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# Elevating the Experience



RECOMMENDED BUDGET

*Fiscal Years 2023-24 / 2024-25*



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# Elevating the Experience

## RECOMMENDED BUDGET

*Fiscal Years 2023-24 / 2024-25*



### **Board of Supervisors**

Dave Pine, District 1  
Noelia Corzo, District 2  
Ray Mueller, District 3  
Warren Slocum, District 4  
David Canepa, District 5

### **Recommended by:**

Michael P. Callagy, County Executive



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# Acknowledgements

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The County Executive'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 Executive Officer*

ILIANA RODRIGUEZ  
*Assistant County Executive*

JUSTIN MATES  
*Deputy County Executive*

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*Interim Deputy County Executive*

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*Senior Accountant*

## SPECIAL THANKS TO:

CONTROLLER'S OFFICE  
FISCAL OFFICER COMMITTEE  
WE THE CREATIVE







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of San Mateo  
California**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director







# FISCAL YEAR 2023-25 RECOMMENDED BUDGET

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## COUNTY EXECUTIVE'S BUDGET MESSAGE

### FISCAL YEARS 2023-2025



Honorable members of the Board of Supervisors,

It is my pleasure to submit to you the Recommended Budget for the 2023-25 fiscal years.

This Recommended Budget proposes spending \$7.7 billion over the next two years. While we have spent the last several years managing the impacts of COVID-19, fires, floods, and other challenges, we will be transitioning from a recovery-focused approach with a reliance on one-time funding to an approach that emphasizes long-term stability and resilience. Although I remain cautiously optimistic about our future finances, we are seeing a growing number of concerns: vacancies in commercial space in the County appear to be growing, over 9,000 property reassessments have been initiated/requested resulting in reductions to approximately one-third of those assessments, stubborn inflation coupled with high interest rates, and, for the first time in history, a May Revision to the State Budget that does not include our Vehicle License Fee allocation. We have learned valuable lessons during these difficult times, and we are determined to integrate these insights into our strategies and operations to better serve and continuously elevate the experience of our diverse communities.

In the current economic climate, we recognize the importance of making prudent financial decisions that safeguard the long-term stability of our county. With this in mind, we have opted to take a measured approach to committing additional funding for various initiatives until the current fiscal year closes. By waiting until the September revisions, we believe the county's economic conditions will be clearer so we can ensure that our resources are allocated in the most responsible and strategic manner possible. This cautious approach allows us to prioritize the most pressing needs of our communities while maintaining the flexibility to adapt to changing circumstances. We remain dedicated to serving our residents and will continue to assess the situation as it evolves, making informed decisions that prioritize our Board's goals which take into account the well-being and future prosperity of our county.

This budget continues to demonstrate our investments towards the most critical needs and priorities within the county, namely homelessness, children and families, emergency preparation and data-driven analyses of programs. By allocating resources to support innovative approaches and encouraging employees to develop new solutions, the County aims to enhance the effectiveness and efficiency of its services, including those focused on ending homelessness and operationalizing equity. Some key initiatives are highlighted below:

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## Housing our Residents

*“Homelessness is not a choice. It’s not a lifestyle. It’s an emergency.” – Nan Roman, President of the National Alliance to End Homelessness.*

Homelessness remains one of the most complex and persistent challenges of our time, affecting individuals and communities throughout our region. In the current budget, \$147.8 million (including some rollover) is allocated to address homelessness; we anticipate an increase of approximately 15 percent to this budget. Various factors contribute to this issue, including but not limited to:

- **Lack of affordable housing:** A primary cause of homelessness is the scarcity of affordable housing. Many people struggle to afford high rents or mortgage payments, especially in our region, where the cost of living is elevated, and housing demand outstrips supply.
- **Poverty:** Homelessness and poverty are often intertwined. Many homeless individuals lack access to basic resources such as food, healthcare, and education, making it difficult for them to secure and maintain employment, which in turn hampers their ability to afford housing.
- **Mental health and addiction:** Mental illness and addiction can also contribute to homelessness. People grappling with these issues may struggle to maintain employment or relationships, leading to social isolation and homelessness.

Despite these challenges, your Board has prioritized addressing homelessness in San Mateo County. We are taking a comprehensive and collaborative approach to tackle the root causes, provide necessary resources, and support individuals and families in rebuilding their lives.

Through the state's Homekey program and the use of County funds, we have increased our interim shelter beds to 539, a 91 percent increase compared to 2019. Since October 2021, we have transitioned 839 formerly homeless households into permanent housing. In April 2023, we opened the county's new Navigation Center, which will serve 260 formerly unsheltered residents. The Navigation Center includes a medical and dental clinic, as well as on-site behavioral health professionals to address residents' complex needs.

In March 2023, your Board approved an addition of \$4 million, bringing the total to \$8 million in Measure K funding for a new County Housing Voucher program. This initiative aims to keep rents deeply affordable for approximately 200 formerly homeless households while providing access to intensive support services for housing retention. Our housing department continues to diligently connect residents in need of assistance with vouchers to the best of their ability.

In addition to the new County Housing Voucher program funded through Measure K, the department also manages 5,374 federal vouchers under the Housing Choice Voucher program. This program currently assists approximately 3,850 housed regular voucher holders. The voucher program provides rental assistance to eligible households earning no more than 50 percent of the area median income who rent units in private market. While most of the vouchers are non-targeted tenant-based vouchers, approximately 1,966 vouchers are committed to project-based



units to secure long-term affordability. Vouchers are also funded or earmarked for specific target populations such as homeless veterans, family unification and foster youths, or families participating in the Self-Sufficiency program. Over 90 percent of our housing authority's vouchers assist extremely low-income and formerly homeless households.

Furthermore, the Permanent Supportive Housing (PSH) certificate program provides rental assistance to chronically homeless disabled individuals in the County. Currently, the program serves 390 disabled, formerly homeless households.

With your Board's commitment and the support of our partners, we have made strides toward reaching our goals. In the coming year, we will continue to evaluate and refine our system to improve services and better support our most vulnerable residents.

## Equity

Our staff is on the front lines every day, supporting clients and communities throughout San Mateo County. Integrating an equity lens into County operations is essential to addressing the unique needs of our diverse population. By providing our staff with the necessary training, tools, and resources, and fostering a sense of belonging, we can ensure they bring their best selves to their work.

The pilot Staff Affinity Groups have proven to be vital spaces for promoting well-being and belonging, helping our staff feel replenished and seen by the institution. By expanding this sense of belonging, we can ensure that our services are provided with the full attention and care of our dedicated staff, ultimately benefiting the communities we serve.

In addition to expanding the affinity groups, the following are some of the additional investments made through this budget:

- **Staff Capacity:** We will continue to invest in staff capacity building on equity, providing training, tools, and resources for our staff to integrate an equity lens into their work. This will ensure that our services are more inclusive and tailored to the unique needs of our diverse communities.
- **Staff Equity Resource Hub:** We plan to expand access to cities and other jurisdictions, creating a collaborative environment that allows us to learn from one another and avoid duplicating efforts. This shared resource hub will facilitate the exchange of best practices and help us better support our cities and residents.
- **Evaluation:** In our pursuit of continuous improvement, we will engage a consultant to help us develop an evaluation framework. This will enable us to track our progress as a County in integrating an equity lens into all operations and ensure that our efforts remain focused and effective.

Through these and other initiatives, we will continue to push, innovate, and remain present in our work, we are committed to both our staff and the people of San Mateo County. Together, we will create a more inclusive and equitable future for all.

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## Expanding our Priorities

Earlier this year, your Board undertook a reevaluation of the areas that warrant increased focus and resource investment within the County. Apart from housing and equity, which have been previously mentioned, your Board identified two more priority areas:

- **Children and Families** – Recognizing the importance of a secure and stable environment for the health and development of children and their families, funds are being allocated to programs that supplement the supports of the safety net system, such as affordable housing initiatives to address the housing needs of our most vulnerable families, renewed investments in early childhood literacy, and enhanced supports for foster youth. The goal of these investments is to create a supportive environment that allows every child to thrive and every family to achieve economic stability and an improved quality of life.
- **Emergency Preparedness** – Preparedness is our foremost defense against emergencies. Consequently, the County is boosting its investment to protect communities from various natural disasters and severe weather events. This involves updating emergency response protocols and enhancing communication systems to guarantee quick and efficient responses during emergencies.

As we move into the upcoming two-year budget cycle, there will be increased efforts towards augmenting resources in these areas.

## Data-Driven Decision Making

The County of San Mateo recognizes the power of data in driving program success and is beginning to invest in a comprehensive data evaluation strategy. By leveraging data, the County aims to gain valuable insights, make informed decisions, and adapt programs as needed to maximize benefits for the community. The County Executive's Office recently released a Request for Proposals for government program evaluation and plan on putting together a group of evaluators to use over the next several years. This will be instrumental in several key areas, including Measure K allocations as well as continued investments in the County's top priority areas mentioned earlier. This investment underscores the County's commitment to transparency, accountability, and continuous improvement in its public service delivery.

## FY 2023-25 Budget Highlights

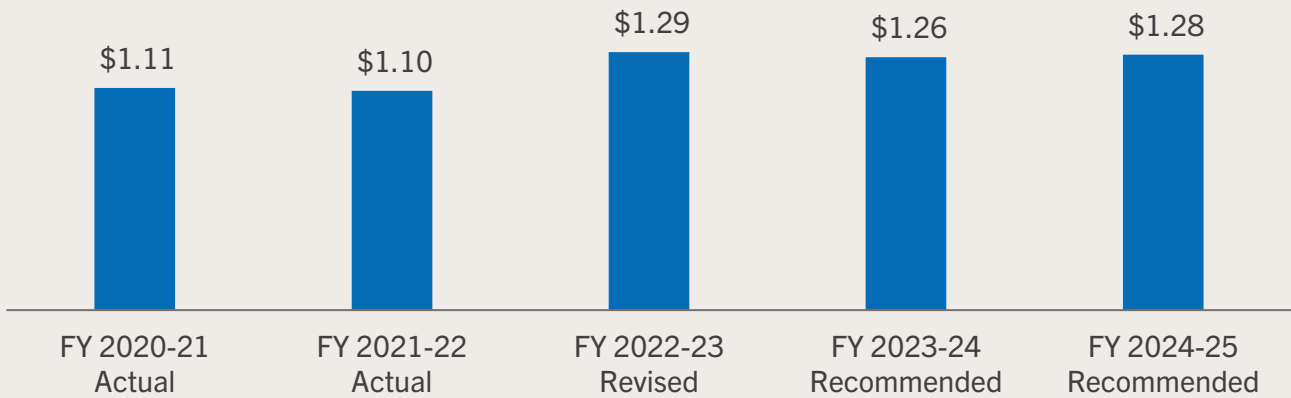
The total Recommended Budgets (All Funds) are \$4.1 billion for FY 2023-24 and \$3.6 billion for FY 2024-25. The Recommended Budgets for the General Fund are \$2.8 billion in FY 2023-24 and \$2.6 billion in FY 2024-25.

This budget recommends the net addition of 120 positions, primarily in Health Services, in FY 2023-24 for a total of 5,768 positions for All County Funds. (For County and non-County funds combined, there is a net increase of 127 positions for a total of 6,002 positions.) There are two additional positions added in FY 2024-25. Approximately 40 percent of the positions added were a result of converting both Extra Help and Limited Term positions to permanent positions. Initially added during the pandemic, these positions continue to be required in order to meet ongoing

needs in our community. These conversions do not have a significant impact on the General Fund as a portion of the costs were already included in department budgets.

While overall salary and some benefits costs have increased by approximately \$91 million as the result of negotiated increases with labor unions. Due to prudent fiscal strategies that have been adopted in the past, some over the past 10 years, this increase was offset by \$118 million in reductions. The offset is mainly due to the Board’s commitment to paying down the County’s unfunded liability with an accelerated schedule, resulting in a drop from 40 percent to 25 percent of the total Unfunded Actuarial Accrued Liability (UAAL). In addition, in the prior year, the County changed health insurance providers from Blue Shield to Aetna, leaving the County an overall reduction of \$27 million in salary and benefits.

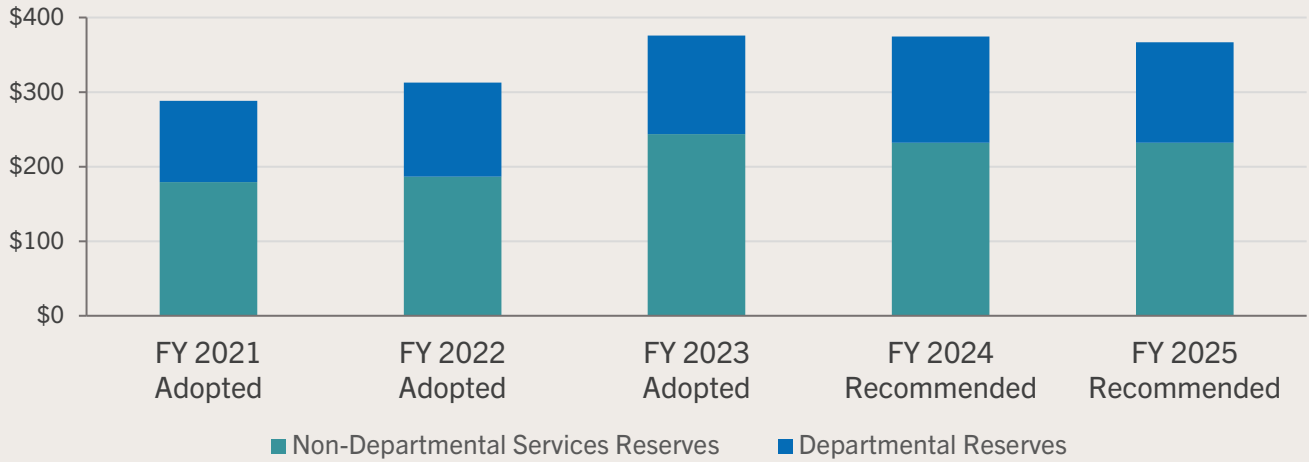
**Trend in Budget for Salaries and Benefits,  
All County Funds (in Billions)**



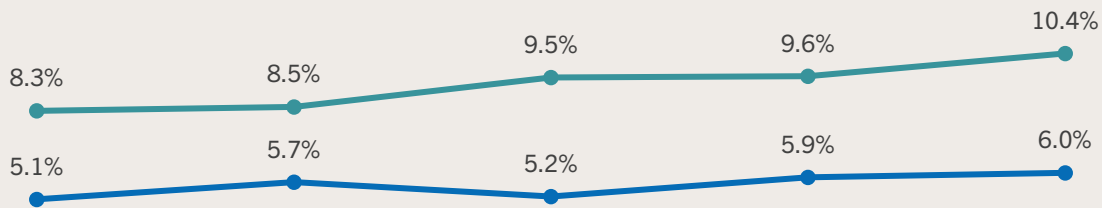
The budget maintains General Fund Reserves and Contingencies above 10 percent, as required by Board policy. Combined General Fund Reserves (including Departmental and Non-Departmental Reserves) are at 15.5 percent for FY 2023-24 and 16.4 percent for FY 2024-25. A significant portion of these savings are a result of the continued difficulty in hiring for hard-to-fill positions. As such, while new and converted positions are added and will likely be filled with relative ease, reducing the vacancy rate will continue to be a challenge. These hard-to-fill positions remain in critical areas such as Health (nursing) and Criminal Justice (deputy sheriffs) and are the current drivers behind the County’s vacancy rate which has remained relatively constant at 14 percent.



### Budgeted General Fund Reserves (in Millions)



### General Fund Reserves as a Percentage of Net Appropriations



FY 2021 Adopted      FY 2022 Adopted      FY 2023 Adopted      FY 2024 Recommended      FY 2025 Recommended

● Non-Departmental Reserves as % of Net Appropriations    ● Departmental Reserves as % of Net Appropriations

The County has observed a rare decline in overall costs this year, particularly in employee benefits and one-time recovery related costs. However, we must remain cautious and not assume these reductions will persist in future years. Economic conditions, including inflation and slower growth in property tax, may dampen the County's revenue growth in coming years. Despite an anticipated slowdown in revenue growth, our expenditures are likely to continue rising. This trend can already be seen in this budget, which factors in increases across various service contracts, including those with community-based organizations, core service agencies, hospitals, and capital-related projects such as construction and project management, leading to an approximate increase of \$114 million in the current year.

As this is a significant expense in the County's overall budget, the County is committed to ensuring that the dollars spent remain as local as possible and that all businesses have access to benefit from the economic opportunities that arise. Over the course of the next year, the County will be completing a supplier diversity study to better understand which businesses and organizations the County is contracting with and where those dollars are currently spent. This study will help to understand any gaps between the County's use of local, small, and diverse businesses and the availability of these businesses in the local market. In addition, the study will help identify solutions to improve outreach efforts and capacity building of locally underrepresented businesses and organization.

The supplier diversity study serves as a prime example of how the County is persistently striving to improve and elevate the experience for all. While this budget features substantial investments, several other anticipated additions are currently being planned. If economic conditions remain stable, these additions will be presented to the Board in September. By adopting this approach, we can continue to make well-informed decisions that maintain financial stability while further fostering the overall well-being and quality of life for the community.

### Summary and Conclusion

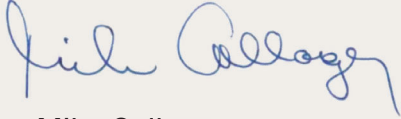
Building a stronger community is not a task for a select few; it is a collective endeavor that calls upon each of us to contribute our unique strengths, perspectives, and passions. Together, we can weave a tapestry of unity, resilience, and prosperity that will uplift generations to come. I want to extend my deepest gratitude to our valued employees for their unwavering dedication and tireless efforts in serving our community. Their work goes beyond the tasks they perform daily; it represents the foundation of our society, ensuring that our essential services function efficiently and that our citizens can rely on your support in times of need. The impact of their hard work resonates throughout our neighborhoods, helping to build a stronger, more resilient community for all. I would also like to say thank you for the countless hours, the commitment to excellence, and the genuine care you exhibit in your service. Your contributions are truly appreciated and indispensable in shaping a brighter future for us all.

A special thank you to our Chief Financial Officer, Robert Manchia, his staff, Heather Ledesma, Michael Bolander, Paniz Amirnasari, Misty Hommerding, Saba Bokharey, John Ridener, Andrew Loke, Vanessa Washington, Helen Lei, John Allan, and Josefina Rubio who prepared this budget. I also want to thank Iliana Rodriguez, Justin Mates, Adam Ely, Connie Juarez-Diroll, Michelle Durand, Shireen Malekazfali, Nicole Westercamp, Emma Gonzalez and all their staff for their continued guidance, dedication, and support. Lastly, I want to thank the indispensable support staff: Kim Hurst, Sukhmani Purewal, Sherry Golestan, Fresia Limin, Julianne Concepcion, and Molly Ortiz.

In closing, I want to extend my heartfelt appreciation to the esteemed Board of Supervisors for your exemplary leadership and steadfast support. Your unwavering commitment to our community's well-being, coupled with your thoughtful guidance, has been instrumental in shaping a prosperous and thriving environment for all residents. By championing the needs of our diverse population and working collaboratively to address the challenges we face, you have demonstrated the true meaning of servant leadership. Thank you for your invaluable contributions, your

dedication to our shared vision, and your tireless pursuit of a brighter, more resilient future for the people of our community. Your efforts do not go unnoticed, and we are grateful for your continued service.

Sincerely,

A handwritten signature in blue ink that reads "Mike Callagy". The signature is fluid and cursive, with the first name "Mike" and last name "Callagy" clearly distinguishable.

Mike Callagy  
County Executive  
County of San Mateo



# County Profile



# County Profile



San Mateo County is among the nine counties that comprise the San Francisco Bay Area, one of the most dynamic and diverse regions in the United States. The county occupies 448.6 square miles and contains 20 cities on a peninsula bounded by the City and County of San Francisco to the north and Santa Clara and Santa Cruz counties to the south. San Francisco Bay and the Pacific Ocean form the east and west boundaries, respectively.



**San Mateo County's economy is diverse, home to industry leaders in biotechnology, computer science, social media, health care and research.** The county is home to San Francisco International Airport, fueling a robust tourism industry and providing businesses large and small with access to international markets, and to a cluster of notable venture capital firms on Menlo Park's Sand Hill Road.

more than  
**700,000**  
people

The county is home to more than 700,000 people who enjoy a wide variety of terrain, from sandy beaches and rocky bluffs to redwood forests and marshlands. The climate is typically mild with wet winters and summer fog that acts as natural air conditioning for much of the county.

**County founded in April 1856**

and functions under a charter adopted in 1933



## 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.*



# OUR HISTORY





## BOARD OF SUPERVISORS

COUNTY OF SAN MATEO 

San Mateo County is governed by an elected five-member Board of Supervisors. Each supervisor must live in and represent one of five districts, which are roughly equal in population but vary in geographic size. Supervisors are elected by voters within their districts to staggered four-year terms, with a maximum of three terms in office. Supervisors appoint the County Executive to carry out the Board's policies and goals and oversee the efficient running of County government.



### 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.



### NOELIA CORZO, 2ND DISTRICT

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



### RAY MUELLER, 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.



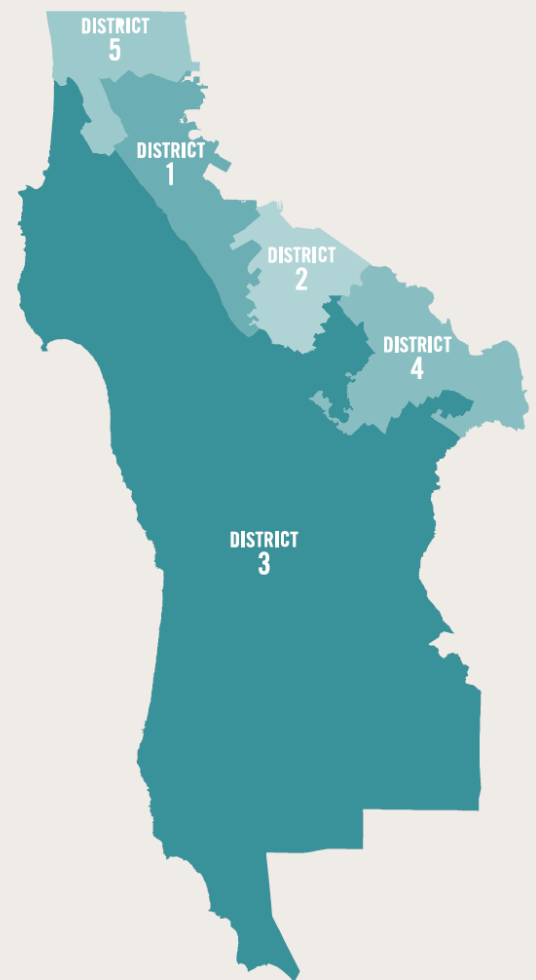
### WARREN SLOCUM, 4TH DISTRICT

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



### DAVID J. 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.



### VOTERS ALSO ELECT SIX ADDITIONAL SAN MATEO COUNTY OFFICIALS:

Chief Elections Officer & Assessor-County Clerk-Recorder | District Attorney  
Controller | Coroner | Sheriff | Treasurer-Tax Collector

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

# Population and Demographics

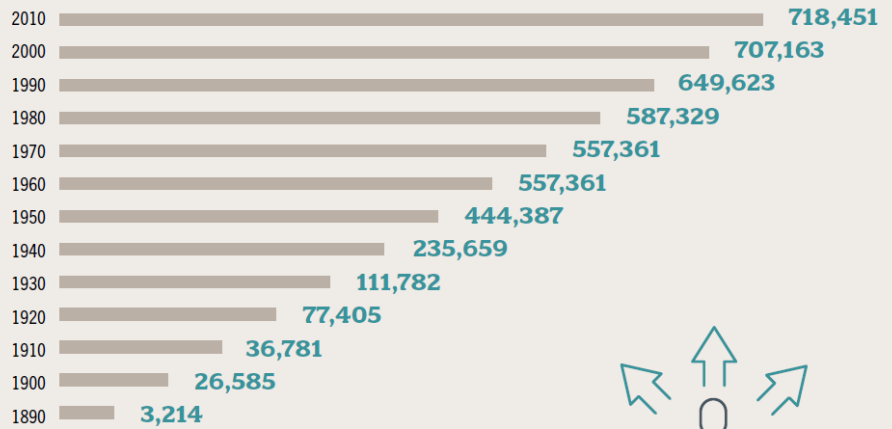
San Mateo County’s population stands at 744,662, according to a January 2022 report from the California Department of Finance. Among California’s 58 counties, this ranks San Mateo County 15th in terms of population, between San Joaquin County at 14th and Stanislaus County at 16th.

## SAN MATEO COUNTY POPULATION

CITY	POPULATION
Atherton	6,718
Belmont	27,203
Brisbane	4,721
Burlingame	30,283
Colma	1,370
Daly City	102,875
East Palo Alto	28,963
Foster City	33,056
Half Moon Bay	11,308
Hillsborough	11,018
Menlo Park	33,034
Millbrae	22,512
Pacifica	37,533
Portola Valley	4,289
Redwood City	82,344
San Bruno	42,656
San Carlos	29,837
San Mateo	103,779
South San Francisco	64,492
Woodside	5,212
Unincorporated	61,459
<b>TOTAL</b>	<b>744,662</b>

Source: State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State—January 1, 2022. Sacramento, California, May 2022.

## Population by Decade



## Demographics

RACE	POPULATION	PERCENTAGE
Hispanic or Latino	191,386	25.0%
White alone	275,902	36.1%
Black or African American alone	14,701	1.9%
American Indian and Alaska Native alone	1,021	0.01%
Asian alone	227,783	29.8%
Native Hawaiian and Other Race alone	8,840	1.2%
Some Other Race alone	5,840	0.8%
Population of two or more races	38,969	5.1%

Source: 2020 Decennial Census Redistricting Data

## Age Distribution

**40.8:** Median age in San Mateo County

**37.6:** Median age in California

AGE RANGE	PERCENTAGE
Under 5	<b>5.1%</b>
5 to 14	<b>11.2%</b>
15 to 19	<b>5.5%</b>
20 to 24	<b>5.0%</b>
25 to 29	<b>6.6%</b>
30 to 39	<b>15.2%</b>
40 to 49	<b>13.7%</b>
50 to 59	<b>13.8%</b>
60 to 69	<b>11.8%</b>
70 to 79	<b>7.6%</b>
80 to 84	<b>2.1%</b>
85 years +	<b>2.3%</b>

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2017-2021.

### SAN MATEO COUNTY

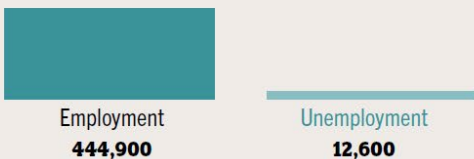
**21,000**  
**Veterans**

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2017-2021.

## San Mateo County Labor Force Data

**2.8%:** Unemployment rate (as of February 2023; lowest in California)

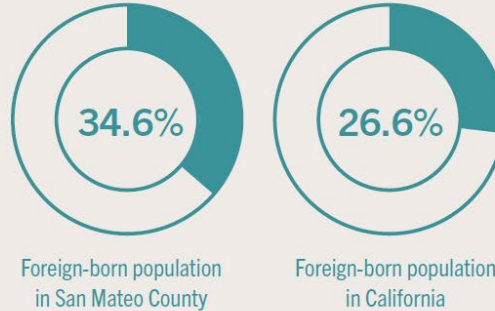
### EMPLOYMENT VS. UNEMPLOYMENT



## Diversity

San Mateo County is among the most diverse counties in the United States.

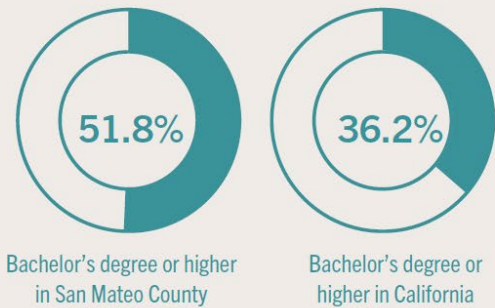
### FOREIGN BORN POPULATION PERCENTAGE



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2017-2021.

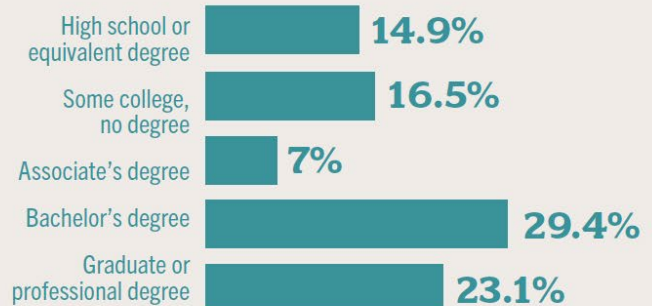
## Educational Attainment

### BACHELOR'S DEGREE ATTAINMENT



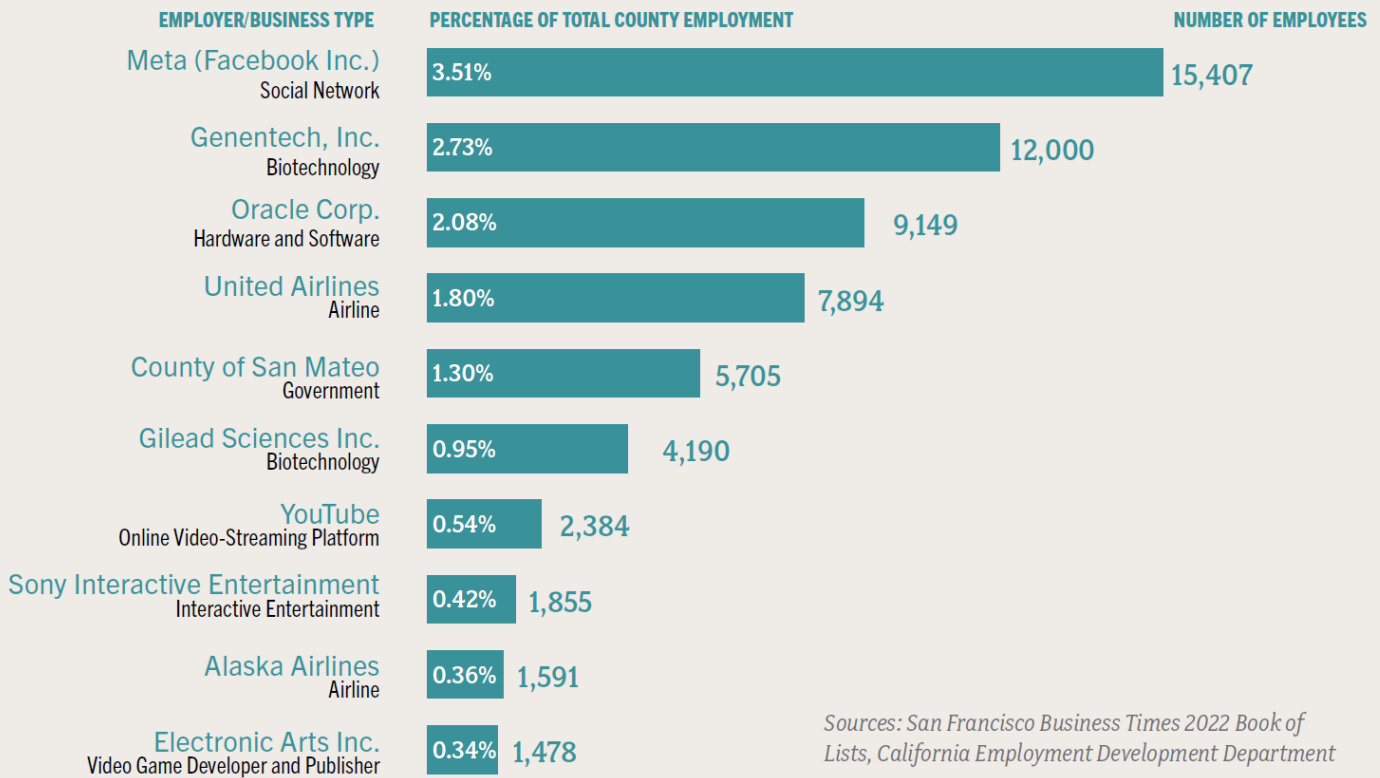
Source: 2021 American Community Survey 1-Year Estimates (Population 25 years and older)

### SAN MATEO COUNTY - LEVELS OF EDUCATION



Source: 2021 American Community Survey 1-Year Estimates (Population 25 years and older)

## Principal Employers



## Employment by Industry

INDUSTRY	NUMBER OF EMPLOYED	INDUSTRY	NUMBER OF EMPLOYED
Total Farm	1,500	Professional, Scientific and Technical Services	60,800
Natural Resources, Mining and Construction	19,300	Management of Companies and Enterprises	6,200
Manufacturing	25,300	Educational Services	11,100
Wholesale Trade	10,800	Health Care and Social Assistance	41,100
Retail Trade	30,100	Arts, Entertainment, and Recreation	4,600
Transportation, Warehousing and Utilities	23,300	Accommodation and Food Services	29,200
Information	55,200	Other Services	11,100
Financial Activities	22,500	Government	29,900
Finance and Insurance	16,400		
Real Estate and Rental and Leasing	6,100		

Source: California Employment Development Department, Industry Employment, Official Monthly Estimates, 2021.

## Income and Poverty



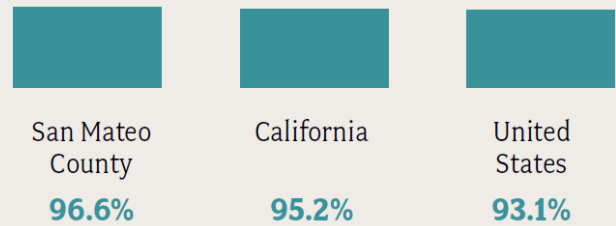
### Median Household Income



Source: Median household income (in 2021 dollars), 2017-2021, U.S. Census Bureau, American Community Survey, 5-Year Estimates.



### Households with a Computer



Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017-2021.



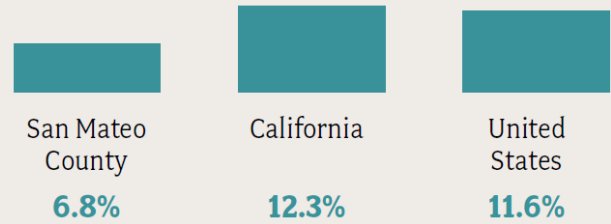
### Per Capita Income



Source: Per capita income in past 12 months (in 2021 dollars), 2017-2021, U.S. Census Bureau, American Community Survey, 5-Year Estimates.



### Persons in Poverty



Source: U.S. Census Bureau, American Community Survey, 2021





## 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

## Alignment of Goals

Individual Contribution to Community Goals



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. County departments continue to enhance 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.



## Healthy and Safe Community

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

### FY 2023-25 MAJOR INITIATIVES TO REDUCE CRIME

- Increase the percent of incarcerated individuals working with In-Custody Case Managers
- Implement Mobile Probation Services to provide additional resource to assist probationers, particularly those individuals who are unhoused and struggling
- Enhance programming in facilities to include career and technical education curriculum to aid in successful reentry.
- 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 supervisees
- Continue to use evidence-based assessment tool to supervise offenders according to risk level
- Track and measure client outcomes in probation to ensure continued reduction in recidivism
- Collaborate with law enforcement partners to enhance prevention, early intervention, and diversion programs for youth in the community
- Use technology within the community to solve crimes more quickly
- Address the complex needs of commercially sexually exploited children

### FY 2023-25 INITIATIVES TO INCREASE LIFE EXPECTANCY

- Further reach of evidence-based programs that have a long-term impact on life-expectancy and can address inequities by race/ethnicity, geography, and other social determinants of health
- Enlist partners and support actions that address policy, systems, and environmental changes to modify the environment to make healthy choices practical and available to all community members
- Provide culturally responsive services to clients of our medical and behavioral health services
- 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
- Enhance mental health support for youth and adults, including prevention and early intervention services

- Continue to expand access to integrated Medication Treatment in SMMC inpatient and primary care, BHRS mental health regional clinics, and Correctional Health Services
- Collaborate with community partners to respond to San Mateo communities experiencing disasters and/or violence with crisis intervention and ongoing mental health care
- Keep children and adults at home and out of institutions
- Continue rebuilding Cordilleras for the 21st Century
- Increase coordination of healthcare for children and youth in foster care

**HOW ARE WE DOING?**

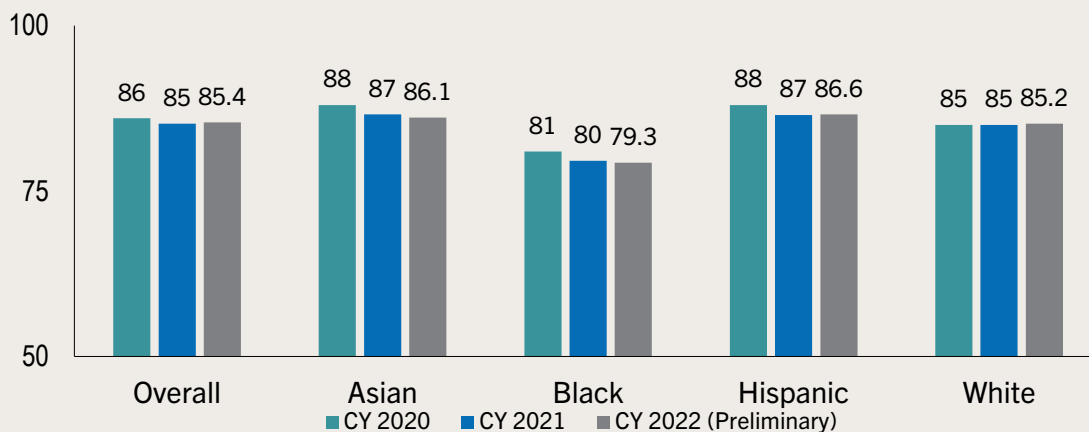
CRIME TYPE	CY 2022	January to March 2023
Crimes Against Persons	1051	271
Crimes Against Property	3175	743
Crimes Against Society	1233	400

*\*In September of 2021, the San Mateo County Sheriff's Office transitioned from UCR (Uniform Crime Reporting) to NIBRS/CIBRS (National/California Incident-Based Reporting System) as a form of crime data collection. UCR reporting was based on a hierarchy system of Part I Crimes, meaning that only the most serious crime in each incident was reported to the Department of Justice. NIBRS/CIBRS reporting allows for the collection of multiple offenses in one incident, which in turn provides more comprehensive crime data. Since one single reported event may now include multiple crime categories, this could create a perception of a spike in crime when comparing historic data to current data.*

*NIBRS/CIBRS data is categorized as a "Crime Against Persons", "Crime Against Property", or "Crime Against Society". It will likely take some time for this new baseline established by the change in reporting to be fully understood, especially given that many agencies are still transitioning over to NIBRS/CIBRS.*

Source: Sheriff's Office

**Life Expectancy by Race / Ethnicity for San Mateo County Residents**



Source: County Health



## Prosperous Community

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

### FY 2023-25 MAJOR INITIATIVES TO APPROVE AFFORDABILITY OF HOUSING AND BASIC NEEDS

- 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 programs
- 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
- Continue to fund tenant assistance programs
- Prevent homelessness and achieve a functional zero level of homelessness
- Provide support towards stability and self-sufficiency for low-income and vulnerable populations, including those released from jail, have completed probation supervision, discharged from the hospital and other institutions, emancipating foster youth, veterans, immigrants, older adults, individuals with disabilities, and victims of violence
- Continue to assist homeless families with job training that leads to employment



- Continue expanding supportive housing services for persons experiencing homelessness which include co-located medical, dental, mental health and substance use disorder treatment

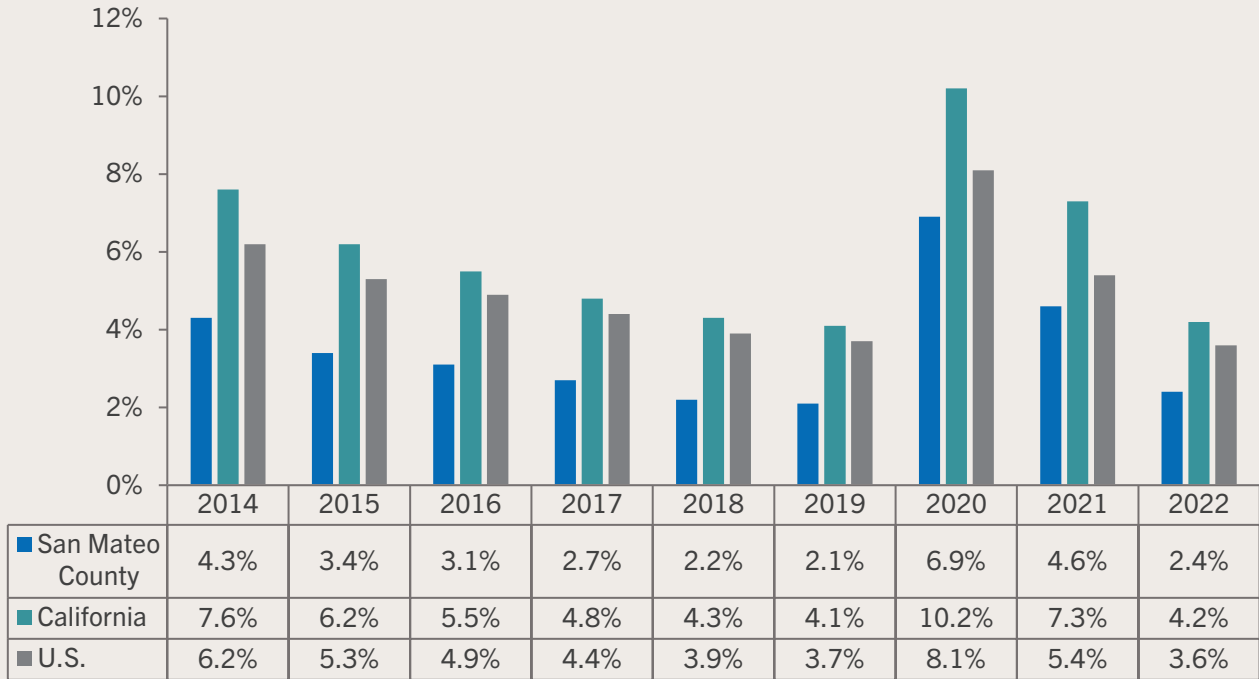


#### **FY 2023-25 MAJOR INITIATIVES TO CLOSE EDUCATION ACHIEVEMENT GAPS**

- Improve access to and quality of early childhood education focused in school districts that are below the goal of 80% of students meeting third grade reading standards
- Collaborate with community partners on early childhood education and achievement
- Continue and enhance summer learning opportunities to combat summer learning loss
- 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
- Collaborate with educational partners to support the mental health needs of youth in the community

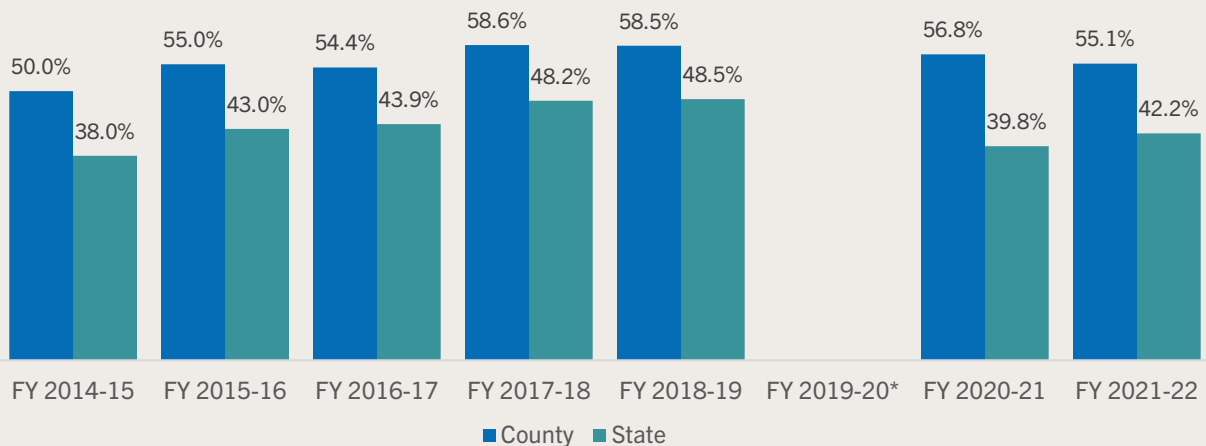
**HOW ARE WE DOING?**

**County Unemployment Rate Compared to State and National**



Source: California Employment Development Department

**Percent of 3rd Graders Achieving Reading Proficiency Standards**



\*No data available in FY 2019-20 due to pandemic impacts on educational testing.

Source: California Department of Education



## Livable Community

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

### FY 2023-25 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

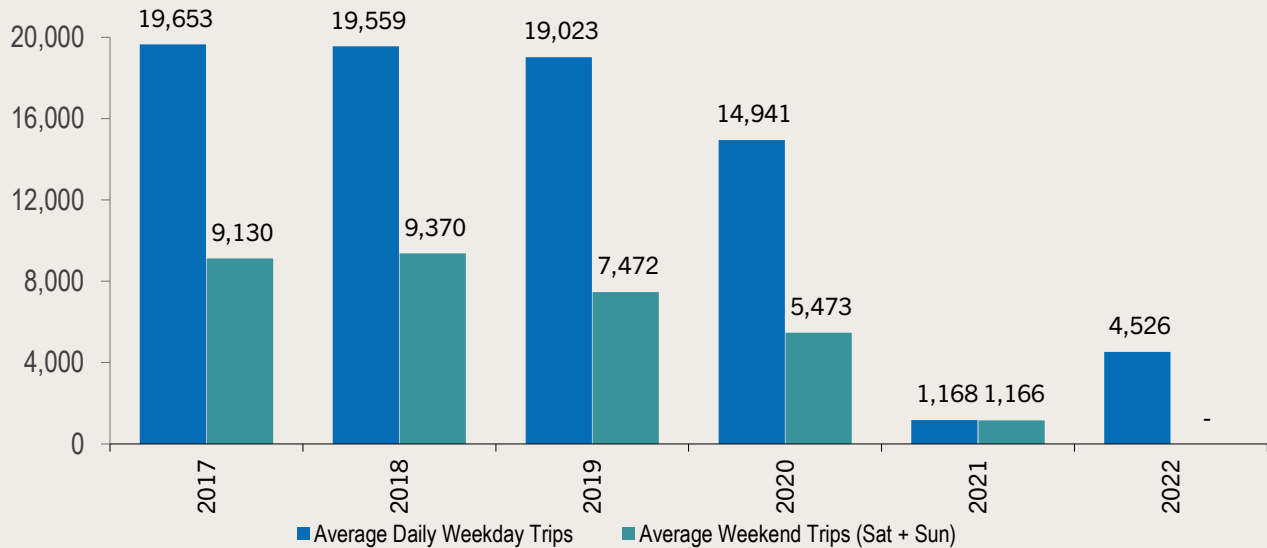
### FY 2023-25 MAJOR INITIATIVES TO INCREASE COMMUNITY ENGAGEMENT

- Increase opportunities for citizen participation in community decisions
- Evaluate existing and alternative voting systems
- Expand programs focused on youth, health, and environmental literacy
- Ensure parks programs and community engagement efforts are equitable for all residents
- Increase access to County parks
- Create and update libraries to include vibrant, welcoming spaces that inspire creativity, collaboration, and exploration
- Increase access to technology and hands-on learning through San Mateo County Libraries' innovative makerspaces and makermobile services to advance digital equity
- Elevate San Mateo County Libraries' adult and youth literacy efforts and develop responsive programs to empower and cultivate a community of learners
- Build important connections and partnerships and provide critical social service supports in our libraries to strengthen our communities



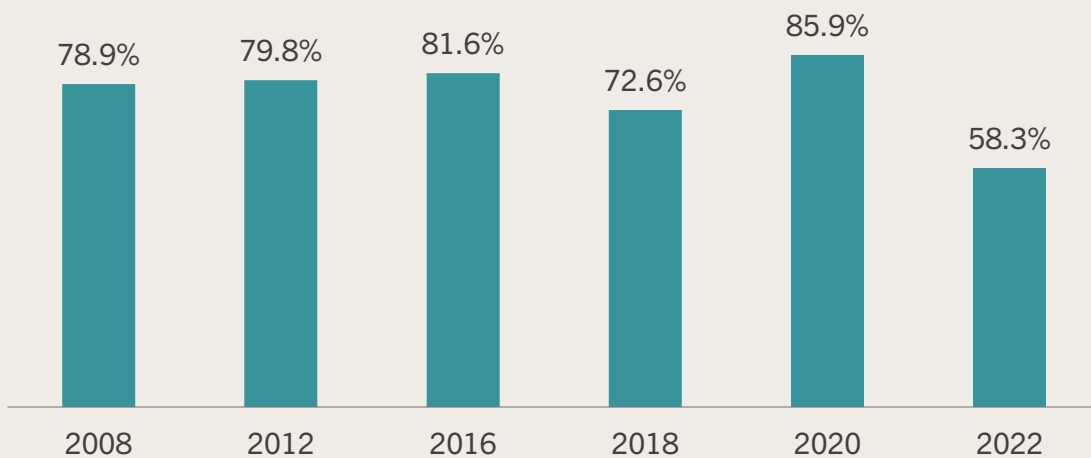
**HOW ARE WE DOING?**

**Caltrain Average Weekly Ridership - San Mateo County**



Calculation methodology for this dataset has changed. Caltrain has not released an Annual Passenger Count Report since 2019. Federal Transit Administration data was used to calculate Average Weekday and Weekend Trips using the assumption that San Mateo County residents are responsible for 29.5% of all trips. 2022 Weekday ridership was based on data in the February 2023 Executive Director’s Report to the Peninsula Corridor Joint Powers Board  
 Source: Federal Transit Administration – Peninsula Corridor Joint Powers Board Annual Agency Profiles 2017-2021

**Percent of Eligible Voters Who Registered and Voted in General Election**



Source: Assessor-County Clerk-Recorder-Elections





## Environmentally Conscious Community

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

### FY 2023-25 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, building relevant infrastructure, and promotion of car share for employees
- Implementation of the Strategic Energy Masterplan to increase Energy Efficiency at County-owned and operated facilities
- Integration of Renewable Energy on County facilities
- Explore the impacts of establishing a Community Choice Aggregation program
- Energy Program projects that increase Energy Efficiency and reduce GHG emissions, at County-owned and operated facilities



### FY 2021-23 MAJOR INITIATIVES TO CONSERVE AND PROTECT NATURAL RESOURCES

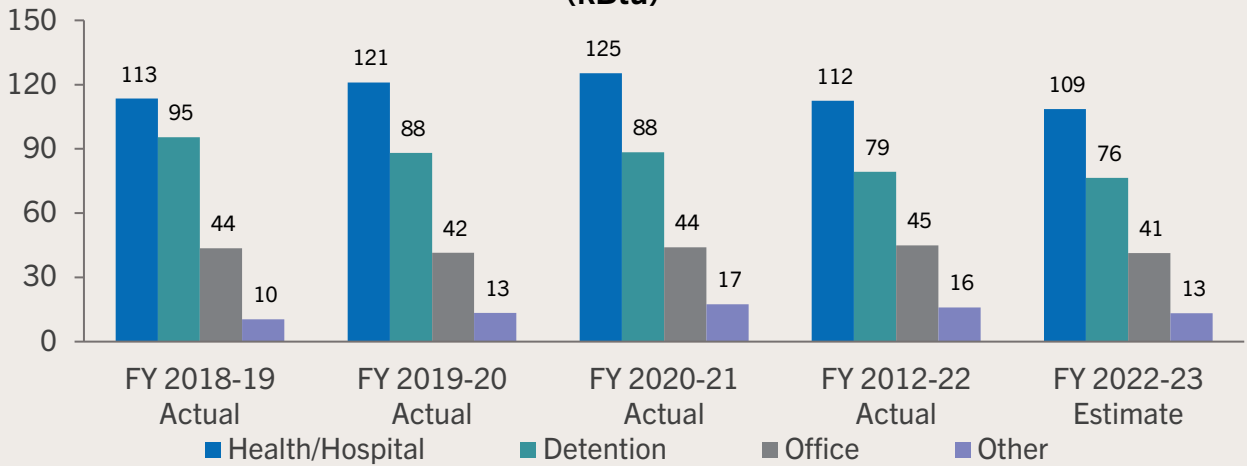
- Reduce water consumption in high use communities
- Collaboratively manage surface water and groundwater quantity and quality
- Ensure all areas of the county have long term access to adequate potable water supplies



- Improve air quality by reducing harmful emissions from wood smoke
- Conduct vegetation management and habitat restoration within County parks
- Comply with AB 939 solid waste disposal limits and minimize waste generated
- 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

**HOW ARE WE DOING?**

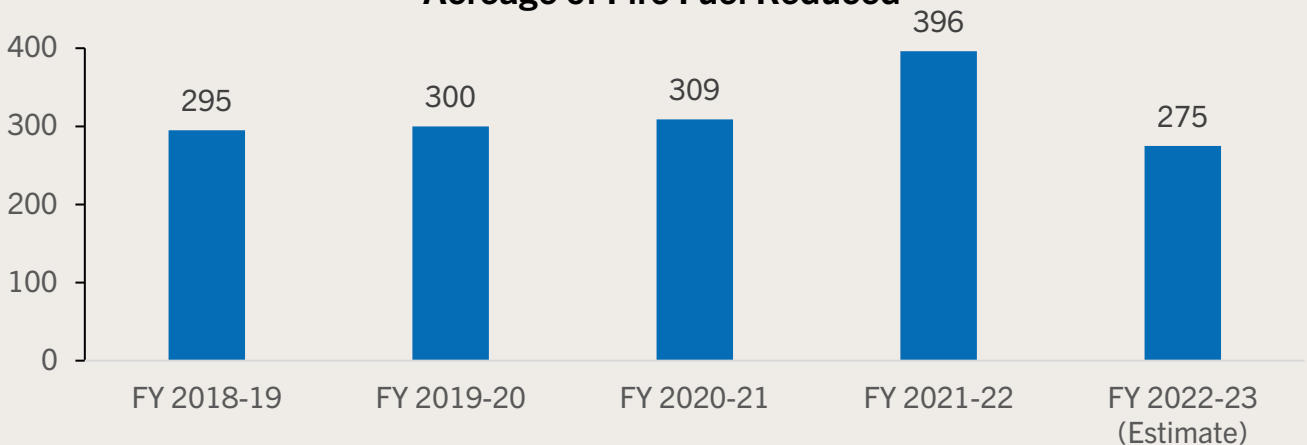
**San Mateo County Facility Energy Usage (kBtu)**



*\*The County added the Regional Operations Center, the Radio Shop, 6 new Transitional Housing facilities and a new parking structure to the County Campus in Redwood City to the County Facility Portfolio. The usage trends also reflect the County's efforts to respond to the Covid 19 Pandemic in San Mateo County including increased demand on ventilation systems and reductions related to hybrid work schedules.*

Source: Department of Public Works

**Acres of Fire Fuel Reduced**



Source: Parks Department



## 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

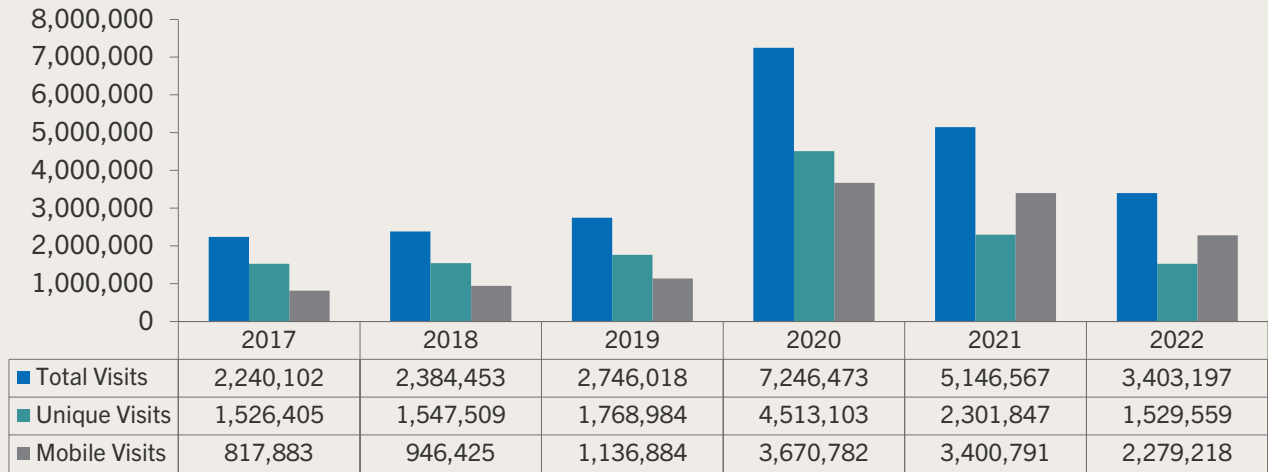
### FY 2023-25 MAJOR INITIATIVES TO ACHIEVE AN OPEN, RESPONSIVE, AND EFFECTIVE GOVERNMENT

- 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



**HOW ARE WE DOING?**

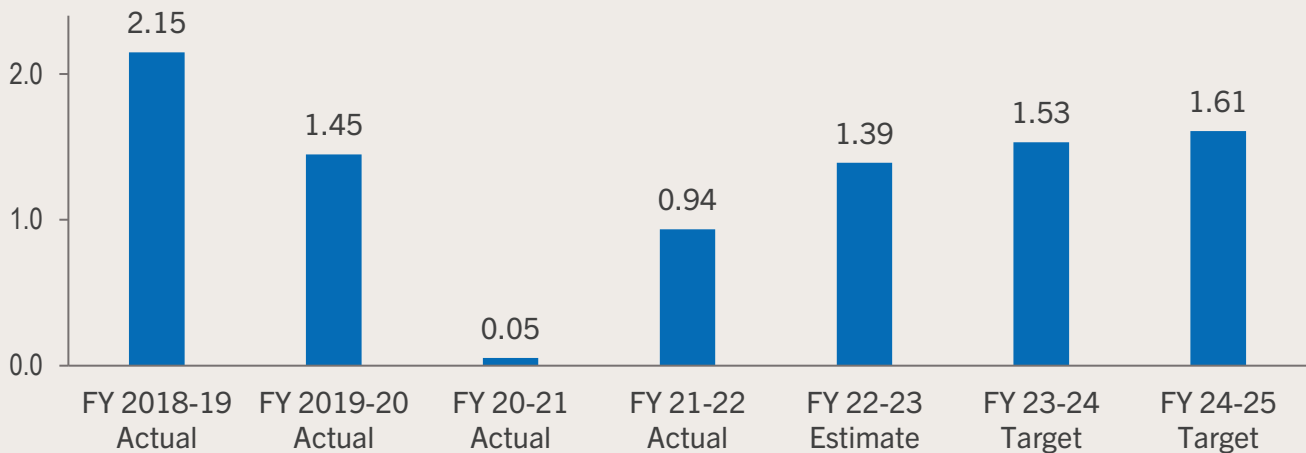
**Number of Visits to San Mateo County Website**



\* The significant increase in 2020 is partially attributable to County businesses and residents seeking information on the evolving guidelines due to the COVID-19 pandemic. A portion of the increase is assumed to have resulted from County business and residents seeking to conduct business electronically while County offices provided limited in-person services. Total visits are trending downward as pandemic needs have subsided.

Source: Information Services Department

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



\* Library visits in FY 2019-20 and FY 2020-21 were negatively impacted by the COVID-19 pandemic

Source: San Mateo County Library Joint Powers Authority

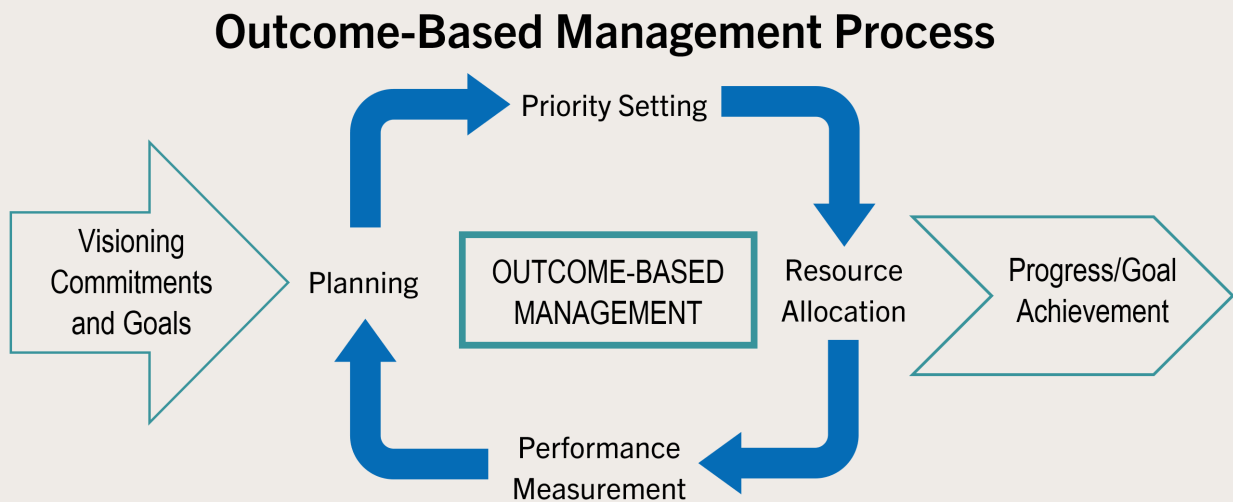
## COUNTY BUDGET PROCESS

The County budget process is the primary means by which the County allocates fiscal and personnel resources for County programs and services. Using the community outcomes identified during the County Shared Vision 2025 process as the long-term strategic direction for County programs and services, resources are allocated toward those areas in order to build a healthy, safe, livable, prosperous, environmentally conscious, and sustainable community.

### WHY DOES THE COUNTY DO A 2-YEAR BUDGET?

The fiscal year (FY) begins July 1 and ends June 30. Starting in the FY 2013-15 cycle, the County moved from implementing a 1-year budget to a 2-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 2023-24 Budget, the FY 2024-25 Budget was prepared in such a way that minimal revisions will be required next year. Preparing a 2-year budget allows County staff additional time to conduct in-depth program performance reviews in year two of the budget process. This is an important part of the Outcome-Based Management Process (OBM), which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall performance.

The budget process is iterative and ongoing as shown below. County departments continuously monitor operational and financial performance, plan for improvements given baselines and anticipated trends, and incorporate priorities for the following two fiscal years in their program plans and budgets. This budget book represents the “2-Year Recommended Budget” which is scheduled to be considered by the Board of Supervisors in June 2023 (year 1):





## **ANNUAL BUDGET CYCLE KICK-OFF**

The budget cycle begins with a Board Budget Workshop at which the County Executive recommends priorities for the FY 2023-25 budget and Measure K allocation, and the Board of Supervisors sets its priorities for the budget and Measure K allocation plan. Based on priorities set forth by the Board of Supervisors and the County Executive, the County Executive's Office develops policy guidelines for formulating budgets, and budget targets.

## **RECOMMENDED BUDGET (JUNE)**

The Recommended Budget is prepared and submitted by the County Executive to the Board of Supervisors in early June. The public can review the budget and speak before the Board of Supervisors during public hearings held in late June. After budget discussions, 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 due to fiscal year-end close activities and the adoption of the State Budget.

## **MID-CYCLE ADJUSTMENTS TO ADOPTED BUDGET**

Any amendments or transfers of appropriations between object levels (e.g., salaries and benefits) within the same budget unit are authorized by the County Executive'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. And adjustments that require Board approval are open to public input.

## **SEPTEMBER REVISIONS AND ADOPTED BUDGET HEARINGS (SEPTEMBER)**

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 or evolving requirements are submitted to the Board of Supervisors for adopted budget hearings in September, during which public comment is solicited. Changes approved by the Board in September are included in the Adopted Budget which is published and submitted to the State by December 1st.

## **MID-YEAR FINANCIAL STATUS (JANUARY OR FEBRUARY)**

A mid-year report to the Board of Supervisors is published by the County Executive's Office in January or February to give information regarding the financial status of all departments and funds, identify significant issues that could impact current and subsequent budgets, and make recommendations regarding actions to address estimated year-end shortfalls or moderate projected deficits. The Board of Supervisors provides direction regarding the development of the Recommended Budget, and the public is given an opportunity to provide comments.

## **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 to ensure the most accurate data is captured. 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.

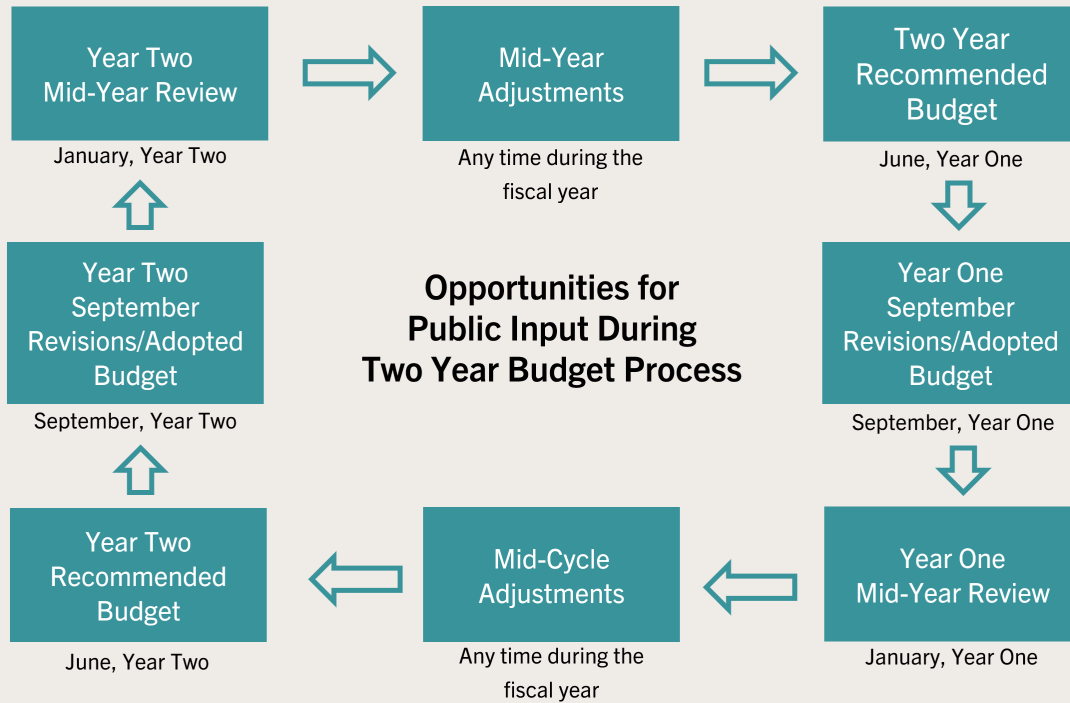
The County uses an encumbrance system as an extension of normal budgetary accounting for the general, special revenue, and other debt service funds to assist in controlling expenditures. Under this system, purchase orders, contracts, and other commitments for the expenditure of monies are recorded in 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 at the end of this budget document for definitions of accrual, accrual accounting, and modified accrual.

## Budget Calendar / Key Dates for Public Involvement



The following schedule is a list of the key dates (future dates subject to change) for the FY 2023-25 budget cycle.

<b>FY 2023-25 Budget Timeline (Public Comment Opportunities in Bold)</b>	
<b>2022</b>	
FY 2023-25 Budget Kickoff with Departments	October 18, 2022
FY 2023-25 Budget Guidance Sent to Departments	October 31, 2022
<b>2023</b>	
FY 2023-25 Recommended Budget Input Instructions Sent to Departments	January 26, 2023
FY 2023-25 Recommended Budget Initial Department Budget Meetings	March 7-15, 2023
FY 2023-25 Recommended Budget Department Budget Deliverables Due	April 7, 2023
Draft FY 2023-25 Recommended Budget Hearing Materials Provided to Board of Supervisors	May 26, 2023
<b>FY 2023-25 Recommended Budget Hearings (Open to Public Comment)</b>	<b>June 26-28, 2023</b>
Final Year-End FY 2022-23 Fund Balance Inputs Due from Departments	August 7, 2023

FY 2023-24 Adopted Budget Revisions Due from Departments	August 11, 2023
Draft FY 2023-24 Adopted Budget Hearing Materials Provided to Board of Supervisors	September 5, 2023
<b>FY 2023-24 Adopted Budget Hearing (Open to Public Comment)</b>	<b>September 26, 2023</b>
FY 2022-23 Budget Kickoff/FY 2023-24 Mid-Year Financial Guidance Sent to Departments	November 13, 2023
FY 2023-24 Adopted Budget Sent to State	December 1, 2023
<b>2024</b>	
FY 2023-24 Mid-Year Financial Forms Due from Departments	January 5, 2024
<b>FY 2023-24 Mid-Year Financial Report Presentation (Open to Public Comment)</b>	<b>January 30, 2024</b>
FY 2024-25 Recommended Budget Input Instructions Sent to Departments	January 29, 2024
FY 2024-25 Recommended Budget Department Budget Meetings	March 6-15, 2024
FY 2024-25 Recommended Budget Department Budget Deliverables Due	April 5, 2024
Draft FY 2024-25 Recommended Budget Hearing Materials Provided to Board of Supervisors	May 24, 2024
<b>FY 2024-25 Recommended Budget Hearings (Open to Public Comment)</b>	<b>June 25, 2024</b>
Final Year-End FY 2023-24 Fund Balance Inputs Due from Departments	August 9, 2024
FY 2024-25 Adopted Budget Revisions Due from Departments	August 16, 2024
Draft FY 2024-25 Adopted Budget Hearing Materials Provided to Board of Supervisors	September 5, 2024
<b>FY 2024-25 Adopted Budget Hearing (Open to Public Comment)</b>	<b>September 24, 2024</b>
FY 2024-25 Mid-Year Financial Guidance Sent to Departments	November 18, 2024
FY 2024-25 Adopted Budget Sent to State	December 1, 2024
<b>2025</b>	
FY 2024-25 Mid-Year Financial Forms Due from Departments	January 8, 2025
<b>FY 2024-25 Mid-Year Financial Report Presentation (Open to Public Comment)</b>	<b>January 28, 2025</b>

## 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 (BY AGENCY)	Budget Unit Number	Budget Unit Level
<b>Criminal Justice</b>		
Sheriff's Office	3000B	Department
Probation Department	3200B	Department
District Attorney	2510B	Department
Private Defender Program	2800B	Department
County Support of the Courts	2700B	Department
Coroner's Office	3300B	Department
<b>Health Services</b>		
Health Administration	5500B	Division
Health Coverage Unit	5510B	Division
Public Health, Policy and Planning	5550B	Division
Health IT	5560B	Division
Emergency Medical Services GF	5600B	Division
Emergency Medical Services 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
Electronic Health Record	8420B	Fund
First 5 San Mateo County (Information Only)	1950B	Department



<b>Social Services</b>		
Human Services Agency	7000D	Department
Department of Child Support Services	2600B	Department
<b>Community Services</b>		
Planning and Building	3800B	Department
Local Agency Formation Commission (Information Only)	3570B	Department
Parks Department	3900B	Department
Fish and Game	3950B	Fund
Coyote Point Marina	3980B	Department
Parks Capital Projects	3990B	Fund
County Library (Information Only)	3700B	Department
Office of Sustainability	4000B	Division
Solid Waste Management - OOS	4060B	Division
County Service Areas - OOS	4070B	Division
Department of Emergency Management	4300B	Department
Public Works - Administration	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 Services	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
Agriculture / Weights and Measures	1260B	Division

<b>Community Services Cont.</b>		
Public Safety Communications	1240B	Division
Message Switch	1940B	Division
Structural Fire Special Revenue Fund	3550B	Fund
Fire Protection Services	3580B	Department
County Service Area #1	3560B	Fund
Housing and Community Development	7920P	Division
Housing Authority (Information Only)	7930P	Division
<b>Administration and Fiscal Services</b>		
Board of Supervisors	1100B	Department
County Manager / Clerk of the Board	1200B	Department
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's Office	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

## COUNTY PERFORMANCE PROGRAM AND EQUITY

In 2020 the Board of Supervisors prioritized equity and social justice for the County, asking for an equity lens to be brought to all County operations. As a first step in the effort to prioritize equity<sup>1</sup>, the County Executive's Office worked with departments to incorporate an equity lens to department and program performance measures included in the budget book (see each department's performance measures following section B). Viewing performance through an equity lens is an opportunity for each department and program to begin to understand what, if any, discrepancies exist between different demographic groups when interacting with County programs and services and identify ways to advance or enhance equity through their existing efforts. This supports the County in addressing the needs of all residents in our communities and effectively achieving the County's mission: to protect and enhance the health, safety, welfare, and natural resources of the community, and provide quality services that benefit and enrich the lives of the people of this community.

The County Executive's Office embarked on this shift in performance planning in 2021 and has continued to work with the Board of Supervisors, the Chief Equity Officer, and department staff to ensure the County performance management program does the following:

- Ensures a meaningful review of departmental performance and improves program outcomes;
- Incorporates equity as a central component in order to advance and enhance equity in departmental efforts; and
- Communicates performance to the Board and the public in an effective and accessible way.

The performance measures included in this budget book reflect this shift, and the County Executive's Office will continue to work with department staff to build capacity in support of the goals listed above.

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<sup>1</sup> For purposes of this effort, equity is the goal of just and fair inclusion into a society in which *all* can participate, prosper, and reach their full potential. To achieve equity, we must work to create the conditions that allow all to reach their full potential, where a person's identity including race/ethnicity, gender, age, disability, sexual orientation or expression, immigration status, does not determine their life outcomes or opportunities.



# County Summaries



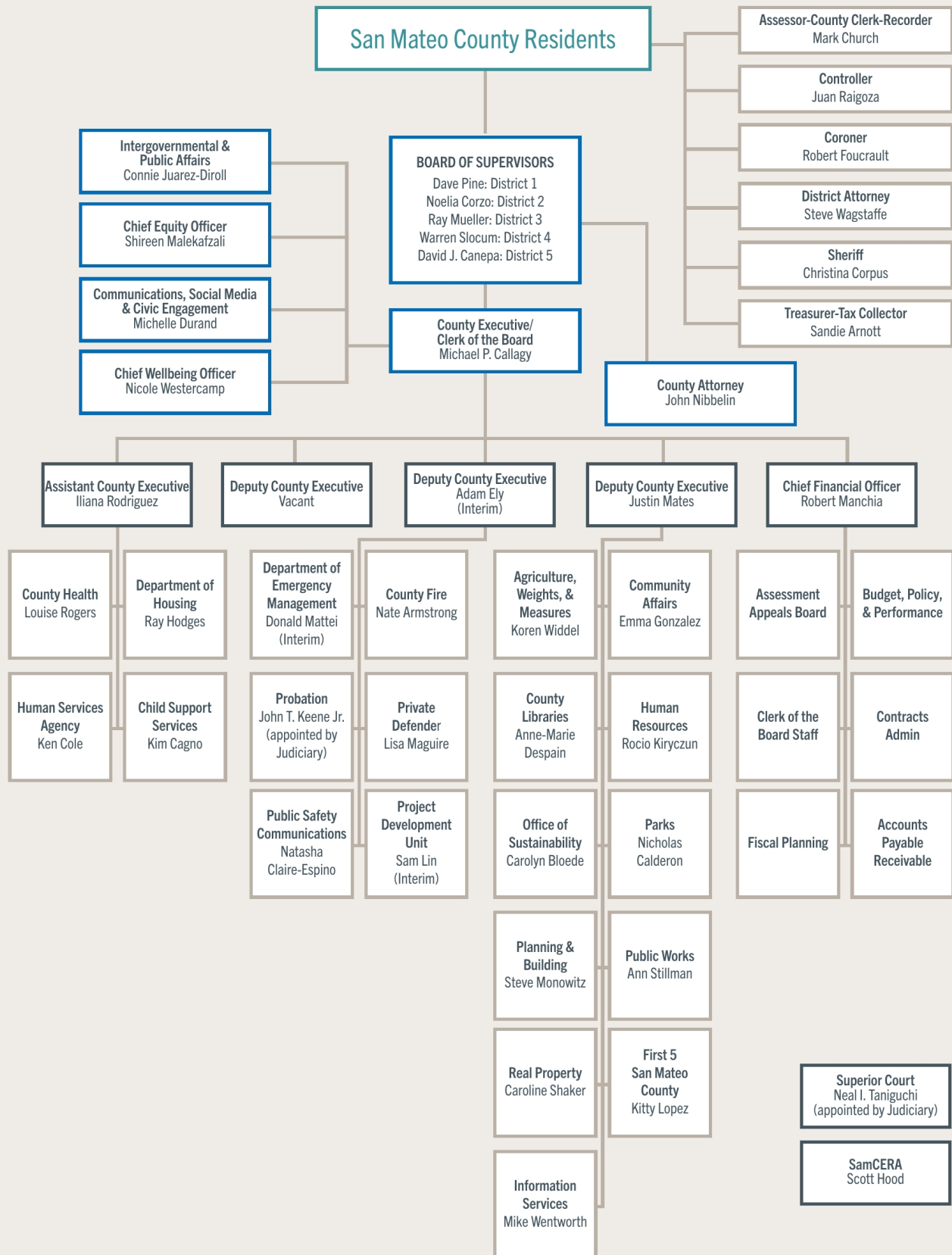
COUNTY OF SAN MATEO







# COUNTY ORGANIZATION CHART



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## INTRODUCTION: UNDERSTANDING BUDGET SUMMARY CHARTS

The purpose of this section is to provide a high-level overview of the County budget through several budget summary charts that display budget data in different ways. Below is a list of definitions for commonly used terminology in this section. For additional definitions, see the Glossary of Budget Terms section.

**Sources:** refers to all revenue and Fund Balance available to finance expenses

**Requirements:** refers to all expenses, including Intrafund Transfers and Reserves

**General Funds (GF):** refers to the major County operating fund used to account for all financial sources and uses, except those required to be accounted for in another fund

**Non-General Funds (NGF):** refers to operating funds other than the County General Fund, such as the Road Fund, Waste Management, or County Airports Fund

**All Funds:** includes both General and Non-General Funds

**Agency:** refers to the five key groupings under which all departments are sorted – Criminal Justice, County Health, Social Services, Community Services, and Administration/Fiscal Services (see page A-36 to see an overview of which departments are within each agency).

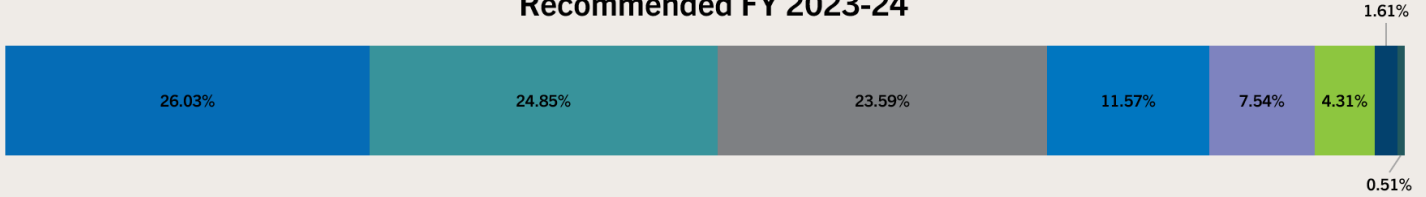
The following is a list of the budget summary charts that follow this page (ie by fund, agency level, and sources versus requirements):

- County Charts – All Funds (see page B-3)
- Total Requirements – All Funds (see page B-5)
- Total Sources and Requirements – All Funds (see page B-6)
- General Fund Summaries
  - General Fund - Total Sources and Requirements (see page B-7)
  - General Fund - Total Sources and Requirements by Agency
    - Criminal Justice (see page B-8)
    - County Health (see page B-9)
    - Social Services (see page B-10)
    - Community Services (see page B-11)
    - Administration and Fiscal Services (see page B-12)
- All Funds - Revenues by Type (see page B-13)
- All Funds - Requirements by Type (see page B-35)
- All Funds - Authorized Position Summary and position change details (see page B-36)

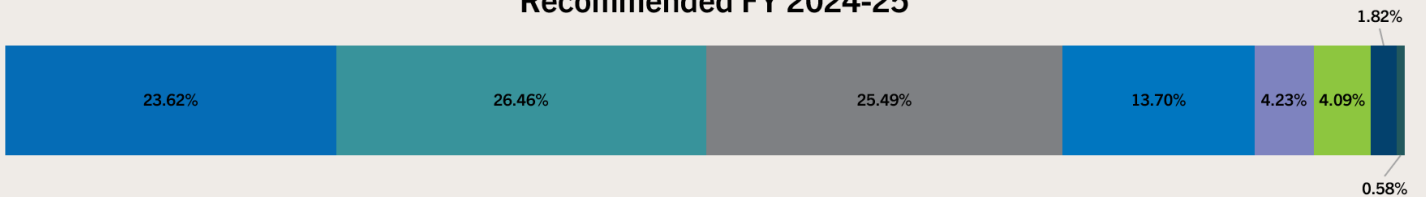
# COUNTY CHARTS – ALL FUNDS

## All County Funds FY 2023-25 Recommended Sources

**Recommended FY 2023-24**



**Recommended FY 2024-25**



- Fund Balance\*\*
- Intergovernmental Revenues
- Taxes
- Charges for Services
- Other Financing Sources
- Interfund Revenue
- Miscellaneous Revenue & Use of Money and Property
- Fines, Forfeitures and Penalties & Licenses, Permits and Franchises

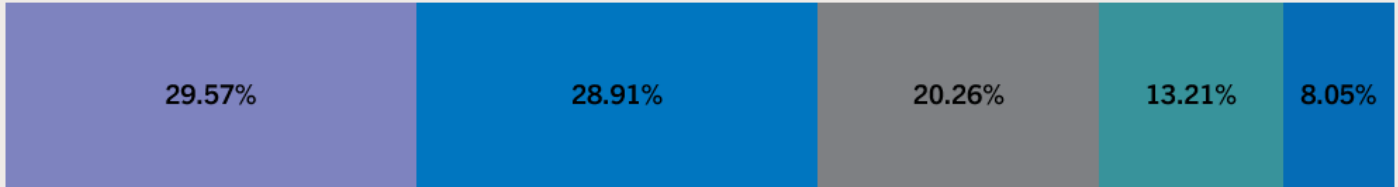
Source of Funds	2023-24 Recommended	Percent of Total	2024-25 Recommended	Percent of Total
Intergovernmental Revenues	1,009,288,000	24.85%	949,297,137	26.46%
Taxes	958,076,989	23.59%	914,693,104	25.49%
Charges for Services	469,880,672	11.57%	491,513,366	13.70%
Other Financing Sources	306,197,483	7.54%	151,685,038	4.23%
Interfund Revenue	174,862,347	4.31%	146,883,201	4.09%
Miscellaneous Revenue & Use of Property	65,350,420	1.61%	65,407,999	1.82%
Fines, Forfeitures and Penalties & Licenses, Permits and Franchises	20,663,951	0.51%	20,786,207	0.58%
<b>Subtotal - Ongoing Revenue Sources</b>	<b>3,004,319,862</b>	<b>73.97%</b>	<b>2,740,266,052</b>	<b>76.38%</b>
Fund Balance**	1,057,100,992	26.03%	847,483,714	23.62%
<b>Total Sources</b>	<b>4,061,420,854</b>	<b>100.00%</b>	<b>3,587,749,766</b>	<b>100.00%</b>

\*In the visualization and table above, Miscellaneous Revenue is combined with Use of Money and Property; Licenses, Permits, and Franchises is combined with Fines, Forfeitures, and Penalties.

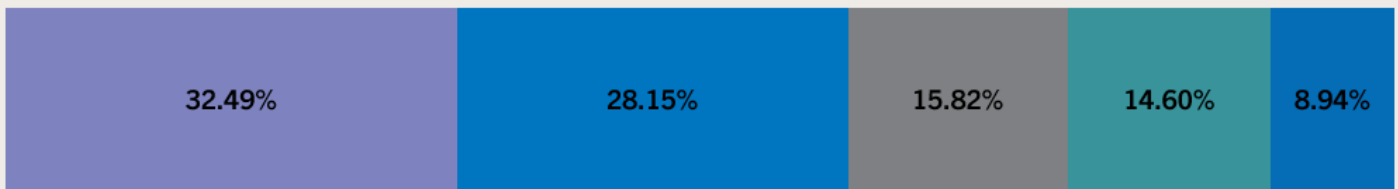
\*\*While Fund Balance makes up the largest percentage of Total Sources in FY 2023-24, the majority of this funding is committed to one-time capital projects that have not been completed. Fund Balance is a one-time revenue source and cannot be used for ongoing expenditures.

## All County Funds FY 2023-24 Recommended Requirements (by Agency)

### Recommended FY 2023-24



### Recommended FY 2024-25



■ Health   
 ■ Administration and Fiscal Services   
 ■ Community Services   
 ■ Criminal Justice   
 ■ Social Services

Use of Funds	2023-24 Recommended	Percent of Total	2024-25 Recommended	Percent of Total
Health	1,200,992,058	29.57%	1,165,537,824	32.49%
Administration and Fiscal Services	1,174,312,083	28.91%	1,009,784,390	28.15%
Community Services	822,796,923	20.26%	567,752,756	15.82%
Criminal Justice	536,489,741	13.21%	523,773,917	14.60%
Social Services	326,830,049	8.05%	320,900,879	8.94%
<b>Total Requirements</b>	<b>4,061,420,854</b>	<b>100.00%</b>	<b>3,587,749,766</b>	<b>100.00%</b>

Note that while there appears to be a significant percentage increase in Total Requirements for Health in FY 2024-25, this is due to the proportional decrease in Community Services and Administration and Fiscal Services as a result of the anticipated completion of one-time capital projects.

## TOTAL REQUIREMENTS – ALL FUNDS

### Total Requirements – All Funds FY 2023-24 and FY 2024-25 Budget Unit Summary

Agency	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Criminal Justice Agency	451,326,313	447,232,318	553,993,569	536,489,741	(17,503,828)	523,773,917	(12,715,824)
County Health	471,470,614	497,813,148	574,583,003	608,890,930	34,307,927	597,903,372	(10,987,558)
Social Services	237,844,106	252,013,096	324,204,431	326,830,049	2,625,618	320,900,879	(5,929,170)
Community Services	144,795,946	167,492,449	304,459,917	219,325,881	(85,134,036)	208,158,736	(11,167,145)
Administration and Fiscal	1,052,054,932	1,135,233,935	1,172,515,764	1,103,584,265	(68,931,499)	943,971,886	(159,612,379)
<b>Subtotal General Fund</b>	<b>2,357,491,912</b>	<b>2,499,784,944</b>	<b>2,929,756,684</b>	<b>2,795,120,866</b>	<b>(134,635,818)</b>	<b>2,594,708,790</b>	<b>(200,412,076)</b>
Enterprise Funds	428,505,914	460,465,035	451,309,145	498,244,361	46,935,216	492,356,241	(5,888,120)
Special Revenue Funds	133,719,053	148,171,795	162,407,770	158,530,396	(3,877,374)	125,142,042	(33,388,354)
Capital Project Funds	254,312,420	297,252,864	476,299,294	328,045,977	(148,253,317)	145,331,454	(182,714,523)
Debt Service Funds	65,915,761	64,080,904	65,625,688	70,727,818	5,102,130	65,812,504	(4,915,314)
Special Districts	98,054,623	104,691,899	107,455,184	105,186,875	(2,268,309)	92,388,841	(12,798,034)
Internal Service Funds	26,364,590	27,455,063	29,787,322	27,895,949	(1,891,373)	26,908,345	(987,604)
Trust Funds	-	-	-	77,668,612	77,668,612	45,101,549	(32,567,063)
<b>Subtotal Non-General Fund</b>	<b>1,006,872,360</b>	<b>1,102,117,559</b>	<b>1,292,884,403</b>	<b>1,266,299,988</b>	<b>(26,584,415)</b>	<b>993,040,976</b>	<b>(273,259,012)</b>
<b>Total Requirements – All Funds</b>	<b>3,364,364,272</b>	<b>3,601,902,503</b>	<b>4,222,641,087</b>	<b>4,061,420,854</b>	<b>(161,220,233)</b>	<b>3,587,749,766</b>	<b>(473,671,088)</b>
<b>Total Sources - All Funds</b>	<b>3,364,364,272</b>	<b>3,601,902,503</b>	<b>4,222,641,087</b>	<b>4,061,420,854</b>	<b>(161,220,233)</b>	<b>3,587,749,766</b>	<b>(473,671,088)</b>
<b>AUTHORIZED POSITIONS</b>							
<b>Salary Resolution</b>	5,620.0	5,631.0	5,648.0	5,768.0	120.0	5,770.0	2.0
<b>Funded FTE</b>	5,534.2	5,549.8	5,549.5	5,674.0	124.5	5,676.0	2.0



# TOTAL SOURCES AND REQUIREMENTS – ALL FUNDS

## Total Sources and Requirements – All Funds

### FY 2023-24 and FY 2024-25 Budget Unit Summary

Account Class	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>SOURCES</b>							
Taxes	787,684,646	965,309,579	928,088,477	958,076,989	29,988,512	914,693,104	(43,383,885)
Licenses, Permits and Franchises	11,088,464	11,619,869	12,492,123	12,580,391	88,268	12,679,888	99,497
Fines, Forfeitures and Penalties	5,146,109	7,628,790	8,238,560	8,083,560	(155,000)	8,106,319	22,759
Use of Money and Property	30,484,422	29,939,885	27,528,734	27,530,780	2,046	27,718,956	188,176
Intergovernmental Revenues	799,519,304	818,393,489	999,292,089	1,009,288,000	9,995,911	949,297,137	(59,990,863)
Charges for Services	373,994,704	373,281,527	438,534,820	469,880,672	31,345,852	491,513,366	21,632,694
Interfund Revenue	86,462,929	86,611,393	109,192,148	174,862,347	65,670,199	146,883,201	(27,979,146)
Miscellaneous Revenue	33,302,521	42,228,016	43,915,387	37,819,640	(6,095,747)	37,689,043	(130,597)
Other Financing Sources	210,059,094	239,071,142	408,882,938	306,197,483	(102,685,455)	151,685,038	(154,512,445)
<b>Total Revenue</b>	<b>2,337,742,193</b>	<b>2,574,083,689</b>	<b>2,976,165,276</b>	<b>3,004,319,862</b>	<b>28,154,586</b>	<b>2,740,266,052</b>	<b>(264,053,810)</b>
Fund Balance	1,026,622,079	1,027,818,624	1,246,475,811	1,057,100,992	(189,374,819)	847,483,714	(209,617,278)
<b>TOTAL SOURCES</b>	<b>3,364,364,272</b>	<b>3,601,902,313</b>	<b>4,222,641,087</b>	<b>4,061,420,854</b>	<b>(161,220,233)</b>	<b>3,587,749,766</b>	<b>(473,671,088)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,109,931,233	1,095,237,586	1,289,358,092	1,262,600,493	(26,757,599)	1,275,771,694	13,171,201
Services and Supplies	571,250,571	608,091,578	857,721,489	968,135,396	110,413,907	841,959,856	(126,175,540)
Other Charges	473,299,394	377,888,310	669,668,921	585,458,887	(84,210,034)	577,179,960	(8,278,927)
Reclassification of Expenses	(9)	(21,007)	95,916	(744,363)	(840,279)	(743,363)	1,000
Fixed Assets	107,531,422	158,583,690	489,332,252	336,942,567	(152,389,685)	127,775,161	(209,167,406)
Other Financing Uses	217,442,334	230,552,557	502,929,672	480,979,207	(21,950,465)	353,162,484	(127,816,723)
<b>Total Gross Appropriations</b>	<b>2,479,454,953</b>	<b>2,470,332,714</b>	<b>3,809,106,342</b>	<b>3,633,372,187</b>	<b>(175,734,155)</b>	<b>3,175,105,792</b>	<b>(458,266,395)</b>
Intrafund Transfers	(116,857,057)	(121,018,771)	(151,092,067)	(142,335,376)	8,756,691	(135,330,562)	7,004,814
<b>Net Appropriations</b>	<b>2,362,597,896</b>	<b>2,349,313,943</b>	<b>3,658,014,275</b>	<b>3,491,036,811</b>	<b>(166,977,464)</b>	<b>3,039,775,230</b>	<b>(451,261,581)</b>
Contingencies/Dept Reserves	730,181,488	1,029,625,757	442,276,085	438,396,169	(3,879,916)	424,760,339	(13,635,830)
Non-General Fund Reserves	271,584,887	222,962,803	122,350,727	131,987,874	9,637,147	123,214,197	(8,773,677)
<b>Total Contingencies and Reserves</b>	<b>1,001,766,376</b>	<b>1,252,588,561</b>	<b>564,626,812</b>	<b>570,384,043</b>	<b>5,757,231</b>	<b>547,974,536</b>	<b>(22,409,507)</b>
<b>TOTAL REQUIREMENTS</b>	<b>3,364,364,272</b>	<b>3,601,902,503</b>	<b>4,222,641,087</b>	<b>4,061,420,854</b>	<b>(161,220,233)</b>	<b>3,587,749,766</b>	<b>(473,671,088)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	5,620.0	5,631.0	5,648.0	5,768.0	120.0	5,770.0	2.0
Funded FTE	5,534.2	5,549.8	5,549.5	5,674.0	124.5	5,676.0	2.0

# GENERAL FUND SUMMARIES

## General Fund – Total Sources and Requirements FY 2023-24 and FY 2024-25 Budget Unit Summary – County

Account Class	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Taxes	758,275,063	934,838,186	877,457,381	897,370,489	19,913,108	869,003,143	(28,367,346)
Licenses, Permits and Franchises	7,550,488	7,880,425	9,072,302	8,807,288	(265,014)	8,856,785	49,497
Fines, Forfeitures and Penalties	3,966,257	6,332,689	6,667,061	6,612,061	(55,000)	6,634,820	22,759
Use of Money and Property	21,047,915	20,820,850	20,891,084	21,044,623	153,539	21,232,799	188,176
Intergovernmental Revenues	591,476,042	551,657,567	751,294,362	767,590,900	16,296,538	732,927,901	(34,662,999)
Charges for Services	174,411,441	165,469,536	196,555,933	195,284,138	(1,271,795)	206,917,849	11,633,711
Interfund Revenue	65,201,382	64,084,164	85,408,312	89,391,866	3,983,554	91,248,856	1,856,990
Miscellaneous Revenue	26,991,018	36,671,751	32,712,335	29,792,291	(2,920,044)	30,350,409	558,118
Other Financing Sources	12,263,297	32,523,522	19,516,176	19,930,414	414,238	19,939,327	8,913
<b>Total Revenue</b>	<b>1,661,182,903</b>	<b>1,820,278,689</b>	<b>1,999,574,946</b>	<b>2,035,824,070</b>	<b>36,249,124</b>	<b>1,987,111,889</b>	<b>(48,712,181)</b>
Fund Balance	696,309,009	679,506,255	930,181,738	759,296,796	(170,884,942)	607,596,901	(151,699,895)
<b>TOTAL SOURCES</b>	<b>2,357,491,912</b>	<b>2,499,784,944</b>	<b>2,929,756,684</b>	<b>2,795,120,866</b>	<b>(134,635,818)</b>	<b>2,594,708,790</b>	<b>(200,412,076)</b>
Salaries and Benefits	884,579,806	865,082,451	1,028,327,333	978,712,406	(49,614,927)	994,171,013	15,458,607
Services and Supplies	366,925,063	380,345,882	600,428,339	645,225,078	44,796,739	568,696,162	(76,528,916)
Other Charges	371,476,906	272,417,592	558,545,795	464,925,337	(93,620,458)	451,603,065	(13,322,272)
Reclassification of Expenses	(0)	(21,007)	95,916	(744,363)	(840,279)	(743,363)	1,000
Fixed Assets	33,532,069	42,417,274	113,408,883	87,835,740	(25,573,143)	77,486,361	(10,349,379)
Other Financing Uses	180,660,524	143,357,810	404,080,297	387,012,924	(17,067,373)	272,000,139	(115,012,785)
<b>Total Gross Appropriations</b>	<b>1,837,174,369</b>	<b>1,703,600,003</b>	<b>2,704,886,563</b>	<b>2,562,967,122</b>	<b>(141,919,441)</b>	<b>2,363,213,377</b>	<b>(199,753,745)</b>
Intrafund Transfers	(116,662,843)	(120,673,072)	(150,848,177)	(142,217,980)	8,630,197	(135,208,108)	7,009,872
<b>Net Appropriations</b>	<b>1,720,511,525</b>	<b>1,582,926,931</b>	<b>2,554,038,386</b>	<b>2,420,749,142</b>	<b>(133,289,244)</b>	<b>2,228,005,269</b>	<b>(192,743,873)</b>
Contingencies/Dept Reserves	636,727,098	916,605,157	375,718,298	374,371,724	(1,346,574)	366,703,521	(7,668,203)
Non-General Fund Reserves	253,289	252,856	-	-	-	-	-
<b>Total Contingencies and Reserves</b>	<b>636,980,387</b>	<b>916,858,013</b>	<b>375,718,298</b>	<b>374,371,724</b>	<b>(1,346,574)</b>	<b>366,703,521</b>	<b>(7,668,203)</b>
<b>TOTAL REQUIREMENTS</b>	<b>2,357,491,912</b>	<b>2,499,784,944</b>	<b>2,929,756,684</b>	<b>2,795,120,866</b>	<b>(134,635,818)</b>	<b>2,594,708,790</b>	<b>(200,412,076)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	4,452.0	4,459.0	4,474.0	4,591.0	117.0	4,593.0	2.0
Funded FTE	4,428.4	4,438.8	4,442.5	4,560.3	117.8	4,562.3	2.0

## Total Sources and Requirements by Agency – Criminal Justice

### Criminal Justice

#### Total Sources and Requirements – General Fund FY 2023-24 and FY 2024-25 Budget Unit Summary

Account Class	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Taxes	3,856,336	3,716,114	3,907,638	5,087,407	1,179,769	5,007,407	(80,000)
Licenses, Permits and Franchises	17,191	15,906	18,500	18,500	-	18,500	-
Fines, Forfeitures and Penalties	3,852,362	5,409,396	6,376,615	6,207,144	(169,471)	6,229,903	22,759
Use of Money and Property	1	-	-	-	-	-	-
Intergovernmental Revenues	126,048,894	127,321,783	149,027,768	146,312,964	(2,714,804)	143,477,406	(2,835,558)
Charges for Services	33,628,075	37,352,016	38,713,167	44,099,559	5,386,392	44,549,267	449,708
Interfund Revenue	3,605,567	3,443,568	6,316,089	8,227,161	1,911,072	7,938,824	(288,337)
Miscellaneous Revenue	3,464,943	3,810,105	3,360,852	3,780,852	420,000	3,566,852	(214,000)
Other Financing Sources	78,747	19,039	84,467	84,565	98	86,338	1,773
<b>Total Revenue</b>	<b>174,552,116</b>	<b>181,087,925</b>	<b>207,805,096</b>	<b>213,818,152</b>	<b>6,013,056</b>	<b>210,874,497</b>	<b>(2,943,655)</b>
Fund Balance	44,191,023	50,124,088	84,629,673	74,099,471	(10,530,202)	57,406,305	(16,693,166)
<b>TOTAL SOURCES</b>	<b>218,743,139</b>	<b>231,212,013</b>	<b>292,434,769</b>	<b>287,917,623</b>	<b>(4,517,146)</b>	<b>268,280,802</b>	<b>(19,636,821)</b>
Salaries and Benefits	290,206,946	289,585,369	326,245,037	318,738,658	(7,506,379)	326,118,122	7,379,464
Services and Supplies	50,359,115	51,233,733	72,141,059	75,046,522	2,905,463	65,485,840	(9,560,682)
Other Charges	49,830,505	49,810,350	57,908,678	56,400,890	(1,507,788)	56,484,843	83,953
Reclassification of Expenses	-	(21,007)	-	-	-	-	-
Fixed Assets	812,476	3,791,564	32,534,833	13,768,339	(18,766,494)	4,217,720	(9,550,619)
Other Financing Uses	25,509,697	22,224,672	21,600,140	20,877,935	(722,205)	20,136,989	(740,946)
<b>Total Gross Appropriations</b>	<b>416,718,740</b>	<b>416,624,680</b>	<b>510,429,747</b>	<b>484,832,344</b>	<b>(25,597,403)</b>	<b>472,443,514</b>	<b>(12,388,830)</b>
Intrafund Transfers	(2,067,538)	(2,770,827)	(3,467,927)	(5,048,907)	(1,580,980)	(4,570,236)	478,671
<b>Net Appropriations</b>	<b>414,651,201</b>	<b>413,853,853</b>	<b>506,961,820</b>	<b>479,783,437</b>	<b>(27,178,383)</b>	<b>467,873,278</b>	<b>(11,910,159)</b>
Contingencies/Dept Reserves	36,675,112	33,378,465	47,031,749	56,706,304	9,674,555	55,900,639	(805,665)
<b>Total Contingencies and Reserves</b>	<b>36,675,112</b>	<b>33,378,465</b>	<b>47,031,749</b>	<b>56,706,304</b>	<b>9,674,555</b>	<b>55,900,639</b>	<b>(805,665)</b>
<b>TOTAL REQUIREMENTS</b>	<b>451,326,313</b>	<b>447,232,318</b>	<b>553,993,569</b>	<b>536,489,741</b>	<b>(17,503,828)</b>	<b>523,773,917</b>	<b>(12,715,824)</b>
<b>Net County Cost</b>	<b>232,583,174</b>	<b>216,020,304</b>	<b>261,558,800</b>	<b>248,572,118</b>	<b>(12,986,682)</b>	<b>255,493,115</b>	<b>6,920,997</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1,369.0	1,350.0	1,327.0	1,334.0	7.0	1,334.0	0.0
Funded FTE	1,362.4	1,343.4	1,319.4	1,326.1	6.7	1,326.1	0.0

