**10,379,054**	**11,354,906**	**975,852**	**11,900,990**	**546,084**
Intrafund Transfers	—	—	(8,003,653)	(7,562,353)	441,300	(7,955,763)	(393,410)
Net Appropriations	**9,198,073**	**12,453,859**	**2,375,401**	**3,792,553**	**1,417,152**	**3,945,227**	**152,674**
Contingencies/Dept Reserves	14,419	—	—	—	—	—	—
Total Requirements	**9,212,492**	**12,453,859**	**2,375,401**	**3,792,553**	**1,417,152**	**3,945,227**	**152,674**
Net County Cost	**9,211,980**	**12,439,440**	**—**	**(370,574)**	**(370,574)**	**(375,808)**	**(5,234)**
Salary Resolution	41.0	41.0	43.0	42.0	(1.0)	42.0	—
Funded FTE	41.0	40.7	43.0	43.0	—	43.0	—

IT Operations (1830P)

IT Operations (1830P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	—	—	—	—	—	—	—
Use of Money and Property	197,111	214,638	166,634	242,358	75,724	249,629	7,271
Charges for Services	791,136	712,999	717,765	635,265	(82,500)	699,501	64,236
Interfund Revenue	1,350,146	878,112	1,814,095	2,467,381	653,286	2,586,478	119,097
Miscellaneous Revenue	6,596	1,264	—	—	—	—	—
Total Revenue	**2,344,990**	**1,807,012**	**2,698,494**	**3,345,004**	**646,510**	**3,535,608**	**190,604**
Fund Balance	2,648,179	3,953,710	3,647,402	3,435,958	(211,444)	3,435,958	—
Total Sources	**4,993,169**	**5,760,722**	**6,345,896**	**6,780,962**	**435,066**	**6,971,566**	**190,604**
Requirements							
Salaries and Benefits	6,116,726	6,472,005	6,609,641	7,242,369	632,728	7,548,163	305,794
Services and Supplies	7,013,369	6,144,209	3,957,481	7,339,425	3,381,944	7,879,846	540,421
Other Charges	773,401	1,822,254	515,441	732,896	217,455	542,718	(190,178)
Fixed Assets	29,976	15,936	25,000	25,000	—	25,000	—
Other Financing Uses	208,537	204,597	377,802	198,972	(178,830)	130,934	(68,038)
Gross Appropriations	**14,142,009**	**14,659,001**	**11,485,365**	**15,538,662**	**4,053,297**	**16,126,661**	**587,999**
Intrafund Transfers	(6,544,356)	(5,756,851)	(7,949,148)	(12,109,882)	(4,160,734)	(12,666,257)	(556,375)
Net Appropriations	**7,597,653**	**8,902,151**	**3,536,217**	**3,428,780**	**(107,437)**	**3,460,404**	**31,624**
Contingencies/Dept Reserves	3,653,291	3,647,402	2,809,679	2,809,679	—	2,809,679	—
Total Requirements	**11,250,944**	**12,549,553**	**6,345,896**	**6,238,459**	**(107,437)**	**6,270,083**	**31,624**
Net County Cost	**6,257,775**	**6,788,830**	**—**	**(542,503)**	**(542,503)**	**(701,483)**	**(158,980)**
Salary Resolution	32.0	32.0	29.0	29.0	—	29.0	—
Funded FTE	32.0	32.0	29.0	29.0	—	29.0	—

IT Security (1850P)