## Total Sources and Requirements by Agency – County Health

### County Health

#### Total Sources and Requirements – General Fund

#### FY 2023-24 and FY 2024-25 Budget Unit Summary

Account Class	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Taxes	8,799,133	8,845,196	12,126,492	12,987,743	861,251	12,982,815	(4,928)
Licenses, Permits and Franchises	2,127,957	1,915,799	2,790,162	2,309,024	(481,138)	2,356,001	46,977
Fines, Forfeitures and Penalties	71,936	197,415	282,446	396,917	114,471	396,917	-
Use of Money and Property	533,728	400,858	400,858	400,858	-	400,858	-
Intergovernmental Revenues	150,892,499	187,853,293	207,372,055	251,551,174	44,179,119	232,347,024	(19,204,150)
Charges for Services	85,819,764	74,657,820	98,858,160	92,651,263	(6,206,897)	98,611,171	5,959,908
Interfund Revenue	9,324,215	8,934,396	11,631,580	15,765,325	4,133,745	16,368,775	603,450
Miscellaneous Revenue	16,531,727	19,332,234	23,708,806	20,758,616	(2,950,190)	21,513,603	754,987
<b>Total Revenue</b>	<b>274,100,959</b>	<b>302,137,010</b>	<b>357,170,559</b>	<b>396,820,920</b>	<b>39,650,361</b>	<b>384,977,164</b>	<b>(11,843,756)</b>
Fund Balance	10,922,505	11,884,447	13,959,265	13,600,552	(358,713)	10,675,582	(2,924,970)
<b>TOTAL SOURCES</b>	<b>285,023,464</b>	<b>314,021,457</b>	<b>371,129,824</b>	<b>410,421,472</b>	<b>39,291,648</b>	<b>395,652,746</b>	<b>(14,768,726)</b>
Salaries and Benefits	218,554,436	226,356,681	259,535,556	263,098,209	3,562,653	263,792,821	694,612
Services and Supplies	117,746,732	140,021,066	153,186,737	159,591,381	6,404,644	157,845,540	(1,745,841)
Other Charges	73,655,368	76,733,230	102,248,275	113,601,778	11,353,503	117,314,249	3,712,471
Reclassification of Expenses	-	-	57,724	(744,363)	(802,087)	(743,363)	1,000
Fixed Assets	263,578	827,567	979,678	1,108,018	128,340	1,108,018	-
Other Financing Uses	69,562,424	58,643,226	68,384,962	80,139,116	11,754,154	67,342,722	(12,796,394)
<b>Total Gross Appropriations</b>	<b>479,782,538</b>	<b>502,581,770</b>	<b>584,392,932</b>	<b>616,794,139</b>	<b>32,401,207</b>	<b>606,659,987</b>	<b>(10,134,152)</b>
Intrafund Transfers	(19,193,269)	(17,815,124)	(20,497,097)	(18,547,548)	1,949,549	(19,400,954)	(853,406)
<b>Net Appropriations</b>	<b>460,589,269</b>	<b>484,766,647</b>	<b>563,895,835</b>	<b>598,246,591</b>	<b>34,350,756</b>	<b>587,259,033</b>	<b>(10,987,558)</b>
Contingencies/Dept Reserves	10,881,345	13,046,501	10,687,168	10,644,339	(42,829)	10,644,339	-
<b>Total Contingencies and Reserves</b>	<b>10,881,345</b>	<b>13,046,501</b>	<b>10,687,168</b>	<b>10,644,339</b>	<b>(42,829)</b>	<b>10,644,339</b>	<b>0</b>
<b>TOTAL REQUIREMENTS</b>	<b>471,470,614</b>	<b>497,813,148</b>	<b>574,583,003</b>	<b>608,890,930</b>	<b>34,307,927</b>	<b>597,903,372</b>	<b>(10,987,558)</b>
<b>Net County Cost</b>	<b>186,447,150</b>	<b>183,791,691</b>	<b>203,453,179</b>	<b>198,469,458</b>	<b>(4,983,721)</b>	<b>202,250,626</b>	<b>3,781,168</b>
<b>AUTHORIZED POSITIONS</b>							
<b>Salary Resolution</b>	1,170.0	1,183.0	1,210.0	1,284.0	74.0	1,286.0	2.0
<b>Funded FTE</b>	1,153.6	1,169.4	1,190.2	1,264.7	74.5	1,266.7	2.0

## Total Sources and Requirements by Agency – Social Services

### Social Services

#### Total Sources and Requirements – General Fund

#### FY 2023-24 and FY 2024-25 Budget Unit Summary

Account Class	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Taxes	10,971,491	10,983,504	15,298,480	18,332,920	3,034,440	18,332,920	-
Intergovernmental Revenues	172,824,858	148,352,675	189,531,746	195,254,381	5,722,635	195,794,667	540,286
Charges for Services	2,681,847	2,074,085	2,607,000	1,787,000	(820,000)	1,526,831	(260,169)
Interfund Revenue	7,904	295,755	5,000	1,000	(4,000)	1,000	-
Miscellaneous Revenue	1,254,499	3,257,357	2,729,735	1,297,681	(1,432,054)	1,376,958	79,277
<b>Total Revenue</b>	<b>187,740,599</b>	<b>164,963,376</b>	<b>210,171,961</b>	<b>216,672,982</b>	<b>6,501,021</b>	<b>217,032,376</b>	<b>359,394</b>
Fund Balance	36,237,151	48,996,203	49,227,980	44,534,915	(4,693,065)	36,448,915	(8,086,000)
<b>TOTAL SOURCES</b>	<b>223,977,750</b>	<b>213,959,579</b>	<b>259,399,941</b>	<b>261,207,897</b>	<b>1,807,956</b>	<b>253,481,291</b>	<b>(7,726,606)</b>
Salaries and Benefits	121,545,773	128,363,687	149,288,524	151,535,841	2,247,317	153,758,669	2,222,828
Services and Supplies	39,989,189	38,651,369	71,017,546	71,291,502	273,956	67,824,498	(3,467,004)
Other Charges	49,027,944	46,862,166	65,179,652	64,859,618	(320,034)	64,663,755	(195,863)
Reclassification of Expenses	-	-	38,192	-	(38,192)	-	-
Fixed Assets	36,569	11,740	720,000	770,000	50,000	650,000	(120,000)
Other Financing Uses	2,635,694	1,907,423	1,604,217	5,478,060	3,873,843	5,177,269	(300,791)
<b>Total Gross Appropriations</b>	<b>213,235,170</b>	<b>215,796,385</b>	<b>287,848,131</b>	<b>293,935,021</b>	<b>6,086,890</b>	<b>292,074,191</b>	<b>(1,860,830)</b>
Intrafund Transfers	(2,342,966)	(2,324,147)	(2,515,680)	(3,553,887)	(1,038,207)	(2,972,227)	581,660
<b>Net Appropriations</b>	<b>210,892,204</b>	<b>213,472,238</b>	<b>285,332,451</b>	<b>290,381,134</b>	<b>5,048,683</b>	<b>289,101,964</b>	<b>(1,279,170)</b>
Contingencies/Dept Reserves	26,951,902	38,540,858	38,871,980	36,448,915	(2,423,065)	31,798,915	(4,650,000)
<b>Total Contingencies and Reserves</b>	<b>26,951,902</b>	<b>38,540,858</b>	<b>38,871,980</b>	<b>36,448,915</b>	<b>(2,423,065)</b>	<b>31,798,915</b>	<b>(4,650,000)</b>
<b>TOTAL REQUIREMENTS</b>	<b>237,844,106</b>	<b>252,013,096</b>	<b>324,204,431</b>	<b>326,830,049</b>	<b>2,625,618</b>	<b>320,900,879</b>	<b>(5,929,170)</b>
<b>Net County Cost</b>	<b>13,866,356</b>	<b>38,053,516</b>	<b>64,804,490</b>	<b>65,622,152</b>	<b>817,662</b>	<b>67,419,588</b>	<b>1,797,436</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	842.0	838.0	842.0	854.0	12.0	854.0	0.0
Funded FTE	842.0	838.0	841.2	853.2	12.0	853.2	0.0



## Total Sources and Requirements by Agency – Community Services

### Community Services

#### Total Sources and Requirements – General Fund

#### FY 2023-24 and FY 2024-25 Budget Unit Summary

Account Class	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Taxes	17,300,415	18,543,695	95,279,810	39,057,530	(56,222,280)	37,713,540	(1,343,990)
Licenses, Permits and Franchises	4,778,446	5,271,732	5,645,059	5,861,183	216,124	5,863,703	2,520
Fines, Forfeitures and Penalties	41,958	33,198	8,000	8,000	-	8,000	-
Use of Money and Property	1,323,286	1,668,821	1,494,843	1,491,318	(3,525)	1,520,815	29,497
Intergovernmental Revenues	12,829,140	27,891,029	51,687,731	23,999,869	(27,687,862)	18,225,387	(5,774,482)
Charges for Services	14,823,131	18,906,234	21,417,785	23,917,079	2,499,294	23,860,134	(56,945)
Interfund Revenue	27,272,506	27,272,649	34,989,468	34,034,727	(954,741)	34,993,453	958,726
Miscellaneous Revenue	1,277,063	1,812,878	920,982	1,736,061	815,079	1,691,061	(45,000)
Other Financing Sources	12,164,615	11,109,732	19,332,319	19,699,614	367,295	19,705,959	6,345
<b>Total Revenue</b>	<b>91,810,560</b>	<b>112,509,968</b>	<b>230,775,997</b>	<b>149,805,381</b>	<b>(80,970,616)</b>	<b>143,582,052</b>	<b>(6,223,329)</b>
Fund Balance	25,424,535	24,168,143	29,367,757	24,753,101	(4,614,656)	18,595,241	(6,157,860)
<b>TOTAL SOURCES</b>	<b>117,235,095</b>	<b>136,678,111</b>	<b>260,143,754</b>	<b>174,558,482</b>	<b>(85,585,272)</b>	<b>162,177,293</b>	<b>(12,381,189)</b>
Salaries and Benefits	80,707,477	85,415,468	102,921,387	102,518,911	(402,476)	104,360,904	1,841,993
Services and Supplies	41,107,533	48,526,754	71,695,054	70,435,188	(1,259,866)	65,865,621	(4,569,567)
Other Charges	49,686,505	61,792,754	169,345,221	84,462,270	(84,882,951)	73,639,100	(10,823,170)
Reclassification of Expenses	-	-	-	-	-	-	-
Fixed Assets	1,432,945	2,462,847	3,132,257	6,451,170	3,318,913	5,772,410	(678,760)
Other Financing Uses	1,266,254	2,025,806	1,476,370	1,352,257	(124,113)	852,202	(500,055)
<b>Total Gross Appropriations</b>	<b>174,200,713</b>	<b>200,223,630</b>	<b>348,570,289</b>	<b>265,219,796</b>	<b>(83,350,493)</b>	<b>250,490,237</b>	<b>(14,729,559)</b>
Intrafund Transfers	(47,128,621)	(50,156,161)	(61,812,484)	(63,171,330)	(1,358,846)	(57,727,131)	5,444,199
<b>Net Appropriations</b>	<b>127,072,092</b>	<b>150,067,468</b>	<b>286,757,805</b>	<b>202,048,466</b>	<b>(84,709,339)</b>	<b>192,763,106</b>	<b>(9,285,360)</b>
Contingencies/Dept Reserves	17,470,566	17,172,124	17,702,112	17,277,415	(424,697)	15,395,630	(1,881,785)
Non-General Fund Reserves	253,289	252,856	-	-	-	-	-
<b>Total Contingencies and Reserves</b>	<b>17,723,855</b>	<b>17,424,980</b>	<b>17,702,112</b>	<b>17,277,415</b>	<b>(424,697)</b>	<b>15,395,630</b>	<b>(1,881,785)</b>
<b>TOTAL REQUIREMENTS</b>	<b>144,795,946</b>	<b>167,492,449</b>	<b>304,459,917</b>	<b>219,325,881</b>	<b>(85,134,036)</b>	<b>208,158,736</b>	<b>(11,167,145)</b>
<b>Net County Cost</b>	<b>27,560,852</b>	<b>30,814,338</b>	<b>44,316,163</b>	<b>44,767,399</b>	<b>451,236</b>	<b>45,981,443</b>	<b>1,214,044</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	480.0	500.0	504.0	517.0	13.0	517.0	0.0
Funded FTE	479.5	500.0	502.0	515.1	13.1	515.1	0.0

## Total Sources and Requirements by Agency – Administration and Fiscal Services

### Administration and Fiscal Services

#### Total Sources and Requirements – General Fund

#### FY 2023-24 and FY 2024-25 Budget Unit Summary

Account Class	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Taxes	717,347,689	892,749,677	750,844,961	821,904,889	71,059,928	794,966,461	(26,938,428)
Licenses, Permits and Franchises	626,893	676,988	618,581	618,581	-	618,581	-
Fines, Forfeitures and Penalties	-	692,680	-	-	-	-	-
Use of Money and Property	19,190,901	18,751,172	18,995,383	19,152,447	157,064	19,311,126	158,679
Intergovernmental Revenues	128,880,651	60,238,787	153,675,062	150,472,512	(3,202,550)	143,083,417	(7,389,095)
Charges for Services	37,458,624	32,479,382	34,959,821	32,829,237	(2,130,584)	38,370,446	5,541,209
Interfund Revenue	24,991,190	24,137,796	32,466,175	31,363,653	(1,102,522)	31,946,804	583,151
Miscellaneous Revenue	4,462,785	8,459,177	1,991,960	2,219,081	227,121	2,201,935	(17,146)
Other Financing Sources	19,935	21,394,752	99,390	146,235	46,845	147,030	795
<b>Total Revenue</b>	<b>932,978,669</b>	<b>1,059,580,410</b>	<b>993,651,333</b>	<b>1,058,706,635</b>	<b>65,055,302</b>	<b>1,030,645,800</b>	<b>(28,060,835)</b>
Fund Balance	579,533,795	544,333,374	752,997,063	602,308,757	(150,688,306)	484,470,858	(117,837,899)
<b>TOTAL SOURCES</b>	<b>1,512,512,464</b>	<b>1,603,913,784</b>	<b>1,746,648,396</b>	<b>1,661,015,392</b>	<b>(85,633,004)</b>	<b>1,515,116,658</b>	<b>(145,898,734)</b>
Salaries and Benefits	173,565,174	135,361,247	190,336,829	142,820,787	(47,516,042)	146,140,497	3,319,710
Services and Supplies	117,722,493	101,912,959	232,387,943	268,860,485	36,472,542	211,674,663	(57,185,822)
Other Charges	149,276,585	37,219,093	163,863,969	145,600,781	(18,263,188)	139,501,118	(6,099,663)
Reclassification of Expenses	-	-	-	-	-	-	-
Fixed Assets	30,986,501	35,323,556	76,042,115	65,738,213	(10,303,902)	65,738,213	-
Other Financing Uses	81,686,455	58,556,684	311,014,608	279,165,556	(31,849,052)	178,490,957	(100,674,599)
<b>Total Gross Appropriations</b>	<b>553,237,208</b>	<b>368,373,538</b>	<b>973,645,464</b>	<b>902,185,822</b>	<b>(71,459,642)</b>	<b>741,545,448</b>	<b>(160,640,374)</b>
Intrafund Transfers	(45,930,449)	(47,606,813)	(62,554,989)	(51,896,308)	10,658,681	(50,537,560)	1,358,748
<b>Net Appropriations</b>	<b>507,306,759</b>	<b>320,766,725</b>	<b>911,090,475</b>	<b>850,289,514</b>	<b>(60,800,961)</b>	<b>691,007,888</b>	<b>(159,281,626)</b>
Contingencies/Dept Reserves	544,748,173	814,467,209	261,425,289	253,294,751	(8,130,538)	252,963,998	(330,753)
<b>Total Contingencies and Reserves</b>	<b>544,748,173</b>	<b>814,467,209</b>	<b>261,425,289</b>	<b>253,294,751</b>	<b>(8,130,538)</b>	<b>252,963,998</b>	<b>(330,753)</b>
<b>TOTAL REQUIREMENTS</b>	<b>1,052,054,932</b>	<b>1,135,233,935</b>	<b>1,172,515,764</b>	<b>1,103,584,265</b>	<b>(68,931,499)</b>	<b>943,971,886</b>	<b>(159,612,379)</b>
<b>Net County Cost</b>	<b>(460,457,532)</b>	<b>(468,679,849)</b>	<b>(574,132,632)</b>	<b>(557,431,127)</b>	<b>16,701,505</b>	<b>(571,144,772)</b>	<b>(13,713,645)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	591.0	588.0	591.0	602.0	11.0	602.0	0.0
Funded FTE	591.0	588.0	589.7	601.2	11.6	601.2	0.0

## REVENUES BY TYPE – ALL FUNDS

### County of San Mateo

#### All Funds

#### FY 2023-25 and 2024-25 Revenue by Type

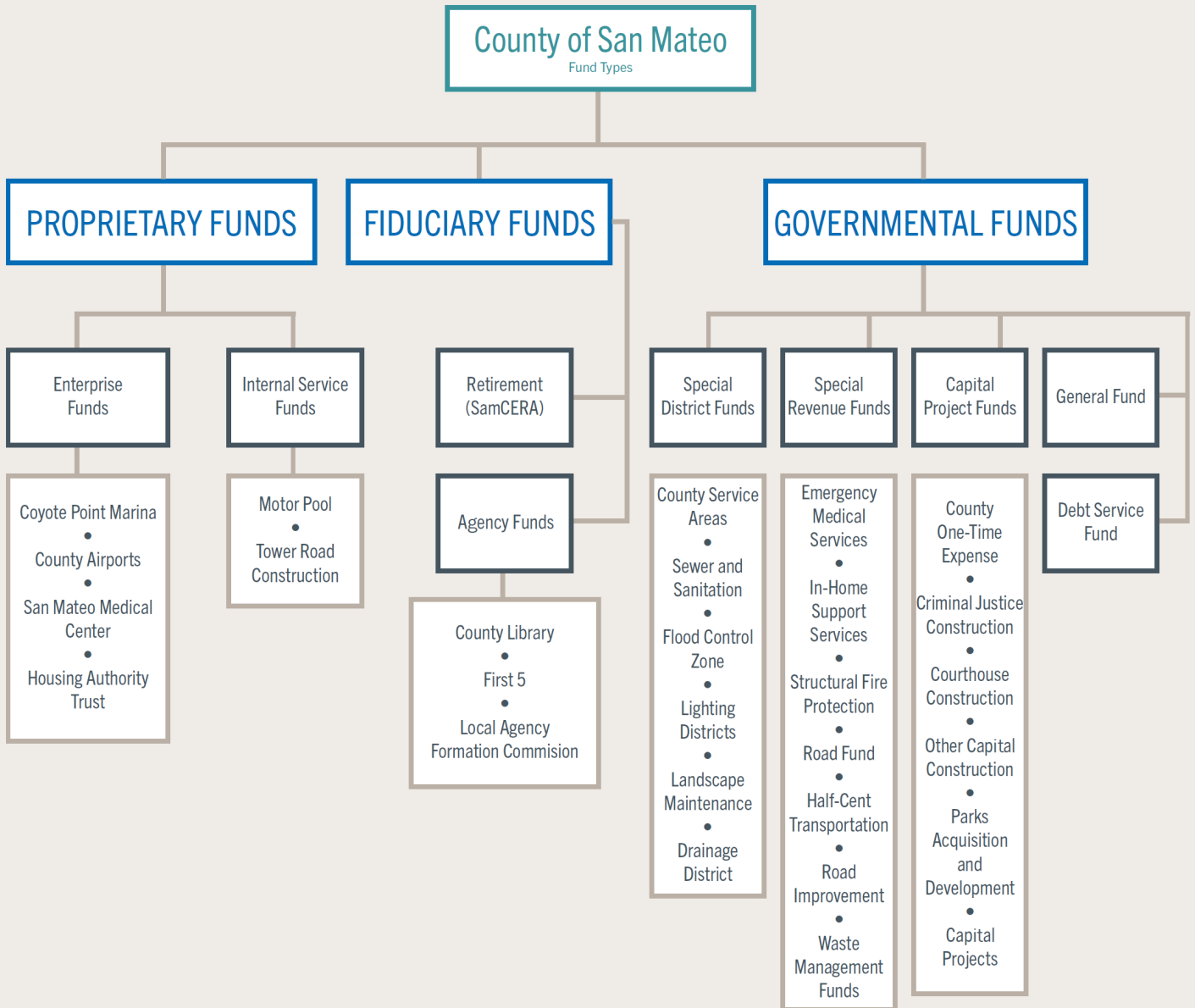
Revenue	Actual FY 2020-21	Actual FY 2021-22	Revised FY 2022-23	Recomm FY 2023-24	Change	Recomm FY 2024-25	Change
Property Taxes - General Fund	351,552,628	366,187,530	386,339,570	408,641,837	22,302,267	432,252,608	23,610,771
Property Taxes - Non-General Fund	14,556,907	14,185,208	17,232,658	18,427,833	1,195,175	19,202,954	775,121
Property Taxes - Supplemental	12,245,041	12,163,328	9,426,565	9,974,148	547,583	10,558,353	584,205
Former RDA Other Revenues	32,651,546	54,401,027	22,976,975	34,465,463	11,488,488	34,465,463	0
Property Transfer Tax	13,574,995	16,234,337	13,027,005	13,027,005	0	13,027,005	0
Return of Property Tax (Excess ERAF)	189,838,815	251,892,872	90,000,000	100,000,000	10,000,000	100,000,000	0
Property Tax In-Lieu of VLF	74,454,825	124,496,214	124,181,053	127,750,834	3,569,781	127,750,834	0
Sales and Use Taxes	21,269,923	32,033,977	30,224,298	31,806,754	1,582,456	32,501,899	695,145
Measure A Sales Tax	69,162,921	75,611,093	211,082,415	187,881,508	(23,200,907)	118,580,709	(69,300,799)
Transient Occupancy Tax	2,404,373	4,215,685	3,497,373	3,584,807	87,434	3,674,427	89,620
Other Taxes	5,972,671	13,888,309	20,100,565	22,516,800	2,416,235	22,678,852	162,052
<b>Taxes</b>	<b>787,684,646</b>	<b>965,309,579</b>	<b>928,088,477</b>	<b>958,076,989</b>	<b>29,988,512</b>	<b>914,693,104</b>	<b>(43,383,885)</b>
Building Permits	2,852,407	3,161,922	3,063,577	3,749,338	685,761	3,749,338	0
Development and Zoning Permits	2,458,708	2,366,008	3,343,328	2,494,845	(848,483)	2,591,822	96,977
Franchise Fees	4,035,093	4,294,378	4,231,352	4,304,634	73,282	4,304,634	0
Other Licenses and Permits	1,742,257	1,797,561	1,853,866	2,031,574	177,708	2,034,094	2,520
<b>Licenses, Permits and Franchises</b>	<b>11,088,464</b>	<b>11,619,869</b>	<b>12,492,123</b>	<b>12,580,391</b>	<b>88,268</b>	<b>12,679,888</b>	<b>99,497</b>
Court Fines and Forfeitures	5,047,403	6,012,720	7,168,041	5,826,039	(1,342,002)	5,826,039	0
Other Penalties and Forfeitures	98,706	1,616,070	1,070,519	2,257,521	1,187,002	2,280,280	22,759
<b>Fines, Forfeitures and Penalties</b>	<b>5,146,109</b>	<b>7,628,790</b>	<b>8,238,560</b>	<b>8,083,560</b>	<b>(155,000)</b>	<b>8,106,319</b>	<b>22,759</b>
Interest Earnings	20,305,026	19,416,932	18,936,960	18,942,575	5,615	19,101,254	158,679
Other Investment Income	3,115,735	3,461,911	2,982,870	2,982,870	0	2,982,870	0
Rents and Concessions	7,063,661	7,061,041	5,608,904	5,605,335	(3,569)	5,634,832	29,497
<b>Use of Money and Property</b>	<b>30,484,422</b>	<b>29,939,885</b>	<b>27,528,734</b>	<b>27,530,780</b>	<b>2,046</b>	<b>27,718,956</b>	<b>188,176</b>
Realignment	112,681,989	139,739,969	185,671,521	199,163,020	13,491,499	201,908,819	2,745,799
Prop. 172	81,457,573	81,050,076	95,013,414	92,299,355	(2,714,059)	84,687,916	(7,611,439)
Social Services Programs	130,891,840	110,944,334	128,334,771	135,883,341	7,548,570	135,125,505	(757,836)
Housing Services	4,487,343	15,959,890	40,420,235	11,334,291	(29,085,944)	6,361,994	(4,972,297)
Behavioral Health & Recovery Services	58,644,042	57,525,705	73,503,188	102,445,923	28,942,735	89,835,689	(12,610,234)
Public Health Services	23,477,126	32,840,474	24,585,441	24,122,254	(463,187)	18,772,080	(5,350,174)
Family Health Services	12,753,033	15,999,447	13,792,978	14,704,203	911,225	13,639,018	(1,065,185)

## County of San Mateo

### Total Requirements - All Funds FY 2023-25 and 2024-25 Revenue by Type

Revenue	Actual FY 2020-21	Actual FY 2021-22	Revised FY 2022-23	Recomm FY 2023-24	Change	Recomm FY 2024-25	Change
San Mateo Medical Center	144,954,294	173,600,456	130,148,001	134,715,867	4,567,866	132,722,600	(1,993,267)
Other Federal and State Aid	424,311,625	411,523,183	588,507,475	586,082,121	(2,425,354)	552,840,251	(33,241,870)
Intergovernmental Revenues	993,658,866	1,039,183,534	1,279,977,024	1,300,750,375	20,773,351	1,235,893,872	(64,856,503)
General Government Services	32,602,021	27,643,370	28,985,877	27,490,294	(1,495,583)	31,902,362	4,412,068
Public Safety Services	38,184,924	39,760,411	44,089,555	49,955,557	5,866,002	51,162,884	1,207,327
Planning and Building Services	1,768,165	2,458,592	2,544,019	3,077,204	533,185	3,077,204	0
Park Services	2,689,607	3,522,731	3,768,523	3,750,730	(17,793)	3,787,230	36,500
Behavioral Health & Recovery Services	59,330,184	51,681,245	59,890,855	59,275,331	(615,524)	61,378,074	2,102,743
Public Health Services	2,375,758	2,583,586	3,717,626	4,462,707	745,081	4,891,116	428,409
Family Health Services	1,138,860	1,200,000	6,107,546	4,580,215	(1,527,331)	5,476,406	896,191
San Mateo Medical Center	173,281,508	182,722,225	216,131,862	248,494,841	32,362,979	258,299,100	9,804,259
Other Health Services	20,375,916	15,530,627	25,165,129	21,715,370	(3,449,759)	24,247,935	2,532,565
Sanitation Services	22,309,805	23,532,512	24,046,517	23,372,385	(674,132)	23,557,055	184,670
Other Charges for Services	19,937,957	22,646,228	24,087,311	23,706,038	(381,273)	23,734,000	27,962
<b>Charges for Services</b>	<b>373,994,704</b>	<b>373,281,527</b>	<b>438,534,820</b>	<b>469,880,672</b>	<b>31,345,852</b>	<b>491,513,366</b>	<b>21,632,694</b>
Interfund Revenue	86,462,929	86,611,393	109,192,148	174,862,347	65,670,199	146,883,201	(27,979,146)
<b>Interfund Revenue</b>	<b>86,462,929</b>	<b>86,611,393</b>	<b>109,192,148</b>	<b>174,862,347</b>	<b>65,670,199</b>	<b>146,883,201</b>	<b>(27,979,146)</b>
Tobacco Settlement	6,813,966	6,472,481	6,169,500	6,169,500	0	6,169,500	0
Foundation Grants	3,767,915	7,363,606	7,480,247	4,835,517	(2,644,730)	4,137,602	(697,915)
Other Misc. Revenue	22,720,640	28,391,929	30,265,640	26,814,623	(3,451,017)	27,381,941	567,318
<b>Miscellaneous Revenue</b>	<b>33,302,521</b>	<b>42,228,016</b>	<b>43,915,387</b>	<b>37,819,640</b>	<b>(6,095,747)</b>	<b>37,689,043</b>	<b>(130,597)</b>
Operating Transfers - Capital Projects	80,071,926	98,481,489	257,684,019	171,133,224	(86,550,795)	16,820,062	(154,313,162)
Operating Transfers - Debt Service	41,563,645	39,627,683	40,923,525	45,989,232	5,065,707	50,004,870	4,015,638
Operating Transfers - Medical Center	69,166,561	58,054,929	65,153,152	63,621,621	(1,531,531)	63,621,621	0
Other Financing Sources	19,256,963	42,907,041	45,122,242	25,453,406	(19,668,836)	21,238,485	(4,214,921)
<b>Other Financing Sources</b>	<b>210,059,094</b>	<b>239,071,142</b>	<b>408,882,938</b>	<b>306,197,483</b>	<b>(102,685,455)</b>	<b>151,685,038</b>	<b>(154,512,445)</b>
<b>TOTAL REVENUE</b>	<b>2,531,881,755</b>	<b>2,794,873,733</b>	<b>3,256,850,211</b>	<b>3,295,782,237</b>	<b>38,932,026</b>	<b>3,026,862,787</b>	<b>(268,919,450)</b>

# COUNTY FUND STRUCTURE



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



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## FUND DESCRIPTIONS

### Proprietary Funds

#### ENTERPRISE FUNDS

Enterprise Funds are used for operations financed and operated in a manner similar to private business. The intent of the governing body is for costs of providing these goods or services (including depreciation and amortization) to be financed primarily through continued user charges 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** provides 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 primary traditional revenue sources are 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 and Urban Development (HUD) and Housing Authority.

#### 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 at the Tower Road complex to ensure a safe, accessible, efficient, and attractive environment for the public and 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 SamCERA.

### NON-COUNTY AGENCY FUNDS

**County Library Fund** is governed by the Board of the San Mateo County Library 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 support specified government services to 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.

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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 with emergency medical needs. This fund is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees, and is 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.

**Waste Management Fund** accounts for revenues from AB 939 Waste Diversion Fee. The AB 939 Fee, which is derived from landfill disposal in the unincorporated lands of the county, is used to prepare and implement a countywide integrated waste management plan. This Fee also funds 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.

## **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.

**County One-Time Expense Fund** accounts for appropriations for County capital improvement and facilities maintenance projects. In December 2019, the Board amended an ordinance to expand the purposes for which the subject funds may be appropriated to include up to \$25,000,000 for advances, temporary transfers, or lease financing arrangements with other public agencies for capital projects and for the acquisition of lands or rights-of-way necessary or convenient for such purposes, with the remainder of the Fund available for the funding of Board-approved employee housing programs, and

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onetime payments by the County of its pension or Other Post Employment Benefits (OPEB) liabilities. 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** is used to account for capital funding from County sources to bonded projects managed by the County's Project Development Unit.

**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 primarily includes 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 activities such 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.

# EXPLANATION OF MAJOR REVENUE SOURCES

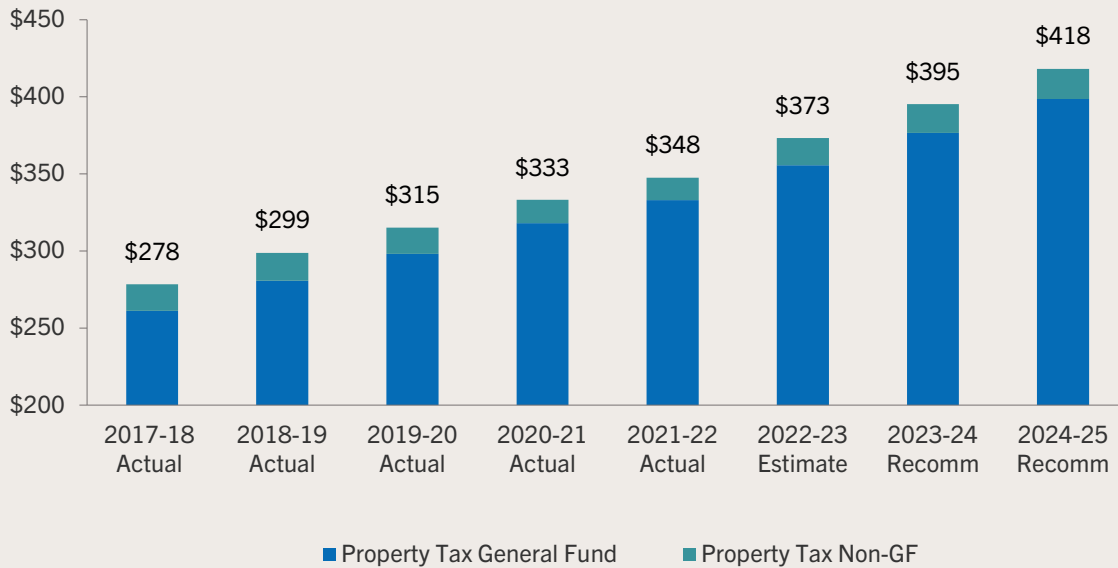
## PROPERTY TAX

Taxes are levied each fiscal year on taxable 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. In FYs 2020-21 and 2021-22, secured roll growth measured six percent and five percent, respectively and is anticipated to approach seven percent in FY 2022-23. The County is projecting an average of 10 percent growth across FYs 2023-24 and 2024-25.

Unsecured property tax (largely personal property, to include aircraft, boats, and business personal property) revenue has averaged a nine percent decrease over FY 2020-21 and FY 2021-22. This revenue source is fairly volatile, particularly during changing economic times. The County is projecting an average of 15 percent growth across FYs 2023-24 and 2024-25.

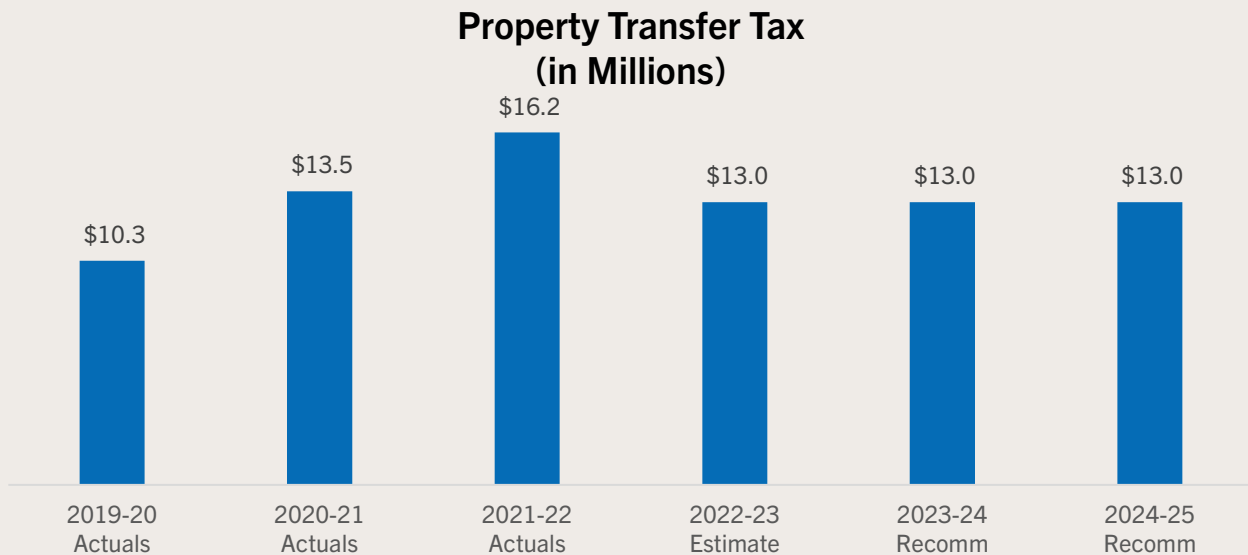
**Property Tax - Secured and Unsecured  
(in Millions)**



## PROPERTY TRANSFER TAX

The instability of transfer tax revenues in general and the possibility of tax avoidance behavior due to the increases create significant uncertainty around revenue and revenue source growth is projected to remain steady with no increase in both FYs 2023-24 and 2024-25.





### RETURN OF LOCAL PROPERTY TAX (EXCESS ERAF)

Under State law, the County and the cities and special districts within the County shift a portion of their shares of property tax dollars to the local Educational Revenue Augmentation Fund (ERAF), to meet the State’s minimum educational funding obligation. The ERAF monies are used to fund local school districts up to their State-guaranteed Local Control Funding Formula (LCFF) amount if their property taxes are insufficient to meet the LCFF amount (LCFF Districts). School districts whose property taxes equal or exceed the LCFF amount (Excess Tax School Entities aka “Basic Aid school districts”) do not require and are not eligible to receive ERAF. Under State law, local agencies’ contributions to ERAF that exceed the amount necessary to fully fund LCFF Districts to their State-mandated funding levels are returned to local agencies as Excess ERAF. In FY 2022-23, the County’s Excess ERAF revenue is expected to be approximately \$249.3 million.

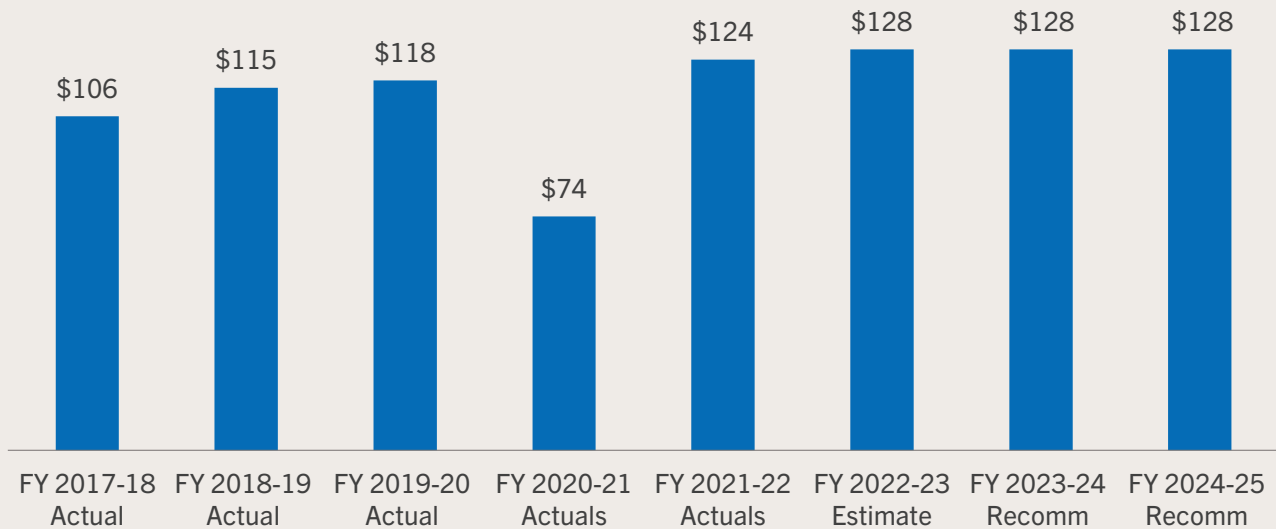
The amount of Excess ERAF annually distributed to the County and other local agencies may be negatively impacted by property tax revenues received by school districts, changes in school enrollment, implementation of the LCFF and/or State efforts to redirect or reduce Excess ERAF for its own purposes. This risk of State adverse action is expected to be an ongoing issue for Excess ERAF. Due to the potential volatility of Excess ERAF, the County budgets only 50 percent of the projected General Fund apportionment of Excess ERAF for ongoing purposes. Pursuant to Board policy, the remaining 50 percent of Excess ERAF may only be used for one-time purposes, including reductions in unfunded liabilities, capital and technology payments, productivity enhancements, and cost avoidance projects.

### PROPERTY TAX IN-LIEU OF VEHICLE LICENSE FEES

In 2004 the State permanently reduced annual VLF revenues that were a significant funding source for counties and cities and, for two fiscal years, shifted an additional \$1.3 billion in property taxes away from counties, cities, and special districts to pay the State’s school funding obligations and address its budget deficit. In exchange, the State provided counties and cities with an in-lieu VLF payment (adjusted annually for property tax growth). In FY 2022-23, the County’s in-lieu VLF entitlement is approximately \$148.9 million.

In recent years, in-lieu VLF shortfalls have occurred because the sources that directly fund the entitlement under the statute have been insufficient. In FY 2022-23, the County estimates a total in-lieu VLF shortfall of approximately \$69.9 million, of which the County’s share is \$41.4 million. The County anticipates that shortfalls will continue in the future. This is because the number of LCFF Districts through which the in-lieu VLF is directly paid is becoming fewer as their property tax revenues grow (in all cases the State makes such entities whole by law so that they suffer no loss). As in the past, the County will request reimbursement from the State to cover the shortfall amounts for the County and the cities. However, although the State has historically reimbursed the shortfalls through a special appropriation, the Governor’s May revision budget for FY 2023-24 did not include the County’s requested appropriation for the FY 2021-22 in-lieu VLF shortfall (which was approximately \$32 million, of which the County’s share was approximately \$19 million). The County will continue its efforts to obtain State reimbursement for the shortfalls; but due to the uncertainty of any future reimbursements, the projections for FY 2023-24 and FY 2024-25 remain flat.

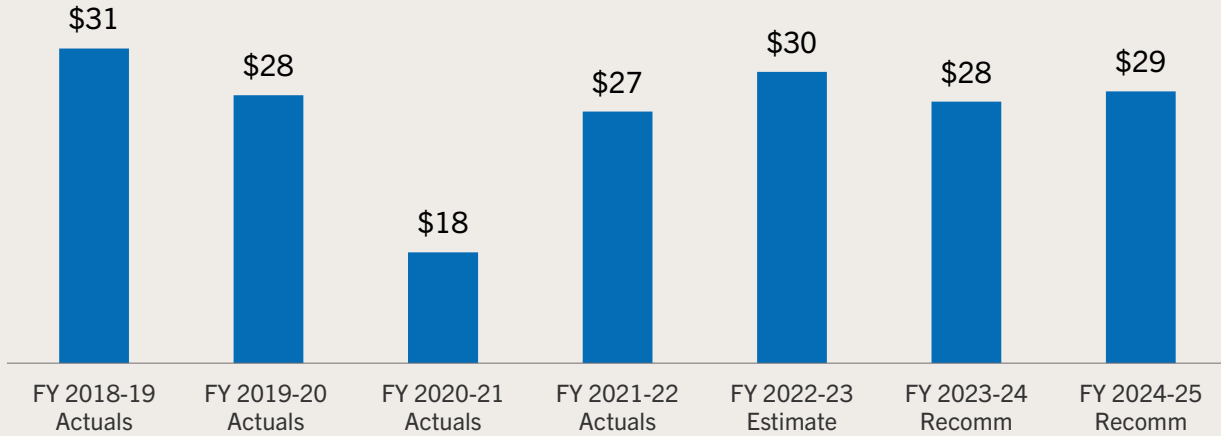
### Property Tax In-Lieu of Vehicle License Fees (in Millions)



### BRADLEY-BURNS ONE CENT SALES AND USE TAX

The County generates a significant portion of its sales tax revenue from San Francisco International Airport which resulted in a significant reduction in revenue due to COVID-19 related travel restrictions, dropping 38 percent in FY 2020-21. This budget assumes that the Bradley-Burns one cent sales tax is projected to recover to pre-pandemic levels in FY 2022-23 but will see a minor correction in FY 2023-24 due to one-time corrections in FY 2022-23 as well as the ongoing economic uncertainty.

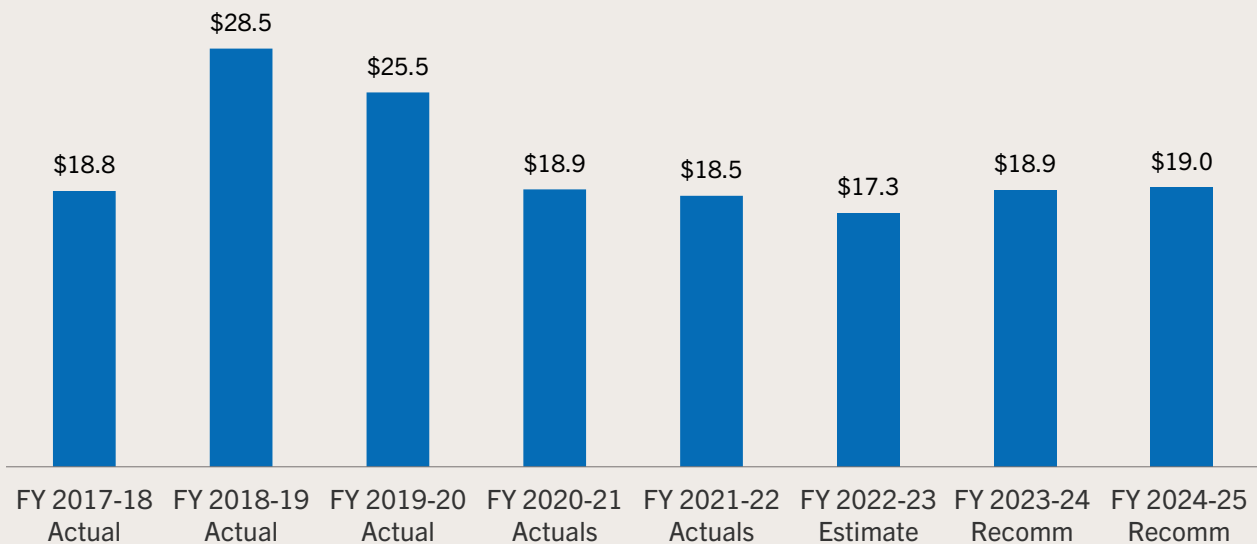
### Sales and Use Tax (In Millions)



### INTEREST EARNINGS AND OTHER INVESTMENT INCOME

The County’s conservative investment approach has yielded stable earnings in recent years. The market experienced a drop in FY 2019-20 and FY 2020-21 but has remained steady post-pandemic. Interest and investment income is estimated to decrease during FY 2022-23 as a result of ongoing economic uncertainty but a short-term increase in earnings in FY 2023-24 is forecasted as a result of the current high interest rates. In the long term, annual growth of one percent is forecasted conservatively.

### Interest and Investment Income (In Millions)



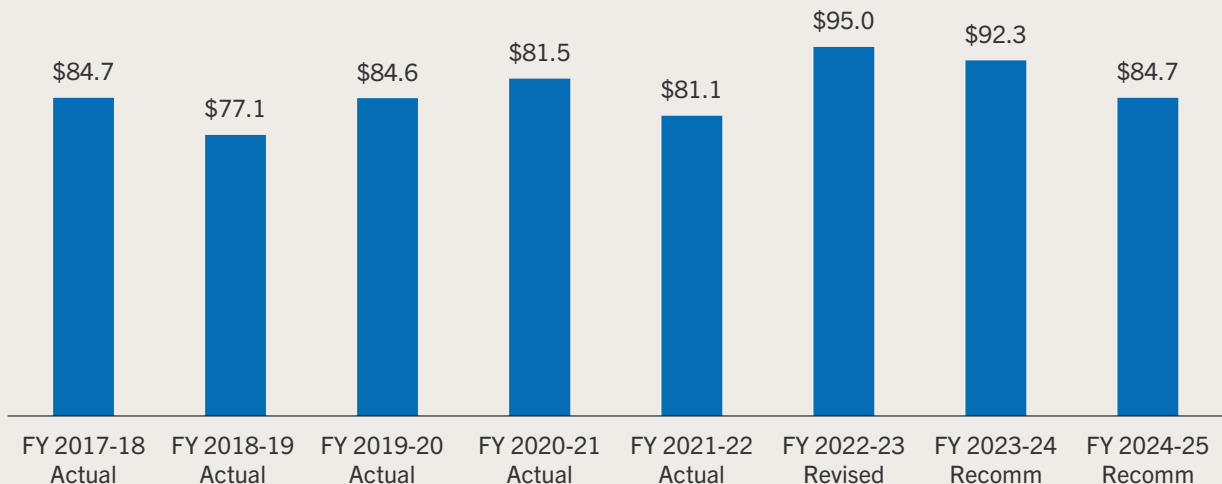
## PUBLIC SAFETY HALF-CENT SALES TAX (PROPOSITION 172)

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 county's 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 for FYs 2022-23, 2023-24 and 2024-25, which are roughly in line with revenue projections. The amount allocated in FY 2023-24 is \$92.3 million, and the amount in FY 2024-25 is \$84.7 million. It is anticipated that the amount will increase beyond what is shown here for FY 2024-25 due to one-time projects that have not yet been appropriated.

### Proposition 172 (in Millions)

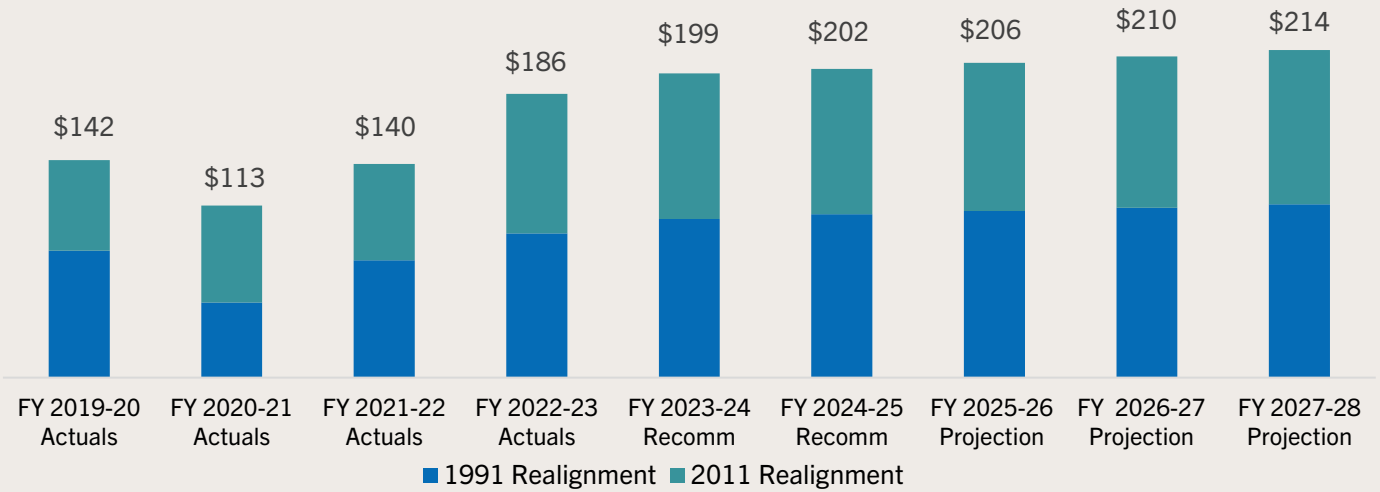


## REALIGNMENT

**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 nine percent in FY 2023-24 primarily due to projected economic recovery. There is a projected increase of three percent in FY 2024-25.

**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 four percent in FY 2023-24, and no changes in FY 2024-25.

### Realignment Revenue (in Millions)



### MEASURE K SALES TAX

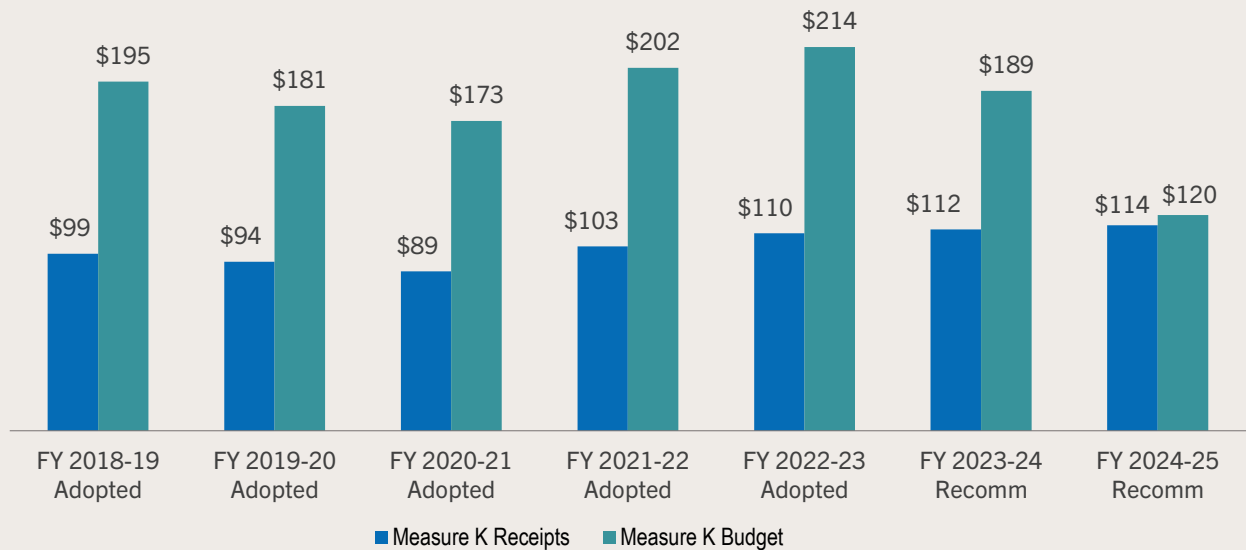
Since the Measure K half-cent sales tax (originally titled Measure A) was first passed by the voters in November 2012, the County has and will continue to use these funds to address quality of life issues across seven initiatives: Public Safety; Health and Mental Health; Youth and Education; Housing and Homelessness; Parks and Environment; Older Adults and Veterans’ Services; and Community Services.

In FY 2022-23, Measure K generated an estimated \$110 million, an increase from the \$103 million generated in FY 2021-22 that reflects the increased economic activity from COVID-19 pandemic recovery efforts. Measure K is projected to generate \$112 million in FY 2023-24 and \$114 million in 2024-25. 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 FY 2023-24 and FY 2024-25 is expected to grow at two percent in each year.

In the chart below, the difference between the receipt total (blue bar) and budgeted total (teal bar) for each fiscal year is due to the rollover of unspent Measure K funds from the prior year, which are fully included in the Adopted Budget for each fiscal year. The budgeted totals for the FY 2023-25 Recommended Budget reflect the inclusion of some rollover Measure K funds (mainly for capital projects needing rollover funds for construction during the summer). All remaining unspent Measure K dollars from the prior year will be adjusted in the Adopted Budget. Thus, the budgeted amount in the Adopted Budgets for FY 2023-25 will be higher than the Recommended Budget amounts shown here.



### Measure K Sales Tax Receipts and Budget (in Millions)



*\*Measure K Budget values for FY 2018-19 through FY 2023-24 are higher than the Measure K receipts totals due to the inclusion of rollover funds from the prior fiscal year.*

On March 14, 2023, the Board approved the Measure K allocation plan for the FY 2023-24 Recommended Budget. Several new one-time initiatives as well as additional funding for existing initiatives that support the Board’s priority areas around Housing and Homelessness, Children and Families, Emergency Preparedness and Mental Health were included in the budget. The chart below shows the approved allocations, with minor modifications that were made as department budgets were finalized, resulting in a slight decrease to the total allocation from what was initially approved by the Board. The Board did not allocate funding for FY 2024-25 during the March 14, 2023 meeting as a new allocation process is being developed and will be implemented for FY 2024-25. Departments were instructed to roll forward their Measure K allocations in the FY 2024-25 Preliminary Budget until the new process is implemented. Note that the Measure K allocations in the table below are lower than the budgeted amounts for FY 2023-24 shown in the table above. The difference is due to the inclusion of rollover funds in the budgeted Measure K totals.

Allocation of FY 2023-24 Measure K Funds Approved by Board of Supervisors March 14, 2023	
FY 2023-24	
<b>Ongoing Allocations</b>	
Continuing Initiatives	\$40,116,352
<b>One-Time Allocations</b>	
Affordable Housing Fund	\$20,000,000
Big Lift	\$8,100,000
Parks	\$4,350,000
ISD Technology Projects	\$5,000,000
Board District-Specific	\$5,000,000
FAA	\$2,233,868
MCO Airport Support	\$239,931
Whole Person Care	\$2,000,000
<i>Subtotal, Existing One-Time Allocations</i>	<i>\$46,923,799</i>
<b>New Ongoing Expenditures</b>	
Shelter Operations	\$2,500,000
Local Housing Subsidy Program	\$4,000,000
<i>Subtotal, New Ongoing Expenditures</i>	<i>\$6,500,000</i>
<b>New One-Time Expenditures</b>	
Fire Mitigation	\$2,000,000
Gun Buy Back	\$160,000
Gun Violence Prevention Program (GVPP)	\$855,000
Children from Homes in Conflict	\$245,000
Behavioral Health Program	\$500,000
Additional Analysts for GVPP and Homelessness	\$250,000
AOD Addiction Program	\$3,000,000
Flood and Sea Level Rise	\$1,750,000
Unincorporated Housing Support	\$2,000,000
Age Friendly Resources	\$500,000
Community Legal Aid Services	\$300,000
Cow Palace Emergency Preparedness	\$1,000,000
LGBTQ Support/Pride Center	\$500,000
Childcare/Build Up Capacity	\$500,000
Crisis and Emergency Language Access	\$200,000
Poverty Prevention Program	\$1,000,000
<i>Subtotal, New One-Time Expenditures</i>	<i>\$14,760,000</i>
<b>Total</b>	<b>\$108,300,151</b>

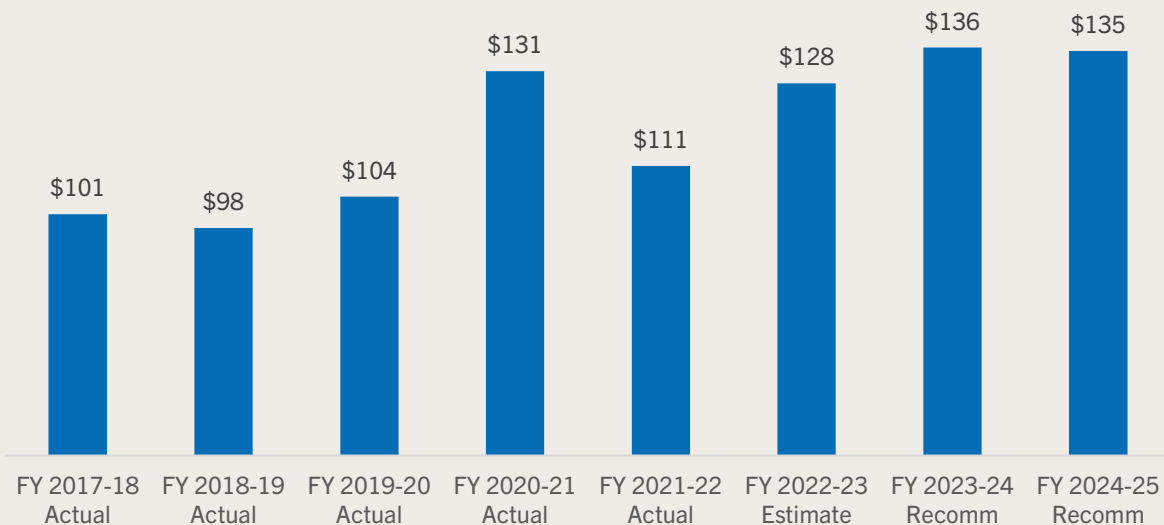
**SOCIAL SERVICES REVENUE**

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 the services provided by the Human Services Agency support the County’s vision for a prosperous community for all residents.

In FY 2023-24, there is a net increase of \$7,548,570 from the current year projections due to a net increase of \$4,001,630 in Medi-Cal, CalFresh, and CalWORKs as a result of the lifting of the Public Health Emergency and anticipated caseloads, a net increase of \$2,566,856 due to State Block Grants and other state aid funding for the CalSAWS system migration as well as \$3,295,398 in Aid to Families with Dependent Children-Foster Care (AFDC-FC) and other public assistance adjustments to be commensurate with the Agency's operating expenses and to align with where revenue is realized. This is offset by a reduction of \$1,347,803 due to the expiration of the Emergency Rental Assistance Program (ERAP) grant and a change in Emergency Solutions Grants – CARES Act (ESG-CV) cost recovery methodology, and \$967,599 lower in anticipated childcare cost recovery.

In FY 2024-25, there is a net decrease of \$757,836 due to a net decrease of \$1,366,327 in State Block Grant for Homeless Housing, Assistance, and Prevention (HHAP 1 and 2) being fully utilized and a decrease in Title IV-E administrative cost reimbursement due to lower federally eligible cases. This is offset by an increase of \$608,491 due to anticipated Medi-Cal and other state welfare revenue.

**Social Services Programs  
(in Millions)**



## HEALTH SERVICES REVENUE

**Behavioral Health and Recovery Services:** In FY 2023-24, there is a total of \$102,445,923 in non-realignment and non-public safety revenue budgeted in Intergovernmental Revenue. This represents a net increase of \$38,960,996 from FY 2022-23. This increase is due primarily to increases in State General Funded Behavioral Health Services and Mental Health Services Act (MHSA) revenue. There is a total of \$59,275,331 budgeted in Charges for Services, a net decrease of \$615,524 from FY 2022-23. The decrease is primarily due to reductions in Admin Fees and Health Plan of San Mateo (HPSM) Capitation due to transfer of mild to moderate program services to the HPSM.

In FY 2024-25, there is a total of \$89,835,689 in non-realignment and non-public safety revenue budgeted in Intergovernmental Revenue. This represents a decrease of \$12,610,234 from FY 2023-24 due to a one-time reduction in Mental Health Services Act (MHSA) revenue. There is a total of \$61,378,074 budgeted in Charges for Services, a net increase of \$2,102,743 due to increases in Medi-Cal Federal Financial Participation due to annualization of the new Mental Health Rehabilitation Center Cordilleras campus and third-party reimbursements.

**Public Health:** In FY 2023-24, there is a total of \$24,122,254 in non-realignment and non-public safety revenue budgeted in Intergovernmental Revenue. This represents a net decrease of \$463,187 from FY 2022-23. This decrease is primarily due to decreases in Epidemiology and Laboratory Capacity (ELC) grant and Medi-Cal Waiver-IGT revenue. There is a total of \$4,462,707 budgeted in Charges for Services, a net increase of \$745,081 from FY 2022-23. The increase is primarily due to increases in Medi-cal Administrative Activities (MAA), and Vital Statistics Document Fees.

In FY 2024-25, there is a total of \$18,772,080 in non-realignment and non-public safety revenue budgeted in Intergovernmental Revenue. This represents a decrease of \$5,350,174 from FY 2023-24, primarily due to decreases in Epidemiology and Laboratory Capacity (ELC) grant and Providing Access and Transforming Health (PATH) grant revenue. There is a total of \$4,891,116 budgeted in Charges for Services, a net increase of \$428,409 due to an increase in Medi-Cal Administrative Activities (MAA).

**Family Health Services:** In FY 2023-24, there is a total of \$14,704,203 in non-realignment and non-public safety revenue budgeted in Intergovernmental Revenue. This represents a net increase of \$911,225 from FY 2022-23 primarily due to an increase in the Women, Infants and Children grant and California Children's Services Realignment funding. There is a total of \$4,580,215 budgeted in Charges for Services, a net decrease of \$1,527,331 from FY 2022-23. The decrease is due to a reduction in Medi-Cal Administrative Activities (MAA) revenue.

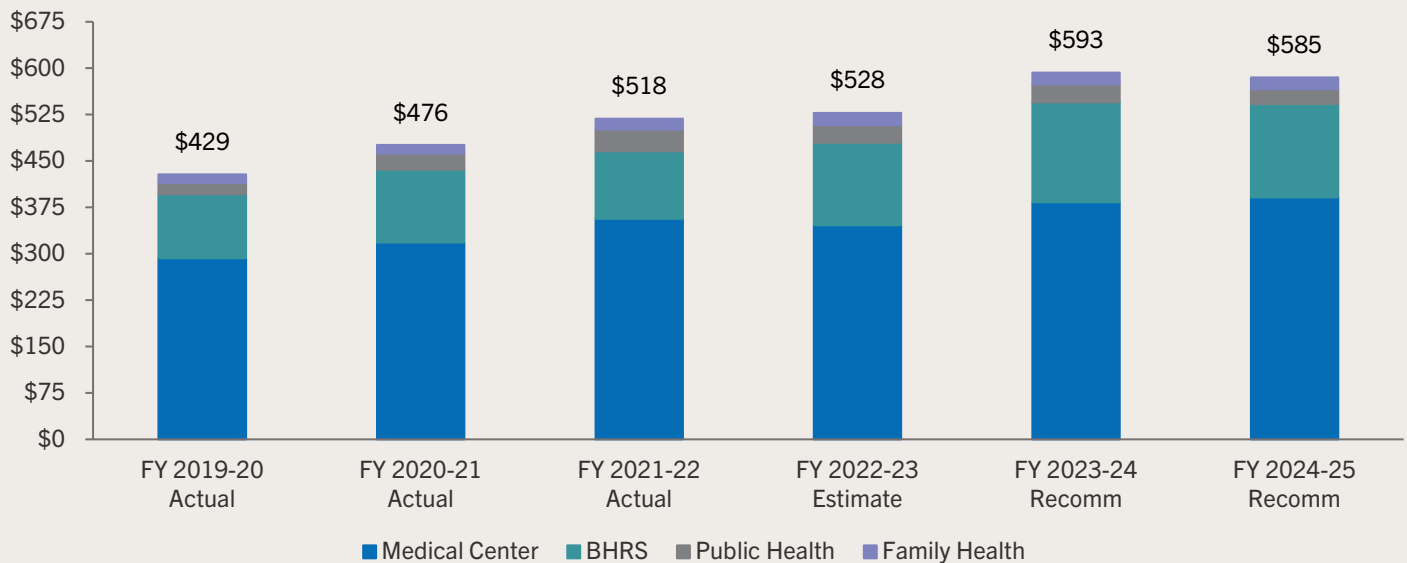
In FY 2024-25, there is a total of \$13,639,018 in non-realignment and non-public safety revenue budgeted in Intergovernmental Revenue. This represents a decrease of \$1,065,185 from FY 2023-24, due to decreases in Home Visiting emergency grants and the final elimination of the Child Health and Disability Prevention Program. There is a total of \$5,476,406 budgeted in Charges for Services, a net increase of \$896,191 due to an increase in Medi-Cal Administrative Activities Revenue.

**San Mateo Medical Center:** In FY 2023-24, there is a total of \$134,715,867 in non-realignment revenue budgeted in Intergovernmental Revenue. This represents a net increase of \$4,567,866 from FY 2022-23 primarily due to increases in Enhanced Payment Program and Global Payment Program revenues offset by reductions in Quality Incentive Pool Program, Voluntary Rate Range, and other patient program revenues. There is a total of \$248,494,841 budgeted in Charges for Services, a net increase of \$32,362,979

from FY 2022-23. The increase is due primarily to additional net patient revenues from Federally Qualified Health Center (FQHC) payment rate increases for five clinics and an increase in reimbursable volume due to Medi-Cal eligibility expansions.

In FY 2024-25, there is a total of \$132,722,600 in non-realignment revenue budgeted in Intergovernmental Revenue. This represents a decrease of \$1,993,267 from FY 2023-24 due to reductions in Quality Incentive Program revenue. There is a total of \$258,299,100 budgeted in Charges for Services, a net increase of \$9,804,259 primarily due to increases in additional net patient revenue from full implementation of Medi-Cal eligibility expansions.

### Health Services (in Millions)

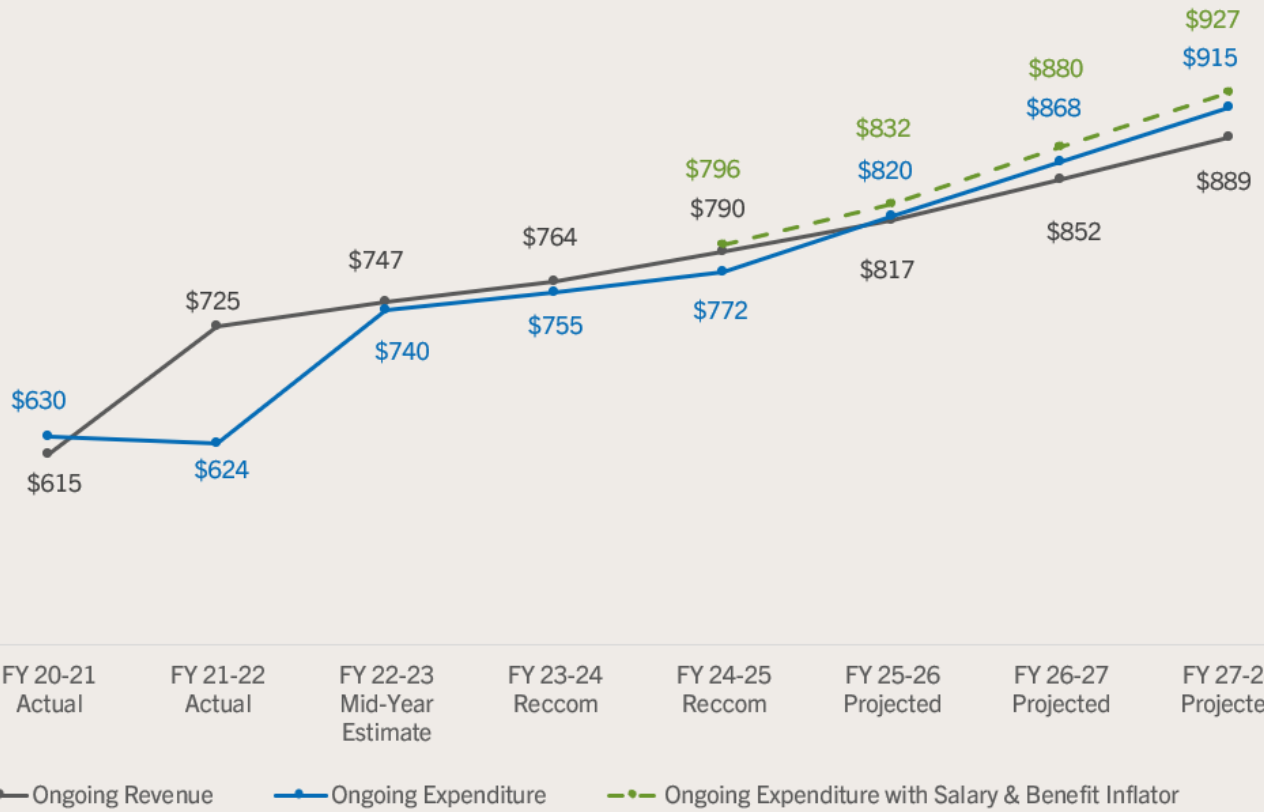


## FIVE-YEAR REVENUE AND EXPENDITURE PROJECTIONS

Per the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award requirement F7, this section addresses the County’s long-term financial plan.

The General Fund Discretionary Revenue and Expenditure Projections chart below illustrates that ongoing expenditures (blue line) are projected to exceed ongoing discretionary revenue (dark gray line) beginning in FY 2025-26. Due to labor negotiation with a number of Unions occurring in FY 2024-25, a modest 2 percent inflator for salary and benefits was included and results in ongoing expenditures exceeding ongoing revenues beginning in FY 2024-25 (dotted green line). Along with the Capital Improvement Plan included in this section of the Budget, these projections are key components of the County’s long-range operating financial plan, providing a big-picture look at the County’s discretionary revenue and spending over the next five years. The County’s long-range operating financial plan ensures the organization remains in good fiscal health so it can continue to deliver programs and services to the residents of San Mateo County and achieve the strategic goals and priorities laid out in Shared Vision 2025.

**General Fund Discretionary Revenue and Expenditure Projections**  
**FY 2020-21 through FY 2027-28 (in Millions)**  
*Assumes Similar Savings from Two Previous Years*



For County budget planning purposes, ongoing discretionary revenues do not include Measure K sales tax revenues, which are expected to generate between \$110 and \$121 million each year over the next five years. The ongoing discretionary revenue projections also do not include the remaining 50 percent of Excess ERAF funds, which are currently being allocated for one-time purposes (see “County Reserves Policy” below), and do not include the impact of potential revenue shortfalls in County Health.



## CHANGES IN PROJECTED FUND BALANCE – ALL FUNDS

**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.

### County of San Mateo

#### All Funds

#### FY 2023-24 Changes in Projected Fund Balance

Sub Fund Name	Estimated Fund Balance June 30, 2023	Recomm Revenues	Recomm Expenditures	Anticipated Carryforward	Estimated Fund Balance June 30, 2024	% Change
<b>General Fund</b>						
General Fund	759,296,796	2,035,824,070	2,795,120,866	607,596,901	607,596,901	(20.0%)
<b>Trust Funds</b>						
Electronic Health Record Fund	18,524,463	59,144,149	77,668,612	12,944,769	12,944,769	(30.1%)
<b>Special Revenue Funds</b>						
Emergency Medical Services Fund	1,497,075	1,509,627	3,006,702	1,497,075	1,497,075	0.0%
Fish and Game Propagation Fund	57,532	2,000	59,532	47,532	47,532	(17.4%)
Half-Cent Transportation Fund	1,028,744	2,843,654	3,872,398	-	-	(100.0%)
IHSS Public Authority Fund	2,056,804	34,516,902	36,573,706	2,056,804	2,056,804	0.0%
Measure W - Half Cent Tax 2018	4,066,216	1,207,286	5,273,502	-	1,713,502	(57.9%)
Road Fund	23,232,794	50,011,992	73,244,786	9,825,105	9,825,105	(57.7%)
Road Improvement Fund	4,574,384	499,500	5,073,884	4,873,884	4,873,884	6.5%
Structural Fire Protection Fund	8,107,240	14,474,147	22,581,387	4,725,764	4,725,764	(41.7%)
Waste Management	4,346,116	3,835,407	8,181,523	3,628,500	3,628,500	(16.5%)
Waste Management Programs	-	662,976	662,976	-	-	0.0%
<b>Enterprise Funds</b>						
County Airports Fund	5,912,074	15,314,857	21,226,931	4,025,877	4,025,877	(31.9%)
Coyote Point Marina Operating Fund	524,862	1,640,460	2,165,322	524,862	524,862	0.0%
Medical Center Enterprise Fund	-	474,852,108	474,852,108	-	-	-
<b>Special Districts</b>						
Public Works Special District Funds	56,105,221	26,828,683	82,933,904	43,869,402	43,869,402	(21.8%)
County Service Area #1 Fund	8,848,630	4,466,369	13,314,999	7,832,479	7,832,479	(11.5%)
County Service Area #8 Fund	5,576,616	3,361,356	8,937,972	5,545,162	5,545,162	(0.6%)
<b>Debt Service Funds</b>						
Debt Service Fund	24,738,586	45,989,232	70,727,818	15,807,634	15,807,634	(36.1%)
<b>Capital Project Funds</b>						
Capital Projects Fund	13,035,575	109,436,105	122,471,680	9,308,765	9,308,765	(28.6%)

Sub Fund Name	Estimated Fund Balance June 30, 2023	Recomm Revenues	Recomm Expenditures	Anticipated Carryforward	Estimated Fund Balance June 30, 2024	% Change
COB 3 Project Fund	-	60,000,000	60,000,000	-	-	0.0%
County One-Time Expense Fund	91,435,630	1,000,000	92,435,630	91,435,630	91,435,630	0.0%
Courthouse Temporary Construction Fund	51,531	1,364,422	1,415,953	51,531	51,531	0.0%
CP - Parking Structure 2	-	-	-	-	-	-
Criminal Justice Temporary Construction Fund	3,407,947	768,000	4,175,947	3,407,947	3,407,947	0.0%
Major Capital Construction Fund	2,868,444	36,550,562	39,419,006	-	-	0.0%
Other Capital Construction Fund	-	-	-	-	-	0.0%
Parks Acquisition and Development Fund	-	-	-	-	-	-
Parks Capital Projects Fund	1,165,097	6,962,664	8,127,761	1,165,097	1,165,097	0.0%
Skylonda Project Fund	-	-	-	-	-	0.0%
<b>Internal Service Funds</b>						
Construction Services Fund	-	2,695,601	2,695,601	-	-	0.0%
Motor Pool Internal Service Fund	16,642,615	8,557,733	25,200,348	15,599,492	15,599,492	(6.3%)
<b>TOTAL</b>	<b>1,057,100,992</b>	<b>3,004,319,862</b>	<b>4,061,420,854</b>	<b>845,770,212</b>	<b>847,483,714</b>	<b>(19.8%)</b>

Fund Balance changes from FYs 2022-23 to 2023-24 greater than or less than 10 percent from the prior year are explained below:

## GENERAL FUND

- **General Fund:** The projected decline of \$151.7 million or 20.0 percent is due to one-time capital projects such as County Office Building 3, Parking Garage, and Parks Projects; IT projects such as the Assessor and Controller's Property Tax System Replacement Projects; and miscellaneous one-time revenue and expenditure adjustments.

## TRUST FUNDS

- **Electronic Health Record Fund:** Reduction in Fund Balance is due to appropriations for the implementation activities of County Health's new Electronic Health Record system.

## SPECIAL REVENUE FUNDS

- **Fish and Game Propagation Fund:** Reduction in Fund Balance is due to appropriations for one-time grant award promoting Chinook Salmon propagation in San Mateo County.
- **Half-Cent Transportation Fund:** Reduction in Fund Balance is due to appropriations for various one-time transportation improvement projects, including street resurfacing and reconstruction of Entrada Way in La Honda.

- **Measure W – Half Cent Tax 2018:** Reduction in Fund Balance is due to appropriations for various one-time transportation improvement projects, including 16th Avenue reconstruction in North Fair Oaks, and Santa Cruz and Alameda improvements.
- **Road Fund :** Reduction in Fund Balance is due to appropriations for one-time expenditures, including Lerida Court and Garbada Way retaining wall project, Bay Road drainage improvements in North Fair Oaks, Pillar Point Total Maximum Daily Load (TMDL) closed-circuit television (CCTV) and pipe-lining, and road equipment purchases.
- **Structural Fire Protection Fund:** Reduction in Fund Balance is due to one-time use of Reserves for contract and equipment expenses, including for contract services from the California Department of Forestry and Fire Protection, equipment for a rescue vehicle, and an emergency generator replacement project in Loma Mar.
- **Waste Management:** Reduction in Fund Balance is due to the funding of new one-time programs and projects, including work towards the implementation of SB 1383, and outreach and enforcement of a disposable food service ware ordinance.

## ENTERPRISE FUNDS

- **County Airport Fund:** Reduction in Fund Balance is due to appropriations for one-time improvements including match for Federal Aviation Administration (FAA) grant-funded San Carlos Airport runway stabilization project and Half Moon Bay Airport hangar rehabilitation project.

## 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 one-time use of Reserves for contract and equipment expenses, including for contract services from the County Sheriff's Office, equipment for a new fire apparatus, and a carpet replacement at Station 17.

## DEBT SERVICE AND CAPITAL PROJECT FUNDS

- **Debt Service Fund:** Reduction in Fund Balance is due to use of Reserves for one-time improvement projects, including Countywide elevator upgrades and Countywide Americans with Disabilities Act (ADA) improvements.

## CAPITAL PROJECT FUNDS

- **Capital Projects Fund:** Reduction in Fund Balance is due to use of Reserves for various one-time projects, including San Mateo Medical Center installation of the nurse call system, and roof repairs, carpet replacements, and painting at various facilities.

# REQUIREMENTS BY TYPE – ALL FUNDS

## County of San Mateo

### All Funds

### FY 2023-24 and FY 2024-25 Expenditures by Type

	Actual FY 2020-21	Actual FY 2021-22	Revised FY 2022-23	Recomm FY 2023-24	Change	Recomm FY 2024-25	Change
<b>Operating Expenditures</b>							
Regular Salaries	619,411,253	619,570,572	713,994,473	791,470,855	77,476,382	797,773,499	6,302,644
Extra Help	41,051,561	40,933,279	46,449,651	45,398,490	(1,051,161)	44,926,232	(472,258)
Overtime	35,113,194	34,682,042	25,374,076	26,544,035	1,169,959	26,044,701	(499,334)
Retirement	254,269,959	237,647,339	253,491,937	187,693,897	(65,798,040)	192,004,442	4,310,545
Health Benefits	99,904,844	100,054,826	115,593,852	117,968,033	2,374,181	120,093,164	2,125,131
Statutory Compensation	58,446,334	60,563,593	63,519,116	70,539,128	7,020,012	71,812,777	1,273,649
Other Benefits	1,734,090	1,785,935	70,934,987	22,986,055	(47,948,932)	23,116,879	130,824
<b>Salaries and Benefits</b>	<b>1,109,931,233</b>	<b>1,095,237,586</b>	<b>1,289,358,092</b>	<b>1,262,600,493</b>	<b>(26,757,599)</b>	<b>1,275,771,694</b>	<b>13,171,201</b>
Drugs/Medical Supplies	49,464,784	39,071,735	39,348,603	42,747,989	3,399,386	41,207,903	(1,540,086)
Office Expense	35,843,160	40,741,225	44,028,939	60,568,876	16,539,937	54,216,825	(6,352,051)
Non-Capital Equipment Facility/Equipment Maintenance	12,186,356	5,763,029	7,572,598	10,555,655	2,983,057	10,411,191	(144,464)
Utilities	24,368,861	24,161,138	24,991,464	27,463,933	2,472,469	28,457,068	993,135
Contracts for Services	312,518,288	331,440,443	475,935,069	564,638,441	88,703,372	463,081,849	(101,556,592)
Interagency Agreements	72,332,118	80,915,967	92,916,788	91,550,937	(1,365,851)	88,222,560	(3,328,377)
Public Assistance Programs	183,803,235	90,810,291	166,622,116	171,137,320	4,515,204	175,492,662	4,355,342
State Trial Court Contributions	16,821,994	16,193,777	18,492,075	16,994,375	(1,497,700)	16,994,375	0
Medical Center Contributions	69,171,621	58,096,621	65,153,152	63,621,621	(1,531,531)	63,621,621	0
Housing Project Contributions	4,511,652	16,011,627	48,002,876	16,163,471	(31,839,405)	5,713,471	(10,450,000)
Other Contributions	51,548,486	61,635,186	207,706,577	103,779,331	(103,927,246)	85,967,819	(17,811,512)
Internal Services/Overhead	162,788,392	164,689,566	207,373,074	219,190,971	11,817,897	220,334,300	1,143,329
Debt/Capital Financing Other Financing Uses/ Transfers	119,772,909	143,445,742	391,104,169	372,380,960	(18,723,209)	248,419,251	(123,961,709)
Other Operating Expense	97,669,425	87,106,815	111,825,503	108,598,247	(3,227,256)	104,743,233	(3,855,014)
Other Operating Expense	108,620,476	114,601,131	222,187,313	217,558,689	(4,628,624)	209,897,574	(7,661,115)
<b>Operating Sub-Total</b>	<b>2,462,428,798</b>	<b>2,402,051,049</b>	<b>3,451,422,193</b>	<b>3,393,209,087</b>	<b>(58,213,106)</b>	<b>3,133,660,098</b>	<b>(259,548,989)</b>
Intrafund Transfers	(116,857,057)	(121,018,771)	(151,092,067)	(142,335,376)	8,756,691	(135,330,562)	7,004,814
<b>Operating Total</b>	<b>2,345,571,741</b>	<b>2,281,032,277</b>	<b>3,300,330,126</b>	<b>3,250,873,711</b>	<b>(49,456,415)</b>	<b>2,998,329,536</b>	<b>(252,544,175)</b>
<b>Non-Operating Expenditures</b>							
Capital Improvements	97,605,314	147,496,094	407,491,269	264,573,456	(142,917,813)	57,064,500	(207,508,956)
Capital Purchases	9,926,108	11,087,597	81,840,983	72,369,111	(9,471,872)	70,710,661	(1,658,450)
<b>Expenditure Total</b>	<b>2,453,103,163</b>	<b>2,439,615,968</b>	<b>3,789,662,378</b>	<b>3,587,816,278</b>	<b>(201,846,100)</b>	<b>3,126,104,697</b>	<b>(461,711,581)</b>
Reserves - General Fund	636,727,098	916,605,157	375,718,298	374,371,724	(1,346,574)	366,703,521	(7,668,203)
Reserves - Non-General Fund	365,039,278	335,983,403	188,908,514	196,012,319	7,103,805	181,271,015	(14,741,304)
<b>TOTAL REQUIREMENTS</b>	<b>3,454,869,539</b>	<b>3,692,204,528</b>	<b>4,354,289,190</b>	<b>4,158,200,321</b>	<b>(196,088,869)</b>	<b>3,674,079,233</b>	<b>(484,121,088)</b>

# AUTHORIZED POSITION SUMMARY – ALL FUNDS

## All Funds Authorized Position Summary FY 2023-24 and FY 2024-25

General Fund - Budget Unit	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change	Recomm 2024-25	Change
Coroner's Office	15	15	15	15	0	15	0
District Attorney's Office	141	141	144	151	7	151	0
Probation Department	383	383	354	354	0	354	0
Sheriff's Office	830	811	814	814	0	814	0
<b>Criminal Justice</b>	<b>1,369</b>	<b>1,350</b>	<b>1,327</b>	<b>1,334</b>	<b>7</b>	<b>1,334</b>	<b>0</b>
Aging and Adult Services	144	144	150	154	4	154	0
Behavioral Health and Recovery Services	466	467	476	505	29	505	0
Correctional Health Services	88	88	88	102	14	104	2
Emergency Medical Services GF	10	10	10	10	0	10	0
Environmental Health Services	80	81	81	85	4	85	0
Family Health Services	176	174	174	174	0	174	0
Health Administration	24	24	24	24	0	24	0
Health Coverage Unit	26	26	26	26	0	26	0
Health IT	19	19	19	41	22	41	0
Public Health, Policy and Planning	137	150	162	163	1	163	0
<b>Health Services</b>	<b>1,170</b>	<b>1,183</b>	<b>1,210</b>	<b>1,284</b>	<b>74</b>	<b>1,286</b>	<b>2</b>
Children and Family Services	208	207	205	205	0	205	0
Community Capacity	9	9	9	10	1	10	0
Department of Child Support Services	67	61	56	56	0	56	0
Economic Self-Sufficiency	369	370	378	379	1	379	0
Employment Services	53	52	52	52	0	52	0
Homeless and Safety Net Services	7	7	10	14	4	14	0
Office of Agency Director	94	96	96	102	6	102	0
Vocational Rehab Services	35	36	36	36	0	36	0
<b>Social Services</b>	<b>842</b>	<b>838</b>	<b>842</b>	<b>854</b>	<b>12</b>	<b>854</b>	<b>0</b>
Agriculture/Weights and Measures	30	30	30	30	0	30	0
Department of Emergency Management	0	10	10	10	0	10	0
Department of Housing	19	22	23	29	6	29	0
Engineering Services	21	21	21	22	1	22	0
Facilities Services	118	118	118	120	2	120	0
Office of Sustainability	18	19	20	22	2	22	0

Parks and Recreation	74	75	75	75	0	75	0
Planning and Building	67	67	68	69	1	69	0
Public Safety Communications	75	78	78	78	0	78	0
Public Works Administration	39	39	40	41	1	41	0
Real Property Services	5	6	6	6	0	6	0
Utilities	13	14	14	14	0	14	0
Vehicle and Equipment Services	1	1	1	1	0	1	0
<b>Community Services</b>	<b>480</b>	<b>500</b>	<b>504</b>	<b>517</b>	<b>13</b>	<b>517</b>	<b>0</b>
Assessor-County Clerk-Recorder	155	156	161	161	0	161	0
Board of Supervisors	22	22	22	22	0	22	0
CEO Revenue Services	19	9	0	0	0	0	0
Controller's Office	51	53	53	55	2	55	0
County Attorney's Office	49	49	49	50	1	50	0
County Executive's Office/Clerk of the Board	51	54	56	60	4	60	0
Human Resources Department	63	64	67	71	4	71	0
Information Services Department	135	135	137	137	0	137	0
Shared Services	12	12	12	12	0	12	0
Treasurer - Tax Collector	34	34	34	34	0	34	0
<b>Administration and Fiscal Services</b>	<b>591</b>	<b>588</b>	<b>591</b>	<b>602</b>	<b>11</b>	<b>602</b>	<b>0</b>
<b>Total General Fund</b>	<b>4,452</b>	<b>4,459</b>	<b>4,474</b>	<b>4,591</b>	<b>117</b>	<b>4,593</b>	<b>2</b>

<b>Non-General Fund</b>	<b>Actual 2020-21</b>	<b>Actual 2021-22</b>	<b>Revised 2022-23</b>	<b>Recomm 2023-24</b>	<b>Change</b>	<b>Recomm 2024-25</b>	<b>Change</b>
Airports	10	10	10	10	0	10	0
Coyote Point Marina	3	3	3	3	0	3	0
San Mateo Medical Center	1,039	1,042	1,043	1,043	0	1,043	0
<b>Enterprise Funds</b>	<b>1,052</b>	<b>1,055</b>	<b>1,056</b>	<b>1,056</b>	<b>0</b>	<b>1,056</b>	<b>0</b>
Road Construction and Operations	77	77	77	79	2	79	0
Solid Waste Management	8	9	10	11	1	11	0
<b>Special Revenue Funds</b>	<b>85</b>	<b>86</b>	<b>87</b>	<b>90</b>	<b>3</b>	<b>90</b>	<b>0</b>
Utilities	8	8	8	8	0	8	0
<b>Special Districts</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>
Construction Services	10	10	10	10	0	10	0
Vehicle and Equipment Services	13	13	13	13	0	13	0
<b>Internal Service Funds</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>23</b>	<b>0</b>
<b>Non-General Fund Total</b>	<b>1,168</b>	<b>1,172</b>	<b>1,174</b>	<b>1,177</b>	<b>3</b>	<b>1,177</b>	<b>0</b>
<b>Total All County Funds</b>	<b>5,620</b>	<b>5,631</b>	<b>5,648</b>	<b>5,768</b>	<b>120</b>	<b>5,770</b>	<b>2</b>



Non-County Funds (Information Only)	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change	Recomm 2024-25	Change
County Library (Information Only)	129	135	146	153	7	153	0
Department of Housing	48	48	48	48	0	48	0
First 5 San Mateo County (Information Only)	8	8	8	8	0	8	0
Local Agency Formation Commission (Information Only)	2	2	2	2	0	2	0
Retirement Office (Information Only)	23	23	23	23	0	23	0
<b>Non-County Funds (Information Only)</b>	<b>210</b>	<b>216</b>	<b>227</b>	<b>234</b>	<b>7</b>	<b>234</b>	<b>0</b>
<b>All Positions</b>	<b>5,830</b>	<b>5,847</b>	<b>5,875</b>	<b>6,002</b>	<b>127</b>	<b>6,004</b>	<b>2</b>

## Position Changes Detail FY 2023-25:

### CRIMINAL JUSTICE

**Sheriff's Office:** Adds one Senior Accountant-Unclassified, one Office Assistant I-Unclassified, one Administrative Services Manager I, one Communications Officer, two Sheriff's Captains, two Administrative Assistants II-Confidential, four Administrative Assistants II, two Fiscal Office Specialists, one Legal Office Specialist-Supervisor, one Executive Assistant-Confidential, one Program Coordinator II, one Sheriff's Director of Communication, one Management Analyst, one Program Services Manager II, one Sheriff's Sergeant, and one Community Program Specialist II-Unclassified; deletes three Crime Analysts-Unclassified, three Fiscal Office Specialists-Unclassified, one Information Technology Analyst-Unclassified, one Sheriff's Lieutenant, one Administrative Secretary I, one Sheriff's Property Officer II, six Legal Office Specialists, one Storekeeper II, one Payroll/Personnel Supervisor-Confidential, one Sheriff's Captain, one Fiscal Office Specialist, one Sheriff's Sergeant, and one Community Program Specialist-Unclassified, for no net change in positions.

**District Attorney's Office:** Adds three Deputy District Attorneys IV, one Legal Secretary, two District Attorney Inspectors, one District Attorney Supervising Victim Advocate, and one District Attorney District Attorney Advocate I/II; deletes one District Attorney Advocate, for a net addition of seven positions.

Net change is an increase of seven positions in Criminal Justice.

### HEALTH SERVICES

**Public Health, Policy, and Planning:** Adds one Laboratory Assistant II for a net addition of one position.

**Health IT:** Adds 15 Electronic Health Record Analysts, five Electronic Health Record Supervising Analysts, and two Health Information Systems and Technology Managers for a net addition of 22 positions.

**Aging and Adult Services:** Adds two Social Workers III-Unclassified and two Social Workers III for a net addition of four positions.

**Environmental Health Services:** Adds one Environmental Health Deputy Director, three Environmental Health Specialist III for a net addition of four positions.

**Behavioral Health and Recovery Services:** Adds one Health Services Manager II, one Supervising Mental Health Clinician, two Community Mental Health Nurses, one part-time Community Mental Health Nurse, one Milieu Program Specialist, one Mental Health Counselor I/II, one Lead Behavioral Health and Recovery Services Specialist, one Psychiatric Resident, one Management Analyst, one Office Assistant I, one Office Specialist, five Patient Services Assistant II, one Patient Services Specialist, two Relief Counselor I, seven Psychiatric Social Worker I, one Behavioral Health and Recovery Services Analyst, one Peer Support Worker II, one Mental Health Counselor II, one Marriage and Family Therapist, three Program Coordinator II, two Community Program Specialists I, one Contracts Administrator II; deletes one Supervising Mental Health Clinician, two Community Mental Health Nurses, one part-time Community Mental Health Nurse, one Peer Support Worker I/II, one Case Management Assessment Specialist, one Health Services Manager I, and one Mental Health Program Specialist, for a net addition of 29 positions.

**Correctional Health Services:** In FY 2023-24, adds one Adult Psychiatrist, five Correctional Health Nurses, four Licensed Vocational Nurses, and four Medical Office Assistants II, for a net addition of 14 positions.

In FY 2024-25, adds one Nurse Practitioner, and one Dentist, for a net addition of 2 positions.

**San Mateo Medical Center:** Adds one Clinical Services Manager I-Nursing, one Clinical Services Manager II-Nursing, one Senior Accountant-Exempt, two Fiscal Office Assistants II, one Fiscal Office Specialist, two Lead Patient Services Assistants, three Ambulatory Care Nurses, two Pharmacy Technicians, two Pharmacists, one Staff Physician, one Adult Psychiatrist, two Social Workers III; deletes one Clinical Services Manager I-Nursing, one Clinical Services Manager II-Nursing, one Senior Accountant-Exempt, two Fiscal Office Assistant II, one Fiscal Office Specialist, one Lead Patient Services Assistant, one Medical Office Assistant II, three Ambulatory Care Nurses, two Pharmacy Technicians, two Pharmacists, one Staff Physician, one Adult Psychiatrist, and two Social Workers III for a net change of zero positions.

Net change is an addition of 74 positions in Health Services in FY 2023-24 and an addition of 2 positions in FY 2024-25 for a total net change of 76 positions.

## SOCIAL SERVICES

**Human Services Agency:** Adds one Human Services Policy Analyst, one Senior IT Analyst, two Department Facilities Project Coordinators I, one Account II, one Senior Accountant, two Financial Services Managers I, one Management Analyst, one Contract Administrator II, four Overpayments and Collections Analysts, two Overpayments and Collections Supervisors, three Human Services Supervisors, three Office Assistants II, one Fraud Investigator, two Employment Services Specialists II, one Children's Services Program Manager I, four Children's Services Program Managers II, one Management Analyst, three Human Services Analysts II, one Community Worker II; deletes one Human Services Policy Analyst-Unclassified, one IS Data Specialist II, two Records Center Assistants II, three Benefit Analysts II, two Human Services Supervisors-Exempt, two Benefit Analysts III, two Human Services Supervisors-Unclassified, three Office Assistants II-Unclassified, two Community Workers II, one Human Services Manager I, and four Human Services Managers II, for a net addition of 12 positions.

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**Department of Child Support Services:** Adds two Child Support Technicians; deletes one Child Support I/II and one Child Support Customer Service Specialist, for no net change in positions.

Net change is an addition of 12 positions in Social Services.

## COMMUNITY SERVICES

**Planning and Building:** Adds one Planner for a net addition of one position.

**County Libraries:** Adds one Management Analyst, one Payroll Coordinator II, one Library Services Manager, one Information Technology Supervisor, one Information Technology Technician, one Community Program Supervisor, and one Community Program Specialist II for a net addition of seven positions.

**Office of Sustainability:** Adds three Resource Conversation Specialists III for a net addition of three positions.

**Department of Public Works:** Adds one Senior C/CAG Program Specialist-Unclassified, one Construction Inspector II, one Public Works Technician II, two Associate Civil Engineers, one Stationary Engineer II, one Locksmith; deletes one Public Works Technician II, for a net addition of six positions.

**Department of Housing:** Adds one Financial Services Manager, one Housing Program Manager, three Housing/Community Development Specialists, and one Office Specialist for a net addition of six positions.

Net change is an addition of 23 positions in Community Services.

## ADMINISTRATION AND FISCAL SERVICES

**County Manager/Clerk of the Board:** Adds one Chief Equity Officer, one Equity Officer, one Associate Management Analyst, one Community Program Specialist, two Management Analysts, two Community Workers II; deletes one Chief Equity Officer, one Equity Officer, one Associate Management Analyst, and one Community Worker, for a net addition of four positions.

**Controller's Office:** Adds one Senior Property Tax Specialist, one IS Application Support Analyst III, one Property Tax Specialist; deletes one Senior Accountant, for a net addition of two positions.

**Treasurer-Tax Collector:** Adds one Management Analyst; deletes one Executive Assistant, for no net change in positions.

**County Attorney's Office:** Adds one Legal Secretary II-Confidential for a net addition of one position.

**Human Resources Department:** Adds one Human Resources Technician, one Management Analyst, and two IS Application Support Analysts II for a net addition of four positions.

**Information Services Department:** Adds one Office Specialist, one Information Services Systems Specialist III, one Information Services Systems Data Specialist III; deletes three Information Services Application Support Analysts III, for no net change in positions.

Net change is an addition of 11 positions in Administration and Fiscal Services.

## CAPITAL PROJECTS SUMMARY

Capital projects are the one-time outlay of funds for construction, acquisition, structural improvements, and non-structural renovations to County-owned facilities. They also include major construction, renovation, or rehabilitation of County infrastructure assets such as roads, utilities, and airports. Large-scale projects may extend over several years.

Parks Department projects are funded through a variety of sources, including Measure K, General Fund, grants, and donations. These projects focus on facility and infrastructure replacement and upgrades as well as road and trail reconstruction and development. The goals of these projects include improving visitor experience and safety within County parks, reducing ongoing maintenance costs, and often reducing the cost of utilities as aging facilities and infrastructure are replaced with newer, more efficient facilities.

The Department of Public Works (DPW) manages a variety of capital improvement projects funded through various sources. In general, improvement projects in the various special revenue and enterprise funds are funded by restricted revenues, loans, and state and federal grant proceeds. Utilities construction projects are funded by revenues received from the special district funds in which the improvement is to be completed. Examples of utility capital improvements are constructing street lighting, water distribution, and sewer main replacement projects. Road capital improvement projects are typically funded from highway user tax revenue and mitigation fees. Examples of road capital improvements include road reconstruction projects and bridge improvement projects. Capital improvement projects at San Carlos and Half Moon Bay Airports are funded from revenue in the Airport Enterprise Fund. DPW also receives Federal Aviation Administration (FAA) Measure K fuel sales tax allocations for capital projects and other activities at County Airports. FAA grant funding is often leveraged to implement improvement projects that will enhance utility and safety of both Airports. Facilities improvement projects are typically funded from facility surcharge receipts, General Fund, and Measure K contributions.

The County Executive's Office, Project Development Unit (PDU) manages major, ground-up, capital improvement projects. Several major projects have been completed, several are under construction, and others are in the design or planning phase. 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. Projects are expected to show leadership in sustainable building while reducing long-term operating costs through efficient design.

Detailed project lists and budgets can be found in the budget unit sections of the Recommended Budget.

Capital projects can be complex, long-term projects that take several years to complete. As such, all allocated project funding may not be fully expended each fiscal year. To ensure continued project funding is available throughout the duration of a project, the Departments and Unit listed above may be required to rollover significant amounts of revenue from one fiscal year to the next. The table below represents projects, by Department or Unit, that are anticipated to rollover \$1,000,000 or more from FY 2022-23 to FY 2023-24. Final rollover amounts and actions will be accomplished during the September revisions to the FY 2023-24 budget.

## Capital Projects Anticipated Rollover Amounts Greater than \$1,000,000 in FY 2023-24

Department	Anticipated Rollover	Percent
DPW	39,562,392	27%
Parks	24,201,270	17%
PDU	81,619,006	56%
<b>Grand Total</b>	<b>145,382,668</b>	<b>100%</b>

A number of Capital Projects with budgets over \$1,000,000 are projected to be finalized in FY 2023-24 including: Coyote Point sewer and water systems projects, Tunitas Creek Beach Improvement project, Pescadero/CAL FIRE Station mill and overlay asphalt project, Maple Street Correctional Center photovoltaic system, Navigation Center (opened in April, 2023), County Office Building 3 (COB3), and County Office Building Courtyard project. The total number of capital projects with large rollover amounts that are anticipated to be finalized in FY 2023-24 is below.

### Projects with Rollover Greater than \$1,000,000

Project Finalization	DPW	Parks	PDU	Grand Total
Finalized in FY 2023-24	14	2	7	23
Finalized after FY 2023-24	2	3	3	8
<b>Grand Total</b>	<b>16</b>	<b>5</b>	<b>10</b>	<b>31</b>

Of the projects above, the COB3 project represents \$60,000,000 or 73.3 percent of the total anticipated large rollover amounts for FY 2023-24. The remainder of the large, anticipated rollover amounts totaling \$18,618,322 are associated with seven other projects. These anticipated large rollover amounts by project can be seen in detail below.

Department/Unit	Project	FY 2023-24 Anticipated Rollover Amount
PDU	County Office Building 3	60,000,000
Parks	Tunitas Creek Beach Improvement Project	5,205,644
PDU	County Office Bldg Courtyard	4,047,204
PDU	Navigation Center	3,571,802
DPW	Maple Street Correctional Center Photovoltaic System	1,885,742
DPW	Pescadero CDF - Mill and Overlay Asphalt	1,422,060
Parks	Coyote Point Sewer System	1,324,933
Parks	Coyote Point Water System	1,160,937
<b>Grand total</b>		<b>78,618,322</b>

In preparation to focus on deferred building maintenance projects, the Department of Public Works did not initiate a call for new projects in FY 2022-23. The Department will instead work toward completing as many repairs, building component replacements, and equipment updates as possible during FY 2023-25. These improvements will help ensure a better experience with safe, sustainable, and aesthetic environment for both residents and staff. The full plan with detailed project information will be included in the



County’s Five-Year Capital Improvement Plan update for FY 2023-28 which will submitted to the Board of Supervisors with the September revisions to the FY 2023-25 Recommended Budget.





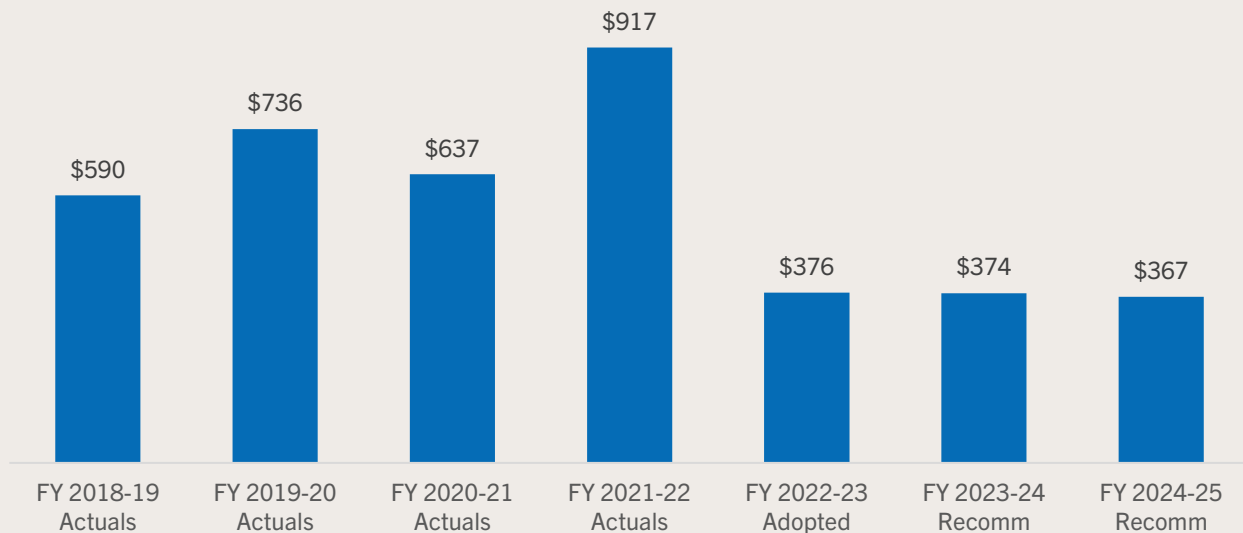
## SUPPLEMENTAL INFORMATION

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 is budgeted in Fiscal Years 2023-25 (\$100 million each year). 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.

**General Fund Reserves and Contingencies  
(in Millions)**

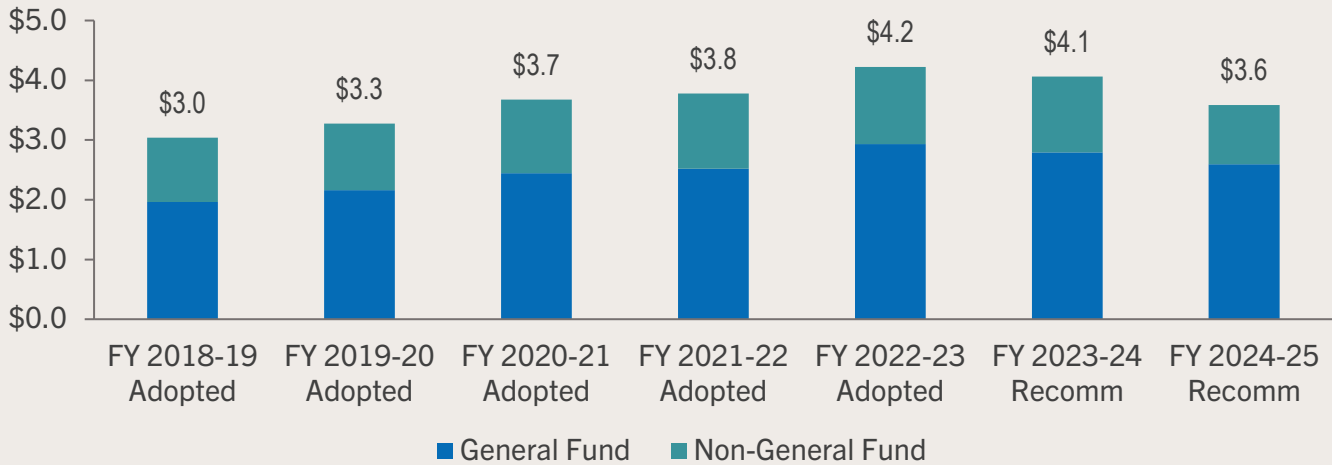


*\*Reserves and Contingencies amounts for FY 2022-23 through FY 2024-25 are anticipated to increase by September Revisions.*

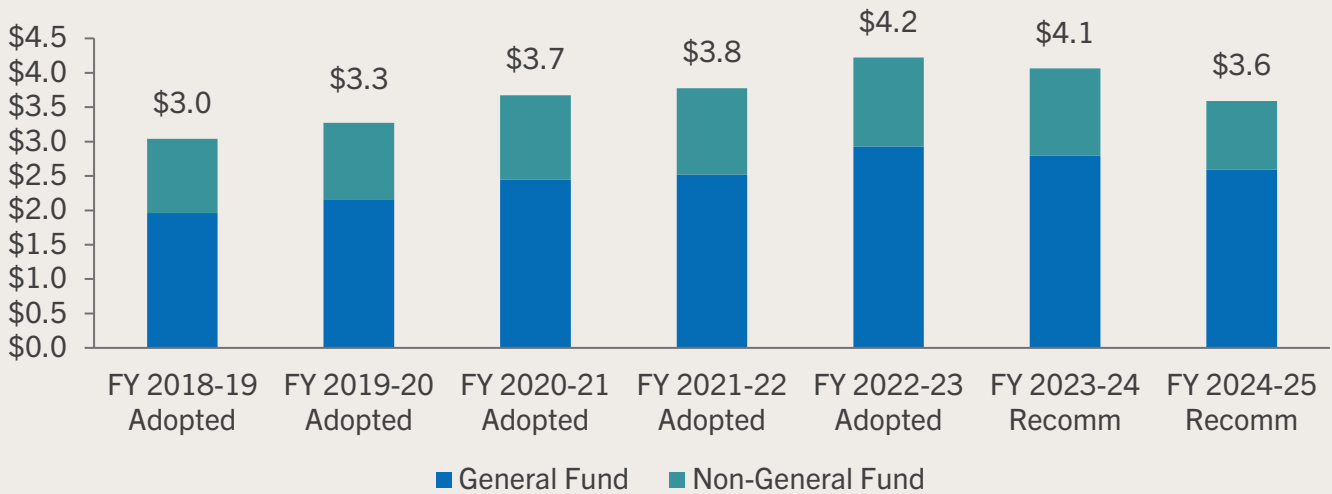
## TOTAL SOURCES AND REQUIREMENTS

While negotiated Salary and Benefits made up a significant portion of ongoing expenditures in prior years, costs have decreased due to the paydown of retirement liability and change of health insurance providers. In fiscal year 2023-24, the County will have achieved funding the unfunded liability at a minimum of 90 percent, resulting in a drop from 40 percent to 25 percent of the total Unfunded Actuarial Accrued Liability (UAAL). This significantly drops the cost of retirement benefits. Additionally, one-time pandemic-related revenues and expenditures have declined significantly as recovery efforts are completed. The County has also spent significant amounts in recent years for one-time Capital and IT projects. The Total Requirements for Fiscal Years 2023-24 and 2024-25 are approximately \$4.1 and \$3.6 billion, respectively. The Recommended Sources and Requirements for All Funds and the General Fund can be found in the All Funds-Total Sources and Requirements on page B-6 and General Fund Summary on B-7.

**Total Sources  
(in Billions)**

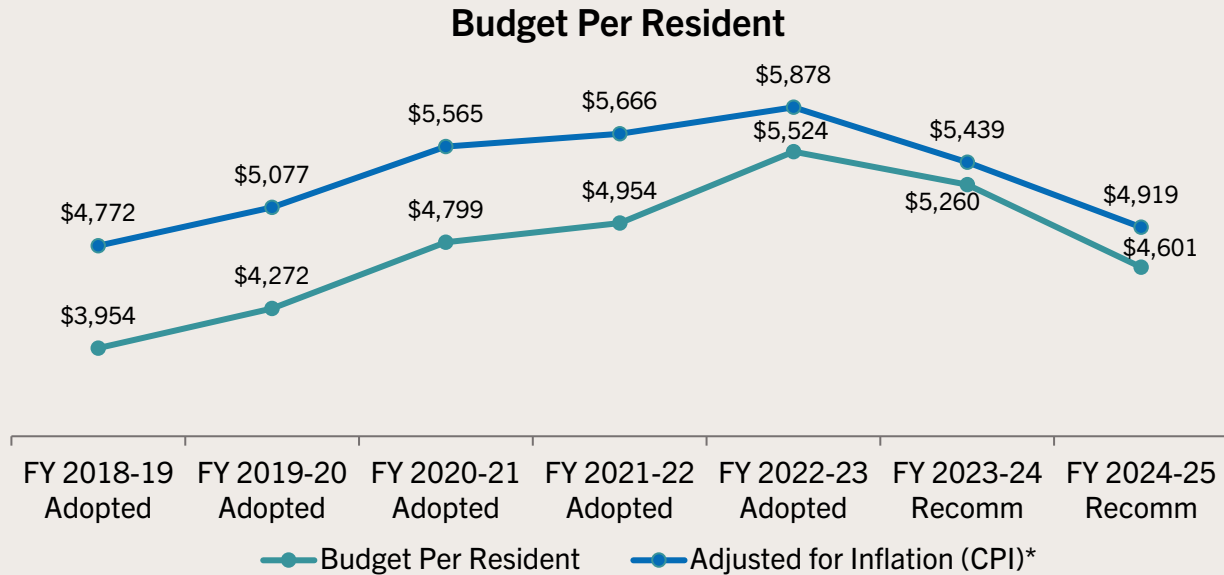


**Total Requirements  
(in Billions)**



### BUDGET AMOUNT PER SAN MATEO COUNTY RESIDENT

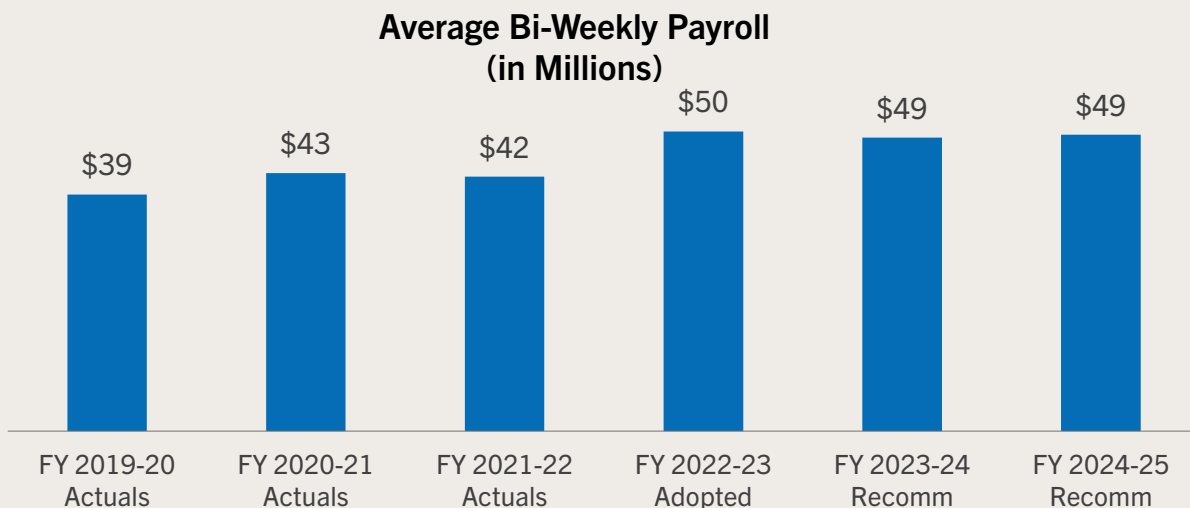
The FY 2023-24 Recommended Budget per resident is projected to be \$5,260. The FY 2024-25 Recommended Budget per resident is projected to be \$4,601. Adjusted for inflation, there is a projected \$959 decline in budget per resident between the FY 2022-23 Adopted Budget and FY 2024-25 Recommended Budget. This decline is largely due to the completion of capital projects and a reduction in federal and state grant funds (e.g., American Rescue Plan Act and Homekey funds).



\*Inflation is calculated in January 2023 dollars, with assumed 3.4% inflation in FY 2023-24 and FY 2024-25

### COUNTY BI-WEEKLY PAYROLL

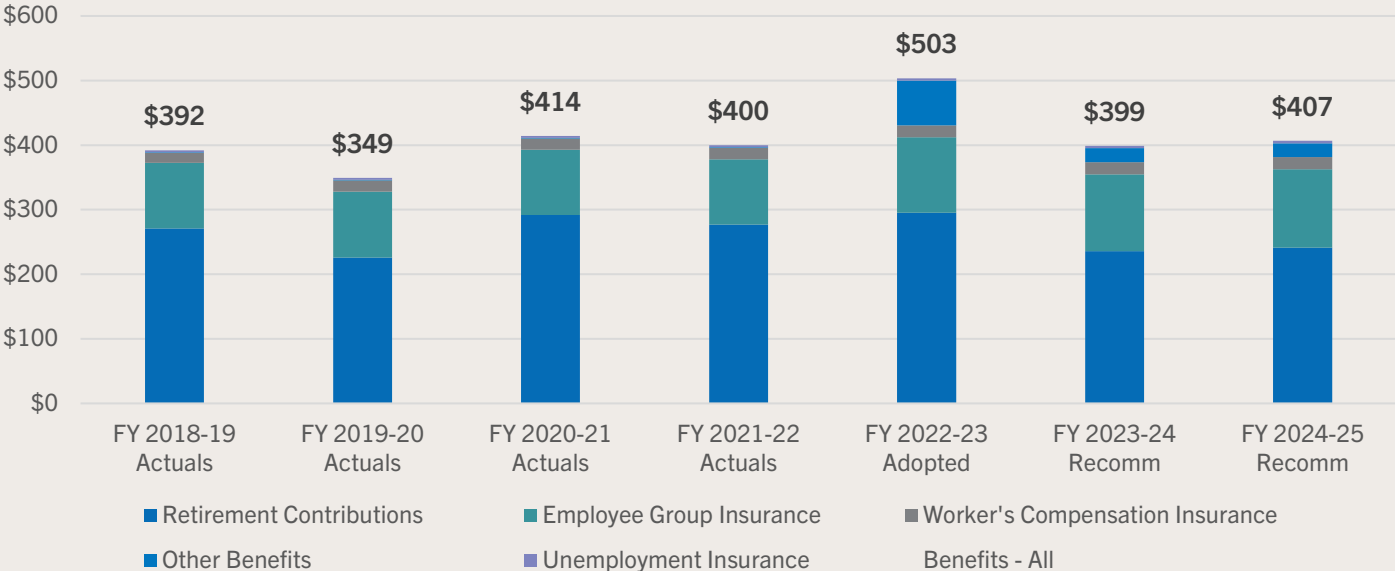
It should be noted that the bi-weekly payroll based on the Recommended Budget will always be higher than prior year actuals as the budget figures will not account for vacancies and related salary savings. The average bi-weekly payroll figures presented below for FYs 2023-24 and 2024-25 do not account for vacancies, which are currently 14 percent. The decline between FY 2022-23 and FY 2023-24 is a result of a decrease in retirement costs due to the accelerated paydown of the unfunded liability and a decrease in health benefit costs due to a change in health insurance providers.



**EMPLOYEE BENEFITS**

Employee benefits decrease in FY 2023-24 and FY 2024-25 mainly due to an overall decrease in contributions to the County’s retirement system (SamCERA) for the accelerated paydown of the County’s unfunded pension liability. Overall, retirement contributions will decrease by \$59.7 million in FY 2023-24 and are projected to increase by \$5.4 million in FY 2024-25. Employee group insurance is projected to increase by \$2.4 million in FY 2023-24 and \$2.1 million in FY 2024-25. Other Benefits, consisting primarily of the County’s contribution to the retirement paydown, are expected to decrease significantly by \$48 million in FY 2023-24 but will stay at the same rate for FY 2024-25.

**Employee Benefits  
(in Millions)**



**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 2022-23 Revised Budget and the Recommended Budgets for FY 2023-24 and FY 2024-25. The different position types are defined as follows:

- **Classified** – Regular/budgeted civil service positions. These positions receive full health and pension benefits.
- **Unclassified** – At-will/budgeted positions, with some positions having a term limit of no more than three years. Positions are designated unclassified as per Section 502.b of the County Charter, and they are not subject to provisions of the Civil Service Rules. Unclassified positions receive the same benefits as classified positions.
- **Extra-Help** – Positions that are primarily used to staff seasonal assignments and assist departments during brief periods of heightened workloads. Use of extra help is limited to 1,040

hours per fiscal year per employee. Extra help employees are eligible for some health benefit coverage if employed 30 or more hours per week.

- **Limited Term** – Positions that are primarily used for special projects, pilot programs, implementation of new organizational and technological changes, or to backfill for an employee on extended leave. Limited term assignments cannot exceed 6,240 hours. These positions receive full health benefits and receive 401(a) deferred compensation in lieu of pension benefits.

Position Type*	FY 2022-23 Revised	FY 2023-24 Recomm	FY 2024-25 Recomm
Classified Positions	5,621	5,697	5,699
Unclassified Positions	247	257	257
Extra-Help Positions	1,027	1,027	1,027
Limited Term Positions	107	108	108
<b>Total - All Positions</b>	<b>7,002</b>	<b>7,062</b>	<b>7,062</b>

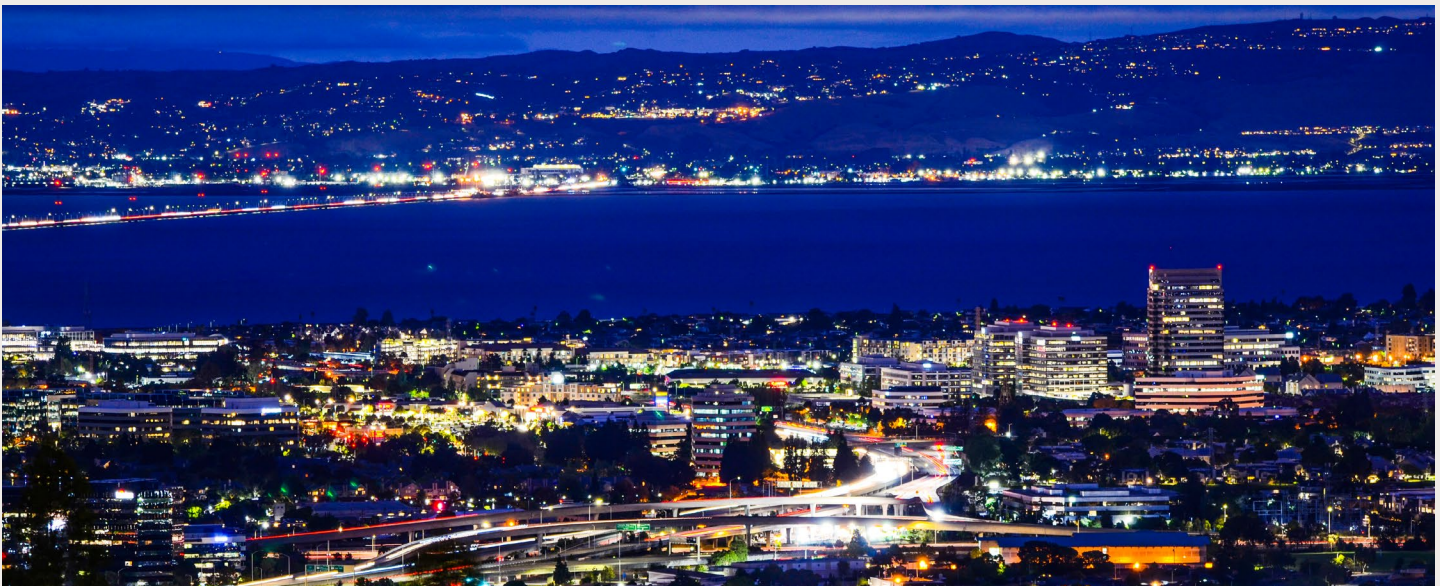
\*Extra-help and limited term position numbers reflect filled positions as of May 2023 and are used to provide placeholder estimates for FY 2024-25. These estimates will change upon the adoption of the Recommended Budget as several extra-help positions are being recommended for conversion to permanent positions. Extra-help numbers exclude seasonal employees who do not work most of the year. Classified and unclassified numbers reflect all vacant and filled authorized positions. The sum of classified and unclassified positions equals total County authorized positions, excluding 48 positions under the Housing Authority that are not included in the County's Master Salary Resolution.

## NON-RECURRING REVENUES AND EXPENDITURES

The table below shows non-recurring expenditures equal to or greater than \$3,000,000 in either FY 2023-24 or FY 2024-25. Funding comes from a variety of sources to include: County General Fund, bond proceeds, Measure K, department reserves, department contingencies, and department trust funds. Some expenditures are funded in part by roll-over funding from previous fiscal years.

Projected Expenditure Appropriation	Revenue Source(s)	FY 2023-24	FY 2024-25
AOD Addiction Program	Measure K	3,000,000	-
CSA-7 Infrastructure Replacement (DPW)	Measure K	4,160,018	-
Parks Capital Projects	Measure K	4,280,508	-
Fleet Electrification Infrastructure	Measure K	5,000,000	-
Shelter Operations	Measure K	5,000,000	5,000,000
Hall of Justice Tenant Improvements (DPW)	General Fund	5,811,589	-
Elections Costs	General Fund	6,098,184	4,822,762
Local Housing Subsidy Program	Measure K	8,000,000	8,000,000
The Big Lift	Measure K	8,200,000	8,200,000
Farmworker Housing Support - Unincorporated	Measure K	9,000,000	-

Projected Expenditure Appropriation	Revenue Source(s)	FY 2023-24	FY 2024-25
Controller Property Tax System	General Fund	10,988,633	10,988,633
Technology Infrastructure and Open Data	Measure K	11,623,001	591,269
East Palo Alto City Hall Improvements (DPW)	General Fund	11,722,032	-
Assessor Property Tax System	General Fund	16,514,211	16,514,211
Affordable Housing Fund	Measure K	19,000,000	19,000,000
Middlefield Road Streetscape Project	Measure K	22,404,521	12,404,524
Parks Capital Projects (DPW)	General Fund/Parks Acquisitions	26,601,520	-
Other County Capital Projects (DPW)	General Fund/Bond Proceeds	26,856,302	7,610,001
Cordilleras Mental Health Facility Replacement (County Health)	Bond Proceeds	32,500,000	37,000,000
County Office Building 3	General Fund	60,000,000	-
County Office Courtyard	General Fund/ Fund Balance	4,047,204	-
Navigation Center	ARPA/ Grants	3,571,802	-
Pescadero Fire Station	Measure K	20,000,000	20,000,000
San Mateo Medical Center Campus Master Plan Implementation	General Fund/ Bond Proceeds	35,400,000	36,400,000
South San Francisco Wellness Center	Measure K/ General Fund	9,000,000	-





## 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 2023-24 Recommended Budget, largest to smallest.

Department	2020-21 Actuals	2021-22 Actuals	2022-23 Adopted	2023-24 Recomm	2023-24 Change	2024-25 Recomm	2024-25 Change
County Health	\$919,128,589	\$980,710,067	\$1,049,068,280	\$1,200,992,058	\$151,923,778	\$1,165,537,824	(\$35,454,234)
Human Services Agency	\$227,126,354	\$241,216,185	\$313,729,776	\$316,455,583	\$2,725,807	\$310,447,136	(\$6,008,447)
Sheriff's Office	\$266,638,909	\$257,081,111	\$320,554,290	\$296,643,018	(\$23,911,272)	\$281,967,669	(\$14,675,349)
Department of Public Works	\$217,606,770	\$240,659,684	\$266,702,021	\$266,095,351	(\$606,670)	\$207,190,433	(\$58,904,918)
Probation Department	\$98,858,471	\$101,665,673	\$132,535,876	\$137,454,560	\$4,918,684	\$139,552,023	\$2,097,463
County Executive's Office/Clerk of the Board*	\$23,536,206	\$31,666,119	\$40,318,961	\$60,893,341	\$20,574,380	\$35,033,837	(\$25,859,504)
District Attorney's Office	\$42,653,548	\$45,213,883	\$49,824,908	\$53,603,289	\$3,778,381	\$53,445,664	(\$157,625)
Information Services Department	\$33,719,052	\$30,069,584	\$48,323,984	\$46,999,482	(\$1,324,502)	\$25,558,067	(\$21,441,415)
Department of Housing	\$20,195,852	\$31,086,021	\$125,248,308	\$43,953,146	(\$81,295,162)	\$39,398,077	(\$4,555,069)
Assessor-County Clerk-Recorder	\$38,459,769	\$36,892,440	\$44,608,001	\$37,197,403	(\$7,410,598)	\$40,542,193	\$3,344,790

\*Note: The budget increase for the County Executive's Office from FY 2022-23 Adopted to FY 2023-24 Recommended is largely due to one-time allocations for Measure K projects.

## 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 2023-24 Recommended Budget, largest to smallest.

	FY 2020-21 Actuals	FY 2021-22 Actuals	FY 2022-23 Estimated	FY 2023-24 Recomm	FY 2023-24 Change	FY 2024-25 Recomm	FY 2024-25 Change
Permanent Salaries	\$619,409,781	\$619,559,736	\$712,743,959	\$790,220,341	\$77,476,382	\$796,522,985	\$6,302,644
Other Intrafund Expenditures	\$217,442,334	\$230,552,557	\$502,929,672	\$480,979,207	(\$21,950,465)	\$353,162,484	(\$127,816,723)
Contractual Services	\$207,590,496	\$217,875,676	\$351,328,285	\$420,306,421	\$68,978,136	\$319,880,963	(\$100,425,458)
Other Professional Services	\$166,556,912	\$200,356,243	\$238,692,072	\$267,665,732	\$28,973,660	\$261,275,596	(\$6,390,136)
Fixed Assets-Struct/Improvmts	\$90,759,447	\$142,218,211	\$359,973,271	\$242,329,832	(\$117,643,439)	\$49,414,500	(\$192,915,332)
Retirement Contributions	\$291,879,670	\$276,854,158	\$295,462,610	\$235,803,659	(\$59,658,951)	\$241,207,843	\$5,404,184
County Internal Service Charges	\$141,483,092	\$134,852,892	\$157,712,083	\$161,985,955	\$4,273,872	\$163,076,864	\$1,090,909
Employee Group Insurance	\$100,933,474	\$101,080,598	\$116,738,982	\$119,148,100	\$2,409,118	\$121,273,701	\$2,125,601
Public Assistance Care	\$136,326,168	\$40,945,379	\$109,264,995	\$105,707,170	(\$3,557,825)	\$105,723,603	\$16,433
Contributions to Other Agencies	\$47,036,834	\$45,623,559	\$159,703,701	\$87,615,860	(\$72,087,841)	\$80,254,348	(\$7,361,512)

## UNFUNDED LIABILITIES

### San Mateo County Employees' Retirement Association Actuarial Value of Assets (In Thousands)

Actuarial Valuation Date	(a) Actuarial Value of Valuation Assets	(b) Actuarial Accrued Liabilities	(b-a) Unfunded Actuarial Accrued Liabilities (UAAL)	(a/b) Funded Ratio	(c) Covered Payroll	[(b/a)/c] UAAL as a Percentage of Covered Payroll
June 30, 2013	\$2,618,639	\$3,572,750	\$954,111	73.3%	\$404,361	235.96%
June 30, 2014	\$2,993,187	\$3,797,042	\$803,855	78.8%	\$416,274	193.11%
June 30, 2015	\$3,343,550	\$4,045,786	\$702,236	82.6%	\$439,018	159.96%
June 30, 2016	\$3,624,726	\$4,362,296	\$737,570	83.1%	\$472,385	156.14%
June 30, 2017	\$3,976,717	\$4,719,850	\$743,133	84.3%	\$510,132	145.67%
June 30, 2018	\$4,351,502	\$4,970,535	\$619,033	87.5%	\$535,938	115.50%
June 30, 2019	\$4,685,502	\$5,459,978	\$774,476	85.8%	\$554,734	139.61%
June 30, 2020	\$4,998,316	\$5,786,054	\$787,738	86.4%	\$593,295	132.77%
June 30, 2021	\$5,488,958	\$6,227,066	\$738,108	88.1%	\$600,369	122.94%
June 30, 2022	\$5,922,894	\$6,530,039	\$607,145	90.7%	\$611,957	99.21%

Note: The Covered Payroll amounts are consistent with the GASB 67/68 Disclosure Report

### County of San Mateo Other Post-Employment Benefits Actuarial Value of Assets

Fiscal Year Ending June 30	Actuarially Determined Contribution	Actual Employer Contribution	Contribution Deficiency (excess)	Covered Payroll	Contribution as a % of Covered Payroll
2013	\$20,905,000	\$20,905,000	\$0	\$452,750,058	4.62%
2014	\$24,222,000	\$24,222,000	\$0	\$436,452,980	5.55%
2015	\$23,893,000	\$23,893,000	\$0	\$475,539,434	5.02%
2016	\$28,304,000	\$28,304,000	\$0	\$520,080,419	5.44%
2017	\$29,945,000	\$29,945,000	\$0	\$561,429,306	5.33%
2018	\$23,579,000	\$24,579,002	(\$1,000,002)	\$585,556,028	4.20%
2019	\$25,220,616	\$29,160,593	(\$3,939,977)	\$611,331,351	4.77%
2020	\$25,905,484	\$28,207,778	(\$2,302,294)	\$644,963,245	4.37%
2021	\$26,364,584	\$28,691,597	(\$2,327,013)	\$669,631,892	4.28%
2022	\$20,036,367	\$26,383,035	(\$6,346,668)	\$720,348,046	3.66%

## 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 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23 Revised	FY 2023-24 Projected	FY 2024-25 Projected
Measure K - Receipts	\$98,604,386	\$94,078,776	\$88,750,803	\$102,672,559	\$110,000,000	\$112,200,000	\$114,444,000
Measure K - Budget <sup>1</sup>	\$194,615,692	\$181,027,950	\$172,660,313	\$202,195,320	\$213,788,846	\$189,457,809	\$120,157,010
Prop. 172 - Receipts	\$85,620,045	\$85,641,968	\$90,676,023	\$100,205,334	\$106,410,271	\$108,538,476	\$110,709,246
Prop. 172 - Budget	\$77,118,759	\$84,588,501	\$81,457,573	\$81,050,076	\$95,013,414	\$92,299,355	\$84,687,916
Excess ERAF - Receipts	\$171,938,568	\$181,462,772	\$189,838,815	\$251,892,872	\$230,512,899	\$200,000,000	\$200,000,000
Excess ERAF - Budget	\$55,000,000	\$60,000,000	\$65,000,000	\$75,000,000	\$90,000,000	\$100,000,000	\$100,000,000

<sup>1</sup>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. 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). An effective multi-year process that restores structural balance will create a stronger organization and contribute to a stronger community.
- Solutions may be phased-in, with managed use of reserves, to avoid disruption of service and to cushion transitions to reduced service levels
  - Where possible, employment and training options will be provided to displaced employees
- D. Our budget process will engage the community we serve to inform inclusive, fact-driven and thoughtful decision-making on multiple strategies, including the reduction and elimination of services. As such,
- We will be transparent and forthcoming throughout and will work closely with our employees, organized labor and community partners
  - Reliable information will be provided in a timely way to continue to build trust, confidence and credibility throughout the process
  - We will seek input from the general public regarding strategies developed by staff
- E. We aim to not impact any one geographic, ethnic, or linguistic community disproportionately as we sustain efforts to address long-standing disparities.
- F. We will work together as a single organization while recognizing the unique services offered by each department.
- All County departments will contribute to the solution
  - Departments will be afforded flexibility to achieve efficiencies in all areas of operations, operational support, and administration

- We value our employees and will continue to develop our workforce, retain and promote high-performers, and continue succession planning efforts
- We value our broad range of partnerships that cut across departmental lines, and also value partnerships with our community-based organizations and neighboring municipalities.



## LONG-TERM BUDGET BALANCING STRATEGIES

### POTENTIAL CHANGES IN FEDERAL REGULATIONS

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

### PARTNERSHIPS

- **Shared Services** – centralize services within the County organization and share services with other public agencies in the county/region (buy and sell).
- **Transfer of Services/Annexation** – annex unincorporated areas and transfer municipal services (parks, fire, planning, patrol, dispatch, utilities, and other services) to cities and special districts - budget reductions and corresponding transfer of revenues, with a goal of net savings.
- **Managed Competition and Performance-Based Contracting** – develop processes 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) with a focus on equity and community engagement.
- **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** – continue efforts to be a more flexible and dynamic organization by maximizing and diversifying the County's staffing resources. Over the last twelve 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 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.
- **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** – continue to offer 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** – continue 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 three percent annual debt service reduction).

## ADMINISTRATIVE EFFICIENCIES

- **Electronic Document Management System (EDMS)** – continue to reduce space and paper/mail/pony mail services and courier services through improved documents management.
- **Automated Timekeeping System (ATKS) Advanced Scheduler** – provides reporting structure for departments to review and understand costs.
- **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 consider developing 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 and use of citations to generate revenue.

- **Economic Development** – expand the 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 Executive, Controller, Assessor, and Treasurer - have made public access to financial information a priority. The County's budget, budget information, Annual Comprehensive Financial Report (ACFR), and Popular Annual Financial Report (PAFR) are available on the County website, [www.smcgov.org](http://www.smcgov.org). Residents can look up the assessed value of their property or pay their property taxes online. Board meetings, including budget hearings, are broadcast via Zoom and streamed on the County website. Past meetings are posted online on 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 (see Fund Balance section below).

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 a 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 Executive's Office prior to using Reserves which puts the department 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 its Reserves to the two percent level within three years or a mutually agreed upon timeframe by the department and County Executive's Office. Department plans must address the use of excess Fund Balance with the priority being the replenishment of Reserves. This plan will be reviewed annually at the budget meeting with the County Executive'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 Executive'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 Executive'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.
4. **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;
  - j. 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 Executive’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 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 be appropriated for one-time items such as paydown of unfunded liabilities, countywide technology and capital improvement projects, or be appropriated to help balance the budget on a short-term basis.
- Unspent appropriations for information technology (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 January 17, 2023. 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 12-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 9.5 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. Silicon Valley Treasury Consulting Group 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

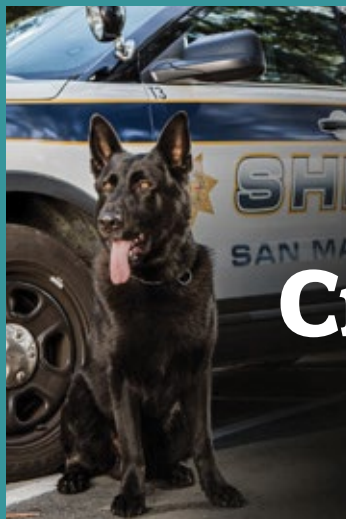


debt issuances are spent for their intended purposes and requires a state or local debt issuer to submit a report of a proposed issuance to the California Debt and Investment Advisory Commission at least 30 days before the sale of debt to certify that it has adopted a debt policy concerning the use of 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.







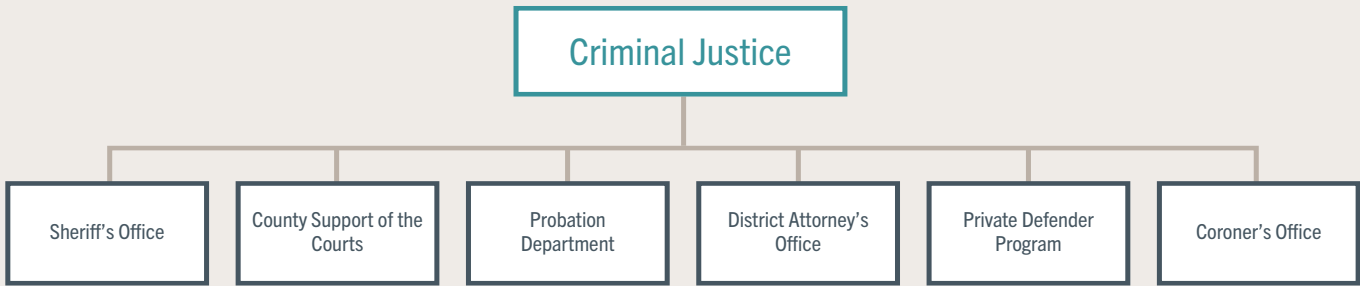


# Criminal Justice



COUNTY OF SAN MATEO



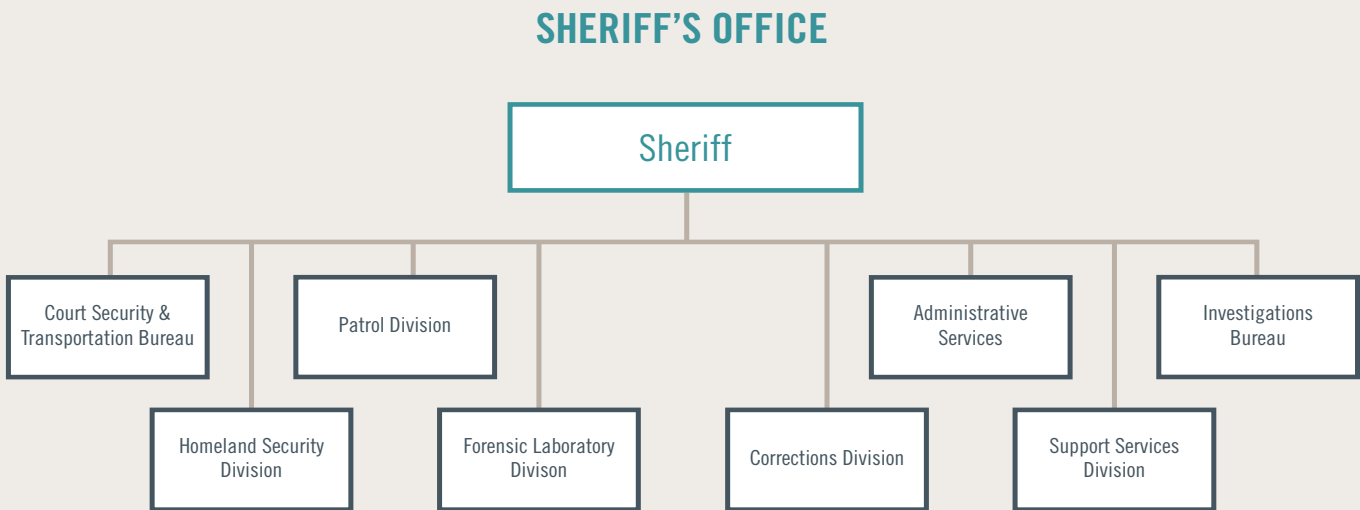


**Criminal Justice**  
**FY 2023-24 and FY 2024-25**  
**All Funds Summary**

Total Requirements	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>General Fund Budgets</b>							
Sheriff's Office	266,638,909	257,081,111	320,554,290	296,643,018	(23,911,272)	281,967,669	(14,675,349)
Probation Department	98,858,471	101,665,673	132,535,876	137,454,560	4,918,684	139,552,023	2,097,463
District Attorney's Office	42,653,548	45,213,883	49,824,908	53,603,289	3,778,381	53,445,664	(157,625)
Private Defender Program	19,559,447	18,486,722	23,128,864	23,129,398	534	23,129,921	523
Coroner's Office	4,093,026	4,370,679	5,280,198	5,931,556	651,358	5,950,720	19,164
County Support of the Courts	19,522,912	20,414,250	22,669,433	19,727,920	(2,941,513)	19,727,920	—
<b>Total General Fund</b>	<b>451,326,313</b>	<b>447,232,318</b>	<b>553,993,569</b>	<b>536,489,741</b>	<b>(17,503,828)</b>	<b>523,773,917</b>	<b>(12,715,824)</b>
Total Requirements	451,326,313	447,232,318	553,993,569	536,489,741	(17,503,828)	523,773,917	(12,715,824)
Total Sources	218,743,139	231,212,013	292,434,769	287,917,623	(4,517,146)	268,280,802	(19,636,821)
Net County Cost	232,583,174	216,020,304	261,558,800	248,572,118	(12,986,682)	255,493,115	6,920,997
<b>Authorized Positions</b>							
Salary Resolution	1,369.0	1,350.0	1,327.0	1,334.0	7.0	1,334.0	—
Funded FTE	1,362.4	1,343.4	1,319.4	1,326.1	6.7	1,326.1	—



# Sheriff's Office (3000B)





# Sheriff's Office

*"People First - Service Above Self"*

COUNTY OF SAN MATEO 



## Department Locator

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

## Mission Statement

As stewards of our community, we envision a world where all humanity is valued and respected. We recognize our role as leaders in this effort and commit to seeking creative and effective ways to work with and listen to the needs of our residents, businesses, and stakeholders. We do this with the passion to preserve safety for all who live, visit, or work in San Mateo County.

## Overview

The Sheriff is the chief law enforcement officer of the county, and is charged with keeping the peace, enforcing criminal statutes, investigating known or suspected criminal activity, and maintaining the County jails. In addition to law enforcement functions, the Sheriff is the coordinator for emergency services, mutual aid, and is responsible for search and rescue. The Sheriff's Office is a multi-faceted agency providing a full range of services.

Utilizing our core values of Commitment, Integrity, Compassion, and Innovation, we are responsible for providing outstanding customer service to our community in a professional and ethical manner. All members of the San Mateo County Sheriff's Office are held to the highest standards by both the Sheriff and community members we serve. Core services provided by the Sheriff's Office 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 specialized units and volunteer forces to swiftly and safely respond to emergency law enforcement activities, search and rescue missions, and requests for mutual aid.

## Challenges, Initiatives, and Trends for FY 2023-25

- Addressing the severe staffing crisis by streamlining practices to maximize our ability to recruit the most qualified candidates. This includes modernizing recruitment and training standards to hire those most closely aligned with the communities we serve.
- Promoting employee wellness by continuing to invest in the innovative Program for Resiliency in Modern Emergency Response (PRIMER). This program consists of family education and support, employee training, improved well-being services, critical incident stress services, and enhanced peer support.
- Providing ongoing training including de-escalation on the use of force spectrum, defensive tactics, implicit bias training, and enhanced crisis intervention training to assist interactions with those living with a mental illness, or conditions such as autism.
- Acquiring new state-of-the-art forensic laboratory equipment to facilitate faster turnaround times and precision accuracy.
- Expanding the Unmanned Aerial Vehicle (UAV) program to assist with search and rescue efforts; traffic

accident scene investigations; and assessing situational awareness during a dangerous or hazardous event.

- Implementing Senate Bill 1008 – Keeping Families Connected Act, which allows incarcerated persons increased access to unlimited, free audio calls domestically or internationally from the standard institutional wall phones and tablets.
- Tracking response time associated with Priority 1 calls, which are incidents that present an imminent threat to life or property. Responding quickly is vital for the safety of the community, and the Sheriff's Office will continue to respond to Priority 1 calls within an average of five minutes.
- Refining Intelligence Led Policing strategies which utilize 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.
- Replacing critical communication infrastructure. The Sheriff's Office mutual aid law enforcement communications system and portable radio system was installed in 2001 and requires critical updates to provide law enforcement with modern and life-saving tools.

### Department Innovations

- Focus on community engagement to build and restore trust: services include outreach through community programs such as the Sheriff's Activities League (SAL), School Resource Officer Program, and the Community Alliance to Revitalize Our Neighborhood Program (CARON/UNIDOS). Programs include a variety of sports, mentoring, arts and dance, speech therapy, and character development. These activities are designed to foster positive relationships between deputies, youth, families, and the community.
- Focus on decreasing recidivism by easing the transition of incarcerated persons back into the community as follows:
  - Expand the transitional housing unit to an 88-bed unit for mentally ill incarcerated persons and provide lower security reward-based housing under the care of a Deputy Sheriff and Psychiatric Health staff, which allows them to develop independence before release.

- Create a Behavioral Health Unit (BHU) newly focused on treating the most challenged mentally ill by providing them with a housing environment of one-to-one mental health support and socialization rather than segregation and isolation.

- Provide supportive environments that include GED attainment, computer and literacy programs, life skills coaching, a state-of-the-art culinary program, and domestic violence and substance abuse counseling. Expand Medi-Cal pre-release services and implement Cal-AIM PATH which focuses on equity by supporting individuals with complex needs to begin a reentry process for successful reintegration into the community.

### Department Equity

#### Equity Work in FY 2022-23

- All sworn staff within the Department successfully completed the Racial and Identity Profiling Act (RIPA) training intended to help peace officers strengthen law enforcement-community relations in California and will help achieve public trust and collaboration with the people we serve. This will continue in FY 2023-25.
- Utilization and tracking of disengagements as a de-escalation tactic during patrol crisis response calls to increase positive outcomes. These disengagement cases were referred to the Psychiatric Emergency Response Team (PERT) for follow-up. With all cases referred to PERT that need follow-up, PERT worked collaboratively with the individual and/or family to identify cultural, linguistic, and accessible resources.
- Collected and analyzed Traffic Safety Program data to better understand potential disparities in allocating funding, ensured traffic enforcement and safety programs were equitable, and prioritized enforcement in areas with the most dangerous and unlawful driving behavior.
- The Human Trafficking Program seeks to engage and consult with persons with lived experience to increase an understanding of their perspective by those in a role to assist victims of human trafficking to enhance the cultural sensitivity of policies and programs and to amplify the voice of survivors.
- Members of the Sheriff's management team and line staff participated in the year-long Performance and Equity Cohort. This specialized training allowed management to learn how to develop an equity action plan that reflects the Sheriff's Office mission and values.

**Equity Work Anticipated in FY 2023-25**

- Implement Project Guardian which is a free and voluntary program designed to allow family members to submit confidential personal information on their loved ones with autism spectrum disorder or other special needs. This provides deputies with valuable knowledge of typical behaviors, triggers, and tactics to keep the individual calm and safe.
- Build trust with community through the Sheriff’s Community Advisors for Responsible Engagement (CARE) program, which provides a consistent opportunity for the Sheriff and her leadership team to proactively and directly engage with residents, businesses, and community-based organizations. CARE consists of three community advisory forums in North County, South County, and Coastside to allow representation from various communities and diverse ethnic backgrounds.
- Recruitment initiatives to build a diverse workforce. Efforts include participating in the 30x30 Initiative which is a coalition joined together with a goal of increasing representation of women in police recruit classes to 30 percent by year 2030, and to ensure policies and culture intentionally support the success of qualified women. The Sheriff’s Women’s Bootcamp also helps prepare women applicants for the pre-testing requirements.
- Continue to expand our community engagement and support communities through services and community programs such as the Sheriff’s Activities League (SAL), STAR Camp for building trust between kids and law enforcement, School Resource Officer Program, and the Community Alliance to Revitalize Our Neighborhood Program (CARON/UNIDOS).

**Performance Measures**

**Performance Measure**

Through the Access to Programs and Services to Inspire Reentry and Empowerment (ASPIRE) program, inmates have access to comprehensive jail programming and reentry services designed to support a successful transition upon release. Educational attainment is strongly linked with earnings. According to the United States Census, those without a high school diploma earn 25 percent less than those with a diploma or equivalency. Yet, educational attainment is stratified by race and ethnicity. To address this, the Sheriff’s Office will focus on targeted case management to engage inmates and encourage enrollment in Five Keys High School while incarcerated. Case managers will highlight the economic opportunities that come with obtaining a diploma and will also identify concerns that may have prevented an inmate from succeeding in high school such as literacy levels, past experiences of failure within the school system, learning differences, or cultural barriers. While it is anticipated that programming interruptions may continue during the COVID-19 pandemic, efforts will continue to focus on utilizing technology that enhances the ability to bring programs to inmates. The collection of baseline data for this new measure will launch with the implementation of a County Executive Office-sponsored case management system for the justice-involved population that is anticipated in FY 2023-24. Yet, early data is promising: 74 percent of the incarcerated population who requested Five Keys High School completed the enrollment process and started classes.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Incarcerated Persons Without High School Diploma Enrolled in High School; and Educational Attainment by Race/Ethnicity	Prior data is unavailable as this is a new measure.	Prior data is unavailable as this is a new measure.	Prior data is unavailable as this is a new measure.	New measure; database development in FY 23-25	New measure; database development in FY 23-25

**Performance Measures**

**Performance Measure**

The Community Alliance to Revitalize Our Neighborhood (CARON/UNIDOS) serves residents in the North Fair Oaks and unincorporated coastal communities to improve community well-being and to build trust and positive relationships between the Sheriff’s Office and immigrant communities. Programming targets those who identify as Hispanic/Latino, and Pacific Islander. CARON/UNIDOS offers a series of workshops and services including drug, gang, and anti-violence awareness; youth mentorship opportunities; parenting classes; locating assistance and community resources; organizing Neighborhood Watch Programs; and educational field trips for students.

In ongoing support to our community during the pandemic, the Sheriff’s Office CARON program has continued to provide workshops, services, and presentations online and in-person to the Office’s target audience. The Program added a second location to better serve coast communities as well. The Program is committed to the San Mateo County community and anticipate reaching the outreach goal.

CARON succeeded with the initial plan to provide services, training, and support by reaching approximately 6,600 people, which is 1,600 over the original target number. Twenty-eight programs, events, and services were provided throughout the fiscal year and focused on North Fair Oaks and the Coast, areas within San Mateo County with mostly Hispanic and Pacific Islander populations. CARON plans to expand support to other areas within San Mateo County and will attempt to serve approximately 7,500 people FY 2023-24.

During FY 2022-23, CARON has exceeded its yearly targets across the board. The North Fair Oaks Festival was a resounding success especially with its refocused mission of serving the local community with a wide variety of resources, and cultural events, with greater focus on the North Fair Oaks community. The CARON Academy saw a record turn out this year with over 200 community members graduating the multi-week program. The successful year wrapped up with the extraordinary Toy Drive event which was a resounding success. We look forward to serving even more members of our communities in the upcoming year!

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Targeted Community Members Served Through the CARON/UNIDOS Program by Race/Ethnicity	New	6,600	6,400	7,500	7,500

**Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Hispanic Latino	Pacific Islander	Other
	90%	5%	5%



**Performance Measures**

**Performance Measure**

Diversity in law enforcement agencies contribute to building public trust and effective community relations. Bilingual skills allow us to provide close, positive interaction with communities that are traditionally underserved by law enforcement. The Sheriff’s Office works hard to recruit, hire, train, and promote staff from diverse backgrounds and experiences in order to reflect the communities we serve. This work can create a relationship with residents that embodies fairness and procedural justice. It also enables Deputies to perform their jobs safely and more effectively.

The Sheriff’s Office actively seeks out candidates from the communities we serve by identifying, attracting, and investing in a workforce that reflects our community. We partner with community-based organizations to build long-lasting relationships and spark interest in careers in the Sheriff’s Office from candidates who may not have previously considered such careers. Our Sheriff’s Office Recruitment Team leverages recruiting networks and data analytics to cultivate rich pools of diverse candidates. We also utilize technology to focus our recruiting and hiring while maintaining close relationships with candidates throughout the hiring and onboarding processes.

The Sheriff’s Office continues to utilize community partnerships and innovative recruiting methods to engage segments of the community that have not traditionally viewed law enforcement as a viable career choice. Through outreach and education, we are improving our recruiting and expect to near our performance measure goals.

**Performance Measure: Diversity of Workforce: By Gender; Those Identifying as Non-White; and Those with Bilingual Skills**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Workforce that is Female	30%	31%	35%	35%	38%
Workforce that is Non-White	50%	52%	63%	65%	65%
Workforce that is Bilingual	16%	19%	19%	20%	22%

**Performance Measure’s  
Equity Lens/Disaggregated Data for  
FY 2022-23 Estimate**

	Male	Female			
Population that is Female	65%	35%			
	White Alone	Black or African American Alone	American Indian and Alaskan Alone	Asian Alone	Native Hawaiian and Other Pacific Islander alone
Population that is Non-White	36%	4%	1%	29%	3%
	Speak English Only	Speak Spanish	Speak Other Indo-European Languages	Speak Asian and Pacific Islander Languages	Speak Other languages
Population that is Bilingual	75%	16%	5%	3%	1%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,813,677	2,849,450	2,797,962	2,877,731	79,769	2,797,731	(80,000)
Licenses, Permits and Franchises	3,547	2,046	5,000	5,000	—	5,000	—
Fines, Forfeitures and Penalties	531,030	534,128	490,000	530,000	40,000	530,000	—
Use of Money and Property	1	—	—	—	—	—	—
Intergovernmental Revenues	74,933,328	74,569,602	94,824,315	90,516,398	(4,307,917)	87,445,666	(3,070,732)
Charges for Services	30,474,628	35,269,317	36,247,603	42,222,938	5,975,335	42,672,646	449,708
Interfund Revenue	3,330,363	3,251,466	6,316,089	8,227,161	1,911,072	7,938,824	(288,337)
Miscellaneous Revenue	1,282,877	1,483,874	1,926,237	2,286,237	360,000	2,122,237	(164,000)
Other Financing Sources	78,747	19,039	84,467	84,565	98	86,338	1,773
<b>Total Revenue</b>	<b>113,448,199</b>	<b>117,978,921</b>	<b>142,691,673</b>	<b>146,750,030</b>	<b>4,058,357</b>	<b>143,598,442</b>	<b>(3,151,588)</b>
Fund Balance	18,334,447	15,959,949	36,708,751	18,760,991	(17,947,760)	3,246,033	(15,514,958)
<b>Total Sources</b>	<b>131,782,646</b>	<b>133,938,870</b>	<b>179,400,424</b>	<b>165,511,021</b>	<b>(13,889,403)</b>	<b>146,844,475</b>	<b>(18,666,546)</b>
<b>Requirements</b>							
Salaries and Benefits	194,500,606	195,287,592	213,994,032	207,777,885	(6,216,147)	212,326,415	4,548,530
Services and Supplies	22,684,822	24,748,030	36,472,633	38,101,046	1,628,413	28,885,974	(9,215,072)
Other Charges	19,398,922	19,164,294	23,670,644	25,709,432	2,038,788	25,523,462	(185,970)
Reclassification of Expenses	—	(21,007)	—	—	—	—	—
Fixed Assets	756,871	3,767,047	31,034,833	12,068,339	(18,966,494)	2,517,720	(9,550,619)
Other Financing Uses	18,919,937	15,596,041	14,929,815	14,135,436	(794,379)	13,379,707	(755,729)
<b>Gross Appropriations</b>	<b>256,261,159</b>	<b>258,541,997</b>	<b>320,101,957</b>	<b>297,792,138</b>	<b>(22,309,819)</b>	<b>282,633,278</b>	<b>(15,158,860)</b>
Intrafund Transfers	(1,668,609)	(2,319,415)	(2,793,700)	(4,395,153)	(1,601,453)	(3,911,642)	483,511
<b>Net Appropriations</b>	<b>254,592,550</b>	<b>256,222,583</b>	<b>317,308,257</b>	<b>293,396,985</b>	<b>(23,911,272)</b>	<b>278,721,636</b>	<b>(14,675,349)</b>
Contingencies/Dept Reserves	12,046,359	858,528	3,246,033	3,246,033	—	3,246,033	—
<b>Total Requirements</b>	<b>266,638,909</b>	<b>257,081,111</b>	<b>320,554,290</b>	<b>296,643,018</b>	<b>(23,911,272)</b>	<b>281,967,669</b>	<b>(14,675,349)</b>
<b>Net County Cost</b>	<b>134,856,264</b>	<b>123,142,241</b>	<b>141,153,866</b>	<b>131,131,997</b>	<b>(10,021,869)</b>	<b>135,123,194</b>	<b>3,991,197</b>
Salary Resolution	830.0	811.0	814.0	814.0	—	814.0	—
Funded FTE	826.5	807.5	810.3	810.4	0.1	810.4	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$13,889,403 or 8 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$79,769 in this funding source due to an appropriation of Measure K-funded Gun Buy Back events and modest operating cost adjustments associated with Measure K supported services.

#### Licenses, Permits and Franchises

There is no change in this funding source category.

#### Fines, Fees and Forfeitures

There is a net increase of \$40,000 in this funding source due to anticipated forfeitures collected in the Property Unit.

#### Use of Money and Property

There is no change in this funding source category.

#### Intergovernmental Revenues

There is a net decrease of \$4,307,917 in this funding source primarily due to the elimination of \$4,153,837 in state and federal funding resulting from the closure of grants supporting preparedness and security activities and drug trafficking initiatives and \$2,190,621 in adjustments for contracted law enforcement services and realignment funding. This decrease was offset by an increase of \$2,036,541 due to new state and federal funding to support preparedness activities, forensic laboratory analysis, and special projects.

#### Charges for Services

There is a net increase of \$5,975,335 in this funding source. Changes primarily capture the cost of contracted law enforcement services, forensic laboratory, and range fees totaling \$6,026,731 and \$26,224 for revenue supporting services delivered by the Vehicle Theft Task Force. This increase was partially offset by a decrease of \$82,595 for adjustments in contracted law enforcement services.

#### Interfund Revenue

There is a net increase of \$1,911,072 in this funding source primarily due to transfers of revenue related to support for law enforcement services provided to County Service Area #1 and the various contract jurisdictions, and support for forensic laboratory services. This increase was partially offset by a decrease of \$598,386 due to adjustments in anticipated revenue for forensic laboratory and corrections operations.

#### Miscellaneous Revenue

There is a net increase of \$360,000 in this funding source due to anticipated increased revenue for compensation insurance and one-time funding for range equipment. This increase was partially offset by a decrease of \$24,000 due to adjustments in miscellaneous revenue.

#### Other Financing Sources

There is a net increase of \$98 in this funding source due to a minor adjustment to anticipated revenue supporting community programs.

#### Fund Balance

There is a net decrease of \$17,947,760 in this funding source due to the removal of Fund Balance used for one-time projects and purchases in FY 2022-23.

## TOTAL REQUIREMENTS

Total Requirements decreased by \$23,911,272 or 8 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

### Salaries and Benefits

There is a net decrease of \$6,216,147 in this expenditure category due to a reduction in the cost of employee health and retirement benefits.

### Services and Supplies

There is a net increase of \$1,628,413 in this expenditure category due to increases associated with \$624,442 of grant supported preparedness supplies and contracts, and support for forensic laboratory analysis; \$212,304 for contracted law enforcement services; \$3,736,313 to support one-time equipment purchases and special projects, software maintenance contracts, jail operations, and supplies provided at the range and the laboratory. This increase was partially offset by decreases of \$1,155,419 for completed one-time projects, and \$2,141,852 for eliminated grant support and contract adjustments. The balance of the changes are adjustments to meet budget targets.

### Other Charges

There is a net increase of \$2,038,788 in this expenditure category due to increases of \$4,200,240 primarily related to radio, automation, and vehicle mileage charges; and services provided by the Vehicle Theft Task Force. This increase was partially offset by decreases of \$2,161,452 primarily related to liability insurance, telephone, facility, and vehicle replacement expenses.

### Fixed Assets

There is a net decrease of \$18,966,494 mainly due to the removal of \$18,843,864 of one-time purchases and the Maguire Office Renovation projects, and removal of \$941,847 for grant supported preparedness purchases in FY 2022-23. This decrease is offset by increases of \$819,217 for one-time grant-supported laboratory equipment and preparedness purchases.

### Other Financing Uses

There is a decrease of \$794,379 in this expenditure category due primarily to a reduction of debt service paid on the Maple Street Correctional Center.

### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a decrease of \$1,601,453 in this expenditure category due primarily to the transfer of costs related to hospital security, one-time corrections projects, food service costs passed along to the Probation Department's Youth Services Center, parking enforcement in unincorporated areas, and for countywide security charges.

### Contingencies/Departmental Reserves

There is no change in this funding expenditure category. The balance in General Fund Reserves represents 1 percent of Net Appropriations, which does not meet the County Two Percent Reserves Policy. There are no changes to Non-General Fund Reserves.

## NET COUNTY COST

There is a decrease of \$10,021,869 or 8 percent in this Department's General Fund allocation due to decreases in retirement and health contributions, and removal of completed one-time projects.

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## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$18,666,546 or 8 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$80,000 in this funding source due the removal of an appropriation for Measure K-funded Gun Buy Back events.

#### Licenses, Permits and Franchises

There is no change in this funding source category.

#### Fines, Fees and Forfeitures

There is no change in this funding source category.

#### Use of Money and Property

There is no change in this funding source category.

#### Intergovernmental Revenues

There is a net decrease of \$3,070,732 in this funding source primarily due to the elimination of federal funding resulting from the closure of grants supporting crisis intervention training and one-time funding for the Maguire Office Renovation project; and \$2,417,788 in adjustments to one-time realignment funding. This decrease was offset by an increase of \$347,056 due to new state and federal funding to support preparedness activities and adjustments to court security funding.

#### Charges for Services

There is a net increase of \$449,708 in this funding source due to adjustments for contracted law enforcement services and revenue supporting the Narcotics Task Force and Vehicle Theft Task Force.

#### Interfund Revenue

There is a net decrease of \$288,337 in this funding source primarily due to the reduction of one-time revenue supporting forensic laboratory services. This decrease was partially offset by an increase of \$11,874 due to adjustments in corrections operations.

#### Miscellaneous Revenue

There is a net decrease of \$164,000 in this funding source due to the removal of one-time funding for range equipment.

#### Other Financing Sources

There is a net increase of \$1,773 in this funding source due to a minor adjustment to anticipated revenue supporting community programs.

#### Fund Balance

There is a net decrease of \$15,514,958 in this funding source due to the reduction of Fund Balance used for the Maguire Office Renovation project in FY 2023-24.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$14,675,349 or 19 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:



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### Salaries and Benefits

There is a net increase of \$4,548,530 in this expenditure category due to negotiated salary and benefit increases.

### Services and Supplies

There is a net decrease of \$9,215,072 in this expenditure category primarily due to the removal of support for one-time equipment purchases and the Maguire Office Renovation project. This decrease was partially offset by increases of \$77,378 for adjustments to meet budget targets.

### Other Charges

There is a net decrease of \$185,970 in this expenditure category due to decreases of \$592,055 primarily related to insurance and vehicle replacement charges. This decrease was partially offset by increases of \$406,085 primarily related to automation, facility, and vehicle mileage charges.

### Fixed Assets

There is a net decrease of \$9,550,619 in this expenditure category due to the removal of one-time purchases and projects from FY 2023-24.

### Other Financing Uses

There is a net decrease of \$755,729 in this expenditure category due primarily to a reduction of debt service paid on the Maple Street Correctional Center.

### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is an increase of \$483,511 in this expenditure category due primarily to the removal of a one-time transfer to support Corrections projects. This increase is partially offset by decreases in the transfer of food service costs passed along to the Probation Department's Youth Services Center, and for countywide security charges.

### Contingencies/Departmental Reserves

There is no change in this funding expenditure category. The balance in General Fund Reserves represents 1 percent of Net Appropriations, which does not meet the County Two Percent Reserves Policy. There are no changes to Non-General Fund Reserves.

## **NET COUNTY COST**

There is an increase of \$3,991,197 or 3 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, and procedural guidance; civil, fiscal, technology and administrative support; and serves as a community liaison working with criminal justice partners and the community.

Emphasis on community outreach and building strong bonds with residents continues through programs such as the Sheriff's Activities League (SAL), School Resource Officer Program, and the Community Alliance to Revitalize

Our Neighborhood Program (CARON/UNIDOS). These activities are designed to foster positive relationships between deputies, youth, families, and the community.

Additionally, focus has been placed on improving the recruitment process by collaborating with the Human Resources Department to streamline practices and maximize our ability to recruit the most qualified candidates. To promote employee wellness, the Sheriff's Office continues to invest in the innovative Program for Resiliency in Modern Emergency Response (PRIMER). This program consists of family education and support, employee training, improved well-being services, critical incident stress services, and enhanced peer support.

Over the next two years, Administrative Services will provide support and leadership in the areas of organization-wide technology improvements, staff, and public well-being. Efforts will continue around filling vacancies and investing in San Mateo County's youth.

### Performance Measures

#### Performance Measure

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 serving the community. In the event an employee is not meeting the standards set by the organization, the evaluation may serve as the basis to take corrective action.

Excellence in customer service transparency helps to build trust with the communities we serve. Providing regular and timely feedback to employees through the evaluation process helps them to develop and gain valuable expertise in their profession. A professional employee is an asset to the community by problem solving and providing service to the public in their time of need.

We expect to achieve a 96 percent completion rate because, despite all the accountability measures in place, we routinely have employees on leaves of various sorts, including medical and Family Medical Leave Act (FMLA). Per policy, we are not required to conduct evaluations of employees who are on leave.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Employee Evaluations Completed Annually	98.00%	97.80%	96.00%	98.00%	98.00%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	21,436,330	19,314,637	42,787,337	25,907,215	(16,880,122)	9,662,257	(16,244,958)
Total Requirements	22,396,725	15,542,356	50,643,183	32,863,437	(17,779,746)	15,647,106	(17,216,331)
Net County Cost	960,395	(3,772,281)	7,855,846	6,956,222	(899,624)	5,984,849	(971,373)
Salary Resolution	34.0	37.0	40.0	45.0	5.0	45.0	—
Funded FTE	34.0	37.0	40.0	45.0	5.0	45.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$2,831,259. Net funding adjustments in FY 2024-25 total \$2,263,258.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(35,641,113)	(19,490,991)
<b>Requirements</b>		
Gross Appropriations	(32,809,854)	(17,227,733)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	2,831,259	2,263,258
Positions	—	—

**2. Administrative Services Position Adjustments:** To better align operational needs, one vacant Legal Office Specialist, one vacant Unclassified Fiscal Office Specialist, and one vacant Administrative Secretary I are deleted; one Sheriff's Captain is being moved from the Support Services Division, and one Fiscal Office Specialist is being moved from the Corrections Division; one Administrative Assistant II, one Administrative Assistant II - Confidential, one Fiscal Office Specialist, one Executive Assistant - Confidential, one Management Analyst, and one Sheriff's Captain are added in FY 2023-24. There is no net county cost at the budget level.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	1,015,150	11,402
Intrafund Transfers	—	—
Net County Cost	1,015,150	11,402
Positions	5	—

**3. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	18,760,991	3,246,033
<b>Requirements</b>		
Gross Appropriations	14,014,958	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(4,746,033)	(3,246,033)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(16,880,122)	(16,244,958)
<b>Requirements</b>		
Gross Appropriations	(17,779,746)	(17,216,331)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(899,624)	(971,373)
Positions	5	—

## Support Services Division (3013P)

### Program Locator

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

### Program Outcome Statement

Provide training, 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 employees. Recruitment efforts are an ongoing priority as the Sheriff's Office strives to build a first-class workforce that reflects the diversity of the communities it serves. In FY 2021-2022, 76 percent of new hires were either female and/or minority. Support Services manages all internal investigations involving employees. In January 2020, the Sheriff's Office implemented software to manage confidential investigations. In FY 2022-2023, the Sheriff's Office implemented tools to provide transparency for employees and to streamline the evaluation process for supervisors.

The Sheriff's Office takes a proactive approach to providing training consistent with current and emerging trends in law enforcement and community caretaking. For

FY 2023-2025, the Training Unit will continue to provide staff with training in de-escalation, fair and impartial policing, active shooter/violence incident response, enhanced crisis intervention, use of force, critical incident management, and legislative mandates, with each sworn officer receiving an average of 92 hours of training. Additionally, Support Services will begin conducting audits of training to ensure employees are receiving equal opportunities.

The Property Bureau continues to provide services pertaining to the finding and safekeeping of property and evidence that are required for successful prosecution of criminal offenders. The Bureau is responsible for managing body-worn cameras and the digital evidence software, in which this information is shared with other County departments and outside law enforcement agencies. Lastly, the Property Bureau provides destruction services for property when appropriate.

The Criminal Records Bureau continues to maintain and disseminate a variety of law enforcement records and facilitates the distribution of mandated statistical crime data to the Department of Justice. This critical data is used by law enforcement agencies to monitor crime trends, allocate resources, and determine the most suitable approach for crime suppression.

### Performance Measures

#### Performance Narrative

Training forms the foundation of a professional law enforcement agency. POST is the state regulatory agency for peace officers and STC is the state regulatory agency for correctional personnel. In FY 2021-22, the Sheriff's Office met and exceeded the standards set by the state. Though COVID impacted our ability to meet in person, the Training Unit utilized technological resources to provide virtual training that allowed us to continue to exceed standards.

The training hours listed apply towards meeting STC and POST training requirements. It does not include training that may be non-certified but goes towards professional development to ensure our personnel are well-prepared beyond state mandates.

With a FY 2022-23 mid-year progress exceeding 54 percent of our training hour goal, we anticipate meeting the 50,000 training hour target. The Training Unit will begin conducting additional STC and POST compliance training in Q1 of 2023, which will assist us in meeting our overall training hour goal.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Total Number of STC/POST Training Hours Received	39,920	47,329	55,000	50,000	52,000



## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,578,838	2,766,671	4,118,377	5,795,686	1,677,309	5,290,622	(505,064)
Total Requirements	15,725,717	14,997,638	15,550,323	16,028,959	478,636	16,161,476	132,517
Net County Cost	13,146,879	12,230,967	11,431,946	10,233,273	(1,198,673)	10,870,854	637,581
Salary Resolution	55.0	55.0	53.0	54.0	1.0	54.0	—
Funded FTE	55.0	55.0	52.9	54.0	1.1	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$1,298,801). Net funding adjustments in FY 2024-25 total \$634,678.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	1,677,309	(505,064)
<b>Requirements</b>		
Gross Appropriations	378,508	129,614
Intrafund Transfers	—	—
Net County Cost	(1,298,801)	634,678
Positions	—	—

**2. Support Services Division Adjustments:** To better align operational needs, one Sheriff's Lieutenant, and one Payroll / Personnel Supervisor - Confidential are deleted; one Sheriff's Captain is being moved from the Support Services Division to Administrative Services; one Sheriff's Sergeant is being moved from the Patrol Division to the Support Services Division, one Administrative Assistant II-Confidential, one Communications Officer, and one Sheriff's Director of Communication are added in FY 2023-24. There is no net county cost at the budget level.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	100,128	2,903
Intrafund Transfers	—	—
Net County Cost	100,128	2,903
Positions	1	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	1,677,309	(505,064)
<b>Requirements</b>		
Gross Appropriations	478,636	132,517
Intrafund Transfers	—	—
Net County Cost	(1,198,673)	637,581
Positions	1	—

## Forensic Laboratory Division (3017P)

### Program Locator

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

### Program Outcome Statement

To provide quality forensic services with efficiency, integrity, and impartiality

### 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.

The Forensic Biology Unit continues to process, analyze, and upload qualifying genetic profiles into the Combined DNA Index System (CODIS) for sexual assault kits within 120 days, as required by AB 1517. The Latent Print Unit continues to maintain a low, unassigned case backlog and a case turnaround average of 64 days. The Toxicology Unit also continues to maintain a low unassigned case backlog and a case turnaround average of 36 days. The

Controlled Substances Unit continues to analyze over 2,650 substances a year, with a focus on safely analyzing fentanyl while also identifying new drug trends such as xylazine. The Firearms Unit has focused on entering cartridge cases left behind at shooting crime scenes into the National Integrated Ballistic Information Network (NIBIN) as quickly as possible, yielding over 320 associations in 2022.

Over the next two years efforts will focus on:

- Validation, model development, and staff training for the STRmix software program to interpret very complex DNA mixtures for CODIS entry and comparison purposes.
- Increasing throughput in the Forensic Biology and Controlled Substances Units by implementing new technologies.
- Improving the Forensic Breath Alcohol Program with new instruments which will be strategically placed throughout the county to allow all law enforcement agencies to quickly and conveniently obtain breath samples to combat driving under the influence of alcohol.

## Performance Measures

### Performance Narrative

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. The timely processing of this evidence is not only required by law, but the evidence provides investigators with the basis for arrest and the District Attorney's Office the ability to bring charges against the suspect.

The relevance of this measure is that timely DNA analysis of sexual assault kits is a significant public safety issue. Prior to this statute, sexual assault kits throughout the state of California were either not tested or were not processed in a timely manner. This law established evidence submission and laboratory analysis timeframes so that sexual assault cases could be completed, possibly solved, and prosecuted in a timely manner, which benefits the victims of sexual assault as well as public safety. The law now encourages agencies to submit kits to the Forensic Laboratory within 20 days and also encourages the Laboratory to obtain results and enter a qualifying DNA profile into the CODIS database within 120 days.

The Laboratory was able to achieve an average turnaround of 108 days for the testing of sexual assault kits with qualifying DNA profiles being entered in CODIS for kits tested between July and December 2022. The laboratory is committed to complying with AB 1517 and intends to continue to meet the 120 day testing requirement.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average Number of Days to Analyze Sexual Assault Kits with Qualifying DNA Profiles and Enter in CODIS	106	111	108	100	90

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	4,555,750	4,831,420	5,196,709	5,149,960	(46,749)	4,849,749	(300,211)
Total Requirements	8,982,148	8,760,089	9,928,658	9,683,810	(244,848)	9,264,243	(419,567)
Net County Cost	4,426,399	3,928,669	4,731,949	4,533,850	(198,099)	4,414,494	(119,356)
Salary Resolution	29.0	28.0	28.0	28.0	—	28.0	—
Funded FTE	29.0	28.0	28.0	28.0	—	28.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$198,099). Net funding adjustments in FY 2024-25 total (\$119,356).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(46,749)	(300,211)
<b>Requirements</b>		
Gross Appropriations	(244,848)	(419,567)
Intrafund Transfers	—	—
Net County Cost	(198,099)	(119,356)
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(46,749)	(300,211)
<b>Requirements</b>		
Gross Appropriations	(244,848)	(419,567)
Intrafund Transfers	—	—
Net County Cost	(198,099)	(119,356)
Positions	—	—



## Patrol Division (3051P)

### Program Locator

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

School Resource Officer Unit, Traffic Unit, K-9 Unit, the Crisis Intervention Team, and the Psychiatric Emergency Response Team (PERT).

### Program Outcome Statement

Keep communities safe by providing quality law enforcement services and building strong relationships

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.

### Program Results

The Patrol Division strives to keep communities safe through enforcement, prevention, and a strong community policing philosophy that focuses on building relationships with members of the community. Service is provided to the unincorporated areas of the County and within eight contract jurisdictions. The Division also includes the following specialized units: Community Engagement Unit,

Technology is also an area of focus. Our Unmanned Aerial Vehicle (UAV) program has proven to be an invaluable resource. The UAV program has allowed us to better serve the community by improving our ability to conduct search and rescue efforts along our extensive coastline. Our Computer Aided Dispatch (CAD) has also improved our ability to respond to Priority 1 calls in an efficient manner with GPS route guidance.

### Performance Measures

#### Performance Measure

Victims of domestic violence are all too often trapped in a cycle of abuse. The pro-arrest philosophy of law enforcement and the utilization of tools such as Emergency Protective Orders help to protect victims but at times fall short of permanently resolving the issue. Intervention programs are one of the best methods available to help break the cycle and provide victims with counseling, emergency housing, legal assistance, and support.

Nationwide, we continue to see an increase in domestic violence calls after the COVID-19 pandemic and 2022 was no different. We have continued to support victims of domestic violence in collaboration with our County partners through counseling services, legal assistance, and emergency housing referrals. This year, referrals for services and support were made on behalf of all domestic violence victims. We will continue supporting victims and spreading awareness on this issue in the new year.

The Sheriff's Office referred a total of 59 cases to Community Overcoming Relationship Abuse (CORA) over the last year with three repeat referrals. We were able to facilitate successful contact in 34 of those cases and will strive to increase the success rate for FY 2023-24.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Domestic Violence Calls Successfully Referred to Intervention Programs	100%	100%	100%	100%	100%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	38,564,269	41,965,608	45,662,974	50,377,026	4,714,052	50,812,142	435,116
Total Requirements	55,444,036	59,110,741	63,158,586	66,252,133	3,093,547	67,025,101	772,968
Net County Cost	16,879,767	17,145,133	17,495,612	15,875,107	(1,620,505)	16,212,959	337,852
Salary Resolution	166.0	167.0	169.0	170.0	1.0	170.0	—
Funded FTE	162.5	163.5	165.5	166.5	1.0	166.5	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$1,526,812). Net funding adjustments in FY 2024-25 total \$348,545.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	4,702,899	423,848
<b>Requirements</b>		
Gross Appropriations	3,194,731	772,393
Intrafund Transfers	(18,644)	—
Net County Cost	(1,526,812)	348,545
Positions	—	—

**2. Patrol Division Position Adjustments:** To better align operational needs, two vacant Legal Office Specialists, and one vacant Sheriff's Property Officer II are deleted; three Administrative Assistant II, one Program Services Manager II, and one Program Coordinator II are added; and one Sergeant is moved from the Patrol Division to the Support Services Division in FY 2023-24. There is no net county cost at the budget level.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	11,153	11,268
<b>Requirements</b>		
Gross Appropriations	(82,540)	575
Intrafund Transfers	—	—
Net County Cost	(93,693)	(10,693)
Positions	1	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	4,714,052	435,116
<b>Requirements</b>		
Gross Appropriations	3,112,191	772,968
Intrafund Transfers	(18,644)	—
Net County Cost	(1,620,505)	337,852
Positions	1	—

## Investigations Bureau (3053P)

### Program Locator

County > Criminal Justice > Sheriff's Office > Investigations Bureau

Center (NCRIC), the High Intensity Drug Trafficking Area (HIDTA), the Countywide Narcotics Task Force (CNTF), the Vehicle Theft Task Force (VTTF), and the Gang Intelligence Unit (GIU).

### Program Outcome Statement

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

By working collaboratively with local, state and federal partners, the Investigations Bureau has maximized effectiveness in combating criminal activity. Sheriff's Detectives leverage the latest technology to enhance the efficiency and quality of investigations, aiding in accuracy and fact-finding capabilities while thoroughly investigating criminal matters.

### Program Results

The Investigations Bureau is responsible for investigating criminal activity against persons and property within the unincorporated areas and police services contracted jurisdictions. The Investigations Bureau also provides specialized investigative support to criminal justice agencies through the following multi-jurisdictional services: the Northern California Regional Intelligence

Over the next two years, the Investigations Bureau will develop and implement procedures with the goal to combat the rise in opioid overdose deaths through sound investigative practices, collaboration with our law enforcement partners, and using all technology and resources within reach.

### Performance Measures

**Performance Measure**

Annual clearances rates are collected by the Department of Justice for all law enforcement agencies throughout the nation. The rate is a measure of the quality of work being performed by an agency. Case clearances are most often the result of suspects being held accountable for their actions.

In 2021, the State of California began transitioning from summary-based crime reporting (UCR) to incident-based crime reporting (CIBRS/NIBRS). The San Mateo County Sheriff's Office was one of the early agencies to transition in September of 2021. This has and will certainly continue to have an impact on our crime and clearance data as the structure of statically cataloging crime clearance rates has changed on the state and federal levels.

The Sheriff's Office is actively monitoring the change to CIBRS to establish new parameters in order to collect and produce data that can be examined in a comparable way against previous UCR data. It is too early to evaluate and analyze the data to determine the full impact of this significant transition. The Sheriff's Office is working with the Department of Justice as well as our records management system (RMS) vendor to identify a comprehensive way to accurately and consistently gather, measure and understand CIBRS data and how it compares to our historic UCR data.

Currently, the Investigations Bureau - Detective staffing is at 74 percent. Given the mid-year estimate of 63 percent, and the hope to increase staffing in the coming months, the 65 percent Clearance Rate is expected to be met.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Annual Clearance Rate of Violent Crimes	61%	*	63%	65%	65%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	13,870,017	15,577,966	22,348,564	21,895,345	(453,219)	22,004,021	108,676
Total Requirements	23,482,407	24,836,355	32,302,161	30,504,832	(1,797,329)	30,749,246	244,414
Net County Cost	9,612,390	9,258,388	9,953,597	8,609,487	(1,344,110)	8,745,225	135,738
Salary Resolution	90.0	88.0	87.0	84.0	(3.0)	84.0	—
Funded FTE	90.0	88.0	86.9	83.9	(3.0)	83.9	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$1,344,110). Net funding adjustments in FY 2024-25 total \$126,110.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(27,102)	123,222
<b>Requirements</b>		
Gross Appropriations	(1,371,212)	249,332
Intrafund Transfers	—	—
Net County Cost	(1,344,110)	126,110
Positions	—	—

**2. Investigations Bureau Adjustments:** To better align operational needs, one vacant Fiscal Office Specialist - Unclassified, three vacant Crime Analysts - Unclassified, one vacant Fiscal Office Specialist - Unclassified, one vacant Information Technology Analyst - Unclassified are deleted. In addition to the deletions, one Community Program Specialist II - Unclassified is moved within the Investigations Bureau, and one Senior Accountant - Unclassified, one Administrative Services Manager I, and one Office Assistant I - Unclassified are added in FY 2023-24. There is no net county cost at the budget level.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	(426,117)	(14,546)
<b>Requirements</b>		
Gross Appropriations	(426,117)	(4,918)
Intrafund Transfers	—	—
Net County Cost	—	9,628
Positions	(3)	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(453,219)	108,676
<b>Requirements</b>		
Gross Appropriations	(1,797,329)	244,414
Intrafund Transfers	—	—
Net County Cost	(1,344,110)	135,738
Positions	(3)	—



## 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 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. The services provided in this division are delivered by 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 annual dollar value saved using volunteers consistently exceeds \$3,000,000.

### Performance Measures

**Performance Measure**

The Emergency Services Bureau is comprised of over 500 volunteers that supplement the work performed by staff. The volunteer units are highly trained and provide specialized service in different areas including search and rescue, marine support, air support, and communications. These volunteers are called upon and provide services under the most difficult of conditions to enhance the safety of residents and visitors to San Mateo County.

There are 12 different volunteer groups within the Sheriff's Office. The units are the Air Squadron, Bay Area Mountain Rescue Unit, Cliff Unit, Communications Unit, Dive Unit, Marine Unit, Mounted Search and Rescue Unit, Explorer POST 810, Explorer POST 830, Reserve Deputy Unit, Search and Rescue Unit, and the Sheriff's Volunteers in Policing Unit.

With the easing of the pandemic restrictions, we anticipate that previous canceled events will now take place, therefore increasing the estimated volunteer hours for FY 2023-24. We project we will meet or exceed the target hours.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Hours Donated by Sheriff's Office Volunteers	Prior data is unavailable as this is a new measure.	31,712	32,000	33,000	34,000

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,792,175	2,328,003	6,816,526	4,824,869	(1,991,657)	4,824,869	—
Total Requirements	7,804,848	4,912,807	8,754,707	6,629,164	(2,125,543)	6,629,492	328
Net County Cost	4,012,674	2,584,804	1,938,181	1,804,295	(133,886)	1,804,623	328
Salary Resolution	14.0	5.0	4.0	4.0	—	4.0	—
Funded FTE	14.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$133,886). Net funding adjustments in FY 2024-25 total \$328.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,991,657)	—
<b>Requirements</b>		
Gross Appropriations	(2,125,543)	328
Intrafund Transfers	—	—
Net County Cost	(133,886)	328
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(1,991,657)	—
<b>Requirements</b>		
Gross Appropriations	(2,125,543)	328
Intrafund Transfers	—	—
Net County Cost	(133,886)	328
Positions	—	—

## 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 incarcerated individuals. Services are provided in a humane and respectful environment to provide medical, nutritional, hygienic, legal, and spiritual needs.

To support the transition of incarcerated persons back into the community, the Corrections Division employs an innovative approach by offering programs such as: a fully-accredited California high school diploma program, hands-on vocational programs, cognitive-based therapy programs, substance abuse classes, computer and literacy programs, and other life skills classes. The Ohio Risk Assessment System (ORAS) assesses incarcerated individuals before and after intake to inform reentry plans and determine eligibility for the County's Service Connect/ Unified Reentry Program. Three custody alternative

programs also operate and provide different models for incarceration and rehabilitation.

In partnership with the Health System, the Corrections Division continues to focus on the needs of incarcerated persons with mental illness. For example, a female assigned to the women's Behavioral Health Pod was the first female to graduate from Five Keys High School while in custody. Additionally, the Sheriff's Office is partnering with Correctional Health Services to implement new alcohol and other drug (AOD) programs and services to incarcerated individuals in both correctional facilities.

In FY 2023-25, the Corrections Division will participate in the California Advancing and Innovating Medi-Cal (Cal-AIM) initiative. Under Cal-AIM, the Providing Access and Transforming Health (PATH) funding will support enhanced care management and Corrections will contribute to the equitable distribution of services for the justice-involved by:

- Expanding the Medi-Cal pre-release enrollment and suspension/unsuspension process
- Facilitating in-custody 90-day pre-release Medi-Cal services

In FY 2023-25, the Corrections Division will analyze how resources are distributed to adjust service delivery ensuring equitable distribution of resources and opportunities for the incarcerated population.

## Performance Measures

### Performance Measure

Working with in-custody case managers is valuable to ensure a meaningful reentry plan is developed for the incarcerated population. Reentry planning assists incarcerated individuals in reintegrating into the community by connecting them to programs, services, and other assistance that support the process. Understanding the incarcerated population helps guide case managers in reentry planning and contributes to understanding the incarcerated population and resource allocation. Understanding the breakdown of incarcerated individuals by gender and race/ethnicity helps with providing services that best meet the needs of incarcerated individuals such as gender-responsive programming, culturally-sensitive course curricula, outreach, and reentry planning.

The percentage of incarcerated individuals working with in-custody case managers is relevant to understand the amount of total services distributed to incarcerated individuals. The services include programming, case management, and other jail services.

The percentage of incarcerated persons (IPs) working with In-Custody Case Managers (ICCMs) increased since last fiscal year. We attribute the increase to three areas of work: risk/needs assessments, programming, and IP requests for information. ICCMs now conduct assessments at two distinct points during incarceration: intake and reentry. The ICCMs work with the population earlier in their stay and through the reentry assessment and discharge planning period. Second, we increased program opportunities for incarcerated persons and see an increase in the number of IPs engaging in programs. Third, we are responding to a higher volume of IP requests for information.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Inmates Who Work with an In-Custody Case Manager	83%	85%	87%	80%	80%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	32,716,790	33,857,350	35,840,258	35,069,961	(770,297)	32,655,159	(2,414,802)
Total Requirements	112,632,134	108,818,656	116,691,598	111,015,974	(5,675,624)	112,459,579	1,443,605
Net County Cost	79,915,345	74,961,305	80,851,340	75,946,013	(4,905,327)	79,804,420	3,858,407
Salary Resolution	372.0	361.0	362.0	358.0	(4.0)	358.0	—
Funded FTE	372.0	361.0	362.0	358.0	(4.0)	358.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; elimination of one-time revenues and expenditures, and significant reductions in expenditures in order to meet Net County Cost targets, and elimination of one-time Realignment revenue. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total (\$4,448,686). Net funding adjustments in FY 2024-25 total \$3,863,798.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(770,297)	(2,414,802)
<b>Requirements</b>		
Gross Appropriations	(3,647,306)	958,922
Intrafund Transfers	(1,571,677)	490,074
Net County Cost	(4,448,686)	3,863,798
Positions	—	—

**2. Corrections Division Position Adjustments:** To better align operational needs, one Fiscal Office Specialist is moved from Corrections to Administrative Services; three Legal Office Specialists and one Storekeeper I/II are deleted; and one Legal Office Specialist-Supervisor is added in FY 2023-24. There is no net county cost at the budget level.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(456,641)	(5,391)
Intrafund Transfers	—	—
Net County Cost	(456,641)	(5,391)
Positions	(4)	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(770,297)	(2,414,802)
<b>Requirements</b>		
Gross Appropriations	(4,103,947)	953,531
Intrafund Transfers	(1,571,677)	490,074
Net County Cost	(4,905,327)	3,858,407
Positions	(4)	—

## 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 serves the Superior Court of California by providing security, ensuring the judicial process is safely carried out, and providing a law enforcement presence in four courthouses. This includes the Hall of Justice, Central Courthouse, Youth Services Center, and Northern Courthouse.

The Bureau is responsible for transporting incarcerated persons in a safe and efficient manner to court hearings, medical appointments, and other county and state correctional facilities. The Bureau transports, on average, over 16,000 people annually to and from court.

Deputies oversee the checkpoints, engage and assist the general public entering the Court and County facilities, and represent the Sheriff's Office in a professional

manner both in appearance and actions at all times. The checkpoints screen over 250,000 people yearly between the four courthouses.

The Bureau is also responsible for picking up wanted fugitives from other counties, state correctional facilities, and mental health facilities. Annually, the Bureau conducts over 500 extraditions from other California facilities and approximately 50 out of state extraditions. The Bureau ensures due process rights are preserved by returning incarcerated persons in a timely manner to face criminal charges in the County of San Mateo.

Within the Bureau, the Civil Enforcement Unit performs mandated Court ordered services such as countywide evictions, possession levies, sales of real and personal property, and service of various restraining orders including for domestic violence, elder abuse, workplace violence and civil harassment. The unit also serves some child support warrants.

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. This action is a step the Sheriff's Office takes daily to protect the many employees and citizens who enter and utilize our facilities.



## Performance Measures

### Performance Measure

The Bureau provides secure transportation for incarcerated individuals to and from court appointments, medical appointments, other county and state correctional facilities, as well as prisoner extradition services. Since the Prison Realignment Bill (AB109) went into effect, a more sophisticated class of incarcerated individuals is being transported who are more willing to attempt escape from custody, fashion handmade weapons, and effectively communicate with other incarcerated individuals in State-run institutions.

It is important to track and maintain statistics regarding injuries to staff and members of the public in our care. Our primary function at the San Mateo County Sheriff's Office, is always the safety and security of those we serve, both in terms of incarcerated individuals we transport and those charged with carrying out those duties. For the past five years there have been no injuries to the staff or public.

In May of 2022, an incarcerated person (male) from the Alameda County Jail was being transported by two San Mateo County Sheriff's Deputies assigned to the Court Security and Transportation Bureau. The incarcerated person was seated on a metal passenger bench inside of a Sheriff's Office Transportation van while stopped for a red light near the Maguire Correctional Facility in Redwood City. As the light turned green, the Deputy Sheriff driving the Transportation van accelerated at a safe/normal speed and negotiated a right turn. The Deputies then heard a "thump" from the rear portion of the van and discovered the incarcerated person had slid off of the passenger bench and landed on the floor. The Deputies immediately stopped the van and asked the incarcerated person if he was "okay", to which he stated he was uninjured as a result of the fall. The incarcerated person got up from the floor of the van and returned to his seated position on the rear passenger bench. The Deputies then continued with the transport and arrived a few minutes later within the sally port of the Maguire Correctional Facility. While unloading the incarcerated person from the van, the Deputies asked the incarcerated person if he was injured once again, to which the incarcerated person, again, responded he was fine. The incarcerated person was then walked inside the jail where he underwent the booking process. During the medical screening, the incarcerated person told the booking nurse he had a complaint of pain to his head after sliding off the bench of the Sheriff's Office Transportation van during transport. The nurse evaluated the incarcerated person and determined there were no visible injuries sustained and there was no need for the incarcerated person to be transported to a local hospital for any additional treatment or evaluation. The incarcerated person was then booked into the jail facility without further incident. The complaint of pain was documented by Sheriff's Office staff in the form of a jail incident report and also a "non-contact" traffic collision report.

There have been no injuries sustained by Sheriff's Office personnel and/or incarcerated persons during transports since May of 2022. We will continue to evaluate our practices and processes, while ensuring the safety of our Sheriff's Office staff and the incarcerated persons we are responsible for during transports. We expect to reach our target goal for the remainder of the current performance measure.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Staff and Public Injuries During Transportation Details	-	1	-	-	-

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	14,268,478	13,297,215	16,629,679	16,490,959	(138,720)	16,745,656	254,697
Total Requirements	20,170,893	20,102,469	23,525,074	23,664,709	139,635	24,031,426	366,717
Net County Cost	5,902,415	6,805,254	6,895,395	7,173,750	278,355	7,285,770	112,020
Salary Resolution	70.0	70.0	71.0	71.0	—	71.0	—
Funded FTE	70.0	70.0	71.0	71.0	—	71.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$278,355. Net funding adjustments in FY 2024-25 total \$112,020.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(138,720)	254,697
<b>Requirements</b>		
Gross Appropriations	150,767	373,280
Intrafund Transfers	(11,132)	(6,563)
Net County Cost	278,355	112,020
Positions	—	—

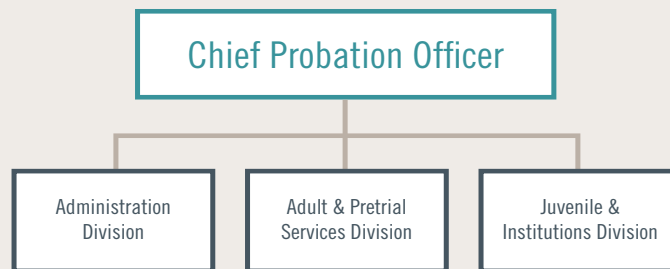
**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(138,720)	254,697
<b>Requirements</b>		
Gross Appropriations	150,767	373,280
Intrafund Transfers	(11,132)	(6,563)
Net County Cost	278,355	112,020
Positions	—	—

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## Probation Department (3200B)

### PROBATION DEPARTMENT



# Probation



## 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 and monitoring of approximately 2,500 adult probationers (including those in realignment, reentry, specialty courts, diversion, administrative bank cases and deferred entry of judgment), 830 adults on pretrial monitored own recognizance, 240 juveniles (including prevention and diversion), and 20 youth in detention at the Youth Services Center-Juvenile Hall (YSC-JH), and Margaret J. Kemp Camp for Girls (Camp Kemp).

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. Deputy 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: 1) investigating major elements of crimes, the impact upon victims, the criminal histories and behavior of offenders, and possible sentencing alternatives and then providing this information to the Superior Court in the form of accurate

and impartial reports and recommendations; 2) monitoring and supervising those placed on probation to ensure that court ordered "conditions of probation" are obeyed and public safety is maintained; and 3) providing opportunities for probationers to receive treatment, resources, and services that will prevent future criminal activities.

In FY 2021-23, the Department embarked on a journey to become a Hope-Centered organization, guided by the vision of using hope to influence adversity and trauma for our clients through training and capacity-building for all staff; created a Diversity, Equity, and Inclusion position responsible for developing strategies that support a diverse and inclusive work culture; implemented an enhancement to the existing case management system; launched Computerized Statistics (CompStat) to aid in data-driven decision making, information-sharing to improve service delivery; developed grant-funded contracts with community-based organizations totaling more than \$5 million to deliver various programs and services to at-risk and transitional aged youth; implemented a new risk and needs assessment tool for risk-based supervision; and modified the Pretrial program due to the expiration of grant funds;

Changing legislation continues to be a challenge in providing steady and effective supervision to aid in probationers' rehabilitation and successful reentry. With shorter probation terms for some adult clients, the department provides enhanced case management and positive incentives to ensure their success. Additionally, Probation continues its collaboration with county and community partners through the enhancement of existing programs. This includes the implementation of juvenile justice realignment reforms under SB 823 to provide county-based custody, care and supervision services for serious youth offenders who previously would have been

eligible for state Division of Juvenile Justice commitments. These include services such as enhanced case management, vocational training and facility improvements.

### **Department Innovations**

In FY 2023-25, Probation anticipates implementing programs to enhance service delivery to our clients and staff alike:

- **Mobile Probation** – this will serve as an additional resource to assist probationers, particularly those individuals who are unhoused and struggling with meeting probation requirements to meet with their Deputy Probation Officers, receive services (e.g., mental health, health, housing, substance abuse counseling, employment). Bringing mobile services to the community will help unhoused clients meet their probation requirements, reduce failure to report and other technical violations, and improve outcomes – increasing equity for probationers experiencing homelessness, reducing disparities in outcomes, and improving community safety.
- **Hope Centered Organization** - guided by the vision of using hope to influence adversity and trauma for our

clients through training and capacity-building for all staff

### **Department Equity**

Probation has been providing diversity/cultural sensitivity-related training to its sworn staff as part of its business practice and commitment to allow its Deputy Probation Officers to be more effective in communicating and engaging with clients. In FY 2022-23, this type of training was also offered to professional staff.

Additionally, Probation participated in the countywide effort to bring conversations and actions related to diversity and equity to the forefront of its service delivery model both for the residents of the county and its employees. Four Probation staff were members of the County's Core Equity Team and assisted in developing new practices for community engagement, training and capacity building, performance and data and policy. As part of this Probation also created and hired a Diversity, Equity, and Inclusion manager responsible for developing strategies that support a diverse and inclusive work culture. This manager will continue Probation's work in ensuring that its policies and practices implemented for clients and staff alike are done with an equity lens.

**Performance Measures**

**Performance Narrative**

The significance of this measure is to provide an overview of the adult and juvenile clients that are completing probation versus the totality of the probation supervision population. This data can be used to develop targeted training and research on assisting the population to have equitable success in their probation supervision. This measure will include information for both juvenile and adults on probation. This particular data point will be compared against the total probation population, providing a comparison of who amongst the supervised population are more likely to end their probation supervision successfully, i.e. with no new law violations or conditions of probation (technical) violations. Probation has defined successful completion as the absence of any new law violation or technical violations at the time of probation supervision termination. The challenge for the data collected for this measure in the past is that the definition of successful completion has varied from one manager to another, making it difficult to compare data across the different supervision units.

This data can be used to develop targeted training and research on assisting the population to have equitable success in their probation supervision.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Offenders Successfully Completing Probation	80%	80%	70%	70%	70%

**Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Latinx	White	Black	Asian	Native Hawaiian or Pacific Islander
Probation Supervision Completion Rate, by Race/Ethnicity	46%	24%	15%	5%	3%

Category	American Indian/Alaskan Native	Other
Probation Supervision Completion Rate, by Race/Ethnicity	0%	6%



## Performance Measures

### Performance Narrative

This measure will include information on Deputy Probation Officers (DPOs) for both the juvenile and adult divisions and the clients they are actively supervising. The successful practice of probation supervision is grounded on the relationship between the DPO and the client aided by supportive community and treatment services. More often, when the DPOs are culturally understanding and responsive to their clients, it will result in a successful completion of probation supervision. The Federal Probation Journal (2004) says that “cultural differences can lead to difficulties in developing the rapport that is necessary to build a helping relationship between the offender and the probation officer.” Furthermore, research also says that a culturally-aware DPO is aware and sensitive to their own cultural heritage, and also value cultural influences affect each person differently. DPOs should be aware that each client be understood as a unique individual within the context of culture. Culturally skilled DPOs are comfortable with differences that exist between themselves and their client, and they are comfortable referring clients to someone who may be better qualified to help.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of active probation clients compared to Deputy Probation Officers by race	60%	60%	60%	60%	60%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Latinx	White	Black	Asian	Native Hawaiian or Pacific Islander
Percent of active clients on supervision by race	46%	24%	15%	5%	3%
Percent of Deputy Probation Officers by race	36%	35%	12%	8%	1%
Category	American Indian/Alaskan Native	Other			
Percent of active clients on supervision by race	0%	6%			
Percent of Deputy Probation Officers by race	0%	9%			

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	9,576	—	—	—	—	—	—
Fines, Forfeitures and Penalties	12,169	39,018	11,910	11,910	—	11,910	—
Intergovernmental Revenues	35,787,053	37,260,581	38,215,382	38,532,647	317,265	38,724,573	191,926
Charges for Services	993,248	84,655	—	—	—	—	—
Interfund Revenue	3,070	2,866	—	—	—	—	—
Miscellaneous Revenue	496,874	577,434	188,494	238,494	50,000	238,494	—
<b>Total Revenue</b>	<b>37,301,991</b>	<b>37,964,554</b>	<b>38,415,786</b>	<b>38,783,051</b>	<b>367,265</b>	<b>38,974,977</b>	<b>191,926</b>
Fund Balance	18,493,825	25,799,228	36,785,776	44,760,715	7,974,939	44,760,715	—
<b>Total Sources</b>	<b>55,795,816</b>	<b>63,763,782</b>	<b>75,201,562</b>	<b>83,543,766</b>	<b>8,342,204</b>	<b>83,735,692</b>	<b>191,926</b>
<b>Requirements</b>							
Salaries and Benefits	60,203,034	56,997,793	71,335,526	68,461,249	(2,874,277)	70,272,276	1,811,027
Services and Supplies	4,295,027	4,045,377	7,445,477	7,228,843	(216,634)	7,308,083	79,240
Other Charges	9,602,880	9,098,924	10,649,914	9,663,437	(986,477)	9,859,133	195,696
Fixed Assets	55,605	—	1,500,000	1,700,000	200,000	1,700,000	—
Other Financing Uses	6,385,601	6,429,734	6,452,131	6,473,265	21,134	6,484,765	11,500
<b>Gross Appropriations</b>	<b>80,542,146</b>	<b>76,571,828</b>	<b>97,383,048</b>	<b>93,526,794</b>	<b>(3,856,254)</b>	<b>95,624,257</b>	<b>2,097,463</b>
Intrafund Transfers	(177,500)	(205,383)	(132,948)	(132,948)	—	(132,948)	—
<b>Net Appropriations</b>	<b>80,364,646</b>	<b>76,366,445</b>	<b>97,250,100</b>	<b>93,393,846</b>	<b>(3,856,254)</b>	<b>95,491,309</b>	<b>2,097,463</b>
Contingencies/Dept Reserves	18,493,825	25,299,228	35,285,776	44,060,714	8,774,938	44,060,714	—
<b>Total Requirements</b>	<b>98,858,471</b>	<b>101,665,673</b>	<b>132,535,876</b>	<b>137,454,560</b>	<b>4,918,684</b>	<b>139,552,023</b>	<b>2,097,463</b>
<b>Net County Cost</b>	<b>43,062,656</b>	<b>37,901,890</b>	<b>57,334,314</b>	<b>53,910,794</b>	<b>(3,423,520)</b>	<b>55,816,331</b>	<b>1,905,537</b>
Salary Resolution	383.0	383.0	354.0	354.0	—	354.0	—
Funded FTE	380.4	380.9	350.8	350.8	—	350.8	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$8,342,204 or 11.1 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is no change in this funding.

#### Intergovernmental Revenues

There is a net increase of \$317,265 in this funding source due to increases in AB 109 Realignment Sales Tax revenue and the receipt from Medical Administrative Assistants claim (MAA). This increase was partially offset by a decrease in Title IV-E revenue due to reduced number of reasonable candidates.

#### Miscellaneous Revenue

There is a net increase of \$50,000 in this funding source due to higher compensation insurance refunds.