IT Security (1850P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	—	—	41,437	51,527	10,090	54,964	3,437
Interfund Revenue	—	—	1,233,526	2,391,412	1,157,886	2,549,871	158,459
Miscellaneous Revenue	—	90	—	—	—	—	—
Total Revenue	**—**	**90**	**1,274,963**	**2,442,939**	**1,167,976**	**2,604,835**	**161,896**
Fund Balance	455,189	555,189	555,189	555,189	—	555,189	—
Total Sources	**455,189**	**555,279**	**1,830,152**	**2,998,128**	**1,167,976**	**3,160,024**	**161,896**
Requirements							
Salaries and Benefits	2,388,396	2,664,684	2,456,144	3,114,855	658,711	3,249,410	134,555
Services and Supplies	5,348,600	3,715,550	3,219,777	7,172,936	3,953,159	7,704,351	531,415
Other Charges	36,456	174,694	44,103	86,440	42,337	86,440	—
Fixed Assets	7,916	—	60,000	—	(60,000)	—	—
Other Financing Uses	71,962	72,148	97,649	77,926	(19,723)	60,896	(17,030)
Gross Appropriations	**7,853,331**	**6,627,076**	**5,877,673**	**10,452,157**	**4,574,484**	**11,101,097**	**648,940**
Intrafund Transfers	—	—	(4,602,710)	(8,102,946)	(3,500,236)	(8,624,532)	(521,586)
Net Appropriations	**7,853,331**	**6,627,076**	**1,274,963**	**2,349,211**	**1,074,248**	**2,476,565**	**127,354**
Contingencies/Dept Reserves	555,189	555,189	555,189	555,189	—	555,189	—
Total Requirements	**8,408,520**	**7,182,265**	**1,830,152**	**2,904,400**	**1,074,248**	**3,031,754**	**127,354**
Net County Cost	**7,953,331**	**6,626,986**	**—**	**(93,728)**	**(93,728)**	**(128,270)**	**(34,542)**
Salary Resolution	14.0	13.0	14.0	14.0	—	14.0	—
Funded FTE	14.0	13.0	14.0	14.0	—	14.0	—

Applications (1860P)

Applications (1860P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Charges for Services	—	—	525,021	199,371	(325,650)	206,292	6,921
Interfund Revenue	—	—	1,997,640	1,396,665	(600,975)	1,492,404	95,739
Total Revenue	**—**	**—**	**2,522,661**	**1,596,036**	**(926,625)**	**1,698,696**	**102,660**
Fund Balance	2,732,765	3,928,982	142,775	232,000	89,225	232,000	—
Total Sources	**2,732,765**	**3,928,982**	**2,665,436**	**1,828,036**	**(837,400)**	**1,930,696**	**102,660**
Requirements							
Salaries and Benefits	5,054,363	5,814,257	7,241,048	6,773,960	(467,088)	7,094,934	320,974
Services and Supplies	6,385,083	5,451,955	4,748,250	3,690,554	(1,057,696)	3,892,525	201,971
Other Charges	35,944	37,251	38,529	204,032	165,503	209,920	5,888
Fixed Assets	—	12,742	—	—	—	—	—
Other Financing Uses	16,591	16,826	17,072	—	(17,072)	—	—
Gross Appropriations	**11,491,981**	**11,333,032**	**12,044,899**	**10,668,546**	**(1,376,353)**	**11,197,379**	**528,833**
Intrafund Transfers	—	—	(9,611,463)	(8,825,814)	785,649	(9,304,065)	(478,251)
Net Appropriations	**11,491,981**	**11,333,032**	**2,433,436**	**1,842,732**	**(590,704)**	**1,893,314**	**50,582**
Contingencies/Dept Reserves	3,928,982	4,548,563	232,000	232,000	—	232,000	—
Total Requirements	**15,420,963**	**15,881,595**	**2,665,436**	**2,074,732**	**(590,704)**	**2,125,314**	**50,582**
Net County Cost	**12,688,198**	**11,952,613**	**—**	**246,696**	**246,696**	**194,618**	**(52,078)**
Salary Resolution	25.0	25.0	25.0	25.0	—	25.0	—
Funded FTE	25.0	24.9	25.0	25.0	—	25.0	—

Planning & Project Management (1844P)