#### Fund Balance

There is a net increase of \$7,974,939 in this funding source due to year end savings in FY 2022-23. Fund Balance used for one-time projects and purchases in FY 2022-23 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increased by \$4,918,684 or 3.7 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$2,874,277 in this expenditure category due to county retirement contribution decrease, partially offset by negotiated labor increases, merit increases and worker's comp cost increases. A vacant Legal Office Specialist position was deleted, and a Fiscal Office Specialist was added to meet department operational needs.

#### Services and Supplies

There is a net decrease of \$216,634 in this expenditure category due to decreased contracted professional services. This decrease was partially offset by an increase in software license and maintenance expenses.

#### Other Charges

There is a net decrease of \$986,477 in this expenditure category due to decreases in county services charges including county facility rental and ISD automation services costs.

#### Fixed Assets

There is a net increase of \$200,000 due to the addition of one-time purchases for department computer hardware refreshment needs.

#### Other Financing Uses

There is a net increase of \$21,134 in this expenditure category due to an increase in debt services payment and an increase in 10% facility surcharge.

#### Intrafund Transfers

There is no change in this expenditure category.

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### Contingencies/Departmental Reserves

There is net increase of \$8,774,938 in this expenditure category due to year end savings from FY 2022-23. The balance in General Fund Reserves represents 47.2 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

### **NET COUNTY COST**

There is a decrease of \$3,423,520 or 6.0 percent in this Department's General Fund allocation.

### **FY 2024-25 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$191,926 or 0.23 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is no change in this funding source.

#### Intergovernmental Revenues

There is a net increase of \$191,926 in this funding source due to an increase in AB109 Realignment Sales Tax revenue commensurate with program costs.

#### Miscellaneous Revenue

There is no change in this funding source.

#### Fund Balance

There is no change in this funding source.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$2,097,463 or 2.2 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,811,027 in this expenditure category due to negotiated labor increases, merit increases and worker's comp cost increases.

#### Services and Supplies

There is a net increase of \$79,240 in this expenditure category due to an increase in software license and maintenance cost.

#### Other Charges

There is a net increase of \$195,696 in this expenditure category due to an increase in county services charges.

#### Fixed Assets

There is no change in this expenditure category.

#### Other Financing Uses

There is a net increase of \$11,500 in this expenditure category due to increases in debt service payments and facility surcharge.

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Intrafund Transfers

There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 46.1 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$1,905,537 or 3.5 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 support

### Program Results

Administrative Services provides Department-wide leadership and support in the areas of budget, performance measures, personnel, fiscal services, risk management, background investigations, training, internal affairs, data collection, technology, public relations, procurement, and contract management.

Financially, the Department's budget has been and will continue to be a challenge, as it relies heavily on the County's general fund and capped State revenues with designated purposes. The Department's command staff

continues to work with staff to control costs and maintain reserves while maintaining service levels for the community.

In FY 2021-23, the Program delivered diversity/cultural training to sworn personnel; provided training on new use-of-force standards; managed grant-funded contracts with community-based organizations to deliver programs and services to at-risk and justice-involved youth; initiated "Compstat" reporting to support data-driven decision making Department-wide; and implemented technology to improve case-management, shift scheduling, and security, including upgrading the Youth Services Center's drone detection sensors and transitioning the Department's mobile devices to a new encryption system.

For FY 2023-25, the Program will continue to provide high-quality training focused on law enforcement trends and best practices. In addition, the Program plans to complete the phased implementation of the Department's new case-management system to improve workflow and data reporting across all divisions.

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	9,216,891	16,860,378	27,844,874	26,991,559	(853,315)	26,991,559	—
Total Requirements	16,415,989	22,181,684	38,432,290	39,576,088	1,143,798	39,810,920	234,832
Net County Cost	7,199,098	5,321,306	10,587,416	12,584,529	1,997,113	12,819,361	234,832
Salary Resolution	35.0	35.0	40.0	41.0	1.0	41.0	—
Funded FTE	35.0	35.0	39.9	40.9	1.0	40.9	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24, 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 2023-24 total \$23,269,620. Net funding adjustments in FY 2024-25 total \$24,787,132.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(25,406,954)	(24,553,639)
<b>Requirements</b>		
Gross Appropriations	(2,137,334)	233,493
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	23,269,620	24,787,132
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	24,553,639	24,553,639
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,158,312	—
Net County Cost	(21,395,327)	(24,553,639)
Positions	—	—

**3. Computer Hardware Refreshment Project:** This action appropriates department reserves in FY 2023-24 for a one-time project for the department computer hardware refreshment needs. There is no Net County Cost impact.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	700,000	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(700,000)	—
Net County Cost	—	—
Positions	—	—

**4. Position Adjustment - Fiscal Office Specialist:** To better align operational needs, one vacant Legal Office Specialist is deleted from Adult and Pretrial Services, and a Fiscal Office Specialist is added to Administrative Services in FY 2023-24.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	122,820	1,339
Intrafund Transfers	—	—
Net County Cost	122,820	1,339
Positions	1	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(853,315)	—
<b>Requirements</b>		
Gross Appropriations	(1,314,514)	234,832
Intrafund Transfers	—	—
Contingencies/Dept Reserves	2,458,312	—
Net County Cost	1,997,113	234,832
Positions	1	—

## Adult and Pretrial Services (3227P)

### Program Locator

County > Criminal Justice > Probation Department >  
**Adult and Pretrial Services**

### Program Outcome Statement

Enhance public safety and support client rehabilitation through collaborative efforts

### Program Results

The Adult and Pretrial 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. The Division has three distinct services: Court services, Supervision services, and Pretrial services. Court services provide timely and impartial information to the Superior Court. Supervision services provide offender accountability through the enforcement of court-ordered probation conditions. Pretrial services provide the courts with background information to determine appropriate release for defendants in custody prior to sentencing and works with them to ensure they appear in court as ordered.

In FY 2021-22, 698 clients were terminated from probation. Of these, 400 clients successfully completed

their probation term. Rehabilitation and treatment opportunities have been provided to all probation clients. Court Services completed 3,239 reports to the Superior Court and Pretrial Services completed 4,858 reports to the Superior Court. 2,070 defendants were granted release on Supervised Own Recognizance. The services provided allow the courts to make decisions that ensure public safety and allow eligible clients to return to their communities.

For FY 2023-25, the Division's focus includes increasing efforts in supports for victim restitution, expanding resources for Pretrial clients, improving Proposition 63 firearms relinquishment requirements, and collaborating with justice partners on transitioning to a new Unified Reentry case management system. The Division will continue to identify clients' needs by administering a new risk and needs assessment tool. The Division recently implemented a new risk assessment tool, the Ohio Risk Assessment System, which supports the Division's use of evidence-based supervision strategies and case plans.

New initiatives the Division will undertake include implementing mobile services and restructuring caseloads to streamline the transfer of cases and clients in support of evidence-based supervision.

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	16,832,053	16,307,954	14,391,369	19,478,842	5,087,473	19,670,768	191,926
Total Requirements	31,627,876	29,209,577	34,055,428	35,912,874	1,857,446	36,757,347	844,473
Net County Cost	14,795,824	12,901,624	19,664,059	16,434,032	(3,230,027)	17,086,579	652,547
Salary Resolution	178.0	176.0	154.0	153.0	(1.0)	153.0	—
Funded FTE	177.5	176.0	153.1	152.1	(1.0)	152.1	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24, 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 2023-24 total (\$2,797,243). Net funding adjustments in FY 2024-25 total \$4,122,261.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	1,619,196	(3,276,351)
<b>Requirements</b>		
Gross Appropriations	(1,178,047)	845,910
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(2,797,243)	4,122,261
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	3,468,277	3,468,277
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,158,313	—
Net County Cost	(309,964)	(3,468,277)
Positions	—	—

**3. Position Adjustment - Fiscal Office Specialist:** To better align operational needs, one vacant Legal Office Specialist is deleted from Adult and Pretrial Services, and a Fiscal Office Specialist is added to Administrative Services in FY 2023-24.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(122,820)	(1,437)
Intrafund Transfers	—	—
Net County Cost	(122,820)	(1,437)
Positions	(1)	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	5,087,473	191,926
<b>Requirements</b>		
Gross Appropriations	(1,300,867)	844,473
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,158,313	—
Net County Cost	(3,230,027)	652,547
Positions	(1)	—

## Juvenile and Institutions Services (3253P)

### Program Locator

County > Criminal Justice > Probation Department >  
**Juvenile and Institutions Services Division**

### Program Outcome Statement

Provide rehabilitative and supervision services for justice system-involved youth

### Program Results

The Juvenile and Institutions Services Division provides pre- and post-disposition services to justice system-involved youth in San Mateo County. Juvenile Services provides intake assessments, court investigations and prevention/diversion services for youth coming into contact with the justice system, as well as court-ordered supervision services for juveniles on probation. Institutions Services operates the county's juvenile detention facilities – the Youth Services Center-Juvenile Hall (YSC-JH) and Margaret J. Kemp Camp for Girls (Camp Kemp) – with linkages to support employment, continuing education and successful reentry through evidence-based, promising, trauma-informed, and culturally responsive services.

In FY 2021-22, Juvenile Services provided assessments, court investigations and prevention/diversion services for a monthly average of 120 juveniles, and court-ordered supervision services for a monthly average of 128

juveniles. Institutions Services staff provided in-custody care and supervision for a combined daily average of 20 youth at the YSC-JH and Camp Kemp.

For FY 2023-25, the Program's focus will continue to be the implementation of juvenile justice realignment reforms under SB 823 to provide county-based custody, care and supervision services for serious youth offenders who previously would have been eligible for state Division of Juvenile Justice commitments. This will include continued collaboration with system partners and community-based organizations to build out services for older youth facing longer commitments, including vocational and enhanced case management programs. In addition, the Program will continue to implement juvenile facility improvements with one-time grant funding under the state's 2022-23 budget, as well as work with IT staff to fully implement a new case management system to improve workflow and data reporting for detained and supervised youth.

Initiatives and innovations include working with CBOs to improve program outcomes through data analysis, implementing a new needs and risk assessment tool (FY 2022-23) to improve the effectiveness of case planning, providing both in-person and virtual access to services where appropriate, and continuing to provide evidence-based and promising practices programs to youth and families to promote healing and reduce offending behaviors.

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	29,746,872	30,595,451	32,965,319	37,073,365	4,108,046	37,073,365	—
Total Requirements	50,814,606	50,251,436	60,048,158	61,965,598	1,917,440	62,983,756	1,018,158
Net County Cost	21,067,734	19,655,985	27,082,839	24,892,233	(2,190,606)	25,910,391	1,018,158
Salary Resolution	170.0	172.0	160.0	160.0	—	160.0	—
Funded FTE	167.9	169.9	157.8	157.8	—	157.8	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24, 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 2023-24 total \$11,389,880. Net funding adjustments in FY 2024-25 total \$17,756,957.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(12,630,753)	(16,738,799)
<b>Requirements</b>		
Gross Appropriations	(1,240,873)	1,018,158
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	11,389,880	17,756,957
Positions	—	—

**2. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance has been increased due to vacancy savings from FY 2022-23.

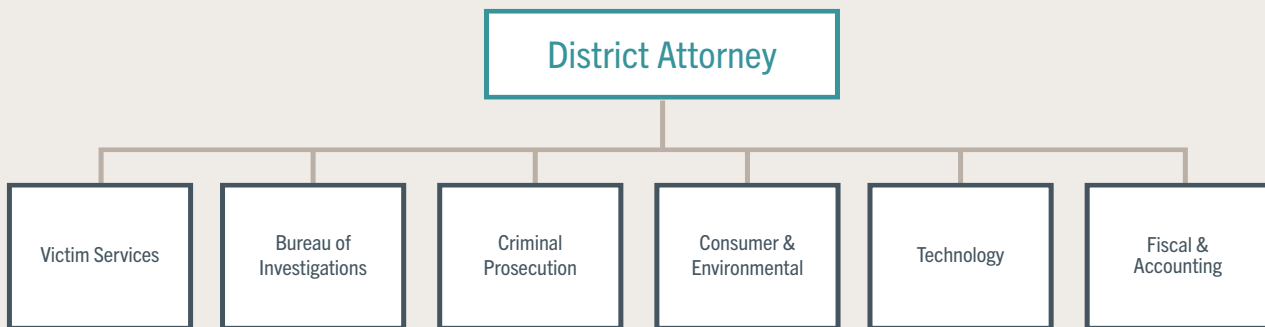
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	16,738,799	16,738,799
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,158,313	—
Net County Cost	(13,580,486)	(16,738,799)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	4,108,046	—
<b>Requirements</b>		
Gross Appropriations	(1,240,873)	1,018,158
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,158,313	—
Net County Cost	(2,190,606)	1,018,158
Positions	—	—

# District Attorney's Office (2510B)

## DISTRICT ATTORNEY'S OFFICE





## District Attorney

*"We promote community where people are valued for who they are."*

COUNTY OF SAN MATEO 



### Department Locator

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

### Mission Statement

The mission of the District Attorney's Office is 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 Office reviews all requests for prosecution of felonies and misdemeanors in San Mateo County with the goal of holding offenders accountable for their criminal conduct. For those cases in which charges are filed, the District Attorney's Office handles the prosecution in court, provides witness assistance, conducts follow-up investigation, recommends appropriate punishment, and seeks full restitution to the victims of the criminal conduct.

There are also several integral units within the District Attorney's office that provide resources to the community. The Environmental and Consumer Protection Unit enforces laws protecting the environment in areas such as handling, storage, and disposal of hazardous waste; underground tanks used to store hazardous materials; and air and water pollution. The Inspector's Bureau provides witness relocation, concealment, and security in all cases, and most recently in human trafficking and gang cases. In addition, the Inspector's Bureau is responsible for all child abduction investigations that involve visitation, arrests violators, enforces child custody orders, and locates, recovers, and returns dependent children. The Victim's Services Unit provides services to

victims of violent crimes, such as crisis intervention, emergency assistance, and resource and referral assistance.

In the course of seeking justice in criminal cases, the District Attorney's Office collaborates with the superior court and other criminal justice partners to obtain, in appropriate cases, alternative sentences for certain offenders in an effort to reduce recidivism and victimization of the community.

### Significant Challenges

The explosion in the use of digital evidence in the investigation and prosecution of crime continues to create challenges for the District Attorney's Office. Virtually every crime that is investigated has some component of digital evidence to be collected, analyzed, stored, and provided to defense counsel through the discovery process, including police officer body camera video, patrol car videos, security camera videos from homes and businesses, and the contents of cell phones from suspects and witnesses. This has required the Office to devote more time and resources to collecting, storing, and disseminating these items of evidence, which has been done through digital storage software and the dedication of additional personnel to review and distribute the evidence. The challenge for District Attorney Office staff is that each case requires significantly more time to review and prosecute since there is more evidence to be evaluated. The Office continues to expect this to be the new paradigm in evaluating and prosecuting criminal cases in the future.

Another challenge for the Office in the coming years is that the Legislature continues to expand the classes of cases where defendants can seek to be re-sentenced and shorten their imposed sentences, imposing on our office the need to re-litigate cases that have been settled and

closed for years. This creates additional staffing burdens for attorneys who must become familiar with cases from, in some cases, decades ago and support staff who coordinate aspects of the litigation. Attorneys will have to prepare briefs and motions setting out the position of the office on any re-sentencing petitions, then prepare to argue the case in court.

Further, the legislature passed the Racial Justice Act, which allows a defendant to litigate whether racial animus played a part in their arrest and charging or conviction. This law will require an analysis of statistics for charging and convictions in the county that could go back years and will necessitate the retention of an expert to rebut claims of racial animus. Additionally, the legislature passed a law requiring prosecutor's offices to engage in a race blind charging mechanism whereby an initial deputy reviews the police reports that are redacted of all racial elements, makes a charging decision, then has to again read the reports with racial elements identified to see if they would make a different charging decision. This will, by definition, double the amount of time required for a deputy to make a filing decision and greatly increase the number of filing deputies needed to process the cases we receive.

Also, the Superior Court of San Mateo County has greatly expanded the number of collaborative courts being conducted each week or, in some case, twice a month. These include Drug Court, Multiple Driving Under the Influence Court, Military Diversion Court, Veterans' Court, Misdemeanor Diversion Court, Restitution Court, Homeless Court, and Mental Health Diversion Court, which consists of Pathways, PC 1370 hearings, and Diversion which includes eligibility hearings followed by suitability hearings and then supervision hearings. All of these courts require an attorney to review each case and attend the proceedings to advocate on behalf of the office.

To that end, we have requested and received additional funding from AB 109 funds for two Deputy District Attorneys who will be assigned to handle these caseloads, including a specialized mental health deputy and a collaborative courts deputy. We believe that with a specific, assigned deputy, there will be greater consistency and continuity in handling these calendars and better outcomes for all participants.

Finally, the Victim Services Unit will be required to locate and contact additional victims of closed cases that are being re-litigated due to the new state statutes discussed above, creating an additional amount of work for the unit.

### **Department Innovations**

In 2021, the District Attorney's Office created both Social Equity and Racial Equality work groups composed of staff from all units in the office. The purpose of these work groups is to help guide the development of policy within the office to better address issues of race and social equity in a criminal prosecutor's office, which includes the impact of crime on victims in under-represented and vulnerable sections of our society.

The groups continue to meet regularly and provide assessments of issues related to race and social equity in prosecution, gather best practices from criminal justice partners within and outside of the county and establish procedures and policies to be adopted by the Office that will continue to bring change to the justice system. The goal of both groups is to implement policies and distribute services to eliminate any disparity or marginalization while increasing social and racial inclusion. Within the last year, this group reviewed the office Policy and Procedure Manual and offered input for modifications and additions that reflect the focus of their work.

The District Attorney's office closely monitors and tracks hate crimes against community members. The Office will reach out, provide education, and facilitate training for our law enforcement partner agencies to enable them to better identify instances of hate crimes and to offer our assistance in devising best methods that will aid in the investigation of these cases. The Office will also appoint two prosecutors, at the felony and misdemeanor level, who will handle hate crimes cases from start to finish and who will serve as valuable resources for law enforcement and the community in combating these offensive crimes.

Lastly, as noted above, we have committed to staffing the various collaborative courts with a dedicated deputy in order to increase the efficiency of these calendars by ensuring the deputy has a working knowledge of the rules and policies of each court and is able to become familiar with the specific facts of each case and each defendant in order to gain consistency in our advocacy.

## Performance Measures

### Performance Narrative

Senior citizens are the foundation of our community. National estimates indicate that up to five million older adults are abused every year. Elder financial abuse is one of the fastest growing crimes. It is estimated that elder victims of financial abuse lose at least \$2.6 billion dollars annually.

The San Mateo County District Attorney's Office (DA) is proud to partner with Aging and Adult Services, the Public Guardian, and County Counsel on a County-wide elder and dependent adult protection initiative, EDAPT (Elder and Dependent Adult Protection Team).

An elder is defined as anyone 65 years and older. San Mateo County's (SMC) older adult population is expected to grow by over 70 percent by 2030. As more people grow older in SMC, we need to ensure everyone can do so safely. San Mateo County Health statics show that the population 65 years and older represents 17 percent (131,601) of the overall population. While Justice.gov estimates that nationwide one in ten persons over the age of 65 will experience at least one form of abuse during their lifetime, most incidents go unreported. Because this equity measure is new there is not enough data to provide any conclusions. Over the coming years the DA will monitor the age group data of its elder abuse cases to determine if there are any prevailing trends.

In terms of challenges, it is believed that elder abuse is under reported due to many barriers faced by the victims: intrafamilial victimization, the ability to access resources/assistance, limited access to native language resources and trust in law enforcement and the criminal justice system. Many of these factors are out of the DA's direct control and are a focus of EDAPT.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Elder Abuse cases referred to the DAO for criminal charges by age group.	978	959	750	750	750

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	65-70 yrs	71-74 yrs	75-80 yrs	80+ yrs	Total
Number of Elder Abuse Cases by Age Group, FY 2020-21	450	177	178	173	978
Number of Elder Abuse Cases by Age Group, FY 2021-22	530	126	146	157	959
Number of Elder Abuse Cases by Age Group, FY 2022-23 Estimate	400	130	130	90	750
Number of Elder Abuse Cases by Age Group, FY 2023-24 Target	400	130	130	90	750
Number of Elder Abuse Cases by Age Group, FY 2024-25 Target	400	130	130	90	750

## Performance Measures

### Performance Measure

Residents in low-income communities face the greatest risk of violent victimization. According to a 2014 Bureau of Justice Statistics Report - the latest year for which data is available - the victimization rate for violent crimes among individuals who are at or below the federal poverty level had more than double the rate of violent victimization as persons in high income households.

This measurement is new to our office. For that reason, we do not have data to report. We suspect that the data will yield important information about the rates of victimization for members of our community based on income. For this measurement, we will evaluate our crime rates and the median income by city/town and major areas patrolled by the San Mateo County Sheriff's Office.

Crime and victimization bring a host of social and economic costs, often with long-lasting impacts on its victims. In addition to the direct costs of crime, such as costs associated with injury and out-of-pocket expenses, victims of crime - particularly violent crime - often suffer from emotional harm and financial difficulties. According to 2020 Census data, the median household income in SMC is \$122,641 and our poverty rate is at 6.71 percent (calculated by the Small Area Income and Poverty Estimates) or approximately 125,000 residents.

It is widely understood that crimes are underreported due to the many barriers faced by the victims, such as: intergenerational cycles of crime and victimization, poverty, income, the ability to access resources/assistance, limited access to native language resources and trust in law enforcement and the criminal justice system. Many of the challenges outlined are larger issues that are out of the DA's control but effect a willingness to seek help, report crimes and participate in the criminal justice process.

### Performance Measure

Percent of violent cases referred to the DAO for criminal charges that occurred by jurisdiction	Atherton	Belmont	Brisbane	Broadmoor	Burlingame
Median Household Income, 2019 Census Data	\$250,000+	\$156,052	\$110,372	\$94,160	\$128,447
Persons in poverty	3.70%	4.10%	6.64%	3.52%	4.50%
FY 2018-19 Actual: Percentage of violent cases	12.21%	25.71%	7.66%	21.95%	23.14%
FY 2019-20 Actual: Percentage of violent cases	16.66%	19.92%	5.85%	15.23%	32.66%
FY 2020-21 Actual: Percentage of violent cases	3.20%	18.21%	14.46%	27.47%	33.50%
FY 2021-22 Actual: Percentage of violent cases	2.57%	13.89%	3.82%	6.43%	8.45%
FY 2022-23 Estimate Percentage of violent cases	2.50%	13.00%	6.00%	12.00%	20.00%
FY 2023-24 Target Percentage of violent cases	2.50%	13.00%	6.00%	12.00%	20.00%
FY 2024-25 Target Percentage of violent cases	2.50%	13.00%	6.00%	12.00%	20.00%

### Performance Measure

Percent of violent cases referred to the DAO for criminal charges that occurred by jurisdiction	Colma	Daly City	East Palo Alto	Foster City	Hillsborough
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## Performance Measures

Median Household Income, 2019 Census Data	\$97,500	\$94,550	\$67,087	\$158,529	\$250,000+
Persons in poverty	8.91%	7.60%	13.50%	4.40%	2.40%
FY 2018-19 Actual: Percentage of violent cases	5.96%	28.58%	35.33%	23.52%	6.54%
FY 2019-20 Actual: Percentage of violent cases	8.35%	31.41%	49.53%	32.54%	16.07%
FY 2020-21 Actual: Percentage of violent cases	7.70%	29.06%	54.67%	31.60%	32.25%
FY 2021-22 Actual: Percentage of violent cases	5.82%	18.20%	22.92%	12.18%	7.14%
FY 2022-23 Estimate Percentage of violent cases	7.00%	20.00%	20.00%	16.00%	15.00%
FY 2023-24 Target Percentage of violent cases	7.00%	20.00%	20.00%	16.00%	15.00%
FY 2024-25 Target Percentage of violent cases	7.00%	20.00%	20.00%	16.00%	15.00%

### Performance Measure

Percent of violent cases referred to the DAO for criminal charges that occurred by jurisdiction	Menlo Park	Pacifica	Redwood City	San Bruno	San Mateo
Median Household Income, 2019 Census Data	\$160,784	\$125,500	\$117,123	\$109,387	\$124,842
Persons in poverty	7.60%	4.60%	9.00%	4.70%	7.50%
FY 2018-19 Actual: Percentage of violent cases	14.30%	30.53%	24.24%	17.67%	24.52%
FY 2019-20 Actual: Percentage of violent cases	12.54%	33.40%	32.77%	20.61%	26.73%
FY 2020-21 Actual: Percentage of violent cases	17.32%	26.30%	35.68%	24.30%	27.89%
FY 2021-22 Actual: Percentage of violent cases	6.36%	13.56%	15.95%	7.60%	15.84%
FY 2022-23 Estimate Percentage of violent cases	10.00%	15.00%	20.00%	19.00%	19.00%
FY 2023-24 Target Percentage of violent cases	10.00%	15.00%	20.00%	19.00%	19.00%
FY 2024-25 Target Percentage of violent cases	10.00%	15.00%	20.00%	19.00%	19.00%

### Performance Measure

Percent of violent cases referred to the DAO for criminal charges that occurred by jurisdiction	S. San Francisco	SMC SO*
Median Household Income, 2019 Census Data	\$105,459	

## Performance Measures

Persons in poverty	6.90%	7.27%
FY 2018-19 Actual: Percentage of violent cases	20.59%	12.69%
FY 2019-20 Actual: Percentage of violent cases	20.91%	19.00%
FY 2020-21 Actual: Percentage of violent cases	30.24%	20.37%
FY 2021-22 Actual: Percentage of violent cases	14.71%	13.38%
FY 2022-23 Estimate Percentage of violent cases	20.00%	14.00%
FY 2023-24 Target Percentage of violent cases	20.00%	14.00%
FY 2024-25 Target Percentage of violent cases	20.00%	14.00%

Note: San Mateo County's Persons in Poverty Rate is 6.71%

\* SMC SO is determined by the mean poverty rate for Half Moon Bay (5.4), Millbrae (5.6), North Fair Oaks (15.10) and San Carlos (3)

### Performance Measure's Disaggregated Data for FY 2021-22 YTD

Category	Atherton	Belmont	Brisbane	Broadmoor	Burlingame
Median Household Income, 2019 Census Data	\$250,000+	\$156,052	\$110,372	\$94,160	\$128,447
Persons in poverty	3.70%	4.10%	6.64%	3.52%	4.50%
Number of cases, FY 2021-22	233	475	183	171	568
Number of violent cases, FY 2021-22	6	66	7	11	48
Percentage of violent cases, FY 2021-22	2.57%	13.89%	3.82%	6.43%	8.45%
Number of cases, FY 2020	96	251	239	105	401
Number of violent cases, FY 2020	16	50	14	16	131
Percentage of violent cases, FY 2020	16.66%	19.92%	5.85%	15.23%	32.66%
Number of cases, FY 2019	131	245	248	82	484
Number of violent cases, FY 2019	16	63	19	18	112
Percentage of violent cases, FY 2019	12.21%	25.71%	7.66%	21.95%	23.14%
Number of cases, FY 2018	117	191	238	155	545
Number of violent cases, FY 2018	7	42	13	21	103

## Performance Measures

Percentage of violent cases, FY 2018	5.90%	21.98%	5.46%	13.54%	18.89%
<b>Performance Measure's Disaggregated Data for FY 2021-22 YTD</b>					
Category	Colma	Daly City	East Palo Alto	Foster City	Hillsborough
Median Household Income, 2019 Census Data	\$97,500	\$94,550	\$67,087	\$158,529	\$250,000+
Persons in poverty	8.91%	7.60%	13.50%	4.40%	2.40%
Number of cases, FY 2021-22	515	1423	567	320	56
Number of violent cases, FY 2021-22	30	259	130	39	4
Percentage of violent cases, FY 2021-22	5.82%	18.20%	22.92%	12.18%	7.14%
Number of cases, FY 2020	347	1305	430	212	
Number of violent cases, FY 2020	29	410	213	69	
Percentage of violent cases, FY 2020	8.35%	31.41%	49.53%	32.54%	
Number of cases, FY 2019	604	1623	515	374	
Number of violent cases, FY 2019	36	464	182	88	
Percentage of violent cases, FY 2019	5.96%	28.58%	35.33%	23.52%	
Number of cases, FY 2018	534	1796	552	374	
Number of violent cases, FY 2018	27	373	161	62	
Percentage of violent cases, FY 2018	5.05%	20.76%	29.16%	16.57%	
<b>Performance Measure's Disaggregated Data for FY 2021-22 YTD</b>					
Category	Menlo Park	Pacifica	Redwood City	San Bruno	San Mateo
Median Household Income, 2019 Census Data	\$160,784	\$125,500	\$117,123	\$109,387	\$124,842
Persons in poverty	7.60%	4.60%	9.00%	4.70%	7.50%
Number of cases, FY 2021-22	550	678	1811	934	2102
Number of violent cases, FY 2021-22	35	92	289	71	333
Percentage of violent cases, FY 2021-22	6.36%	13.56%	15.95%	7.60%	15.84%
Number of cases, FY 2020	56	566		476	961
Number of violent cases, FY 2020	9	71		159	315

## Performance Measures

Percentage of violent cases, FY 2020	16.07%	12.54%	33.40%	32.77%
Number of cases, FY 2019	107	601	524	1159
Number of violent cases, FY 2019	7	86	160	281
Percentage of violent cases, FY 2019	6.54%	14.30%	30.53%	24.24%
Number of cases, FY 2018	70	541	512	1226
Number of violent cases, FY 2018	7	51	95	301
Percentage of violent cases, FY 2018	10.00%	9.42%	18.55%	24.55%

### Performance Measure's Disaggregated Data for FY 2021-22 YTD

Category	S. San Francisco	SMC SO	Co TOTALS
Median Household Income, 2019 Census Data	\$105,459		
Persons in poverty	6.90%	7.27%	
Number of cases, FY 2021-22	1597	2854	15037
Number of violent cases, FY 2021-22	235	382	2037
Percentage of violent cases, FY 2021-22	14.71%	13.38%	13.54%
Number of cases, FY 2020	878	1638	1133
Number of violent cases, FY 2020	181	438	237
Percentage of violent cases, FY 2020	20.61%	26.73%	20.91%
Number of cases, FY 2019	1126	1831	1219
Number of violent cases, FY 2019	199	449	251
Percentage of violent cases, FY 2019	17.67%	24.52%	20.59%
Number of cases, FY 2018	817	1897	1266
Number of violent cases, FY 2018	180	428	258
Percentage of violent cases, FY 2018	22.03%	22.56%	20.37%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,033,082	866,664	1,109,676	2,209,676	1,100,000	2,209,676	—
Fines, Forfeitures and Penalties	—	624,592	805,665	1,838,196	1,032,531	1,860,955	22,759
Intergovernmental Revenues	14,655,746	14,718,832	14,765,294	16,041,142	1,275,848	16,084,390	43,248
Charges for Services	205,210	733,487	204,769	315,826	111,057	315,826	—
Interfund Revenue	272,134	189,236	—	—	—	—	—
Miscellaneous Revenue	105,093	210,196	73,400	123,400	50,000	73,400	(50,000)
<b>Total Revenue</b>	<b>16,271,265</b>	<b>17,343,007</b>	<b>16,958,804</b>	<b>20,528,240</b>	<b>3,569,436</b>	<b>20,544,247</b>	<b>16,007</b>
Fund Balance	7,208,916	8,294,697	8,638,502	9,002,581	364,079	7,865,075	(1,137,506)
<b>Total Sources</b>	<b>23,480,181</b>	<b>25,637,704</b>	<b>25,597,306</b>	<b>29,530,821</b>	<b>3,933,515</b>	<b>28,409,322</b>	<b>(1,121,499)</b>
<b>Requirements</b>							
Salaries and Benefits	33,149,808	34,596,835	37,811,767	39,463,129	1,651,362	40,437,892	974,763
Services and Supplies	1,430,607	1,452,246	2,271,339	3,731,940	1,460,601	3,353,181	(378,759)
Other Charges	2,074,996	2,104,631	2,540,080	2,819,776	279,696	2,874,661	54,885
Other Financing Uses	148,157	142,921	154,005	156,175	2,170	158,166	1,991
<b>Gross Appropriations</b>	<b>36,803,567</b>	<b>38,296,633</b>	<b>42,777,191</b>	<b>46,171,020</b>	<b>3,393,829</b>	<b>46,823,900</b>	<b>652,880</b>
Intrafund Transfers	(221,429)	(239,941)	(453,279)	(432,806)	20,473	(437,646)	(4,840)
<b>Net Appropriations</b>	<b>36,582,138</b>	<b>38,056,692</b>	<b>42,323,912</b>	<b>45,738,214</b>	<b>3,414,302</b>	<b>46,386,254</b>	<b>648,040</b>
Contingencies/Dept Reserves	6,071,410	7,157,191	7,500,996	7,865,075	364,079	7,059,410	(805,665)
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>42,653,548</b>	<b>45,213,883</b>	<b>49,824,908</b>	<b>53,603,289</b>	<b>3,778,381</b>	<b>53,445,664</b>	<b>(157,625)</b>
<b>Net County Cost</b>	<b>19,173,367</b>	<b>19,576,179</b>	<b>24,227,602</b>	<b>24,072,468</b>	<b>(155,134)</b>	<b>25,036,342</b>	<b>963,874</b>
Salary Resolution	141.0	141.0	144.0	151.0	7.0	151.0	—
Funded FTE	140.5	140.0	143.4	149.9	6.5	149.9	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$3,933,515 or 15 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$1,100,000 in this funding source due to the addition of the Gun Violence and Domestic Violence Programs. This increase was funded with an increase in Measure K funds.

#### Fines, Fees and Forfeitures

There is a net increase of \$1,032,531 in this funding source due to the anticipated increase of civil penalties to be collected.

#### Intergovernmental Revenues

There is a net increase of \$1,275,848 in this funding source due to an increased need for additional staff to address additional court programs for populations targeted by AB 109.

#### Charges for Services

There is a net increase of \$111,057 in this funding source due to the anticipation of an increase in the number of real estate documents recorded. This increase was partially offset by an increase in the anticipated amount of real estate fees collected.

#### Interfund Revenue

There is no change in this funding source category.

#### Miscellaneous Revenue

There is a net increase of \$50,000 in this funding source due to the need for equipment. This increase was partially offset by an increase due to anticipation receipt of one-time funding.

#### Fund Balance

There is a net increase of \$364,079 in this funding source due to the unspent salary and benefit funds from prior year as the result of unfilled positions. Fund Balance used for one-time projects and purchases in FY 2022-23 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increased by \$3,778,381 or 8 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,651,362 in this expenditure category due to additional positions funded with an increase of Measure K and AB 109 funds.

#### Services and Supplies

There is a net increase of \$1,460,601 in this expenditure category due to additional needs related to gun violence and domestic violence programs. These programs were funded by Measure K and AB 109 dollars.

#### Other Charges

There is a net increase of \$279,696 in this expenditure category due to an increase in internal services charges.

#### Other Financing Uses

There is a net increase of \$2,170 in this expenditure category due to county chargeback change in calculation.



Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$20,473 in this expenditure category due to a reduction in benefits calculations.

Contingencies/Departmental Reserves

There is a net increase in this expenditure category due to unspent salary and benefits funds from prior year as the result of unfilled positions. The balance in General Fund Reserves represents 17 percent of Net Appropriations, which exceeds the County Two Percent Reserves Policy.

**NET COUNTY COST**

There is a decrease of \$155,134 or 1 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$1,121,499 or 4 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is no change in this funding source category.

Fines, Fees and Forfeitures

There is a net increase of \$22,759 in this funding source due to the anticipated increase of civil penalties to be collected.

Intergovernmental Revenues

There is a net increase of \$43,248 in this funding source due to an increased need for additional staff to address additional court programs for populations targeted by AB 109. This increase was partially offset by an increase in AB 109 funds.

Charges for Services

There is no change in this funding source category.

Interfund Revenue

There is no change in this funding source category.

Miscellaneous Revenue

There is a net decrease of \$50,000 in this funding source due to the removal of one-time funding.

Fund Balance

There is a net decrease of \$1,137,506 in this funding source to accurately reflect Fund Balance to match prior year Departmental Reserves. Fund Balance used for one-time projects and purchases in FY 2023-24 has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$157,625 or.1 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$974,763 in this expenditure category due to negotiated salary and benefit increases as well as an increase and adjustments to benefits categories.

Services and Supplies

There is a net decrease of \$378,759 in this expenditure category due to removal of one-time expenditures.

Other Charges

There is a net increase of \$54,885 in this expenditure category due to increase in internal services charges.

Other Financing Uses

There is a net increase of \$1,991 in this expenditure category due to county chargeback change in calculation.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$4,840 in this expenditure category due to an increase in salary and benefits calculations.

Contingencies/Departmental Reserves

There is a net decrease in this expenditure category due to the need to use reserves to cover expenditures. The balance in General Fund Reserves represents 15 percent of Net Appropriations, which exceeds the County Two Percent Reserves Policy.

**NET COUNTY COST**

There is an increase of \$963,874 or 4 percent in this Department's General Fund allocation.

## District Attorney's Office (2510P)

### Performance Measures

#### Performance Measure

People of color are at a significant risk of victimization. The rates of victimization over time remains higher for people of color; for example Black people were overrepresented among persons who experience serious nonfatal violent crimes (36 percent) relative to their representation in the U.S. population (13 percent) (U.S. Bureau of Justice Statistics). The DA's office recognizes the disproportionate level of risk to people of color and is committed to responding to victims in a culturally competent manner. Identifying the specific number of filed criminal cases involving victims who are people of color will allow the DA's office to provide effective and culturally responsive support.

This measurement is new to our office. For that reason, we do not have data to report. It is important to examine the disparities that may exist in our communities so that we can take necessary steps to providing effective support and reduce the burden that some members of our community carry with their increased risk of victimization. San Mateo County is a diverse community; according to the 2019 U.S. Census data, 38.7 percent of residents self-identified as white, 24 percent Hispanic/Latinx, 30.6 percent Asian and 2.8 percent Black. 46 percent of our community reports that they speak a language other than English as their primary language. Measuring any data point utilizing only one or two racial/ethnic groups would result in an ineffective picture of the situation.

Decreasing the overall amounts of victimization against people of color will benefit not insignificantly, the victims and their families but it will also decrease neighborhood violence overall.

Like many criminal justice data points, the data that is available to us is incomplete. The Bureau of Justice Statistics asked crime victims whether they reported their crime to police or not. In 2019, only 40.9 percent violent crimes were reported to authorities. There are many barriers to reporting crimes including physical and emotional isolation, access to information, language barriers, trust in law enforcement and the criminal justice system and financial concerns. This data set is largely out of the control of the DA's Office, but it remains a focus of our office to identify ways that we can help bridge the gap and identify effective ways to support victims of crime.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of referred criminal cases that involve victims who are people of color	3021	4350	3000	3000	3000

#### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Total number of referred cases with POC	Am. Indian	Asian	Black	Hispanic
Victimization by racial/ethnic group, FY 2020 - 21	3021	0.2	14.5	7.9	35.0
Victimization by racial/ethnic group, FY 2021- 22	4350	0.1	11.4	6.9	31.4

## Performance Measures

Victimization by racial/ethnic group, FY 2022- 23 Estimate	3000	0.2	14.5	7.9	35.0
Victimization by racial/ethnic group, FY 2023-24 Target	3000	0.1	13.0	6.5	33.0
Victimization by racial/ethnic group, FY 2024-25 Target	3000	0.2	14.5	7.9	35.0

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Pacific Islander	White	Other	Total number of referred cases with victim
Victimization by racial/ethnic group, FY 2020 - 21	1.4	31.2	9.4	9276
Victimization by racial/ethnic group, FY 2021- 22	2.0	24.0	9.0	8345
Victimization by racial/ethnic group, FY 2022- 23 Estimate	1.4	31.2	9.4	8400
Victimization by racial/ethnic group, FY 2023-24 Target	1.5	29.0	9.0	8400
Victimization by racial/ethnic group, FY 2024-25 Target	1.4	31.2	9.4	8400

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	23,480,181	25,637,704	25,597,306	29,530,821	3,933,515	28,409,322	(1,121,499)
Total Requirements	42,653,548	45,213,883	49,824,908	53,603,289	3,778,381	53,445,664	(157,625)
Net County Cost	19,173,367	19,576,179	24,227,602	24,072,468	(155,134)	25,036,342	963,874
Salary Resolution	141.0	141.0	144.0	151.0	7.0	151.0	—
Funded FTE	140.5	140.0	143.4	149.9	6.5	149.9	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY2024-25 including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$6,712,533. Net funding adjustments in FY 2024-25 total \$9,611,972.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(6,169,066)	(8,986,574)
<b>Requirements</b>		
Gross Appropriations	522,994	630,238
Intrafund Transfers	20,473	(4,840)
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	6,712,533	9,611,972
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	9,002,581	7,865,075
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	364,079	(805,665)
Net County Cost	(8,638,502)	(8,670,740)
Positions	—	—

**3. New Measure K Program - Domestic Violence:** This action adds funding for a new Measure K Program with the goal to disrupt the cycle of violence on children who are exposed to domestic violence.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	245,000	—
<b>Requirements</b>		
Gross Appropriations	245,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. New Measure K Program - Gun Violence:** This action adds funding for a new Measure K Program as the San Mateo County Gun Violence Prevention Program which is a collaborative effort of law enforcement and the District Attorney's Office to more effectively enforce unlawful firearm possession laws, in the interest of promoting safety and reducing gun violence in the County.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	855,000	—
<b>Requirements</b>		
Gross Appropriations	852,016	(117)
Intrafund Transfers	—	—
Net County Cost	(2,984)	(117)
Positions	—	—

**5. Position Adjustment - Deputy District Attorney IV:** This action adds AB109 funding for two Deputy District Attorney Positions in order to staff the increased number of programs the Courts are now running that channel defendants to alternative sentencing schemes.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	668,796	7,308
Intrafund Transfers	—	—
Net County Cost	668,796	7,308
Positions	2	—

**6. Position Adjustment - Legal Secretary:** This action adds AB109 funding for one Legal Secretary Position in order to staff the increased number of programs the Courts are now running that channel defendants to alternative sentencing schemes.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	125,954	1,470
Intrafund Transfers	—	—
Net County Cost	125,954	1,470
Positions	1	—



**7. Position Adjustment - District Attorney's inspector:** This action adds funding for one DA Inspector position for the purpose of the investigation of workers' compensation and automobile insurance fraud cases.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	252,229	4,354
Intrafund Transfers	—	—
Net County Cost	252,229	4,354
Positions	1	—

**8. Position Adjustment - District Attorney's Inspector:** This action adds funding for one DA Inspector position for the purpose of the investigation of disability and healthcare insurance fraud cases.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	252,229	4,354
Intrafund Transfers	—	—
Net County Cost	252,229	4,354
Positions	1	—

**9. Position Adjustment - Deputy District Attorney IV:** This action adds grant funding for one Deputy District Attorney for the purpose of prosecution of workers' compensation fraud cases.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	334,398	3,654
Intrafund Transfers	—	—
Net County Cost	334,398	3,654
Positions	1	—

**10. Position Adjustment - DAO Victim Advocate II:** This action deletes one DA Victim Advocate position due to the need for the position to be converted to a supervisory position in the Victim Services Unit to ensure there is a span of control.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(129,835)	(1,511)
Intrafund Transfers	—	—
Net County Cost	(129,835)	(1,511)
Positions	(1)	—

**11. Position Adjustment - Supervising Victim Advocate:** This action adds one Supervising DA Victim Advocate position in the Victim Services Unit to ensure there is a span of control.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	140,213	1,619
Intrafund Transfers	—	—
Net County Cost	140,213	1,619
Positions	1	—

**12. Position Adjustment - DA Victim Advocate (DV):** This action adds funding for one DA Victim Advocate for a new Measure K Program with the goal to disrupt the cycle of violence on children who are exposed to domestic violence.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	129,835	1,511
Intrafund Transfers	—	—
Net County Cost	129,835	1,511
Positions	1	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	3,933,515	(1,121,499)
<b>Requirements</b>		
Gross Appropriations	3,393,829	652,880
Intrafund Transfers	20,473	(4,840)
Contingencies/Dept Reserves	364,079	(805,665)
Non-General Fund Reserves	—	—
Net County Cost	(155,134)	963,874
Positions	7	—

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## County Support of the Courts (2700B)

### COUNTY SUPPORT OF THE COURTS





## County Support of the Courts

COUNTY OF SAN MATEO 

### 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, and 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.

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Fines, Forfeitures and Penalties	3,309,164	4,211,658	5,069,040	3,827,038	(1,242,002)	3,827,038	—
Charges for Services	1,286,601	895,855	1,305,921	605,921	(700,000)	605,921	—
Miscellaneous Revenue	1,578,540	1,526,919	1,168,221	1,128,221	(40,000)	1,128,221	—
<b>Total Revenue</b>	<b>6,174,305</b>	<b>6,634,433</b>	<b>7,543,182</b>	<b>5,561,180</b>	<b>(1,982,002)</b>	<b>5,561,180</b>	<b>—</b>
Fund Balance	—	—	2,181,413	1,219,251	(962,162)	1,219,251	—
<b>Total Sources</b>	<b>6,174,305</b>	<b>6,634,433</b>	<b>9,724,595</b>	<b>6,780,431</b>	<b>(2,944,164)</b>	<b>6,780,431</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	—	—	—	—	—	—	—
Services and Supplies	1,274,080	1,451,812	1,534,726	1,490,052	(44,674)	1,490,052	—
Other Charges	18,248,832	18,962,438	20,443,255	17,018,617	(3,424,638)	17,018,617	—
Other Financing Uses	—	—	7,739	—	(7,739)	—	—
<b>Gross Appropriations</b>	<b>19,522,912</b>	<b>20,414,250</b>	<b>21,985,720</b>	<b>18,508,669</b>	<b>(3,477,051)</b>	<b>18,508,669</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>19,522,912</b>	<b>20,414,250</b>	<b>21,985,720</b>	<b>18,508,669</b>	<b>(3,477,051)</b>	<b>18,508,669</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	683,713	1,219,251	535,538	1,219,251	—
<b>Total Requirements</b>	<b>19,522,912</b>	<b>20,414,250</b>	<b>22,669,433</b>	<b>19,727,920</b>	<b>(2,941,513)</b>	<b>19,727,920</b>	<b>—</b>
<b>Net County Cost</b>	<b>13,348,607</b>	<b>13,779,817</b>	<b>12,944,838</b>	<b>12,947,489</b>	<b>2,651</b>	<b>12,947,489</b>	<b>—</b>



## County Support of the Courts (2700P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	6,174,305	6,634,433	9,724,595	6,780,431	(2,944,164)	6,780,431	—
Total Requirements	19,522,912	20,414,250	22,669,433	19,727,920	(2,941,513)	19,727,920	—
Net County Cost	13,348,607	13,779,817	12,944,838	12,947,489	2,651	12,947,489	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$2,651. Net funding adjustments in FY 2024-25 total \$1,219,251.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(4,163,415)	(1,219,251)
<b>Requirements</b>		
Gross Appropriations	(3,477,051)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(683,713)	(1,219,251)
Net County Cost	2,651	—
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,219,251	1,219,251
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,219,251	1,219,251
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,944,164)	—
<b>Requirements</b>		
Gross Appropriations	(3,477,051)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	535,538	—
Net County Cost	2,651	—
Positions	—	—

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# Private Defender Program (2800B)

## PRIVATE DEFENDER PROGRAM



# Private Defenders Program

*“Providing high quality legal representation to every indigent person whose case has been entrusted to us by the San Mateo Superior Court.”*



## Department Locator

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

## Mission

The Mission of the Private Defender Program is to provide high quality legal representation to every indigent person whose case has been entrusted to us by the San Mateo Superior Court. We are dedicated to vigorous protection of the fundamental rights of our clients in criminal, juvenile, mental health and other cases for which the appointment of counsel at public expense is provided by law. While acting as strong ethical advocates for those facing loss of life, freedom or family, we strive to preserve the dignity of individuals we represent, to keep them and the

communities in which they live safe from wrongful convictions and unjust outcomes, and to enhance the integrity of the criminal justice system in San Mateo County.

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 Private Defender Program has been providing legal representation to the indigent in San Mateo County for 55 years. Currently, there are 108 lawyers on the PDP panel, of whom more than half have over 16 years of criminal or juvenile law experience.

## Performance Measures

### Performance Narrative

While there are many variables to consider, including the seriousness and complexity of each case, and the skills and experience of the individual lawyer, useful information might be gathered from an evaluation of the total caseloads of Private Defender Program attorneys and the number of total criminal arraignments. Not all cases will go to arraignment, but the criminal arraignment is the first time the defendant goes to court and receive formal instructions on what is charged against them, their rights, and their initial plea.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Criminal Arraignments, Both Limited and General	11,472	16,437	16,000	16,000	16,000

## Performance Measures

### Performance Narrative

The PDP administration uses a centralized system to record and document all complaints received. All complaints, along with a description of the issue and resolution, are entered into the Defender Data system designed specifically to track complaints. The Defender Data system is used to create case assignments and serves as the PDP billing system. The PDP has upgraded to the Defender Data system in its entirety, including the call/complaint tracking system. The upgrade went into effect in April of 2022. The system allows the PDP administration to search all entries to better track an individual client's complaint history, as well as whether numerous complaints are being made against a specific attorney. The PDP uses this system to record complaints by individuals, attaching those complaints to their specific cases. Everyone who handles complaints or complaint resolution in the PDP office uses this centralized system to obtain the same information, track the history of the case and determine if previous complaints have been made. The ODs and management staff have received special training on using Defender Data for this purpose to ensure there will be uniformity. When clients have complaints, their first point of contact is usually the Officer of the Day. The OD will discuss and review any complaints with the clients and attempt to resolve any issues, if possible. Many complaints can be resolved with an open discussion or phone call to the appointed lawyer. A request to speak with the OD's supervisor, if made, is always honored and the Managing Attorney will meet with the client.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Client Complaints	126	124	124	120	120
Relationship Issues:	78	85	84	80	80
Performance Issues:	48	39	40	40	40

## All Funds

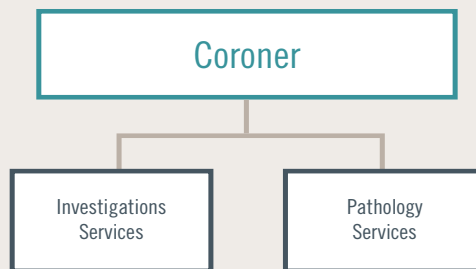
### FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	—	—	450,010	450,010	—	450,010	—
Charges for Services	305,795	—	654,624	654,624	—	654,624	—
Miscellaneous Revenue	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>305,795</b>	<b>—</b>	<b>1,104,634</b>	<b>1,104,634</b>	<b>—</b>	<b>1,104,634</b>	<b>—</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>305,795</b>	<b>—</b>	<b>1,104,634</b>	<b>1,104,634</b>	<b>—</b>	<b>1,104,634</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	19,500,730	18,426,671	22,976,747	22,983,159	6,412	22,983,159	—
Other Charges	21,989	23,142	115,151	109,051	(6,100)	109,514	463
Other Financing Uses	36,728	36,910	36,966	37,188	222	37,248	60
<b>Gross Appropriations</b>	<b>19,559,447</b>	<b>18,486,722</b>	<b>23,128,864</b>	<b>23,129,398</b>	<b>534</b>	<b>23,129,921</b>	<b>523</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>19,559,447</b>	<b>18,486,722</b>	<b>23,128,864</b>	<b>23,129,398</b>	<b>534</b>	<b>23,129,921</b>	<b>523</b>
<b>Total Requirements</b>	<b>19,559,447</b>	<b>18,486,722</b>	<b>23,128,864</b>	<b>23,129,398</b>	<b>534</b>	<b>23,129,921</b>	<b>523</b>
<b>Net County Cost</b>	<b>19,253,652</b>	<b>18,486,722</b>	<b>22,024,230</b>	<b>22,024,764</b>	<b>534</b>	<b>22,025,287</b>	<b>523</b>

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## Coroner's Office (3300B)

### CORONER'S OFFICE







## Coroner

*“Serving families with utmost dignity and respect, and treating every decedent reverently.”*

COUNTY OF SAN MATEO 

### Department Locator

County > Criminal Justice > **Coroner’s Office**

### Mission Statement

The mission of the Coroner’s Office is 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 and to provide high quality service in a courteous manner balancing the needs of the residents with the Coroner’s legal requirement.

### Overview

The Coroner’s Office is mandated by California Government Code B27491 to investigate the circumstances of sudden, violent, unexplained, or unnatural deaths within San Mateo County and determine the manner of death. The Office receives and investigates approximately 2,420 death reports annually. Approximately 26 percent of those reports require further inquiry. The Coroner’s Office performs these investigations independently and thoroughly while ensuring that other allied agencies are able to complete their own investigation. With the cooperation of law enforcement agencies, medical personnel, funeral homes, and families, the Deputy Coroner positively identifies the decedent, secures the decedent’s property, and locates and notifies next of kin. The Deputy Coroners provide families with information regarding funeral arrangements, obtaining death certificates, and recovering personal property. The Coroner’s Office contracts forensic pathology, medical transcription, indigent cremation, body removal, toxicology, and histology services.

During the 2nd quarter of 2023, the Pathology Division of the Coroner’s Office moved to the new San Mateo Medical

Center Administration located on the San Mateo Medical Center campus in San Mateo. The new facility brings the Pathology Division up to date with a new state-of-the-art full-body x-ray imaging machine, three autopsy stations, an isolation suite, higher capacity coolers, and a new observation room.

The Coroner’s Office anticipates the following challenges and trends in FY 2023-25:

- Increased costs for supplies and services due to inflation
- Increasing caseloads due to an aging population, overdoses, and suicides
- Recruitment challenges of qualified Deputy Coroners and Forensic Autopsy Technician
- Retention challenges of qualified Forensic Autopsy Technicians due to high cost of living and comparatively low pay to immediate surrounding jurisdictions
- Forensic Pathologist national shortage and difficulty hiring due to Bay Area’s high cost of living
- Increased indigent cremations and fee reduction due to inflation and high cost of living

To resolve some of these anticipated challenges in FY 2023-25, the Coroner’s Office has taken on the following initiatives:

- Increased the fee schedule of payments to contracted pathologists for the type of services performed
- Requested Human Resources to conduct a salary survey for Forensic Autopsy Technicians in the neighboring counties
- Obtain appropriate field devices for scientific identifications in the field (fingerprint identifications)

Without the above initiatives that help to address key challenges and trends, the Coroner’s Office may continue to see a direct impact on performance including: slower case closure rates that potentially fall short of the accreditation standard (90 percent of cases closed within 90 days); delayed registration of death certificates despite California Department of Vital Statistics requesting the registration to occur by the 8th day following the date of death; and decrease in satisfaction of services performed.

**Department Innovations**

The Coroner’s Office will continue to develop the following innovations for the customers we serve and for our employees:

- Field identification via fingerprint resulting in more timely next of kin notifications
- Digitization of case files
- 24/7 Deputy Coroners staffing in-office resulting in more timely scene response 24 hours per day
- 7 day/week morgue operations resulting in more timely autopsy completing and decedent release
- Reducing coroner fees which would result in reduced impact to residents dealing with an already high cost of living
- Emotional support to our staff by offering on-site massages and canine visits
- DocuSign forms signed by families to allow for quicker release of decedent and property

**Performance Measures**

**Performance Narrative**

The Coroner’s Office is accredited by the International Association of Coroners & Medical Examiners (IAC&ME) who requires 90 percent of accepted cases to be closed within 90 days of the date of death. This measure is vital for the function of the office under accreditation standards, and also to the families served in San Mateo County who rely on death certificates to handle affairs following the death of a loved one. Following case closure, cases become releasable under the California Public Records Act and reports can be requested by both next of kin and the public. Data can be aggregated for Public Record Act requests that are received inquiring about specific manners or types of death (i.e. transient deaths, fentanyl-related deaths, suicide deaths, COVID-19 related deaths, overdose deaths, etc.). Closed cases are referred to other agencies for review and additional investigative purposes (i.e. Child Death Review Team, Domestic Violence Death Review Team, Elder Death Review Team, California State Medical Board, U.S. Consumer Products Safety Board) and to attorneys for criminal or civil litigation. This closure timeline also helps to facilitate data analysis used in the Annual Report published on the Coroner’s website. Because the Coroner’s Office serves the entire County, it is important to verify that there is no significant geographic variation in this closure rate by zip code since families or next of kin often are looking to collect insurance payouts and other death benefits. It is possible that by applying a lens such as median household income, there would be a higher distribution of cases in zip codes with a lower median income than those zip codes with a higher income. This lens does not change how the office meets the standard of ninety-day case closure, but it does show distribution of case closure rate by zip code.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Cases Closed within 90 Days	75%	85%	57%	85%	90%

**Performance Measures**

**Performance Measure**

The Coroner’s Office cost per investigation has significantly increased due to contracted rate increases for services such as transportation, indigent cremation, toxicology, and forensic pathology as well as inflation of goods.

It is valuable to show this cost in relationship to geographic distribution of Coroner cases in the County by zip code of residence of residence since deaths requiring Coroner involvement likely occur at a higher disproportionate rate in communities with lower median household income and in areas with a higher percentage of minority households. The Coroner’s Office is a General Fund department and only a small percentage of the cost per investigation is supported by fees to the next of kin of the decedent.

Despite the increase in cost per investigation, there has been no direct impact to the next of kin of the decedent; the Coroner Fees have not changed since 2006 based on the approval of fees by the Board of Supervisors.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average Cost per Investigation	\$ 2,666.69	\$ 2,711.67	\$ 3,336.85	\$ 3,470.32	\$ 3,609.13

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Licenses, Permits and Franchises	13,644	13,860	13,500	13,500	—	13,500	—
Intergovernmental Revenues	672,767	772,767	772,767	772,767	—	772,767	—
Charges for Services	362,593	368,701	300,250	300,250	—	300,250	—
Miscellaneous Revenue	1,558	11,683	4,500	4,500	—	4,500	—
<b>Total Revenue</b>	<b>1,050,562</b>	<b>1,167,011</b>	<b>1,091,017</b>	<b>1,091,017</b>	<b>—</b>	<b>1,091,017</b>	<b>—</b>
Fund Balance	153,835	70,214	315,231	355,933	40,702	315,231	(40,702)
<b>Total Sources</b>	<b>1,204,397</b>	<b>1,237,225</b>	<b>1,406,248</b>	<b>1,446,950</b>	<b>40,702</b>	<b>1,406,248</b>	<b>(40,702)</b>
<b>Requirements</b>							
Salaries and Benefits	2,353,498	2,703,149	3,103,712	3,036,395	(67,317)	3,081,539	45,144
Services and Supplies	1,173,849	1,109,596	1,440,137	1,511,482	71,345	1,465,391	(46,091)
Other Charges	482,886	456,922	489,634	1,080,577	590,943	1,099,456	18,879
Fixed Assets	—	24,517	—	—	—	—	—
Other Financing Uses	19,274	19,065	19,484	75,871	56,387	77,103	1,232
<b>Gross Appropriations</b>	<b>4,029,508</b>	<b>4,313,250</b>	<b>5,052,967</b>	<b>5,704,325</b>	<b>651,358</b>	<b>5,723,489</b>	<b>19,164</b>
Intrafund Transfers	—	(6,089)	(88,000)	(88,000)	—	(88,000)	—
<b>Net Appropriations</b>	<b>4,029,508</b>	<b>4,307,161</b>	<b>4,964,967</b>	<b>5,616,325</b>	<b>651,358</b>	<b>5,635,489</b>	<b>19,164</b>
Contingencies/Dept Reserves	63,518	63,518	315,231	315,231	—	315,231	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>4,093,026</b>	<b>4,370,679</b>	<b>5,280,198</b>	<b>5,931,556</b>	<b>651,358</b>	<b>5,950,720</b>	<b>19,164</b>
<b>Net County Cost</b>	<b>2,888,629</b>	<b>3,133,454</b>	<b>3,873,950</b>	<b>4,484,606</b>	<b>610,656</b>	<b>4,544,472</b>	<b>59,866</b>
Salary Resolution	15.0	15.0	15.0	15.0	—	15.0	—
Funded FTE	15.0	15.0	15.0	15.0	—	15.0	—

## **FY 2023-24 Budget Overview**

### **TOTAL SOURCES**

There is a net increase of \$40,702 in this funding source category.

#### Licenses, Permits, and Franchises

There is no change in this funding source category.

#### Intergovernmental Revenue

There is no change in this funding source category.

#### Miscellaneous Revenue

There is no change in this funding source category.

#### Fund Balance

There is a net increase of \$40,702 in this funding source due to unfilled positions in FY 2022-2023.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$651,358 from the FY 2022-23 Revised Budget to the FY 2023-24 Recommended budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$67,317 in this expenditure category due to the decrease in cost of County Retirement Contributions county-wide. This decrease was partially offset by the negotiated salary increases and benefit changes, increase in overtime hours used by Investigations, and increase in Extra Help in the Pathology Division.

#### Services and Supplies

There is a net increase of \$71,345 in this expenditure category due to anticipating an increased case load and increase in full and specialized examination types associated with increasingly complex investigations as well as increases in costs for doing business due to inflation.

#### Other Charges

There is a net increase of \$590,943 in this expenditure category due to the increase in County facility rental charges particularly for the new Pathology department, radio service charges, technical support charges, automobile and general liability, and countywide security charges.

#### Fixed Assets

There is no change in this expenditure category.

#### Other Financing Uses

There is a net increase of \$56,387 in this expenditure category due to an increase in rent for the new Pathology department.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is no change in this expenditure category.

#### Contingencies/Departmental Reserves

There is no change in this expenditure category.

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**NET COUNTY COST**

There is an increase of \$610,656 in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

There is a net decrease of \$40,702 in this funding source category.

Licenses, Permits, and Franchises

There is no change in this funding source category.

Intergovernmental Revenue

There is no change in this funding source category.

Miscellaneous Revenue

There is no change in this funding source category.

Fund Balance

There is a net decrease of \$40,702 in this funding source due to one-time payment of extended warranty on the new forensic imaging equipment paid in FY2023-24. The extended warranty is good for four years.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$19,164 from the FY 2023-24 Recommended budget to the FY 2024-25 Preliminary Recommended budget due to the following changes:

Salaries and Benefits

There is a net increase of \$45,144 in this expenditure category due to negotiated salary increases and benefits changes.

Services and Supplies

There is a net decrease of \$46,091 in this expenditure category due to charges in FY 2023-24 no longer being required in FY 2024-25.

Other Charges

There is a net increase of \$18,879 in this expenditure category due to increases in facility rents, ISD charges, motor vehicle charges, and other departmental charges.

Fixed Assets

There is no change in this expenditure category.

Other Financing Uses

There is a net increase of \$1,232 in this expenditure category due to anticipated increase in rent.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is no change in this expenditure category.

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**NET COUNTY COST**

There is an increase of \$59,866 in this Department's General Fund allocation.



## Coroner's Office (3300P)

### Performance Measures

#### Performance Measure

It is imperative for the Office of the Coroner's staff to recognize and understand diversity of our population here in San Mateo County as well as understand the potential for unconscious bias present in the application of work that staff performs. This is especially important for the staff working directly with the public, and who are wearing a badge. The Coroner's Office is a law enforcement agency and recognizing unconscious bias has been a significant focus in the field. Staff are assigned to complete trainings through San Mateo County, the Learning Management System, California Peace Officers Standards and Training, or other sources. Additionally, Coroner staff understand the diversity of the populations that are served, and which population is served most often.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of staff who complete a diversity or unconscious-bias training	56%	63%	88%	94%	100%

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,204,397	1,237,225	1,406,248	1,446,950	40,702	1,406,248	(40,702)
Total Requirements	4,093,026	4,370,679	5,280,198	5,931,556	651,358	5,950,720	19,164
Net County Cost	2,888,629	3,133,454	3,873,950	4,484,606	610,656	4,544,472	59,866
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 2023-24 and FY 2024-25, 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. Adjustments are also made to correct the use of Intrafund Transfers and Interfund Revenue based on accounting changes. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total is \$610,656. Net funding adjustments in FY2024-25 total is \$59,866.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(315,231)	(355,933)
<b>Requirements</b>		
Gross Appropriations	651,358	19,164
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	966,589	375,097
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	355,933	315,231
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(355,933)	(315,231)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	40,702	(40,702)
<b>Requirements</b>		
Gross Appropriations	651,358	19,164
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	610,656	59,866
Positions	—	—

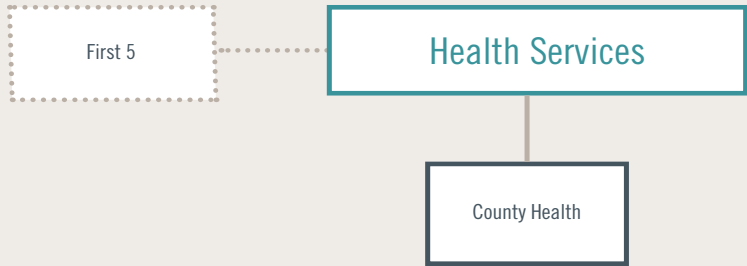


# Health Services



**COUNTY OF  
SAN MATEO**





Legend:  
..... = Information only non-General Fund Department

**Health Services**  
**FY 2023-24 and FY 2024-25**  
**All Funds Summary**

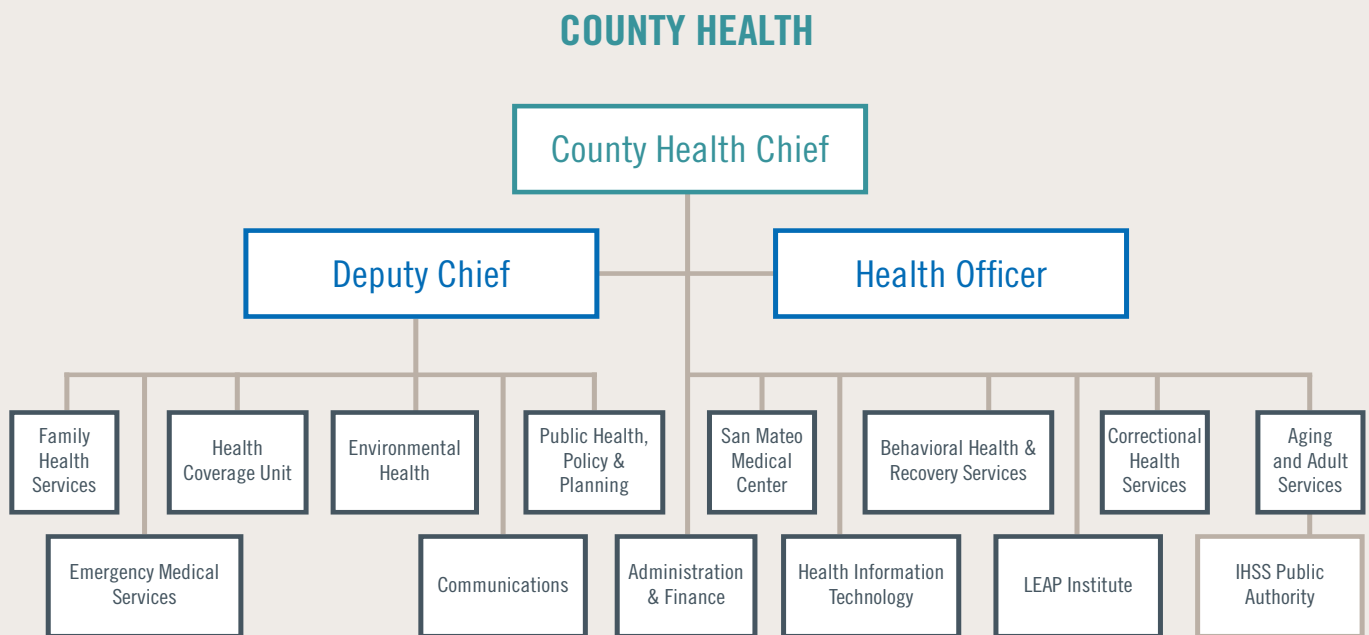
Total Requirements	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>General Fund Budgets</b>							
Health Administration	5,409,603	6,234,465	6,443,890	4,998,500	(1,445,390)	5,110,623	112,123
Health Coverage Unit	6,762,436	8,944,406	11,459,700	6,098,490	(5,361,210)	6,104,535	6,045
Public Health, Policy and Planning	47,394,947	57,401,216	57,365,657	57,534,963	169,306	53,755,683	(3,779,280)
Health IT	8,213,743	6,077,366	5,972,682	10,880,319	4,907,637	8,598,755	(2,281,564)
Emergency Medical Services GF	10,980,846	10,347,996	11,383,922	11,673,231	289,309	11,970,210	296,979
Aging and Adult Services	33,426,887	34,173,537	46,499,374	46,935,022	435,648	47,449,114	514,092
Contributions to Medical Center	63,734,401	58,140,511	65,197,042	63,665,511	(1,531,531)	63,665,511	—
Environmental Health Services	18,466,390	19,865,660	23,331,412	22,238,584	(1,092,828)	22,260,828	22,244
Behavioral Health and Recovery Services	213,741,732	227,315,133	270,701,310	306,380,494	35,679,184	299,197,581	(7,182,913)
Family Health Services	32,559,214	36,277,475	43,375,341	42,686,832	(688,509)	43,188,382	501,550
Correctional Health Services	27,078,109	29,333,078	29,150,367	32,096,678	2,946,311	32,899,844	803,166



**Health Services**  
**FY 2023-24 and FY 2024-25**  
**All Funds Summary**

Total Requirements	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
IHSS Public Authority GF	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
<b>Total General Fund</b>	<b>471,470,614</b>	<b>497,813,148</b>	<b>574,583,003</b>	<b>608,890,930</b>	<b>34,307,927</b>	<b>597,903,372</b>	<b>(10,987,558)</b>
Total Requirements	471,470,614	497,813,148	574,583,003	608,890,930	34,307,927	597,903,372	(10,987,558)
Total Sources	285,023,464	314,021,457	371,129,824	410,421,472	39,291,648	395,652,746	(14,768,726)
Net County Cost	186,447,150	183,791,691	203,453,179	198,469,458	(4,983,721)	202,250,626	3,781,168
<b>Non-General Fund Budgets</b>							
Health Administration	—	—	—	—	—	—	—
Emergency Medical Services Fund	4,172,070	4,641,562	3,530,738	3,006,702	(524,036)	3,006,702	—
IHSS Public Authority	29,153,877	33,507,768	35,454,896	36,573,706	1,118,810	37,561,016	987,310
San Mateo Medical Center	414,332,028	444,747,589	435,499,643	474,852,108	39,352,465	481,965,185	7,113,077
Electronic Health Record	—	—	—	77,668,612	77,668,612	45,101,549	(32,567,063)
<b>Total Non-General Funds</b>	<b>447,657,975</b>	<b>482,896,920</b>	<b>474,485,277</b>	<b>592,101,128</b>	<b>117,615,851</b>	<b>567,634,452</b>	<b>(24,466,676)</b>
Total Requirements	463,175,282	499,991,731	493,541,844	607,383,235	113,841,391	580,098,226	(27,285,009)
Total Sources	463,175,282	499,991,731	493,541,844	607,383,235	113,841,391	580,098,226	(27,285,009)
Net County Cost	—	—	—	—	—	—	—
<b>Authorized Positions</b>							
Salary Resolution	2,209.0	2,225.0	2,253.0	2,327.0	74.0	2,329.0	2.0
Funded FTE	2,130.3	2,150.4	2,166.3	2,244.4	78.2	2,246.4	2.0
<b>Information Only</b>							
First 5 San Mateo County (Information Only)	15,517,307	17,094,811	19,056,567	15,282,107	(3,774,460)	12,463,774	(2,818,333)

# County Health (5000D)





## County Health

*“Applying lessons learned from clients, patients, partners, staff and the pandemic to reduce inequitable disparities and help residents live longer and better lives.”*

COUNTY OF SAN MATEO 



### Department Locator

County > Health Services > **County Health**

### 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 prevents illness from occurring and provides services to vulnerable populations to help them be well. 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 others 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 sustainable food systems. Health monitors the health of the community and responds when contagious diseases appear. Finally, Health partners with many entities to achieve more equitable health outcomes for residents.

In addition to organizing and overseeing the emergency medical care response system for all residents, Health also provides a safety net for the most vulnerable residents by providing mental health, medical, dental, and substance use treatment to children, youth, and adults, including youth 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.

The COVID-19 global pandemic highlighted health inequities and reinforces our continued prioritization of an equity lens in all of our responsibilities. County Health will focus on three overarching objectives in the next budget cycle: cultivating safe and enriching relationships; increasing understanding of how to address racial equity barriers; and increasing equitable outcomes.

### Priorities for FY 2023-25 include:

- Making progress on County Health’s objectives with continued implementation of the Department’s Racial Equity Action Plan.
- Implementation of a new Electronic Health Record, EPIC. Starting in the Medical Center, this new system will replace many systems within Health, impacting 1,000 users and more than 70,000 patients.
- Coordinating the response to changing federal and state health care policy, including CalAIM (California Advancing and Innovating Medi-Cal), which will expand coverage for many adults while others will lose coverage due to the end of the Public Health Emergency. CalAIM will also change how many of our services are reimbursed.
- Implementing the CARE (Community Assistance, Recovery and Empowerment) Court with the Courts and other partners, which will divert mentally ill people with specific diagnoses from jail into services, housing, and other supports. San Mateo County is required to implement in 2024 and would need to start hiring in January 2024. The State is also implementing a change in sentencing laws regarding those found incompetent to stand trial, which could have financial penalties for the County.
- Responding to the unhoused in partnership with others and the new Navigation Center. Partnering with other

departments on master planning for multi-year capital projects that will benefit Health clients.

- Strengthening County Health's culture to sustain high staff engagement and keep County Health a great place to work.

### **Department Innovations**

A number of Health divisions have improved the way they interact with customers and clients by implementing greater e-gov functions and other technology to enable on-line referrals, interactions, and transactions. Aging and Adult Services has automated the IHSS and Adult Protective Services referral processes, which can now occur online anytime rather than requiring a phone call.

EMS (Emergency Medical Services) has implemented technology to enable EMT (Emergency Medical Technician) and Paramedic applicants to apply for certification and accreditation entirely online, including payment of fees, reducing barriers and time to entry of new candidates seeking to enter the local prehospital workforce. EMS has implemented and continues to enhance and update our iOS and Android apps which serve as a field reference guide for prehospital caregivers. This tool also streamlines the pathway to obtain assistance from the EMS Agency, as well as submit recommendations, commendations, or concerns.

Additional improvements are planned during this budget cycle that will improve patient and staff experience. The new electronic health record will include a patient portal that enables patients to interact with their own health information such as getting lab results and communicating with their provider on-line. Environmental Health Services will be completing its transition to a new records management system that expands its online interface to improve the user experience for both businesses and residents. Businesses will have account access 24/7 to submit applications and documents and pay invoices and there will be an improved interface for the public to schedule appointments, file complaints and easily view restaurant inspections online.

BHRS has implemented HOPE (Helping Our Peers Emerge), which assigns a peer with lived experience to a client as they are ready to discharge from higher to lower levels of care. This support helps prevent rapid decompensation and readmission and links the client to other peer services, socialization, and community resources for long term re-engagement in community life.

During the FY 2023-25 budget, Health working with the Project Development Unit and other partners will have completed several major capital projects that will transform our patients and our staff experience. The two new buildings on the San Mateo Medical Center campus are planned to be completed by summer 2025. After demolishing the existing Health Services Building, the campus will be re-landscaped, offering a much-improved experience for patients, staff, and neighbors. Among the many improvements on the campus will be an upgraded Public Health Laboratory from a Level 2 to a Level 3 with improved space and equipment to address a variety of public health surveillance and testing needs. The replacements for the locked Cordilleras facility in the unincorporated area on Edmonds Road above Redwood City will be completed by fall of 2024. Prior to completion, more than 120 patients will be moved into four new 16-bed residential facilities and the co-housing in January of 2024 and the old building will be demolished. A newly landscaped park space between the buildings will offer the patients, residents, staff, and visitors a transformed space for health and healing on the aptly renamed Cordilleras Health and Healing Campus.

### **Department Equity**

The Department's Racial Equity Action Plan that we are carrying forward for FY 2023-25 outlines work to further: 1) a shared foundation of understanding about how race, equity and health intersect; 2) a shared culture of safety to normalize conversations about racial equity, learn from each other, name, and work on problems to get better at our goals of an equitable workplace that promotes inclusion and belonging; 3) improved systems to address equitable representation, reach and results; 4) strengthened learning from and engagement with residents in the most vulnerable communities through the ways we work with clients/patients and community-based organization partners; and 5) communication to make our commitment to racial equity more visible and explicit to our workforce and partners.

Work completed during FY 2022-23 to strengthen our internal capacity includes increasing offerings of foundational training; piloting cultural consultation to address racial equity concerns arising in the workplace; conducting focus groups to learn from staff who have experienced racism while working in the community with clients/patients; launching a supervisor/manager learning series; developing a Diversity, Equity, Inclusion and Belonging (DEIB) recruitment check-list and question bank and introducing teams to an equity tool to use in

financial and program planning. BHRS furthered its progress in delivering implicit bias training to all staff.

Results and learnings in advancing our reach and furthering more equitable outcomes are highlighted in our performance measures, such as:

- increasing COVID-19 vaccination reach among clients/patients;

- increasing the percentage of incarcerated individuals diagnosed with a substance use disorder who are engaged in Medication Assisted Treatment; and
- sustaining high performance and reducing gaps by race/ethnicity in breastfeeding at six months, undetectable viral load for clients with HIV, hypertension control among patients assigned to us for primary care and the percentage of Medi-Cal eligible clients served with mental health and substance use treatment services.

## Performance Measures

### Performance Narrative

In assessing how our communities are living “longer and better lives,” this data describes how long a newborn can expect to live if current death rates are unchanged. There are underlying structural factors of income inequality, racism, and other social determinants of health that result in persistent life expectancy differences by race/ethnicity.

February 18, 2021, a report published by the Centers for Disease Control (CDC) found that life expectancy in the United States dropped an entire year based on the first half of 2020 when the onset of COVID-19 began. The study showed that life expectancy decreased three times for Black Americans and almost two times for Hispanic Americans than other racial/ethnic groups, which widened existing gaps. A subsequent CDC report in December 2022 revealed that life expectancy in the U.S. decreased in 2021, decreasing from 77.0 years in 2020 to 76.4 years in 2021.

This data highlights the relatively strong support and access many of our San Mateo County communities have for health. Our countywide life expectancy exceeds national and state figures. We continue to analyze any structural barriers to enhance access to health for our communities.

During 2020 and 2021, COVID-19 generated a significant mortality rate and may continue to impact life expectancy (LE) in 2023-2025. We anticipate that gains made to close LE gaps by race/ethnicity will be affected. Because the gaps in life expectancy by race/ethnicity have persisted, they prompt us to focus on strategies and investments that can sustain current assets and close gaps.

### Performance Measure

	CY 2020 Actual	CY 2021 Actual	CY 2022 Estimate	CY 2023 Target	CY 2024 Target
*Life Expectancy (age)	86	85	85	84	85

\*Life expectancy data is by calendar year.

### Performance Measure's Equity Lens/Disaggregated Data for CY 2022 Estimate

Category	Asian	Black	Hispanic	White
*Life Expectancy by Race/ Ethnicity (age)	86.1	79.3*	86.6	85.2

\*Five year average due to small numbers

## Performance Measures

### Performance Narrative

County Health has three breakthrough objectives: Cultivate safe and enriching relationships, increase understanding of addressing racial equity barriers, and increase equitable outcomes.

To meet these objectives, the Department developed a Racial Equity Action Plan that we are carrying forward for FY 2023-25 that outlines work to further: 1) a shared foundation of understanding about how race, equity, and health intersect; 2) a shared culture of safety to normalize conversations about racial equity, learn from each other, name, and work on problems to get better at our goals of an equitable workplace that promotes inclusion and belonging; 3) improved systems to address equitable representation, reach and results; 4) strengthened learning from and engagement with residents in the most vulnerable communities through the ways we work with clients/patients and community-based organization partners; and 5) communication to make our commitment to racial equity more visible and explicit to our workforce and partners. The plan includes activities within these five areas and processes milestones and outcome measures for these activities. Our performance measure captures the progress on the process milestones targeted for the respective fiscal years.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
*Percent of Health Racial Equity Action Plan milestones targeted for the reporting period met	--	--	--	100%	100%

\*Prior data is unavailable as this is a new measure

## Performance Measures

### Performance Narrative

County Health will track key Electronic Health Record (EHR) implementation milestones during each reporting period. Implementing the new integrated EHR system will allow County Health to provide modernized coordination of care and services and ensure that patient health information is accurate and easily accessible. Such a system will also improve patient access, medical accuracy, cost spending, and operational efficiency, leading to greater patient satisfaction and financial accountability for County Health.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
*Percent of key milestones achieved for the Electronic Health Record implementation during the reporting period	--	--	--	100%	100%

\*Prior data is unavailable as this is a new measure.

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	12,370,240	12,468,142	13,948,922	14,810,173	861,251	14,805,245	(4,928)
Licenses, Permits and Franchises	2,127,957	1,915,799	2,790,162	2,309,024	(481,138)	2,356,001	46,977
Fines, Forfeitures and Penalties	1,251,357	1,489,132	1,837,445	1,851,916	14,471	1,851,916	—
Use of Money and Property	634,528	1,265,961	920,865	478,813	(442,052)	478,813	—
Intergovernmental Revenues	332,857,905	408,438,222	380,506,156	434,330,287	53,824,131	414,120,180	(20,210,107)
Charges for Services	259,101,271	257,381,145	314,990,022	341,146,104	26,156,082	356,910,271	15,764,167
Interfund Revenue	15,299,054	14,765,208	16,716,127	80,345,091	63,628,964	53,961,172	(26,383,919)
Miscellaneous Revenue	22,058,118	24,294,417	30,815,070	27,950,677	(2,864,393)	28,007,749	57,072
Other Financing Sources	69,166,561	58,054,929	65,153,152	63,621,621	(1,531,531)	63,621,621	—
<b>Total Revenue</b>	<b>714,866,991</b>	<b>780,072,953</b>	<b>827,677,921</b>	<b>966,843,706</b>	<b>139,165,785</b>	<b>936,112,968</b>	<b>(30,730,738)</b>
Fund Balance	17,814,448	16,845,423	17,937,180	35,678,894	17,741,714	27,174,230	(8,504,664)
<b>Total Sources</b>	<b>732,681,439</b>	<b>796,918,376</b>	<b>845,615,101</b>	<b>1,002,522,600</b>	<b>156,907,499</b>	<b>963,287,198</b>	<b>(39,235,402)</b>
<b>Requirements</b>							
Salaries and Benefits	423,184,905	434,674,894	495,266,197	522,626,924	27,360,727	520,778,011	(1,848,913)
Services and Supplies	266,090,301	315,521,335	310,533,721	394,389,542	83,855,821	368,906,567	(25,482,975)
Other Charges	126,538,853	130,364,458	164,183,247	179,861,565	15,678,318	185,136,547	5,274,982
Reclassification of Expenses	—	—	57,724	(744,363)	(802,087)	(743,363)	1,000
Fixed Assets	263,578	838,242	4,979,678	5,108,018	128,340	5,108,018	—
Other Financing Uses	87,873,917	80,882,138	80,434,892	91,666,208	11,231,316	79,127,286	(12,538,922)
<b>Gross Appropriations</b>	<b>903,951,554</b>	<b>962,281,067</b>	<b>1,055,455,459</b>	<b>1,192,907,894</b>	<b>137,452,435</b>	<b>1,158,313,066</b>	<b>(34,594,828)</b>
Intrafund Transfers	(19,316,915)	(17,941,250)	(20,740,987)	(18,747,548)	1,993,439	(19,606,954)	(859,406)
<b>Net Appropriations</b>	<b>884,634,639</b>	<b>944,339,818</b>	<b>1,034,714,472</b>	<b>1,174,160,346</b>	<b>139,445,874</b>	<b>1,138,706,112</b>	<b>(35,454,234)</b>
Contingencies/Dept Reserves	10,881,345	13,046,501	10,687,168	10,644,339	(42,829)	10,644,339	—
Non-General Fund Reserves	23,612,605	23,323,749	3,666,640	16,187,373	12,520,733	16,187,373	—
<b>Total Requirements</b>	<b>919,128,589</b>	<b>980,710,067</b>	<b>1,049,068,280</b>	<b>1,200,992,058</b>	<b>151,923,778</b>	<b>1,165,537,824</b>	<b>(35,454,234)</b>
<b>Net County Cost</b>	<b>186,447,150</b>	<b>183,791,691</b>	<b>203,453,179</b>	<b>198,469,458</b>	<b>(4,983,721)</b>	<b>202,250,626</b>	<b>3,781,168</b>
Salary Resolution	2,209.0	2,225.0	2,253.0	2,327.0	74.0	2,329.0	2.0
Funded FTE	2,130.3	2,150.4	2,166.3	2,244.4	78.2	2,246.4	2.0



## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$156,907,499 or 19 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$861,251 in this funding source due to increased Measure K funding for expansion of the Community Wellness Crisis Response Teams to additional cities and a cost-of-living adjustment for some programs.

#### Licenses, Permits, and Franchises

There is a net decrease of \$481,138 in this funding source due to mostly to the adjustment of fees in Environmental Health due to the new fee ordinance and an adjustment to the inventory of facilities paying fees.

#### Fines, Fees, and Forfeitures

There is a net increase of \$14,471 in this funding source due to a reinstatement of late fees in Environmental Health which was offset by a reduction in the Emergency Medical Services fund based on anticipated reduction of court fines.

#### Use of Money and Property

There is a net decrease of \$442,052 in this funding source due to reduced settlement funds in the Medical Center resulting in less interest on cash received.

### Intergovernmental Revenues

There is a net increase of \$53,824,131 in this funding source due to increased Mental Health Services Act (\$26.6M) and Realignment (\$11.2M) revenue in Behavioral Health and Recovery Services, net increases in the Enhanced Payment Program and Global Payment Programs in the Medical Center (\$8.9M), the use of American Rescue Plan Act (ARPA) fee credits in Environmental Health (\$2M) and an increase in Health Realignment growth to Correctional Health. These increases were offset by reductions in other divisions.

#### Charges for Services

There is a net increase of \$26,156,082 in this funding source due to an increase of anticipated Federally Qualified Health Center payment increases in the Medical Center as well as increased Medi-Cal revenue as a result of the coverage expansion, and an increase in the pass-through revenue to the operation of Burlingame Long Term Care. The Medical Center represents \$32.4M of this increase which was offset by the reduction of revenue from the Health Plan of San Mateo due to the transfer of the mild to moderate program in Behavioral Health and Recovery Services, adjustment fees in Environmental Health as a result of the ARPA credit and minor adjustments in other divisions.

#### Interfund Revenue

There is a net increase of \$63,628,964 in this funding source due to the creation of the Electronic Health Record budget unit, this revenue is from the Electronic Health Record trust fund.

#### Miscellaneous Revenue

There is a net decrease of \$2,864,393 in this funding source due to mostly to the elimination of one-time revenues from the Children's Health Initiative Trust Fund for contributions to the Mission Asset Fund and return of the prior contributions to the original funders. This reduction was offset by other minor adjustments in various divisions.

#### Other Funding Sources

There is a net decrease of \$1,531,531 in this funding source as a result of the reduction of one-time funding to the Medical Center for prior year insurance increase costs.

Fund Balance

There is a net increase of \$17,604,714 in this funding source due to mostly to the projected savings for the Electronic Health Record which are moved into FY 2023-24, which was offset by minor adjustments in other divisions.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$151,923,778 or 14 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$27,360,727 in this expenditure category due nineteen extra help conversions and ten new positions in Behavioral Health and Recovery Services, fourteen extra help conversions in Correctional Health, four new positions in Aging and Adult Services, four new positions in Environmental Health and one new position in Public Health. These increased costs were offset by a reduction in the extra help budgets as the positions moved into permanent status and a reduction in county retirement expenses.

Services and Supplies

There is a net increase of \$83,855,821 in this expenditure category due to the creation of the Electronic Health Record budget unit, increase in the pass-through expenses to Bruis for Burlingame Long Term Care, and increased facility and contract costs in Behavioral Health and Recovery Services. These increases were offset by other adjustments in various divisions.

Other Charges

There is a net increase of \$15,678,318 in this expenditure category due to additional costs associated with Cordilleras and other housing projects which was offset by a reduction in County Service charges.

Fixed Assets

There is a net increase of \$128,340 due to the addition of one-time purchases/removal of one-time purchases from FY 2022-23.

Other Financing Uses

There is a net increase of \$11,231,316 in this expenditure category due to the inclusion of debt service for Cordilleras and additional capital projects in Behavioral Health and Recovery Service clinics.

Intrafund Transfers

Intrafund Transfers are contract expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$1,993,439 in this expenditure category due to removal funding of one-time information technology projects which was offset by minor adjustments in other divisions.

Contingencies/Departmental Reserves

There is net increase of \$12,477,904 in this expenditure category due to the development of reserves for the Electronic Health Record (EHR) project which was offset by other minor adjustments throughout Health. The balance in General Fund Reserves represents 2 percent of Net Appropriations, which meets the County Two Percent Reserves policy. As stated above, the major changes to Non-General Fund Reserves is the development of reserves for the EHR implementation project.

**NET COUNTY COST**

There is a decrease of \$4,983,721 or 2 percent in this Department's General Fund allocation as a result of reduced salary and benefit costs and service charges, as well as the return of \$1,000,000 to the general fund.

## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$39,235,402 or 4 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$4,928 in this funding source due to the removal of one-time carryover Measure K funds.

#### Licenses, Permits, and Franchises

There is an increase of \$46,977 in this funding source due to the removal of the American Rescue Plan Act funds and fee adjustment in Environmental Health.

#### Fines, Fees, and Forfeitures

There is no change in this funding source.

#### Use of Money and Property

There is no change in this funding source.

#### Intergovernmental Revenues

There is a net decrease of \$20,210,107 in this funding source due to the removal of revenue for one-time projects, removal of the ARPA fee credits, completion of the Epidemiology and Laboratory Capital grant, which was offset by minor adjustments throughout Health.

#### Charges for Services

There is a net increase of \$15,764,167 in this funding source due to additional Medi-Cal revenue due to the expansion of eligibility, and adjustment to fees in Environmental Health and increased revenue for the annualization of the Cordilleras Debt Service as well as other minor adjustments within Health.

#### Interfund Revenue

There is a net decrease of \$26,383,919 in this funding source due the removal of the majority implementation costs for the EHR.

#### Miscellaneous Revenue

There is a net increase of \$57,072 due to minor adjustments throughout Health.

#### Other Financing Sources

There is no change in this funding source.

#### Fund Balance

There is a net decrease of \$8,504,664 in this funding source due mostly to the elimination of the majority of the implementation funds from the EHR used in FY 2023-24.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$35,454,234 or 3 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$1,848,913 in this expenditure category due to reduced expenses for the EHR implementation which were offset by the additional of two extra help conversations in Correctional Health.

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Services and Supplies

There is a net decrease of \$25,482,975 in this expenditure category due mostly to the removal of the majority of the implementation budget for the EHR which was offset by minor adjustments throughout the divisions.

Other Charges

There is a net increase of \$5,274,982 in this expenditure category due to the annualization of the Cordilleras Debt Service and an increase in anticipated cost in In-Home Supportive Services.

Fixed Assets

There is no change in this expense category.

Other Financing Uses

There is a net decrease of \$12,538,922 in this expenditure category due to the removal of \$11M in Behavioral Health, and Recovery Services one-time housing project funding, and one-time funding for the Methadone Clinic.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$859,406 in this expenditure category due to an anticipated increase in costs for information technology projects within Health as well as other minor adjustments through the divisions.

Contingencies/Departmental Reserves

There are no changes in Reserves.

**NET COUNTY COST**

There is a decrease of \$3,781,168 or 2 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 improvements 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. Efforts focused on areas of high strategic priority for better meeting client needs and for developing the leadership practices that can sustain ongoing excellence.

We have developed three breakthrough objectives to direct our future work: cultivate safe and enriching relationships, increase understanding of how to address barriers to racial equity, and increase equitable outcomes.

Priorities for FY 2023-25 include: continue making progress on County Health’s breakthrough objectives through implementation of the Department’s Racial Equity Action Plan; adjusting the department’s role and response to COVID-19 as we move toward an endemic phase; coordinating the department-wide response to changing federal and state health care reform policy, more specifically CalAIM (California Advancing and Innovating Medi-Cal), which hopes to expand coverage and change the reimbursement process for many of our services; leading a implementation of the new Electronic Health Record; partnering with other departments on master planning for multi-year capital projects and housing initiatives that will benefit Health clients; strengthening external and internal communications to sustain high staff engagement; and keeping County Health a great place to work.

### Performance Measures

#### Performance Narrative

Foundational training aims to increase the understanding across the workforce on how race, equity, and health intersect. More than 1,000 staff have completed a Department-designed 4-hour training. The Department will continue to adapt the training modalities and options that can be accepted to address the highest-priority learning goals.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
*Number and percentage of staff who have participated in the Health, Race and Equity 101 training or equivalent	--	928 staff	1004 staff	1350 staff/ 60%	1900 staff/ 85%

\*Measure was updated to include percentage of staff for FY 2023-25.

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	1,004,799	1,499,528	1,699,699	784,605	(915,094)	891,344	106,739
Charges for Services	1,902,076	2,202,531	2,246,828	1,712,252	(534,576)	1,717,636	5,384
Interfund Revenue	2,083,292	2,083,235	2,082,023	2,082,023	—	2,082,023	—
Miscellaneous Revenue	12,998	32,453	—	—	—	—	—
<b>Total Revenue</b>	<b>5,003,166</b>	<b>5,817,748</b>	<b>6,028,550</b>	<b>4,578,880</b>	<b>(1,449,670)</b>	<b>4,691,003</b>	<b>112,123</b>
Fund Balance	406,437	416,717	415,340	419,620	4,280	419,620	—
<b>Total Sources</b>	<b>5,409,603</b>	<b>6,234,465</b>	<b>6,443,890</b>	<b>4,998,500</b>	<b>(1,445,390)</b>	<b>5,110,623</b>	<b>112,123</b>
<b>Requirements</b>							
Salaries and Benefits	6,248,965	6,137,524	6,385,271	5,998,287	(386,984)	6,099,661	101,374
Services and Supplies	1,121,753	1,873,038	1,763,653	1,028,892	(734,761)	1,034,182	5,290
Other Charges	348,002	355,857	1,066,084	484,876	(581,208)	490,310	5,434
Fixed Assets	—	—	50,000	50,000	—	50,000	—
Other Financing Uses	5,024	191,207	4,387	1,594	(2,793)	1,619	25
<b>Gross Appropriations</b>	<b>7,723,744</b>	<b>8,557,626</b>	<b>9,269,395</b>	<b>7,563,649</b>	<b>(1,705,746)</b>	<b>7,675,772</b>	<b>112,123</b>
Intrafund Transfers	(2,740,211)	(2,738,501)	(3,242,222)	(2,981,866)	260,356	(2,981,866)	—
<b>Net Appropriations</b>	<b>4,983,533</b>	<b>5,819,125</b>	<b>6,027,173</b>	<b>4,581,783</b>	<b>(1,445,390)</b>	<b>4,693,906</b>	<b>112,123</b>
Contingencies/Dept Reserves	426,070	415,340	416,717	416,717	—	416,717	—
<b>Total Requirements</b>	<b>5,409,603</b>	<b>6,234,465</b>	<b>6,443,890</b>	<b>4,998,500</b>	<b>(1,445,390)</b>	<b>5,110,623</b>	<b>112,123</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	23.8	23.8	23.6	23.6	—	23.6	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,409,603	6,234,465	6,443,890	4,998,500	(1,445,390)	5,110,623	112,123
Total Requirements	5,409,603	6,234,465	6,443,890	4,998,500	(1,445,390)	5,110,623	112,123
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	23.8	23.8	23.6	23.6	—	23.6	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; decreases in internal service charges; and elimination of one-time revenues and expenditures. Costs related to the move from 37th Avenue to the Alameda facility have been removed as well as costs to maintain the facility such as, custodial and security costs, resulting in reduced appropriations. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$419,620. Net funding adjustments in FY 2024-25 total to \$419,620.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,865,010)	(307,497)
<b>Requirements</b>		
Gross Appropriations	(1,705,746)	112,123
Intrafund Transfers	260,356	—
Contingencies/Dept Reserves	—	—
Net County Cost	419,620	419,620
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	419,620	419,620
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(419,620)	(419,620)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(1,445,390)	112,123
<b>Requirements</b>		
Gross Appropriations	(1,705,746)	112,123
Intrafund Transfers	260,356	—
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 residents with lower incomes

### Program Results

The Health Coverage Unit (HCU) offers remote and in-person health coverage enrollment assistance to connect residents with lower incomes to the health coverage for which they are eligible, with a focus on clients of County Health's medical and behavioral health services. HCU administers eligibility for the County's local coverage program, known as the Access and Care for Everyone (ACE), 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 systems and policy improvements. 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.

HCU's accomplishments include supporting the transition of more than 5,000 adults age 50+ in transitioning to

Medi-Cal coverage as eligibility was expanded and assisting 5,700 clients per month with health coverage issues that could not be resolved through self-service pathways. Based on census data, 96 percent of San Mateo County residents have health insurance.

In FY 2021-22, HCU reached approximately 68,000 residents and assisted them in successfully enrolling in health insurance coverage. In FY 2023-24 and 2024-25, with the resumption of annual redetermination processes for Medi-Cal and ACE, HCU is working with the Human Services Agency and the Health Plan of San Mateo to assist clients in maintaining uninterrupted health coverage that can enable access to needed healthcare services. HCU will also be working on the transition of many ACE participants to Medi-Cal coverage under the expansion for those aged 26-49 with qualifying incomes, regardless of documentation status by January 2024. HCU will continue to prioritize activities that assist the most vulnerable clients in getting or maintaining coverage; this includes tailored pathways for clients enrolled in the In-Home Supportive Services (IHSS) program, clients who are un-housed and patients of San Mateo Medical Center who are hospitalized and/or in a course of treatment. Completion of training and adoption of new workflows that will accompany the implementation of a new electronic health record will also be of significant priority.

**Performance Measures**

**Performance Narrative**

Health Coverage Unit’s (HCU) current performance measure of ACE (Access of Care for Everyone) enrollment by region will be less meaningful in the future as most participants transition to Medi-Cal by January 1, 2024. This measure, alongside an annual analysis of the uninsured by region, has helped inform the understanding of the distribution of the undocumented, low-income populations. HCU will transition to a new measure to report the number of clients assisted with the health coverage program enrollment and the percentage approved. For FY 2023-24 and FY 2024-25, HCU will manually compile this data and disaggregate by the outcome categories of approved, denied-unavoidable, and denied-avoidable to identify process improvement opportunities.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of clients assisted with health coverage program enrollment and percentage approved	N/A	N/A	N/A	6,420/90%	7,062/90%

**Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Approved	Denied - unavoidable	Denied - avoidable
Number of clients assisted with health coverage program enrollment and percentage approved	N/A	N/A	N/A

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	1,968,554	—	42,730	—	(42,730)	—	—
Charges for Services	2,046,879	2,500,000	4,577,084	2,741,790	(1,835,294)	2,794,959	53,169
Interfund Revenue	283,449	673,565	362,258	406,833	44,575	322,866	(83,967)
Miscellaneous Revenue	30,404	3,159,504	3,509,574	—	(3,509,574)	—	—
<b>Total Revenue</b>	<b>4,329,286</b>	<b>6,333,069</b>	<b>8,491,646</b>	<b>3,148,623</b>	<b>(5,343,023)</b>	<b>3,117,825</b>	<b>(30,798)</b>
Fund Balance	286,300	335,894	385,053	402,488	17,435	402,488	—
<b>Total Sources</b>	<b>4,615,586</b>	<b>6,668,963</b>	<b>8,876,699</b>	<b>3,551,111</b>	<b>(5,325,588)</b>	<b>3,520,313</b>	<b>(30,798)</b>
<b>Requirements</b>							
Salaries and Benefits	3,842,994	4,402,729	4,449,327	4,488,550	39,223	4,551,784	63,234
Services and Supplies	2,450,073	2,310,872	4,182,013	860,148	(3,321,865)	798,643	(61,505)
Other Charges	183,569	1,894,912	2,443,307	347,304	(2,096,003)	351,620	4,316
Fixed Assets	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>6,476,636</b>	<b>8,608,513</b>	<b>11,074,647</b>	<b>5,696,002</b>	<b>(5,378,645)</b>	<b>5,702,047</b>	<b>6,045</b>
Intrafund Transfers	(500)	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>6,476,136</b>	<b>8,608,513</b>	<b>11,074,647</b>	<b>5,696,002</b>	<b>(5,378,645)</b>	<b>5,702,047</b>	<b>6,045</b>
Contingencies/Dept Reserves	286,300	335,893	385,053	402,488	17,435	402,488	—
<b>Total Requirements</b>	<b>6,762,436</b>	<b>8,944,406</b>	<b>11,459,700</b>	<b>6,098,490</b>	<b>(5,361,210)</b>	<b>6,104,535</b>	<b>6,045</b>
<b>Net County Cost</b>	<b>2,146,850</b>	<b>2,275,443</b>	<b>2,583,001</b>	<b>2,547,379</b>	<b>(35,622)</b>	<b>2,584,222</b>	<b>36,843</b>
Salary Resolution	26.0	26.0	26.0	26.0	—	26.0	—
Funded FTE	26.0	26.0	25.3	25.3	—	25.3	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	4,615,586	6,668,963	8,876,699	3,551,111	(5,325,588)	3,520,313	(30,798)
Total Requirements	6,762,436	8,944,406	11,459,700	6,098,490	(5,361,210)	6,104,535	6,045
Net County Cost	2,146,850	2,275,443	2,583,001	2,547,379	(35,622)	2,584,222	36,843
Salary Resolution	26.0	26.0	26.0	26.0	—	26.0	—
Funded FTE	26.0	26.0	25.3	25.3	—	25.3	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit increases, including merit increases and adjustment to retiree health contributions; and elimination of one-time revenue and expenditures. Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit increases, including merit increases and adjustment to retiree health contributions; and

elimination of one-time revenue and expenditures, including elimination of one-time grants to Mission Assets Fund, oral health grants and return to funders payments. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net Funding adjustments in FY 2023-24 total \$349,431. Net Funding adjustments in FY 2024-25 total \$439,331.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(5,728,076)	(433,286)
<b>Requirements</b>		
Gross Appropriations	(5,378,645)	6,045
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	349,431	439,331
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	402,488	402,488
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	17,435	—
Net County Cost	(385,053)	(402,488)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(5,325,588)	(30,798)
<b>Requirements</b>		
Gross Appropriations	(5,378,645)	6,045
Intrafund Transfers	—	—
Contingencies/Dept Reserves	17,435	—
Net County Cost	(35,622)	36,843
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 through a health equity lens

### Program Results

Public Health, Policy and Planning (PHPP) protects the health of all San Mateo County residents by providing technical assistance (TA) to cities, schools, and community partners to promote health equity to enable San Mateo County residents to live better, longer lives. PHPP protects and keeps communities safe by monitoring and investigating acute and chronic infectious disease threats, responding to disease outbreaks, reducing the number of stray animals on our streets, vaccinating animals against rabies, and registering births and

deaths. PHPP also provides wraparound services to complex clients with co-occurring disorders in public health clinics while field services navigate community-clinical linkages.

To achieve this mission, PHPP has several primary focus areas, including but not limited to public health clinics, enhanced care management services, epidemiology and evaluation, public health laboratory, disease control and prevention, health policy and planning, animal control and licensing, and vital records.

During 2023-25 priorities will be: to strengthen disease prevention and control by enhancing reportable disease systems; purchase equipment and supplies for the public health laboratory; improve efficiency and effectiveness of public health practice through improved alignment with public health accreditation standards; support strategic priorities through a community health needs assessment, community health improvement plan, and PHPP strategic planning to guide programs and services; and improve administrative structures and processes to strengthen the division's ability to optimize revenues and other resources.

**Performance Measures**

**Performance Narrative**

Individuals with HIV (Human Immunodeficiency Viruses) should take medication to treat HIV as soon as possible after diagnosis. HIV medication is called antiretroviral therapy. If taken as prescribed, HIV medication reduces the amount of HIV in the body (viral load) to a very low level, which keeps the immune system working and prevents illness. Viral suppression is defined as having less than 200 copies of HIV per milliliter of blood. HIV medication can even make the viral load so low that a test cannot detect the virus. This is called an undetectable viral load.

Getting and keeping an undetectable viral load is the best thing people with HIV can do to stay healthy. Another benefit of reducing the amount of the virus in the body is that it helps prevent transmission to others through sex or syringe sharing and from mother to child during pregnancy, birth, and breastfeeding.

Those with HIV face many challenges in taking their HIV medications as prescribed. These challenges are often similar to other causes of health disparities in populations: access to healthcare and medications, mental health and/or substance use, food insecurity, unstable housing, and distrust of healthcare institutions.

By examining the percentage of patients with undetectable viral load by race/ethnicity, sexual orientation, and gender identity, PHPP aims to identify disparities among groups and develop strategies to increase the percentage of patients with undetectable viral load across all groups of individuals.

Since 1991, HRSA’s Ryan White HIV/AIDS Program (RWHAP) has provided funding for a comprehensive system of HIV primary medical care, essential support services, and medications for low-income people with HIV. HRSA releases data on specific clinical markers for clients receiving RWHAP medical care each year. For 2020, 88.9 percent of clients receiving RWHAP medical care nationally, were virally suppressed. Edison Clinic is the RWHAP clinic in San Mateo County.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of HIV Clients With Undetectable Viral Load	92%	96%	92%	90%	90%

**Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Native American*	Asian	Black	Pacific Islander*	White
Race/Ethnicity, Sexual Orientation, Gender Identity	90%	95%	96%	90%	94%
Category	Hispanic	Non-Hispanic	Bisexual	Heterosexual	Homosexual
Race/Ethnicity, Sexual Orientation, Gender Identity	95%	92%	96%	93%	95%
Category	Female	Male	Transgender MTF		
Race/Ethnicity, Sexual Orientation, Gender Identity	93%	94%	100%		

\*This population category represents a small percent of our total population.

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	31,799	16,883	2,101,360	2,102,711	1,351	2,102,711	—
Licenses, Permits and Franchises	865,536	939,215	847,416	884,183	36,767	884,183	—
Fines, Forfeitures and Penalties	139	413	473	473	—	473	—
Intergovernmental Revenues	26,673,219	36,078,182	27,848,143	27,274,956	(573,187)	21,924,782	(5,350,174)
Charges for Services	2,375,758	2,583,586	3,717,626	4,462,707	745,081	4,891,116	428,409
Interfund Revenue	3,899,416	2,750,194	4,038,008	2,772,299	(1,265,709)	2,862,299	90,000
Miscellaneous Revenue	72,000	827,148	2,600,002	3,657,380	1,057,378	4,153,270	495,890
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>33,917,867</b>	<b>43,195,620</b>	<b>41,153,028</b>	<b>41,154,709</b>	<b>1,681</b>	<b>36,818,834</b>	<b>(4,335,875)</b>
Fund Balance	734,984	821,563	849,549	870,289	20,740	870,289	—
<b>Total Sources</b>	<b>34,652,851</b>	<b>44,017,183</b>	<b>42,002,577</b>	<b>42,024,998</b>	<b>22,421</b>	<b>37,689,123</b>	<b>(4,335,875)</b>
<b>Requirements</b>							
Salaries and Benefits	30,081,412	32,890,375	36,915,820	37,011,054	95,234	33,695,023	(3,316,031)
Services and Supplies	15,483,729	22,186,102	17,212,571	16,756,320	(456,251)	16,219,702	(536,618)
Other Charges	2,642,495	3,080,182	3,989,583	4,878,492	888,909	4,949,585	71,093
Reclassification of Expenses	—	—	57,724	(744,363)	(802,087)	(743,363)	1,000
Fixed Assets	—	827,567	250,000	350,000	100,000	350,000	—
Other Financing Uses	27,372	26,928	52,709	76,731	24,022	78,007	1,276
<b>Gross Appropriations</b>	<b>48,235,008</b>	<b>59,011,154</b>	<b>58,478,407</b>	<b>58,328,234</b>	<b>(150,173)</b>	<b>54,548,954</b>	<b>(3,779,280)</b>
Intrafund Transfers	(1,610,317)	(2,380,670)	(1,958,134)	(1,663,560)	294,574	(1,663,560)	—
<b>Net Appropriations</b>	<b>46,624,691</b>	<b>56,630,484</b>	<b>56,520,273</b>	<b>56,664,674</b>	<b>144,401</b>	<b>52,885,394</b>	<b>(3,779,280)</b>
Contingencies/Dept Reserves	770,256	770,732	845,384	870,289	24,905	870,289	—
<b>Total Requirements</b>	<b>47,394,947</b>	<b>57,401,216</b>	<b>57,365,657</b>	<b>57,534,963</b>	<b>169,306</b>	<b>53,755,683</b>	<b>(3,779,280)</b>
<b>Net County Cost</b>	<b>12,742,096</b>	<b>13,384,033</b>	<b>15,363,080</b>	<b>15,509,965</b>	<b>146,885</b>	<b>16,066,560</b>	<b>556,595</b>
Salary Resolution	137.0	150.0	162.0	163.0	1.0	163.0	—
Funded FTE	136.5	149.8	161.6	162.6	1.0	162.6	—



## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	34,652,851	44,017,183	42,002,577	42,024,998	22,421	37,689,123	(4,335,875)
Total Requirements	47,394,947	57,401,216	57,365,657	57,534,963	169,306	53,755,683	(3,779,280)
Net County Cost	12,742,096	13,384,033	15,363,080	15,509,965	146,885	16,066,560	556,595
Salary Resolution	137.0	150.0	162.0	163.0	1.0	163.0	—
Funded FTE	136.5	149.8	161.6	162.6	1.0	162.6	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25. including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions, decreases in internal service charges, and the elimination of one-time revenues and expenditures. The elimination include one-time COVID-19 grant funding (Epidemiology and Laboratory Capacity). As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$992,269. Net funding adjustments in FY 2024-25 total \$1,425,634.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(3,307,019)	(4,996,269)
<b>Requirements</b>		
Gross Appropriations	(2,609,324)	(3,570,635)
Intrafund Transfers	294,574	—
Contingencies/Dept Reserves	—	—
Net County Cost	992,269	1,425,634
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	870,289	870,289
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	24,905	—
Net County Cost	(845,384)	(870,289)
Positions	—	—

**3. Capacity and Infrastructure, Transition, Expansion and Development Grant:** PHPP has received funding from the Department of Health Care Services (DHCS) to implement the California Advancing and Innovative Medi-Cal (CalAIM) initiative designed as a long-term commitment to transform Medi-Cal, making the program more equitable, coordinated, and person-centered to help people maximize their health and life trajectory. This action reconciles PHPP's budget to grant allocations for FY 2023-25.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	422,000	(209,895)
<b>Requirements</b>		
Gross Appropriations	422,000	(209,895)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Measure K: SMC Health - HPSM - Housing Location and Retention Services:** The Measure K Housing Services program, under the Memorandum of Agreement with the Health Plan of San Mateo, supports vulnerable homeless individuals through direct rental subsidies and housing location and retention services. With the end of the Whole Person Care Pilot, the Measure K Housing Services program will be renamed from Whole Person Care Match to SMC Health-HPSM-Housing Location and Retention Services.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,000,000	—
<b>Requirements</b>		
Gross Appropriations	2,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Position Adjustment - Laboratory Assistant II:** To better align with operational needs, one permanent Laboratory Assistant II is added and one extra help Lab Assistant II is deleted.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	37,151	—
<b>Requirements</b>		
Gross Appropriations	37,151	1,250
Intrafund Transfers	—	—
Net County Cost	—	1,250
Positions	1	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	22,421	(4,335,875)
<b>Requirements</b>		
Gross Appropriations	(150,173)	(3,779,280)
Intrafund Transfers	294,574	—
Contingencies/Dept Reserves	24,905	—
Net County Cost	146,885	556,595
Positions	1	—

## Health IT (5560B)

### Program Locator

County > Health Services > County Health > **Health Information Technology**

### Program Outcome Statement

Provide County Health with the information and technology needed to help San Mateo County residents live longer and better lives

### Program Results

The Health Information Technology (HIT) Division staffs the governance process for selecting health-specific software systems and projects, manages all Health Department IT projects, and provides operating support for County Health-specific software. Health IT customers represent all who ultimately receive a service supported by information or technology 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 our patients, clients, stakeholders, and staff members.

While supporting County Health’s response to COVID-19 was the significant driver of activities over the past fiscal year, Health IT accomplished many other impactful works. HIT’s FY 2021-23 accomplishments include selection of

and project budget approval for an enterprise health record (EHR) system; continued expansion of SMC Connected Care Health Information Exchange through data exchange partnerships with local healthcare providers, connections to national data exchanges such as CommonWell, and implementing the Emergency Medical Services Search, Alert, File and Reconcile (SAFR) functionality, which enables connectivity and transfer of patient health data between partnering hospitals and emergency medical services provider organizations in order to coordinate patient care during transport to hospital emergency departments; deepening of partnerships between centralized HIT Support teams; developing and beginning implementation of a Health wide Data Initiative; development of HIT Strategic Plan addressing changes needed to meet Health’s growing data and technology needs.

For FY 2023-25 priorities will be: to support County Health’s continued implementation of the Racial Equity Action Plan and endemic response; focus on readiness efforts necessary for the care and service transformation brought about by implementing an enterprise wide EHR; leveraging increasing access to data and analytics; building capacity for disaster response; and furthering organizational change efforts to improve IT Service Management.

### Performance Measures

#### Performance Narrative

County Health’s performance over this budget cycle will focus on activities to increase equitable outcomes in San Mateo County. Each of the Health divisions has identified performance measures that point to the success of that focus.

Health division leaders will require data and information to provide insight, baseline measures, and progress visuals to inform decision-making. Health IT will provide key elements of this through data dashboards and reporting. The goal is for 100% of the Health divisions to have access to data and reporting related to their chosen performance measures.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of Divisions with Reports and/or Dashboards Reflecting Detail and Target Information on FY 2023-25 Performance Measures	-	-	100%	100%	100%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	3,760,428	1,878,340	—	519,336	519,336	259,668	(259,668)
Interfund Revenue	2,205,746	2,554,573	2,586,104	7,816,013	5,229,909	8,339,087	523,074
Miscellaneous Revenue	11,162	—	—	—	—	—	—
<b>Total Revenue</b>	<b>5,977,336</b>	<b>4,432,913</b>	<b>2,586,104</b>	<b>8,335,349</b>	<b>5,749,245</b>	<b>8,598,755</b>	<b>263,406</b>
Fund Balance	2,236,407	1,644,453	3,386,578	2,544,970	(841,608)	—	(2,544,970)
<b>Total Sources</b>	<b>8,213,743</b>	<b>6,077,366</b>	<b>5,972,682</b>	<b>10,880,319</b>	<b>4,907,637</b>	<b>8,598,755</b>	<b>(2,281,564)</b>
<b>Requirements</b>							
Salaries and Benefits	5,381,510	4,426,178	6,679,330	10,409,496	3,730,166	10,102,020	(307,476)
Services and Supplies	4,310,848	3,418,692	5,406,422	4,658,030	(748,392)	3,558,162	(1,099,868)
Other Charges	527,951	328,004	610,069	752,451	142,382	766,548	14,097
Other Financing Uses	362	345	347	—	(347)	—	—
<b>Gross Appropriations</b>	<b>10,220,670</b>	<b>8,173,219</b>	<b>12,696,168</b>	<b>15,819,977</b>	<b>3,123,809</b>	<b>14,426,730</b>	<b>(1,393,247)</b>
Intrafund Transfers	(3,639,870)	(5,482,431)	(6,723,486)	(4,939,658)	1,783,828	(5,827,975)	(888,317)
<b>Net Appropriations</b>	<b>6,580,801</b>	<b>2,690,788</b>	<b>5,972,682</b>	<b>10,880,319</b>	<b>4,907,637</b>	<b>8,598,755</b>	<b>(2,281,564)</b>
Contingencies/Dept Reserves	1,632,942	3,386,578	—	—	—	—	—
<b>Total Requirements</b>	<b>8,213,743</b>	<b>6,077,366</b>	<b>5,972,682</b>	<b>10,880,319</b>	<b>4,907,637</b>	<b>8,598,755</b>	<b>(2,281,564)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	19.0	19.0	19.0	41.0	22.0	41.0	—
Funded FTE	19.0	19.0	19.0	41.0	22.0	41.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	8,213,743	6,077,366	5,972,682	10,880,319	4,907,637	8,598,755	(2,281,564)
Total Requirements	8,213,743	6,077,366	5,972,682	10,880,319	4,907,637	8,598,755	(2,281,564)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	19.0	19.0	19.0	41.0	22.0	41.0	—
Funded FTE	19.0	19.0	19.0	41.0	22.0	41.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments 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. There are no net funding adjustments in FY 2023-24 and FY 2024-25.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,231,410)	(2,281,564)
<b>Requirements</b>		
Gross Appropriations	(4,015,238)	(1,439,264)
Intrafund Transfers	1,783,828	(888,317)
Contingencies/Dept Reserves	—	—
Net County Cost	—	(46,017)
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,544,970	—
<b>Requirements</b>		
Gross Appropriations	2,544,970	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Public Health Grant:** PHPP has received funding from the Department of Health Care Services (DHCS) to implement the California Advancing and Innovative Medi-Cal (CalAIM) initiative designed as a long-term commitment to transform Medi-Cal, making the program more equitable, coordinated, and person-centered to help people maximize their health and life trajectory. Health IT will work alongside PHPP with this effort. This action reconciles Health IT's budget to grant allocations for FY 2023-25.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	519,336	—
<b>Requirements</b>		
Gross Appropriations	519,336	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Electronic Health Record:** This reconciles the budget to the Salary Resolution approved by the Board of Supervisors on March 28, 2023 in which 22 positions were added. These positions include Electronic Health Record Analysts, Electronic Health Record Supervisors, and Health Information System and Technology Manager to help execute the Electronic Health Record project.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	4,074,741	—
<b>Requirements</b>		
Gross Appropriations	4,074,741	46,017
Intrafund Transfers	—	—
Net County Cost	—	46,017
Positions	22	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	4,907,637	(2,281,564)
<b>Requirements</b>		
Gross Appropriations	3,123,809	(1,393,247)
Intrafund Transfers	1,783,828	(888,317)
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	22	—



## Emergency Medical Services GF (5600B)

### Program Locator

County > Health Services > County Health > **Emergency Medical Services Agency GF**

### Program Outcome Statement

Maintain an efficient, effective, and equitable County-wide Emergency Medical Services system

### Program Results

The Emergency Medical Services Agency (EMSA) protects the health and safety of the public by coordinating and providing regulatory oversight of all aspects of an organized, effective, and equitable County-wide system of emergency medical care. The system receives over 57,000 calls per year that include 9-1-1 emergency medical dispatch (EMD), fire paramedic first response, and emergency paramedic ground and air ambulance transport. EMSA develops and implements clinical and operational policies and procedures, providing comprehensive leadership in prehospital services and EMD, as well as trauma, cardiac, and stroke specialty systems of care. EMSA is responsible for paramedic accreditation, EMT certification, and approval of EMS personnel training programs. EMSA educates the public about the 9-1-1 emergency medical response system,

including early recognition and activation for stroke and heart attack victims, and promotes bystander CPR.

EMSA leads the coordination of health emergency preparedness and response activities across County Health. Through the San Mateo County Healthcare Coalition, EMSA strengthens the healthcare community's preparedness for and resiliency when faced with large-scale emergencies or surges in healthcare needs. EMSA serves as the County's Medical Health Operational Area Coordinator (MHOAC). In this capacity, EMSA establishes policy and coordinates medical health response to multi-casualty incidents (MCI) and disasters, including mutual aid, mutual assistance, and scarce resource allocation.

First responders and transport paramedics are available 24/7 County-wide to respond to 9-1-1 calls for emergency medical assistance. Hospital emergency departments and specialty care centers are prepared to receive and capable of managing the ongoing care of patients. Likewise, EMSA maintains field response capable duty officer coverage around the clock to coordinate, support and oversee the broader system of care.

Prioritized assessment, intervention, and stabilization of injury and illness, coupled with triage and safe transport to the appropriate hospital through a coordinated system of care reduces morbidity and saves lives.

**Performance Measures**

**Performance Narrative**

The median hospital arrival to definitive specialty care intervention time for local stroke patients, Caucasian versus All Other Races(\*) compared to the national benchmark of 90 minutes.

\*Includes American Indian/Native Alaskan, Black, Asian, Native Hawaiian/Pacific Islander, and Hispanic.

EMSA (Emergency Medical Services Authority) continually broadens its clinical benchmarking efforts with a lens towards equity, striving to assure performance better than national standards. Currently, we leverage American Heart Association’s guidelines as a platform for monitoring and directing the clinical quality of care efforts for stroke patients. EMSA will continue to monitor and strive to ensure that the median hospital arrival to specialty intervention time for local stroke patients remains equitable and below the national standard of 90 minutes.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Median hospital arrival to definitive specialty care intervention time for local stroke patients, Caucasian versus all other races compared to national benchmark of 90 minutes.	N/A	N/A	43 Minutes	90 Minutes	90 Minutes

**Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Caucasian	All Other Races*
Median hospital arrival to definitive specialty care intervention time for local stroke patients, Caucasian versus all other races compared to national benchmark of 90 minutes.	34 Minutes	43 Minutes

\*Includes American Indian/Native Alaskan, Black or African American, Asian, Native Hawaiian/Pacific Islander, and Hispanic.

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	74,451	80,736	81,838	85,112	3,274	85,112	—
Licenses, Permits and Franchises	50,886	32,599	33,000	41,421	8,421	41,421	—
Fines, Forfeitures and Penalties	—	—	—	—	—	—	—
Intergovernmental Revenues	2,157,059	1,567,304	1,337,564	1,340,990	3,426	1,345,870	4,880
Charges for Services	1,425,264	1,425,041	1,562,661	1,619,023	56,362	1,662,775	43,752
Interfund Revenue	349,288	355,326	686,734	888,006	201,272	919,171	31,165
Miscellaneous Revenue	6,410,967	6,395,903	7,047,524	7,064,169	16,645	7,281,351	217,182
<b>Total Revenue</b>	<b>10,467,914</b>	<b>9,856,909</b>	<b>10,749,321</b>	<b>11,038,721</b>	<b>289,400</b>	<b>11,335,700</b>	<b>296,979</b>
Fund Balance	512,932	491,087	489,916	489,825	(91)	489,825	—
<b>Total Sources</b>	<b>10,980,846</b>	<b>10,347,996</b>	<b>11,239,237</b>	<b>11,528,546</b>	<b>289,309</b>	<b>11,825,525</b>	<b>296,979</b>
<b>Requirements</b>							
Salaries and Benefits	2,571,248	2,276,542	2,692,648	2,771,859	79,211	2,845,721	73,862
Services and Supplies	7,363,137	7,298,128	7,710,207	7,923,823	213,616	8,117,794	193,971
Other Charges	415,204	428,094	491,242	487,724	(3,518)	516,870	29,146
Fixed Assets	170,170	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>10,519,760</b>	<b>10,002,765</b>	<b>10,894,097</b>	<b>11,183,406</b>	<b>289,309</b>	<b>11,480,385</b>	<b>296,979</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>10,519,760</b>	<b>10,002,765</b>	<b>10,894,097</b>	<b>11,183,406</b>	<b>289,309</b>	<b>11,480,385</b>	<b>296,979</b>
Contingencies/Dept Reserves	461,087	345,231	489,825	489,825	—	489,825	—
<b>Total Requirements</b>	<b>10,980,846</b>	<b>10,347,996</b>	<b>11,383,922</b>	<b>11,673,231</b>	<b>289,309</b>	<b>11,970,210</b>	<b>296,979</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>144,685</b>	<b>144,685</b>	<b>—</b>	<b>144,685</b>	<b>—</b>
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	10,980,846	10,347,996	11,239,237	11,528,546	289,309	11,825,525	296,979
Total Requirements	10,980,846	10,347,996	11,383,922	11,673,231	289,309	11,970,210	296,979
Net County Cost	—	—	144,685	144,685	—	144,685	—
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 2023-25, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; decreases 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 2023-24 total \$489,825. Net funding adjustments in FY 2024-25 total \$489,825.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(200,516)	(192,846)
<b>Requirements</b>		
Gross Appropriations	289,309	296,979
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	489,825	489,825
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	489,825	489,825
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(489,825)	(489,825)
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	289,309	296,979
<b>Requirements</b>		
Gross Appropriations	289,309	296,979
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 disproportionate level of uncompensated emergency and trauma care. In addition, the EMS Trust fund offsets administrative and other program support costs in EMS. The EMS Trust is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees under state law. County Health sees a decline in these funds, reducing available

revenue for the administration of the EMS program and reimbursement to physicians and hospitals for uncompensated care.

For FY 2022-23, EMS estimates that it will provide \$625,840 for physician claims for uncompensated emergency medical care, \$277,090 in financial support to San Mateo Medical Center and the two trauma-receiving hospitals serving the County's EMS system, as well as \$94,484 to Stanford Health Care for pediatric trauma services. Due to the number of claims exceeding the limited amount of EMS Trust funds available, EMS pays approximately 20 percent (by CPT code) of the total of each claim for uncompensated emergency care received.

This partial funding of physicians and hospitals for uncompensated emergency and trauma care helps to maintain the public's health and safety by supporting critical access to emergency medical and trauma care.

### Emergency Medical Services Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Fines, Forfeitures and Penalties	1,179,421	1,291,717	1,554,999	1,454,999	(100,000)	1,454,999	—
Use of Money and Property	38,146	27,173	28,159	28,159	—	28,159	—
Miscellaneous Revenue	11,390	11,500	26,469	26,469	—	26,469	—
<b>Total Revenue</b>	<b>1,228,957</b>	<b>1,330,390</b>	<b>1,609,627</b>	<b>1,509,627</b>	<b>(100,000)</b>	<b>1,509,627</b>	<b>—</b>
Fund Balance	2,943,113	3,311,172	1,921,111	1,497,075	(424,036)	1,497,075	—
<b>Total Sources</b>	<b>4,172,070</b>	<b>4,641,562</b>	<b>3,530,738</b>	<b>3,006,702</b>	<b>(524,036)</b>	<b>3,006,702</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	860,898	2,720,451	1,920,902	1,820,902	(100,000)	1,820,902	—
<b>Gross Appropriations</b>	<b>860,898</b>	<b>2,720,451</b>	<b>1,920,902</b>	<b>1,820,902</b>	<b>(100,000)</b>	<b>1,820,902</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>860,898</b>	<b>2,720,451</b>	<b>1,920,902</b>	<b>1,820,902</b>	<b>(100,000)</b>	<b>1,820,902</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	3,311,172	1,921,111	1,609,836	1,185,800	(424,036)	1,185,800	—
<b>Total Requirements</b>	<b>4,172,070</b>	<b>4,641,562</b>	<b>3,530,738</b>	<b>3,006,702</b>	<b>(524,036)</b>	<b>3,006,702</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	4,172,070	4,641,562	3,530,738	3,006,702	(524,036)	3,006,702	—
Total Requirements	4,172,070	4,641,562	3,530,738	3,006,702	(524,036)	3,006,702	—
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 2023-25, including: decreases 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 2023-24 total \$1,921,111. Net funding adjustments in FY 2024-25 total \$1,497,075.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,021,111)	(1,497,075)
<b>Requirements</b>		
Gross Appropriations	(100,000)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	1,921,111	1,497,075
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,497,075	1,497,075
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(424,036)	—
Net County Cost	(1,921,111)	(1,497,075)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(524,036)	—
<b>Requirements</b>		
Gross Appropriations	(100,000)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(424,036)	—
Net County Cost	—	—
Positions	—	—



## Aging and Adult Services (5700B)

### Program Locator

County > Health Services > County Health > Aging and Adult Services

### Program Outcome Statement

To optimize the quality of life for older adults and people with disabilities

### Program Results

Aging and Adult Services (AAS) provides various services to address the needs of older adults and people with disabilities in San Mateo County. AAS provides Adult Protective Services (APS), Public Guardian (PG), In-Home Supportive Services (IHSS), and other case management services, as well as contracting with Community Based Organizations (CBOs) who provide direct services. APS responds to over 1,900 cases of abuse and neglect. PG investigates and manages about 650 cases of adults who are deemed unable to make personal and financial decisions for themselves. IHSS serves more than 6,800 Medi-Cal eligible, aged, blind, and disabled individuals so they can remain at home and out of institutional care. 21 contracted CBOs, mostly funded by the Older Americans Act, provide direct services to approximately 40,000 older adults throughout the County. Services

offered include senior center activities, information and referral, congregate nutrition, transportation, legal services, adult day services, home-delivered meals, health insurance counseling and advocacy program, and ombudsman services.

AAS services are client-centered and require substantial interaction between caseworkers, clients, and their caregivers and support network. As the aging population with complex needs continues to grow, AAS anticipates growth in all program areas. Investments to improve technology and productivity, enhance care coordination, and being responsive to the needs of the population will be essential. The global coronavirus pandemic has impacted older adults disproportionately and the needs of the community has been heightened. AAS is committed to enhancing the existing services with an equity lens, including continuing its efforts in COVID-19 vaccine outreach and support. Recent AAS accomplishments includes implementing an online referral form for Adult Protective Services abuse report and In-Home Supportive Services Referrals. In addition, we offered homebound vaccination services for the seasonal flu and COVID-19. These accomplishments allow greater access to our services as compared to the traditional phone or walk-in services and allow us to meet our clients where they are.

## Performance Measures

### Performance Narrative

About 63 percent of MediCal-eligible clients directly serviced by AAS (Aging and Adult Services) are 65 and older. They receive support to remain in the community via various services ranging from caregiver support to enhanced care management. Most clients served by AAS need in-home support from caregivers to perform daily activities. The COVID-19 pandemic has heavily impacted older adults, and they are at the highest risk because of age, race, and socioeconomic status. The mobility limitations combined with clients' beliefs, reluctance, and concerns of the efficacy of the vaccines continue to pose a challenge for them to go to in-person clinics to receive vaccinations despite the Countywide initiatives in expanding in-home vaccination for home-bound clients.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Bivalent COVID Vaccination rate for older adults and people with disabilities approved for IHSS after the first year of service, aimed at eliminating gaps between older adults and the countywide rate.	N/A	N/A	36%	50%	50%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Age 5-11	Age 12-15	Age 16-64	Age 65+
Bivalent COVID Vaccination rate for older adults and people with disabilities approved for IHSS after the first year of service, aimed at eliminating gaps between older adults and the countywide rate.	16%	28%	34%	39%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,320,360	1,310,294	1,303,706	1,350,382	46,676	1,345,454	(4,928)
Fines, Forfeitures and Penalties	63,602	50,314	57,219	57,219	—	57,219	—
Use of Money and Property	533,728	400,858	400,858	400,858	—	400,858	—
Intergovernmental Revenues	16,953,360	17,457,519	28,714,184	29,516,839	802,655	29,658,302	141,463
Charges for Services	2,470,574	2,720,650	2,786,460	2,786,460	—	2,786,460	—
Interfund Revenue	426,826	437,521	422,306	422,306	—	422,306	—
Miscellaneous Revenue	281,074	336,880	336,880	336,880	—	336,880	—
<b>Total Revenue</b>	<b>22,049,523</b>	<b>22,714,035</b>	<b>34,021,613</b>	<b>34,870,944</b>	<b>849,331</b>	<b>35,007,479</b>	<b>136,535</b>
Fund Balance	628,391	740,955	739,720	911,752	172,032	911,752	—
<b>Total Sources</b>	<b>22,677,914</b>	<b>23,454,990</b>	<b>34,761,333</b>	<b>35,782,696</b>	<b>1,021,363</b>	<b>35,919,231</b>	<b>136,535</b>
<b>Requirements</b>							
Salaries and Benefits	22,358,395	23,533,381	27,876,714	27,863,714	(13,000)	28,326,434	462,720
Services and Supplies	3,804,203	4,362,753	5,359,459	5,444,207	84,748	5,439,721	(4,486)
Other Charges	8,497,453	7,785,257	14,868,258	15,243,923	375,665	15,299,781	55,858
Reclassification of Expenses	—	—	—	—	—	—	—
Other Financing Uses	13,183	12,569	11,765	—	(11,765)	—	—
<b>Gross Appropriations</b>	<b>34,673,234</b>	<b>35,693,961</b>	<b>48,116,196</b>	<b>48,551,844</b>	<b>435,648</b>	<b>49,065,936</b>	<b>514,092</b>
Intrafund Transfers	(1,988,080)	(2,262,156)	(2,528,574)	(2,528,574)	—	(2,528,574)	—
<b>Net Appropriations</b>	<b>32,685,154</b>	<b>33,431,804</b>	<b>45,587,622</b>	<b>46,023,270</b>	<b>435,648</b>	<b>46,537,362</b>	<b>514,092</b>
Contingencies/Dept Reserves	741,733	741,733	911,752	911,752	—	911,752	—
<b>Total Requirements</b>	<b>33,426,887</b>	<b>34,173,537</b>	<b>46,499,374</b>	<b>46,935,022</b>	<b>435,648</b>	<b>47,449,114</b>	<b>514,092</b>
<b>Net County Cost</b>	<b>10,748,973</b>	<b>10,718,547</b>	<b>11,738,041</b>	<b>11,152,326</b>	<b>(585,715)</b>	<b>11,529,883</b>	<b>377,557</b>
Salary Resolution	144.0	144.0	150.0	154.0	4.0	154.0	—
Funded FTE	144.0	144.0	149.8	153.8	4.0	153.8	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	22,677,914	23,454,990	34,761,333	35,782,696	1,021,363	35,919,231	136,535
Total Requirements	33,426,887	34,173,537	46,499,374	46,935,022	435,648	47,449,114	514,092
Net County Cost	10,748,973	10,718,547	11,738,041	11,152,326	(585,715)	11,529,883	377,557
Salary Resolution	144.0	144.0	150.0	154.0	4.0	154.0	—
Funded FTE	144.0	144.0	149.8	153.8	4.0	153.8	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, 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 2023-24 total (\$294,811). Net funding adjustments in FY 2024-25 total \$1,282,201.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	109,611	(775,217)
<b>Requirements</b>		
Gross Appropriations	(185,200)	506,984
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(294,811)	1,282,201
Positions	—	—

**2. Position Adjustment - IHSS Enhancement Team:** Two classified and two unclassified social workers are added to better meet operational needs of increased caseload and program growth in the In-Home Supportive Services program as agreed during the FY 2022-23 Revised Budget process. These positions will be funded by Realignment and federal funds. The corresponding source to offset for this addition is incorporated in a CLB package and not reflected below.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	620,848	7,108
Intrafund Transfers	—	—
Net County Cost	620,848	7,108
Positions	4	—

**3. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	911,752	911,752
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(911,752)	(911,752)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	1,021,363	136,535
<b>Requirements</b>		
Gross Appropriations	435,648	514,092
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(585,715)	377,557
Positions	4	—

## 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 people with disabilities

### Program Results

The In-Home Supportive Services (IHSS) Program assists low-income seniors and people living with disabilities to remain safely at home. The Public Authority (PA) partners with IHSS by maintaining a registry of caregivers for IHSS recipients to hire. Caregivers assist with tasks of daily living such as bathing, toileting, dressing, and feeding. Caregivers may also provide services such as cooking, laundry, and accompaniment to medical appointments.

The PA is responsible for recruiting caregivers, maintaining a registry of available caregivers, conducting background checks, facilitating caregiver orientation and

training, providing IHSS recipients with hiring and mediation assistance, assisting caregivers with payroll inquiries, and managing caregiver health benefits. Currently, PA manages over 6,600 caregivers, of which about 70 percent are related to the clients they support. Despite the large number of caregivers in the system, there still exists a need for additional caregivers, especially for those IHSS recipients who do not have relatives who can act as caregivers. Without caregiver services, these seniors and people living with disabilities may require institutional care, which would diminish the quality of life for the recipients and have a significant negative impact on the entire health system.

PA is planning to address the following needs: improve staffing capacity; design and implement process improvements to meet the anticipated five to seven percent annual IHSS caseload growth; address the shortage of caregivers; and increase the language match between the IHSS recipients and their caregivers.

## Performance Measures

### Performance Narrative

Communication between the IHSS (In-Home Supportive Services) caregiver and the person in need of support at home is an essential part of caregiving. IHSS recipients are responsible for directing their caregiving needs as part of the IHSS program, so the Public Authority is focusing on increasing language diversity and bilingual registry providers as a way to reduce and eliminate the language gaps between IHSS providers and recipients to ensure the best caregiver experience possible for IHSS recipients.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of IHSS Registry providers who are proficient in the languages necessary to reduce/eliminate language gaps between IHSS providers and recipients.	N/A	N/A	45%	60%	75%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Bilingual Spanish	Bilingual Tagalog	Bilingual Mandarin	Bilingual Cantonese	Bilingual Hindi
IHSS Registry providers who are proficient in the languages necessary to reduce/eliminate language gaps between IHSS providers and recipients.	245.00	40.00	36.00	27.00	6.00



## IHSS Public Authority Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	(4,026)	41,848	41,848	46,796	4,948	46,796	—
Intergovernmental Revenues	23,626,266	27,135,681	28,786,100	29,510,028	723,928	30,497,338	987,310
Charges for Services	—	1,100	—	—	—	—	—
Interfund Revenue	4,259,357	4,278,241	4,183,236	4,556,518	373,282	4,556,518	—
Miscellaneous Revenue	411,476	401,094	386,908	403,560	16,652	403,560	—
<b>Total Revenue</b>	<b>28,293,073</b>	<b>31,857,964</b>	<b>33,398,092</b>	<b>34,516,902</b>	<b>1,118,810</b>	<b>35,504,212</b>	<b>987,310</b>
Fund Balance	860,804	1,649,804	2,056,804	2,056,804	—	2,056,804	—
<b>Total Sources</b>	<b>29,153,877</b>	<b>33,507,768</b>	<b>35,454,896</b>	<b>36,573,706</b>	<b>1,118,810</b>	<b>37,561,016</b>	<b>987,310</b>
<b>Requirements</b>							
Salaries and Benefits	1,679,544	1,811,138	2,000,000	2,081,832	81,832	2,081,832	—
Services and Supplies	6,737,778	7,202,928	7,611,209	7,683,580	72,371	7,683,642	62
Other Charges	19,086,278	22,436,447	23,786,429	24,751,490	965,061	25,738,738	987,248
Other Financing Uses	473	451	454	—	(454)	—	—
<b>Gross Appropriations</b>	<b>27,504,073</b>	<b>31,450,964</b>	<b>33,398,092</b>	<b>34,516,902</b>	<b>1,118,810</b>	<b>35,504,212</b>	<b>987,310</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>27,504,073</b>	<b>31,450,964</b>	<b>33,398,092</b>	<b>34,516,902</b>	<b>1,118,810</b>	<b>35,504,212</b>	<b>987,310</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	1,649,804	2,056,804	2,056,804	2,056,804	—	2,056,804	—
<b>Total Requirements</b>	<b>29,153,877</b>	<b>33,507,768</b>	<b>35,454,896</b>	<b>36,573,706</b>	<b>1,118,810</b>	<b>37,561,016</b>	<b>987,310</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	29,153,877	33,507,768	35,454,896	36,573,706	1,118,810	37,561,016	987,310
Total Requirements	29,153,877	33,507,768	35,454,896	36,573,706	1,118,810	37,561,016	987,310
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 2023-24, 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 2023-24 total \$2,056,804. Net funding adjustments in FY 2024-25 total \$2,056,804.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(937,994)	(1,069,494)
<b>Requirements</b>		
Gross Appropriations	1,118,810	987,310
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	2,056,804	2,056,804
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,056,804	2,056,804
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,056,804)	(2,056,804)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	1,118,810	987,310
<b>Requirements</b>		
Gross Appropriations	1,118,810	987,310
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
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 San Mateo Medical Center (SMMC) supports mandated medical services under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care

services to indigent residents. The County Contribution was increased in FY 2020-21 by \$5,500,000 to keep the retail pharmacy open and support operational improvements designed to expand services, enhance revenue, increase the reach of ambulatory care to assigned patients, and relocate Mental Health Primary Care services. The County Contribution was increased in FY 2022-23 by \$1,531,531, off-set an increase in health benefit expenses. This one-time contribution is eliminated effective for FY 2023-24, lowering the County Contribution for FY 2023-24 to \$58,053,455.

### Performance Measures

#### Performance Narrative

SMMC (San Mateo Medical Center) collects all patients’ race, ethnicity, and spoken language preference data. This data collection intends to obtain a clear lens on how the Medical Center’s patients identify, and analyze health outcomes by these demographic variables, uncover disparities in outcomes, and drive for equity as a healthcare system. An analysis of this data revealed a difference of 12 percentage points in depression screening and follow-up in Black and African American patient populations in comparison to other patient populations who also undergo the same screening. The following steps include SMMC’s Disparity Elimination Workgroup convening around this opportunity with focused intent as we aim to reduce the current gap by 4 percentage points in FY 2023-24 and 4 additional percentage points in FY 2024-25.

We remain committed to ensuring our Black patients experience health care based on trusted relationships with their care team with a high level of engagement and outcomes that eliminate the differences from adverse effects of economic, social, or environmental disadvantages. Deliberate attention to identifying and addressing the many ways social determinants of health impact health and health care outcomes and incorporating the voice of SMMC’s patients through patient interviews to identify barriers and opportunities is a key element of SMMC’s Disparity Elimination Workgroup’s strategy. Addressing the root causes of this disparity is expected to improve other quality metrics for this population.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Depression screening in SMMC’s (San Mateo Medical Center) black/African American patients. Goal is to reduce the current disparity between the screening rate in this population and the overall screening rate for SMMC patients.	N/A	N/A	12%	8%	4%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	5,612,056	5,612,056	5,612,056	5,612,056	—	5,612,056	—
<b>Total Revenue</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>—</b>	<b>5,612,056</b>	<b>—</b>
Fund Balance	43,890	—	—	—	—	—	—
<b>Total Sources</b>	<b>5,655,946</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>—</b>	<b>5,612,056</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	87,780	43,890	43,890	43,890	—	43,890	—
Other Financing Uses	69,171,621	58,096,621	65,153,152	63,621,621	(1,531,531)	63,621,621	—
<b>Gross Appropriations</b>	<b>69,259,401</b>	<b>58,140,511</b>	<b>65,197,042</b>	<b>63,665,511</b>	<b>(1,531,531)</b>	<b>63,665,511</b>	<b>—</b>
Intrafund Transfers	(5,525,000)	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>63,734,401</b>	<b>58,140,511</b>	<b>65,197,042</b>	<b>63,665,511</b>	<b>(1,531,531)</b>	<b>63,665,511</b>	<b>—</b>
<b>Total Requirements</b>	<b>63,734,401</b>	<b>58,140,511</b>	<b>65,197,042</b>	<b>63,665,511</b>	<b>(1,531,531)</b>	<b>63,665,511</b>	<b>—</b>
<b>Net County Cost</b>	<b>58,078,455</b>	<b>52,528,455</b>	<b>59,584,986</b>	<b>58,053,455</b>	<b>(1,531,531)</b>	<b>58,053,455</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,655,946	5,612,056	5,612,056	5,612,056	—	5,612,056	—
Total Requirements	63,734,401	58,140,511	65,197,042	63,665,511	(1,531,531)	63,665,511	—
Net County Cost	58,078,455	52,528,455	59,584,986	58,053,455	(1,531,531)	58,053,455	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25 with the reduction of one-time county support for increased insurance costs. Net Funding adjustments in FY 2023-24 total (\$1,531,531). There are no net funding adjustments in FY 2024-25.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(1,531,531)	—
Intrafund Transfers	—	—
Net County Cost	(1,531,531)	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(1,531,531)	—
Intrafund Transfers	—	—
Net County Cost	(1,531,531)	—
Positions	—	—

## 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, and environmental contamination from business operations

### Program Results

Environmental Health Services (EHS) protects the public’s health by ensuring that food, water, and housing are safe and healthy; environmental protection is achieved through ensuring compliance with State laws pertaining to businesses that store or use hazardous chemicals or generate hazardous waste; and waste is properly stored, processed, and diverted. EHS does this through the regulation of over 14,000 businesses.

In FY 2021-23, EHS issued 155 Red Placards to businesses for serious food safety violations. This resulted in temporary closures of the food establishments and an additional 262 Yellow Placards, requiring food establishments to immediately correct serious violations to remain open. EHS also temporarily closed 323 commercial/public pools and spas for imminent health or safety concerns.

During FY 2021-23, Measure K funds supported a housing inspection pilot program focusing on a subset of permitted apartment buildings with high complaint numbers for annual inspections. In FY 2021-23, there were 2.1 violations per inspection for Measure K properties.

Environmental protection was achieved through ensuring compliance with State laws pertaining to businesses that store or use hazardous chemicals. In FY 2021-23, 8033 violations were identified during 4904 inspections, all of which required correction.

EHS priorities for FY 2023-25 are to continue ensuring mandated inspections are performed in all regulatory inspection programs while maximizing efficiencies across programs, and continuing to integrate technology. Technology advances are critical to supporting the work within each program and making it easier for businesses and the public ‘do business’ with EHS. Additionally, priorities include division-wide readiness around emergency preparedness and enhancing outreach efforts in the housing inspection program to advance equity through improved apartment building maintenance practices. EHS will also support the County’s Farmworker Housing Task Force to ensure employee housing is safe. To further pollution prevention efforts, priorities include beach monitoring and improving product stewardship efforts for unwanted medicine and sharps from households.

### Performance Measures

#### Performance Narrative

Environmental Health Services (EHS) is focused on creating a more habitable environment in multifamily housing throughout the County. In our efforts, we have identified a need for shared responsibility between the landlord/property owner and the tenants. To improve the living conditions, especially for underserved areas, EHS will use information from the California Healthy Places Index (HPI) to identify geographic regions in the County with issues relating to housing habitability, poverty levels, and diversity. This information will provide priority areas EHS can target residents with culturally appropriate communication and materials that will assist them in maintaining habitability within their units. Concurrently, EHS will prioritize apartment properties in the same areas and educate landlord/property owners on the most common substandard housing problems and educate around the best management practices for their properties to ensure a healthier living environment for tenants.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Violations Observed per Inspection	4.5	4.1	1.6	1.5	1.5

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	357,046	261,403	401,683	401,683	—	401,683	—
Licenses, Permits and Franchises	1,206,409	943,985	1,909,746	1,383,420	(526,326)	1,430,397	46,977
Fines, Forfeitures and Penalties	8,196	146,688	224,754	339,225	114,471	339,225	—
Intergovernmental Revenues	1,021,270	6,414,131	1,033,403	3,078,396	2,044,993	983,403	(2,094,993)
Charges for Services	15,127,615	10,342,090	17,967,045	15,470,602	(2,496,443)	17,900,862	2,430,260
Interfund Revenue	43,545	40,792	152,641	98,391	(54,250)	98,391	—
Miscellaneous Revenue	512,920	431,866	726,562	552,562	(174,000)	572,562	20,000
<b>Total Revenue</b>	<b>18,277,002</b>	<b>18,580,955</b>	<b>22,415,834</b>	<b>21,324,279</b>	<b>(1,091,555)</b>	<b>21,726,523</b>	<b>402,244</b>
Fund Balance	452,793	1,177,710	808,372	807,099	(1,273)	427,099	(380,000)
<b>Total Sources</b>	<b>18,729,795</b>	<b>19,758,665</b>	<b>23,224,206</b>	<b>22,131,378</b>	<b>(1,092,828)</b>	<b>22,153,622</b>	<b>22,244</b>
<b>Requirements</b>							
Salaries and Benefits	14,053,479	14,781,457	16,540,744	16,951,170	410,426	17,241,337	290,167
Services and Supplies	2,220,779	2,919,647	4,020,428	3,137,858	(882,570)	2,864,583	(273,275)
Other Charges	1,429,183	1,388,234	2,009,096	1,866,317	(142,779)	1,871,555	5,238
Reclassification of Expenses	—	—	—	—	—	—	—
Other Financing Uses	3,442	3,015	3,470	5,388	1,918	5,502	114
<b>Gross Appropriations</b>	<b>17,706,882</b>	<b>19,092,353</b>	<b>22,573,738</b>	<b>21,960,733</b>	<b>(613,005)</b>	<b>21,982,977</b>	<b>22,244</b>
Intrafund Transfers	(47,591)	(33,791)	(49,425)	(149,248)	(99,823)	(149,248)	—
<b>Net Appropriations</b>	<b>17,659,291</b>	<b>19,058,562</b>	<b>22,524,313</b>	<b>21,811,485</b>	<b>(712,828)</b>	<b>21,833,729</b>	<b>22,244</b>
Contingencies/Dept Reserves	807,099	807,098	807,099	427,099	(380,000)	427,099	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>18,466,390</b>	<b>19,865,660</b>	<b>23,331,412</b>	<b>22,238,584</b>	<b>(1,092,828)</b>	<b>22,260,828</b>	<b>22,244</b>
<b>Net County Cost</b>	<b>(263,405)</b>	<b>106,995</b>	<b>107,206</b>	<b>107,206</b>	<b>—</b>	<b>107,206</b>	<b>—</b>
Salary Resolution	80.0	81.0	81.0	85.0	4.0	85.0	—
Funded FTE	80.0	81.0	80.9	84.9	4.0	84.9	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	18,729,795	19,758,665	23,224,206	22,131,378	(1,092,828)	22,153,622	22,244
Total Requirements	18,466,390	19,865,660	23,331,412	22,238,584	(1,092,828)	22,260,828	22,244
Net County Cost	(263,405)	106,995	107,206	107,206	—	107,206	—
Salary Resolution	80.0	81.0	81.0	85.0	4.0	85.0	—
Funded FTE	80.0	81.0	80.9	84.9	4.0	84.9	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$228,566. Net funding adjustments in FY 2024-25 total \$418,392.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,899,927)	(404,855)
<b>Requirements</b>		
Gross Appropriations	(1,386,361)	13,537
Intrafund Transfers	95,000	—
Contingencies/Dept Reserves	(380,000)	—
Non-General Fund Reserves	—	—
Net County Cost	228,566	418,392
Positions	—	—

**2. Environmental Health Services Fee Credits:** This action aligns the budget with Fee Ordinance #4871 passed by the Board of Supervisors on November 1, 2022, in which American Rescue Plan Act funds will be used for those eligible entities under the federal guidelines for one year to reduce the impact of the adjusted fees.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Position Adjustment - Environmental Health Specialist:** An Environmental Health Specialist is added to the Land Use program to support increased wastewater and water system inspections in the unincorporated areas, more specifically in farmworker housing. This position is funded through a Intrafund Transfer from the County General Fund.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	176,522	2,000
Intrafund Transfers	(194,823)	—
Net County Cost	(18,301)	2,000
Positions	1	—

**4. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	807,099	427,099
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(807,099)	(427,099)
Positions	—	—

**5. Position Adjustment - 2 Environmental Health Specialists and 1 Deputy Director:** This action aligns the budget with the Salary Resolution Amendment passed on March 28, 2023, in which two Environmental Health Specialist and Deputy Director were added.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	596,834	6,707
Intrafund Transfers	—	—
Net County Cost	596,834	6,707
Positions	3	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(1,092,828)	22,244
<b>Requirements</b>		
Gross Appropriations	(613,005)	22,244
Intrafund Transfers	(99,823)	—
Contingencies/Dept Reserves	(380,000)	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	4	—

## Behavioral Health and Recovery Services (6100B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	5,346,089	5,454,861	6,465,255	7,204,299	739,044	7,204,299	—
Licenses, Permits and Franchises	5,126	—	—	—	—	—	—
Use of Money and Property	—	—	—	—	—	—	—
Intergovernmental Revenues	81,137,764	101,689,111	129,953,077	168,914,073	38,960,996	157,947,748	(10,966,325)
Charges for Services	59,330,184	51,681,245	59,890,855	59,275,331	(615,524)	61,378,074	2,102,743
Interfund Revenue	793	4,213	—	—	—	—	—
Miscellaneous Revenue	3,362,184	2,207,987	3,845,708	3,535,569	(310,139)	3,557,484	21,915
<b>Total Revenue</b>	<b>149,182,139</b>	<b>161,037,416</b>	<b>200,154,895</b>	<b>238,929,272</b>	<b>38,774,377</b>	<b>230,087,605</b>	<b>(8,841,667)</b>
Fund Balance	4,017,084	3,977,717	3,867,439	4,004,502	137,063	4,004,502	—
<b>Total Sources</b>	<b>153,199,223</b>	<b>165,015,133</b>	<b>204,022,334</b>	<b>242,933,774</b>	<b>38,911,440</b>	<b>234,092,107</b>	<b>(8,841,667)</b>
<b>Requirements</b>							
Salaries and Benefits	86,209,891	87,817,845	102,067,079	102,121,688	54,609	104,180,671	2,058,983
Services and Supplies	72,165,757	82,308,425	94,770,947	105,206,494	10,435,547	105,227,425	20,931
Other Charges	52,612,229	54,725,118	69,833,614	81,747,743	11,914,129	85,282,798	3,535,055
Other Financing Uses	338,290	309,304	3,155,395	16,430,294	13,274,899	3,632,412	(12,797,882)
<b>Gross Appropriations</b>	<b>211,326,168</b>	<b>225,160,692</b>	<b>269,827,035</b>	<b>305,506,219</b>	<b>35,679,184</b>	<b>298,323,306</b>	<b>(7,182,913)</b>
Intrafund Transfers	(1,543,921)	(1,850,060)	(3,130,227)	(3,130,227)	—	(3,130,227)	—
<b>Net Appropriations</b>	<b>209,782,247</b>	<b>223,310,632</b>	<b>266,696,808</b>	<b>302,375,992</b>	<b>35,679,184</b>	<b>295,193,079</b>	<b>(7,182,913)</b>
Contingencies/Dept Reserves	3,959,485	4,004,501	4,004,502	4,004,502	—	4,004,502	—
<b>Total Requirements</b>	<b>213,741,732</b>	<b>227,315,133</b>	<b>270,701,310</b>	<b>306,380,494</b>	<b>35,679,184</b>	<b>299,197,581</b>	<b>(7,182,913)</b>
<b>Net County Cost</b>	<b>60,542,509</b>	<b>62,300,000</b>	<b>66,678,976</b>	<b>63,446,720</b>	<b>(3,232,256)</b>	<b>65,105,474</b>	<b>1,658,754</b>
Salary Resolution	466.0	467.0	476.0	505.0	29.0	505.0	—
Funded FTE	459.8	460.9	466.2	495.7	29.5	495.7	—

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	153,199,223	165,015,133	204,022,334	242,933,774	38,911,440	234,092,107	(8,841,667)
Total Requirements	213,741,732	227,315,133	270,701,310	306,380,494	35,679,184	299,197,581	(7,182,913)
Net County Cost	60,542,509	62,300,000	66,678,976	63,446,720	(3,232,256)	65,105,474	1,658,754
Salary Resolution	466.0	467.0	476.0	505.0	29.0	505.0	—
Funded FTE	459.8	460.9	466.2	495.7	29.5	495.7	—

## Behavioral Health and Recovery Administration (6110P)

### Program Locator

County > Health Services > County Health > Behavioral Health and Recovery Services > **Behavioral Health and Recovery Administration**

### Program Outcome Statement

Provide programmatic, clinical, and fiscal leadership and management for the BHRS division

### Program Results

Behavioral Health and Recovery Services (BHRS) Administration staff defines and directs the priorities of the division; advances racial equity; eliminates institutional bias and racism; supports training and workforce development; provides administrative support for all programs including compliance, quality improvement, personnel services, budget/finance, research/evaluation, contract administration; and works collaboratively with County Health programs, other County departments, and contracted vendors to ensure quality and compliance with state and federal requirements.

BHRS provides the community with quality and effective treatment services in a timely manner with respect and dignity, which is evidenced in a recent client satisfaction survey where 86 percent of clients stated they were satisfied with the services received and reported being better able to manage their lives and engage in conversation and activities with other people. BHRS consumers and their family members participate and have a voice at every level of the system, including the

problem resolution process, through the Office of Community and Family Affairs (OCFA).

In FY 2021-22, BHRS served 12,873 clients. Clients were diverted from Psychiatric Emergency Services and hospitalization and maintained at an outpatient setting. In FY 2023-25, BHRS will focus on the implementation of CalAIM (California Advancing and Innovating Medi-Cal), a state initiative to reform Medi-Cal, and advancing the integration of primary care and behavioral health by aligning billing systems and preparing to migrate to a single electronic health record.

Additionally, BHRS recently purchased 2195 El Camino Real. In 2023, California Clubhouse and Voices of Recovery will provide services at this new site, which will be a drop-in center that uses a socialization and economic inclusion model. This model operates as a participatory support system where individuals grow in responsibility and involvement preparing people for positive contributions to the community. There will be a Wellness Recovery Action Plan program and support in the evenings for persons struggling with addiction.

BHRS is also partnering with Santa Clara County for a State grant to replace the current Methadone Clinic in San Mateo County. The new clinic will be on the Veterans Affairs (VA) Menlo Park Campus. The project, known as the Wellness and Recovery Opioid Clinic (WROC), will be a model because of the unique partnership with the VA and Santa Clara County that is creating this opportunity to build a clinic to meet the critical needs of residents who struggle with addictions.

**Performance Measures**

**Performance Narrative**

Cultural Humility 101 operationalizes the division’s ongoing efforts in Multi-Cultural Organizational Development, which began in 2017 to address and eliminate institutional bias within the division to ensure equal access to services and programs and fair institutional decisions free from racial and cultural biases. The training introduces new employees to the ever-changing dynamics of culture and difference, power, and privilege, in the day-to-day work of a BHRM employee, allowing participants to engage and explore these concepts. Hence, they are prepared to promote inclusion in their new job actively. As San Mateo County is at the forefront of these efforts, benchmarks are limited. The Racial Equity Index from the National Equity Atlas, the Diversity & Inclusion Benchmarking Survey, and the DEI Benchmark by Social Impact are possibilities.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of newly onboarded staff will have completed the Cultural Humility 101 training within 90 days of hire.	N/A	N/A	60%	80%	85%

**Resource Allocation Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	17,356,477	16,090,691	32,566,192	45,006,082	12,439,890	43,430,273	(1,575,809)
Total Requirements	29,015,527	31,236,555	41,797,892	61,403,178	19,605,286	59,727,661	(1,675,517)
Net County Cost	11,659,050	15,145,864	9,231,700	16,397,096	7,165,396	16,297,388	(99,708)
Salary Resolution	68.0	68.0	70.0	99.0	29.0	99.0	—
Funded FTE	68.0	68.0	69.9	98.9	29.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$10,950,127. Net funding adjustments in FY 2024-25 total \$3,896,703.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,507,890)	(3,575,303)
<b>Requirements</b>		
Gross Appropriations	9,442,237	321,400
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	10,950,127	3,896,703
Positions	—	—

**2. Behavioral Health and Recovery Services Facility Renovations:** Review for safety and possible renovations of all BHRS clinic reception areas are planned over the next two fiscal years. These renovations will increase safety for staff. A portion will be funded with Mental Health Services Act (MHSA) revenue.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	4,000,000	—
<b>Requirements</b>		
Gross Appropriations	4,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Program Enhancement for New SMC County Property:** The recently purchased 2191-2195 El Camino Real property is part of the County’s Functional Zero Homeless Campaign. It is contiguous with the new El Camino House. Two Community-Based Organizations (CBOs) with existing Behavioral Health and Recovery Services contracts will provide client services at this location. Services include substance abuse and recovery supports, wellness programs, career development, job training, and a targeted program for young adults. Mental Health Services Act (MHSA) funds will be used for property upgrades.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	250,000	(250,000)
<b>Requirements</b>		
Gross Appropriations	250,000	(250,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Measure K: Transfer Funding Between Programs :** Measure K funds from Youth Trauma Intervention, Youth Mental Health First Aid, and Parent Project programs are replaced with Mental Health Services Act (MHSA) revenue. The resulting available Measure K funds will be used to fund Alcohol and Other Drug Services (AOD) Medicated Assisted Treatment Program (MAT), an already approved Measure K program (KIMAT), bringing the total of that initiative to \$1.5M

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Position Adjustment: HEAL Psychiatric Social Workers:** This action adds two Psychiatric Social Workers to the Homeless, Engagement, Assessment, and Linkage Team (HEAL) to support and provide better services to clients. These positions are placed in this program unit to track the costs separately from any net county cost increase calculations and are fully funded by Mental Health Realignment, Mental Health Services Act and Federal Financial Participation revenue, resulting in no increase general fund contribution.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	335,196	3,808
<b>Requirements</b>		
Gross Appropriations	335,196	3,808
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	2	—

**6. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	4,004,502	4,004,502
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(4,004,502)	(4,004,502)
Positions	—	—

**7. Position Adjustment: Community Health Nurse-Quality Management II:** One Community Mental Health Nurse is transferred to the Quality Management unit to better meet organizational needs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	219,771	8,091
Intrafund Transfers	—	—
Net County Cost	219,771	8,091
Positions	1	—



**8. New Methadone Clinic:** Through the a Behavioral Health Continuum Infrastructure Program (BHCIP) grant opportunity, the Counties of San Mateo and Santa Clara, and the United States Office of Veterans Affairs are joining to site and build a new methadone clinic on the Veteran’s Affairs campus in Menlo Park. The project is expected to start in FY 2023-24. Total cost is estimated at \$18,000,000, with a required match of ten percent or \$1,800,000, which will be funded by Mental Health Services Act (MHSA).

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,800,000	(1,800,000)
<b>Requirements</b>		
Gross Appropriations	1,800,000	(1,800,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**9. Extra Help Conversions:** To stabilize the workforce, the following extra help positions will be converted to permanent: one Marriage Family and Therapist I, one Office Assistant I, five Patient Services Assistant II for the Access Call Center and clinic front desk coverage, one Mental Health Counselor II, one Office Specialist for the Office of Diversity and Equity, one Patient Services Specialist for Billing and Revenue Unit, one Peer Support Worker for the Transitional Age Youth program, three Program Coordinator IIs and two Community Program Specialists to support various Mental Health Service Act programs, one Psychiatric Social Worker I for Primary Care, two Residential Counselors for Canyon Oaks. These positions are placed in this program unit to track the costs separately from any net county cost increase calculations and are fully funded by Mental Health Realignment, Mental Health Services Act and Federal Financial Participation revenue, resulting in no increase general fund contribution.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,387,360	27,872
<b>Requirements</b>		
Gross Appropriations	2,387,360	27,872
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	19	—

**10. Position Adjustment: New Regular Positions:** To address increased compliance, reporting, and contracts demands, one Quality Management Psychiatric Social Worker, one Mental Health Services Act Management Analyst, one Contracts Administrator II, one BHRS Analyst, one Primary Care Interface Psychiatric Social Worker, one Pre-Three Psychiatric Social Worker, and one Child Welfare Psychiatric Social Worker are added. These positions are placed in this program unit to track the costs separately from any net county cost increase calculations and are fully funded by Mental Health Realignment, Mental Health Services Act and Federal Financial Participation revenue, resulting in no increase general fund contribution.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,170,722	13,312
<b>Requirements</b>		
Gross Appropriations	1,170,722	13,312
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	7	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	12,439,890	(1,575,809)
<b>Requirements</b>		
Gross Appropriations	19,605,286	(1,675,517)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	7,165,396	(99,708)
Positions	29	—

## Mental Health Youth Services (6130P)

### Program Locator

County > Health Services > County Health > Behavioral Health and Recovery Services > **Mental Health Youth Services**

### Program Outcome Statement

Improve mental health for children, youth, and their families

### Program Results

Behavioral Health and 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 2021-22, BHRS served 2,839 children and youth. The needs of children, youth, and their families continue to grow. A focus in the FY 2023-25 budget cycle will be to strengthen the Youth Mental Health Crisis Continuum of Care, which integrates essential elements of behavioral health prevention, early intervention, response, stabilization, and transitional supports for youth in crisis.

In July 2022, BHRS implemented the Youth Support, Opportunity, Stabilization (SOS), a youth mobile crisis response team for youth ages 0-25. As of March 1, 2023, Youth SOS has received 81 referrals with 100 percent of them resulting in de-escalation and deferred from psychiatric hospitalization. There were 23 phone consultations provided to school staff, 6 with youth, and 55 phone support and de-escalation with caregivers of youth. In FY 2023-25, BHRS will be marketing and conducting outreach with schools and community

partners to increase community awareness of this valuable program.

BHRS is also partnering with the County Office of Education and others to conduct planning under the auspices of the Coalition for Safe Schools and Communities to understand the gaps and identify shared objectives for improving social emotional wellness for school-aged youth countywide.

Additionally, BHRS and the San Mateo Medical Center received a California Health Facilities Financing Authority (CHFFA) grant to create a separate, dedicated youth space in the Psychiatric Emergency Services Unit. The goal is to reduce mental health-related admissions by 5 percent each year over the first two years. BHRS will also focus on increasing 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. The projected timeline for project completion is Spring 2024.

In partnership with First 5 of San Mateo County (F5SMC), a grant application to the Child and Youth Behavioral Health Initiative of the California Department of Health Care Services was submitted in April 2023. The grant will provide funds to implement and scale up Child-Parent Psychotherapy (CPP) as an evidence-based practice for providing urgently needed mental health services for children ages 0-5 and their families. This work represents the first phase of a multi-step initiative that F5SMC and BHRS are planning to build up and sustain the workforce providing Infant and Early Childhood Mental Health (IECMH) services throughout San Mateo County.

**Performance Measures**

**Performance Narrative**

The percent of Medi-Cal Beneficiaries residing in San Mateo County that enter treatment is monitored to ensure underrepresented populations have equal access to services and programs, to measure the effectiveness of outreach and community-based programming in their reach to special populations, and to track the division’s commitment to racial equity in direct service delivery. The data is benchmarked against the National Institute for Mental Health, statewide data, and similar-sized counties’ aggregate data.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Medi-Cal youth population that enters treatment compared to benchmarks for similar populations.	N/A	N/A	5%	6%	7%

**Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Asian	Black	White	American Indian/ Alaskan Native	Pacific Islander
Percent of Medi-Cal population by race that enters treatment compared to benchmarks for similar populations.	5%	12%	14%	75%	5%

Category	LatinX
Percent of Medi-Cal population by race that enters treatment compared to benchmarks for similar populations.	5%

**Resource Allocation Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	34,364,812	36,987,149	42,056,622	43,669,018	1,612,396	43,706,796	37,778
Total Requirements	47,163,233	49,106,853	57,820,821	57,904,520	83,699	58,716,874	812,354
Net County Cost	12,798,421	12,119,704	15,764,199	14,235,502	(1,528,697)	15,010,078	774,576
Salary Resolution	165.0	165.0	165.0	165.0	—	165.0	—
Funded FTE	163.0	163.0	161.7	161.7	—	161.7	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$1,515,937). Net funding adjustments in FY 2024-25 total \$774,711.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	1,512,397	37,778
<b>Requirements</b>		
Gross Appropriations	(3,540)	812,489
Intrafund Transfers	—	—
Net County Cost	(1,515,937)	774,711
Positions	—	—

**2. Youth Crisis Stabilization Unit or Youth Crisis Residential Facility:** Funding will be used to explore options for in-county youth crisis services which may include a Youth Crisis Stabilization Unit or Youth Crisis Residential Facility.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	100,000	—
<b>Requirements</b>		
Gross Appropriations	100,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Measure K: Transfer Funding Between Programs :** Measure K funds from Youth Trauma Intervention, Youth Mental Health First Aid, and Parent Project programs are replaced with Mental Health Services Act (MHSA) revenue. The resulting available Measure K funds will be used to fund Alcohol and Other Drug Services (AOD) Medicated Assisted Treatment Program (MAT), an already approved Measure K program (KIMAT), bringing the total of that initiative to \$1.5M.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	(1)	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	1	—
Positions	—	—

**4. Position Adjustment: Milieu Program Specialist:** One Mental Health Program Specialist is deleted and one Milieu Program Specialist is added to better meet organizational needs at Canyon Oaks Youth Center.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(12,761)	(135)
Intrafund Transfers	—	—
Net County Cost	(12,761)	(135)
Positions	—	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	1,612,396	37,778
<b>Requirements</b>		
Gross Appropriations	83,699	812,354
Intrafund Transfers	—	—
Net County Cost	(1,528,697)	774,576
Positions	—	—

## Mental Health Adult Services (6140P)

### Program Locator

County > Health Services > County Health > Behavioral Health and Recovery Services > **Mental Health Adult Services**

### Program Outcome Statement

Increase the percentage of adult and older adult consumers attaining wellness/recovery goals

### Program Results

Behavioral Health and Recovery Services (BHRS) Adult Mental Health programs promote recovery for individuals with serious mental illness and co-occurring substance use disorders by offering outreach and engagement, assessment, treatment, medication management, case management, psychosocial rehabilitation, housing support, crisis response, peer services, and linkage to physical health services. Programs focus on fostering healthy outcomes, safety, social connectedness, and engagement in meaningful activities. Full-service partnerships have demonstrated reductions in hospitalizations, psych emergency room visits, arrests and incarcerations, and homelessness. BHRS served over 10,024 adults in FY 2021-22, of which 85 percent stated they benefited from BHRS services.

BHRS will continue the pilot of the Community Wellness Crisis Response Team program. In partnership with the cities of San Mateo, Redwood City, South San Francisco, Daly City, and in FY 2023-24, Foster City and San Bruno, a police officer and a Star Vista mental health clinician will respond to 911 calls involving individuals experiencing a mental health crisis. Mental health clinicians will assess individuals for the need for a 5150 hold, provide crisis counseling to the individual and their family, and ensure individuals are linked to community resources for ongoing mental health or substance use services. Clinicians may

also link police station walk-ins to behavioral health resources or assist homeless outreach efforts in their respective jurisdictions.

In FY 2021-23, BHRS implemented the Homeless Engagement Assessment and Linkage (HEAL) team of mental health clinicians who partner with Homeless Outreach Teams (HOT) to outreach unsheltered homeless individuals in encampments and vehicles to assess for behavioral health conditions and provide interim treatment in the field until individuals are ready to be linked to ongoing behavioral health and support services. HEAL has conducted 251 field-based assessment encounters, which resulted in 19 individuals engaging in mental health treatment, and 4 clients obtaining permanent supportive housing. The team also provided 23 weekly on-site psycho-educational workshops at homeless shelters for shelter residents.

BHRS, in conjunction with the Department of Housing, was awarded Mental Health Services Act and No Place Like Home housing development funding to develop 68 new housing units across the County for individuals/families with serious mental illness who are homeless or at risk of homelessness. All units will be completed and occupied between 2022 and early 2026, with six already occupied to date. BHRS will also be expanding its long-term lease with Hopkins Manor for dedicated Board and Care beds, which adds 46 beds, the largest single increase of county beds in many years.

Additionally, the new Cordilleras Health and Healing Campus will be completed, and contracted providers and clients will move into the new facilities by January 2024. The new campus, which is comprised of 29 transitional and 28 permanent supported housing units and 4 locked 16-bed mental health rehabilitation centers, will offer quality care to clients with serious mental illness in a beautiful, natural setting.



## Performance Measures

### Performance Narrative

The percent of Medi-Cal Beneficiaries residing in San Mateo County that enter treatment is monitored to ensure underrepresented populations have equal access to services and programs, to measure the effectiveness of outreach and community-based programming in their reach to special populations, and to track the division’s commitment to racial equity in direct service delivery. The data is benchmarked against the Kaiser Foundation for Substance Use Disorder Treatment, statewide data, and similar-sized counties’ aggregate data.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of SUD (Substance Use Disorder) Medi-Cal population that enters into treatment compared to benchmarks for similar populations.	N/A	N/A	2%	3%	4%

### Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Asian	Black	White	American Indian/ Alaskan Native	Pacific Islander
Percent of Medi-Cal population by race that enters treatment compared to benchmarks for similar populations.	1%	17%	6%	33%	1%
Category	LatinX				
Percent of Medi-Cal population by race that enters treatment compared to benchmarks for similar populations.	2%				

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	84,943,517	96,306,300	108,891,400	136,456,738	27,565,338	128,804,044	(7,652,694)
Total Requirements	109,395,773	119,036,497	133,126,024	150,815,520	17,689,496	144,372,488	(6,443,032)
Net County Cost	24,452,256	22,730,197	24,234,624	14,358,782	(9,875,842)	15,568,444	1,209,662
Salary Resolution	194.0	194.0	198.0	198.0	—	198.0	—
Funded FTE	190.4	190.5	192.2	192.2	—	192.2	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$9,826,905). Net funding adjustments in FY 2024-25 total \$1,212,830.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	7,095,552	—
<b>Requirements</b>		
Gross Appropriations	(2,731,353)	1,212,830
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(9,826,905)	1,212,830
Positions	—	—

**2. Cordilleras Health and Healing Campus:** The Cordilleras Health and Healing Campus is expected to open in approximately January 2024. This new facility will have four locked facilities, for a total of 64 beds, and 57 supported and transitional housing units. Annual operating costs will total \$24.4M, an increase of \$12.8M over the existing contract. Payments for debt service for the project will begin during FY 2023-24 This action includes the increased contract costs and debt service which are funded by Realignment and federal funds.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	9,469,786	3,347,306
<b>Requirements</b>		
Gross Appropriations	9,469,786	3,347,306
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Position Adjustment: Psychiatric Resident:** This action adds one Psychiatric Resident to maintain requirements of the program by the credentialing organization. The Accreditation Council for Graduate Medical Education (ACGME) requires that participating organizations have 16 residents.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	136,925	4,568
Intrafund Transfers	—	—
Net County Cost	136,925	4,568
Positions	1	—

**4. Position Adjustment: Mental Health Counselor South County Adult Clinic:** One Peer Support Worker II is deleted and one Mental Health Counselor is added at the South County Adult Clinic.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	26,308	275
Intrafund Transfers	—	—
Net County Cost	26,308	275
Positions	—	—

**5. Position Adjustment: Community Health Nurse North County Adult Clinic:** One Community Health Nurse is transferred to the North County Adult Clinic to better meet organizational needs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Position Adjustment: Housing Supervising Mental Health Clinician :** One Supervising Mental Health Clinician is moved from the Adult Resource Management team to the Housing team to better meet organizational needs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**7. Position Adjustment: Community Health Nurse Central County Adult Clinic:** One Community Health Nurse is transferred to the Central County Adult Clinic to better meet organizational needs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**8. Position Adjustment: Transfer Community Health Nurse -Quality Management:** One Community Mental Health Nurse is transferred to the Quality Management unit to better meet organizational needs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(219,771)	(8,091)
Intrafund Transfers	—	—
Net County Cost	(219,771)	(8,091)
Positions	(1)	—

**9. Position Adjustment: Primary Care Interface Lead Supervisor:** One Case Management Assessment Specialist is deleted and one Lead BHRS Supervisor is added to better meet organizational needs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	7,601	80
Intrafund Transfers	—	—
Net County Cost	7,601	80
Positions	—	—

**10. New Housing Units:** Behavioral Health and Recovery Services (BHRS) is committing \$11,000,000 of Mental Health Services Act (MHSA) revenue to support housing for BHRS clients. Planning is continuing for the best use of the funds and may be used to purchase hotels and/or other properties.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	11,000,000	(11,000,000)
<b>Requirements</b>		
Gross Appropriations	11,000,000	(11,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	27,565,338	(7,652,694)
<b>Requirements</b>		
Gross Appropriations	17,689,496	(6,443,032)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(9,875,842)	1,209,662
Positions	—	—

## Alcohol and Other Drug Services (6170P)

### Program Locator

County > Health Services > County Health > Behavioral Health and Recovery Services > **Alcohol and Other Drug Services**

### Program Outcome Statement

Prevent and treat substance use/abuse and support clients' recovery

### Program Results

Behavioral Health and Recovery Services (BHRS) Alcohol and Other Drug Services (AOD) oversee substance use prevention, treatment, and recovery services for individuals and families. Treatment is provided by a network of community-based agencies and includes withdrawal management, outpatient, intensive outpatient, residential, medication assisted treatment (MAT), and recovery services. In FY 2021-22, 1,752 clients were served. The mid-year average for FY 2021-22 (the most recent data available) shows 88 percent of patients seeking methadone treatment were seen within 24 hours of request, exceeding the State standard of three days. In a client survey conducted in September 2021, the most recent year available, 89 percent agreed that "as a direct result of the services I am receiving, I am better able to do the things I want to do."

In FY 2023-25, AOD will improve equitable access to services across racial and ethnic groups as an overarching goal. With the implementation of CalAIM (California Advancing and Innovating Medi-Cal), a State initiative to reform Medi-Cal, AOD will focus on behavioral health integration and increasing the percent of those who receive follow-up care within 7 and 30 days of an emergency department visit with a substance use

disorder diagnosis. The program will implement changes to enhance Drug Medi-Cal benefits and implement best practices for those with methamphetamine addiction such as offering recovery incentives. AOD will strengthen care coordination among providers, expand access to MAT services, and increase retention MAT services.

Due to new Drug Medi-Cal and CalAIM regulations, AOD must implement increased policy, performance monitoring, and reporting requirements. These actions will increase the volume of compliance and quality activities by approximately 200 percent.

The Opioid Settlement brought much needed funding to San Mateo County to address the opioid epidemic. BHRS has expanded client engagement and case management by adding one case manager who is partnering with Correctional Health Services (CHS) to focus on increased engagement and linkage with clients at release. An additional case manager is partnering with the Redwood City Homeless Outreach Team (HOT), local shelters, law enforcement, the BHRS Homeless Engagement, Assessment, and Linkage (HEAL) team, and other field-based crisis responders to reach and engage individuals experiencing homelessness and addiction. To address the new trend of concurrent stimulant and opioid use, BHRS added a psychiatric social worker position to do outreach and engagement with vulnerable residents and assess for co-occurring psychiatric needs.

To enhance substance use treatment for residents of the new Navigation Center, BHRS has contracted with El Centro de Libertad to provide on-site services a minimum of five days per week. Finally, the AOD program will continue educate the community to prevent problems related to tobacco, alcohol, cannabis, prescription drugs, and opioids within San Mateo County.

## Performance Measures

### Performance Narrative

The percent of Medi-Cal Beneficiaries residing in San Mateo County that enter treatment is monitored to ensure underrepresented populations have equal access to services and programs, to measure the effectiveness of outreach and community-based programming in their reach to special populations, and to track the division's commitment to racial equity in direct service delivery. The data is benchmarked against the Kaiser Foundation for Substance Use Disorder Treatment, statewide data, and similar-sized counties' aggregate data.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Medi-Cal population by race that enters into treatment compared to benchmarks for similar populations.	N/A	N/A	2%	3%	4%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Asian	Black	White	American Indian/ Alaskan Native	Pacific Islander
Percent of Medi-Cal population by race that enters into treatment compared to benchmarks for similar populations.	1%	17%	6%	33%	1%
Category	LatinX				
Percent of Medi-Cal population by race that enters into treatment compared to benchmarks for similar populations.	2%				

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	16,534,418	15,630,993	20,508,120	17,801,936	(2,706,184)	18,150,994	349,058
Total Requirements	28,167,200	27,935,228	37,956,573	36,257,276	(1,699,297)	36,380,558	123,282
Net County Cost	11,632,782	12,304,235	17,448,453	18,455,340	1,006,887	18,229,564	(225,776)
Salary Resolution	39.0	40.0	43.0	43.0	—	43.0	—
Funded FTE	38.5	39.5	42.4	42.9	0.5	42.9	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$2,020,680. Net funding adjustments in FY 2024-25 total (\$226,064).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(3,747,413)	349,058
<b>Requirements</b>		
Gross Appropriations	(1,726,733)	122,994
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	2,020,680	(226,064)
Positions	—	—

**2. Measure K: Transfer Funding Between Programs :** Measure K funds from Youth Trauma Intervention, Youth Mental Health First Aid and Parent Project programs are replaced with Mental Health Services Act (MHSA) revenue. The resulting available Measure K funds will be used to fund Alcohol and Other Drug Services (AOD) Medicated Assisted Treatment Program (MAT), an already approved Measure K program (KIMAT), bringing the total of that initiative to \$1.5M.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,041,229	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,041,229)	—
Positions	—	—

**3. Position Adjustment: Health Services Manager II:** One Health Services Manager I is deleted and one Health Services Manager II is added better meet organizational needs in the Behavioral Health and Recovery Services Alcohol and Other Drugs program.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	27,436	288
Intrafund Transfers	—	—
Net County Cost	27,436	288
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,706,184)	349,058
<b>Requirements</b>		
Gross Appropriations	(1,699,297)	123,282
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,006,887	(225,776)
Positions	—	—

## 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's 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 include 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.

Recent FHS accomplishments include: improving customer experience in our Women, Infants, and Children (WIC) program with ease of virtual appointments, leading to a 36 percent increase in participation in nutrition

services; adapting creative virtual therapy strategies for children with special health care needs and actively involving parents so children continue to meet their goals; pivoting evidence-based HV services to provide more tele-visits to families with high-risk socioeconomic and health needs; ensuring children in foster care continue to receive timely medical, dental care, and developmental screenings during the pandemic; and planning and coordinating an equitable distribution of COVID-19 vaccines through our FHS Immunization program in partnership with other Health divisions and County agencies.

FHS currently serves approximately 12,000 clients through Nutrition services, over 1,500 children with special health care needs through the California Children's Services program, and over 1,300 clients through evidence-based HV services each month. Over the next two years, FHS will continue to support children and families in achieving optimal health. Priorities include promoting breastfeeding and aiming to reduce gaps in breastfeeding rates by race/ethnicity, particularly among Black and Pacific Islander women. FHS will also encourage efforts to increase ACE (Adverse Childhood Experiences) screening and provide services that mitigate the negative impacts of ACEs by expanding the number of evidence-based HV programs offered.

## Performance Measures

### Performance Narrative

Breastfeeding decreases the incidence of childhood illnesses and has been linked to cognitive gains, increased bonding/attachment, and reduced healthcare costs. For mothers, breastfeeding supports post-birth recovery, reduces the risk of postpartum depression, and reduces the risk of cancer. It is vital to track the continuance of breastfeeding at the 6-month mark rather than at initiation because breastfeeding provides incremental added benefits over time. FHS has tracked the percentage of Women, Infants, and Children (WIC) Program participants breastfeeding at 6 months to the aggregate level. However, it will begin to track this information closely to stratify by race/ethnicity and compare it to the State WIC data. It is crucial to ensure no gaps by race/ethnicity, specifically among Black women and infants who are 2 to 3 times more likely to suffer from mortality/morbidity than White women and infants, as breastfeeding provides protective factors.

The above-disaggregated data is an estimate for FY 2020-21 based on a newly implemented data system. Once actual numbers have been calculated at the fiscal year's end, service gaps may be identified. It can be determined if interventions are culturally responsive to meeting clients' needs. In the meantime, the current information will help begin refocusing services.

San Mateo County data is benchmarked with Statewide WIC data for breastfeeding at 6 months. This data is currently unavailable, disaggregated by race/ethnicity at the State level.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Breastfeeding Rate of WIC (Women, Infants, and Children) Babies at 6-months-old, San Mateo County	51%	49%	51%	53%	54%
Breastfeeding Rate of WIC (Women, Infants, and Children) Babies at 6-months-old, State of California	35%	35%	35%	35%	35%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Black	Native Hawaiian/ Pacific Islander	Asian	LatinX	White
Breastfeeding Rate of WIC (Women, Infants, and Children) Babies at 6-months-old by Race/Ethnicity, San Mateo County	42%	33%	47%	52%	59%
Category	American Indian/ American Native	Multi	Other/ Unknown		
Breastfeeding Rate of WIC (Women, Infants, and Children) Babies at 6-months-old by Race/Ethnicity, San Mateo County	N/A	33%	52%		

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,669,388	1,721,019	1,772,650	1,843,556	70,906	1,843,556	—
Intergovernmental Revenues	13,709,134	16,966,954	14,651,088	15,723,697	1,072,609	14,658,512	(1,065,185)
Charges for Services	1,138,860	1,200,000	6,107,546	4,580,215	(1,527,331)	5,476,406	896,191
Interfund Revenue	31,861	34,977	1,301,506	1,279,454	(22,052)	1,322,632	43,178
Miscellaneous Revenue	191,186	287,368	—	—	—	—	—
<b>Total Revenue</b>	<b>16,740,429</b>	<b>20,210,318</b>	<b>23,832,790</b>	<b>23,426,922</b>	<b>(405,868)</b>	<b>23,301,106</b>	<b>(125,816)</b>
Fund Balance	1,368,124	1,765,387	2,316,827	2,675,998	359,171	2,675,998	—
<b>Total Sources</b>	<b>18,108,553</b>	<b>21,975,705</b>	<b>26,149,617</b>	<b>26,102,920</b>	<b>(46,697)</b>	<b>25,977,104</b>	<b>(125,816)</b>
<b>Requirements</b>							
Salaries and Benefits	28,116,178	30,039,549	35,384,672	34,460,470	(924,202)	35,237,620	777,150
Services and Supplies	2,355,333	4,425,176	5,401,609	4,978,431	(423,178)	4,784,035	(194,396)
Other Charges	2,385,944	2,101,246	2,119,296	2,644,868	525,572	2,659,482	14,614
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	58,000	—	679,678	679,678	—	679,678	—
Other Financing Uses	3,129	3,236	3,737	3,488	(249)	3,561	73
<b>Gross Appropriations</b>	<b>32,918,584</b>	<b>36,569,208</b>	<b>43,588,992</b>	<b>42,766,935</b>	<b>(822,057)</b>	<b>43,364,376</b>	<b>597,441</b>
Intrafund Transfers	(1,727,494)	(2,057,120)	(2,566,478)	(2,756,101)	(189,623)	(2,851,992)	(95,891)
<b>Net Appropriations</b>	<b>31,191,090</b>	<b>34,512,088</b>	<b>41,022,514</b>	<b>40,010,834</b>	<b>(1,011,680)</b>	<b>40,512,384</b>	<b>501,550</b>
Contingencies/Dept Reserves	1,368,124	1,765,387	2,352,827	2,675,998	323,171	2,675,998	—
<b>Total Requirements</b>	<b>32,559,214</b>	<b>36,277,475</b>	<b>43,375,341</b>	<b>42,686,832</b>	<b>(688,509)</b>	<b>43,188,382</b>	<b>501,550</b>
<b>Net County Cost</b>	<b>14,450,661</b>	<b>14,301,770</b>	<b>17,225,724</b>	<b>16,583,912</b>	<b>(641,812)</b>	<b>17,211,278</b>	<b>627,366</b>
Salary Resolution	176.0	174.0	174.0	174.0	—	174.0	—
Funded FTE	169.0	169.5	168.5	168.5	—	168.5	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	18,108,553	21,975,705	26,149,617	26,102,920	(46,697)	25,977,104	(125,816)
Total Requirements	32,559,214	36,277,475	43,375,341	42,686,832	(688,509)	43,188,382	501,550
Net County Cost	14,450,661	14,301,770	17,225,724	16,583,912	(641,812)	17,211,278	627,366
Salary Resolution	176.0	174.0	174.0	174.0	—	174.0	—
Funded FTE	169.0	169.5	168.5	168.5	—	168.5	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit increases, including merit increases and adjustment to retiree health contributions; and elimination of one-time revenue and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net Funding adjustments in FY 2023-24 total \$1,711,015. Net Funding adjustments in FY 2024-25 total \$3,303,364.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,722,695)	(2,801,814)
<b>Requirements</b>		
Gross Appropriations	(822,057)	597,441
Intrafund Transfers	(189,623)	(95,891)
Contingencies/Dept Reserves	—	—
Net County Cost	1,711,015	3,303,364
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,675,998	2,675,998
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	323,171	—
Net County Cost	(2,352,827)	(2,675,998)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(46,697)	(125,816)
<b>Requirements</b>		
Gross Appropriations	(822,057)	597,441
Intrafund Transfers	(189,623)	(95,891)
Contingencies/Dept Reserves	323,171	—
Net County Cost	(641,812)	627,366
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, substance use disorder treatment services, and nutrition consultation to incarcerated youth and adults in San Mateo County. CHS conducts approximately 18,500 adult and youth intake assessments annually.

Recent accomplishments include the expansion of the Behavioral Health Pod in March 2023, the development of a Medication Assistance Treatment (MAT) program, and continued responsive screening and treatment for COVID-19.

Medical services address chronic conditions referring to San Mateo Medical Center or community providers for specialty clinic care, providing immunizations, and public

health testing and education. Mental health continuum of care includes a Behavioral Health pod to provide treatment and structure to address behavioral issues and a ten-bed psychiatric stabilization unit. MAT, now considered the most critical evidence-based strategy for addressing opioid-related substance use disorders, is offered in adult facilities.

CHS is working to achieve National Commission on Correctional Health accreditation to demonstrate high-quality health care services. CHS MAT multidisciplinary team is participating in a jail learning collaborative to drive progress toward a coordinated county plan for county residents with Opioid Use Disorder and justice system involvement as well as increasing naloxone distribution to the community.

CHS will begin collecting performance measure data categorized by race to equitably serve the substance abuse disorder population in the jail through targeted outreach, education, and support. A Lead Champion has been identified to encourage staff to participate in equity training. CHS managers and supervisors continue to develop and train staff in LEAN practices.



**Performance Measures**

**Performance Narrative**

It is estimated that up to 40 percent of the incarcerated population have substance abuse disorders. Upon booking, Correctional Health Services (CHS) clinical staff will assess and administer the Clinical Opiate Withdraw Scale (COWS) and Clinical Institute Assessment of Alcohol Scale (CIWA) instruments to help monitor detoxification for those with substance use disorder. Inmates will be provided substance abuse education, motivational interviews, and access to Medication Assisted Treatment. CHS has developed a report in the new electronic health record system to help with collecting data. The incarcerated population includes many individuals with low income and people of color compared to the general population of San Mateo County. This is also reflected in the substance use disorder population. CHS does not currently have comparison data but will be able to compare current data as a baseline with future years.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of Incarcerated Individuals Diagnosed with a Substance Use Disorder Who are Engaged in Medication Assisted Treatment categorized by race	10%	20%	26%	25%	25%

**Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Black	Native Hawaiian/ Pacific Islander	Asian	LatinX	White
Administration of Clinical Opioid Clinical Opiate Withdraw Scale (COWS) instrument	22%	1%	3%	21%	49%
Administration of Clinical Institute Assessment of Alcohol Scale (CIWA) instruments	12%	1%	3%	35%	46%

Category	American Indian/ American Native	Other/ Unknown
Administration of Clinical Opioid Clinical Opiate Withdraw Scale (COWS) instrument	1%	3%
Administration of Clinical Institute Assessment of Alcohol Scale (CIWA) instruments	1%	2%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	2,506,912	4,302,224	2,092,167	4,398,282	2,306,115	4,677,395	279,113
Charges for Services	2,554	2,678	2,055	2,883	828	2,883	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	34,776	41,069	30,500	—	(30,500)	—	—
<b>Total Revenue</b>	<b>2,544,242</b>	<b>4,345,972</b>	<b>2,124,722</b>	<b>4,401,165</b>	<b>2,276,443</b>	<b>4,680,278</b>	<b>279,113</b>
Fund Balance	235,163	512,964	700,471	474,009	(226,462)	474,009	—
<b>Total Sources</b>	<b>2,779,405</b>	<b>4,858,936</b>	<b>2,825,193</b>	<b>4,875,174</b>	<b>2,049,981</b>	<b>5,154,287</b>	<b>279,113</b>
<b>Requirements</b>							
Salaries and Benefits	19,690,365	20,051,101	20,543,951	21,021,921	477,970	21,512,550	490,629
Services and Supplies	6,383,341	8,874,341	7,315,538	9,553,288	2,237,750	9,757,403	204,115
Other Charges	911,031	944,021	1,115,420	1,445,774	330,354	1,423,394	(22,380)
Fixed Assets	35,408	—	—	28,340	28,340	28,340	—
<b>Gross Appropriations</b>	<b>27,020,145</b>	<b>29,869,464</b>	<b>28,974,909</b>	<b>32,049,323</b>	<b>3,074,414</b>	<b>32,721,687</b>	<b>672,364</b>
Intrafund Transfers	(370,285)	(1,010,395)	(298,551)	(398,314)	(99,763)	(267,512)	130,802
<b>Net Appropriations</b>	<b>26,649,860</b>	<b>28,859,069</b>	<b>28,676,358</b>	<b>31,651,009</b>	<b>2,974,651</b>	<b>32,454,175</b>	<b>803,166</b>
Contingencies/Dept Reserves	428,249	474,009	474,009	445,669	(28,340)	445,669	—
<b>Total Requirements</b>	<b>27,078,109</b>	<b>29,333,078</b>	<b>29,150,367</b>	<b>32,096,678</b>	<b>2,946,311</b>	<b>32,899,844</b>	<b>803,166</b>
<b>Net County Cost</b>	<b>24,298,704</b>	<b>24,474,142</b>	<b>26,325,174</b>	<b>27,221,504</b>	<b>896,330</b>	<b>27,745,557</b>	<b>524,053</b>
Salary Resolution	88.0	88.0	88.0	102.0	14.0	104.0	2.0
Funded FTE	85.5	85.5	85.4	99.4	14.0	101.4	2.0

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,779,405	4,858,936	2,825,193	4,875,174	2,049,981	5,154,287	279,113
Total Requirements	27,078,109	29,333,078	29,150,367	32,096,678	2,946,311	32,899,844	803,166
Net County Cost	24,298,704	24,474,142	26,325,174	27,221,504	896,330	27,745,557	524,053
Salary Resolution	88.0	88.0	88.0	102.0	14.0	104.0	2.0
Funded FTE	85.5	85.5	85.4	99.4	14.0	101.4	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$1,370,339. Net Funding adjustments in FY 2024-25 total \$1,443,282.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	458,596	(705,876)
<b>Requirements</b>		
Gross Appropriations	1,928,698	606,604
Intrafund Transfers	(99,763)	130,802
Contingencies/Dept Reserves	—	—
Net County Cost	1,370,339	1,443,282
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	474,009	474,009
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(474,009)	(474,009)
Positions	—	—

**3. Fixed Assets:** Appropriations are made to fund a sterilization unit and related instruments to conduct in-house sterilization of dental equipment rather than courier to San Mateo Medical Center providing immediate access for dental staff to utilize. Appropriations are also made to fund a new sonogram to evaluate, diagnose, and treat a wide range of medical conditions. The current sonogram is over ten years old.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	28,340	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(28,340)	—
Net County Cost	—	—
Positions	—	—

**4. Position Adjustment:** To align consistent staffing needs of one Adult Psychiatrist, five Correctional Health Nurses, four Licensed Vocational Nurses, and four Medical Office Assistant II will be converted from extra help to permanent in FY 2023-24. A Dentist and Nurse Practitioner will be converted to permanent in FY 2024-25. The increased costs for these positions will be funded within the existing AB109 Realignment allocation for Health and Health Realignment growth.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,117,376	510,980
<b>Requirements</b>		
Gross Appropriations	1,117,376	65,760
Intrafund Transfers	—	—
Net County Cost	—	(445,220)
Positions	14	2

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	2,049,981	279,113
<b>Requirements</b>		
Gross Appropriations	3,074,414	672,364
Intrafund Transfers	(99,763)	130,802
Contingencies/Dept Reserves	(28,340)	—
Net County Cost	896,330	524,053
Positions	14	2

## San Mateo Medical Center (6600B)

### Program Locator

County > Health Services > County Health > **San Mateo Medical Center**

### Program Outcome Statement

We partner with our community to provide excellent healthcare for patients, including those experiencing social, environmental, or economic challenges

### Program Results

San Mateo Medical Center is a 448-bed public hospital, skilled nursing, and clinic system accredited by the Joint Commission. The Medical Center operates 7 Federally Qualified Health Centers throughout San Mateo County, an acute care hospital, an acute psychiatric inpatient unit, two skilled nursing facilities, an Emergency Department, and related ancillary support services, such as Diagnostic Imaging, Rehabilitation, Respiratory Therapy, Laboratory, and Pharmacy.

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.

On an annual basis, the Medical Center provides 11,900 acute inpatient days, 4,700 inpatient psychiatric days,

35,000 emergency visits, 2,400 psychiatric emergency visits, and a total of 282,300 clinic visits, including 55,900 pediatric visits, 25,400 OB/GYN visits, 15,400 senior care visits, and 18,700 dental visits. The Medical Center is committed to addressing social determinants of health and disparities in health outcomes. Recent Medical Center accomplishments include standardizing screening and identification of food insecurity, literacy, and creating a treatment plan tool to support patients with low literacy. Approximately 6,600 patients have been screened for food insecurity and 1,100 for literacy. In addition, the Medical Center continues to address disparities in health outcomes, including COVID-19 vaccination rates and hypertension control.

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 Medical Center is focused on three primary objectives: 1) to maximize the reach of all its resources to provide care that maximizes health outcomes for its patient population; and 2) build improvement systems using LEAP as the performance improvement philosophy for developing and continually improving the systems necessary to support our patients and committed and talented staff; and 3) implement Epic as the replacement electronic health record during FY 2023-24 and FY 2024-25.

## Performance Measures

### Performance Narrative

San Mateo Medical Center (SMMC) collects all patients' race, ethnicity, and spoken language preference data. This data collection intends to obtain a clear lens on how the Medical Center's patients identify to improve our understanding of where disparities in outcomes exist and inform strategies to achieve health equity. The percentage of Black and African American patients with hypertension who are found to have 'good' blood pressure control (blood pressure less than 140/90) is lower than the percentage of overall hypertensive patient populations who are found to have 'good' blood pressure control. This disparity mirrors national trends.

SMMC has made steady and significant progress in closing the percent gap in Controlled Hypertension between African American and SMMC's overall hypertensive populations. At the start of this initiative in the fiscal year 2018-2019, there was a 6.8 percent gap between the two populations. SMMC's efforts decreased the gap to 3.2 percent in the fiscal year 2019-2020. In the fiscal year 2020-2021, SMMC closed the gap to a 1.67 percent difference between the two populations, exceeding the goal of 3.0 percent. As a result, SMMC increased the target reduction to a 1.5 percent point gap for the fiscal year 2021-22. At the close of June 2022, we exceeded the target reduction and reduced the gap in Controlled Hypertension between African American and SMMC's overall hypertensive populations to 0.39 percentage points. At that time, the overall hypertensive patient population was at a 59.67 percent rate of control, while our Black/African American patient population was at 59.28 percent.

The disparity reduction from the fiscal year 2018-19 to the fiscal year 2021-22 is attributed to the work led by our Nursing colleagues, who leveraged the Chronic Illness dashboard developed by SMMC Population Health Data Analytics to identify individuals for a Nurse hypertension visit. During this visit, hypertension education is provided, the correct use of a blood pressure monitor is demonstrated, the patient is provided with a blood pressure monitor, and a 1-week follow-up visit with the nurse is scheduled. In addition, we ran a 39-patient pilot at Fair Oaks Health Center from 10/2021 to 6/2022 using the model in which a Patient Navigator conducted patient interviews to understand challenges and social determinants of health and provided referrals as needed in collaboration with Social Work colleagues. December 2022 performance shows a 9.69 percentage point difference that is likely attributable to the end of the pilot.

The SMMC Disparity Elimination Workgroup and SMMC leadership are collaborating to understand the root cause(s) of the reversal in the Controlled Hypertension disparity gap. This will inform strategies to support hypertension education and address social determinants of health to ensure that we continue our efforts to meet our goals for the fiscal year 2023-25.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent Gap in Controlled Hypertension Between Black and African American Patients and SMMC (San Mateo Medical Center) Average Across All Populations	1.7%	0.4%	9.7%	0.75%	0.75%

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,571,107	3,622,946	1,822,430	1,822,430	—	1,822,430	—
Use of Money and Property	66,680	796,083	450,000	3,000	(447,000)	3,000	—
Intergovernmental Revenues	158,339,139	193,449,248	144,348,001	153,269,085	8,921,084	151,275,818	(1,993,267)
Charges for Services	173,281,508	182,722,225	216,131,862	248,494,841	32,362,979	258,299,100	9,804,259
Interfund Revenue	1,715,481	1,552,571	901,311	879,099	(22,212)	879,099	—
Miscellaneous Revenue	5,103,526	4,549,588	6,692,887	6,762,032	69,145	6,064,117	(697,915)
Other Financing Sources	69,166,561	58,054,929	65,153,152	63,621,621	(1,531,531)	63,621,621	—
<b>Total Revenue</b>	<b>411,244,002</b>	<b>444,747,589</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
Fund Balance	3,088,026	—	—	—	—	—	—
<b>Total Sources</b>	<b>414,332,028</b>	<b>444,747,589</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
<b>Requirements</b>							
Salaries and Benefits	202,950,924	206,507,075	233,730,641	236,413,053	2,682,412	241,548,393	5,135,340
Services and Supplies	140,744,892	165,576,890	147,814,873	181,603,666	33,788,793	182,754,668	1,151,002
Other Charges	33,797,208	31,194,781	38,148,543	41,508,297	3,359,754	42,083,560	575,263
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	10,675	4,000,000	4,000,000	—	4,000,000	—
Other Financing Uses	18,311,021	22,238,461	12,049,476	11,527,092	(522,384)	11,784,564	257,472
<b>Gross Appropriations</b>	<b>395,804,045</b>	<b>425,527,881</b>	<b>435,743,533</b>	<b>475,052,108</b>	<b>39,308,575</b>	<b>482,171,185</b>	<b>7,119,077</b>
Intrafund Transfers	(123,647)	(126,126)	(243,890)	(200,000)	43,890	(206,000)	(6,000)
<b>Net Appropriations</b>	<b>395,680,399</b>	<b>425,401,755</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
Non-General Fund Reserves	18,651,629	19,345,834	—	—	—	—	—
<b>Total Requirements</b>	<b>414,332,028</b>	<b>444,747,589</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	1,039.0	1,042.0	1,043.0	1,043.0	—	1,043.0	—
Funded FTE	976.8	981.0	976.1	979.8	3.6	979.8	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	414,332,028	444,747,589	435,499,643	474,852,108	39,352,465	481,965,185	7,113,077
Total Requirements	414,332,028	444,747,589	435,499,643	474,852,108	39,352,465	481,965,185	7,113,077
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	1,039.0	1,042.0	1,043.0	1,043.0	—	1,043.0	—
Funded FTE	976.8	981.0	976.1	979.8	3.6	979.8	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit increases, merit increases, and adjustment to retiree health contributions; and elimination of one-time revenue and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments in FY 2023-24. Net Funding adjustments in FY 2024-25 total \$285,505.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	39,066,960	6,819,261
<b>Requirements</b>		
Gross Appropriations	39,023,070	7,110,766
Intrafund Transfers	43,890	(6,000)
Non-General Fund Reserves	—	—
Net County Cost	—	285,505
Positions	—	—

**2. Position Adjustments:** Convert and move positions to better align staffing with the operational needs of the department and assure appropriate coverage for patient care and support services. Two Pharmacists are moved to Physical Therapy to be underfilled by Physical Therapists, and two Pharmacy Technicians are moved to Clinics to be underfilled by Medical Services Assistants IIs. A Lead Patient Services Assistant is moved from Administration to Patient Access, and a Medical Office Assistant II from Medical Records is being converted into a Lead Patient Services Assistant and moved to Patient Access as well. A Clinical Services Manager I-Nursing in Administration is moved to the Main Long Term Care unit, and a Clinical Services Manager II-Nursing in Main Long-Term Care is moved to Administration. Three vacant Ambulatory Care Nurse positions are being moved, two in the Emergency Department to Administration and Surgery, and one from the Inpatient Medical-Surgical unit to the Recreational Therapy department. Two Social Worker III positions and an Adult Psychiatrist position are being moved among different Clinic departments. In the Clinics, a part time Staff Physician is being increased to full time. Lastly, a Senior Accountant-Exempt, a Fiscal Office Specialist, and two Fiscal Office Assistant II positions are moving from General Accounting to the newly created Disbursement Department. These changes were funded by an increase in supplemental revenues.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	285,505	293,816
<b>Requirements</b>		
Gross Appropriations	285,505	8,311
Intrafund Transfers	—	—
Net County Cost	—	(285,505)
Positions	1	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	39,352,465	7,113,077
<b>Requirements</b>		
Gross Appropriations	39,308,575	7,119,077
Intrafund Transfers	43,890	(6,000)
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 people 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 6,600 caregivers for over 6,800 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.