Planning & Project Management (1844P)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	3,134,029	9,671,255	5,620,813	5,000,000	(620,813)	5,000,000	—
Intergovernmental Revenues	264,452	3,259,862	2,991,384	5,000,000	2,008,616	5,000,000	—
Charges for Services	—	—	—	—	—	—	—
Interfund Revenue	—	—	520,894	15,852	(505,042)	16,225	373
Miscellaneous Revenue	—	220,561	—	—	—	—	—
Other Financing Sources	12,500	—	—	—	—	—	—
Total Revenue	**3,410,981**	**13,151,678**	**9,133,091**	**10,015,852**	**882,761**	**10,016,225**	**373**
Fund Balance	6,387,001	5,361,448	4,309,055	4,256,701	(52,354)	4,049,418	(207,283)
Total Sources	**9,797,982**	**18,513,126**	**13,442,146**	**14,272,553**	**830,407**	**14,065,643**	**(206,910)**
Requirements							
Salaries and Benefits	590,010	954,095	1,049,361	602,481	(446,880)	639,939	37,458
Services and Supplies	7,462,201	16,171,668	24,502,966	14,343,023	(10,159,943)	8,701,626	(5,641,397)
Other Charges	923,786	43,177	956,201	897,432	(58,769)	707,626	(189,806)
Fixed Assets	423,854	2,072,877	550,000	3,680,000	3,130,000	3,675,000	(5,000)
Gross Appropriations	**9,399,851**	**19,241,816**	**27,058,528**	**19,522,936**	**(7,535,592)**	**13,724,191**	**(5,798,745)**
Intrafund Transfers	—	—	(17,923,613)	(9,523,090)	8,400,523	(3,711,658)	5,811,432
Net Appropriations	**9,399,851**	**19,241,816**	**9,134,915**	**9,999,846**	**864,931**	**10,012,533**	**12,687**
Contingencies/Dept Reserves	5,361,448	4,702,929	4,307,231	4,256,701	(50,530)	4,049,418	(207,283)
Total Requirements	**14,761,299**	**23,944,745**	**13,442,146**	**14,256,547**	**814,401**	**14,061,951**	**(194,596)**
Net County Cost	**4,963,316**	**5,431,619**	**—**	**(16,006)**	**(16,006)**	**(3,692)**	**12,314**
Salary Resolution	2.0	3.0	1.0	1.0	—	1.0	—
Funded FTE	2.0	3.0	1.0	1.0	—	1.0	—

Grand Jury (1920B)

Grand Jury (1920B)
General Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Total Sources							
Requirements							
Salaries and Benefits	66,096	975	—	—	—	—	—
Services and Supplies	39,308	113,125	123,922	123,922	—	123,922	—
Other Charges	509	444	440	440	—	440	—
Gross Appropriations	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**
Intrafund Transfers							
Net Appropriations	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**
Total Requirements	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**
Net County Cost	**105,913**	**114,544**	**124,362**	**124,362**	**—**	**124,362**	**—**

Non-Departmental Services (8000B)

Non-Departmental Services (8000B)
All Funds
FY 2019-20 and FY 2020-21 Budget Unit Summary