### All Funds

#### FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Total Sources</b>							
<b>Requirements</b>							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
<b>Gross Appropriations</b>	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
Intrafund Transfers							
<b>Net Appropriations</b>	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
<b>Total Requirements</b>	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
<b>Net County Cost</b>	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
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	—

## 1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## Electronic Health Record (8420B)

### Program Locator

County > Health Services > County Health > **Electronic Health Record**

### Program Outcome Statement

Provide transparency and appropriate spending controls for County Health’s Electronic Health Record System

### Program Results

In February 2023, the Board of Supervisors authorized the creation of the Electronic Health Record Budget Unit (8420B) for the budgeting of the Electronic Health Record System for County Health.

Through a competitive Request for Proposals process, County Health has selected Epic Systems Corporation (Epic) as the EHR vendor. Epic will provide: a license to its software to host County Health-associated hardware and data, implementation services, and staff to assist County Health in building a single, unified EHR system and ensure a successful implementation.

The new integrated EHR system will allow County Health to provide modernized coordination of care and services

and ensure that patient health information is accurate and easily accessible. Such a system will also improve patient access, medical accuracy, cost spending, and operational efficiency, which leads to greater patient satisfaction and greater financial accountability for County Health. In leveraging technology to promote person-centered care, County Health will improve safety, quality, and engagement with our patients and thus help them live longer and better lives.

Funding for County Health’s new integrated EHR system come from a variety of sources, such as one-time funds, reserves, General Fund, and federal funds. The projected 10-year cost of this project is \$219 million. In FY 2022-23, \$22.7 million was allocated to fund the start of the EHR implementation, of which \$18.5 million is expected to carry into FY 2023-24. The majority of the implementation will take place in FY 2023-24 with a budget of \$77.7 million.

Priorities for FY 2023-25 involve achieving key milestones for the electronic health record implementation during each reporting period.

### Performance Measures

#### Performance Narrative

County Health will track key electronic health record (EHR) implementation milestones during each reporting period. Implementing the new integrated EHR system will allow County Health to provide modernized coordination of care and services and ensure that patient health information is accurate and easily accessible. Such a system will also improve patient access, medical accuracy, cost spending, and operational efficiency, leading to greater patient satisfaction and financial accountability for County Health.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
*Percent of key milestones achieved for the electronic health record implementation during the reporting period.	--	--	--	100%	100%
*Prior data is unavailable as this is a new measure					

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Interfund Revenue	—	—	—	59,144,149	59,144,149	32,156,780	(26,987,369)
<b>Total Revenue</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>59,144,149</b>	<b>59,144,149</b>	<b>32,156,780</b>	<b>(26,987,369)</b>
Fund Balance	—	—	—	18,524,463	18,524,463	12,944,769	(5,579,694)
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>77,668,612</b>	<b>77,668,612</b>	<b>45,101,549</b>	<b>(32,567,063)</b>
<b>Requirements</b>							
Salaries and Benefits	—	—	—	21,033,830	21,033,830	13,354,965	(7,678,865)
Services and Supplies	—	—	—	43,690,013	43,690,013	18,801,815	(24,888,198)
<b>Gross Appropriations</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>64,723,843</b>	<b>64,723,843</b>	<b>32,156,780</b>	<b>(32,567,063)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>64,723,843</b>	<b>64,723,843</b>	<b>32,156,780</b>	<b>(32,567,063)</b>
Non-General Fund Reserves	—	—	—	12,944,769	12,944,769	12,944,769	—
<b>Total Requirements</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>77,668,612</b>	<b>77,668,612</b>	<b>45,101,549</b>	<b>(32,567,063)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	—	—	—	77,668,612	77,668,612	45,101,549	(32,567,063)
Total Requirements	—	—	—	77,668,612	77,668,612	45,101,549	(32,567,063)
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 2023-25. There are no net funding adjustments in FY 2023-24. One-time implementation costs have been removed, resulting in a Net Funding Adjustment of (\$14,042,600) in FY 2024-25.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	(18,524,463)
<b>Requirements</b>		
Gross Appropriations	—	(32,567,063)
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	(14,042,600)
Positions	—	—

**2. Electronic Health Record:** Appropriations are made to fund the Electronic Health Record (EHR) which was approved by the Board of Supervisors in December 2022. The new integrated EHR system will provide a modernized coordination of care and ensure that patient health information is accurate and easily accessible. Such a system will also improve patient access, medical accuracy, cost spending, and operational efficiency, which leads to greater patient satisfaction and greater financial accountability.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	59,144,149	(26,987,369)
<b>Requirements</b>		
Gross Appropriations	64,723,843	—
Intrafund Transfers	—	—
Net County Cost	5,579,694	26,987,369
Positions	—	—

**3. Fund Balance Adjustment:** This action re-appropriates anticipated Fund Balance from FY 2022-23 and includes adjustments to Year-End Fund Balance. Reserves are established at 20 percent for the implementation phase of the project and are funded with one-time sources.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	18,524,463	12,944,769
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	12,944,769	—
Net County Cost	(5,579,694)	(12,944,769)
Positions	—	—

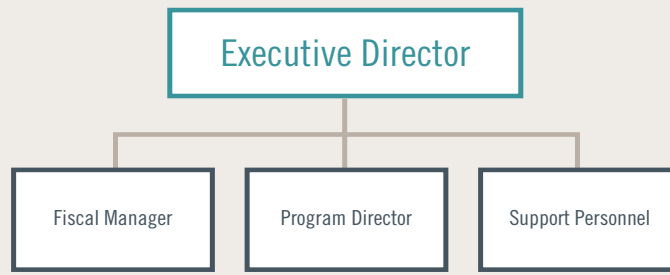
### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	77,668,612	(32,567,063)
<b>Requirements</b>		
Gross Appropriations	64,723,843	(32,567,063)
Intrafund Transfers	—	—
Non-General Fund Reserves	12,944,769	—
Net County Cost	—	—
Positions	—	—



# First 5 San Mateo County (1950B)

## FIRST 5 SAN MATEO COUNTY





## First 5

*“First 5 stands against racism, oppression and inequality. All children have the right to grow healthy, safe and with opportunity.”*

COUNTY OF SAN MATEO 



### Department Locator

County > Health Services > **First 5 San Mateo County**

### Mission Statement

First 5 San Mateo County promotes positive outcomes for young children and their families through strategic investments, community leadership, and effective partnerships.

### Overview

Foundations for physical, emotional, cognitive, and behavioral health are laid during the first years of life. First 5 San Mateo County’s (First 5) approach to supporting children’s success is rooted in research in early brain development and environmental influences such as family, community, public policy, and social determinants of health, including income, housing, public health, and social connections. These factors influence the health, cognitive, and social-emotional development, well-being, and long-term success of children and their caregivers. First 5’s programs and activities foster the optimal development of children ages 0 to 5 by investing in health, early learning, family engagement, and systems-building efforts. We are anchoring our work in Diversity Inclusion, Equity & Belonging (DEIB) best practices, and we know the illustrative and lingering effects of the pandemic remain. Our initiatives prioritize young children thru being a Strategic Financial Investor, Community Partner, Systems Leader, and Child Champion.

As a funding organization, First 5 directs significant resources to multiple organizations, and both have power over how those resources are eventually deployed and allocated. Commitment to DEIB, in part, is demonstrated by reporting service data broken out by the race/ethnicity and language of those served. We know that First 5 and our funded partners have some power over how services

and policies are implemented. First 5 believes it is worth exploring how those with the ability to direct these resources reflect the communities the resources are intended to support and thus honor the voices of those communities. First 5’s Commission, appointed by the Board of Supervisors, adopts the budget, creates the strategic plan, and provides oversight for First 5.

First 5’s approved Strategic Plan and Strategic Plan Implementation Plan (SPIP) 2025 sunsets June 30, 2023, and is slated in two phases of community investment funding cycles and focus area strategies: Phase 1 FY 2021-23 and Phase 2 FY 2023-25. The strategic plan focus areas are Resilient Families; Healthy Children; Quality Care and Education; and Policy, Advocacy, and Communications. For Phase 2 of the SPIP, staff recommended, and the Commission approved the continuation of the strategic plan focus area strategies for FY 2023-25 in alignment with the current approved strategic plan. The Phase 2 budget allocation would have the same level of community investment as Phase 1: \$3.780M per year in FY 2023-24 and FY 2024-25, as per the current approved Long-Term Financial Plan (LTFP). This does not include leveraged funds from external sources. Staff was approved to begin the scope of work & budget development and procurement process for contract negotiations with current and new grantees and consultants for FY 2023-25.

First 5 funds over 25 agencies and initiatives, including, Build Up (childcare facility expansion), Help Me Grow (integrated systems for children with special needs), Friday Cafe (family engagement network for providers), Quality Counts SMC (quality improvement systems in early learning settings), and TRISI (Trauma and Resiliency Informed Systems- coaching & community of practice). This year communications and social media content amplified issues affecting young children, including the

California state budget, ending gun violence, reproductive rights, and support for families with formula shortage and recall.

### **Department Innovations**

#### Equity Indicators Project:

First 5 has contracted with EVALCORP, a research and evaluation firm, to assist in the Equity Indicators Project. The innovative portion of this research project includes seeking data on DEIB practices at all levels of First 5's funded agencies: Leadership, Boards, staff, clients/parents, and providers. This project aims to move beyond calculating racial/ethnic and linguistic proportionality between clients served and the demographic makeup of service providers or population statistics. While racial/ethnic and linguistic representation of the client base among service providers may be necessary, representation alone is insufficient to achieve equity in program development, service delivery, or evaluation practices.

The research project aims to inform First 5 on ongoing efforts to assess current work and better support DEIB among funded programs. It comprises vital informant interviews, surveys, focus groups, and deeper agency data review. Topics for research are current DEIB practices implemented; how agencies support children and families with diverse backgrounds and lived experiences; zip code data; and commentary and recommendations for First 5 to support funded partners.

#### Career Navigator Pathways Pilot:

This project is the culmination of addressing gaps in the childcare sector exacerbated by the lingering effects of the pandemic. The goal of the pilot is to increase the staffed and licensed childcare spaces for all children ages 0 to 5 by creating a Child Care Navigator position to recruit & promote retention of early care and education. Proposed funding sources are from; Measure K District Discretionary Funds (\$100K), San Mateo County Measure K Reserves (\$100K), First 5 San Mateo (\$50K), Silicon Valley Community Foundation (\$50K), and the County Office of Education (\$288K). The Child Care Navigator position will be housed and work with the following partners; San Mateo County Office of Education, Child Care Partnership Council, Child Care Coordinating Council (4C's), San Mateo Community College District, Upward Scholars, NOVAworks, and the Renaissance Entrepreneurship Center.

#### Equity Statement:

This initiative will positively impact low-wage workers across San Mateo County by expanding recruitment, workforce opportunities, and credentialing within the childcare field. It will benefit women of color as this population comprises 65% of San Mateo County's childcare workforce. Maintaining and expanding childcare options, including affordable options, will allow parents to stay and enter the workforce to improve the economic stability of their households.

### **Department Accomplishments:**

- Participation in the County's equity work groups; Executive Director and Deputy Director serve on the Equity Core group and Community Engagement groups respectively. First 5 leadership also participates in the First 5's Association Regional Equity Community of Practice.
- Over 80% participation in the GARE survey and 100% completion of the Community Equity Engagement survey.
- Participation in the Office of Community Affairs Welcoming County Audit interviews.
- Staff and team participation in Trauma & Resiliency Coaching and development of a healing centered framework.
- Over 60% completion rate of the Resiliency Systems Initiative Agency Needs Assessment survey.
- Implementation of DEIB reflection during staff meetings.
- Equity Indicators Project launch and Key informant interview findings were produced.
- Staff attending County equity trainings.

### **Department's Equity Work for FY 2023-25**

#### Equity Indicators Project:

- Delving deeper into the data and recommendations to determine ongoing response efforts to assess current work and better support DEIB among First 5's funded programs for future strategic planning.
- Utilizing data from family/parent focus groups to inform strategies for current funded initiatives and context information for future strategic planning.
- Focus on additional equity performance areas to support First 5's grantmaking strategies.
- Review First 5's procurement policies and procedures to align with the County's new Equity Plan Action Plan.

(e.g., First 5's Association REDI lessons learned and approaches)

- Human Centered Design (101) training and project to elevate parent voice in new strategic planning development and implementation (Staff and Commissioners).
- Continued Trauma & Resiliency coaching for First 5, participating children and families, associated Community Based Organizations (CBOs) and public agencies.
- Staff participation in communities of practice, professional development, DEIB, and more.
- Continue Communications Implementation Plan by utilizing social media, advertising First 5 materials and websites and more.

### **Program Results:**

First 5 served 9,500 clients in FY 2021-22, including children, parents, and service providers. In addition, First 5 collected client progress stories/narratives to demonstrate service results and community impacts better. In a recent study, First 5 found that 57% of programs collect outcome information using surveys, assessments, and interviews completed at program entry and after receiving services to assess change over time. First 5 also found that 67% of programs conduct surveys and/or interviews to rate how much a participant liked the services received.

First 5 is working with Family & Community Engagement practitioners and Friday Cafe's to help create a professional network and peer support community for family engagement professionals. Focus groups, key informant interviews, and social network analysis are

currently being conducted to evaluate data further. Thus far, 68 staff from 38 agencies have reported reductions in isolation and burnout, improvements in resources and support needed to do a better job when working with families, more connections with colleagues who can provide practical advice and emotional support, and improved ability to think of new and creative approaches to work through challenging situations with families.

First 5 and other local/state partners jointly funded a Child Care Needs Assessment, and reported findings on children's development were highlighted. We found survey information helpful for advocacy and intervention, specifically in the Child Care Workforce Survey, where 66% of workers noticed changes in child development during the pandemic noting that children seem developmentally younger than their actual age. Other highlights/challenges found were:

- Challenges with problem-solving (i.e., difficulties with conflict with peers or sharing objects).
- Lagging social/emotional development, including emotional expression.
- Lagging motor development including balance.
- Challenges with clarity of speech.
- Noticeable stress and anxiety in children.

The programmatic focus for the next two years will be the continuation of the SPIP, delving deeper into DEIB research recommendations and taking action steps in gathering further information, data, and learnings for First 5's strategic planning for 2025-30. We will also incorporate learnings from the Evaluation Data Review conducted by our evaluation contractor (EVALCORP).

## Performance Measures

### Performance Narrative

First 5 is charged with creating and fostering conditions that enable young children ages 0-5 to thrive. As part of this commitment, First 5 intentionally targets investments and system improvement efforts towards populations of children and families that may experience challenges related to inequitable access to resources, systemic oppression, or situations within their families that can compromise child development (e.g., mental health issues, family violence, developmental delays). Tracking the number of clients across race/ethnicity who receive First 5 funded services allows the department to examine whether targeted services are reaching those likely to be most in need. In reviewing the disaggregated client counts, the following conclusions can be drawn:

- The Latinx population and those whose race/ethnicity is “Other/Unknown” are overrepresented among First 5 clients; American Indian/Alaskan Native and Black individuals appear at roughly equivalent rates to the general population, and all other categories of race/ethnicity are underrepresented.
- The underrepresentation of individuals of Asian descent and the Native Hawaiian/Pacific Islander population may indicate that First 5 and its community partners are not as effective in engaging these communities as hoped. According to the 2019 American Community Survey, among San Mateo County families making less than \$25,000/year, 21.5 percent are Asian, and 2.8 percent are Native Hawaiian/Pacific Islander. This comparison suggests that given First 5’s focus on supporting families experiencing higher levels of need, Asian and Native Hawaiian/Pacific Islander families who could benefit from services are not being reached.
- Although Black clients are served by First 5 at a rate equal to their presence in the County population, given that they comprise a higher share of low-income families (3.4 percent of those making <\$25,000/year) higher proportions within First 5’s client base are expected to be seen. Again, this suggests that First 5 and its partners may have more to do to effectively engage Black families.
- First 5 has a high proportion of clients whose race/ethnicity is reported as “Other/Unknown.” First 5 should work with its funded partners to ensure that race/ethnicity data may be collected as completely and accurately as possible.

Additionally, First 5 is considering tracking its clients by zip code in order to examine whether targeted services are reaching those likely to be most in need. There are a number of data sources available that indicate under-resourced or high-risk zip codes or census tracts within San Mateo County. These include:

- Communities identified for participation in the Community Collaboration for Children’s Success initiative
- School districts eligible for participation in the Big Lift
- The Strong Start Index (<https://strongstartindex.org/>)
- The Census Bureau Hard to Count Map (<https://census.ca.gov/HTC-map/>)

## Performance Measures

Performance Measure					
	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Clients Served	10,935	9,861	9,500	9,500	9,500
Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate					
Category	American Indian/ Alaskan Native	Asian	Black	Latinx	
Race/Ethnicity of First 5 Clients	<1%	6%	1%	39%	
Comparison: Race/Ethnicity of San Mateo County Population	<1%	23%	1%	32%	
Category	Native Hawaiian/ Pacific Islander	White	Multi-Racial	Other or Unknown	
Race/Ethnicity of First 5 Clients	1%	15%	4%	36%	
Comparison: Race/Ethnicity of San Mateo County Population	2%	32%	13%	14%	

## Performance Measures

### Performance Narrative

Equity-related characteristics of funded organizations' numbers/proportions of (if applicable) board members, executive leadership, managers/supervisors, clients served within an organization, and line staff will be collected. These characteristics include gender, race/ethnicity, sexual orientation, immigration history, languages spoken, and cultural backgrounds.

First 5 may develop additional measures; for example, information about whether clients serve on advisory boards, whether staff members live in the communities they serve, length of time clients spend on waitlists varies by race/ethnicity or language, the proportion of First 5's dollars that flow to organizations with specific equity-related characteristics, etc. A focus on equity requires that we examine who holds power and whose voices are heard and valued within our community. As a funding organization, First 5 directs significant resources to multiple organizations, and both First 5 and our funded partners have power over how those resources are eventually deployed and allocated. It is worth exploring whether those with the ability to direct these resources reflect the communities the resources are intended to support and honor the voices of those communities.

First 5 may anticipate collecting this information will be challenging. Agencies may have reservations about sharing information about their board and staff composition or may find another data collection requirement burdensome. The nature of this measure is inherently equity-focused. First 5 hopes to compare the proportions of populations among staff at a given organization to the proportions of clients served by that organization. A different performance measure partly collects this. First 5 continues to explore ways to collect and analyze this measure.



**First 5 Fund (Information Only)**  
**FY 2023-24 & FY 2024-25 Budget Unit Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	145,291	125,290	84,000	101,000	17,000	74,000	(27,000)
Intergovernmental Revenues	6,301,303	6,049,745	5,712,051	3,879,051	(1,833,000)	3,724,051	(155,000)
Charges for Services	1,054	1,048	—	—	—	—	—
Miscellaneous Revenue	508,810	815,613	661,000	496,000	(165,000)	496,000	—
<b>Total Revenue</b>	<b>6,956,457</b>	<b>6,991,696</b>	<b>6,457,051</b>	<b>4,476,051</b>	<b>(1,981,000)</b>	<b>4,294,051</b>	<b>(182,000)</b>
Fund Balance	8,560,850	10,103,115	12,599,516	10,806,056	(1,793,460)	8,169,723	(2,636,333)
<b>Total Sources</b>	<b>15,517,307</b>	<b>17,094,811</b>	<b>19,056,567</b>	<b>15,282,107</b>	<b>(3,774,460)</b>	<b>12,463,774</b>	<b>(2,818,333)</b>
<b>Requirements</b>							
Salaries and Benefits	1,504,514	1,482,215	1,696,281	1,655,212	(41,069)	1,671,796	16,584
Services and Supplies	72,623	91,067	141,600	130,300	(11,300)	120,304	(9,996)
Other Charges	4,406,057	4,439,430	6,412,630	5,326,872	(1,085,758)	5,328,239	1,367
<b>Gross Appropriations</b>	<b>5,983,194</b>	<b>6,012,712</b>	<b>8,250,511</b>	<b>7,112,384</b>	<b>(1,138,127)</b>	<b>7,120,339</b>	<b>7,955</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>5,983,194</b>	<b>6,012,712</b>	<b>8,250,511</b>	<b>7,112,384</b>	<b>(1,138,127)</b>	<b>7,120,339</b>	<b>7,955</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	9,534,113	11,082,099	10,806,056	8,169,723	(2,636,333)	5,343,435	(2,826,288)
<b>Total Requirements</b>	<b>15,517,307</b>	<b>17,094,811</b>	<b>19,056,567</b>	<b>15,282,107</b>	<b>(3,774,460)</b>	<b>12,463,774</b>	<b>(2,818,333)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	8.0	7.6	7.6	—	7.6	—



## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$3,774,460 or 20 percent from the FY 2022-23 Revised Budget to the FY 2023-24 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a net increase of \$17,000 in this funding source due to higher interest revenue in County Investment Pool.

#### Intergovernmental Revenues

There is a net decrease of \$1,833,000 in this funding source due to the negative impacts of Proposition 31 (Flavored Tobacco Products Ban Referendum) causing larger tobacco revenue reduction. Proposition 31 is anticipated to go into effect January 2023.

#### Miscellaneous Revenue

There is a net decrease of \$165,000 in this funding source due to funding grants ending.

#### Fund Balance

There is a net decrease of \$1,793,460 in this funding source due to First 5 continuing to fund higher community investments than its fiscal revenue. One of First 5's strategic goals for FY 2023-24 is to continue to invest and tailor services to meet the community needs.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$3,774,460 or 20 percent from the FY 2022-23 Revised Budget to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$41,069 in this expenditure category due to the decrease in County retirement contribution.

#### Services and Supplies

There is a net decrease of \$11,300 in this expenditure category due to decreases in Other Professional Services.

#### **Other Charges**

There is a net decrease of \$1,085,758 in this expenditure category due to various grants and program extensions ending including, but not limited to First 5 California IMPACT grant, First 5 California Home Visiting, and more.

#### Contingencies/Departmental Reserves

There is a net decrease of \$2,636,333 in this expenditure category due to First 5 continuing fund higher community investments than its fiscal revenue. One of First 5's strategic goals for FY 2023-24 is to focus on program improvement for Resilient Families, Healthy Children, Quality Care and Education, Policy Advocacy, Communications and System Changes initiative.

### NET COUNTY COST

There is zero net county cost in this Department's Non-General Fund allocation.

## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$2,818,333 or 18 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Use of Money and Property

There is a net decrease of \$27,000 in this funding source due to lower interest revenue in the County Investment pool.

Intergovernmental Revenues

There is a net decrease of \$155,000 in this funding source due to the decline of Proposition 10 (The California Children and Families Act)(tax revenue projections).

Miscellaneous Revenue

There is no change in this expenditure category.

Fund Balance

There is a net decrease of \$2,636,333 in this funding source due to the decline of Proposition 10 and other funding grants ending including, but not limited to First 5 California IMPACT grant, First 5 California Visiting grant, and more.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$2,818,333 or 18 percent from the FY 2023-24 Recommended Budget to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase \$16,584 in this expenditure category due to the inclusion of cost-of-living increase.

Services and Supplies

There is a net decrease of \$9,996 in this expenditure category due to the decrease in computer supplies.

Other Charges

There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is a net decrease of \$2,826,288 in this expenditure category due to First 5 continuing to fund higher community investments than its fiscal revenue, as per First 5's strategic goals for FY 2024-25.

**NET COUNTY COST**

There is zero net county cost in this Department's Non-General Fund allocation.

## First 5 San Mateo County (1950P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	15,517,307	17,094,811	19,056,567	15,282,107	(3,774,460)	12,463,774	(2,818,333)
Total Requirements	15,517,307	17,094,811	19,056,567	15,282,107	(3,774,460)	12,463,774	(2,818,333)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	8.0	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 2023-24, 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 2023-24 total \$13,442,389. Net funding adjustments in FY 2024-25 total \$10,996,011.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(14,580,516)	(10,988,056)
<b>Requirements</b>		
Gross Appropriations	(1,138,127)	7,955
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	13,442,389	10,996,011
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	10,806,056	8,169,723
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(2,636,333)	(2,826,288)
Net County Cost	(13,442,389)	(10,996,011)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(3,774,460)	(2,818,333)
<b>Requirements</b>		
Gross Appropriations	(1,138,127)	7,955
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(2,636,333)	(2,826,288)
Net County Cost	—	—
Positions	—	—



# Social Services



**COUNTY OF  
SAN MATEO**





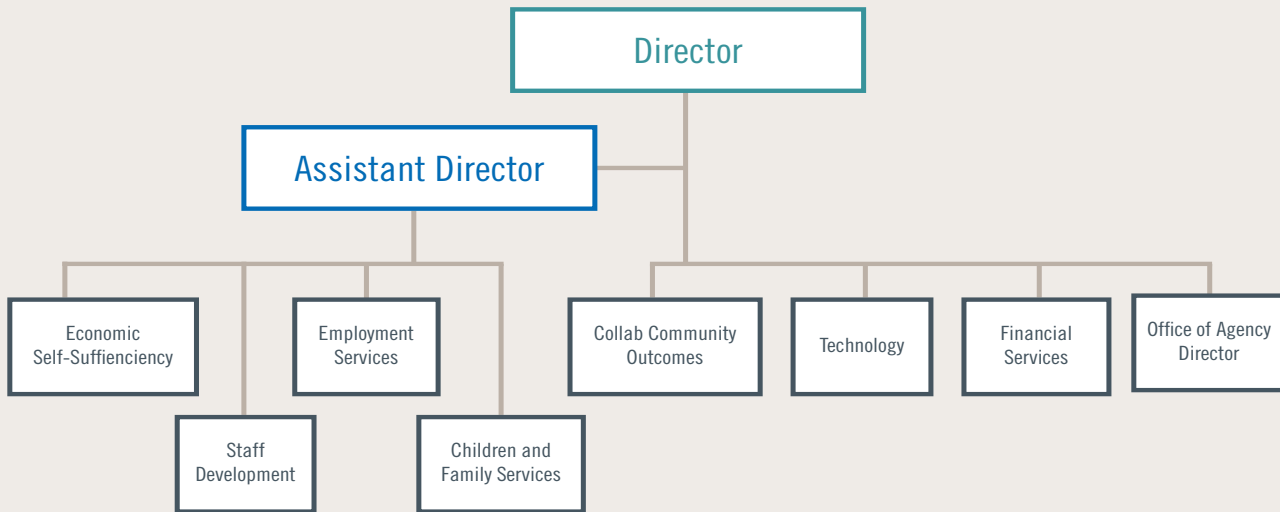


**Social Services**  
**FY 2023-24 and FY 2024-25**  
**All Funds Summary**

Total Requirements	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>General Fund Budgets</b>							
Human Services Agency	227,126,354	241,216,185	313,729,776	316,455,583	2,725,807	310,447,136	(6,008,447)
Department of Child Support Services	10,717,752	10,796,911	10,474,655	10,374,466	(100,189)	10,453,743	79,277
<b>Total General Fund</b>	<b>237,844,106</b>	<b>252,013,096</b>	<b>324,204,431</b>	<b>326,830,049</b>	<b>2,625,618</b>	<b>320,900,879</b>	<b>(5,929,170)</b>
Total Requirements	237,844,106	252,013,096	324,204,431	326,830,049	2,625,618	320,900,879	(5,929,170)
Total Sources	223,977,750	213,959,579	259,399,941	261,207,897	1,807,956	253,481,291	(7,726,606)
Net County Cost	13,866,356	38,053,516	64,804,490	65,622,152	817,662	67,419,588	1,797,436
<b>Non-General Fund Budgets</b>							
Children and Family Services	—	—	—	—	—	—	—
<b>Total Non-General Funds</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Authorized Positions</b>							
Salary Resolution	842.0	838.0	842.0	854.0	12.0	854.0	—
Funded FTE	842.0	838.0	841.2	853.2	12.0	853.2	—

# Human Services Agency (7000D)

## HUMAN SERVICES AGENCY



# Human Services Agency

*“Embedding equity into the organizational culture and addressing community disparities with targeted efforts.”*

COUNTY OF SAN MATEO 



## Department Locator

County > Social Services > **Human Services Agency**

## Mission Statement

Enhance the well-being of children, adults, and families by providing professional, responsive, caring, and supportive service.

## Overview

The Human Services Agency is responsible for providing social services to all eligible residents in San Mateo County, including the major programs highlighted below from each 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, youth aged 18-21, are provided with transitional living, case management, and support services. CFS operates the county Short-Term Residential Therapeutic Program (STRTP), Family Resources Centers, and Independent Living Programs and partners with community-based organizations to provide services.
- **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.

- **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 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.

During FY 2023-25, the Human Services Agency will continue to focus on pandemic recovery efforts and innovative initiatives to improve the delivery of social services. It is expected that low-income residents receiving public benefits will be significantly impacted by the end of the federal flexibilities and emergency aid authorized during the public health emergency. Caseload levels are likely to remain high as program eligibility continues to expand to cover undocumented immigrants over age 50. The Agency will adjust to a shifting social service landscape and work closely with local partners to support increased safety net needs among our most vulnerable residents.

Stable housing and supportive service solutions will remain at the forefront of the Agency’s response to ending

homelessness, particularly among unsheltered residents experiencing chronic homelessness and foster youth aging out of care. Child maltreatment referral acuity and complex care needs among foster children rose during the pandemic. Addressing recruitment and retention challenges across the Agency amid heightened workload levels will be a priority. Securing ongoing operating funding from state and federal levels will be required as new programs and services come online to drive more equitable community outcomes.

### **Department Innovations**

During FY 2023-25, the Economic Self-Sufficiency branch will transition to a new eligibility system (CalSAWS) that enhances our customer service capabilities. The CalSAWS Call Center allows customers to communicate with County workers through virtual chat solutions, call-back features, and additional language access supports using a new one-stop-shop website (BenefitsCal). It will reduce phone and lobby wait lines while eliminating the need for low-income residents to travel to County offices for most services. This new innovative system integrates human-centered design so customers can easily apply for, view, and renew benefits for needed health coverage, food, and cash assistance.

Over the next two years, Children & Family Services branch will lead the development of the local Comprehensive Prevention Plan in collaboration with various systems and community partners. This strategic process will result in a roadmap that seeks to fill child abuse prevention-based service gaps throughout the community with innovative upstream investments in evidence-based practices. These targeted approaches are intended to reduce overall child abuse and neglect outcomes for children in San Mateo County and improve racial disparities experienced by Black, Latino, and Native

American children and families who come to the attention of our local public child welfare system.

### **Department Equity**

The Human Services Agency is committed to embedding equity across all programs, services, and staffing. As a social service agency whose mission is to promote the well-being of San Mateo County's diverse residents, HSA is uniquely poised to address issues of racial and social inequity as a critical component of our charge to create lasting and positive impacts on the individuals and families in our community.

During FY 2022-23, HSA focused on building departmental infrastructure, awareness, and capacity to advance racial equity and inclusion. The Agency launched an equity task force with various departmental equity teams, participated in countywide equity committees and pilot programs, integrated equity into agency-wide communications and leadership meeting agendas, targeted equity-related training at the leadership level, and developed an agency-wide equity policy. These initial efforts provide a foundation for our work moving forward, demonstrating an organizational commitment to advancing equity and strengthening staff participation in equity efforts.

Over the next year, HSA will continue countywide and departmental equity collaborations through collective action planning activities. The Agency will promote ongoing racial equity and culturally responsive training opportunities across leadership and staff roles, embed equity principles in onboarding processes, scan for policy and practice improvements, and regularly review data with an equity lens to better respond to changing community needs and system inequities.

**Performance Measures**

**Performance Narrative**

Human Services Agency (HSA) Leadership serves a critical role in advancing equity across programs and services towards the goal of becoming a fully inclusive antiracist organization. As leaders within the agency, they will play a key role in working with staff, clients, and the larger public to address racial and social inequities. This performance measure will, in part, demonstrate, at the leadership level, HSA's commitment to understanding how racism and other systems of oppression operate and to foster the conditions that shift organizational policies and practices to improve outcomes for all. Ongoing and targeted equity training for all HSA leaders with components appropriate to their role is essential to deepening countywide and agency equity efforts. The data source for this measure will be the SMC Learning Management System and other internal reports. This is an ongoing equity-focused measure, and disaggregated data is not needed.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of HSA directors, managers and supervisors who complete racial equity related training(s) with components appropriate to their leadership role in the agency.	N/A	43%	98%	60%	80%

**Performance Measure's  
Equity Lens/Disaggregated Data for  
FY 2022-23 Estimate**

Category	Group 1	Group 2	Group 3	Group 4	Group 5
	N/A	N/A	N/A	N/A	N/A

## Performance Measures

### Performance Narrative

Increasing outreach and recruitment efforts that, as a component of general recruitment, reach minorities and underrepresented groups improves community representation in HSA staffing. By implementing outreach efforts to recruit a more diverse and representative workforce, HSA expects to improve the quality and effectiveness of its programs. The data source will be Department Equity Action Plan reporting and internal tracking sources. An equity lens will be applied to HSA Workforce against community demographics, including poverty status, using county Human Resources and Census data, disaggregated to the extent possible by race/ethnicity. This ongoing trend analysis will allow HSA management to focus on outreach and recruitment strategies to ensure progress in workforce diversity while identifying the service needs and gaps for staffing.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of focused outreach and recruitment efforts implemented that, as a component of a general recruitment, reach underrepresented groups.	N/A	N/A	N/A	1	2

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

RACE/ETHNICITY	White	Black or African American	American Indian or Alaska Native	Asian	Hispanic or Latino
HSA Workforce Data	16%	5%	0.40%	24%	35%
Countywide Population	36%	2%	N	31%	24%
% Below the Poverty Level	5%	22%	N	6%	9%

**Performance Measures**

**Performance Narrative**

This performance measure targets organizational strategies to address disparities in workforce diversity. Staff retention and succession into leadership roles will be essential to ensure community demographics and lived experiences of clients are reflected at all levels of the organization. The data source will be department action plan reporting and internal tracking methods. Community indicators on workforce diversity will be used to inform this performance measure. Data indicators will include the county and HSA Human Resources records, disaggregated to the extent possible by race/ethnicity/age compared across countywide, HSA workforce, and leadership groups. This ongoing trend analysis will allow HSA management to focus on organizational and professional development efforts to ensure progress in workforce diversity through targeted retention efforts.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of focused retention efforts implemented that promote workforce diversity across all levels of the organization.	N/A	N/A	N/A	1	2

**Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

RACE/ETHNICITY	White	Black or African American	American Indian or Alaska Native	Asian	Hispanic or Latino
HSA Leadership Data	22%	5%	0%	25%	31%
HSA Workforce Data	16%	5%	0.40%	24%	35%
Countywide Workforce Data	44.70%	3.20%	0.20%	25.90%	22.60%



## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	10,971,491	10,983,504	15,298,480	18,332,920	3,034,440	18,332,920	—
Intergovernmental Revenues	162,107,107	137,555,765	179,574,467	184,887,255	5,312,788	185,427,541	540,286
Charges for Services	2,681,847	2,074,085	2,607,000	1,787,000	(820,000)	1,526,831	(260,169)
Interfund Revenue	7,904	295,755	5,000	1,000	(4,000)	1,000	—
Miscellaneous Revenue	1,254,499	3,257,357	2,212,359	1,290,341	(922,018)	1,290,341	—
<b>Total Revenue</b>	<b>177,022,847</b>	<b>154,166,465</b>	<b>199,697,306</b>	<b>206,298,516</b>	<b>6,601,210</b>	<b>206,578,633</b>	<b>280,117</b>
Fund Balance	36,237,151	48,996,203	49,227,980	44,534,915	(4,693,065)	36,448,915	(8,086,000)
<b>Total Sources</b>	<b>213,259,998</b>	<b>203,162,668</b>	<b>248,925,286</b>	<b>250,833,431</b>	<b>1,908,145</b>	<b>243,027,548</b>	<b>(7,805,883)</b>
<b>Requirements</b>							
Salaries and Benefits	111,217,630	118,501,571	139,703,374	142,163,872	2,460,498	144,280,572	2,116,700
Services and Supplies	39,798,868	38,459,019	70,820,213	71,083,135	262,922	67,616,122	(3,467,013)
Other Charges	48,424,746	46,314,174	64,415,597	64,257,324	(158,273)	64,047,078	(210,246)
Reclassification of Expenses	—	—	38,192	—	(38,192)	—	—
Fixed Assets	36,569	11,740	720,000	770,000	50,000	650,000	(120,000)
Other Financing Uses	2,396,536	1,712,970	1,409,573	5,282,443	3,872,870	4,982,055	(300,388)
<b>Gross Appropriations</b>	<b>201,874,349</b>	<b>204,999,474</b>	<b>277,106,949</b>	<b>283,556,774</b>	<b>6,449,825</b>	<b>281,575,827</b>	<b>(1,980,947)</b>
Intrafund Transfers	(1,699,897)	(2,324,147)	(2,249,153)	(3,550,106)	(1,300,953)	(2,927,606)	622,500
<b>Net Appropriations</b>	<b>200,174,452</b>	<b>202,675,327</b>	<b>274,857,796</b>	<b>280,006,668</b>	<b>5,148,872</b>	<b>278,648,221</b>	<b>(1,358,447)</b>
Contingencies/Dept Reserves	26,951,902	38,540,858	38,871,980	36,448,915	(2,423,065)	31,798,915	(4,650,000)
<b>Total Requirements</b>	<b>227,126,354</b>	<b>241,216,185</b>	<b>313,729,776</b>	<b>316,455,583</b>	<b>2,725,807</b>	<b>310,447,136</b>	<b>(6,008,447)</b>
<b>Net County Cost</b>	<b>13,866,356</b>	<b>38,053,516</b>	<b>64,804,490</b>	<b>65,622,152</b>	<b>817,662</b>	<b>67,419,588</b>	<b>1,797,436</b>
Salary Resolution	775.0	777.0	786.0	798.0	12.0	798.0	—
Funded FTE	775.0	777.0	785.2	797.2	12.0	797.2	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$1,908,145 or 0.8 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$3,034,440 in Measure K half-cent sales tax revenue, mainly due to an increase of \$2,500,000 to support non-congregate shelter costs, the remaining balance are COLA increases to align with initiative costs.

#### Intergovernmental Revenues

There is a net increase of \$5,312,788 in Intergovernmental Revenues due to the net increase of \$5,082,668 in Medi-Cal and CalFresh and \$647,976 in CalWORKs revenue due to anticipated caseload increases as a result of the lift of the Public Health Emergency, and \$1,047,247 net increase in CFS from anticipated revenue from the Family First Preventions Services state grant; \$974,913 in revenue for services to address the housing crisis through transitional housing support program and education for the justice-involved population. This increase was partially offset by a net decrease of \$2,042,792 in AFDC-FC aid payments, Adoption Assistance, and Title IVA-Emergency Assistance payments; and a net decrease of \$307,297 due to the expiration of state and federal grants.

#### Charges for Services

There is a net decrease of \$820,000 in Charges for Services due to lower reimbursement resulting from the termination of the South Bay Recycling program.

#### Interfund Revenue

There is a net decrease of \$4,000 in Interfund Revenue due to lower anticipated cost recovery for San Mateo Medical Center catering services.

#### Miscellaneous Revenue

There is a net decrease of \$922,018 in Miscellaneous Revenue due to a net decrease of \$1,096,121 as a result of homeless program contract expiration and a change in ESG-CV cost recovery methodology. This decrease is partially offset by a \$157,000 increase for anticipated CalWORKs cost recovery.

#### Fund Balance

There is a net decrease in Fund Balance of \$4,693,065 mainly due to the completion of facilities projects and one-time projects.

### TOTAL REQUIREMENTS

Total Requirements increased by \$2,725,807 or 0.9 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$2,460,498 in Salaries and Benefits due to COLA and merit increases. For Regular and term-limit positions, there was a net increase of \$1,238,650 with the addition of financial services positions to support workload generated through new projects, homeless services, and facilities moves; there was a net increase of \$4,249,268 in Eligibility Determination and Employment Services with the addition of term positions due to the lifting of the Public Health Emergency and volume of Medi-Cal redeterminations to process within the state-mandated timeframes and the increased public assistance caseloads; there was a net increase of \$1,007,372 in Children & Family Services mainly due to merit increases; there was a net increase of \$542,906 in Center on Homelessness and Collaborative Community Outcomes to support programs to end Homelessness and a Community Worker to support veterans outreach services. Extra help and Overtime increased by \$2,421,442, mainly due to staff hired to support Public Health Emergency activities and to support

Staff Development operations. This increase was partially offset by a net decrease of \$6,993,058 due to the health insurance switch to Aetna and a retirement liability paydown.

#### Services and Supplies

There is a net increase of \$262,922 in Services and Supplies due to contract-related adjustments. This increase was partially offset by a net decrease due to the completion of facilities projects, while the balance of the changes are adjustments to meet budget targets.

#### Other Charges

There is a net decrease of \$158,273 in Other Charges due mainly to budget adjustments of \$2,500,000 in Title IVA-Emergency Assistance and Foster Care aid payments to align with anticipated cost recovery, and the redistribution of services charges. This decrease was partially offset by a net increase of \$622,987 in telephone and automation charges and \$880,000 in rents and leases; the balance of the changes are adjustments to meet budget targets.

#### Fixed Assets

There is a net increase of \$50,000 due to the addition of due to one-time purchases for appliances and equipment needs related to Vocational Rehabilitation Services training.

#### Other Financing Uses

There is a net increase of \$3,872,870 in Other Financing Uses due to a \$2,300,000 Quarry New Kitchen and Building Remodel and \$2,000,000 in client-facing and non-Client facing remodels and facilities moves. This increase was partially offset by a net decrease of \$500,000 due to the completion of the Safe Harbor facility project.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$1,300,953 in Intrafund Transfers due to \$912,500 in the transfer of cost for Non-congregate Shelter operations, \$250,000 in moderate growth planned in VRS business activity, and \$138,453 for Elysian salaries and benefits costs.

#### Contingencies/Departmental Reserves

There is a net decrease of \$2,423,065 in Contingencies/Departmental Reserves due to expenditures. The balance in General Fund Reserves represents 13 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

### **NET COUNTY COST**

There is an increase of \$817,662 or 1.3 percent in this Department's General Fund.

### **FY 2024-25 Budget Overview**

#### **TOTAL SOURCES**

Total Sources decreased by \$7,805,883 or 3.1 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is no change in Measure K half-cent sales tax revenue.

#### Intergovernmental Revenues

There is a net increase of \$540,286 in Intergovernmental Revenues due to an anticipated increase of \$608,491 in Medi-Cal revenue, \$347,712 in realignment revenue, \$121,812 in CalWORKs welfare to work and childcare cost recovery, and \$82,635 in revenue for services to address the housing crisis through transitional housing support program and education for the justice-involved population. This increase was partially offset by a decrease of \$620,364 due to the expiration of state and federal grants.

Charges for Services

There is a net decrease of \$260,169 in Charges for Services due to lower reimbursement resulting from the termination of the South Bay Recycling program. This decrease is partially offset by \$339,831 in anticipated revenue from WorkCenter activity and the opening of the COB3 cafe.

Fund Balance

There is a net decrease of \$8,086,000 due to the anticipated completion of Fund Balance used for one-time technology projects, including voice over Internet Protocol project, CalSAWS migration support, invoice and data center projects, as well as the completion of capital improvement projects such as the staff security and enhancement and building remodels and moves, and equipment purchases.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$6,008,447 or 1.9 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,116,700 in Salaries and Benefits due to salaries and benefits adjustments. This increase was partially offset by a decrease of \$275,595 in Extra Help and OT use.

Services and Supplies

There is a net decrease of \$3,467,013 in Services and Supplies due to a decrease of contract obligation on HHAP and DOH funded projects as well as the completion of voice over Internet Protocol project, CalSAWS migration support, invoice, and data processing solution technology-related projects.

Other Charges

There is a net decrease of \$210,246 in Other Charges is due to the redistribution of services charges. This decrease was partially offset by a net increase of \$81,965 in telephone and automation charges; the balance of the changes are adjustments to meet budget targets.

Fixed Assets

There is a net decrease of \$120,000 due to the removal of one-time purchases from FY 2023-24.

Other Financing Uses

There is a net decrease of \$300,388 in Other Financing Uses due to the anticipated completion of one-time purchases from FY 2023-24.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$622,500 in Intrafund Transfers due to the expiration of state and federal grants resulting in a lower transfer of cost for Non-congregate Shelter operations services.

Contingencies/Departmental Reserves

There is a net decrease of \$4,650,000 in Contingencies/Departmental Reserves due to the anticipated completion of projects. The balance in General Fund Reserves represents 11.4 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$1,797,436 or 2.7 percent in this Department's General Fund

## Office of Agency Director (7010B)

### Program Locator

County > Social Services > Human Services Agency >  
**Agency Administration/Office of the Agency Director**

### Program Outcome Statement

Provide strategic leadership and efficiently manage administrative support in HSA

### 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.

In the last two fiscal years, the Agency continued to operate under the Public Health Emergency. Staff Development and Technology Services (SDTS) continued to update policies and procedures in order to comply with changing state, federal, and local regulations in support of pandemic and disaster relief. The Training Team continued to enhance the hybrid learning curriculum, training over 50 new Benefits Analysts in Economic Self Sufficiency and over 30 new Social Workers in Children and Family Services. Technology services provided critical support to staff as we moved to telework across the Agency. The CalSAWS Team worked collaboratively with staff across the Agency, as well Information Services Department, community-based partners, and statewide project teams in preparation for the July 2023 transition to the new single statewide eligibility system. In FY 2023-25,

SDTS will focus our efforts on continuous coverage as a result of the unwinding of the Public Health Emergency, tracking and monitoring state, federal, and local policies, and providing guidance and instruction to staff. SDTS will also focus on system training as staff begin using the new CalSAWS system. Additionally, there will be renewed efforts on training for diversity, equity, and inclusion across the Agency.

The Financial Services Branch successfully transitioned from a labor-intensive and antiquated claiming database to the CECRIS statewide claiming system. The Procurement and Contracts units have begun to develop contract monitoring guidelines to enhance contract compliance measures and reporting that will be implemented over the next two fiscal years. The Overpayments unit was reorganized to now absorb collection activities previously conducted through the now disbanded Revenue Services Department. The Overpayments and Collection, Special Investigations, and Fair Hearings units expect higher than normal referrals for the next 18 months due to the lifting of the PHE. At the same time, they are migrating into a new case management system. The Facilities team will work collaboratively with staff across the agency to complete several building remodels, and staff moves due to lease terminations and acquisitions. In FY 2023-25, the General Accounting and Budget teams will acquire a new accounts payable system to transition from a manual to an automated system of tracking invoices that will expedite invoice reviews, approvals, and payments to our vendors and providers.

**Performance Measures**

**Performance Narrative**

HSA is committed to providing effective, equitable, and welcoming services that are responsive to individuals’ and communities’ cultural beliefs and practices. HSA will continue to develop a comprehensive understanding of best practices in governance, leadership, workforce development, communication and language assistance, and continuous practice of engagement, improvement, and accountability within all levels of the organization. This performance measure will, in part, demonstrate the Agency’s commitment to fully understanding racial equity as we work with each other and as we deliver various services to the San Mateo County residents. We will work collaboratively with our training partners, such as UC Davis, UC Berkeley, and our neighboring bay area counties, to identify a training curriculum that would address racial equity and increase awareness for our staff. The Agency acknowledges that while it is an important component of a comprehensive effort, training should not be confused with doing the work itself. The Agency will continue to develop initiatives that will seek to eliminate racial inequity in the work that we do both internally and as a service to our residents.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of HSA workforce who complete racial equity training	N/A	24%	73%	77%	80%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	98,287	103,743	120,461	125,279	4,818	125,279	—
Intergovernmental Revenues	33,110	120,713	—	—	—	—	—
Interfund Revenue	4,948	5,272	—	—	—	—	—
Miscellaneous Revenue	9,555	306,162	—	—	—	—	—
<b>Total Revenue</b>	<b>145,901</b>	<b>535,890</b>	<b>120,461</b>	<b>125,279</b>	<b>4,818</b>	<b>125,279</b>	<b>—</b>
Fund Balance	27,390,331	42,021,548	41,533,325	38,058,260	(3,475,065)	30,942,260	(7,116,000)
<b>Total Sources</b>	<b>27,536,232</b>	<b>42,557,438</b>	<b>41,653,786</b>	<b>38,183,539</b>	<b>(3,470,247)</b>	<b>31,067,539</b>	<b>(7,116,000)</b>
<b>Requirements</b>							
Salaries and Benefits	14,758,465	15,626,569	18,937,609	19,931,765	994,156	20,348,486	416,721
Services and Supplies	3,966,574	2,735,604	10,749,081	8,963,050	(1,786,031)	7,102,817	(1,860,233)
Other Charges	4,088,495	4,078,365	4,403,888	5,135,287	731,399	4,674,531	(460,756)
Reclassification of Expenses	(21,161,090)	(21,880,272)	(29,992,815)	(31,073,915)	(1,081,100)	(31,623,342)	(549,427)
Fixed Assets	—	—	250,000	250,000	—	250,000	—
Other Financing Uses	1,984	3,985	4,057	5,728	1,671	5,855	127
<b>Gross Appropriations</b>	<b>1,654,428</b>	<b>564,251</b>	<b>4,351,820</b>	<b>3,211,915</b>	<b>(1,139,905)</b>	<b>758,347</b>	<b>(2,453,568)</b>
Intrafund Transfers	—	(1,900)	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,654,428</b>	<b>562,351</b>	<b>4,351,820</b>	<b>3,211,915</b>	<b>(1,139,905)</b>	<b>758,347</b>	<b>(2,453,568)</b>
Contingencies/Dept Reserves	25,845,247	37,434,203	37,765,325	35,342,260	(2,423,065)	30,692,260	(4,650,000)
<b>Total Requirements</b>	<b>27,499,675</b>	<b>37,996,554</b>	<b>42,117,145</b>	<b>38,554,175</b>	<b>(3,562,970)</b>	<b>31,450,607</b>	<b>(7,103,568)</b>
<b>Net County Cost</b>	<b>(36,557)</b>	<b>(4,560,884)</b>	<b>463,359</b>	<b>370,636</b>	<b>(92,723)</b>	<b>383,068</b>	<b>12,432</b>
Salary Resolution	94.0	96.0	96.0	102.0	6.0	102.0	—
Funded FTE	94.0	96.0	96.0	102.0	6.0	102.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	27,536,232	42,557,438	41,653,786	38,183,539	(3,470,247)	31,067,539	(7,116,000)
Total Requirements	27,499,675	37,996,554	42,117,145	38,554,175	(3,562,970)	31,450,607	(7,103,568)
Net County Cost	(36,557)	(4,560,884)	463,359	370,636	(92,723)	383,068	12,432
Salary Resolution	94.0	96.0	96.0	102.0	6.0	102.0	—
Funded FTE	94.0	96.0	96.0	102.0	6.0	102.0	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$92,723). There are no net funding adjustments in FY 2024-25.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(41,528,507)	(38,058,260)
<b>Requirements</b>		
Gross Appropriations	(3,855,905)	(2,716,000)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(37,765,325)	(35,342,260)
Net County Cost	(92,723)	—
Positions	—	—

**2. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-end Fund Balance and reserves.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	35,342,260	30,692,260
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	35,342,260	30,692,260
Net County Cost	—	—
Positions	—	—

**3. Fund Balance Adjustment - Data Center Relocation:** This action re-appropriates Fund Balance from the prior year to move the state internet connection currently located at Harbor Building C to a county owned building with a generator.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	500,000	—
<b>Requirements</b>		
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Fund Balance Adjustment - Fixed Assets:** This action re-appropriates Fund Balance from the prior year for potential fixed assets and equipment needed during the year.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	250,000	250,000
<b>Requirements</b>		
Gross Appropriations	250,000	250,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Fund Balance Adjustment - Invoice Tracking Solution:** This action re-appropriates Fund Balance from the prior year to support the automation of invoice tracking and processing. This project streamlines the invoice tracking process by allowing invoices to be scanned and timestamped. It also extracts invoice content into the system so information can be tracked electronically creating an automated workflow that minimizes invoice processing and provides transparency and efficiency.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	466,000	—
<b>Requirements</b>		
Gross Appropriations	466,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Fund Balance Adjustment - Voice Over Internet Protocol:** This action re-appropriates Fund Balance from the prior year for implementation of agencywide VoIP (Voice over Internet Protocol). VoIP is necessary to increase the ability of staff across the Human Services Agency to be a more mobile workforce. VoIP is the transmission of voice and multimedia content over an internet connection. It will allow staff to make voice calls from a computer, smartphone, or other mobile devices. Additionally, this technology will include features such as call recording, custom caller ID, or voicemail to email. This will be helpful to HSA as a way to unify communications, especially as it moves to increase telework options.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,500,000	—
<b>Requirements</b>		
Gross Appropriations	1,500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**7. Position Adjustment - Human Services Program Policy Analyst:** This action converts one Human Services Program Policy Analyst - unclassified position into a classified position in Staff Development. There are no net funding adjustments.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**8. Position Adjustment - Senior Information Technology Analyst:** This action converts a Data Specialist II position into a Senior IT Analyst in the Business Systems Group to align with position responsibilities. There are no net funding adjustments.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**9. Position Adjustment - Department Facilities Project Coordinator I:** This action converts two Record Center Assistant II positions to two Department Facilities Project Coordinator I positions. These converted positions are to assist the numerous Human Services Agency staff moves in FY 2023-24 and FY 2024-25.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	625
Intrafund Transfers	—	—
Net County Cost	—	625
Positions	—	—

**10. Position Adjustment - Fiscal:** This action adds one Accountant II, one Senior Accountant, two Financial Services Manager I, one Management Analyst, and one Contract Administrator II for the purpose of reorganizing the accounts payable and fiscal support team to support the increase in homelessness contract service agreements and technical assistance required for community-based organizations (CBOs) and stricter accounting standards as stipulated by the Federal, State, and County guidelines. These administrative positions are being added to provide necessary program support to meet agency goals. To fund the positions, these agency administrative overhead costs are transferred to program units within HSA, where these costs are claimed to state and federal allocations.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	11,807
Intrafund Transfers	—	—
Net County Cost	—	11,807
Positions	6	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(3,470,247)	(7,116,000)
<b>Requirements</b>		
Gross Appropriations	(1,139,905)	(2,453,568)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(2,423,065)	(4,650,000)
Net County Cost	(92,723)	12,432
Positions	6	—

## Economic Self-Sufficiency (7220B)

### Program Locator

County > Social Services > Human Services Agency >  
**Economic Self-Sufficiency**

### Program Outcome Statement

Provide healthcare coverage, nutritional assistance, and temporary financial assistance to low-income San Mateo County residents

### Program Results

Economic Self-Sufficiency (ESS) currently maintains benefits for nearly 174,000 individuals, or approximately one out of every five San Mateo County (SMC) residents. Individuals and families who receive public assistance rely on these benefits to access medical care, purchase food, pay for necessities, and secure or retain housing. In the Bay Area, where housing and cost of living expenses are the highest in the nation, public assistance benefits are critical to maintaining 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 and respect. ESS continues to utilize diverse strategies to meet that goal. In the past few years, ESS expanded the use of technology by conducting phone interviews, gathering electronic signatures, and providing an electronic option to submit requested documentation, providing applicants with a way to comply with program

requirements. These enhancements to the ESS operations allow SMC residents to easily apply for and maintain benefits.

In FY 2023-25, ESS is preparing for the unwinding of the Medi-Cal continuous coverage requirement. In March 2020, in response to the COVID-19 Pandemic, the Centers for Medicare & Medicaid Services (CMS) temporarily waived redeterminations for most Medi-Cal cases. As of March 31, 2023, the waiver will end. As such, ESS will resume completing annual redeterminations for recipients. During the FY 2023-24, 92,364 cases will need a redetermination, including 166,224 individuals. One of the top priorities for ESS is to maximize the continuity of coverage for Medi-Cal beneficiaries throughout the unwinding. Due to the critical nature of these activities, ESS has developed a detailed unwinding operational plan which includes hiring additional staff to assist. ESS wants to make sure that qualified Medi-Cal recipients continue to receive benefits. Assisting eligible residents to keep benefits supports a healthy, safe, and prosperous life for individual residents and the community.

Looking forward, ESS will continue to focus on our primary goal, which is determining eligibility and aiding all eligible SMC residents. To better achieve this goal, ESS will provide targeted outreach with a focus on equity to ensure all residents have access to the assistance they need to live a safe, healthy, and prosperous life.

## Performance Measures

### Performance Narrative

Equity measures are imperative to move society to a more even distribution of resources and opportunities. Public benefits programs provide the most basic of resources - health care and food. Long-standing structural barriers make it more difficult for specific populations to apply for and receive public benefits. Targeted outreach will increase program access for populations that are disadvantaged. Examples of disadvantages (barriers) that occur more often in minority race populations include Immigration status, limited English language proficiency, age disparities, student struggles, homelessness, multiple-family households, residency in neighborhoods with limited access to public assistance, and deep poverty (compounded by associated transportation and technology barriers). ESS seeks to support equity in SMC by providing targeted outreach services to individuals with previously ascribed barriers. Assisting eligible residents gain access to these benefits supports a healthy, safe, and prosperous life for individual residents and the community, as individuals receiving assistance have the resources they need to get medical care and eat. Benefits received are expended locally, which supports SMC's economy, and specifically supports health practitioners, farmers, and grocers. The community also benefits from the reduction of illness and transmissible disease, homelessness, and the crime that can occur from desperation caused by lack of resources. Challenges include: identifying and tracking ethnic/racial recipient demographics while combating myths and fears of government programs held by the target population.

Currently, 7220B assistance programs do not require recipients to report race/ethnicity; applicants can report optionally, but because minorities are sometimes fearful of government tracking, they are less likely to report. This presents a barrier to the accurate tracking of enrollees. Additionally, the number of total ongoing recipients fluctuates due to economic factors, which complicates the accuracy of tracking enrollment numbers. For example, enrollments of a specific population may increase or decrease because of a change in the economy versus a change in outreach. The desired result of this measure is to increase access to Medi-Cal and CalFresh for disadvantaged populations. ESS will run a report at the beginning and end of the fiscal year to see if there is a change in optionally reported race/ethnicity. However, since that number is influenced by other factors, tracking the number who receive targeted outreach is a better indicator of ESS performance.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of disadvantaged SMC residents receiving targeted outreach.	N/A	2,508	2,500	3,000	4,000

### Performance Measure's Equity Lens/Disaggregated Data for FY 2023-24 Estimate

Category	Limited English Proficiency	Immigration Status	Homeless	Overcrowded Housing	Impoverished
Number of Residence Data	625	325	160	46	1307
Race/Ethnicity	Hispanic	White	Black	Asian	Other/ Mixed
Percent of CalFresh Recipients	30%	29%	4%	11%	16%
Gender	Female	Male	Other/Unknown		
Percent of CalFresh Recipients	Prior data is unavailable as this is a new measure				

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	159,135	159,135	163,909	170,465	6,556	170,465	—
Intergovernmental Revenues	84,497,436	67,579,426	71,154,243	76,856,738	5,702,495	77,465,229	608,491
Miscellaneous Revenue	138,403	159,165	235,000	240,000	5,000	240,000	—
<b>Total Revenue</b>	<b>84,794,974</b>	<b>67,897,726</b>	<b>71,553,152</b>	<b>77,267,203</b>	<b>5,714,051</b>	<b>77,875,694</b>	<b>608,491</b>
Fund Balance	1,365,990	2,074,910	2,894,910	1,975,000	(919,910)	1,125,000	(850,000)
<b>Total Sources</b>	<b>86,160,964</b>	<b>69,972,636</b>	<b>74,448,062</b>	<b>79,242,203</b>	<b>4,794,141</b>	<b>79,000,694</b>	<b>(241,509)</b>
<b>Requirements</b>							
Salaries and Benefits	53,199,889	55,831,625	62,522,173	64,972,175	2,450,002	65,569,391	597,216
Services and Supplies	2,594,011	2,828,925	7,126,659	5,845,147	(1,281,512)	5,848,614	3,467
Other Charges	6,053,244	5,152,625	5,703,466	5,952,582	249,116	6,020,862	68,280
Reclassification of Expenses	13,855,066	14,430,119	18,616,244	19,273,325	657,081	19,623,129	349,804
Fixed Assets	—	—	125,000	125,000	—	125,000	—
Other Financing Uses	170,736	346,053	165,985	1,655,299	1,489,314	1,153,795	(501,504)
<b>Gross Appropriations</b>	<b>75,872,946</b>	<b>78,589,347</b>	<b>94,259,527</b>	<b>97,823,528</b>	<b>3,564,001</b>	<b>98,340,791</b>	<b>517,263</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>75,872,946</b>	<b>78,589,347</b>	<b>94,259,527</b>	<b>97,823,528</b>	<b>3,564,001</b>	<b>98,340,791</b>	<b>517,263</b>
<b>Total Requirements</b>	<b>75,872,946</b>	<b>78,589,347</b>	<b>94,259,527</b>	<b>97,823,528</b>	<b>3,564,001</b>	<b>98,340,791</b>	<b>517,263</b>
<b>Net County Cost</b>	<b>(10,288,019)</b>	<b>8,616,712</b>	<b>19,811,465</b>	<b>18,581,325</b>	<b>(1,230,140)</b>	<b>19,340,097</b>	<b>758,772</b>
Salary Resolution	369.0	370.0	378.0	379.0	1.0	379.0	—
Funded FTE	369.0	370.0	377.5	378.5	1.0	378.5	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	86,160,964	69,972,636	74,448,062	79,242,203	4,794,141	79,000,694	(241,509)
Total Requirements	75,872,946	78,589,347	94,259,527	97,823,528	3,564,001	98,340,791	517,263
Net County Cost	(10,288,019)	8,616,712	19,811,465	18,581,325	(1,230,140)	19,340,097	758,772
Salary Resolution	369.0	370.0	378.0	379.0	1.0	379.0	—
Funded FTE	369.0	370.0	377.5	378.5	1.0	378.5	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$4,162,035) and (1) position. Net funding adjustments in FY 2024-25 total \$722,833.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	2,025,907	(1,366,758)
<b>Requirements</b>		
Gross Appropriations	(2,136,128)	(643,925)
Intrafund Transfers	—	—
Net County Cost	(4,162,035)	722,833
Positions	—	—

**2. Position Adjustment - Human Services Supervisor:** This action converts a Benefits Analyst III position to a Human Services Supervisor position. This position in the quality assurance and reporting unit will oversee public assistance programs delivered by Economic Self Sufficiency.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	23,924	249
<b>Requirements</b>		
Gross Appropriations	28,482	296
Intrafund Transfers	—	—
Net County Cost	4,558	47
Positions	—	—

**3. CalSAWS Go Live Support:** This action re-appropriates Fund Balance from the prior year for go live and post go live support for the CalSAWS migration (replacement for current CalWIN System) in the form of a contract for project management and consultation.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	350,000	—
<b>Requirements</b>		
Gross Appropriations	350,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Fund Balance Adjustment - Fixed Assets:** This action re-appropriates Fund Balance from the prior year for potential fixed assets and equipment needed during the year.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	125,000	125,000
<b>Requirements</b>		
Gross Appropriations	125,000	125,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Fund Balance Adjustment - HSA Non-Client Facing Remodel & Moves:** This action re-appropriates Fund Balance from the prior year to remodel the 1 Davis Drive building to accommodate the inclusion of a high number of staff moving from other County locations. This project will include lobby changes and adding interview rooms.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	500,000	1,000,000
<b>Requirements</b>		
Gross Appropriations	500,000	1,000,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Fund Balance Adjustment - HSA Client Facing Remodel & Moves:** This action re-appropriates Fund Balance from the prior year for the remodeling project at HSA's new client facing central site. This project will remodel the new lease site to fit client facing needs including a building public lobby, a separate client interaction zone, and a secure staff area.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,000,000	—
<b>Requirements</b>		
Gross Appropriations	1,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**7. Position Adjustment - Fraud Investigator:** This action adds a Fraud Investigator in the Special Investigations Unit. There is a need for Fraud Investigators to verify the accuracy of information and potential fraud in FY 2023-24 when the majority of the redetermination work will begin on all 95,000 active cases.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	130,964	—
<b>Requirements</b>		
Gross Appropriations	155,909	1,782
Intrafund Transfers	—	—
Net County Cost	24,945	1,782
Positions	1	—

**8. Position Adjustments - Classified OAIL and HSS:** Economic Self Sufficiency has two unclassified Human Services Supervisor (HSS) and three unclassified Office Assistant II (OAIL) positions to convert to classified positions. These five positions are vital to operations by providing essential services to the disadvantaged population in San Mateo County. There are no net funding adjustments.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**9. ESS Share of Administration Cost:** This action adds funding for Economic Self Sufficiency's (ESS) share of cost related to increase in salary and benefits of positions added to the Administrative Unit to better align with the operational needs of the agency.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	591,218	—
<b>Requirements</b>		
Gross Appropriations	703,828	—
Intrafund Transfers	—	—
Net County Cost	112,610	—
Positions	—	—

**10. Position Adjustments - Overpayments and Revenue Collections:** Overpayments and Revenue Collections will convert three Benefit Analyst II and one Benefit Analyst III positions to Overpayments and Collections Analysts and two Human Services Supervisors to Overpayments and Collections Supervisors to better align with responsibilities of the position in the unit.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	47,128	—
<b>Requirements</b>		
Gross Appropriations	47,128	500
Intrafund Transfers	—	—
Net County Cost	—	500
Positions	—	—

**11. Position Adjustments - Limited Term and Extra Help:** With Medi-Cal continuous coverage requirements ending, Economic Self Sufficiency (ESS) will be responsible for processing an average of 7,500 Medi-Cal redeterminations per month. To ensure Medi-Cal redeterminations are processed within state mandated timeframes, ESS needs to hire 18 term benefits analyst I/II, 2 term benefits analyst BAIIIs, and 4 extra help management analysts for FY 2023-24 and FY 2024-25. Current staffing levels are unable to process the large volume redeterminations in the required 18 month period.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	2,789,782	33,610
Intrafund Transfers	—	—
Net County Cost	2,789,782	33,610
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	4,794,141	(241,509)
<b>Requirements</b>		
Gross Appropriations	3,564,001	517,263
Intrafund Transfers	—	—
Net County Cost	(1,230,140)	758,772
Positions	1	—

## Aid Payments (7240B)

### Program Locator

County > Social Services > Human Services Agency >  
**County Programs/Welfare Aid Payments**

### Program Outcome Statement

Improve the economic self-sufficiency of impoverished adults

### Program Results

This budget unit is comprised of County Programs (General Assistance [GA], CalFresh Employment & Training [CFET]) and Welfare Aid Payments (Cash Program for Immigrants [CAPI], CalWORKs [CW]).

GA provides financial assistance to low-income adults who fall below established property and income limits. The standard GA grant is \$707. The CFET program, which is facilitated by Vocational Rehabilitation Services, provides hands-on work experience and job training to adults with barriers to employment. Participants gain skills while employers receive onsite services. The CFET program trained 27 GA clients in FY 2021-22.

As part of the federal Temporary Assistance to Needy Families program, CalWORKs provides supplemental cash assistance to eligible, needy families with minor children. The standard grant for a household of three is \$1,130. The program also provides parents with employment and supportive services, which are designed to facilitate self-sufficiency. CAPI supports legal immigrants who are disabled. The standard grant is \$1,133 per month. These families have little or no cash and are in need of assistance with housing, food, utilities, and basic needs.

The Economic Self-Sufficiency (ESS) branch of HSA currently administers these programs. In FY 2023-25, ESS will continue to focus on determining eligibility and aiding all eligible SMC residents. To better achieve this goal, the CAPI program will be implementing new, broader outreach efforts to ensure all eligible residents are aware of the program. Additionally, ESS will modernize the GA program, updating client service methods and business processes to ensure GA recipients receive superior customer service. Lastly, ESS looks forward to offering enhanced advocacy services to homeless CW clients to support permanent housing referrals.

**Performance Measures**

**Performance Narrative**

Equity measures are necessary to move society to a more even distribution of resources and opportunities. CalWORKs (CW) provides cash assistance to families with children in the home. ESS assists families in the CalWORKs program in meeting the costs of securing or maintaining permanent housing when a family is experiencing homelessness.

Long-standing structural barriers make it more difficult for some individuals to apply for benefits. Examples of barriers that occur more often in minority race populations include Limited English proficiency (forms and information being provided mostly in English; limited interpretation services; comprehension difficulties for individuals with limited English proficiency, misunderstandings due to communication/terminology differences); cultural bias; and access barriers due to limited transportation and/or technology.

ESS seeks to support equity in SMC by providing advocacy and assistance to homeless CW families in transitioning them to permanent housing. Assisting eligible residents to gain access to these housing benefits supports a healthy, safe, and prosperous life for individual residents and the community.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
The number of homeless CalWORKs(CW) recipients successfully referred to permanent housing. Disaggregated by race/ethnicity and immigration status.	Prior data is unavailable as this is a new measure			100%	100%
The number of homeless CalWORKs(CW) recipients successfully transitioned to permanent housing. Disaggregated by race/ethnicity and immigration status.	Prior data is unavailable as this is a new measure			50%	70%

**Performance Measure's Equity Lens/Disaggregated Data for FY 2023-24 Estimate**

Race/Ethnicity	Hispanic	White	Black	Native American/ Alaskan	Asian
Number of Homeless CW Recipients	Prior data is unavailable as this is a new measure				
Immigration Status	Citizen	LPR	Non-Citizen	Undocumented	
Number of Homeless CW recipients	Prior data is unavailable as this is a new measure				

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	11,099,291	10,724,003	16,053,244	16,691,244	638,000	16,691,244	—
Miscellaneous Revenue	67,293	43,688	55,000	207,000	152,000	207,000	—
<b>Total Revenue</b>	<b>11,166,584</b>	<b>10,767,691</b>	<b>16,108,244</b>	<b>16,898,244</b>	<b>790,000</b>	<b>16,898,244</b>	<b>—</b>
<b>Total Sources</b>	<b>11,166,584</b>	<b>10,767,691</b>	<b>16,108,244</b>	<b>16,898,244</b>	<b>790,000</b>	<b>16,898,244</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	2,500	101,484	15,000	165,000	150,000	165,000	—
Other Charges	11,682,381	11,459,534	18,499,554	19,139,554	640,000	19,139,554	—
Reclassification of Expenses	1,119,237	1,195,512	2,792,154	2,792,154	—	2,792,154	—
<b>Gross Appropriations</b>	<b>12,804,118</b>	<b>12,756,530</b>	<b>21,306,708</b>	<b>22,096,708</b>	<b>790,000</b>	<b>22,096,708</b>	<b>—</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>12,804,118</b>	<b>12,756,530</b>	<b>21,306,708</b>	<b>22,096,708</b>	<b>790,000</b>	<b>22,096,708</b>	<b>—</b>
<b>Total Requirements</b>	<b>12,804,118</b>	<b>12,756,530</b>	<b>21,306,708</b>	<b>22,096,708</b>	<b>790,000</b>	<b>22,096,708</b>	<b>—</b>
<b>Net County Cost</b>	<b>1,637,534</b>	<b>1,988,839</b>	<b>5,198,464</b>	<b>5,198,464</b>	<b>—</b>	<b>5,198,464</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	11,166,584	10,767,691	16,108,244	16,898,244	790,000	16,898,244	—
Total Requirements	12,804,118	12,756,530	21,306,708	22,096,708	790,000	22,096,708	—
Net County Cost	1,637,534	1,988,839	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 2023-24 and FY 2024-25, including: elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments in FY 2023-24 and FY 2024-25.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	790,000	—
<b>Requirements</b>		
Gross Appropriations	790,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	790,000	—
<b>Requirements</b>		
Gross Appropriations	790,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—



## Child Care Services (7360P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,304,601	3,568,089	7,042,898	6,821,304	(221,594)	6,832,693	11,389
Total Requirements	3,835,823	4,102,734	7,120,727	6,898,152	(222,575)	6,909,541	11,389
Net County Cost	531,222	534,646	77,829	76,848	(981)	76,848	—
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$981). There are no net funding adjustments in FY 2024-25.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(534,929)	(301,946)
<b>Requirements</b>		
Gross Appropriations	(222,575)	11,389
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(313,335)	(313,335)
Net County Cost	(981)	—
Positions	—	—

**2. Fund Balance Adjustment - Child Care Reserves:** This action re-appropriates Fund Balance from the prior year for Child Care reserves.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	313,335	313,335
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	313,335	313,335
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(221,594)	11,389
<b>Requirements</b>		
Gross Appropriations	(222,575)	11,389
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(981)	—
Positions	—	—

## Vocational Rehab Services (7330B)

### Program Locator

County > Social Services > Human Services Agency >  
**Vocational Rehab Services**

### Program Outcome Statement

Increased access to skill development and employment for individuals with barriers

### Program Results

Vocational Rehabilitation Services (VRS) serves San Mateo County residents with barriers to employment, including people with disabilities (psychiatric, learning, and/or physical disability), justice-involved, and unsheltered/homeless. Employment plays a critical role in promoting rehabilitation. It promotes social acceptance and integration into the community and gives individuals a sense of purpose, self-esteem, and self-worth. Work also reduces dependence on others by enabling people to become independent and self-sustaining. It improves clinical outcomes, including reducing symptoms of a person's mental illness and reducing the need for other services.

VRS served 556 clients in FY 2021-22. This number has decreased since the pandemic. The Department of Rehabilitation, CalWORKs, Service Connect, BHRS, and other referral sources experienced decreased numbers of clients in need of assessments, vocational counseling, or

work training sites during the past year. Some clients report a fear of returning to work and other mental health concerns, such as anxiety or depression, impacting full engagement in a work environment. Although the referral numbers were lower, 102 clients entered into unsubsidized employment, which is an increase in job placements.

VRS is focused on matching clients to training programs that lead to skill development. Catering Connection has provided new opportunities through single-meal service packing, nutritional fact information, and plant-based menu development. Clients are engaged in these changes to learn serving sizes, read labels for allergens, and understand dietary needs. WorkCenter clients have entered into new agreements with new vendors. This allows a variety of skills to be incorporated into product assembly assignments. VRS continues to explore additional training and skills development opportunities leading to employment

VRS continues to support technology solutions such as interactive appointments like the telehealth model to keep connected to individuals. VRS continues to be committed to creating new training programs and work sites for clients that support re-entry to the workforce with additional wrap-around services to obtain successful placement.

## Performance Measures

### Performance Narrative

Based on the disaggregated data for this performance measure, we can conclude VRS is serving a larger number of Black clients in comparison to census data for the County. The data also reflects an underserved White and Asian/Pacific Islander population, and the Latino/Hispanic population served appears to be consistent with the demographics of the community.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Clients Served by Vocational Rehabilitation Services (VRS) disaggregated by race.	602	556	460	495	510

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Race/Ethnicity	White	Hispanic/Latino	Black	Asian/Pacific Islander	Other
VRS Clients	160	124	82	73	24

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	742,656	840,179	800,000	780,000	(20,000)	780,000	—
Charges for Services	2,649,591	2,074,085	2,607,000	1,787,000	(820,000)	1,526,831	(260,169)
Interfund Revenue	—	221	5,000	1,000	(4,000)	1,000	—
Miscellaneous Revenue	109,535	210,404	384,777	180,000	(204,777)	180,000	—
<b>Total Revenue</b>	<b>3,501,782</b>	<b>3,124,889</b>	<b>3,796,777</b>	<b>2,748,000</b>	<b>(1,048,777)</b>	<b>2,487,831</b>	<b>(260,169)</b>
Fund Balance	125,000	1,025,000	2,025,000	2,745,000	720,000	2,125,000	(620,000)
<b>Total Sources</b>	<b>3,626,782</b>	<b>4,149,889</b>	<b>5,821,777</b>	<b>5,493,000</b>	<b>(328,777)</b>	<b>4,612,831</b>	<b>(880,169)</b>
<b>Requirements</b>							
Salaries and Benefits	4,126,403	4,528,158	6,018,398	5,899,352	(119,046)	6,020,175	120,823
Services and Supplies	3,454,393	3,755,751	5,836,263	3,515,247	(2,321,016)	3,064,920	(450,327)
Other Charges	1,218,843	1,213,310	1,448,382	1,290,434	(157,948)	1,319,305	28,871
Reclassification of Expenses	(2,374,959)	(3,184,692)	(3,276,838)	(3,211,393)	65,445	(3,117,868)	93,525
Fixed Assets	31,265	11,740	195,000	245,000	50,000	125,000	(120,000)
Other Financing Uses	—	232,152	—	2,300,000	2,300,000	2,000,000	(300,000)
<b>Gross Appropriations</b>	<b>6,455,945</b>	<b>6,556,419</b>	<b>10,221,205</b>	<b>10,038,640</b>	<b>(182,565)</b>	<b>9,411,532</b>	<b>(627,108)</b>
Intrafund Transfers	(1,195,795)	(1,259,356)	(1,310,000)	(1,560,000)	(250,000)	(1,560,000)	—
<b>Net Appropriations</b>	<b>5,260,150</b>	<b>5,297,063</b>	<b>8,911,205</b>	<b>8,478,640</b>	<b>(432,565)</b>	<b>7,851,532</b>	<b>(627,108)</b>
<b>Total Requirements</b>	<b>5,260,150</b>	<b>5,297,063</b>	<b>8,911,205</b>	<b>8,478,640</b>	<b>(432,565)</b>	<b>7,851,532</b>	<b>(627,108)</b>
<b>Net County Cost</b>	<b>1,633,368</b>	<b>1,147,174</b>	<b>3,089,428</b>	<b>2,985,640</b>	<b>(103,788)</b>	<b>3,238,701</b>	<b>253,061</b>
Salary Resolution	35.0	36.0	36.0	36.0	—	36.0	—
Funded FTE	35.0	36.0	36.0	36.0	—	36.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,626,782	4,149,889	5,821,777	5,493,000	(328,777)	4,612,831	(880,169)
Total Requirements	5,260,150	5,297,063	8,911,205	8,478,640	(432,565)	7,851,532	(627,108)
Net County Cost	1,633,368	1,147,174	3,089,428	2,985,640	(103,788)	3,238,701	253,061
Salary Resolution	35.0	36.0	36.0	36.0	—	36.0	—
Funded FTE	35.0	36.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$51,337). Net funding adjustments in FY 2024-25 total \$253,061.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(3,073,777)	(3,005,169)
<b>Requirements</b>		
Gross Appropriations	(2,927,565)	(2,752,108)
Intrafund Transfers	(250,000)	—
Net County Cost	(103,788)	253,061
Positions	—	—

**2. Fund Balance Adjustment - Fixed Assets:** This action re-appropriates Fund Balance from the prior year for potential fixed assets and equipment needed during the year. Anticipated fixed asset purchases include the following items: undercounter refrigerator, mega top sandwich/salad preparation refrigerator, griddle, fryer, freezer, commercial mixer, converter belts, heat tunnel and shrink wrap machine.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	125,000	125,000
<b>Requirements</b>		
Gross Appropriations	125,000	125,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Fund Balance Adjustment - Quarry New Kitchen & Building Remodel:** This action re-appropriates Fund Balance from the prior year and adds funding to create a Vocational Rehabilitation Services (VRS) training facility at 550 Quarry Road in San Carlos to teach commercial culinary skills to county residents receiving VRS services. The second kitchen would expand the culinary training in partnership with the community college. Needs include sheet rock repair, the addition of a cloud or drop ceiling, a drain and water line, and power supply and flooring to meet environmental inspection.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,000,000	2,000,000
<b>Requirements</b>		
Gross Appropriations	2,000,000	2,000,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Fund Balance Adjustment - Quarry Kitchen Equipment:** This action re-appropriates Fund Balance from the prior year to purchase and equip the new Vocational Rehabilitation Services (VRS) training facility at 550 Quarry Road in San Carlos to teach commercial culinary skills to county residents receiving VRS services. The equipment will be used in the hands-on training environment and will complement the partnership with the community college to provide an accredited college course in culinary services. This equipment is essential to demonstrate an applied knowledge of the curriculum.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	120,000	—
<b>Requirements</b>		
Gross Appropriations	120,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Fund Balance Adjustment - Staff Security Enhancement Project:** This action re-appropriates Fund Balance from the prior year to enhance staff security and work environment. This project will increase staff security in client interaction areas and create a healthier work environment to help improve staff's work performance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	500,000	—
<b>Requirements</b>		
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(328,777)	(880,169)
<b>Requirements</b>		
Gross Appropriations	(182,565)	(627,108)
Intrafund Transfers	(250,000)	—
Net County Cost	(103,788)	253,061
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) provide 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. This includes a 24-hour child abuse hotline, child abuse investigations; 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 has engaged in several strategies to keep youth safe, improve their well-being, and increase permanency outcomes for youth. These strategies include expanding Emergency Response staffing and support, creating a robust Child and Family Team (CFT) program, building capacity in the CFS Adoptions Unit to increase concurrent planning efforts, and increasing the number of resource family homes in the county. A few of the outcomes of these

strategies, for FY 2020-21 and FY 2021-22, include the approval of 90 resource family home applications and 729 Child and Family Team meetings held. Additionally, CFS received 9,254 reports at the Child Abuse Hotline and investigated nearly 3,800 child abuse and neglect referrals.

CFS continuously strives to improve services for our youth and in FY 2023-25, will focus on several priority areas, such as continue to operate the Short-Term Residential Treatment Program (STRTP) in accordance with the Continuum of Care Reform (CCR), add a Temporary Shelter Care Facility (TSCF) to our Residential Services Program, improve the utilization of data from an equity lens to develop creative and impactful solutions that address racial disparity in the child welfare system, lead the development of a local Comprehensive Prevention Plan (CPP) in coordination with a cross-sector prevention team, successfully implement key initiatives including, but not limited to, Safety Organized Practice (SOP) and the Family First Prevention Services Act (FFPSA), increasing the percentage of youth who are placed with relatives or non-relative extended family members, and developing more opportunities for Non-Minor Dependents and former foster youth to remain in their county and communities of origin.



## Performance Measures

### Performance Narrative

The substantiated rate of child abuse/neglect allegations disaggregated by race/ethnicity highlights disparities in public child welfare involvement by specific populations. The disparity in the child welfare system has been a longstanding historical issue that has garnered the attention of Federal, State, and local agencies as a key priority to address. This data set helps demonstrate where the agency can focus prevention-based efforts in the community, as well as target culturally relevant training content for child welfare staff and leadership.

Based on data analysis over a four-year period, for FY 2022-23, we project Black, Latino, and Native American children in San Mateo County will continue to experience substantiated allegations at a disproportionate rate. Our target for FY 2022-23 across all stratified groups is 2.3, as seen in the table below. The child maltreatment substantiation rates for Black families have decreased from 8.48 in FY 2018-19 to 3.46 in FY 2021-22. The child maltreatment substantiation rates for Latinos have remained constant over the four-year period. The rate for Native Americans has significantly decreased (an improvement) from 8.26 in FY 2018-19 to zero in FY 2021-22.

Considerations:

- As of September 30, 2022, Black children account for 2,939 or 1.89% of the total child population in San Mateo County, and Native American children account for 0.19% (304), meaning that small increases or decreases in the number of substantiated referrals can greatly impact the rate.
- As of September 30, 2022, the total child populations are more comparable between Latinos (48,558) and Whites (54,975). Based on this, we expect a disproportionate rate of substantiation with Latinos at 2.64% but only 0.69% for Whites

This specific performance measure allows the agency to drill down to the specific populations with higher substantiation rates to explore outreach and service gaps. The agency will focus efforts on more effective data analysis through an equity lens and explore trends in particular geographic communities, referral sources, and child/family demographics.

San Mateo County delivers a multitude of prevention-based services, including a differential response program that provides supportive and case management services for referrals on families who do not require an open child welfare case. Prevention services are also provided through the Children and Family Resource Centers at school-based sites. The use of this data will help drive prevention-based program development in these two arenas.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Rate of allegations substantiated per 1,000 children disaggregated by race/ethnicity	1.5	1.4	1.4	2.3	2.3

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Race/Ethnicity	Black	White	Latino	Asian/Pacific Islander	Native American
Rate of allegations substantiated per 1,000 children disaggregated by race/ethnicity	4.1	0.7	2.6	0.5	3.3

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,208,710	2,688,319	3,724,635	3,173,620	(551,015)	3,173,620	—
Intergovernmental Revenues	47,886,215	41,099,925	64,719,292	63,142,559	(1,576,733)	63,490,271	347,712
Charges for Services	32,256	—	—	—	—	—	—
Interfund Revenue	—	290,262	—	—	—	—	—
Miscellaneous Revenue	444,381	519,117	306,561	524,841	218,280	524,841	—
<b>Total Revenue</b>	<b>51,571,563</b>	<b>44,597,623</b>	<b>68,750,488</b>	<b>66,841,020</b>	<b>(1,909,468)</b>	<b>67,188,732</b>	<b>347,712</b>
Fund Balance	4,883,940	1,918,400	1,918,400	1,443,320	(475,080)	1,943,320	500,000
<b>Total Sources</b>	<b>56,455,503</b>	<b>46,516,023</b>	<b>70,668,888</b>	<b>68,284,340</b>	<b>(2,384,548)</b>	<b>69,132,052</b>	<b>847,712</b>
<b>Requirements</b>							
Salaries and Benefits	29,878,386	32,332,807	39,547,316	38,269,438	(1,277,878)	39,030,296	760,858
Services and Supplies	9,418,795	10,344,958	21,517,269	21,333,382	(183,887)	21,387,526	54,144
Other Charges	19,949,732	17,569,978	23,904,390	21,622,259	(2,282,131)	21,669,920	47,661
Reclassification of Expenses	5,863,126	6,058,797	8,281,053	8,438,360	157,307	8,587,943	149,583
Fixed Assets	5,304	—	150,000	150,000	—	150,000	—
Other Financing Uses	592,853	754,584	590,637	1,089,709	499,072	1,589,356	499,647
<b>Gross Appropriations</b>	<b>65,708,196</b>	<b>67,061,123</b>	<b>93,990,665</b>	<b>90,903,148</b>	<b>(3,087,517)</b>	<b>92,415,041</b>	<b>1,511,893</b>
Intrafund Transfers	(291,102)	(849,890)	(726,153)	(864,606)	(138,453)	(864,606)	—
<b>Net Appropriations</b>	<b>65,417,095</b>	<b>66,211,233</b>	<b>93,264,512</b>	<b>90,038,542</b>	<b>(3,225,970)</b>	<b>91,550,435</b>	<b>1,511,893</b>
Contingencies/Dept Reserves	793,320	793,320	793,320	793,320	—	793,320	—
<b>Total Requirements</b>	<b>66,210,415</b>	<b>67,004,553</b>	<b>94,057,832</b>	<b>90,831,862</b>	<b>(3,225,970)</b>	<b>92,343,755</b>	<b>1,511,893</b>
<b>Net County Cost</b>	<b>9,754,912</b>	<b>20,488,530</b>	<b>23,388,944</b>	<b>22,547,522</b>	<b>(841,422)</b>	<b>23,211,703</b>	<b>664,181</b>
Salary Resolution	208.0	207.0	205.0	205.0	—	205.0	—
Funded FTE	208.0	207.0	204.8	204.8	—	204.8	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	56,455,503	46,516,023	70,668,888	68,284,340	(2,384,548)	69,132,052	847,712
Total Requirements	66,210,415	67,004,553	94,057,832	90,831,862	(3,225,970)	92,343,755	1,511,893
Net County Cost	9,754,912	20,488,530	23,388,944	22,547,522	(841,422)	23,211,703	664,181
Salary Resolution	208.0	207.0	205.0	205.0	—	205.0	—
Funded FTE	208.0	207.0	204.8	204.8	—	204.8	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$947,217). Net funding adjustments in FY 2024-25 total \$663,619.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(4,663,465)	(1,095,608)
<b>Requirements</b>		
Gross Appropriations	(4,678,909)	361,331
Intrafund Transfers	(138,453)	—
Contingencies/Dept Reserves	(793,320)	(793,320)
Net County Cost	(947,217)	663,619
Positions	—	—

**2. Measure K - PEI-At Risk Child:** This action decreases the appropriation for Measure K initiative HSAPI (Prevention and Early Intervention-At Risk Child) by \$700,000. These funds will be transferred to Homeless and Safety Net Services and re-appropriated under Measure K initiative HSAHI (Hope Implementation Plan) to address ongoing and growing program responsibilities.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	(700,000)	—
<b>Requirements</b>		
Gross Appropriations	(700,000)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Position Adjustment - Children's Services Program Managers I/II:** This request converts Human Services Managers I/II to Children's Services Program Managers I/II. One Human Services Manager I is deleted in Children and Family Services and added back as a Children's Services Program Manager I. Four Human Services Managers II are deleted and added back as four Children's Services Program Managers II. The cost difference will be covered by state realignment.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	53,292	—
<b>Requirements</b>		
Gross Appropriations	53,292	562
Intrafund Transfers	—	—
Net County Cost	—	562
Positions	—	—

**4. Bringing Families Home:** This actions adds budget appropriation to provide authorization to utilize the Bringing Families Home allocation to provide housing support to families receiving child welfare services.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,302,168	—
<b>Requirements</b>		
Gross Appropriations	1,302,168	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Fund Balance Adj-HSA Non-Client Facing Remodel & Moves:** This action re-appropriates Fund Balance from the prior year to remodel the 1 Davis Drive building to accommodate the inclusion of a high number of staff moving from other County locations. This project will include lobby changes and adding interview rooms.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	500,000	1,000,000
<b>Requirements</b>		
Gross Appropriations	500,000	1,000,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. CFS - Share of Administration Cost:** This action adds funding for Children and Family Services' (CFS) share of cost related to increase in salary and benefits of positions added to the Administrative Unit to better align with the operational needs of the agency.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	180,137	—
<b>Requirements</b>		
Gross Appropriations	285,932	—
Intrafund Transfers	—	—
Net County Cost	105,795	—
Positions	—	—

**7. Fund Balance Adjustment - CYSOC Reserves:** This action re-appropriates Fund Balance from the prior year for Children and Youth System of Care (CYSOC) Collaborative restricted reserves.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	793,320	793,320
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	793,320	793,320
Net County Cost	—	—
Positions	—	—

**8. Fund Balance Adjustment - Fixed Assets:** This action re-appropriates Fund Balance from the prior year for potential fixed assets and equipment needed during the year.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	150,000	150,000
<b>Requirements</b>		
Gross Appropriations	150,000	150,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,384,548)	847,712
<b>Requirements</b>		
Gross Appropriations	(3,087,517)	1,511,893
Intrafund Transfers	(138,453)	—
Contingencies/Dept Reserves	—	—
Net County Cost	(841,422)	664,181
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

The Center on Homelessness (COH, also known as Homeless and Safety Net Services), is a collaborative effort for the provision of safety net services, administering contracts with community-based organizations that operate a broad spectrum of homeless and homeless prevention services, including shelter, homeless outreach, rapid rehousing, and Core Service Agency services that provide basic emergency services, including food and emergency financial assistance for housing stability. In FY 2021-22, 45,742 community members received safety net services from the Core Service Agencies.

In FY 2021-23, COH and its partners continued implementing services to support the County's goal of reaching functional zero, where every unsheltered person who chooses assistance can be sheltered in an emergency shelter or in temporary or permanent housing. COH worked

intensively with the Department of Housing and other County partners on applications for state Homekey funding, including grants to support the Navigation Center and El Camino House shelter, which comprised the largest housing grant awarded in County history. COH launched the Lived Experience Advisory Group (LEAG), a committee where people with lived experience of homelessness provide input on homeless services. COH collaborated closely with the County Executive's Office on the Working Together to End Homelessness initiative, hosting multiple events to build community knowledge, connections, and momentum around ending homelessness. COH also launched a dashboard on homelessness (link to: <https://www.smcgov.org/ceo/homelessness-dashboard>)

In FY 2023-25, COH and partners will focus on continuing a wide array of homeless services, including the new Navigation Center and expanded homeless outreach services to reach more people who are unsheltered. COH will increase its focus on utilizing data for system planning and will continue to work on reducing racial disparities within the homeless system. COH will collaborate with other County departments on implementing additional strategies for reaching functional zero, including the Working Together to End Homelessness strategies.

## Performance Measures

### Performance Narrative

The population served by the Core Service Agency network is low-income county residents who need assistance meeting basic needs related to housing, shelter, emergency financial support, and food, among other immediate needs. The number of clients served has increased significantly over the past few years, from 26,143 in FY 2018-19 to 45,742 in FY2021-22. These increasing numbers of people seeking safety net services reflect increasing needs and the economic hardships of the COVID-19 pandemic, and the high cost of living in San Mateo County, which disproportionately impacts people of color.

This disaggregated data shows information about the clients who are receiving services by race and ethnicity and provides HSA the ability to cross-tabulate against indicators in the U.S. Census to determine if these services are reaching all members of the community proportionally by comparing the general population against those who receive services through the Core Service Agencies, which can help tailor future outreach and service planning.

In FY 2022-23, it is projected that disaggregated race and ethnicity data will continue to indicate that the ethnicity-race category with the largest number of clients served is Hispanic/Latino ñ White, followed by Hispanic/Latino-Other, and Non-Hispanic/Latino-White.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Clients Served by Core Service Agencies	43,720	45,742	44,000	44,500	44,500

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

RACE/ETHNICITY	Non- Hispanic/ Latino - White	Non-Hispanic/ Latino -Asian	Non-Hispanic/ Latino -Black or African American	Non-Hispanic/ Latino -Native Hawaiian or Other Pacific Islander	Non-Hispanic/ Latino American Indian or Alaska Native
Clients Served	4,543	3,718	1,465	799	67

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	7,048,946	7,739,151	10,851,331	14,385,386	3,534,055	14,385,386	—
Intergovernmental Revenues	5,529,241	4,016,872	5,344,059	5,036,762	(307,297)	4,416,398	(620,364)
Interfund Revenue	2,956	—	—	—	—	—	—
Miscellaneous Revenue	299,621	1,715,818	992,121	—	(992,121)	—	—
<b>Total Revenue</b>	<b>12,880,764</b>	<b>13,471,841</b>	<b>17,187,511</b>	<b>19,422,148</b>	<b>2,234,637</b>	<b>18,801,784</b>	<b>(620,364)</b>
Fund Balance	1,678,165	1,600,000	500,000	—	(500,000)	—	—
<b>Total Sources</b>	<b>14,558,929</b>	<b>15,071,841</b>	<b>17,687,511</b>	<b>19,422,148</b>	<b>1,734,637</b>	<b>18,801,784</b>	<b>(620,364)</b>
<b>Requirements</b>							
Salaries and Benefits	1,610,053	1,707,785	2,670,961	3,028,609	357,648	3,063,244	34,635
Services and Supplies	16,981,874	16,264,369	21,377,729	26,117,727	4,739,998	24,902,388	(1,215,339)
Other Charges	689,200	1,655,042	1,347,661	2,303,871	956,210	2,330,536	26,665
Reclassification of Expenses	333,471	726,192	559,272	611,723	52,451	611,723	—
Other Financing Uses	1,573,385	286,973	593,091	179,747	(413,344)	181,668	1,921
<b>Gross Appropriations</b>	<b>21,187,982</b>	<b>20,640,362</b>	<b>26,548,714</b>	<b>32,241,677</b>	<b>5,692,963</b>	<b>31,089,559</b>	<b>(1,152,118)</b>
Intrafund Transfers	(107,000)	(107,000)	(107,000)	(1,019,500)	(912,500)	(397,000)	622,500
<b>Net Appropriations</b>	<b>21,080,982</b>	<b>20,533,362</b>	<b>26,441,714</b>	<b>31,222,177</b>	<b>4,780,463</b>	<b>30,692,559</b>	<b>(529,618)</b>
<b>Total Requirements</b>	<b>21,080,982</b>	<b>20,533,362</b>	<b>26,441,714</b>	<b>31,222,177</b>	<b>4,780,463</b>	<b>30,692,559</b>	<b>(529,618)</b>
<b>Net County Cost</b>	<b>6,522,054</b>	<b>5,461,521</b>	<b>8,754,203</b>	<b>11,800,029</b>	<b>3,045,826</b>	<b>11,890,775</b>	<b>90,746</b>
Salary Resolution	7.0	7.0	10.0	14.0	4.0	14.0	—
Funded FTE	7.0	7.0	10.0	14.0	4.0	14.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	14,558,929	15,071,841	17,687,511	19,422,148	1,734,637	18,801,784	(620,364)
Total Requirements	21,080,982	20,533,362	26,441,714	31,222,177	4,780,463	30,692,559	(529,618)
Net County Cost	6,522,054	5,461,521	8,754,203	11,800,029	3,045,826	11,890,775	90,746
Salary Resolution	7.0	7.0	10.0	14.0	4.0	14.0	—
Funded FTE	7.0	7.0	10.0	14.0	4.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$980,255. Net funding adjustments in FY 2024-25 total \$90,746.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,465,363)	(620,364)
<b>Requirements</b>		
Gross Appropriations	427,392	(1,159,226)
Intrafund Transfers	(912,500)	622,500
Net County Cost	980,255	83,638
Positions	—	—

**2. Position Adjustments - Measure K HSAHI:** This action adds one Management Analyst and three Human Services Analyst III for Measure K initiative HSAHI (Hope Implementation) to address ongoing and growing program responsibilities in Homeless and Safety Net Services. Funds are transferred from Measure K initiative HSAPI (PEI-At Risk Child) and re-appropriated to HSAHI to fund these positions.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	700,000	—
<b>Requirements</b>		
Gross Appropriations	700,000	7,108
Intrafund Transfers	—	—
Net County Cost	—	7,108
Positions	4	—

**3. Measure K - COH Housing Assistance:** This action adds Measure K appropriation to HSAHA (Center on Homelessness Housing Assistance) to help cover the funding gap for operating non-congregate shelter costs and other increasing program demands. The addition of Measure K funds will support the County plan to reach functional zero homelessness.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,500,000	—
<b>Requirements</b>		
Gross Appropriations	2,500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Non-congregate Shelter Operations Funding Gap :** This action adds appropriation to help cover the funding gap for non-congregate shelter operating costs. To reach functional zero level of homelessness and offer immediate access to shelter for anyone who is unsheltered, the County has opened three non-congregate shelters, and a fourth, the Navigation Center, will be opening soon. The Center on Homelessness has identified that funds are needed for the costs of ongoing operations, primarily the contracted non-profit services (24/7 staffing, case management, shelter management, and other services), as well as service charges from the Department of Public Works.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	450,000	—
Intrafund Transfers	—	—
Net County Cost	450,000	—
Positions	—	—

**5. Inclement Weather - Overflow for Adults:** This action adds appropriation to help cover the funding gap for the inclement weather overflow shelter for adults. The Inclement Weather Program is activated when there are cold and/or rainy conditions that meet the program threshold. This program allows the County to shelter all eligible unsheltered people who request shelter during dangerous weather conditions. There has been significantly higher utilization of this program, and more nights with severe weather, leading to much higher costs. There is also increasing variation of weather which may cause more variable or increasing number of activated nights each year. The Center on Homelessness projects that the increased need will continue in future years.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	250,000	—
Intrafund Transfers	—	—
Net County Cost	250,000	—
Positions	—	—

**6. Overflow Shelter for Families:** This action adds appropriation to help cover the funding gap for the Overflow Shelter Program (OSP) for families, formerly known as the Motel Voucher Program (MVP). This program provides safe temporary shelter for unsheltered families in hotel rooms who are being referred to a family shelter, but are on the waiting list. Many families have been seeking temporary shelter in OSP and staying longer, which has increased costs significantly.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	500,000	—
Positions	—	—

**7. Inclement Weather - Cots:** This action adds appropriation to help cover the funding gap for Inclement Weather Shelter Operations (shelter cots). The Inclement Weather Program is activated when there are cold and/or rainy conditions that meet the program threshold. This program allows the County to shelter all eligible unsheltered people who request shelter during dangerous weather conditions. There has been significantly higher utilization of this program, and more nights with severe weather, leading to much higher costs. There is also increasing variation of weather which may cause more variable or increasing number of activated nights each year. The Center on Homelessness projects that the increased need will continue in future years.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	51,792	—
Intrafund Transfers	—	—
Net County Cost	51,792	—
Positions	—	—

**8. Homeless Outreach Expansion:** This action adds appropriation to help cover the funding gap for the Homeless Outreach Program. The County would like to expand its homeless outreach activities. For people experiencing unsheltered homelessness, the connection with a homeless outreach case worker is a crucial component to accepting services and staying housed long term. The addition of five contracted outreach case workers would have a huge impact as more unsheltered individuals could receive tailored and individualized care from a dedicated case manager.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	813,779	—
Intrafund Transfers	—	—
Net County Cost	813,779	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	1,734,637	(620,364)
<b>Requirements</b>		
Gross Appropriations	5,692,963	(1,152,118)
Intrafund Transfers	(912,500)	622,500
Net County Cost	3,045,826	90,746
Positions	4	—

## Community Capacity (7520B)

### Program Locator

County > Social Services > Human Services Agency >  
**Collaborative Community Outcomes**

### 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 direct client services to veterans and community programs and support for vulnerable populations.

In FY 2021-23, the County Veteran Services Office (CVSO) office filed 749 new claims for benefits and served over 2,500 veterans and family members. In March 2022, the Veterans Services Office launched its new Veterans Services Website at [www.smcveterans.org](http://www.smcveterans.org), and in November 2022, the 7th Annual Veterans Recognition Lunch successfully resumed in person with over 200 attendees.

The Children's Fund program served over 2,000 children. Children from County programs were provided with clothing, backpacks, school supplies, and holiday gifts. This program is generously supported by volunteers and community organizations, such as National Charity

League and Redwood City Women's Club, who provided backpacks and gift cards in 2022.

The Office of Emergency Response maintains the agency's readiness to care for disaster-affected residents of unincorporated San Mateo County through the provision of mass care and shelter services. Emergency Response maintained the agency's Continuity of Operations Plan and supported various agency health and safety initiatives by providing information, coordination, planning, and training.

Looking ahead to FY 2023-25, the CVSO will continue to connect veteran populations identified as underserved with eligible Veterans Administration benefits. Additional priorities are connecting newly eligible veterans under the PACT Act with the disability and healthcare programs now available to them and continued support of the CalVET CalTAP/Community Colleges Veterans events to assist younger veterans in accessing veterans' programs. The launch of a simple online platform to collect monetary donations for the Children's Fund has been added to County's GovHub site, and a marketing campaign will commence increasing program awareness. The Emergency Response focus will be the incorporation of lessons learned, improving the Disaster Service Worker (DSW) program, and targeted community preparedness efforts.

**Performance Measures**

**Performance Narrative**

The Veterans Services Office tracks unique clients served. The VSO also tracks veterans by ERA, which represents a broad range of different demographics, including age, gender, socio-economic status, and disability. With the passage of the PACT Act, eligibility for disability benefits has expanded greatly for Vietnam Era and Post Gulf War Era (to present) veterans for diseases and conditions associated with Toxic exposure in service. The goal of the office is to increase outreach efforts to engage the veterans and the spouses and dependents of deceased veterans from these eras to connect them with the benefits they are entitled to. Given the age, income, and demographic differences between the veterans affected, the VSO will need to implement a multi-faceted outreach and engagement program to ensure we reach as many veterans and family members as possible.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Clients Served by the County Veterans Services Office	10,534	2,499	2,500	2,700	2,900

**Performance Measure's  
Equity Lens/Disaggregated Data for  
FY 2022-23 Estimate**

Service Era	Gulf War	Peace Time	WW II	Desert Storm	Vietnam
Clients Served	61	124	26	18	360

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	456,413	293,156	438,144	478,170	40,026	478,170	—
Intergovernmental Revenues	90,501	211,752	268,207	268,207	—	268,207	—
Miscellaneous Revenue	112,804	125,713	238,900	138,500	(100,400)	138,500	—
<b>Total Revenue</b>	<b>659,718</b>	<b>630,620</b>	<b>945,251</b>	<b>884,877</b>	<b>(60,374)</b>	<b>884,877</b>	<b>—</b>
Fund Balance	75,000	—	—	—	—	—	—
<b>Total Sources</b>	<b>734,718</b>	<b>630,620</b>	<b>945,251</b>	<b>884,877</b>	<b>(60,374)</b>	<b>884,877</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	1,638,193	1,902,647	2,072,568	2,110,073	37,505	2,147,683	37,610
Services and Supplies	759,925	601,671	888,692	918,642	29,950	914,881	(3,761)
Other Charges	347,423	379,211	636,080	506,560	(129,520)	518,157	11,597
Reclassification of Expenses	(731,615)	(947,940)	(1,110,501)	(1,118,152)	(7,651)	(1,126,563)	(8,411)
Other Financing Uses	138	147	142	211	69	216	5
<b>Gross Appropriations</b>	<b>2,014,063</b>	<b>1,935,736</b>	<b>2,486,981</b>	<b>2,417,334</b>	<b>(69,647)</b>	<b>2,454,374</b>	<b>37,040</b>
Intrafund Transfers	(106,000)	(106,000)	(106,000)	(106,000)	—	(106,000)	—
<b>Net Appropriations</b>	<b>1,908,063</b>	<b>1,829,736</b>	<b>2,380,981</b>	<b>2,311,334</b>	<b>(69,647)</b>	<b>2,348,374</b>	<b>37,040</b>
<b>Total Requirements</b>	<b>1,908,063</b>	<b>1,829,736</b>	<b>2,380,981</b>	<b>2,311,334</b>	<b>(69,647)</b>	<b>2,348,374</b>	<b>37,040</b>
<b>Net County Cost</b>	<b>1,173,345</b>	<b>1,199,115</b>	<b>1,435,730</b>	<b>1,426,457</b>	<b>(9,273)</b>	<b>1,463,497</b>	<b>37,040</b>
Salary Resolution	9.0	9.0	9.0	10.0	1.0	10.0	—
Funded FTE	9.0	9.0	9.0	10.0	1.0	10.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	734,718	630,620	945,251	884,877	(60,374)	884,877	—
Total Requirements	1,908,063	1,829,736	2,380,981	2,311,334	(69,647)	2,348,374	37,040
Net County Cost	1,173,345	1,199,115	1,435,730	1,426,457	(9,273)	1,463,497	37,040
Salary Resolution	9.0	9.0	9.0	10.0	1.0	10.0	—
Funded FTE	9.0	9.0	9.0	10.0	1.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$94,908). Net funding adjustments in FY 2024-25 total \$35,757.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(82,874)	—
<b>Requirements</b>		
Gross Appropriations	(177,782)	35,757
Intrafund Transfers	—	—
Net County Cost	(94,908)	35,757
Positions	—	—

**2. Measure K - Veterans Services:** This action realigns the existing Measure K appropriation within Veterans Services (HSAVS) to reflect a planned adjustment to program activity operations within the unit.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Position Adjustment - Community Worker II:** This action adds one Community Worker-II position to the Veterans Services office to provide outreach services for the County's veterans. There is a demonstrated need for this position. This position will replace an Extra Help position that has been supporting the Veterans Services office since 2019.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	85,635	1,283
Intrafund Transfers	—	—
Net County Cost	85,635	1,283
Positions	1	—



**4. Measure K-Veterans Services Community Worker II:** This action appropriates Measure K funding for a portion of the Community Worker II position to the Veterans Services office to provide outreach services for the County's veterans.

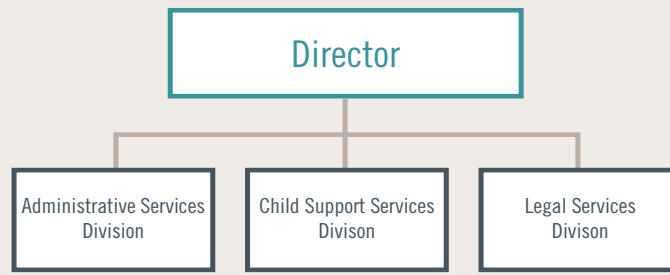
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	22,500	—
<b>Requirements</b>		
Gross Appropriations	22,500	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(60,374)	—
<b>Requirements</b>		
Gross Appropriations	(69,647)	37,040
Intrafund Transfers	—	—
Net County Cost	(9,273)	37,040
Positions	1	—

## Department of Child Support Services (2600B)

### DEPARTMENT OF CHILD SUPPORT SERVICES



# Department of Child Support Services

*"We are committed to promoting equity and fairness in all aspects of our work."*

COUNTY OF SAN MATEO 



## Department Locator

County > Social Services > **Child Support Services**

## 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 by establishing and enforcing child support orders in an effective, efficient, and professional manner.

## Overview

The San Mateo County Department of Child Support Services (SMCDCSS) collaborates with parents and guardians to ensure children and families receive the financial and medical support for which they are eligible. The Department establishes parentage for unmarried parents, including those who've had their child through assisted reproduction. The Department establishes, modifies, and administers child and medical support orders and locates parents needing to pay support through the utilization of a variety of systems. The Department partners with parents to set realistic orders that support steady and reliable payments in the family.

In FY 2020-21, the Governor's budget rolled back previously recommended additional funding which would have brought an additional \$59 million to the program statewide. The rollback resulted in a significant reduction of almost \$1.5 million to the local child support agency based on a new funding methodology. As Child Support Services is funded by state and federal subventions, the program had no ability to preserve savings from previous years. The Department will continue to review and prioritize services to the public and strive to meet the needs of the families we serve.

In FY 2023-25, SMCDCSS will face several challenges including but not limited to:

- **Unfunded State and Federal Mandates** – A myriad of mandates to be implemented which will require additional analysis and staff time, including SB343 which is related to initially determining parents' ability to pay child support, TBL602 which will necessitate pass through directly to parents of monies previously owed to the government for assistance, as well as a more investigative review of uncollectable debt and our subsequent actions.
- **Flat or Reduced Funding** – The funding methodology implemented in FY 2018 imposes a caseload to Full Time Equivalent (FTE) ratio. This funding methodology does not take into consideration the rising costs to do business. As caseloads continue to decline and costs rise, there is no plan for a change in this methodology.
- **Declining Caseloads** – The Department's caseload is down approximately 14 percent in the past five years. While the program is working to slow the rate of closure, other mandates, including the stoppage of referrals for children in foster care, can ultimately result in the loss of staff with the new funding methodology.
- **Retirements** – Approximately 36 percent of SMCDCSS staff is eligible to retire, leading to concerns about loss of institutional knowledge, future training needs, and potential office restructuring.

Although there are many upcoming changes, the child support program remains committed to meet or exceed performance goals and expectations and analyze and assess efficient business processes to continue excellent service delivery to the public.

### Department Innovations

- Flexible Services – Traditionally Child Support Services requires families to utilize all services. For some, the “one size fits all” approach interferes with their co-parenting needs and contributes to creating obstacles in this very important relationship. The Department is piloting flexibility in the services we offer to support each family’s individual needs. The goal is to further assist parents and guardians working together to meet their child(ren)’s financial and emotional needs.
- Debt Reduction Program – With implementation of statewide changes, the Department has realized a 259 percent increase in compromised government debt translating to more than \$644,000.00 removed from parents’ past due balances. The Debt Reduction Program is designed to significantly reduce government arrears from parents who do not have the ability to pay.

### Department Equity

Equity is an essential piece to the mission of Child Support Services. The parents and guardians the Department serves represent a variety of backgrounds and income levels. Families today face unique challenges as they strive to provide their child(ren) with a safe, secure and enriched environment in which to grow and develop. It’s crucial for Child Support Services staff to understand and support equitable initiatives. In FY 2022-23, in partnership with ThinkShops at Clemson University, the Department provided equity and diversity training to all child support staff. These trainings provided an initial framework for staff to employ an understanding of each family’s needs. Flexible Services and Debt Reduction are two examples of equity initiatives where staff are gaining experience servicing the public with an equity lens. Initial response to both programs has been favorable both from the public as these programs offer flexibility and access to services that assist their family, as well as staff, who appreciate the opportunity to work with customers to better serve their needs.

Due to the efforts the Department has made, the recent Countywide Employee Engagement Survey child support

services employees report a 72.5 percent favorable response to efforts to operationalize diversity and equity efforts within the department. This is compared to 62.7 percent reported favorable response countywide.

### Program Results

The Department of Child Support Services serves children and families by supporting both parents navigating the child support process. Children thrive when their parents can provide emotional and financial support. The Department has a direct impact on this initiative, distributing over \$31 million in child support in Federal FY 2021-22 with 98 percent of these dollars going directly to families. San Mateo County currently ranks in the top ten in the state in collection of monthly current support which strengthens and stabilizes families working to meet the needs of their children each day. Child Support Services has proven to be a safety net and poverty prevention program, improving overall outcomes for children. Statistically, collections to single parent households result in approximately 40 percent increase in overall income for that family, providing for children’s basic needs such as food and housing.

The Flexibility, Efficiency, and Modernization in Child Support Enforcement, also known as the FEM Final Rule, is intended to eliminate outdated or unnecessary regulations that have a negative impact on parents working together to support their children. These new guidelines, to be implemented soon in California, will involve further staff time without providing additional funding. These updates, nonetheless, promote the Department’s overall mission to work with parents and help them to support each other and their children.

Championing families is significant, and the Department is collaborating with other local child support agencies and other community-based organizations, as well as utilizing social media and other outreach activities to inform and educate the public of the important services provided and the positive impact these services will have on their family and their children’s wellbeing.

## Performance Measures

### Performance Narrative

The existence of a child support order establishes parentage and provides for the basic, financial needs of children when parents do not live in the same household. This measure indicates the total percent of cases in our caseload that have a filed support order related to parentage, child support, and medical support. The disaggregated data breaks down our performance in the following categories; Currently Assisted (currently receiving CalWORKs in the County of San Mateo), Formerly Assisted (previously received CalWORKs in any California county) and Never Assisted.

The CalWORKs program is the California implementation of the federal welfare to work program that provides cash aid and services to eligible needy families. Eligibility for CalWORKs includes having a low or very low income or other resources. While Former and Never Assisted categories do not indicate current income levels, Formerly Assisted families are known to have previously experienced low income and financial instability.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of cases with a Child Support Order	96%	94%	94%	95%	95%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Currently Assisted	Formerly Assisted	Never Assisted
	77%	97%	93%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	10,717,752	10,796,911	9,957,279	10,367,126	409,847	10,367,126	—
Miscellaneous Revenue	—	—	517,376	7,340	(510,036)	86,617	79,277
<b>Total Revenue</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Total Sources</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Requirements</b>							
Salaries and Benefits	10,328,143	9,862,116	9,585,150	9,371,969	(213,181)	9,478,097	106,128
Services and Supplies	190,322	192,351	197,333	208,367	11,034	208,376	9
Other Charges	603,198	547,992	764,055	602,294	(161,761)	616,677	14,383
Other Financing Uses	239,159	194,453	194,644	195,617	973	195,214	(403)
<b>Gross Appropriations</b>	<b>11,360,821</b>	<b>10,796,911</b>	<b>10,741,182</b>	<b>10,378,247</b>	<b>(362,935)</b>	<b>10,498,364</b>	<b>120,117</b>
Intrafund Transfers	(643,069)	—	(266,527)	(3,781)	262,746	(44,621)	(40,840)
<b>Net Appropriations</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Total Requirements</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	67.0	61.0	56.0	56.0	—	56.0	—
Funded FTE	67.0	61.0	56.0	56.0	—	56.0	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$100,189 or 1.0 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$409,847 in this funding source due to closer alignment with California Department of Child Support Services funding methodology and subsequent increase in local agency's allocation.

#### Miscellaneous Revenue

There is a net decrease of \$510,036 in this funding source due to reduction in utilization of local dollars to draw down federal monies in the Federal Financial Participation (FFP) program.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$100,189 or 1.0 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$213,181 in this expenditure category due to reductions in experience pay and county retirement contributions. This decrease was partially offset by negotiated salary and benefit, as well as merit pay, increases.

#### Services and Supplies

There is a net increase of \$11,034 in this expenditure category due to overall increases in general office supplies.

#### Other Charges

There is a net decrease of \$161,761 in this expenditure category due to reductions in Information Services Department service charges. This decrease was partially offset by increases in facility rental costs.

#### Other Financing Uses

There is a net increase of \$973 in this expenditure category due to increases in facility rental costs.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$262,746 in this expenditure category due to reduction in the utilization of local dollars to draw down federal monies in the Federal Financial Participation (FFP) program.

### NET COUNTY COST

The Department's FY 2023-24 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$79,277 or 1.0 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Miscellaneous Revenue

There is a net increase of \$79,277 in this funding source due to increased utilization of local dollars to draw down federal monies in the Federal Financial Participation (FFP) program.

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**TOTAL REQUIREMENTS**

Total Requirements increased by \$79,277 or 1.0 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$106,128 in this expenditure category due to increases in county retirement contributions as well as health insurance costs.

Services and Supplies

There is a net increase of \$9 in this expenditure category due to slight increases in software licensing and maintenance costs.

Other Charges

There is a net increase of \$14,383 in this expenditure category due to increases in automation services as well as facility rental costs.

Other Financing Uses

There is a net decrease of \$403 in this expenditure category due to slight changes in facility rental costs.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$40,840 in this expenditure category due to increased utilization of local dollars to draw down federal monies in the Federal Financial Participation (FFP) program.

**NET COUNTY COST**

The Department's FY 2024-25 Recommended Budget is not funded by the County General Fund and has a no Net County Cost.



## Department of Child Support Services (2600P)

### Performance Measures

#### Performance Narrative

This measure computes the total number of cases on our caseload with a past due amount owed and the percentage of those cases that have received at least one payment on that arrearage in a federal fiscal year. The higher the percentage in this category means families have received a payment towards support that was not paid at the time it was owed and further reveals parents working to reduce debt. The disaggregated data breaks down our performance in the following categories; Currently Assisted (currently receiving CalWORKs in the County of San Mateo), Formerly Assisted (previously received CalWORKs in any California county) and Never Assisted.

The CalWORKs program is the California implementation of the federal welfare to work program that provides cash aid and services to eligible needy families. Eligibility for CalWORKs includes having a low or very low income or other resources. While Former and Never Assisted categories do not indicate current income levels, Formerly Assisted families are known to have previously experienced low income and financial instability.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Cases with a Payment towards Arrears	76%	72%	72%	73%	73%

#### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Currently Assisted	Formerly Assisted	Never Assisted
	53%	69%	75%

### Performance Measures

#### Performance Narrative

As part of the Department's compliance in federal reporting, each local child support agency is required to calculate the number of children in the caseload with parentage acknowledged or established compared to total births in that county during the federal fiscal year. Parentage establishment ensures that children born outside of marriage have the same legal rights and privileges from both parents, such as rights to inheritance, medical, and Social Security benefits.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Children in Caseload with Parentage Established or Acknowledged compared to Births in the County	100%	103%	103%	103%	103%

## Performance Measures

### Performance Narrative

A fundamental duty of Child Support Services is to establish court orders to begin payments of child support. Once the first order is established, circumstances may change for one or both parents and the court order itself must be formally changed or "modified" to reflect the adjustments needed. The ability to both establish and modify a child support order ensures both parents have access to justice and that child support orders are reasonable and reflect each individual family's financial needs. The type of order reflects the parents' participation and agreement with the final filed order.

Court orders obtained by Default are done after proper service and notice but without a response from the parent obligated to pay and thus less likely to receive payment. Parties who arrive to a stipulation, without a court appearance, are in agreement with the factors considered to set the amount owed while parties who obtain their modification through an Order After Hearing are participating but unable to agree to terms without court appearance.

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Outcome of Court Actions establishing or changing child support	Default	Order After Hearing	Stipulation
	39%	31%	31%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	10,717,752	10,796,911	10,474,655	10,374,466	(100,189)	10,453,743	79,277
Total Requirements	10,717,752	10,796,911	10,474,655	10,374,466	(100,189)	10,453,743	79,277
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	67.0	61.0	56.0	56.0	—	56.0	—
Funded FTE	67.0	61.0	56.0	56.0	—	56.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; and increases in internal service charges. Net funding adjustments in FY 2023-24 total (\$766,234). Net funding adjustments in FY 2024-25 total \$120,232.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	409,847	—
<b>Requirements</b>		
Gross Appropriations	(356,387)	120,232
Intrafund Transfers	—	—
Net County Cost	(766,234)	120,232
Positions	—	—

**2. Conversion of Two Child Support Technician:** This action deletes one vacant Child Support Analyst I/II and one vacant Child Support Customer Service Specialist in order to add two Child Support Technician positions in Salary Resolution Amendment (SRA) 079471, adopted by the Board of Supervisors on 02/28/2023. These position changes will remove clerical and other support responsibilities from casework and supervisory staff that were delegated to them after a significant cut in funding in FY 2020-21.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(6,548)	(115)
Intrafund Transfers	—	—
Net County Cost	(6,548)	(115)
Positions	—	—

**3. Reduction in Utilization of Federal Financial Participation (FFP) Program:** As the Department aligns with a new funding methodology, it benefits from an increase in allocation received from the California Department of Child Support Services for FY 2023-24 and FY 2024-25. With this increase comes a reduction in local dollars needed to draw down federal funds in the Federal Financial Participation (FFP) program.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	(510,036)	79,277
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	262,746	(40,840)
Net County Cost	772,782	(120,117)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(100,189)	79,277
<b>Requirements</b>		
Gross Appropriations	(362,935)	120,117
Intrafund Transfers	262,746	(40,840)
Net County Cost	—	—
Positions	—	—

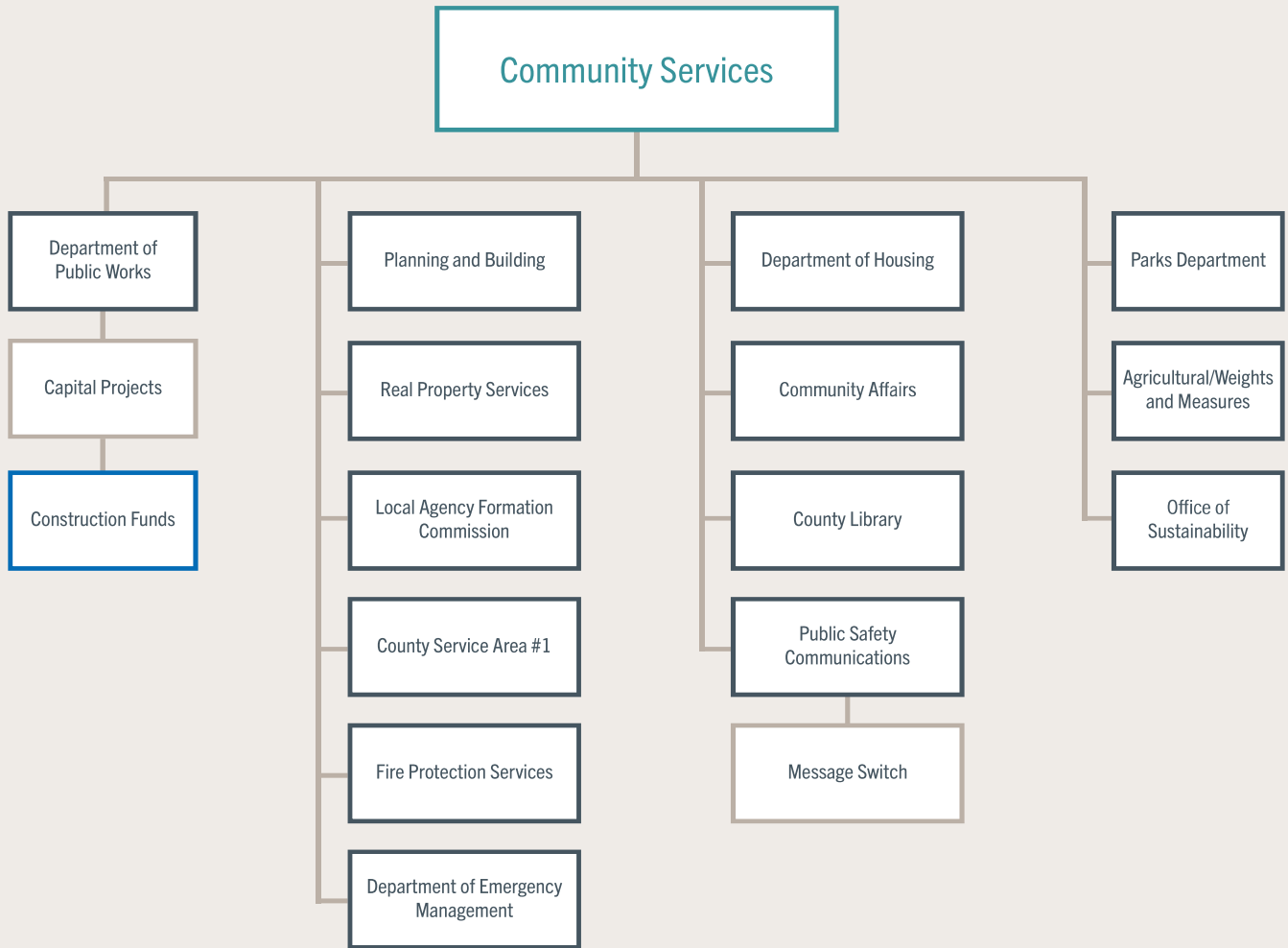


# Community Services



**COUNTY OF  
SAN MATEO**





**Community Services**  
**FY 2023-24 and FY 2024-25**  
**All Funds Summary**

Total Requirements	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>General Fund Budgets</b>							
Planning and Building	13,827,546	15,214,843	19,606,653	19,532,701	(73,952)	17,924,755	(1,607,946)
Parks Department	21,830,116	24,458,218	27,781,497	24,604,574	(3,176,923)	23,985,060	(619,514)
Office of Sustainability	8,937,609	9,094,336	16,458,446	16,933,995	475,549	16,099,772	(834,223)
Department of Emergency Management	—	4,224,759	5,132,434	5,383,129	250,695	5,337,699	(45,430)
Department of Public Works	35,405,753	37,714,073	47,690,560	45,911,021	(1,779,539)	44,105,869	(1,805,152)
Real Property Services	5,069,098	4,787,525	4,894,304	5,119,959	225,655	5,134,552	14,593
Agriculture/Weights and Measures	7,342,817	7,323,037	8,871,791	8,847,041	(24,750)	8,364,353	(482,688)
Public Safety Communications	19,329,219	19,986,967	28,766,487	25,586,521	(3,179,966)	24,647,215	(939,306)
Fire Protection Services	12,857,936	13,602,669	20,009,437	23,453,794	3,444,357	23,161,384	(292,410)
Department of Housing	20,195,852	31,086,021	125,248,308	43,953,146	(81,295,162)	39,398,077	(4,555,069)
<b>Total General Fund</b>	<b>144,795,946</b>	<b>167,492,449</b>	<b>304,459,917</b>	<b>219,325,881</b>	<b>(85,134,036)</b>	<b>208,158,736</b>	<b>(11,167,145)</b>
Total Requirements	144,795,946	167,492,449	304,459,917	219,325,881	(85,134,036)	208,158,736	(11,167,145)
Total Sources	117,235,095	136,678,111	260,143,754	174,558,482	(85,585,272)	162,177,293	(12,381,189)
Net County Cost	27,560,852	30,814,338	44,316,163	44,767,399	451,236	45,981,443	1,214,044
<b>Non-General Fund Budgets</b>							
Fish and Game	62,877	65,532	67,532	59,532	(8,000)	49,532	(10,000)
Parks Acquisition and Development	204,448	—	—	—	—	—	—
Coyote Point Marina	3,924,746	4,404,837	4,216,982	2,165,322	(2,051,660)	2,165,322	—
Parks Capital Projects Budget	11,309,671	14,592,758	37,461,309	8,127,761	(29,333,548)	1,175,097	(6,952,664)
Solid Waste Management	12,469,919	10,831,436	9,125,381	8,181,523	(943,858)	7,547,453	(634,070)
OOS - County Service Area #8	8,714,334	8,812,905	9,138,709	8,937,972	(200,737)	8,932,210	(5,762)



**Community Services**  
**FY 2023-24 and FY 2024-25**  
**All Funds Summary**

<b>Total Requirements</b>	<b>Actual 2020-21</b>	<b>Actual 2021-22</b>	<b>Revised 2022-23</b>	<b>Recomm 2023-24</b>	<b>Change 2023-24</b>	<b>Recomm 2024-25</b>	<b>Change 2024-25</b>
Road Construction and Operations	67,543,327	80,838,172	92,864,760	88,279,144	(4,585,616)	56,848,192	(31,430,952)
Construction Services	2,456,959	2,066,368	2,772,519	2,695,601	(76,918)	2,718,481	22,880
Vehicle and Equipment Services	23,907,630	25,388,695	27,014,803	25,200,348	(1,814,455)	24,189,864	(1,010,484)
Waste Management	—	—	—	—	—	—	—
Utilities	78,043,960	83,339,768	84,766,859	82,782,306	(1,984,553)	71,102,293	(11,680,013)
Airports	10,249,140	11,312,609	11,592,520	21,226,931	9,634,411	8,225,734	(13,001,197)
Capital Projects	31,035,173	34,401,614	112,266,426	122,471,680	10,205,254	25,728,827	(96,742,853)
County One-Time Expense Fund	135,278,882	136,435,630	91,935,630	92,435,630	500,000	92,435,630	—
Courthouse Construction Fund	683,772	1,214,463	1,415,953	1,415,953	—	1,415,953	—
Criminal Justice Construction Fund	2,042,499	2,821,947	3,739,947	4,175,947	436,000	4,175,947	—
Other Capital Construction Fund	4,261,859	70,465,494	165,510,960	60,000,000	(105,510,960)	—	(60,000,000)
Major Capital Construction	69,496,115	37,320,959	63,969,069	39,419,006	(24,550,063)	20,400,000	(19,019,006)
Structural Fire	20,752,372	18,936,710	21,890,261	22,581,387	691,126	19,977,545	(2,603,842)
County Service Area #1	10,860,940	11,889,841	13,023,818	13,314,999	291,181	12,505,940	(809,059)
Department of Housing	—	—	—	—	—	—	—
<b>Total Non-General Funds</b>	<b>493,298,624</b>	<b>555,139,736</b>	<b>752,773,438</b>	<b>603,471,042</b>	<b>(149,302,396)</b>	<b>359,594,020</b>	<b>(243,877,022)</b>
<b>Authorized Positions</b>							
Salary Resolution	609.0	630.0	635.0	651.0	16.0	651.0	—
Funded FTE	608.5	630.0	632.9	649.0	16.1	649.0	—
<b>Information Only</b>							
Local Agency Formation Commission (Information Only)	1,004,257	925,731	786,400	848,861	62,461	848,846	(15)
County Library (Information Only)	72,168,186	74,415,104	77,818,179	75,071,231	(2,746,948)	62,629,492	(12,441,739)
Department of Housing	131,564,328	135,471,614	141,185,955	149,975,475	8,789,520	149,975,475	—

# Planning and Building (3800B)

## PLANNING AND BUILDING



# Planning & Building

*“We seek to advance equity in the development and application of planning and building policy and regulations.”*

COUNTY OF SAN MATEO 



## Department Locator

County > Community Services > **Planning and Building**

## 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 health and safety, preserve agricultural and environmental resources, address housing and transportation needs, and create healthy and prosperous communities.

## Overview

The Planning and Building Department processes development permits, inspects construction, and updates and enforces land use plans and regulations. Services provided by the Planning and Building Department include code enforcement; long range planning; building permits; inspections; engineering services; and current planning permits and services. The Department also collaborates with other departments, agencies, and jurisdictions on a regular basis to deliver these services.

In FY 2023-25, the department anticipates a number of challenges, including keeping pace with the increasing numbers of permit applications submitted to the department, and improving processing times for all building and planning permits. The department plans to address this challenge by using key data metrics from the Accela permitting system to track progress and to spot any specific issue areas. Complying with State mandates related to housing production, stormwater, and energy efficiency are additional challenges the department faces. To address this, the Department will continue to hold regular trainings for staff to stay up to date on new regulations. Finally, an additional challenge the

department faces is addressing circulation, parking, and infrastructure constraints.

## Department Innovations

In FY 2023-25, one innovation the Planning and Building Department will undertake is bringing all planning permit applications online into the Accela permit system. Currently, applicants submit permit applications in person or via email. Allowing planning permit applications submissions through the online Accela system will improve and streamline the permitting process for the public and staff involved in the process.

A second innovation the Department will focus on in FY 2023-25 is the Safety Element Update and creation of an Environmental Justice Element, both chapters of the San Mateo County General Plan. The Safety Element Update will revise the General Plan Natural Hazards Elements as needed to comply with state law requirements to address climate change, wildfires, flooding, emergency evacuation routes, and other hazards. This work will incorporate an equity approach and includes a vulnerability assessment; public engagement; development of resiliency policies and implementation measures; and updates to hazard mapping and background information. San Mateo County is leading this multi-jurisdictional effort in collaboration with eight cities (Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, Brisbane, and Pacifica) to address these Safety Element legal requirements.

The County will also create the Environmental Justice Element as part of a multi-jurisdictional effort with the Cities of Burlingame and East Palo Alto to address the requirements of SB 1000. This effort will identify environmental justice goals, policies, and objectives to reduce the unique and compounded health risks in disadvantaged communities. The Environmental Justice

Element will address topics such as reduction of pollution exposure, the promotion of public facilities, food access, safe and sanitary homes, physical activity, promoting civic engagement in the public decision-making process, and prioritizing improvements and programs that address the needs of disadvantaged communities.

**Department Equity**

The Planning and Building Department’s Equity Committee continues to meet monthly to serve as the cross-division backbone to advance equity across the Department, including moving ideas forward to action and sharing information across division staff teams. FY 2022-23 accomplishments include creation of language verbal interpretation resource for public-facing staff which includes six different languages spoken by department staff, with additional languages provided by a language interpretation line; initiation of department-

wide conversations around racial and social equity; and initiation of the North Fair Oaks Community Plan 10-year review project.

In FY 2023-25, the department will continue the North Fair Oaks Community Plan 10-year review project; continue department-wide conversations and training opportunities around racial and social equity; and complete the Safety Element and Environmental Justice Element projects, utilizing equity tools developed by the County’s Core Equity Team which will include establishment of policies addressing inequities in housing, health, and wellness. The Department is also involved in the Farm Labor Housing Task Force which is a cross-departmental collaboration to ensure farm labor housing units are safe for occupants and comply with building and health standards.

**Performance Measures**

**Performance Narrative**

Hearing-level permits include permits that require review by the Planning Commission, Zoning Hearing Officer, and/or Design Review (Bayside, Coastside, and Emerald Lake Hills). The duration of processing time reflects the high level of complexity and controversy related to many hearing-level planning projects. This stems from the fact that much of the easily-developable land in urban areas has been developed, leaving mainly those sites that have significant environmental constraints, and from the high level of citizen participation - often opposition - to projects at hearings. This measure is important to ensure processing time is minimized, when possible, to ensure a reasonable turnaround time for hearing-level permits.

For the first half of FY 2022-23, 80 percent of hearing-level planning permits were processed within four months from when the applications were deemed complete (slightly below the target of 85 percent). For FY 2021-22, the percent of hearing-level planning permits getting to hearing within 4 months of being deemed complete was 82 percent.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of hearing-level planning permits getting to hearing within 4 months of being deemed complete	85%	82%	80%	85%	85%

## Performance Measures

### Performance Narrative

With the increase in staffing during FY 2021-22, the Code Compliance team opened and closed more cases than the previous year. The number of opened cases during FY 2021-22 increased from 158 to 181, and the total number of closed cases during that time increased to 197, leading to a 109 percent closure rate (closure rate is calculated based on the number of cases closed during that fiscal year, and may be over 100 percent as it may include closure of cases opened from the previous fiscal year). The higher number of closed cases compared to opened cases reflects that more staff time was available to focus on older cases that had remained open from past years. Code Compliance observed an uptick in new cases reported from mid-spring 2022 to present. Among these, Code Compliance investigated approximately 56 cases in North Fair Oaks where houses advertised for sale had undergone remodeling without permits.

In FY 2022-23, Code Compliance continues to experience the uptick in new cases that was first observed in mid-spring 2022. As of March 2023, there were 199 opened cases and 129 closed cases, resulting in a 65 percent closure rate for FY 2022-23. The increase in opened cases and the steady number of closed cases can be attributed to the significant increase in building violation complaints called in from mid-spring 2022 and into spring 2023. Many of these involved complaints of unpermitted building work being revealed when houses were put up for sale. Once opened, these cases remain open while the Code officers monitor their progress and assist property owners as they go through the processes to address any safety concerns and acquire the proper permits to resolve previously hidden violations.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Code Compliance Violation Cases Closed as a Percentage of Complaints Received	83%	109%	65%	75%	75%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	36,519	28,143	1,323,458	150,250	(1,173,208)	156,260	6,010
Licenses, Permits and Franchises	3,583,539	3,975,889	4,347,159	4,540,763	193,604	4,540,763	—
Fines, Forfeitures and Penalties	144	1,296	—	—	—	—	—
Intergovernmental Revenues	—	—	652,200	110,000	(542,200)	—	(110,000)
Charges for Services	1,734,817	2,484,843	3,127,561	4,602,125	1,474,564	3,655,507	(946,618)
Interfund Revenue	185,655	92,421	104,275	39,520	(64,755)	39,999	479
Miscellaneous Revenue	352,056	784,133	13,100	51,050	37,950	51,050	—
Other Financing Sources	—	14,369	—	—	—	—	—
<b>Total Revenue</b>	<b>5,892,730</b>	<b>7,381,094</b>	<b>9,567,753</b>	<b>9,493,708</b>	<b>(74,045)</b>	<b>8,443,579</b>	<b>(1,050,129)</b>
Fund Balance	2,674,820	2,340,986	2,439,663	2,206,085	(233,578)	1,296,198	(909,887)
<b>Total Sources</b>	<b>8,567,550</b>	<b>9,722,080</b>	<b>12,007,416</b>	<b>11,699,793</b>	<b>(307,623)</b>	<b>9,739,777</b>	<b>(1,960,016)</b>
<b>Requirements</b>							
Salaries and Benefits	10,074,821	10,488,976	13,441,640	13,335,482	(106,158)	13,728,291	392,809
Services and Supplies	1,685,227	2,631,436	3,823,245	4,026,407	203,162	1,659,963	(2,366,444)
Other Charges	1,238,402	1,102,170	1,353,327	1,249,450	(103,877)	1,254,773	5,323
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	49,715	49,771	48,457	51,372	2,915	52,443	1,071
<b>Gross Appropriations</b>	<b>13,048,165</b>	<b>14,272,352</b>	<b>18,666,669</b>	<b>18,662,711</b>	<b>(3,958)</b>	<b>16,695,470</b>	<b>(1,967,241)</b>
Intrafund Transfers	(386,574)	(353,707)	(356,214)	(426,208)	(69,994)	(66,913)	359,295
<b>Net Appropriations</b>	<b>12,661,590</b>	<b>13,918,645</b>	<b>18,310,455</b>	<b>18,236,503</b>	<b>(73,952)</b>	<b>16,628,557</b>	<b>(1,607,946)</b>
Contingencies/Dept Reserves	1,165,956	1,296,198	1,296,198	1,296,198	—	1,296,198	—
<b>Total Requirements</b>	<b>13,827,546</b>	<b>15,214,843</b>	<b>19,606,653</b>	<b>19,532,701</b>	<b>(73,952)</b>	<b>17,924,755</b>	<b>(1,607,946)</b>
<b>Net County Cost</b>	<b>5,259,996</b>	<b>5,492,762</b>	<b>7,599,237</b>	<b>7,832,908</b>	<b>233,671</b>	<b>8,184,978</b>	<b>352,070</b>
Salary Resolution	67.0	67.0	68.0	69.0	1.0	69.0	—
Funded FTE	66.5	67.0	67.5	68.5	1.0	68.5	—

### FY 2023-24 Budget Overview

#### TOTAL SOURCES

Total Sources decreased by \$307,623 or 2.6 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$1,173,208 in this funding source due to the elimination of one-time Measure K revenue for affordable housing initiatives and the Gray Whale Cove Crossing Project. This decrease was partially offset by new one-time Measure K funding for affordable housing initiatives.

Licenses, Permits and Franchises

There is a net increase of \$193,604 in this funding source due to an overall increase in building and planning permit fee revenue.

Fines, Fees and Forfeitures

There is no change in this funding source.

Intergovernmental Revenues

There is a net decrease of \$542,200 in this funding source due to the elimination of one-time grant funding. This increase was partially offset by an increase in State grant funding from the California Commission on Energy to support online solar permitting.

Charges for Services

There is a net increase of \$1,474,564 in this funding source due to one-time funding from partner cities for the Safety Element Update and due to increased building and planning fee revenue. This includes an increase in Plan Checking Fees, IT Surcharges, and Geotechnical Fees which is partially offset by a decrease in Engineering Services, Storm Drainage Fees, and Ordinance/General Plan Fees.

Interfund Revenue

There is a net decrease of \$64,755 in this funding source based on actual revenue trends.

Miscellaneous Revenue

There is a net increase of \$37,950 in this funding source based on actual revenue trends.

Other Financing Sources

There is no change in this funding source.

Fund Balance

There is a net decrease of \$233,578 in this funding source due to elimination of Fund Balance for one-time projects in FY 2022-23.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$73,952 or 0.4 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$106,158 in this expenditure category primarily due to a decrease in retirement contributions and extra help. This decrease was partially offset by the addition of one position.

Services and Supplies

There is a net increase of \$203,162 in this expenditure category due primarily to an increase in costs associated with the Environmental Justice Element one-time project and increased software license costs. This increase was partially offset by a decrease in professional contract services; the balance of the changes are adjustments to meet budget targets and department needs.

Other Charges

There is a net decrease of \$103,877 in this expenditure category due to elimination of one-time Measure K funded projects and decreased service charges including for telephone, radio, and auto liability. This decrease was partially offset by an increase in service charges including automation services, facility service charge, general liability, and card key services; the balance of the changes are adjustments to meet budget targets and department needs.

Fixed Assets

There is no change in this expenditure category.

Other Financing Uses

There is a net increase of \$2,915 in this expenditure category due to an increase in the 10% facility surcharge.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$69,994 in this expenditure category due to anticipated transfers the department will receive in FY 2023-24.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 7 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$233,671 or 3 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$1,960,016 or 20.1 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net increase of \$6,010 in this funding source due to new one-time Measure K funding for affordable housing initiatives.

Licenses, Permits and Franchises

There is no change in this funding source.

Fines, Fees and Forfeitures

There is no change in this funding source.

Intergovernmental Revenues

There is a net decrease of \$110,000 in this funding source due to elimination of one-time grant funding.

Charges for Services

There is a net decrease of \$946,618 in this funding source due to elimination of a one-time charge for service to partner cities for the Safety Element Update.

Interfund Revenue

There is a net increase of \$479 in this funding source due to increased cost of permitting software licenses paid form by other departments.

Miscellaneous Revenue

There is no change in this funding source.

Other Financing Sources

There is no change in this funding source.



Fund Balance

There is a net decrease of \$909,887 in this funding source due to elimination of Fund Balance for one-time projects in FY 2023-24.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$1,607,946 or 9.7 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$392,809 in this expenditure category due to adjustments primarily in salaries, extra help, and retirement contributions.

Services and Supplies

There is a net decrease of \$2,366,444 in this expenditure category due to elimination of one-time contracts and projects such as the Safety Element, Plan Princeton, the Midcoast Transportation Demand Management Plan, and the Tree Ordinance Update. This decrease was partially offset by an increase in software license costs.

Other Charges

There is a net increase of \$5,323 in this expenditure category due to increased service charges. This increase was partially offset by a reduction in Motor Vehicle Replacement charges; the balance of the changes are adjustments to meet budget targets and department needs.

Fixed Assets

There is no change in this expenditure category.

Other Financing Uses

There is a net increase of \$1,071 in this expenditure category due to the 10% Facility Surcharge.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$359,295 in this expenditure category due to elimination of one-time project funding.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 8 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$352,070 or 4.3 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

To provide leadership and internal operational support to the Planning and Building Department

### Program Results

The Administration and Support Program offers direction and support to all programs within the Department. This Program provides fiscal oversight, procurement services, contracts administration, payroll processing, personnel administration, budget development and monitoring, word processing, graphics, Information Technology (IT) and Geographical Information Services (GIS), and administrative support to the Planning and Building Department.

In FY 2021-23, the Administration and Support Program accomplished the following:

- Continued to support Accela online permitting system, including streamlining of the online Accela building permit portal as well as successful ongoing operation;
  - Initiated regular all-staff meetings to promote collaboration and communication across the department;
  - Established a Department Equity Committee to support advancement of the department racial and social justice action plan goals;
  - Documented key office policies and procedures and created an internal resource website to centralize these important resources; and,
  - Implemented internal deadline systems to streamline preparation of public hearing documents.
- In FY 2023-25, the Administration and Support Program will focus on the following efforts to improve performance and department innovation:
- Provide continued support to ongoing Accela operations as well as the Accela upgrade project to digitize the planning permit process;
  - Complete digitization of microfiche film files and begin digitization of paper files;
  - Complete public facing website improvements to ease public access to key services and information using best practices and website analytics data;
  - Streamline public access to and search-ability of online public meeting document archives for the public;
  - Increase percentage of staff meeting the annual County 20-hour training goal to promote ongoing learning and innovation in the department;
  - Continue supporting the department Equity Committee and implementation of racial and social justice action plan goals;
  - Collaborate with the County's GIS team to update GIS layers.
  - Continue streamlining of internal public hearing document preparation process to minimize public hearing wait times; and,
  - Continue to document key office procedures and protocols to ensure efficient department operations.

## Performance Measures

### Performance Narrative

The Planning and Building Department is committed to delivering services to the public and paying service providers in a timely manner. To ensure there are no gaps in service delivery to customers, and to ensure contractors are paid in a timely manner, the department's goal is to process payment of invoices within 30 days of receiving them. This measure shows the percentage of invoices paid each fiscal year that were processed within 30 days of receipt. It should be noted that occasionally invoices must be revised by service providers if additional information is required by the Controller's Office to process payment of an invoice. For this reason, the department's goal is to process payment of 80 percent of invoices within 30 days of receiving them in FY 2023-24, and 85 percent in FY 2024-25. Since this is a new measure, actuals for previous years are not available. Since the current fiscal year has not ended yet, actual data shown for FY 2022-23 includes August 2022 through March 2023.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of invoices paid within 30 days	N/A	N/A	72%	80%	85%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,884,712	2,653,439	2,614,966	1,835,521	(779,445)	1,664,600	(170,921)
Total Requirements	1,375,847	2,078,762	1,764,298	1,722,521	(41,777)	1,664,596	(57,925)
Net County Cost	(1,508,865)	(574,677)	(850,668)	(113,000)	737,668	(4)	112,996
Salary Resolution	18.0	18.0	18.0	18.0	—	18.0	—
Funded FTE	18.0	18.0	18.0	18.0	—	18.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$767,668. Net funding adjustments in FY 2024-25 total \$112,996.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,248,643)	(1,467,119)
<b>Requirements</b>		
Gross Appropriations	(148,483)	(56,836)
Intrafund Transfers	(36,294)	(1,089)
Contingencies/Dept Reserves	(1,296,198)	(1,296,198)
Net County Cost	767,668	112,996
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,409,198	1,296,198
<b>Requirements</b>		
Gross Appropriations	113,000	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,296,198	1,296,198
Net County Cost	—	—
Positions	—	—

**3. Grant Revenue:** Appropriations are added to recognize grant funding from the California Energy Commission for the California Automated Permit Processing (CalAPP) program to establish online, automated solar permitting. This grant will cover staff time and any associated contract costs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	60,000	—
<b>Requirements</b>		
Gross Appropriations	30,000	—
Intrafund Transfers	—	—
Net County Cost	(30,000)	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(779,445)	(170,921)
<b>Requirements</b>		
Gross Appropriations	(5,483)	(56,836)
Intrafund Transfers	(36,294)	(1,089)
Contingencies/Dept Reserves	—	—
Net County Cost	737,668	112,996
Positions	—	—

## Code Compliance Program (3820P)

### Program Locator

County > Community Services > Planning and Building >  
Code Compliance Program

### Program Outcome Statement

To ensure safe living conditions, to protect the environment, and to maintain quality of life for all in San Mateo County.

### Program Results

During FY 2021-23, Code Compliance prioritized filling key staff vacancies as new complaints rose and the county recovered from the COVID-19 pandemic. New hires filled open positions for Code manager, two Code officers, and one Office Specialist. The new hires report primarily to the work site and have reduced the percentage of staff working remotely. The added officers enabled better staffing for North Fair Oaks and came at a vital time when complaints about homes that were illegally remodeled hit the market during a real estate bubble. The team's efforts addressed such unpermitted and unsafe construction in 56 cases.

San Mateo County properties in the hills and along the coast experienced incidents of flooding, landslides, and other damage over the winter of 2022-23, from storms that started New Year's weekend and continued into Spring. The Code teams assigned to those areas saw their workload increase dramatically as they collaborated with the Department Public Works and Planning & Building erosion control experts on a multitude of flooding and drainage concerns.

In response to the discovery of unpermitted and substandard dwellings at mushroom farms in January 2023, County leadership (County Executive's Office and the Board of Supervisors) directed the formation of a Task Force to determine if other farms in the county were housing workers under similar conditions. Code partnered with Building staff, Environmental Health Services, and the Department of Housing to create an inspection team to evaluate approximately 130 agricultural operations on the coast. Their work will continue well into FY 2023-25 and will impact Code Compliance's day-to-day staffing. This may require the increase of one new Code officer for the unit.

### Performance Measures

#### Performance Narrative

With the increase in staffing during FY 2021-22, the Code Compliance team opened and closed more cases than the previous year. The number of opened cases during FY 2021-22 increased from 158 to 181, and the total number of closed cases during that time increased to 197, leading to a 109 percent closure rate (closure rate is calculated based on the number of cases closed during that fiscal year, and may be over 100 percent as it may include closure of cases opened from the previous fiscal year). The higher number of closed cases compared to opened cases reflects that more staff time was available to focus on older cases that had remained open from past years. Code Compliance observed an uptick in new cases reported from mid-Spring 2022 to present. Among these, Code Compliance investigated approximately 56 cases in North Fair Oaks where houses advertised for sale had undergone remodeling without permits.

In FY 2022-23, Code Compliance continues to experience the uptick in new cases that was first observed in mid-spring 2022. As of March 2023, there were 199 opened cases and 129 closed cases, resulting in a 65 percent closure rate for FY 2022-23. The increase in opened cases and the steady number of closed cases can be attributed to the significant increase in building violation complaints called in from mid-spring 2022 and into Spring 2023. Many of these involved complaints of unpermitted building work being revealed when houses were put up for sale. Once opened, these cases remain open while the Code officers monitor their progress and assist property owners as they go through the processes to address any safety concerns and acquire the proper permits to resolve previously hidden violations.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Code Compliance Violation Cases Closed as a Percentage of Complaints Received	83%	109%	65%	75%	75%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	176,460	188,193	195,000	186,000	(9,000)	186,000	—
Total Requirements	1,414,853	1,734,043	2,344,180	2,504,488	160,308	2,576,114	71,626
Net County Cost	1,238,393	1,545,850	2,149,180	2,318,488	169,308	2,390,114	71,626
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$169,308. Net funding adjustments in FY 2024-25 total \$71,626.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(9,000)	—
<b>Requirements</b>		
Gross Appropriations	160,308	71,626
Intrafund Transfers	—	—
Net County Cost	169,308	71,626
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(9,000)	—
<b>Requirements</b>		
Gross Appropriations	160,308	71,626
Intrafund Transfers	—	—
Net County Cost	169,308	71,626
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 2021-23, the Long Range Planning Program completed a number of efforts:

- Developed the North Fair Oaks Phases 2-B and 3 Zoning Density Bonus Regulations;
- Obtained SB-2 and LEAP Grants for North Fair Oaks Rezoning; updated Planned Unit Development Regulations for Moss Beach affordable housing site;
- Amended Planned Agriculture District and Subdivision Regulations consistent with Coastal Act Policies;
- Drafted updates to the County's tree removal regulations; completed new Child Care Zoning Regulations;
- Launched updates to the County's General Plan Housing, Safety and Environmental Justice Elements (Mandated by the State);
- Completed Connect the Coastside Comprehensive Transportation Management Plan;
- Updated Accessory Dwelling Unit Regulations;
- Participated in Home for All Initiative to address housing, transportation, and infrastructure needs, and in the County's Transportation Working Group;
- Completed the pilot phase of a Second Unit Amnesty Program to certify habitability of unauthorized dwelling units;

- Participated in the implementation of the Local Hazard Mitigation Plan (LHMP) (e.g., coordinating fuel reduction, flood control, and sea-level rise adaptation projects and policies) and collaborated with Offices of Emergency Services and Sustainability in launching the LHMP update;
- Supported the Middlefield Junction precise planning efforts; and,
- Complied with new water quality protection requirements through cross-agency collaboration to implement the County's Green Infrastructure Plan.

The following are the Long Range Planning Program's goals and expectations for FY 2023-25:

- Contribute to the Home for All initiative;
- Complete Plan Princeton;
- Update 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;
- Collaborate with the Office of Sustainability to update the County's Energy Efficiency and Climate Action Plan;
- Launch the update to the County General Plan's Safety Element, to include State requirements under SB 1241 & SB 99, and address safety impacts of sea level rise;
- Initiate the preparation of an Environmental Justice General Plan Element, pursuant to SB 1000;
- Complete the North Fair Oaks Community Plan rezoning initiatives; and,
- Complete updates to County ordinances regarding trees, childcare, and accessory structures.



## Performance Measures

### Performance Narrative

To ensure affordability and availability of housing of all kinds for all County residents and per California State Law, the County Board of Supervisors adopted the County's 2014-2022 Housing Element which outlined the housing policies to be utilized to meet the State mandated Regional Housing Needs Allocation (RHNA). For the 2014-2022 period, the County's RHNA was 913 units, including 358 affordable units. Each year, the County is required to report on annual progress towards meeting that period's RHNA target by reporting the number of housing units permitted, at each income level. This measure is important because it shows whether the County is on track to meet its overall RHNA target for the current Housing Element period, and to meet the target for each income level. For the next RHNA cycle, 2023-2031, the County has a much higher overall target of 2,833 units, including 1,712 affordable units. To meet its target, the County needs to issue housing building permits for 12.5 percent, or 354, of the 2,833 RHNA total each year. While the Planning and Building Department issues permits for housing units, many other aspects of housing production are outside of the Department's control.

### Performance Measure

	2020 Actual	2021 Actual	2022 Actual	2023 Estimate	2024 Target
Total housing units permitted by calendar year as a percentage of the County's current RHNA target	17.8%	15.4%	8.8%	12.5%	12.5%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Income Level	Very Low	Low	Moderate	Above Moderate	TOTAL
2015-2022 RHNA units assigned	153	103	102	555	913
2015-2022 RHNA permits issued	111	167	126	694	1098
2023-2031 RHNA units assigned	811	468	433	1121	2833

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	42,460	91,765	2,089,933	1,901,503	(188,430)	161,260	(1,740,243)
Total Requirements	780,718	697,088	3,331,561	3,637,737	306,176	1,674,215	(1,963,522)
Net County Cost	738,258	605,323	1,241,628	1,736,234	494,606	1,512,955	(223,279)
Salary Resolution	3.0	3.0	4.0	4.0	—	4.0	—
Funded FTE	3.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$225,606. Net funding adjustments in FY 2024-25 total (\$223,279).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,884,683)	(1,740,243)
<b>Requirements</b>		
Gross Appropriations	(1,625,377)	(2,323,906)
Intrafund Transfers	(33,700)	360,384
Net County Cost	225,606	(223,279)
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	748,035	—
<b>Requirements</b>		
Gross Appropriations	748,035	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Safety Element Update:** This action allocates funding to create the Safety Element Update which will revise the General Plan Natural Hazards Elements as needed to comply with state law requirements to address climate change, wildfires, flooding, emergency evacuation routes and other hazards. This is a multi-jurisdictional collaboration between San Mateo County and eight cities (Atherton, Belmont, Burlingame, East Palo Alto, Half Moon Bay, San Bruno, Brisbane, and Pacifica).

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	948,218	—
<b>Requirements</b>		
Gross Appropriations	948,218	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Environmental Justice Element:** This action allocates funding to create the Environmental Justice Element, a chapter in the San Mateo County General Plan, as part of a multi-jurisdictional effort with the Cities of Burlingame and East Palo Alto to address the requirements of SB 1000. This effort will identify environmental justice goals, policies, and objectives to reduce the unique or compounded health risks in disadvantaged communities.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	269,000	—
Intrafund Transfers	—	—
Net County Cost	269,000	—
Positions	—	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(188,430)	(1,740,243)
<b>Requirements</b>		
Gross Appropriations	339,876	(2,323,906)
Intrafund Transfers	(33,700)	360,384
Net County Cost	494,606	(223,279)
Positions	—	—

## Building Inspection (3842P)

### Program Locator

County > Community Services > Planning and Building > **Building Inspection**

### Program Outcome Statement

Protects public health and safety by enforcing building codes and standards within and around the built environment

### Program Results

Building Inspection Services reviews permit applications and building plans, issues building permits, and conducts on-site and virtual inspections to help ensure that construction within the unincorporated area of San Mateo County meets current building codes and standards and County regulations.

In FY 2021-23, Building Inspection staff, along with IT staff, continued collaboration with the Department's Accela contractor to build a more efficient, streamlined, and robust Accela permit tracking system that allows more permit types to be submitted online. In particular, they implemented the residential building permit upgrade and have completed the majority of the commercial building permit upgrade during this period. As a result of these efforts, applicants will be able to apply for all building permit and submit plans and documents online through the Accela Citizens Access (ACA) portal 24 hours a day, seven days a week.

Building Inspection Services' notable accomplishments in FY 2021-23 include:

- Reopening counter services and offering easy-to-schedule in-person and virtual appointments, as well as accommodating walk-ins, Mondays through Thursdays;
- Expanding online applications, plan and document submittal, and permit fee payment through ACA to 23 building permit types;
- Continuing collaboration with Planning Development Unit and Public Works on major capital projects;
- Offering next-business-day inspections for most areas of the County; and,
- Implementing the new 2022 California Building Standards and Reach Codes.

For FY 2023-25, Building Inspection Services will complete the final phases of the Accela commercial permit upgrade, and will continue to implement change management support and training to staff and the public. The unit will also explore creation of a software wizard to help applicants navigate the Accela system and select the correct permit type. Expanding and improving permit submissions online will result in increased convenience for the public. Building Inspections Services will also continue to improve in providing next day inspections for at least 88 percent of all inspections.

The County of San Mateo continues to maintain 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 California with respect to ISO ratings.

## Performance Measures

### Performance Narrative

After a building permit is approved and construction begins on the project, building inspections are required to sign-off on various aspects of the construction. This measure shows the average number of inspections per day per inspector, and is critically important to Planning and Building customers because if not met on a consistent basis, it will result in economic losses for the applicant and the local development and construction industry. Why? Because in this field, time is money, and unnecessary delays caused by an inability to receive timely, next-business-day inspections from the Planning and Building Department will invariably result in higher construction costs for all. Therefore, efforts to improve the Building Inspection team's efficiency, as assessed by this measure, help achieve the Department's overall goal of delivering exceptional customer service and help limit development cost overruns.

It is also a key comparative measure for how the Department is doing compared with neighboring jurisdictions, and because the Building Division's goal is to provide next business day inspection scheduling for its customers - which is something many local jurisdictions are currently unable to do - the Department is able to meet or exceed customers' expectations in this regard. As needed, the Building Division also offers occasional weekend inspections for certain time-critical projects and will explore other options such as self-certification roofing inspection programs, which can reduce the need for in-progress inspections for these types of projects. This data was obtained by looking back over the last four fiscal years, dividing the total inspection numbers per day by the actual number of building inspectors working in the field for that same day, and then averaging via a trendline for each year. Note that inspections during FY 2019-20 were primarily video inspections due to the pandemic.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average inspections per day per building inspector	9	12	14	15	15

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	4,047,392	5,394,212	5,505,782	6,542,475	1,036,693	6,542,475	—
Total Requirements	5,674,972	5,940,190	6,478,877	5,885,615	(593,262)	6,075,263	189,648
Net County Cost	1,627,581	545,978	973,095	(656,860)	(1,629,955)	(467,212)	189,648
Salary Resolution	20.0	20.0	19.0	19.0	—	19.0	—
Funded FTE	20.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$1,629,955). Net funding adjustments in FY 2024-25 total \$189,648.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	1,036,693	—
<b>Requirements</b>		
Gross Appropriations	(593,262)	189,648
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(1,629,955)	189,648
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	1,036,693	—
<b>Requirements</b>		
Gross Appropriations	(593,262)	189,648
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(1,629,955)	189,648
Positions	—	—

## Planning and Development Review (3843P)

### Program Locator

County > Community Services > Planning and Building >  
**Planning and Development Review**

### Program Outcome Statement

Enhance quality of life and the environment through implementation of land use, development, and environmental regulations

### Program Results

Planning and Development Review, also known as Current Planning, processes permits for land use and development projects in the unincorporated areas of San Mateo County, in a manner that complies with the County General Plan, Local Coastal Program, Zoning/Subdivision Regulations, and State and County environmental statutes. At the Development Review Center, staff receives and reviews plans and permit applications, and provides the public with information about zoning, land use, environmental regulations, and best management practices in order to facilitate the permitting process, improve the quality of future development, and enhance neighborhood quality. 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 2021-23, Planning and Development Review accomplished the following:

- Processed a high volume of planning permits and building permit plan checks via the Department's Accela online permit system;
  - Monitored post-approval condition compliance for major projects under construction; and,
  - Developed policies and procedures for implementing new state and local regulations including North Fair Oaks zoning, accessory dwelling units, SB 9 (allowing duplexes and lot splits in formerly single-family zoning districts), stormwater, cannabis, short-term rentals, child care facility regulations, and new affordable housing and fire safety statutes.
- In FY 2023-25, Planning and Development Review will continue work on the following projects:
- Updating and standardizing zoning counter and permit processing forms and procedures to improve customer service;
  - Launching the planning permit upgrade in Accela, which will allow applicants to apply for planning permits entirely through the online permit system (mirroring the system for building permits);
  - Developing an ongoing training program for planners including completion of Standard Operating Procedures to increase consistency and efficiency;
  - Developing a standard system for selecting tracking conditions of approval and mitigation measures during project construction;
  - With Department of Public Works, developing Vehicle Miles Traveled (VMT) mitigation fee standards; and,
  - Updating and improving the functionality of the Department's website, Geographic Information System, and electronic file storage, retrieval, and archiving.

## Performance Measures

### Performance Narrative

Hearing-level permits include permits that require review by the Planning Commission, Zoning Hearing Officer, and/or Design Review (Bayside, Coastside, and Emerald Lake Hills). The duration of processing time reflects the high level of complexity and controversy related to many hearing-level planning projects. This stems from the fact that much of the easily-developable land in urban areas has been developed, leaving mainly those sites that have significant environmental constraints, and from the high level of citizen participation (often opposition) to projects at hearings. This measure is important to ensure processing time is minimized, when possible, to ensure a reasonable turnaround time for hearing-level permits.

For the first half of FY 2022-23, 80 percent of hearing-level planning permits were processed within four months from when the applications were deemed complete - slightly below the target of 85 percent. For FY 2021-22, the percent of hearing-level planning permits getting to hearing within 4 months of being deemed complete was 82 percent.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of hearing-level planning permits getting to hearing within four months of being deemed complete	85%	82%	80%	85%	85%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,416,528	1,394,472	1,601,735	1,234,294	(367,441)	1,185,442	(48,852)
Total Requirements	4,581,156	4,764,760	5,687,737	5,782,340	94,603	5,934,567	152,227
Net County Cost	3,164,629	3,370,288	4,086,002	4,548,046	462,044	4,749,125	201,079
Salary Resolution	18.0	18.0	19.0	20.0	1.0	20.0	—
Funded FTE	17.5	18.0	18.5	19.5	1.0	19.5	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$294,615. Net funding adjustments in FY 2024-25 total \$199,175.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(416,293)	(48,852)
<b>Requirements</b>		
Gross Appropriations	(121,678)	150,323
Intrafund Transfers	—	—
Net County Cost	294,615	199,175
Positions	—	—



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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	48,852	—
<b>Requirements</b>		
Gross Appropriations	48,852	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Position Adjustment - Planner:** To meet current department needs, a Planner position is added in FY 2023-24.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	167,429	1,904
Intrafund Transfers	—	—
Net County Cost	167,429	1,904
Positions	1	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(367,441)	(48,852)
<b>Requirements</b>		
Gross Appropriations	94,603	152,227
Intrafund Transfers	—	—
Net County Cost	462,044	201,079
Positions	1	—

## Local Agency Formation Commission (3570B)



# LAFCo

COUNTY OF SAN MATEO 



### Department Locator

County > Community Services > **Local Agency Formation Commission (LAFCo)**

### Mission Statement

Created by the California legislature in 1963 in response to the rapid growth and sporadic formation of cities and special districts in California in the years following World War II, LAFCos are a State-mandated, independent commission with countywide jurisdiction over changes in organization and boundaries of cities and special districts including annexations, detachments, incorporations, and formations. The Legislature form a LAFCo for every county in the state to process these changes at a local level. LAFCos operate under the Cortese-Knox-Hertzberg Local Government Act (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 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.

In FY 2023-25, LAFCo anticipates several complex municipal service reviews (MSR) and applications, including:

- A review of a proposal to establish the East Palo Alto Sanitary District as a subsidiary district of the City of East Palo Alto
- Proposed annexations in the Harbor Industrial Area to the City of Belmont
- A proposed Annexation of Pescadero High School and proposed CAL Fire Station 59 to County Service Area -11 to allow for future water service to the high school and fire station
- A proposed annexation by the San Mateo Resource Conservation District of properties in western San Mateo County from the boundary with San Francisco to the boundary with Santa Cruz County from Skyline Boulevard to the Pacific Ocean
- Geographical and/or municipal service focused MSRs (e.g., a County-wide Fire Study)

In addition, LAFCO's FY 2023-25 workplan includes processing of various city and special district annexations and outside service agreements, initiating MSRs and sphere of influence reviews for bayside cities, reviewing LAFCo policies and updating the LAFCo handbook, the LAFCo budget process, and completion of an outside audit.

LAFCo continues to work with cities and the County regarding the annexation of unincorporated islands and the service challenges that these islands may face.

Unincorporated islands are pockets of unincorporated areas that are substantially surrounded by a city or cities. These islands have a patch work service delivery pattern and problems of efficiency for the delivery of these services. There are over 20 unincorporated islands in San Mateo County, including North Fair Oaks, Emerald Lake Hills, Broadmoor, and West Menlo Park.

Development within these islands can be limited by access to municipal services, such as sewer systems. LAFCo is currently working with two cities on the annexation of their unincorporated islands which could be a model for other jurisdictions.

#### Department Equity

LAFCo staff are committed to participating in County-sponsored equity trainings and activities.

### Local Agency Formation Commission Fund (Information Only) FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	185	5,060	200	200	—	200	—
Intergovernmental Revenues	510,713	484,789	535,383	555,954	20,571	751,646	195,692
Charges for Services	152,713	33,727	31,386	35,000	3,614	37,000	2,000
Interfund Revenue	181,479	—	—	—	—	—	—
Miscellaneous Revenue	6,800	230	—	—	—	—	—
<b>Total Revenue</b>	<b>851,890</b>	<b>523,806</b>	<b>566,969</b>	<b>591,154</b>	<b>24,185</b>	<b>788,846</b>	<b>197,692</b>
Fund Balance	152,367	401,925	219,431	257,707	38,276	60,000	(197,707)
<b>Total Sources</b>	<b>1,004,257</b>	<b>925,731</b>	<b>786,400</b>	<b>848,861</b>	<b>62,461</b>	<b>848,846</b>	<b>(15)</b>
<b>Gross Appropriations</b>							
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>602,332</b>	<b>706,299</b>	<b>681,232</b>	<b>788,861</b>	<b>107,629</b>	<b>713,846</b>	<b>(75,015)</b>
Contingencies/Dept Reserves	401,925	219,431	105,168	60,000	(45,168)	135,000	75,000
<b>Total Requirements</b>	<b>1,004,257</b>	<b>925,731</b>	<b>786,400</b>	<b>848,861</b>	<b>62,461</b>	<b>848,846</b>	<b>(15)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	2.0	2.0	2.0	—	2.0	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$62,461 or 8 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$20,571 in this funding source due to an increase to the operating budget as a result of the hiring of one Management Analyst and increases in outside auditing services, rent, and County cost allocations that results in an increased apportionment from the cities and special districts.

#### Charges for Services

There is a net increase of \$3,614 in application fees due to anticipated adoption of updated LAFCo fees and more annexation applications.

#### Interfund Revenue

There is a no change to this funding source.

#### Miscellaneous Revenue

There is a no change to this funding source.

#### Fund Balance

There is a net increase of \$38,276 in this funding source due to the carryover of unspent reserves from FY 2022-23.

### TOTAL REQUIREMENTS

Total Requirements increased by \$62,461 or 8 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$6,510 in this expenditure category due to the hiring of one Management Analyst and the addition of the Wellness Dividend program. This increase is partially offset by decreases in telephone and ISD charges.

#### Services and Supplies

There is a net increase of \$96,897 in this expenditure category primarily due to a proposed consultant contract to support LAFCo with complex projects and/or municipal service reviews.

#### Other Charges

There is a net increase of \$4,222 in this expenditure category primarily due to an increase in estimated County Cost Allocation charges.

#### Contingencies/Departmental Reserves

There is a \$45,168 reduction in unspent reserves from FY 2022-23 that will be carried over into the FY 2023-24 fund balance. The balance in the Non-General Fund Reserves represents 8 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

### NET COUNTY COST

LAFCo is a zero Net County Cost department.

## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$15 or 0 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$195,692 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 increase \$2,000 in this funding source.

#### Interfund Revenue

There is a no change to this funding source.

#### Miscellaneous Revenue

There is no change in this funding source.

#### Fund Balance

There is a net decrease of \$197,707 in this funding source.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$15 or 0 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$20,794 in this expenditure category due to negotiated salary and benefit increases.

#### Services and Supplies

There is a net decrease of \$98,764 in this expenditure category due to a procurement for a consultant in FY 2023-24 that is not planned for in FY 2024-25.

#### Other Charges

There is a net increase of \$2,955 in this expenditure category due to increases in County costs.

#### Contingencies/Departmental Reserves

There is a net increase of \$75,000 in this expenditure category to spend on a future consultant. The balance in General Fund Reserves represents 16 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

### NET COUNTY COST

LAFCo is a zero Net County Cost department.

## Local Agency Formation Commission (3570P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,004,257	925,731	786,400	848,861	62,461	848,846	(15)
Total Requirements	1,004,257	925,731	786,400	848,861	62,461	848,846	(15)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$197,707. Net funding adjustments in FY 2024-25 total (\$75,000).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(195,246)	(60,015)
<b>Requirements</b>		
Gross Appropriations	107,629	(75,015)
Intrafund Transfers	—	—
Net County Cost	197,707	(75,000)
Positions	—	—

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

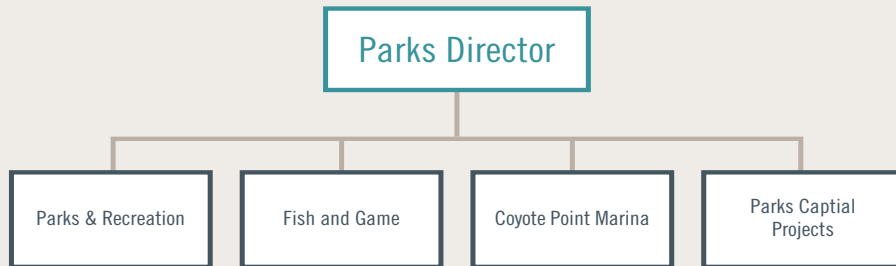
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	257,707	60,000
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	60,000	135,000
Net County Cost	(197,707)	75,000
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	62,461	(15)
<b>Requirements</b>		
Gross Appropriations	107,629	(75,015)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

# Parks Department (3900D)

## PARKS DEPARTMENT







## Parks Department

*“Parks strives to provide a variety of new and inclusive recreation opportunities for all park visitors.”*

COUNTY OF SAN MATEO 



### 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 (“Department”) serves approximately three million visitors each year. Visitors have many options when visiting the County’s vast parks system. With 24 parks and recreation areas, over 16,000 acres of park land, 190 miles of trail, ten playgrounds, nine campgrounds, and countless picnic sites the Department provides healthy outdoor activities, educational opportunities, and lasting memories.

Due to the diversity of settings in the parks system, visitors can enjoy an array of recreational opportunities, including walking, running, hiking, biking, picnicking, dog walking, horseback riding, sailing, kite surfing, fishing, camping, gardening, tidepooling, learning, and playing on playgrounds.

In managing such a diverse system, the Department is responsible for maintaining and improving critical infrastructure and facilities; restoring and preserving natural resources; and providing a variety of direct visitor services.

During FY 2023-25, the Department will continue to focus on the following strategic priorities:

- **Visitor Services:** A major focus for the Department is ensuring that its programs and community engagement efforts enhance equitable access and

participation. The Interpretive Division completed a Strategic Planning Process in Fall of 2022. Prepared through a robust community engagement process, the recommendations from this plan will inform Department priorities for programs, products, events, and strategies and ensure the Department is providing more authentic and culturally relevant programming for all members of San Mateo County.

- **Natural Resource Management:** Throughout FY 2023-25, the Department will prioritize active stewardship activities that mitigate the threat of catastrophic wildfire and improve the ecological functions of parklands; this will be accomplished by completing projects identified in the Department’s Wildfire Fuel Management Program. It will also implement forest health and fuels reduction projects pursuant to the newly developed Climate and Habitat Resiliency Plan, which will improve the ecology and resiliency against fire, pests, disease, and climate change in Pescadero Creek County Park. Habitat restoration continues to be a priority, with plans underway to implement a conservation cattle grazing pilot program to benefit federally listed butterfly habitat. Additionally, habitat restoration initiatives, including riparian restoration, invasive species control, and other rare, threatened, or endangered species habitat enhancement projects will continue to remain a focal point. Lastly, the Department is developing a Hazard Tree Mitigation Program that will reduce the number of hazard trees in the parks system and significantly improve safety for all park visitors.
- **Infrastructure and Facilities:** With deferred maintenance impacting visitor experience and creating operational inefficiencies, the Department is putting a greater focus on modernizing its infrastructure systems and facilities. While most of these

improvements will be unseen by park users, they are essential to ensuring continuity of services and visitor enjoyment in the parks. These projects include the Coyote Point Water and Sewer System projects. As park facilities are being repaired, upgraded, and/or replaced, the Department is placing high priority on improving accessibility for all users so everyone can enjoy parks. The Department is also evaluating how to improve parks with new facilities to provide new and desired services. These efforts are highlighted by the following projects: Realize Flood Park, Quarry Park Pump Track, and Huckleberry Flat Dog-Friendly Campground.

### **Department Innovations**

During FY 2020-21, the Department launched a series of virtual interpretive programs and classroom programs so the public could continue to experience the great outdoors – but from the safety of their home. Through Facebook Live, members of the public were able to participate in Reading with a Ranger, Campfire Songs with a Ranger, Junior Ranger events, Introduction to Nature Journaling, and environmental education webinars. The Department also hosted classroom events for elementary-age students. In FY 2021-22, over 3,060 people participated in virtual interpretive programs and classroom programs. In FY 2022-23, the Department expects over 3,100 participants. In collaboration with partner organizations, such as Friends of groups and the San Mateo County Parks Foundation, the Department is working with community-based organizations throughout the County to provide recreational and educational opportunities in our parks for new and infrequent visitors. The community-based organizations the Department is working with benefit and serve disadvantaged communities in San Mateo County including but not limited to North Fair Oaks, Pescadero, and Daly City. During the FY 2023-25 budget cycle, the Department is seeking to implement programs like art in nature, camping excursions, nature hikes, community picnics, stewardship opportunities, and cultural celebrations.

Mitigating the threat of catastrophic wildfires and enhancing public safety is a top priority for the Department. To improve the process of identifying, evaluating, and prioritizing critical fuel reduction projects, the Department developed its Wildfire Fuel Management Program, which is comprised of 32 priority projects that total over 1,800 acres of fire fuels. Through this program, the Department has been able to more efficiently and effectively treat and maintain fuel loads throughout its system. In fact, in the past three years, the Department has treated over 1,005 acres of fire fuel – the most in Department history. The 5-year Wildfire Fuel Management Program, which was launched in FY 2020-21, is being updated to reflect new data collected, updates to CAL FIRE’s Fire Hazard Severity Zones, and work completed to date.

### **Department Equity**

Implementing the Department’s Interpretive Strategic Plan’s recommendations, which places a large emphasis on equitable access to parks, programming, and opportunities, will continue into the FY 2023-25 budget cycle. Along with this initiative, the Department will continue to grow the Mariposa Program (“Program”). The Department partnered with the San Mateo County Human Services Agency in late 2022 to create the Program in which San Mateo County residents that are benefit recipients of Medi-Cal, CalFresh, CalWORKS, or San Mateo County Access and Care for Everyone (ACE) are eligible for a free San Mateo County Parks annual pass. This Program officially launched in early 2023 and the Department has been working with many community-based organizations and other County departments to help improve public outreach regarding the Program and get individuals eligible for the Program an annual pass. The impact of this program is yet to be determined, but the Department is currently working on establishing internal performance measures. The hope is that the Mariposa Program will provide more equitable access to parks for individuals and families with less disposable income.

## Performance Measures

### Performance Narrative

The San Mateo County Parks Department (“Department”) defines “disadvantaged communities” as areas throughout San Mateo County that most suffer from a combination of economic, health, and environmental burdens. These burdens include poverty, pollution, and poor health.

The Department plans to focus its outreach efforts in several disadvantaged communities, including communities in or near Redwood City, East Palo Alto, Daly City, San Mateo, and South San Francisco to ensure that individuals from these communities are encouraged to enjoy County parks and park facilities. Additionally, the Department plans to learn more about the barriers these communities experience when making reservations by primarily collecting visitor surveys. The Department will focus on the results from this performance measure as several studies have confirmed that separation from nature is detrimental to human development, health, and well-being, and that regular contact with nature is required for good mental health\*. The Department will make improvements where it can to ensure that individuals from disadvantaged communities, which often lack opportunities and access to parks and open spaces, share in the many benefits that nature has to offer. Using the Department’s definition of a disadvantaged community and available data, approximately seven percent of County residents reside in a disadvantaged community.

To develop future targets and actuals for this measure, the Department will compare its reservation data with available data and indicators from sources such as the California Office of Environmental Health Hazard Assessment (“OEHHA”). The Department will do its best to keep the process of comparing data and indicators consistent, but there may be changes over time as available data from external sources may change or the Department adjusts what indicators it incorporates in its definition of disadvantaged communities.

The Department’s ability to offer and keep reservations over the past several years has been difficult as a result of planned construction projects, the COVID-19 pandemic, fires, and inclement weather. In FY 2018-19 and FY 2021-22, the two fiscal years that were not as negatively affected by the pandemic, fires, construction, or inclement weather, there was an average of 8,170 reservations made at San Mateo County parks. Additionally, about 45 percent of these reservations were made by San Mateo County residents. Thus, the population of reservations made by county residents is over 3,670 per fiscal year. The Department is expecting new and improved day use and reservation sites that will be fully operational during the FY 2023-25 budget cycle, which will hopefully increase the opportunities that individuals have to enjoy County parks.

\*Sallis, J.F., Spoon, C., Cavill, N., Engelberg, J., Gebel, K., Lou, D., Parker, M., Thornton, C.M., Wilson, A., Cutter, C.L., Ding, D. (2015, February). Making the Case for Designing Active Cities. Active Living Research.

<https://activelivingresearch.org/sites/activelivingresearch.org/files/MakingTheCaseReport.pdf>

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Reservations Made by Individuals Residing in Disadvantaged Communities	3%	4%	5%	5%	5%

## Performance Measures

### Performance Narrative

The San Mateo County Parks Department (“Department”) defines “disadvantaged communities” as areas throughout San Mateo County that most suffer from a combination of economic, health, and environmental burdens. These burdens include poverty, pollution, and poor health.

The goal of the Department’s Interpretive Division is to provide environmental education and community engagement opportunities that cultivate a better understanding and appreciation of the natural, cultural, and recreational resources of the San Mateo County park system. Programs that are included under the umbrella of the Interpretive Division include: Take A Hike; Junior Ranger; Classroom and Field Trips; Movies in the Parks; Coyote Point Kite Festival; guided nature hikes; and the Memorial Park summer Naturalist Programs.

The Interpretive Division provides programming for all who are interested, but makes special efforts to reach out to disadvantaged communities within San Mateo County to ensure equitable access to programming. The Interpretive Division works in partnership with a variety of community organizations, including those that provide services to disadvantaged communities. The Department will focus on the results from this newly formed performance measure as several studies have confirmed that separation from nature is detrimental to human development, health, and well-being, and that regular contact with nature is required for good mental health\*. The Department will make improvements where it can to ensure that individuals from disadvantaged communities, which often lack opportunities and access to parks and open spaces, share in the many benefits that nature has to offer.

Classroom and Field Trip programs are specifically promoted to Title I schools within San Mateo County to ensure all students have access to nature and environmental education in their curriculum and studies. The Interpretive Division tracks programs offered each year and for this performance measure will track performance using the following measures: Classroom and Field Trip Programs provided in schools with at least 40 percent of students on the Free or Reduced Lunch Program List; Interpretive Programs offered in partnership with Community Groups that serve disadvantaged communities in San Mateo County; and Programs offered in partnership with San Mateo County Health through the San Mateo County Park Rx Program. In promoting the increased knowledge and use of our parks and resources to disadvantaged communities, the Department hopes to improve the health, wellness, and lives of County residents.

\*Sallis, J.F., Spoon, C., Cavill, N., Engelberg, J., Gebel, K., Lou, D., Parker, M., Thornton, C.M., Wilson, A., Cutter, C.L., Ding, D. (2015, February). Making the Case for Designing Active Cities. Active Living Research.

<https://activelivingresearch.org/sites/activelivingresearch.org/files/MakingTheCaseReport.pdf>

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Interpretive Programs Offered to Disadvantaged Communities within San Mateo County	46%	57%	55%	50%	50%

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	5,847,729	8,435,282	15,344,337	7,165,843	(8,178,494)	2,387,335	(4,778,508)
Licenses, Permits and Franchises	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	34,471	24,323	9,500	9,500	—	9,500	—
Use of Money and Property	244,896	281,115	269,268	251,934	(17,334)	251,934	—
Intergovernmental Revenues	458,022	108,995	3,332,507	175,000	(3,157,507)	25,000	(150,000)
Charges for Services	2,839,781	3,702,635	3,870,383	3,927,590	57,207	3,964,090	36,500
Interfund Revenue	—	1,630	1,891,134	2,471,519	580,385	999	(2,470,520)
Miscellaneous Revenue	185,949	464,290	3,655,856	102,000	(3,553,856)	72,000	(30,000)
Other Financing Sources	6,039,189	8,729,445	18,773,162	553,636	(18,219,526)	100,000	(453,636)
<b>Total Revenue</b>	<b>15,650,036</b>	<b>21,747,715</b>	<b>47,146,147</b>	<b>14,657,022</b>	<b>(32,489,125)</b>	<b>6,810,858</b>	<b>(7,846,164)</b>
Fund Balance	7,516,886	7,351,805	6,959,297	4,317,522	(2,641,775)	4,307,522	(10,000)
<b>Total Sources</b>	<b>23,166,922</b>	<b>29,099,520</b>	<b>54,105,444</b>	<b>18,974,544</b>	<b>(35,130,900)</b>	<b>11,118,380</b>	<b>(7,856,164)</b>
<b>Requirements</b>							
Salaries and Benefits	13,323,661	14,035,909	15,247,194	14,710,401	(536,793)	14,979,681	269,280
Services and Supplies	6,020,735	6,204,900	8,730,934	6,122,580	(2,608,354)	5,174,866	(947,714)
Other Charges	2,938,477	3,171,452	2,815,765	2,820,407	4,642	2,849,904	29,497
Fixed Assets	4,831,666	7,196,828	30,745,255	2,795,520	(27,949,735)	—	(2,795,520)
Other Financing Uses	3,368,417	6,158,213	7,907,460	4,250,759	(3,656,701)	113,038	(4,137,721)
<b>Gross Appropriations</b>	<b>30,482,955</b>	<b>36,767,303</b>	<b>65,446,608</b>	<b>30,699,667</b>	<b>(34,746,941)</b>	<b>23,117,489</b>	<b>(7,582,178)</b>
Intrafund Transfers	(73,518)	(121,830)	(253,230)	(50,000)	203,230	(50,000)	—
<b>Net Appropriations</b>	<b>30,409,437</b>	<b>36,645,473</b>	<b>65,193,378</b>	<b>30,649,667</b>	<b>(34,543,711)</b>	<b>23,067,489</b>	<b>(7,582,178)</b>
Contingencies/Dept Reserves	2,526,759	2,536,606	2,570,031	2,570,031	—	2,570,031	—
Non-General Fund Reserves	4,395,663	4,339,266	1,763,911	1,737,491	(26,420)	1,737,491	—
<b>Total Requirements</b>	<b>37,331,859</b>	<b>43,521,345</b>	<b>69,527,320</b>	<b>34,957,189</b>	<b>(34,570,131)</b>	<b>27,375,011</b>	<b>(7,582,178)</b>
<b>Net County Cost</b>	<b>14,164,936</b>	<b>14,421,825</b>	<b>15,421,876</b>	<b>15,982,645</b>	<b>560,769</b>	<b>16,256,631</b>	<b>273,986</b>
Salary Resolution	77.0	78.0	78.0	78.0	—	78.0	—
Funded FTE	77.0	78.0	77.9	78.0	0.1	78.0	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$35,130,900 or 64.9 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$8,178,494 in this funding source primarily due to the elimination of one-time Measure K appropriations for operations, maintenance, and capital projects, including Realize Flood Park and the Coyote Point Water and Sewer System projects. This decrease was partially offset by an increase in new Measure K funding for capital and non-capital projects including, operations and maintenance, storm repairs, fire mitigation, and the Tunitas Creek Beach Improvement Project.

#### Licenses, Permits, and Franchises

There is no change in this funding source category.

#### Fines, Forfeitures, and Penalties

There is no change in this funding source category.

#### Use of Money and Property

There is a net decrease of \$17,334 in this funding source due to an expected decrease in interest earned as a result of the use of Coyote Point Marina Reserves for the Coyote Point Marina Dredging Project that was completed in FY 2022-23. This decrease was partially offset by an increase in revenue from ranger residence rent and concessionaires.

#### Intergovernmental Revenues

There is a net decrease of \$3,157,507 in this funding source primarily due to the elimination of one-time grant funding for the Tunitas Creek Beach Improvement Project. This decrease was partially offset by an increase in new grant funding for the Quarry County Park Hazardous Fuel and Invasive Species Control Project.

#### Charges for Services

There is a net increase of \$57,207 in this funding source primarily due to an increase in revenue from Coyote Point Marina fuel and water sales, as well as previously approved berth rental fee increases. This increase was partially offset by a decrease in revenue from the partial closure of Flood County Park and San Bruno Mountain State and County Park.

#### Interfund Revenue

There is a net increase of \$580,385 in this funding source primarily due to one-time revenue from a trust fund transfer for capital projects, including Realize Flood Park, Quarry Park trail improvements, Coyote Point Park modernization projects, and the San Bruno Mountain Day Use Improvement Project. This increase was partially offset by the elimination of one-time revenue from Non-Departmental Services for the Tunitas Creek Beach Improvement Project.

#### Miscellaneous Revenue

There is a net decrease of \$3,553,856 in this funding source primarily due to elimination of one-time revenue from the Peninsula Open Space Trust for the Tunitas Creek Beach Improvement Project. This decrease was partially offset by an increase in trust fund transfers for park specific projects.

#### Other Financing Sources

There is a net decrease of \$18,219,526 in this funding source primarily due to the elimination of one-time revenue for several projects funded by Non-Departmental Services, including Realize Flood Park and the already completed Coyote Point Eastern Promenade Rejuvenation Project. This decrease was partially offset by one-time revenue that was rolled over from Non-Departmental Services for new ranger housing at Tunitas Creek Beach.



Fund Balance

There is a decrease of \$2,641,775 in this funding source due to the elimination of one-time revenue. Fund Balance used for one-time projects and purchases in FY 2022-23 has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$34,570,131 or 49.7 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$536,793 in this expenditure category due to the reduction of costs associated with the County retirement contribution, Park Aide positions funded by the General Fund, and other benefits, including health and dental plans. This decrease was partially offset by negotiated salary and benefit increases as well as other health plan increases.

Services and Supplies

There is a net decrease of \$2,608,354 in this expenditure category primarily due to the elimination of one-time Measure K, donation, and grant funded operations and maintenance projects. This decrease was partially offset by an increase in new one-time Measure K funded projects related to operations and maintenance, fire mitigation, and storm repairs.

Other Charges

There is a net increase of \$4,642 in this expenditure category due to increases associated with contributions to community-based providers and service charges, including risk, information technology, and facility. This increase was partially offset by a reduction in other contributions and service charges, including radio, motor vehicle replacement, and telephone.

Fixed Assets

There is a net decrease of \$27,949,735 primarily due to the elimination of one-time appropriations for large equipment purchases and capital projects, including the Tunitas Creek Beach Improvement Project, Coyote Point Eastern Promenade Rejuvenation Project, and Realize Flood Park. This decrease was partially offset by an increase in new appropriations for large equipment purchases to replace aged equipment and new capital projects, including the Tunitas Creek Beach Improvement Project and Realize Flood Park.

Other Financing Uses

There is a net decrease of \$3,656,701 in this expenditure category primarily due to the elimination of one-time appropriations for capital projects that were managed by the Department of Public Works, including the Coyote Point Marina Dredging Project, Parkwide Paving, and Coyote Point Eastern Promenade Rejuvenation Project. This decrease was partially offset by an increase in new and rollover appropriations for capital projects that will be managed by the Department of Public Works, including the Coyote Point Water and Sewer System projects, Tunitas Creek Beach Improvement Project, and the Quarry Park Non-Potable Waterline Project.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a decrease of \$203,230 in this expenditure category primarily due to the elimination of one-time appropriations from Non-Departmental Services for GIS development.

Contingencies/Departmental Reserves

There is net decrease of \$26,420 in this expenditure category due to the use of Reserves in the Parks Capital Projects Fund for Memorial Park facility improvements and Fish and Game Propagation Fund for a one-time grant. This decrease was partially offset by an increase in Coyote Point Marina Reserves due to cost savings associated with the Coyote Point Marina Dredging Project that was completed in FY 2022-23. The balance in General Fund Reserves represents 11.7 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy. The balance in Non-General Fund Reserves represents 20.2 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$560,769 or 3.6 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$7,856,164 or 41.4 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$4,778,508 in this funding source due to the elimination of one-time Measure K revenue for operations, maintenance, storm repair, and capital projects, including the Coyote Point Water and Sewer System projects, Tunitas Creek Beach Improvement Project, Quarry Park Non-Potable Waterline Project, Memorial Park Facility Improvements, and the San Pedro Valley Walnut Bridge Replacement. This decrease was partially offset by an increase in new one-time Measure K funding for operations, maintenance, and fire mitigation.

Licenses, Permits, and Franchises

There is no change in this funding source category.

Fines, Fees, and Forfeitures

There is no change in this funding source category.

Use of Money and Property

There is no change in this funding source category.

Intergovernmental Revenues

There is a net decrease of \$150,000 in this funding source due to the elimination of one-time grant funding for the Quarry County Park Hazardous Fuel and Invasive Species Control Project. This decrease was partially offset by an increase in the remaining grant funding for the same project.

Charges for Services

There is an increase of \$36,500 in this funding source primarily due to an increase in revenue associated with the reopening of Flood County Park and San Bruno Mountain State and County Park, which will be impacted by construction in FY 2023-24.

Interfund Revenue

There is a decrease of \$2,470,520 in this funding source primarily due to the elimination of one-time revenue for capital projects including, Realize Flood Park, Quarry Park trail improvements, Coyote Point Park modernization projects, and the San Bruno Mountain Day Use Improvement Project.

Miscellaneous Revenue

There is a decrease of \$30,000 in this funding source due to the elimination of revenue from trust fund transfers for park specific projects.

Other Financing Sources

There is a net decrease of \$453,636 in this funding source due to the elimination of one-time revenue that was previously rolled over from Non-Departmental Services for new ranger housing at Tunitas Creek Beach.

Fund Balance

There is a decrease of \$10,000 in this funding source due to the elimination of a one-time grant from the prior fiscal year. Fund Balance used for one-time projects and purchases in FY 2023-24 has been eliminated.



## **TOTAL REQUIREMENTS**

Total Requirements decreased by \$7,582,178 or 21.7 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

### Salaries and Benefits

There is an increase of \$269,280 in this expenditure category primarily due to negotiated salary and benefit increases, County retirement contributions, health plan increases, and payroll taxes.

### Services and Supplies

There is a net decrease of \$947,714 in this expenditure category due to the elimination of one-time Measure K funding for storm repairs and the Quarry County Park Hazardous Fuel and Invasive Species Control Project. This decrease was partially offset by an increase in one-time appropriations from Measure K for operations and maintenance, fire mitigation, and natural resource management projects.

### Other Charges

There is a net increase of \$29,497 in this expenditure category due to increases in service charges, including information technology, motor vehicle mileage, and facility. This increase was partially offset by a decrease in risk related charges, including auto liability insurance.

### Fixed Assets

There is a decrease of \$2,795,520 due to the elimination of one-time appropriations for large equipment purchases and capital projects, including the Tunitas Creek Beach Improvement Project and Realize Flood Park.

### Other Financing Uses

There is a net decrease of \$4,137,721 in this expenditure category due to the elimination of new and rollover appropriations for capital projects that will be managed by the Department of Public Works, including the Coyote Point Water and Sewer System projects, Tunitas Creek Beach Improvement Project, and the Quarry Park Non-Potable Waterline Project. This decrease was partially offset by the increase in appropriations for facility surcharges.

### Intrafund Transfers

There is no change in this expenditure category.

### Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 12 percent of Net Appropriations, which exceeds the County 2 percent Reserves policy. The balance in Non-General Fund Reserves represents 38.2 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

## **NET COUNTY COST**

There is an increase of \$273,986 or 1.7 percent in this Department's General Fund allocation.

## Parks and Recreation (3900B)

### Program Locator

County > Community Services > Parks Department >  
**Parks and Recreation**

### Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

### Program Results

The Parks Department (“Department”) provides administration and support services, natural resource management, operations and maintenance, and visitor services to ensure everyone has an opportunity to enjoy the many recreational experiences offered within County parks, including hiking, biking, dog walking, horseback riding, camping, picnicking, bird watching, tidepooling, and more.

The operation and maintenance of 24 parks and recreation areas, over 16,000 acres of land, 190 miles of trail, ten playgrounds, nine campgrounds, and countless picnic sites requires significant resources to manage. Due in large part to the excellent work of the Department’s field staff and support staff, alongside ongoing Measure K funding, the Department has, and continues to achieve exceptional visitor satisfaction survey results for the last several fiscal years. As a result of the COVID-19 pandemic, the Department has seen an unprecedented

increase in visitor numbers and anticipates this trend will continue for the foreseeable future. The Department’s Natural Resource Management division also plays a critical role in protecting, restoring, and preserving natural resources throughout the County’s parks system.

Administration and support services include accounting and budgeting, communications, office administration, payroll and personnel, performance management, planning, policy development and implementation, procurement, and reservations.

In FY 2023-24 and FY 2024-25, the Department will continue to prioritize improving and upgrading infrastructure and facilities, natural resource management, and visitor services. This includes implementation of the Wildfire Fuel Management Program to mitigate the threat of catastrophic wildfires, improve public safety, and enhance forest health. The Department will continue to modernize facilities and infrastructure, including the water and sewer systems at Coyote Point and the restroom and picnic area at San Bruno Mountain, so it can provide more efficient and reliable services to guests and create operational efficiencies within the Parks and Recreation program. The Department will also focus on increasing the diversity of park visitors, in part, through the implementation of the Department’s Interpretive Program Strategic Plan, which includes recommendations for authentic services to more diverse communities.

## Performance Measures

### Performance Narrative

According to the U.S. Fire Administration, the elderly, African Americans, and Native Americans are disproportionately impacted by fires\*. For this reason, and to protect life, natural resources, and property, the Parks Department (“Department”) will continue to prioritize fire fuel reduction efforts throughout the park system. The total acreage of fire fuel reduced from FY 2020-21 to FY 2021-22 totaled 705 acres, and work was performed in many County parks. Locations were prioritized based on the fire hazard severity risks identified in the parks and surrounding areas.

As was evident by the CZU Lighting Complex Fires in 2020, fires can impact large areas in a short period of time. Although the benefits of fire fuel reduction efforts can be widespread, it is important to note that the Department’s ability to immediately serve certain communities in San Mateo County is contingent on whether these communities are located near County park properties. Still, halting the spread of fire to new areas, reducing the size and severity of a fire within a region, and protecting air quality extends past boundaries.

Using the new Wildfire Fuel Management Program, the Department will aim to treat more acres of fire fuels than in prior years. Through this effort, the Department will mitigate the threat of catastrophic wildfires, improve public safety, and protect life, natural resources, and property. Many of our forests have become overgrown with vegetation making them too dense and unhealthy. This is a result of a lack of active stewardship and decades of fire suppression. Often, flora must compete for limited resources (e.g., light, water, and nutrients), reducing their capacity to grow in a healthy manner. When fires start in these conditions, they can burn hotter and spread more quickly, sometimes making them difficult to control and more destructive to the landscape and nearby communities. With climate change creating extreme weather patterns, the conditions in parks and open space are compounding.

The Department is conducting various projects to restore forest health and reduce fire fuels. By removing overgrowth and dead and dying vegetation, the Department is simultaneously enhancing public safety by mitigating the threat of wildfire, improving the vitality of the forests by reducing competition for resources, and combating climate change by enabling greater sequestration of carbon.

The San Mateo County Parks Forest Health and Community Safety Initiative seeks to improve forest health and reduce fire fuels present in County parks. Through this initiative, the Department created the San Mateo County Parks 5-year Wildfire Fuel Management Program. Projects associated with this initiative provide the following benefits:

- Improve firefighters’ ability to respond to an incident in a park and conduct critical fire containment and suppression activities;
- Protect evacuation routes;
- Reduce understory vegetation and small-diameter trees that contribute to the rate at which fire spreads;
- Reduce ladder fuels that can contribute to a ground fire becoming a canopy fire;
- Reduce the number of trees that contribute to canopy density in the parks; and
- Improve forest health and ecosystem function.

In FY 2023-24, the Department has a target to remove approximately 275 acres of fire fuels from the County park system. Much of the Department’s focus in FY 2023-24 will be the retreatment/maintenance of previously completed fuels reduction projects in order to prevent excessive regrowth of dense fire fuels and to suppress the spread of invasive plants in the disturbed areas. The Department has been and will be conducting fire fuel reduction projects in Huddart Park; Edgewood Park and Natural Preserve; Wunderlich Park; Quarry County Park; Junipero Serra County Park; Pillar Point Bluff County Park; Pescadero Creek County Park; and Memorial County Park.

\*U.S. Fire Administration. (2019, November). Fire in the United States: 2008-2017, 20th Edition. Federal Emergency Management Agency.

<https://www.usfa.fema.gov/downloads/pdf/publications/fius20th.pdf>

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Total Acreage of Fire Fuel Reduced	309	396	275	275	275

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,672,164	4,479,727	6,497,058	3,137,335	(3,359,723)	2,387,335	(750,000)
Licenses, Permits and Franchises	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	34,414	22,277	8,000	8,000	—	8,000	—
Use of Money and Property	201,287	263,264	228,768	231,434	2,666	231,434	—
Intergovernmental Revenues	154,274	67,010	84,486	175,000	90,514	25,000	(150,000)
Charges for Services	1,289,589	2,106,818	2,339,923	2,297,130	(42,793)	2,333,630	36,500
Interfund Revenue	—	1,630	999	999	—	999	—
Miscellaneous Revenue	186,605	440,984	404,356	102,000	(302,356)	72,000	(30,000)
Other Financing Sources	63,055	12,245	176,000	100,000	(76,000)	100,000	—
<b>Total Revenue</b>	<b>4,601,388</b>	<b>7,393,954</b>	<b>9,739,590</b>	<b>6,051,898</b>	<b>(3,687,692)</b>	<b>5,158,398</b>	<b>(893,500)</b>
Fund Balance	3,063,792	2,642,439	2,620,031	2,570,031	(50,000)	2,570,031	—
<b>Total Sources</b>	<b>7,665,180</b>	<b>10,036,393</b>	<b>12,359,621</b>	<b>8,621,929</b>	<b>(3,737,692)</b>	<b>7,728,429</b>	<b>(893,500)</b>
<b>Requirements</b>							
Salaries and Benefits	12,742,909	13,456,354	14,515,908	13,985,483	(530,425)	14,248,508	263,025
Services and Supplies	4,205,169	5,456,957	8,107,114	4,784,454	(3,322,660)	4,670,015	(114,439)
Other Charges	2,352,984	2,554,283	2,477,901	2,500,991	23,090	2,533,468	32,477
Fixed Assets	63,452	563,473	351,725	300,000	(51,725)	—	(300,000)
Other Financing Uses	12,361	12,374	12,048	513,615	501,567	13,038	(500,577)
<b>Gross Appropriations</b>	<b>19,376,876</b>	<b>22,043,442</b>	<b>25,464,696</b>	<b>22,084,543</b>	<b>(3,380,153)</b>	<b>21,465,029</b>	<b>(619,514)</b>
Intrafund Transfers	(73,518)	(121,830)	(253,230)	(50,000)	203,230	(50,000)	—
<b>Net Appropriations</b>	<b>19,303,357</b>	<b>21,921,612</b>	<b>25,211,466</b>	<b>22,034,543</b>	<b>(3,176,923)</b>	<b>21,415,029</b>	<b>(619,514)</b>
Contingencies/Dept Reserves	2,526,759	2,536,606	2,570,031	2,570,031	—	2,570,031	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>21,830,116</b>	<b>24,458,218</b>	<b>27,781,497</b>	<b>24,604,574</b>	<b>(3,176,923)</b>	<b>23,985,060</b>	<b>(619,514)</b>
<b>Net County Cost</b>	<b>14,164,936</b>	<b>14,421,825</b>	<b>15,421,876</b>	<b>15,982,645</b>	<b>560,769</b>	<b>16,256,631</b>	<b>273,986</b>
Salary Resolution	74.0	75.0	75.0	75.0	—	75.0	—
Funded FTE	74.0	75.0	74.9	75.0	0.1	75.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	7,665,180	10,036,393	12,359,621	8,621,929	(3,737,692)	7,728,429	(893,500)
Total Requirements	21,830,116	24,458,218	27,781,497	24,604,574	(3,176,923)	23,985,060	(619,514)
Net County Cost	14,164,936	14,421,825	15,421,876	15,982,645	560,769	16,256,631	273,986
Salary Resolution	74.0	75.0	75.0	75.0	—	75.0	—
Funded FTE	74.0	75.0	74.9	75.0	0.1	75.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$2,437,966. Net funding adjustments in FY 2024-25 total \$2,837,351.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(9,613,558)	(5,875,866)
<b>Requirements</b>		
Gross Appropriations	(7,378,822)	(3,038,515)
Intrafund Transfers	203,230	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	2,437,966	2,837,351
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,570,031	2,570,031
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,570,031)	(2,570,031)
Positions	—	—

**3. Quarry County Park Hazardous Fuel and Invasive Species Control Grant:** Appropriations are added in FY 2023-24 and FY 2024-25 to recognize grant funding from the State of California’s Department of Forestry and Fire Protection (CAL FIRE) for hazardous fuel reduction through the application of herbicides on invasive vegetation (e.g., broom, pampas grass, cape ivy, fennel, thistle, blue gum eucalyptus, and blackwood acacia) within the boundaries of Quarry Park. The removal of large logs within an existing fuel break will also occur to improve access for future fuel reduction and vegetation management efforts.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	175,000	25,000
<b>Requirements</b>		
Gross Appropriations	175,000	25,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Marbled Murrelet Protection Efforts:** Budget adjustment is added in FY 2023-24 for the protection of the endangered marbled murrelet at Memorial Park. Funding will primarily be used to hire seasonal interpretative positions that will help with corvid management and public education efforts. Funding was previously provided by the Marbled Murrelet Restoration and Corvid Management Grant from the State of California. State funding for this program was exhausted in FY 2022-23.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	16,000	—
Intrafund Transfers	—	—
Net County Cost	16,000	—
Positions	—	—

**5. Trust Fund Transfers:** Appropriations are added in FY 2023-24 to account for the transfer of donations from the Fitzgerald Marine Reserve, San Pedro Valley Park, San Bruno Mountain Park, Huddart Park, and Memorial Park Trust Funds for projects that may be required, or that are not fully funded, during the fiscal year. Donations will only be used to benefit the parks that received them (e.g., a Huddart Park donation will only be used to fund or partially fund a Huddart Park project).