	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Taxes	550,911,559	608,557,849	554,292,786	595,375,734	41,082,948	609,369,578	13,993,844
Licenses, Permits and Franchises	450,900	551,009	445,107	449,558	4,451	454,054	4,496
Fines, Forfeitures and Penalties	21,235	273,024	—	—	—	—	—
Use of Money and Property	12,178,201	18,926,843	14,303,547	17,208,686	2,905,139	17,723,261	514,575
Intergovernmental Revenues	8,189,424	8,747,350	3,565,993	1,746,999	(1,818,994)	1,759,567	12,568
Charges for Services	1,233,602	2,032,533	911,199	926,641	15,442	945,174	18,533
Interfund Revenue	4,861,525	5,477,102	4,826,086	5,137,505	311,419	5,262,469	124,964
Miscellaneous Revenue	971,261	2,065,939	481,272	636,955	155,683	600,000	(36,955)
Other Financing Sources	50	2,668,785	—	—	—	—	—
Total Revenue	**578,817,758**	**649,300,434**	**578,825,990**	**621,482,078**	**42,656,088**	**636,114,103**	**14,632,025**
Fund Balance	325,393,756	329,009,131	359,113,456	362,674,085	3,560,629	342,217,765	(20,456,320)
Total Sources	**904,211,514**	**978,309,565**	**937,939,446**	**984,156,163**	**46,216,717**	**978,331,868**	**(5,824,295)**
Requirements							
Salaries and Benefits	42,441,649	27,638,357	25,808,357	29,881,023	4,072,666	29,881,023	—
Services and Supplies	22,464,814	38,847,373	58,761,948	59,968,551	1,206,603	46,145,561	(13,822,990)
Other Charges	17,099,583	32,614,719	19,350,357	21,039,403	1,689,046	13,572,722	(7,466,681)
Fixed Assets	10,090,821	—	10,000,000	7,000,000	(3,000,000)	7,000,000	—
Other Financing Uses	20,151,292	26,394,609	87,957,309	102,350,690	14,393,381	96,866,137	(5,484,553)
Gross Appropriations	**112,248,159**	**125,495,058**	**201,877,971**	**220,239,667**	**18,361,696**	**193,465,443**	**(26,774,224)**
Intrafund Transfers	(727,426)	(1,245,244)	(484,045)	(484,045)	—	(484,045)	—
Net Appropriations	**111,520,733**	**124,249,814**	**201,393,926**	**219,755,622**	**18,361,696**	**192,981,398**	**(26,774,224)**
Contingencies/Dept Reserves	375,809,431	389,576,523	191,760,081	182,849,692	(8,910,389)	182,849,692	—
Total Requirements	**487,330,164**	**513,826,337**	**393,154,007**	**402,605,314**	**9,451,307**	**375,831,090**	**(26,774,224)**
Net County Cost	**(416,881,350)**	**(464,483,228)**	**(544,785,439)**	**(581,550,849)**	**(36,765,410)**	**(602,500,778)**	**(20,949,929)**

Debt Service Fund (8900B)

Debt Service Fund (8900B)
Debt Service Fund
FY 2019-20 and FY 2020-21 Budget Unit Summary

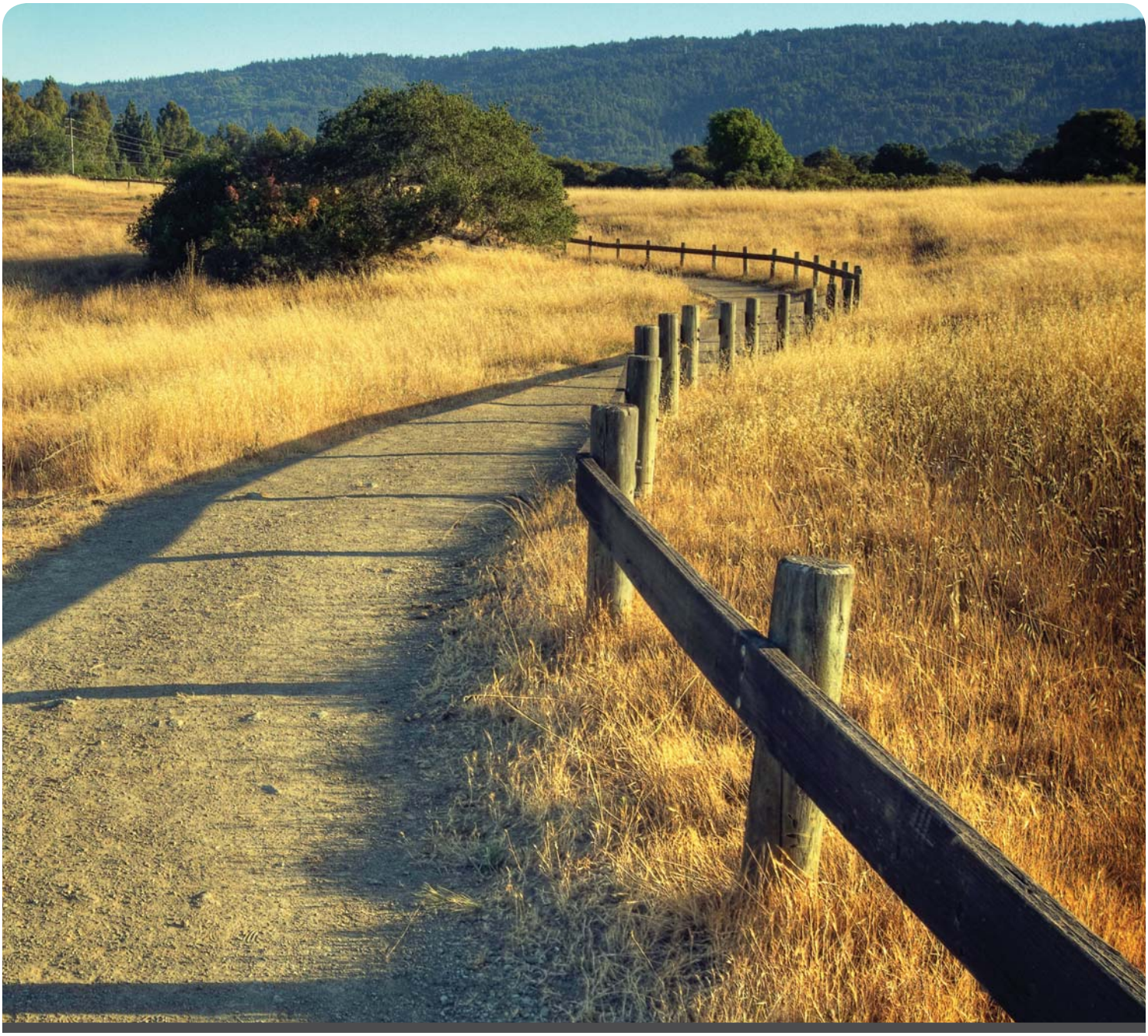
	Actual 2016-17	Actual 2017-18	Revised 2018-19	Recomm 2019-20	Change 2019-20	Recomm 2020-21	Change 2020-21
Sources							
Use of Money and Property	179,869	259,293	—	—	—	—	—
Other Financing Sources	61,711,942	47,684,023	52,938,900	50,024,056	(2,914,844)	46,918,273	(3,105,783)
Total Revenue	**61,891,811**	**47,943,317**	**52,938,900**	**50,024,056**	**(2,914,844)**	**46,918,273**	**(3,105,783)**
Fund Balance	19,594,720	27,458,898	21,687,080	22,750,292	1,063,212	23,615,832	865,540
Total Sources	**81,486,531**	**75,402,215**	**74,625,980**	**72,774,348**	**(1,851,632)**	**70,534,105**	**(2,240,243)**
Requirements							
Services and Supplies	—	—	—	—	—	—	—
Other Charges	54,027,633	53,715,135	52,075,590	49,158,516	(2,917,074)	45,184,215	(3,974,301)
Gross Appropriations	**54,027,633**	**53,715,135**	**52,075,590**	**49,158,516**	**(2,917,074)**	**45,184,215**	**(3,974,301)**
Intrafund Transfers							
Net Appropriations	**54,027,633**	**53,715,135**	**52,075,590**	**49,158,516**	**(2,917,074)**	**45,184,215**	**(3,974,301)**
Non-General Fund Reserves	27,458,898	21,687,080	22,550,390	23,615,832	1,065,442	25,349,890	1,734,058
Total Requirements	**81,486,531**	**75,402,215**	**74,625,980**	**72,774,348**	**(1,851,632)**	**70,534,105**	**(2,240,243)**
Net County Cost	—	—	—	—	—	—	—

This page intentionally left blank

GLOSSARY OF BUDGET TERMS

FY 2019-20 / FY 2020-21

RECOMMENDED BUDGET



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 governments. 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 (excluding 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 Formulation and Management (BFM): 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, or 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 FY 1992-93 and FY 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 FY 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 FY 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 = (2.0 + 1.0 + 0.8) = 3.8	

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

Fund Balance: The 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 the 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 a transportation 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.

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 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 General Fund revenues in Non-Departmental Services, such as property taxes, sales taxes, and interest earnings.

Object Level (of Appropriations/Expenditures): Major classification category of proposed or actual expenditures 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. They include 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 expenditures 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 provide(s) 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 (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.