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	30,000	—
<b>Requirements</b>		
Gross Appropriations	30,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Park Improvements and Closures:** Flood County Park will undergo major park improvements in FY 2023-24. The construction phase of the Realize Flood Park project is expected to result in the partial closure of Flood Park for the entire fiscal year. Revenue losses associated with the partial closure will be offset by a reduction in the park's operating budget. San Bruno Mountain State and County Park will also undergo improvements during the FY 2023-25 budget cycle. The Day Use Improvement Project will not necessitate an entire park closure, however the park's day use sites and surrounding areas may be closed for sometime. Revenue losses associated with the partial park closure will be offset by a reduction in the park's operating budget and Net County Cost.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	(36,500)	—
<b>Requirements</b>		
Gross Appropriations	(13,000)	—
Intrafund Transfers	—	—
Net County Cost	23,500	—
Positions	—	—

**7. New Measure K Appropriations:** New Measure K funding is added to continue to fund ongoing programs and operational and maintenance needs throughout the County's park system. Funding will be used to improve the visitor experience; repair damaged facilities resulting from storms in late 2022 and early 2023; protect and steward natural resources; replace antiquated facilities and equipment; remove hazardous trees; reduce fire fuels; improve playgrounds

and picnic sites; replace aged culverts; and perform maintenance on trails in County parks. Measure K funding is added for the following Measure K initiatives: Operations and Maintenance (PRKOP); Natural Resource Management (NATRS); Visitor Services (PRKVI); Fire Mitigation (PRKFM); and Storm Repairs (PRKST). The Parks Department's Interpretative Division and Volunteer Program are included in the Visitor Services initiative.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	4,117,335	2,387,335
<b>Requirements</b>		
Gross Appropriations	4,117,335	2,387,335
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**8. Seasonal Park Aide Funding Change:** Budget adjustments are made in FY 2023-24 and FY 2024-25 to reflect the change in funding source for all seasonal Park Aides in the General Fund from Measure K to Net County Cost. The increase in Net County Cost is less than the corresponding reduction in Measure K as the Parks Department plans to use the cost savings to partially offset increased costs associated with adding regular Park Ranger positions, which is planned to occur during September Revisions.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	(980,000)	—
<b>Requirements</b>		
Gross Appropriations	(326,666)	6,666
Intrafund Transfers	—	—
Net County Cost	653,334	6,666
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(3,737,692)	(893,500)
<b>Requirements</b>		
Gross Appropriations	(3,380,153)	(619,514)
Intrafund Transfers	203,230	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	560,769	273,986
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

As a special revenue fund, the Fish and Game Propagation Fund (“Fund”) receives revenue from fines collected by the courts for violations of the California Fish and Game Codes in San Mateo County. In the past, the Fund provided grant monies to the Chinook Salmon Smolt Project at Pillar Point Harbor. This funding enabled the transfer and

acclimation of young salmon from the Feather River Hatchery to Pillar Point, which helped the survival rate of the Chinook salmon.

Program priorities for FY 2023-25 will focus on developing more opportunities to spend funds on public education relating to the scientific principles of fish and wildlife conservation. Spending on other conservation and propagation projects, like the Chinook Salmon Smolt Project, will continue, however, the goal will be to award grant monies to projects that focus on better serving disadvantaged communities. The Parks Department will develop a process to recommend high-impact projects that will directly benefit the propagation and conservation of fish and wildlife.

### Performance Measures

#### Performance Narrative

The San Mateo County Parks Department (“Department”) defines “disadvantaged communities” as areas throughout San Mateo County that most suffer from a combination of economic, health, and environmental burdens. These burdens include poverty, pollution, and poor health.

As a special revenue fund, the Fish and Game Fund (“Fund”) receives revenue from fines collected by the courts for violations of the California Fish and Game Code in San Mateo County. One authorized use of the Fund, as specified in the California Fish and Game Code, is public education relating to the scientific principles of fish and wildlife conservation. It is a priority of the Department each fiscal year to allocate a portion of the Fund to education programs serving disadvantaged communities. While one might expect schools in low-income communities to receive extra resources, the reverse is often true; a Department of Education study\* found that 45 percent of high-poverty schools received less state and local funding than was typical for other schools in their district. Using the Fund, the Department will award funding to and support through in-kind contributions formal education programs designed to educate students from underserved schools on the principles of fish and wildlife conservation. The Department will also use the Fund to support non-school based programs that offer programming for families and individuals that reside in disadvantaged communities. By creating a greater understanding of the importance of conservation, the Department can work to build a stronger connection between people and the natural world around them.

The Department has not spent Fish and Game funds for several fiscal years in an effort to increase the Fund’s Reserves, but the Department does intend to begin spending Fish and Game funds in FY 2023-24.

\*Heuer, R., & Stullich, S. (2011, November). Comparability of State and Local Expenditures Among Schools Within Districts: A Report from the Study of School-Level Expenditures. U.S. Department of Education. <https://files.eric.ed.gov/fulltext/ED527141.pdf>

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of Fish and Game Funding Spent on Public Education Relating to the Scientific Principles of Fish and Wildlife Conservation and in Disadvantaged Communities	0%	0%	0%	50%	50%

## Fish and Game Propagation Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Fines, Forfeitures and Penalties	56	2,046	1,500	1,500	—	1,500	—
Use of Money and Property	750	609	500	500	—	500	—
<b>Total Revenue</b>	<b>806</b>	<b>2,655</b>	<b>2,000</b>	<b>2,000</b>	<b>—</b>	<b>2,000</b>	<b>—</b>
Fund Balance	62,071	62,877	65,532	57,532	(8,000)	47,532	(10,000)
<b>Total Sources</b>	<b>62,877</b>	<b>65,532</b>	<b>67,532</b>	<b>59,532</b>	<b>(8,000)</b>	<b>49,532</b>	<b>(10,000)</b>
<b>Requirements</b>							
Services and Supplies	—	—	10,000	12,000	2,000	2,000	(10,000)
<b>Gross Appropriations</b>	<b>—</b>	<b>—</b>	<b>10,000</b>	<b>12,000</b>	<b>2,000</b>	<b>2,000</b>	<b>(10,000)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>—</b>	<b>—</b>	<b>10,000</b>	<b>12,000</b>	<b>2,000</b>	<b>2,000</b>	<b>(10,000)</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	62,877	65,532	57,532	47,532	(10,000)	47,532	—
<b>Total Requirements</b>	<b>62,877</b>	<b>65,532</b>	<b>67,532</b>	<b>59,532</b>	<b>(8,000)</b>	<b>49,532</b>	<b>(10,000)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	62,877	65,532	67,532	59,532	(8,000)	49,532	(10,000)
Total Requirements	62,877	65,532	67,532	59,532	(8,000)	49,532	(10,000)
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 2023-24 and FY 2024-25, 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 2023-24 total \$57,532. Net funding adjustments in FY 2024-25 total \$47,532.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(65,532)	(57,532)
<b>Requirements</b>		
Gross Appropriations	(8,000)	(10,000)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	57,532	47,532
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	57,532	47,532
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(57,532)	(47,532)
Positions	—	—

**3. Fish and Game Propagation Fund Grant:** Fish and Game Propagation Fund Reserves are appropriated in FY 2023-24 for the Coastside Fishing Club/Coastside Fishing Foundation's Net Pen Program, which will help propagate Chinook salmon populations in San Mateo County.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	10,000	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(10,000)	—
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(8,000)	(10,000)
<b>Requirements</b>		
Gross Appropriations	2,000	(10,000)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(10,000)	—
Net County Cost	—	—
Positions	—	—

## Coyote Point Marina (3980B)

### Program Locator

County > Community Services > Parks Department >  
**Coyote Point Marina**

### Program Outcome Statement

Provide safe access to the San Francisco Bay with berths and launching ramps

### Program Results

The Coyote Point Marina (“Marina”), nestled within the Department’s Coyote Point Recreation Area, has operated continuously for over 55 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 berths for boats from 20 to 75 feet long as well as 38 trailer parking spaces and provides the following services: water and electricity, waste oil collection, launch ramp, full-service fuel dock, and waste pump out station. The Marina also offers emergency patrol boat response assistance when needed.

Dredging of docks 25 through 29, 13 North, the entrance channel, and turning basin was completed in November 2022, and dock 28 has been re-opened after an extended closure due to shoaling.

Occupancy decreased by about four percent in the first half of fiscal year 2022-23. Dredging required that over 150 boats be temporarily relocated within the harbor to allow dredging of their slips. This disrupted Marina operations and caused a severe shortage of berths from May through November. The Marina was unable to accept new tenants during this period, and the number of occupied berths dropped from 420 at the end of June to 406 due to normal departures at the end of September. As the Marina resumed accepting new tenants, and with the re-opening of dock 28 occupancy began to recover and has increased to 414 occupants at end of January 2023. The Department anticipates continuing to see increased occupancy during the second half of the fiscal year

Most of the vacant berths are 22-foot side ties. Market trends over the past 10 years have shown larger boats are more popular. The Marina will continue to advertise the side ties and smaller berths and is exploring ways to reconfigure docks to allow for larger boats.

In FY 2023-24 and FY 2024-25, 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**

**Performance Narrative**

The Coyote Point Marina (“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’s trails and jetty have also become a favorite location for many to walk their dogs.

Funding Marina maintenance is an ongoing challenge. The Marina operates independent of the County’s General Fund and is primarily dependent on revenue generated from Charges for Services. Berth rental fees are its most significant source of revenue, and it is critical to the Marina’s financial health to keep as many berths occupied as possible. Berth fees generate sufficient revenue to fund the maintenance of the Marina’s docks, grounds, and infrastructure. However, rapid sedimentation of the Marina’s navigable waters threatens the ability to rent berths, and the problem continues to worsen each year. Dredging is essential, but the cost to properly dredge the entire harbor exceeds the Marina’s current financial resources. Additionally, many of the docks are now approaching the end of their useful life and will need to be replaced in coming years. Dock replacement costs are also beyond the Marina’s current financial resources. Increasing occupancy will help address the shortfalls. Historical Marina occupancy rates have been 70 percent to 78 percent.

Dredging of docks 25 through 29, 13 North, the entrance channel and turning basin was completed in November 2022, and dock 28 has been re-opened after an extended closure due to shoaling. This includes 10 in-demand 40 foot slips.

With only 0.1 percent of the sailing population being diverse\*, the Marina is making efforts to help bring residents from disadvantaged communities to the Marina. The Department is developing a program that uses the sales of bait and fishing tackle at the Marina office to fund activities at the Marina specifically designed to engage with residents of disadvantaged communities. Through this programming, the Marina can introduce the wonders of fishing and boating to new populations.

\*US Sailing. (2020, August 4). Increasing Diversity Equity & Inclusion in the Sport of Sailing [PowerPoint slides]. [https://cdn.ussailing.org/wp-content/uploads/2020/08/DEI-Townhall-08420\\_VRelease.pdf](https://cdn.ussailing.org/wp-content/uploads/2020/08/DEI-Townhall-08420_VRelease.pdf)

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Berths Filled	81%	78%	74%	80%	80%

## Coyote Point Marina Operating Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	22,194	21,470	20,000	10,000	(10,000)	10,000	—
Intergovernmental Revenues	80,276	41,985	48,646	—	(48,646)	—	—
Charges for Services	1,550,192	1,595,817	1,530,460	1,630,460	100,000	1,630,460	—
Miscellaneous Revenue	(656)	10,961	—	—	—	—	—
<b>Total Revenue</b>	<b>1,652,005</b>	<b>1,670,233</b>	<b>1,599,106</b>	<b>1,640,460</b>	<b>41,354</b>	<b>1,640,460</b>	<b>—</b>
Fund Balance	2,272,741	2,734,604	2,617,876	524,862	(2,093,014)	524,862	—
<b>Total Sources</b>	<b>3,924,746</b>	<b>4,404,836</b>	<b>4,216,982</b>	<b>2,165,322</b>	<b>(2,051,660)</b>	<b>2,165,322</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	580,751	579,555	731,286	724,918	(6,368)	731,173	6,255
Services and Supplies	337,601	589,618	393,820	496,126	102,306	492,851	(3,275)
Other Charges	585,493	617,169	337,864	319,416	(18,448)	316,436	(2,980)
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	—	619	2,449,381	100,000	(2,349,381)	100,000	—
<b>Gross Appropriations</b>	<b>1,503,845</b>	<b>1,786,961</b>	<b>3,912,351</b>	<b>1,640,460</b>	<b>(2,271,891)</b>	<b>1,640,460</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>1,503,845</b>	<b>1,786,961</b>	<b>3,912,351</b>	<b>1,640,460</b>	<b>(2,271,891)</b>	<b>1,640,460</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	2,420,901	2,617,876	304,631	524,862	220,231	524,862	—
<b>Total Requirements</b>	<b>3,924,746</b>	<b>4,404,837</b>	<b>4,216,982</b>	<b>2,165,322</b>	<b>(2,051,660)</b>	<b>2,165,322</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	3.0	3.0	3.0	3.0	—	3.0	—
Funded FTE	3.0	3.0	3.0	3.0	—	3.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,924,746	4,404,836	4,216,982	2,165,322	(2,051,660)	2,165,322	—
Total Requirements	3,924,746	4,404,837	4,216,982	2,165,322	(2,051,660)	2,165,322	—
Net County Cost	—	0	—	—	—	—	—
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$304,631. Net funding adjustments in FY 2024-25 total \$524,862.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,576,522)	(524,862)
<b>Requirements</b>		
Gross Appropriations	(2,271,891)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	304,631	524,862
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	524,862	524,862
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	220,231	—
Net County Cost	(304,631)	(524,862)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,051,660)	—
<b>Requirements</b>		
Gross Appropriations	(2,271,891)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	220,231	—
Net County Cost	—	—
Positions	—	—



## Parks Capital Projects (3990B)

### Program Locator

County > Community Services > Parks Department >  
**Parks Capital Projects**

### Program Outcome Statement

Plan, design, construct, remodel, and improve facilities and infrastructure to ensure reliable continuity of visitor services and recognize operational efficiencies

### Program Results

The Parks Department's Capital Improvement Program ("Program") completed numerous high priority projects in FY 2022-23, including the Memorial Park Facility Replacement Project – Phase Two, Quarry Park Pump Track, and Parkwide Paving – Phase Three. Significant milestones were reached in both the Realize Flood Park Project and the Tunitas Creek Beach Improvement Project. Phase Two of the Memorial Park Facility Replacement Project consisted of constructing six new restroom and restroom/shower buildings throughout Memorial Park. Continuing to use a single-stall, gender-neutral, and accessible design, the new facilities will provide a more comfortable and accessible camping experience for all guests. In total, the Department has replaced 13 facilities in various use areas of the park. To compliment this project, areas additional path of travel and parking

improvements were completed through the Parkwide Paving Project. Collectively, these projects create efficiencies by allowing field staff to spend less time performing repairs to aging facilities and allow more time to be focused on providing direct visitor services. The Quarry Park Pump Track was constructed and is the first amenity of this kind in the department. The track was designed to accommodate a broad range of users from novice to the experienced rider and has been a popular addition to the park system. The Tunitas Creek Beach and Flood Park projects are both nearing 100% construction documents and through the Department of Public Works, bidding and subsequent construction are anticipated to commence in the Summer of 2023.

To address a backlog of deferred maintenance throughout the system and create new visitor experiences, the Program is currently advancing the Coyote Point Water and Sewer System projects. These projects will ensure more reliable services can be provided in County parks and continue to improve safety; expand access; enhance visitor experiences; and improve operational efficiencies within County parks.

The Department will continue to work with its partners, including the Department of Public Works, to complete major capital projects on time and within budget.

## Performance Measures

### Performance Narrative

The Park Department's Capital Improvement Program ("CIP") commits significant resources to advancing equity by committing to improve existing infrastructure and by implementing new recreational opportunities. By assessing and upgrading current infrastructure, the Parks Department ("Department") is committing to continued safe and reliable amenities for all current and future park users. While these upgrades are sometimes unseen, they are vital to the visitor experience - whether it's in the form of new pavement treatments that removed barriers and increased access for people of all abilities or replacing antiquated water distribution systems which provide safe drinking water at a trail side drinking fountain.

By exploring and expanding recreational opportunities, the Department becomes more available to community members with varied interests. While the Department has historically maintained a highly regarded trail system, park users are voicing the desire to do more in parks. The Department actively seeks community feedback during planning processes and most recently constructed a new bicycle Pump Track in Quarry Park and will soon be constructing multiuse sports fields and an additional pump track in Flood Park. The Department completed numerous high priority projects in FY 2022-23, including the Memorial Park Facility Replacement Project ñ Phase Two, The Quarry Park Pump Track, and Parkwide Paving ñ Phase Three. Significant milestones were reached in both Realize Flood Park Project and the Tunitas Creek Beach Improvement Project. Phase Two of the Memorial Park Facility Replacement Project consisted of constructing six new restroom and restroom/shower buildings throughout Memorial Park. Continuing to use a single-stall, gender-neutral, and accessible design, the new facilities will provide a more comfortable and accessible camping experience for guests. In total, the Department has replaced 13 facilities in various use areas of the park. To compliment this project, additional path of travel and parking improvements were completed through the Parkwide Paving Project. Collectively, these projects create efficiencies by allowing field staff to spend less time performing repairs to aging facilities allowing more time focused on providing direct visitor services. The Quarry Park Pump Track was constructed and is the first amenity of this kind in the department. The track was designed to accommodate a broad range of users from novice to the experienced rider and has been a popular addition to the park system. The Tunitas Creek Beach and Flood Park projects are both nearing 100% construction documents and through the Department of Public works, bidding and subsequent construction are anticipated to commence in the Summer of 2023.

To address a backlog of deferred maintenance throughout the system and create new visitor experiences, the Department is currently advancing the Coyote Point Water System Project and Coyote Point Sewer System Project, as well as significant facility improvements at San Bruno Mountain State and County Park. These projects will ensure more reliable services can be provided in County parks and continue to improve safety; expand access; enhance visitor experiences; and improve operational efficiencies within County parks.

The Department will continue to work with its partners, including the Department of Public Works, to complete major capital projects on time and within budget.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Capital Projects Managed by Parks on Track to be Completed on Time and within Budget	75%	83%	78%	80%	80%

## Parks Capital Projects Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,175,565	3,955,556	8,847,279	4,028,508	(4,818,771)	—	(4,028,508)
Use of Money and Property	19,345	(4,227)	20,000	10,000	(10,000)	10,000	—
Intergovernmental Revenues	223,473	—	3,199,375	—	(3,199,375)	—	—
Interfund Revenue	—	—	1,890,135	2,470,520	580,385	—	(2,470,520)
Miscellaneous Revenue	—	12,345	3,251,500	—	(3,251,500)	—	—
Other Financing Sources	5,976,134	8,717,200	18,597,162	453,636	(18,143,526)	—	(453,636)
<b>Total Revenue</b>	<b>9,394,517</b>	<b>12,680,873</b>	<b>35,805,451</b>	<b>6,962,664</b>	<b>(28,842,787)</b>	<b>10,000</b>	<b>(6,952,664)</b>
Fund Balance	1,915,154	1,911,885	1,655,858	1,165,097	(490,761)	1,165,097	—
<b>Total Sources</b>	<b>11,309,671</b>	<b>14,592,758</b>	<b>37,461,309</b>	<b>8,127,761</b>	<b>(29,333,548)</b>	<b>1,175,097</b>	<b>(6,952,664)</b>
<b>Requirements</b>							
Services and Supplies	1,477,965	158,325	220,000	830,000	610,000	10,000	(820,000)
Fixed Assets	4,768,213	6,633,355	30,393,530	2,495,520	(27,898,010)	—	(2,495,520)
Other Financing Uses	3,151,608	6,145,220	5,446,031	3,637,144	(1,808,887)	—	(3,637,144)
<b>Gross Appropriations</b>	<b>9,397,786</b>	<b>12,936,900</b>	<b>36,059,561</b>	<b>6,962,664</b>	<b>(29,096,897)</b>	<b>10,000</b>	<b>(6,952,664)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>9,397,786</b>	<b>12,936,900</b>	<b>36,059,561</b>	<b>6,962,664</b>	<b>(29,096,897)</b>	<b>10,000</b>	<b>(6,952,664)</b>
Non-General Fund Reserves	1,911,885	1,655,858	1,401,748	1,165,097	(236,651)	1,165,097	—
<b>Total Requirements</b>	<b>11,309,671</b>	<b>14,592,758</b>	<b>37,461,309</b>	<b>8,127,761</b>	<b>(29,333,548)</b>	<b>1,175,097</b>	<b>(6,952,664)</b>
<b>Net County Cost</b>	<b>—</b>	<b>(1)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	11,309,671	14,592,758	37,461,309	8,127,761	(29,333,548)	1,175,097	(6,952,664)
Total Requirements	11,309,671	14,592,758	37,461,309	8,127,761	(29,333,548)	1,175,097	(6,952,664)
Net County Cost	—	(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 2023-24 and FY 2024-25, 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 2023-24 total \$1,401,748. Net funding adjustments in FY 2024-25 total \$1,165,097.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(37,451,309)	(8,117,761)
<b>Requirements</b>		
Gross Appropriations	(36,049,561)	(6,952,664)
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	1,401,748	1,165,097
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,165,097	1,165,097
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(236,651)	—
Net County Cost	(1,401,748)	(1,165,097)
Positions	—	—

**3. Trust Fund Use for Capital Projects:** Appropriations are added in FY 2023-24 for capital projects and improvement projects funded by the Parks Dedication Fee Trust Fund. Projects include Realize Flood Park, Quarry Park trail improvements, Coyote Point Park modernization projects, and the San Bruno Mountain Day Use Improvement Project.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,470,520	—
<b>Requirements</b>		
Gross Appropriations	2,470,520	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Rollover and Reallocation of Appropriations from Non-Departmental Services:** Budget adjustments are made to rollover appropriations in FY 2023-24 for new ranger housing and reallocate the funding to the Tunitas Creek Beach Improvement Project to fund the construction of new ranger housing.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	453,636	—
<b>Requirements</b>		
Gross Appropriations	453,636	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. New Measure K Appropriations:** New Measure K funding in FY 2023-24 is added to fund, and complete, several capital projects, including the Tunitas Creek Beach Improvement Project (\$1,367,665) and San Bruno Mountain Day Use Improvement Project (\$500,000). Funding will also be used for storm repairs (\$250,000), an assessment of the Sanchez Adobe historic building (\$20,000), and the design of the last phase of the Memorial Park Water Distribution System (\$75,000).

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,212,665	—
<b>Requirements</b>		
Gross Appropriations	2,212,665	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Measure K Rollover - Capital Projects:** Budget adjustments are made to rollover one-time appropriations in FY 2023-24 for capital projects, including the Huddart Park Water and Supply System (\$1,220,000), Fire Road Improvements (\$395,843), the San Pedro Valley Visitor Center (\$100,000) and Walnut Bridge Replacement projects (\$100,000).

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,815,843	—
<b>Requirements</b>		
Gross Appropriations	1,815,843	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**7. Reallocation of Measure K Appropriations:** Measure K rollover for capital projects is reallocated in FY 2023-24 from the Huddart Park Water and Supply System to the Coyote Point Water and Sewer System projects; the San Pedro Valley Visitor Center Bridge Replacement to the San Pedro Valley Walnut Bridge Replacement; and Fire Road Improvements to the Quarry Park Non-Potable Waterline, Memorial Park Generator, and Coyote Point Water System projects. Fire Road Improvements will be funded by the Parks Department's Fire Mitigation funding. The reallocation of appropriations is needed to complete capital projects that currently have budget shortfalls.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

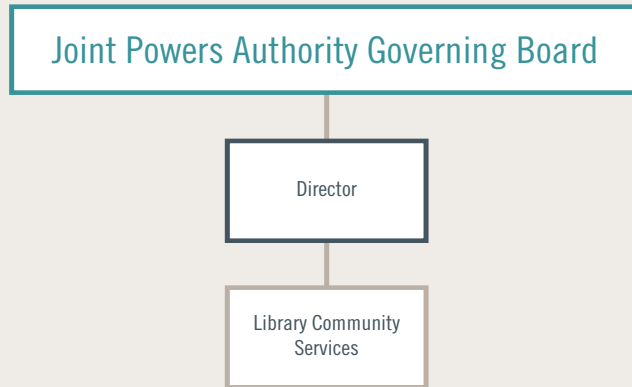
### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(29,333,548)	(6,952,664)
<b>Requirements</b>		
Gross Appropriations	(29,096,897)	(6,952,664)
Intrafund Transfers	—	—
Non-General Fund Reserves	(236,651)	—
Net County Cost	—	—
Positions	—	—

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**County Library (3700B)**

**SAN MATEO COUNTY LIBRARY  
JOINT POWERS AUTHORITY**





## County Library

*San Mateo County Libraries has updated our collection to include more inclusive topics, multiple languages, and diverse authors.*

COUNTY OF SAN MATEO 

### Department Locator

County > Community Services > **San Mateo County Libraries**

### 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 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 Library JPA was established in 1999 as a separate, independent entity with its own Governing Board consisting of 12 elected officials representing each member.

Approximately 280,000 people live within the boundaries of the Libraries' legal taxing district, which covers 351 square miles. Each of our 13 libraries cultivate an active presence and create spaces that support discovery, enrich lives, and uplift the community. The Library JPA is a leader in establishing a foundation for early literacy and supporting exploration and growth at every stage of life. Under the leadership of the Governing Board, the Libraries continue to strive to achieve goals that inspire and strengthen our community.

The pandemic posed a significant challenge to public agencies and required quick adaptations to provide continuous library services to meet emerging community needs. Staff performed remarkably and were able to innovate services and find new ways to engage with residents.

A key challenge the Libraries now face is how to continue to attract patrons back to the libraries and programs. Pre-pandemic, over 2 million people visited annually and the Libraries circulated over 3 million items. Currently, the Libraries are at approximately 65% of pre-covid patron visitors and circulation. Building and expanding in-person programs, designing and innovating outreach and mobile services, and welcoming patrons back will be a key priority in the coming years.

As our communities continue to recover and evolve, it will be important for us to anticipate and plan for changes in demand to remain responsive to service needs now and into the future. Another key initiative will be to update the Libraries' strategic plan to guide the work and ensure we address and reflect the diversity and needs of residents. During this process, the Libraries will engage community members and key stakeholders to work to understand where efforts can be focuses to better prioritize and address community needs.

### Department Innovations

The Libraries' work in FY 2023-25 will include the following innovations:

**Community Outreach:** San Mateo County Libraries will explore and use innovative methods to be more visible in the community and reach more community members, especially those that do not currently utilize library services. To expand and deepen connections, three Library Outposts will be constructed to offer 24/7 access to library materials and an outdoor gathering space for the community. The Libraries also plan to roll out mobile services in the brand new makermobile, which will facilitate taking STEAM enrichment on the road and engaging all ages beyond physical buildings. Finally, the Libraries look forward to purchasing a new Bookmobile and exploring more library pop-ups, kiosks and book stops



throughout the community to further enhance outreach efforts.

**Supportive Services:** Partnering with community organizations, San Mateo County Libraries will continue to expand supportive services, such as meals and wellness programs, mental health first aid training, and crucial access to technology and the Internet. In addition, the Libraries are expanding adult literacy staff to offer more opportunities for adult learning and will look for ways to innovate and expand access to those services. Finally, the Libraries will be working on a new program that will include social workers in library spaces to bridge warmer connections between community members in-need and support services.

### **Department Equity**

#### **FY 2022-23 Accomplishments and Learnings**

San Mateo County Libraries continue to work to make the system and services more equitable for all. Staff at each of the libraries developed racial equity plans tailored to their communities to improve services, spaces, and partnerships. This was the second iteration of equity action plans for each library and staff will continue to update goals and progress on the plans next fiscal year.

At the annual staff development day, the Libraries hosted Annelise Singh, author of *The Racial Healing Handbook*, who led staff through a morning of activities and reflection on how as individuals and as a library system we can better serve our communities and work toward racial healing and justice.

In recognition that responding to mental health crises requires special training just like administering first aid, all library staff are engaging in Mental Health First Aid training so they are better equipped to support members of the community that may be experiencing a mental health crisis. The majority of staff will be trained by the end of the fiscal year.

#### **FY 2023-24 Anticipated Equity Work**

All libraries and divisions will continue to update and implement annual equity action plans. These plans are tailored to each library and division and help them take measurable steps toward advancing equity both in internal organization practices and in services and interactions with the community.

The Libraries will continue to offer trainings next fiscal year to advance equity and staff capacity. By the end of next year, all staff will have had the opportunity to take

Mental Health First Aid training. In addition, the Libraries will offer new staff training opportunities in emergency response and workplace resiliency to help develop the tools and confidence needed to be better able to respond to any situation.

### **Program Summary**

The Big Lift Initiative, which is a collaboration between San Mateo County, San Mateo County Office of Education, and the Silicon Valley Community Foundation aims to achieve 80 percent of the county's 3rd-graders reading proficiently by the end of 3rd-grade. Inspiring Summers, a successful pillar of The Big Lift, has been serving early elementary-aged students in partner school districts since 2016.

The Big Lift Summer Program is a four-week summer literacy camp held in school districts across San Mateo County. The program helps rising kindergarten through rising 3rd grade students mitigate summer learning loss, build foundational literacy skills, and supports social emotional growth. The program is free for families and includes literacy instruction in the morning, an afternoon of hands-on STEAM (science, technology, engineering, art, and mathematics) enrichment, and two healthy meals.

With summer learning initiatives more critical than ever as children face both summer learning loss and pandemic-related learning loss, the Inspiring Summers program has continued to demonstrate concrete growth in both reading and math ability among participants, while emphasizing social emotional learning. Total program participation has returned to about 80% of pre-pandemic levels in the last two years. This summer, the program plans to expand both on-site and off-site experiences to young learners, including field trips to the local library, which have not been offered since the onset of COVID-19. With funding for the program likely remaining steady and staff hiring continuing to be a challenge, we anticipate learner count to remain steady throughout the next two fiscal years.

Participation in Inspiring Summers results in being ahead, rather than behind. Focusing on literacy reach experiences, Inspiring Summers' students gained 1.5 months in reading and 0.5 months in math ability in an average of just 22 program days. This accomplishment was achieved in the context of slightly increased program absences due to accelerated COVID activity in the community.

## Performance Measures

### Performance Narrative

Library visits have made a strong recovery after reopening doors to the public in April 2021 and expanding to seven-day-a-week service across the system in March 2022. Total visits this fiscal year to date are about 65 percent of pre-pandemic visits during the same period, which is very similar to what peer library systems around the country and in the Bay Area are seeing. Over the next two years, we expect more and more community members to return to in-person services, whether to take advantage of newly issued Empower Cards, wifi hotspots, state parks passes, or other exciting library offerings.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Library Visits	52,452	935,621	1,392,501	1,531,751	1,608,339

## Performance Measures

### Performance Narrative

Program attendance and outreach engagement has increased significantly year over year as we have returned to majority in-person programming and outreach events. Library staff have offered new, energizing program series, such as Power Up Afternoons for K-12 students while continuing to put on live virtual events, including book and conversation clubs and author visits. San Mateo County Libraries expect library program attendance and outreach engagement this fiscal year to at least double the prior year's total, which in turn was double that of FY 2020-21. Based on this trajectory, the system expects continued steady growth as staff engage both community members who are returning to programming as well as new patrons.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Program Attendance and Outreach Engagement	35,039	94,858	188,000	216,000	238,000

**County Library Fund (Information Only)**  
**FY 2023-24 & FY 2024-25 Budget Unit Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	35,868,573	39,023,469	37,752,120	39,222,039	1,469,919	39,222,039	—
Use of Money and Property	462,309	360,554	371,216	371,216	—	371,216	—
Intergovernmental Revenues	2,280,703	287,260	184,500	587,600	403,100	587,600	—
Charges for Services	5,542	22,381	—	—	—	—	—
Interfund Revenue	334,114	296,853	653,293	251,549	(401,744)	251,549	—
Miscellaneous Revenue	732,213	548,342	732,985	209,979	(523,006)	209,979	—
<b>Total Revenue</b>	<b>39,683,454</b>	<b>40,538,859</b>	<b>39,694,114</b>	<b>40,642,383</b>	<b>948,269</b>	<b>40,642,383</b>	<b>—</b>
Fund Balance	32,484,732	33,876,245	38,124,065	34,428,848	(3,695,217)	21,987,109	(12,441,739)
<b>Total Sources</b>	<b>72,168,186</b>	<b>74,415,104</b>	<b>77,818,179</b>	<b>75,071,231</b>	<b>(2,746,948)</b>	<b>62,629,492</b>	<b>(12,441,739)</b>
<b>Requirements</b>							
Salaries and Benefits	17,553,706	19,886,549	24,656,168	25,508,040	851,872	25,957,006	448,966
Services and Supplies	13,181,156	14,020,185	19,707,268	22,782,540	3,075,272	14,875,952	(7,906,588)
Other Charges	7,273,663	1,552,950	3,640,358	2,007,480	(1,632,878)	2,014,938	7,458
Fixed Assets	267,104	801,205	1,991,000	2,753,362	762,362	—	(2,753,362)
Other Financing Uses	16,313	30,149	28,137	32,700	4,563	33,385	685
<b>Gross Appropriations</b>	<b>38,291,942</b>	<b>36,291,039</b>	<b>50,022,931</b>	<b>53,084,122</b>	<b>3,061,191</b>	<b>42,881,281</b>	<b>(10,202,841)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>38,291,942</b>	<b>36,291,039</b>	<b>50,022,931</b>	<b>53,084,122</b>	<b>3,061,191</b>	<b>42,881,281</b>	<b>(10,202,841)</b>
Contingencies/Dept Reserves	10,569,050	10,569,050	4,524,868	4,696,559	171,691	4,696,559	—
Non-General Fund Reserves	23,307,195	27,555,015	23,270,380	17,290,550	(5,979,830)	15,051,652	(2,238,898)
<b>Total Requirements</b>	<b>72,168,186</b>	<b>74,415,104</b>	<b>77,818,179</b>	<b>75,071,231</b>	<b>(2,746,948)</b>	<b>62,629,492</b>	<b>(12,441,739)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	129.0	135.0	146.0	153.0	7.0	153.0	—
Funded FTE	115.9	122.4	131.7	139.1	7.4	139.1	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$2,746,948 or 3.7 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$1,469,919 in this funding source due to anticipated increases to secured property taxes. This increase was partially offset by a decrease to Measure K funding.

#### Use of Money and Property

There is no change in this funding source.

#### Intergovernmental Revenues

There is a net increase of \$403,100 in this funding source due to moving the contribution from the City of Redwood City for operations at the North Fair Oaks Library from Interfund Revenue.

#### Charges for Services

There is no change to this funding source.

#### Interfund Revenue

There is a net decrease of \$401,744 in this funding source due to moving the contribution from the City of Redwood City for operations at the North Fair Oaks to Intergovernmental Revenues.

#### Miscellaneous Revenue

There is a net decrease of \$523,006 due to the removal of one-time donations.

#### Fund Balance

There is a net decrease of \$3,695,217 based on FY 2022-23 mid-year, year-end Fund Balance estimates.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$2,746,948 or 3.7 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$851,872 due to the addition of seven positions and negotiated salary and benefit increases. This increase was partially offset by retirement liability and health insurance savings.

#### Services and Supplies

There is a net increase of \$3,075,272 in this expenditure category due to budget allocations for significant one-time projects.

#### Other Charges

There is a net decrease of \$1,632,878 in this expenditure category due to removing one-time contributions to the City of East Palo to support construction of a new library. This decrease was partially offset by increases in service charges.

#### Fixed Assets

There is a net increase of \$762,362 due to budget allocations for significant one-time projects.

Other Financing Uses

There is a net increase of \$4,563 in this expenditure category due to increases to facility charges.

Contingencies/Departmental Reserves

There is a net decrease of \$5,808,139 in this expenditure category due to utilizing Reserves to support significant one-time projects. The balance in Reserves represents 41.4 percent of Net Appropriations.

**NET COUNTY COST**

There is no change in this Department's General Fund allocation. San Mateo County Libraries is a zero Net County Cost department.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$12,441,739 or 16.6 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is no change in this funding source.

Use of Money and Property

There is no change in this funding source.

Intergovernmental Revenues

There is no change in this funding source.

Charges for Services

There is no change in this funding source.

Interfund Revenue

There is no change in this funding source.

Miscellaneous Revenue

There is no change in this funding source.

Fund Balance

There is a decrease of \$12,441,739 in this funding source due to updating the FY 2024-25 Fund Balance to reflect the final Reserves in the FY 2023-24 Recommended Budget. This results in a large reduction since the FY 2023-24 Recommended Budget allocates Fund Balance to significant one-time projects.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$12,441,739 or 16.6 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$448,966 in this expenditure category due to projected step increases and the final negotiated increases to salaries and benefits that take effect in FY 2023-24 being reflected for a full year.

Services and Supplies

There is a net decrease of \$7,906,588 in this expenditure category due to removal of one-time projects from the prior year.

Other Charges

There is a net increase of \$7,458 due to increases in service charges.

Fixed Assets

There is a net decrease of \$2,753,362 due to the removal of one-time projects from the prior year.

Other Financing Uses

There is a net increase of \$685 due to an increase in facility charges.

Contingencies/Departmental Reserves

There is net decrease of \$2,238,898 in this expenditure category due to allocating some fund balance to one-time expenses. The balance in Reserves represents 46.1 percent of Net Appropriations.

**NET COUNTY COST**

There is no change in this Department's General Fund allocation. San Mateo County Libraries is a zero Net County Cost department.

## County Library (3700P)

### Performance Measures

#### Performance Narrative

With summer learning initiatives more critical than ever as children face both summer learning loss and pandemic-related learning loss, the Big Lift Inspiring Summers program has continued to demonstrate concrete growth in both reading and math ability among participants while emphasizing social emotional learning. Total program participation has returned to about 80 percent of pre-pandemic levels in the last two years. This summer, the program plans to expand both on-site and off-site experiences to young learners, including field trips to the local library, which have not been offered since the onset of COVID-19. With funding for the program likely remaining steady and staff hiring continuing to be a challenge, we anticipate learner count to remain steady throughout the next two fiscal years.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Children Participating in The Big Lift Inspiring Summers Program	976	954	972	1,000	1,000

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	72,168,186	74,415,104	77,818,179	75,071,231	(2,746,948)	62,629,492	(12,441,739)
Total Requirements	72,168,186	74,415,104	77,818,179	75,071,231	(2,746,948)	62,629,492	(12,441,739)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	129.0	135.0	146.0	153.0	7.0	153.0	—
Funded FTE	115.9	122.4	131.7	139.1	7.4	139.1	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance of \$38,124,065 is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$34,059,654. Net funding adjustments in FY 2024-25 total \$34,872,620.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(39,775,845)	(34,428,848)
<b>Requirements</b>		
Gross Appropriations	(5,716,191)	443,772
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	34,059,654	34,872,620
Positions	—	—

**2. Position Adjustments:** This action adds seven positions to increase adult literacy and outreach services, support the technical aspects of the expansion of makerspaces and other services, reinstate a division manager over Youth and Family Services, and provide central support to data systems and human resources. The seven positions include: one Management Analyst, one Payroll Coordinator II, one Library Services Manager, one Information Technology Supervisor, one Information Technology Technician, one Community Program Supervisor, and one Community Program Specialist II.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	1,172,294	13,337
Intrafund Transfers	—	—
Net County Cost	1,172,294	13,337
Positions	7	—

**3. Revenue Adjustment:** This action increases secured property taxes based on the most recent levy and growth projections for the coming fiscal year.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,600,049	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,600,049)	—
Positions	—	—

**4. One-Time Projects:** This action allocates funds to support significant one-time projects, including constructing new makerspaces and library outposts, installing electric vehicle charges, updating library shelving, upgrading public and internal conference rooms to be hybrid meeting compatible, and investing in facility updates to increase resiliency during emergencies.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	6,930,000	(10,285,362)
Intrafund Transfers	—	—
Net County Cost	6,930,000	(10,285,362)
Positions	—	—



**5. Fund Balance Adjustment:** This action rolls over anticipated Year-End fund balance and adjusts Reserves to balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	34,428,848	21,987,109
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	171,691	—
Non-General Fund Reserves	(5,979,830)	(2,238,898)
Net County Cost	(40,236,987)	(24,226,007)
Positions	—	—

**6. Collections Enhancement:** This action increases allocations for the Library's collection, including world language materials and digital offerings. In addition, additional funds are allocated to support building home libraries and the opening day collections for our forthcoming library outposts.

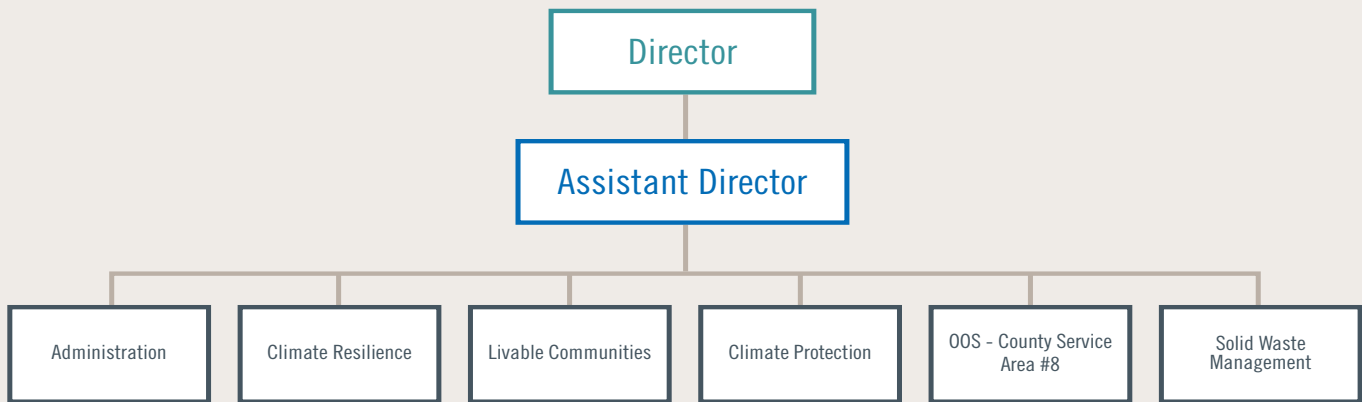
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	675,088	(374,588)
Intrafund Transfers	—	—
Net County Cost	675,088	(374,588)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,746,948)	(12,441,739)
<b>Requirements</b>		
Gross Appropriations	3,061,191	(10,202,841)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	171,691	—
Non-General Fund Reserves	(5,979,830)	(2,238,898)
Net County Cost	—	—
Positions	7	—

# Office of Sustainability (4000D)

## OFFICE OF SUSTAINABILITY





## Office of Sustainability

*“Racial equity and social justice are essential to cultivating sustainable and resilient communities.”*

COUNTY OF SAN MATEO 



### 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 programs:

- Climate Resilience Program, which works to increase resilience to climate change impacts by implementing hazard mitigation policies, implementing sea level rise policies for County facilities, monitoring stormwater and watershed water quality, and certifying environmentally responsible Green Businesses.
- Livable Communities Program, which works to improve quality of life and reduce greenhouse gas emissions by coordinating the Home for All San Mateo County initiative, the Commute Alternatives Program for County employees (Shift), and active transportation programs.
- Climate Protection Program, which works to reduce greenhouse gas emission and meet carbon neutrality goals by implementing the County’s Government Operations Climate Action Plan (GOCAP) and Community Climate Action Plan (CCAP) for the unincorporated areas, helping the community access incentives and offerings from the San Mateo County Energy Watch and Bay Area Regional Energy Network, and providing the

Regionally Integrated Climate Action Planning Support program.

- Waste Reduction Program, which seeks to divert solid waste from landfills by promoting recycling, composting, and resource conservation, providing educational resources, operating solid waste collection and diversion programs, and managing landscape and fire protection services agreements within County Service Area No. 8 (CSA-8).

During FY 2021-23, the Office of Sustainability promoted sustainable practices through education, innovation, and engagement across a diverse range of audiences:

- The Office advanced community climate preparedness and resilience via a series of planning, research, and actionable resources. The Community Climate Action Plan was adopted in October 2022, staking out a vision to achieve the County’s targets to reduce 45 percent greenhouse gas emissions by 2030 and reach carbon neutrality by 2040. The County-led update of the San Mateo County 2021 Multijurisdictional Local Hazard Mitigation Plan was a 36-jurisdictional effort to identify how to reduce risks from disasters by developing coordinated policies and sustainable solutions to climate risks and other natural hazards affecting San Mateo County. Producing and publishing the Housing and Climate Readiness Toolkit identifies best practices in site design and land use to prepare homes for climate change impacts and help address the housing shortage.
- The South Coast Sea Level Rise Vulnerability Assessment was completed providing an assessment of sea level rise impacts on coastal communities and the San Mateo County shoreline south of Half Moon Bay.
- The Office launched the North Fair Oaks Bicycle and Pedestrian Railroad Crossing and Community

Connections Study and the Coleman and Ringwood Transportation Study to identify options for bicycle and pedestrian improvements and greater community connection.

- The Home for All initiative developed a new messaging campaign that addressed challenges to producing more housing and identified promising opportunities to address the housing shortage. The Home for All initiative also assisted in the planning and hosting of the 2022 Working Together to End Homelessness virtual events and summit with over 300 regional participants, and the continued work of four task forces.
- The Office fought Climate Change in County operations: Shift, the employee commute program, increased pathways for employees to take alternative transportation to work by expanding the commute subsidies for walking, biking, carpooling, vanpooling, and transit. Additionally, the Board of Supervisors adopted the Government Operations Climate Action Plan (GOCAP), which identified key strategies and priorities for reaching carbon reduction goals. The Fleet Electrification and Electric Vehicle (EV) Charging Infrastructure Strategic Plan, a major initiative from the GOCAP, was launched to support clean transportation for County fleet vehicles, employees, and members of the public in collaboration with the Department of Public Works.
- In the County Franchised Area, 6,909 tons of recyclable material were diverted from the curbside collection services. The waste diverted through these efforts will help to meet AB 939 and other legislatively mandated diversion targets. In order to reduce waste generated from disposable plastic foodware, the Office instituted an ordinance that requires food service facilities to provide only compostable, fiber-based foodware, and to distribute accessories only upon customer request.
- The Office began implementing programs and policies mandated by SB 1383, which requires organic waste to be recycled. This included amending and passage of the County's waste ordinance, expansion of the countywide edible food recovery program, development of new curbside collection agreements to serve unincorporated areas, procurement and application of compost, and development of an internal County procurement policy for recycled content paper products.
- The Office developed plans to implement the updated Municipal Regional Stormwater Permit (MRP) issued by the Regional Water Quality Control Board, which includes increased requirements for trash capture, private and public development, and impaired watershed monitoring.
- The Office created new community collaborations and strengthened existing community education offerings. To reduce food waste, the Office conducted trainings in County jails for people who are incarcerated and funded community gardens in partnership with schools and nonprofits in the County. The 4Rs Grant Program distributed approximately \$200,000 in grants to schools, educators, non-profits, and government agencies to fund projects that divert waste from being sent to landfill. An edible food recovery pilot program removed 5,500,000 pounds of food from the waste stream. Virtual workshops, tours, presentations, field trips, and events to educate students and community members and organizations around the topics of waste reduction, sustainable gardening, and climate change reached over 4,000 students, parents, teachers, and community members.

The Office's priorities for FY 2023-25 include:

- Policy coordination and program development in Climate Resilience. Coordinating the County Sea Level Rise Policy, a multi-departmental effort to establish and implement department-specific sea level rise review criteria for new County assets. Completing the Community Resilience Pilots to test out climate resilience strategies and developing a grant scope to support scaling for additional community solutions to prepare for heat, smoke and poor air quality, wildfire, and power outages.
- Protecting stormwater, preventing flooding, and reducing pollution in our creeks, the Bay, and the Ocean. Coordinating and implementing water conservation and water quality efforts including complying with the Municipal Regional Stormwater Permit requirements, Green Infrastructure, improving water body water quality, conserving water at County facilities and parks, and promoting water leak detection devices.
- Implementing recommended pedestrian and bicycle improvements from the Active Transportation Plan and continued partnership with the San Mateo County Office of Education to develop Safe Routes to Schools

- curriculum and activities in elementary schools throughout the County.
- Reducing emissions in County operations by piloting a carbon neutrality fund and supporting the Department of Public Works in implementing energy efficiency and electrification projects at County facilities in accordance with the GOCAP. The Office will also evaluate new incentives and communication and marketing options to increase employee participation in Shift, the County’s commute alternatives program.
- Developing policies, programs, and exploring supportive resources in order to advance adoption of electrification of existing buildings in unincorporated County areas.
- Optimizing the County’s fleet by completing the Electrification and EV Charging Infrastructure Strategic Plan and installing additional EV chargers at high-priority sites.
- Expanding waste services in unincorporated County areas to comply with SB 1383 and continuing efforts to reduce illegal dumping. Areas of focus will be: expanding the edible food recovery program, coordinating the purchase of recycled content products, implementing monitoring and enforcement programs in organic waste collection for the unincorporated county areas, and promoting recycling and proper waste disposal to reduce illegal dumping and litter.

**Performance Measures**

**Performance Narrative**

The Office of Sustainability is responsible for coordinating the reduction of greenhouse gas (GHG) emissions from the unincorporated community as well as from the County’s own operations in partnership with other County departments such as the Department of Public Works and Planning and Building. In order to reach the goal of achieving carbon neutrality by 2040, County climate action policy focuses on addressing the top three sources of emissions: transportation, energy (in homes and commercial buildings), and solid waste. The visualization shows progress in unincorporated San Mateo County towards carbon neutrality, which would be represented by all emissions trends reaching zero on the y-axis by year 2040. The metric is Metric Tons of Carbon Dioxide Equivalent (MT CO2e). GHG emission data is available until 2017. The 2018 data will be available in May 2023.

Performance Measure	2013	2014	2015	2016	2017
Progress Reducing Greenhouse Gas Emissions (in MT CO2e)	584,318	539,649	510,601	461,192	459,321

**Performance Measures**

**Performance Narrative**

As part of California law AB 939, all jurisdictions in the state are required to report out on this measure every year to CalRecycle, the state department responsible for overseeing this law. The law requires solid waste entities to report the amount of waste disposed of in a landfill each year based on where the waste originates. This measure is calculated by taking the total amount of waste generated in unincorporated San Mateo County areas and dividing it by the number of residents and workers in this area, since it is broken up by the residential and commercial sector. CalRecycle sets a target for this measure for jurisdictions to meet as one way of determining a jurisdiction’s compliance with AB 939. This measure provides a partial glimpse into the effectiveness of the waste reduction and diversion programs that the Office of Sustainability operates. The less waste generated, and more waste diverted, the lower the daily disposal number. This is important for our community as landfills can have negative environmental impacts on its surrounding area. Therefore, extending the life of our existing landfills is paramount. One of the challenges of this measure is that given that many other factors influence the waste generation rate, it is difficult to attribute the results of this measure solely to the Office of Sustainability waste reduction programs. Factors such as the health of the economy and the state of the recycling market can greatly affect the amount of waste generated and disposed. However, in addition to tracking the environmental impact of our programs, this measure also tracks the County’s compliance with state mandated requirements under AB 939. If the daily disposal numbers for the County remain far below the targets set by the State, it indicates that the County is doing well. Conversely, if the disposal numbers start increasing, then it provides a warning for the County to bolster its efforts on waste reduction and diversion. This measure uses population data from the State Department of Finance and Employment Development Department as part of its calculation.

**Performance Measure: Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County (Residential)	3.2%	3.6%	3.6%	3.5%	3.4%
Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County (Commercial)	6.5%	8.6%	8.6%	8.5%	8.4%

**Performance Measure’s Disaggregated Data for FY 2022-23 Actuals**

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County (Residential)	3.8	3.9	3.5	3.7	3.9
Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County (Commercial)	8.3	8.4	8	8.3	8.5

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,665,443	1,864,195	3,038,930	2,693,914	(345,016)	2,119,606	(574,308)
Licenses, Permits and Franchises	2,804,774	2,949,482	3,054,321	3,107,603	53,282	3,107,603	—
Use of Money and Property	179,155	124,397	163,388	176,503	13,115	176,503	—
Intergovernmental Revenues	1,151,021	1,451,242	1,320,793	2,817,699	1,496,906	2,574,269	(243,430)
Charges for Services	2,241,575	1,885,699	1,871,663	1,908,479	36,816	1,908,479	—
Interfund Revenue	1,400	1,471	—	—	—	—	—
Miscellaneous Revenue	23,284	17,669	76,667	35,000	(41,667)	35,000	—
Other Financing Sources	721,817	133,857	1,829,689	1,960,176	130,487	2,043,722	83,546
<b>Total Revenue</b>	<b>8,788,469</b>	<b>8,428,013</b>	<b>11,355,451</b>	<b>12,699,374</b>	<b>1,343,923</b>	<b>11,965,182</b>	<b>(734,192)</b>
Fund Balance	18,369,541	16,960,206	15,266,052	13,323,162	(1,942,890)	12,509,515	(813,647)
<b>Total Sources</b>	<b>27,158,010</b>	<b>25,388,219</b>	<b>26,621,503</b>	<b>26,022,536</b>	<b>(598,967)</b>	<b>24,474,697</b>	<b>(1,547,839)</b>
<b>Requirements</b>							
Salaries and Benefits	6,018,765	6,018,383	8,305,487	8,026,766	(278,721)	8,303,050	276,284
Services and Supplies	7,499,677	7,899,980	13,876,040	13,794,365	(81,675)	12,046,785	(1,747,580)
Other Charges	1,966,305	1,792,482	1,471,951	1,082,933	(389,018)	1,078,825	(4,108)
Other Financing Uses	106,164	63,306	345,113	339,927	(5,186)	340,334	407
<b>Gross Appropriations</b>	<b>15,590,910</b>	<b>15,774,151</b>	<b>23,998,591</b>	<b>23,243,991</b>	<b>(754,600)</b>	<b>21,768,994</b>	<b>(1,474,997)</b>
Intrafund Transfers	—	(41,667)	(157,950)	(72,396)	85,554	(71,454)	942
<b>Net Appropriations</b>	<b>15,590,910</b>	<b>15,732,484</b>	<b>23,840,641</b>	<b>23,171,595</b>	<b>(669,046)</b>	<b>21,697,540</b>	<b>(1,474,055)</b>
Contingencies/Dept Reserves	1,235,145	1,235,145	2,260,250	2,260,250	—	2,260,250	—
Non-General Fund Reserves	13,295,806	11,771,047	8,621,645	8,621,645	—	8,621,645	—
<b>Total Requirements</b>	<b>30,121,862</b>	<b>28,738,677</b>	<b>34,722,536</b>	<b>34,053,490</b>	<b>(669,046)</b>	<b>32,579,435</b>	<b>(1,474,055)</b>
<b>Net County Cost</b>	<b>2,963,852</b>	<b>3,350,457</b>	<b>8,101,033</b>	<b>8,030,954</b>	<b>(70,079)</b>	<b>8,104,738</b>	<b>73,784</b>
Salary Resolution	26.0	28.0	30.0	33.0	3.0	33.0	—
Funded FTE	26.0	28.0	29.9	32.9	3.0	32.9	—



## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$598,967 or two percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$345,016 in this funding source due to roll-over Measure K funding for the Menlo Park Coleman and Ringwood Avenues study being excluded until the September Revisions Budget.

#### Licenses, Permits, and Franchises

There is a net increase of \$53,282 in this funding source due to a projected increase in the solid waste collection fee in the County Franchise Area.

#### Use of Money and Property

There is an increase of \$13,115 in this funding source due to anticipated interest earned.

#### Intergovernmental Revenues

There is a net increase of \$1,496,906 in this funding source due to a one-time increase of \$330,430 in All Other Federal Grants for the Energy Efficiency Conservation Block Grant, a one-time increase of \$492,124 in All Other Local Government Revenue for a PG&E project, a one-time \$304,000 from an EPA grant, and one-time increase of \$370,000 in State Aid and Reimbursements for Solid Waste.

#### Charges for Services

There is a net increase of \$38,816 in this funding source due to an increase in Planning Service Fees and Refuse Disposal Charges.

#### Miscellaneous Revenue

There is a net decrease of \$41,667 in this funding source due to a project ending.

#### Other Financing Sources

There is an increase of \$130,487 in this funding source specific to an increase in Operating Transfer In.

#### Fund Balance

There is a decrease of \$1,942,890 in this funding source primarily due to projected spending of appropriations related to the ending of assorted projects in the AB939 Fund at the end of FY 2022-23.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$669,046 or two percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$278,721 in this expenditure category due to a County-wide change in benefit providers. There are three positions being transitioned from limited term to permanent. None of the positions require new Net County Cost dollars.

#### Services and Supplies

There is a decrease of \$81,675 in this expenditure category primarily due to projects ending in FY 2022-23.



Other Charges

There is a decrease of \$389,018 in this expenditure category due to the removal of one-time expenditures.

Other Financing Uses

There is an increase of \$5,186 which is the Solid Waste Management programs Transfer Out to the Administration program for its portion of a shared cost for an Administrative Assistant and a Management Analyst position.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$85,554 in this expenditure category.

Contingencies/Departmental Reserves

There is no change in the General Fund Reserves expenditure category. The balance of General Fund Reserves represents 9.8 percent of Net Appropriations, which exceeds the County Two Percent General Fund Reserves Policy. There is no change in the Non-General Fund Reserves expenditure category.

**NET COUNTY COST**

There is a decrease of \$70,079 or 0.9 percent in this Department's General Fund allocation due to an overall reduction in benefit costs.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decrease by \$1,547,839 or six percent from the FY 2023-24 Recommended Budget to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$574,308 in this funding source due to roll-over Measure K funding for the Menlo Park Coleman and Ringwood Avenues study being excluded until the September Revisions Budget.

Licenses, Permits, and Franchises

There is no change in this funding source.

Use of Money and Property

There is no change in this funding source.

Intergovernmental Revenues

There is a decrease in the amount of \$243,430 in this funding source due to a removal of one-time funds in the amount of \$330,430 in All Other Federal Grants where funds were provided in FY 2023-24 for a one-time project in Climate Protection. This is offset by a one-time increase of \$100,000 in All Other State Aid in Climate Resilience.

Charges for Services

There is no change in this funding source.

Miscellaneous Revenue

There is no change in this funding source.

Other Financing Sources

There is an increase of \$83,546 in this funding source specific to an increase in Operating Transfer In.

Fund Balance

There is a net decrease of \$813,647 in this funding source primarily due to a decrease in the amount of \$689,447 in the AB 939 budget unit due to the removal of one-time projects and expenses.

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$1,474,055 or 4.3 percent from the FY 2023-24 Recommended Budget to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$269,754 in this expenditure category primarily due to an increase in Regular Pay Adjustments.

Services and Supplies

There is a decrease of \$1,741,050 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 \$4,108 in this expenditure category.

Other Financing Uses

There is an increase of \$407 in this expenditure category.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$942 in this expenditure category.

Contingencies/Departmental Reserves

There is no change in the General Fund Reserves. The balance of General Fund Reserves represents 10.4 percent of General Fund Net Appropriations, which exceeds the County Two Percent Reserves Policy.

There is no change in the Non-General Fund Reserves.

**NET COUNTY COST**

There is an increase of \$73,784 or 1 percent in this Department's General Fund allocation.

## Administration (4010P)

### Program Locator

County > Community Services > Office of Sustainability > Administration

### Program Outcome Statement

Provide leadership and internal operational support, oversee external and employee communications, support staff development and success, and facilitate community and employee engagement

### Program Results

Administration provides management and support in several key service areas that include policy and program development; budget and performance management; communications management; and community and employee engagement.

During FY 2021-23, the Office of Sustainability:

- Continued to develop a robust communications and outreach infrastructure, adding community engagement as an additional area of priority
- Facilitated professional skills development for all staff and supported employee engagement
- Promoted practices to support racial equity and social justice in internal operations and program outcomes

The Communications function establishes and oversees branding standards, outreach, and marketing resources to support programs in outreach and engagement efforts, develops staff capabilities in internal and external communications, stakeholder engagement, and program and office identity, and supports programs in reaching target audiences.

In FY 2021-23, Communications:

- Guided creative services and provided strategic communications to advance program outcomes
- Grew the audience base, awareness, and community engagement within programs via social media and other marketing resources
- Strengthened cross-program collaboration and cohesion to better serve the audiences, community organizations, and stakeholders within programs

During FY 2021-23, Administration:

- Engaged staff in hands-on learning, refining office practices and tools, and clarifying processes, including the creation and publication of Playbooks
- Promoted staff engagement via all-staff meetings, semi-annual team-building activities, and cross-program collaboration
- Facilitated participation in cross-program committees, including Events and Outreach, Schools Outreach, Social Media, and Racial Equity and Social Justice to create shared resources and lead office-wide activities
- Participated in the County's Core Equity Committee, serving in subcommittees, and piloting the County's Equity Framework in office programs
- Reached community members more effectively with program resources and services
- Supported outreach and engagement strategies of the Flood and Sea Level Rise Resiliency District

Over FY 2023-25, Communications will:

- Update the Sustainability website, branding standards, communications templates and processes, and outreach materials to support program implementation
- Continue the growth of the role of social media and other digital marketing resources to provide measurable, actionable, and results-oriented communications materials across all programs
- Update the youth climate programs to expand youth engagement in priority equity communities

Over FY 2023-25, Administration will:

- Continue to identify opportunities to increase staff engagement and retention
- Expand the employee development and career advancement support for all staff
- Operationalize the County's equity framework across program strategies
- Update the Office of Sustainability Strategic Plan to aid program managers and staff in aligning goals, resources, and work effort
- Reach community members more effectively by engaging community-based organizations in developing and conducting outreach

## Performance Measures

### Performance Narrative

The Youth Exploring Climate Science (YECS) Program (previously YESS) provides high school students with the opportunity to learn about the local impacts of climate change including biodiversity shifts, sea level rise, and wildfire impacts through a mixture of classroom presentations, interactive activities, and field trips. In FY 2022-23, the program reached 642 students, of which 22 percent are eligible for Free and Reduced Meal Programs. In FY 2023-24, the YECS program aims to further prioritize schools with students who represent low-income communities. Due to updated statewide policy of California's Universal Meals, the YECS program will be updating how low-income status is measured in this program during FY 2023-24.

### Performance Measure: Percent of Students Participating in Youth Climate Science Programs Representing Low-income Communities

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Students Participating in Youth Climate Science Programs Representing Low-income Communities	30%	22%	22%	23%	24%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,879,439	1,987,553	3,007,471	3,073,525	66,054	3,073,525	—
Total Requirements	3,223,989	3,225,382	4,974,316	4,937,701	(36,615)	4,981,081	43,380
Net County Cost	1,344,550	1,237,829	1,966,845	1,864,176	(102,669)	1,907,556	43,380
Salary Resolution	5.0	6.0	7.0	7.0	—	7.0	—
Funded FTE	5.0	6.0	7.0	7.0	—	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$2,611,484. Net funding adjustments in FY 2024-25 total \$2,757,533.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,648,099)	(2,714,153)
<b>Requirements</b>		
Gross Appropriations	(36,615)	43,380
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	2,611,484	2,757,533
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 2023-24	RLB Adjustments FY 2024-25
Sources	2,714,153	2,714,153
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,714,153)	(2,714,153)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	66,054	—
<b>Requirements</b>		
Gross Appropriations	(36,615)	43,380
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(102,669)	43,380
Positions	—	—

## Climate Resilience (4020P)

### Program Locator

County > Community Services > Office of Sustainability >  
**Climate Resilience**

### Program Outcome Statement

Implement programs and projects to increase resilience to climate change impacts

### Program Results

The Climate Resilience Program works on community and government operations hazard mitigation and adaptation planning, implementing and coordinating state stormwater and watershed regulations, monitoring groundwater, supporting water conservation efforts, certifying sustainable businesses, and piloting community led resilience projects, in order to increase countywide resilience to climate change impacts.

In FY 2023-25, the Program will embark on multi-agency collaborative efforts to update the County Safety Element and create an Environmental Justice Element to address the inequitable distribution of pollution and associated health effects. Partnering with multiple cities within the County, both Elements will focus on broad community and equity outreach to inform strategies around natural and human-caused hazards and identify environmental justice communities. Completion of both Elements is anticipated in Winter 2024.

In FY 2021-23, the Program completed the South Coast Sea Level Rise Study to assess the vulnerability of buildings, roads, farmland, and recreational areas to flooding and erosion due to sea level rise. The Program will begin to implement the Sea Level Rise Policy for County-Owned Assets in FY 2023-24, by developing tools and embedding sea level rise risk assessment and adaptation planning into procedures for County facilities. The Green Business Program continues to certify

sustainable small- to medium-sized businesses and is currently piloting a new initiative with the California Green Business Network incorporating resilience measures to reduce wildfire smoke, flooding, and power outage impacts. Green Businesses in the County now total 179, an increase in 23 certifications from the previous fiscal year. For FY 2023-24, the Green Business program will explore a marketing plan to increase consumer awareness, recruit new businesses, and further promote certified businesses through advertising and social media.

The Program piloted four community resilience projects in partnership with community-based organizations to address the impacts of heat, smoke and poor air quality, and power outages. The Program is preparing case studies for two completed projects: emergency preparedness for individuals with disabilities experiencing power loss and a Coastside resilience hub prepared to serve 100 people. The two remaining projects, heat resilience for renters and faith-based community resilience center, are expected to complete in FY 2023-24.

The Program continues to coordinate County departments and implement the Municipal Regional Stormwater Permit (MRP) issued by the Regional Water Quality Control Board. In FY 2022-23, the MRP was updated with increased requirements around trash capture, private and public development, and impaired watershed monitoring. The Program continues to seek grant funding to support meeting MRP goals in collaboration with other County departments and continues to meet state reporting requirements ensuring County MRP compliance.

To assess the status of the San Mateo Plain Groundwater sub-basin, the largest of nine groundwater basins in San Mateo County, the Program started a groundwater elevation monitoring program in FY 2019-20 and will continue monitoring through FY 2023-25.

## Performance Measures

### Performance Narrative

The Climate Resilience Program works to implement resilience programs and policies to prepare the County's most vulnerable communities for the impacts of climate change.

Through the Green Business Program, the Office of Sustainability certifies and promotes small to medium-sized businesses that operate in an environmentally responsible manner by conserving energy and water, minimizing waste, preventing pollution, and shrinking carbon footprints.

This measure tracks Green Business certifications using U.S. Census tract data and the lowest quartile of the Health Places Index (HPI) in order to determine whether efforts are reaching the populations most vulnerable to climate change.

A new measure in FY 2021-22, 38 percent of Green Businesses were located in the 25th percentile of the HPI. In FY 2022-23, participation in this percentile rose by 2 percent and now totals 40 percent of all Green Businesses.

### Performance Measure: Percent of program participants that represent socially vulnerable communities

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of program participants that represent socially vulnerable communities	n/a	38%	40%	40%	40%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,206,986	1,183,192	1,249,578	1,606,371	356,793	1,041,794	(564,577)
Total Requirements	1,906,665	2,012,562	3,141,892	3,371,669	229,777	2,816,240	(555,429)
Net County Cost	699,679	829,370	1,892,314	1,765,298	(127,016)	1,774,446	9,148
Salary Resolution	5.0	4.0	4.0	6.0	2.0	6.0	—
Funded FTE	5.0	4.0	4.0	6.0	2.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$559,261. Net funding adjustments in FY 2024-25 total \$630,848.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(329,484)	(1,186,277)
<b>Requirements</b>		
Gross Appropriations	226,827	(555,429)
Intrafund Transfers	2,950	—
Net County Cost	559,261	630,848
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 2023-24	RLB Adjustments FY 2024-25
Sources	686,277	621,700
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(686,277)	(621,700)
Positions	—	—

**3. Limited Term Conversion: Resource Conservation Specialist III:** This action converts one limited term Resource Conservation Specialist III, who is facilitating work on sea level rise and climate resilience, to allow for successful recruitment and retention of this critical role.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—



**4. Limited Term Conversion: Resource Conservation Specialist III:** This action converts one limited term Resource Conservation Specialist III, who is facilitating work on projects to capture, store, and treat storm water, to allow for successful recruitment and retention of this critical role.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	356,793	(564,577)
<b>Requirements</b>		
Gross Appropriations	226,827	(555,429)
Intrafund Transfers	2,950	—
Net County Cost	(127,016)	9,148
Positions	2	—

## Livable Communities (4030P)

### Program Locator

County > Community Services > Office of Sustainability > Livable Communities

### Program Outcome Statement

Provide accessible transportation options and a range of homes for people of all incomes and ages to create a thriving community in San Mateo County

### Program Results

The Livable Communities Program goals are to decrease greenhouse gas emissions through the availability of housing at all income levels, safe biking and walking routes, and accessible alternative transportation. The Program staffs the Bicycle and Pedestrian advisory Committee, which advises the Board of Supervisors on active transportation policies, plans, and programs, and implements Shift, the employee commute program that provides County employees incentives to use public transit, vanpools, carpools, biking, and walking. The Program also manages and staffs the Home for All San Mateo County initiative working to produce and preserve housing at all income levels.

During FY 2021-23, through a grant awarded by Caltrans, the Program secured consultant services and began preparing the North Fair Oaks Bicycle and Pedestrian Railroad Crossing and Community Connections Study. This Study will evaluate opportunities for a new pedestrian and bicycle crossing of the Caltrain tracks as well as bicycle and pedestrian improvements on local streets that provide connections to the potential new crossing and local connections on both sides of the tracks. In addition, the Program, in conjunction with the City of Menlo Park, began preparing the Coleman and Ringwood Transportation Study, to conduct a review of how both streets can better meet and balance the transportation needs of all corridor users, with a focus on bicycle and pedestrian safety and comfort. Both studies are expected to be completed in FY 2023-24.

Shift, the employee commute program, oversees public transit, vanpool, carpool, bike, and walk cash subsidies for approximately 900 participating County employees. While the number of current participants is down from

pre-pandemic averages, it has increased considerably from the 2020 low of 550 participants during the first year of the pandemic. During FY 2021-23, Shift continued to offer subsidies during the pandemic for public transit and vanpools, commute cash subsidies for walking, biking, and carpooling and launched a new micro-mobility incentive for first mile/last mile options. Shift pivoted the marketing campaign to encourage employees to safely ride public transit and helped identify carpool and vanpool potential matches for interested employees.

During FY 2021-23, 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. In FY 2021-23, Home for All collaborated with 21 Elements to relaunch the Planning Commissioners Network, released the Climate Adaptive Housing toolkit, assisted in the 2022 Working Together to End Homelessness virtual event and the Summit, and developed and launched the 2023 Working Together to End Homelessness Workplan. The Home for All initiative worked on task forces that focus on funding, second units, climate adaptive housing, and educator and workforce housing, launched a redesign of the messaging campaign on housing and homelessness, and initiated the community engagement program to incorporate best practices and lessons learned from the pandemic.

For FY 2023-25, the Program will continue to promote and explore creative solutions to housing and alternative transportation through its ongoing programs and initiatives. Alternative transportation opportunities will include partnering with County departments through the transportation work group to develop a shared strategic transportation vision and workplan for the County, completing its two active transportation design studies in North Fair Oaks and Menlo Oaks, and developing an implementation plan for infrastructure improvements and programs identified in the Active Transportation Plan. Shift will implement new subsidies and a more aggressive marketing campaign promoting alternative options for employee commutes, particularly as employees transition back to working on-site. Additionally, the Program will continue to staff and support the Home for All Initiative, implement task force work plans, and host housing community convenings on various housing issues and best practices.

## Performance Measures

### Performance Narrative

San Mateo County has a high cost of living, especially the cost of housing, forcing the workforce to live in adjacent counties and beyond. This is causing the workforce to have significant commutes to work, including County employees. Because transportation emissions account for 40 percent of greenhouse gas emissions, Shift provides a variety of subsidies to encourage employees to use an alternative mode of transportation other than a single occupancy vehicle to commute to work. By evaluating the percentage of the workforce that lives in either an MTC designated "Equity Priority Community" or an AB535 designated "disadvantaged community," the Office of Sustainability can determine whether County subsidies are targeting employees that have a high transportation burden. In FY 2023-24, the Office of Sustainability will evaluate if subsidies are serving employees with greater transportation burdens.

### Performance Measure: Percentage of Shift participants that live in communities with greater transportation burdens

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of Shift participants that live in communities with greater transportation burdens	19%	17%	19%	20%	20%

## Performance Measures

### Performance Narrative

In 2021, San Mateo County adopted its first active transportation plan, which includes projects, policies, and programs to improve and build out the active transportation network in the unincorporated County. However, these projects require significant financial and staffing resources to be implemented, requiring the County to leverage federal and state grant opportunities. It also takes considerable staff capacity to implement grant funded projects that are awarded for active transportation studies to further develop and publicly vet project scopes, getting them ready for future capital implementation. By tracking the number of projects in the process that are being implemented or have been completed, and grants applied for by census tracts that are within MTC Equity Priority Communities, the County can evaluate its progress on the active transportation plan priorities and whether financial resources are being invested in communities with the greatest health needs.

### Performance Measure: Number of active transportation grants applied for or projects/studies implemented by census track within MTC Equity Priority Communities

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of active transportation grants applied for or projects/studies implemented by census track within MTC Equity Priority Communities	n/a	2	2	2	2

## Performance Measures

### Performance Narrative

Jurisdictions in San Mateo County are allocated goals from the state for building above moderate, moderate, low, and very low income housing every eight years. By tracking our progress countywide, we can determine the level of resources, policies, and investment needed to building housing at all income levels. Home for All San Mateo County is a countywide community collaborative among multiple community partners working to produce and preserve housing at all income levels.

The initiative leverages existing resources and identifies innovative housing solutions and partnerships to create pathways and overcome challenges to creating more homes. A range of homes for people of all incomes and ages are needed for a thriving community. Additionally, we can also identify gaps in the housing being built by tracking annual progress allowing the County to direct funds to subsidize housing or resources to help with community engagement to support project approvals at the city levels. However, the challenge with the metric is the reliance of individual cities to be committed toward working to meet their housing goals. This is the only data collected to track accurate housing development progress on an annual basis.

### Performance Measure: Annual Progress on County's RHNA allocation goals

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Annual Progress on County's RHNA allocation goals	79%	93%	100%	15%	30%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Very Low Income	Low Income	Moderate Income	Above Moderate Income	All Units
Assigned Numbers	4595	2507	2830	6286	16418
Annual Progress on County's RHNA allocation goals	1615 (35%)	1067 (64%)	1067 (38%)	10949 (169%)	15239 (93%)

\*New measure: data will begin to be collected in FY 21-22

(The RHNA Data for 2022 does not get reported until June 2023 - so we will have updated numbers in September)

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,826,721	1,043,317	3,322,059	2,769,254	(552,805)	2,769,254	—
Total Requirements	2,455,746	1,871,586	6,585,799	5,886,267	(699,532)	6,177,157	290,890
Net County Cost	629,025	828,269	3,263,740	3,117,013	(146,727)	3,407,903	290,890
Salary Resolution	5.0	5.0	5.0	5.0	—	5.0	—
Funded FTE	5.0	5.0	4.9	4.9	—	4.9	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$(146,727). Net funding adjustments in FY 2024-25 total \$290,890.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(552,805)	—
<b>Requirements</b>		
Gross Appropriations	(699,532)	290,890
Intrafund Transfers	—	—
Net County Cost	(146,727)	290,890
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(552,805)	—
<b>Requirements</b>		
Gross Appropriations	(699,532)	290,890
Intrafund Transfers	—	—
Net County Cost	(146,727)	290,890
Positions	—	—

## Climate Protection (4040P)

### Program Locator

County > Community Services > Office of Sustainability >  
**Climate Protection**

### Program Outcome Statement

Implement policies and programs to reduce greenhouse gas emissions and meet carbon neutrality goals

### Program Results

The Climate Protection Program supports efforts to decarbonize residential and commercial buildings, and measure and reduce greenhouse gas emissions.

Through the Bay Area Regional Energy Network (BayREN), the Program provides rebates and technical assistance to support single-family and multi-family homes and small businesses in implementing energy efficiency and/or electrification projects. BayREN also supports municipal building departments in increasing compliance with the California Energy Code and adopting optional Reach Codes (ordinances that prevent use of natural gas and provide access to electric vehicle (EV) charging infrastructure). The Program also developed 10 case studies highlighting costs and strategies to decarbonize existing single-family homes and hosted a listening session with real estate professionals to share information and hear concerns about home electrification. In FY 2023-25, the Program will continue exploring strategies to accelerate the transition of existing buildings to clean energy.

Through the San Mateo County Energy Watch (SMCEW), the Program helps local governments, special districts, schools, and small businesses identify energy efficiency, electrification, and energy management opportunities and refers them to programs that can provide technical assistance, rebates, and installation services. In FY 2021-23, the Program launched a quarterly Facilities Working Group for public sector facilities staff. The Program collaborated with program implementer Willdan to replace 19 natural gas water heaters with heat pump technology at no cost to the municipalities. The Program also launched an initiative to assist municipalities in cataloging their methane gas equipment, with assistance

from San Mateo County Community Colleges District interns.

In FY 2021-23, SMCEW collaborated with the San Mateo County Office of Education (SMCOE) to assist school districts in accessing energy programs. SMCEW also launched the online “Small Business Resources Center,” and collaborated with El Concilio to visit 200 “hard-to-reach” small businesses in person to share information about environmental programs.

In FY 2023-25, SMCEW will assist more municipalities in cataloging their methane gas equipment and will fund the collection of extensive energy and other sustainability information at each of the 174 K-12 public schools.

Through the Regionally Integrated Climate Action Planning Support (RICAPS), the Program hosts a monthly working group to support sustainability staff in adopting and implementing climate action plans. In FY 2021-23, the Program began collaborating closely with Peninsula Clean Energy and C/CAG to provide leadership for countywide climate action. In FY 2023-25, the Program will continue collaborating with cities to adopt consistent electrify-upon-replacement policies countywide and support a regional effort to establish a Carbon Neutrality Action Plan.

In support of the Government Operations Climate Action Plan (GOCAP), in FY 2021-23, the Program partnered with the Department of Public Works (DPW) to begin work on the Fleet Electrification and EV Charging Infrastructure Strategic Plan. In FY 2023-25, the Program plans to pilot a carbon neutrality fund and support DPW in implementing energy efficiency and electrification projects at County facilities, complete the Fleet Electrification Plan, and install EV charging infrastructure at high-priority sites.

In FY 2021-23, the Board adopted the Community Climate Action Plan (CCAP) for unincorporated San Mateo County. The Program also collaborated with the Planning & Building Department to update the building code to limit the use of natural gas and increase EV charging requirements in new buildings. In FY 2023-25, the Program plans to establish a grant program to fund climate smart practices on agricultural lands and support the transition of buildings to clean energy.

## Performance Measures

### Performance Narrative

Through its partnership in the Bay Area Regional Energy Network and the Rising Sun Center for Opportunity, the Climate Protection team\* offers in-home Energy and Water Assessments to help residents move forward with energy efficient and all-electric homes. This metric indicates the percentage of residents receiving the assessments that are from low-income households. In FY 2021-22, nearly 60% of the residents who received an in-home assessment were from extremely low income, very low income, or low income households using the Area Median Income (AMI) thresholds.

\*The team name was changed from Energy and Water to Climate Protection.

### Performance Measure: Percent of Residents from Low-income Households Receiving In-home Energy and Water Assessments

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Residents from Low-income Households Receiving In-home Energy and Water Assessments	No data	53.6%	50%	54%	54%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,054,961	1,524,363	778,305	1,453,891	675,586	1,110,461	(343,430)
Total Requirements	1,349,586	1,969,401	1,756,439	2,738,196	981,757	2,125,129	(613,067)
Net County Cost	294,625	445,038	978,134	1,284,305	306,171	1,014,668	(269,637)
Salary Resolution	3.0	4.0	4.0	4.0	—	4.0	—
Funded FTE	3.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$306,171. Net funding adjustments in FY 2024-25 total \$(269,637).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	675,586	(343,430)
<b>Requirements</b>		
Gross Appropriations	981,757	(613,067)
Intrafund Transfers	—	—
Net County Cost	306,171	(269,637)
Positions	—	—

**2. New Term Resource Conservation Specialist III:** This action supports the program's effort to implement PG&E/ BayREN energy conservation programs to support County, cities, schools, and special districts to electrify infrastructure.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	675,586	(343,430)
<b>Requirements</b>		
Gross Appropriations	981,757	(613,067)
Intrafund Transfers	—	—
Net County Cost	306,171	(269,637)
Positions	—	—



## Solid Waste Management (4060B)

### Program Locator

County > Community Services > Office of Sustainability > **Solid Waste Management**

### Program Outcome Statement

Administer and implement resource conservation and waste diversion programs and policies in the County, including unincorporated areas

### Program Results

The Program works on increasing diversion of solid waste from landfills through recycling, source reduction, composting, outreach, and educational programs, to conserve resources and reduce greenhouse gas emissions. The Program is also responsible for ensuring compliance with various state mandates around solid waste and recycling.

The Program provides administrative support for the Pescadero Transfer Station (PTS) in the South Coast area of the county and manages programs and the solid waste franchise agreement for unincorporated county areas (e.g., County Franchised Area (CFA)). Republic Services was awarded the contract for the PTS and continues to process the waste and recycling for the South Coast area.

In County Franchise Area (CFA), curbside solid waste collection services are provided by Recology San Mateo County (Recology). In Calendar Year (CY) 2021, Recology collected 4,021 tons for disposal and diverted 6,910 tons of recyclables from the curbside collection services. The waste diverted through these efforts helps meet the mandated diversion targets for the unincorporated areas. In CFA, a decrease in disposal (3,823 tons) and a decrease in recycling (6,570 tons) was observed in CY 2022.

In FY 2021-23, the Program began implementing programs and policies around SB 1383. Senate Bill 1383 requires organic waste to be recycled, resulting in further decreased disposal and increased recycling. The Program continued implementation of a countywide edible food

recovery program, procurement and application of compost, and development of an internal County policy around recycled content paper procurement.

The Program also continued implementation of an ordinance that requires food service facilities to provide only compostable fiber-based foodware and to provide accessories only upon request. This “Foodware Aware” initiative is in collaboration with 16 cities in the County.

As part of its outreach efforts, the Program published informational guides on the Sustainability website and answered community questions through the hotline. The Program continued to conduct virtual activities, such as composting workshops. In FY 2021-2023, the Schools Program reached over 2,000 students, parents, and teachers.

In FY 2023-25, the Program will continue its efforts towards compliance with SB 1383, including: developing sustainable funding models, administrative memos around recycled content paper procurement in County departments, and implementing programs around organic waste diversion for the unincorporated county areas. The Foodware Aware initiative will focus more on inspections and enforcement, while continuing to offer outreach and technical assistance to food facilities.

The Program will also continue to support the community in recycling with continued technical assistance, outreach, and resources to comply with mandates under AB 939, AB 1826, AB 341, and SB 1383, and will continue to find ways to reduce illegal dumping in the unincorporated areas. A compliance program will be developed as required by the new law.

Education and outreach programs will continue to be implemented both virtually and in-person, including construction and demolition waste management, surplus property, online recycling database (Recyclestuff.org), composting workshops, and the Schools Program. A new web page is being designed with all information for the SB 1383 legislation requirements.

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	12,469,919	10,831,436	9,125,381	8,181,523	(943,858)	7,547,453	(634,070)
Total Requirements	12,469,919	10,831,436	9,125,381	8,181,523	(943,858)	7,547,453	(634,070)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	8.0	9.0	10.0	11.0	1.0	11.0	—
Funded FTE	8.0	9.0	10.0	11.0	1.0	11.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$4,346,116. Net funding adjustments in FY 2024-25 total \$3,580,884.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(5,289,974)	(4,214,954)
<b>Requirements</b>		
Gross Appropriations	(985,160)	(634,541)
Intrafund Transfers	41,302	471
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	4,346,116	3,580,884
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 2023-24	RLB Adjustments FY 2024-25
Sources	4,346,116	3,580,884
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(4,346,116)	(3,580,884)
Positions	—	—

**3. Limited Term Conversion of Resource Conservation Specialist III:** This action adds one Resource Conservation Specialist III for support of AB939, CFA Waste Management, Pescadero Transfer Station and County Service Area 8 fire protection and solid waste.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(943,858)	(634,070)
<b>Requirements</b>		
Gross Appropriations	(985,160)	(634,541)
Intrafund Transfers	41,302	471
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	1	—

## OOS - County Service Area 8 (4070B)

### Program Locator

County > Community Services > Office of Sustainability >  
**County Service Area No. 8**

### Program Outcome Statement

Provide quality, cost-effective waste services and other programs to residents and businesses in County Service Area No.8 (North Fair Oaks)

### Program Results

The Program administers solid waste collection and diversion programs, proper disposal and recycling education and monitoring to reduce illegal dumping, and administers contracts for other programs such as landscaping, fire protection services for a subset (assessment) area, community center, and graffiti abatement within the service area.

County Service Area No. 8 (CSA-8) has a franchise agreement for garbage collection services with Recology San Mateo Recology for a 15-year term ending on December 31, 2035, for the unincorporated areas within the South Bayside Waste Management Authority (SBWMA). The Program monitors the services provided to customers to cost-effectively implement and manage waste reduction and diversion programs.

In Calendar Year (CY) 2021:

- Recology collected 5,880 tons for disposal and diverted 4,723 tons of recyclable materials from the curbside collection services, representing a slight increase from the previous calendar year for disposal and a slight decrease in recycling. This is most likely due to businesses reopening after Covid-19 restrictions, which slightly increased disposal tonnages. Neither disposal nor recycling tonnage have returned to pre-pandemic levels. 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 unincorporated areas. The distribution of the

recycling tonnage diverted curbside in the service area were 33 percent from the commercial sector, 17 percent from multifamily dwellings, and 51 percent from residential customers.

- The "Report It SMC!" app allows County staff and the public to easily report incidents of graffiti, illegal dumping, abandoned shopping carts, and excessive litter in the community. In CY 2022, 433 incidents were reported in the app, with an additional 152 reported shopping carts reported in CY 2022 than in CY 2021. This increased shopping cart trend appears to be significantly decreasing for CY 2023 due to bus transportation routes returning to normal making it easier for residents to get their groceries home, and additional shopping cart pick-up programs by the vendors who are processing bottle and can redemptions in the community.

The Program also administers the contract with the City of Redwood City for fire services for a subset area of assessment and a portion of the operating costs for the North Fair Oaks Community Center.

- In FY 2021-22, the Redwood City Fire Department responded to 184 calls in CSA-8, and 91 percent of these calls were responded to within 7 minutes or less.
- The North Fair Oaks Community Center serves approximately 7,000 households and 20,000 individuals each year. Approximately 25 percent of these visitors are from CSA-8.

In FY 2023-24, the Program will continue to manage the franchise agreements with Recology and review the garbage and recycling service levels for commercial and multifamily dwellings in CSA-8. This will serve to increase recycling to meet the State mandated requirements (AB 939, AB 1826, AB 341, and SB 1383), and continue to educate the public to decrease illegal dumping and bin overages near commercial buildings and multifamily complexes. The program will also conduct technical assistance, outreach, cart/bin inspections to ensure residents and businesses are recycling correctly.

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	8,714,334	8,812,905	9,138,709	8,937,972	(200,737)	8,932,210	(5,762)
Total Requirements	8,714,334	8,812,905	9,138,709	8,937,972	(200,737)	8,932,210	(5,762)
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$5,576,616. Net funding adjustments in FY 2024-25 total \$5,545,161.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(5,777,353)	(5,550,923)
<b>Requirements</b>		
Gross Appropriations	(242,039)	(6,233)
Intrafund Transfers	41,302	471
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	5,576,616	5,545,161
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 2023-24	RLB Adjustments FY 2024-25
Sources	5,576,616	5,545,161
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(5,576,616)	(5,545,161)
Positions	—	—

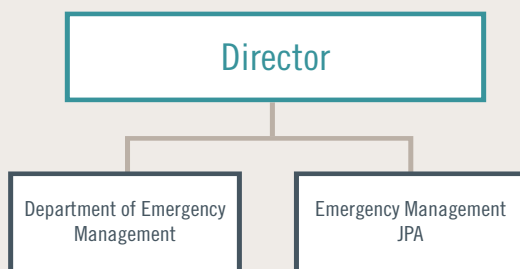
## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(200,737)	(5,762)
<b>Requirements</b>		
Gross Appropriations	(242,039)	(6,233)
Intrafund Transfers	41,302	471
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

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## Department of Emergency Management (4300B)

### DEPARTMENT OF EMERGENCY MANAGEMENT



# Department of Emergency Management

*“Understanding that underserved communities often experience greater distress in times of disasters, we are committed to providing all our communities with the greatest resources available.”*

COUNTY OF SAN MATEO 



## Department Locator

County > Community Services > **Department of  
Emergency Management**

## Mission Statement

The Department of Emergency Management (DEM), utilizes department funds to train, equip, and prepare San Mateo County and its residents from all types of hazards. For example, promoting citizen participation in Community Emergency Response Team (CERT) training, first responder drills, and other planning efforts.

## Overview

DEM operates from the seismically safe Regional Operations Center (ROC), which has served as a response hub during multiple significant events over the past two years including: COVID-19, the CZU fires, a multiple-alarm fire in FY 2022-23, a water disruption on the coast, the Late December/Early January Storms, the 2023 February-April Storms, and multiple public safety power shutoff (PSPS) events. At one point in time the Emergency Operations Center (EOC) based at the ROC had been operating for 15 straight months. Many of the aforementioned events overlapped each other, requiring coordination across multiple County departments and surrounding partner agencies. For each of these emergencies DEM played a critical organizational role.

## Innovations

In late fall 2022, DEM oversaw the migration of the SMC Alert notification system to another provider to improve text, voice, and e-mail communications/alerts during emergency situations and work in concert with San Mateo County Public Safety Communications (PSC) dispatchers when messages are transmitted. Text messages can now be sent in multiple languages. Training was provided

throughout December to those who send alerts via SMC Alert and the implementation was successful.

In the area of County community preparedness, DEM will be launching a new campaign to increase the number of users in the SMC Alert system, allowing DEM to reach more residents when notifying for an emergency. DEM is also working to train and prepare more County staff to be able to work in the EOC during emergencies. The department currently has classes planned through California Specialized Training Institute and TEEX. The classes include basic and intermediate fundamentals of EOC positions and roles.

DEM will also be transitioning to the use of Veoci, a virtual EOC software. Veoci will allow the County EOC to work with other agencies remotely in the event of an EOC activation, allowing it to provide support and efficient coordination of resources to the cities and jurisdictions within the County.

Working with FEMA and CalOES, DEM was able to secure space and coordinate two Disaster Recovery Centers (DRCs) for residents who were impacted by the storms. The DRCs were home to FEMA and CalOES recovery specialists who provided in-person guidance for those needing help with applications for federal assistance, checking the status of an application, getting information regarding help with rental assistance or other basic needs, and referrals to other agencies that can also provide assistance.

## Challenges

The new budget cycle for FY 2023-25 will bring with it new challenges for DEM. DEM finds itself at a cross-roads in its operational structure with clear and present need for new staffing need in order to meet the demands that exist from regularly occurring natural disasters and new challenges that have yet to present themselves. DEM looks forward to a time when those additional personnel



can be added to allow DEM to successfully meet those demands.

## Performance Measures

### Performance Narrative

DEM transitioned from Everbridge to Rave on 12/31/22. At that time, we had 111,565 users in the system. Signups on SMC Alert were transitioned to Rave on 10/01/22 and since that time we have added 19,914 users. DEM will increase the number of users signed up in our Alert & Warning system by 10K residents over 18 years of age.

### Performance Measure

Number of users in the SMC Alerts system	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
	N/A	111,565	131,479	140,000	150,000

## Performance Measures

### Performance Narrative

DEM will increase the number of County staff trained to work in the EOC. DEM will add 80 newly trained employees per year with representation from all County departments.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Cumulative Number of County staff trained via CSTI to work in the EOC in the event of an activation.	N/A	72	152	230	310

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	32,302	167,964	74,843	(93,121)	74,843	—
Intergovernmental Revenues	—	2,537,786	1,762,689	2,174,612	411,923	2,174,612	—
Charges for Services	—	50,000	50,000	410,000	360,000	410,000	—
Interfund Revenue	—	150,000	410,000	—	(410,000)	—	—
Miscellaneous Revenue	—	8,256	—	—	—	—	—
<b>Total Revenue</b>	<b>—</b>	<b>2,778,344</b>	<b>2,390,653</b>	<b>2,659,455</b>	<b>268,802</b>	<b>2,659,455</b>	<b>—</b>
Fund Balance	—	—	395,880	485,847	89,967	395,880	(89,967)
<b>Total Sources</b>	<b>—</b>	<b>2,778,344</b>	<b>2,786,533</b>	<b>3,145,302</b>	<b>358,769</b>	<b>3,055,335</b>	<b>(89,967)</b>
<b>Requirements</b>							
Salaries and Benefits	—	1,283,833	1,983,274	1,873,669	(109,605)	1,910,109	36,440
Services and Supplies	—	2,005,002	1,623,319	2,533,178	909,859	2,441,163	(92,015)
Other Charges	—	910,851	1,127,919	640,031	(487,888)	649,456	9,425
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	65,000	—	(65,000)	—	—
Other Financing Uses	—	25,074	29,141	32,470	3,329	33,190	720
<b>Gross Appropriations</b>	<b>—</b>	<b>4,224,759</b>	<b>4,828,653</b>	<b>5,079,348</b>	<b>250,695</b>	<b>5,033,918</b>	<b>(45,430)</b>
Intrafund Transfers	—	—	150,124	150,124	—	150,124	—
<b>Net Appropriations</b>	<b>—</b>	<b>4,224,759</b>	<b>4,978,777</b>	<b>5,229,472</b>	<b>250,695</b>	<b>5,184,042</b>	<b>(45,430)</b>
Contingencies/Dept Reserves	—	—	153,657	153,657	—	153,657	—
<b>Total Requirements</b>	<b>—</b>	<b>4,224,759</b>	<b>5,132,434</b>	<b>5,383,129</b>	<b>250,695</b>	<b>5,337,699</b>	<b>(45,430)</b>
<b>Net County Cost</b>	<b>—</b>	<b>1,446,416</b>	<b>2,345,901</b>	<b>2,237,827</b>	<b>(108,074)</b>	<b>2,282,364</b>	<b>44,537</b>
Salary Resolution	—	10.0	10.0	10.0	—	10.0	—
Funded FTE	—	10.0	10.0	10.0	—	10.0	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$358,769 or 13 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a reduction of \$93,121 in this funding source due to a removal of Measure K.

#### Intergovernmental Revenues

There is a net increase of \$411,923 in this funding source due to a one-time increase of \$380,00 in All Other State Aid for the Fire Safe Grant and an increase of \$322,506 in All Other Federal Grants for the Emergency Management Performance Grant.

#### Charges for Services

There is a net increase of \$360,000 in this funding source due to a reappropriation of revenue from the ESC-JPA previously budgeted in Interfund Revenue.

#### Interfund Revenue

There is a net decrease of \$410,000 due to a reappropriation of revenue from the ESC-JPA now budgeted in Charges for Services.

#### Fund Balance

There is a net increase of \$89,967 in this funding source due to one-time exemptions for late invoices related to the Local Hazard Mitigation Plan.

### TOTAL REQUIREMENTS

Total Requirements decrease by \$250,695 or 4.9 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$109,605 in this expenditure category due to a County-wide change in benefit providers.

#### Services and Supplies

There is an increase of \$909,859 in this expenditure category due to new contracts for the Fire Safe Grant and the Emergency Management Performance Grant.

#### Fixed Assets

There is a net decrease of \$65,000 in the expenditure category.

#### Other Charges

There is a decrease of \$487,888 in this expenditure category due to the removal of service charges in the Emergency Management ESC-JPA sub-unit.

#### Other Financing Uses

There is an increase of \$3,329 in this expenditure category.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is no change in this expenditure category.

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Contingencies/Departmental Reserves

There is no change in the General Fund Reserves expenditure category. The balance of General Fund Reserves represents 2.9 percent of General Fund Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is a decrease of \$108,074 or 4.6 percent in this Department's General Fund allocation due to an overall reduction in benefit costs.

## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$89,967 from the FY 2023-24 Recommended Budget to the FY 2024-25 Preliminary Recommended Budget:

#### Taxes

There is no change in this funding source.

#### Intergovernmental Revenues

There is no change in this funding source.

#### Charges for Services

There is no change in this funding source.

#### Interfund Revenue

There is no change in this funding source.

#### Fund Balance

There is a decrease of \$89,967 in this funding source due to a removal of one-time funds allocated to be spent in FY 2023-24.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$45,430 or 0.8 percent from the FY 2023-24 Recommended Budget to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$36,440 in this expenditure category primarily due to an increase in Regular Pay Adjustments.

#### Services and Supplies

There is a decrease of \$92,015 in this expenditure category primarily due to the removal of a one-time Measure K project and grant-related expenses in the Office.

#### Other Charges

There is a net increase of \$9,425 in this expenditure category due to an increase in County Facility Service Charge.

#### Other Financing Uses

There is an increase of \$720 in this expenditure category.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is no change in this expenditure category.

#### Contingencies/Departmental Reserves

There is no change in the General Fund Reserves. The balance of General Fund Reserves represents 3 percent of General Fund Net Appropriations, which exceeds the County Two Percent Reserves policy.

There is no change in the Non-General Fund Reserves.

### NET COUNTY COST

There is an increase of \$44,537 or 2 percent in this Department's General Fund allocation.

## Department of Emergency Management (4310P)

### Program Locator

County > Community Services > Department of Emergency Management > **Department of Emergency Management**

### Program Outcome Statement

Plan and provide emergency management services to the County.

### Program Results

The Department of Emergency Management (DEM) coordinates countywide preparedness, response and protection services and activities for large-scale incidents and disasters. DEM is responsible for alerting and notifying appropriate agencies within the county’s 20 cities when disaster strikes; coordinating all agencies that respond, ensuring resources are available and mobilized in times of disaster; developing plans and procedures in response to and recovery from disasters; and developing and providing preparedness materials for our residents.

Community Impact of Services Provided:

DEM activated the EOC for the Late December/Early January Storms and remained open for 25 days. Working with FEMA and CalOES, DEM coordinated the opening of two Disaster Resource Centers (DRC) to help residents and local businesses acquire federal and state assistance to mitigate the costs due to damage from the storm. When a second storm system hit the area in March, the EOC was activated again to provide cities in the County with assistance due to power outages and additional damage from the winds that accompanied the storm.

With each emergency event DEM has managed to activate the EOC quickly with minimal staffing to provide information and coordinate aid to residents and cities. All jurisdictions within the County are represented in the ESC which provides a platform for updates and questions to the County in regard to emergency management and preparation. The effective coordination between DEM and the cities allows for the quick dissemination of information and assistance for residents based on their city’s requests to DEM, and when necessary, the EOC.

DEM’s Programmatic Focus:

- DEM’s focus will be increasing the number of County staff trained to work in the EOC in the event of an emergency activation. Classes are scheduled throughout the year and DEM is continually adding new topics.
- DEM will also focus on the transition to a virtual EOC through the use of Veoci software. The software provides a dedicated space to each city and allows them to communicate with the EOC in the event of an emergency. Once in place, training on this new system will be scheduled for all users.
- DEM will prepare to recruit additional staff to help manage fire safe grants and earthquake preparedness, in addition to current programs.

DEM Initiatives:

DEM has applied for several grants that will provide funding to mitigate fuel for fires and fire evacuation route planning and development. Areas such as Filoli, a historic property located in Woodside, will be benefit from the federal grant, while DEM will continue to manage the grants.

### Performance Measures

#### Performance Narrative

DEM will work with all departments to update their COOP each year.

#### Performance Measure

Percentage of departments providing an up-to-date COOP each year	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
	100%	100%	100%	100%	100%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	—	976,723	386,143	382,989	(3,154)	293,022	(89,967)
Total Requirements	—	1,989,804	1,690,843	1,739,324	48,481	1,678,709	(60,615)
Net County Cost	—	1,013,081	1,304,700	1,356,335	51,635	1,385,687	29,352
Salary Resolution	—	6.0	6.0	6.0	—	6.0	—
Funded FTE	—	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$167,108. Net funding adjustments in FY 2024-25 total \$144,825.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(208,594)	(205,440)
<b>Requirements</b>		
Gross Appropriations	(41,486)	(60,615)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	167,108	144,825
Positions	—	—

**2. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance for both years and adjustments to expenditures for FY 2023-24.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	205,440	115,473
<b>Requirements</b>		
Gross Appropriations	89,967	—
Intrafund Transfers	—	—
Net County Cost	(115,473)	(115,473)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(3,154)	(89,967)
<b>Requirements</b>		
Gross Appropriations	48,481	(60,615)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	51,635	29,352
Positions	—	—



## Emergency Management JPA (4320P)

### Program Locator

County > Community Services > Department of Emergency Management > **Emergency Management JPA**

### Program Outcome Statement

Engaging in local and regional cooperative planning, coordination, and delivery of incident and emergency event supporting services.

### Program Results

The Emergency Services Council (ESC) is comprised of all local governments within the geographic area of the County, special districts, unincorporated areas, and participating non-governmental entities. The goal of the ESC is to provide coordinated plans for the protection of persons and property based on the five phases of emergency management, support existing regional public information and notification systems, and to continue to support the regional hazardous materials emergency response program.

### Community Impact of Services Provided:

The ESC meets quarterly providing fiscal oversight, contracts administration, and budget development and monitoring. Through various funding sources, such as city contributions and grants, the ESC has sponsored staff trainings, software purchases, personnel, and equipment and vehicles. Currently, there are approximately 20,000 adult residents enrolled in SMC Alerts.

### ESC-JPA Programmatic Focus:

The ESC will continue to provide funding for the San Mateo Consolidated Hazmat contract, and one Fire Battalion Chief. New additions to their support will be the purchase of two vehicles, additional maintenance for the Coastside sirens, and partial funding for Veoci software.

### ESC-JPA Initiatives:

ESC is providing partial funding to support the transition from WebEOC to Veoci. Veoci provides a virtual EOC in which each of the jurisdictions in the County. ESC will also partially fund a campaign to increase public awareness and enrollment in the SMC Alert system.

### Performance Measures

#### Performance Narrative

DEM will work with CERT programs within SMC to add 10 additional CERT volunteers who speak a second language to support underserved communities. We will focus on the three most widely spoken languages other than English in SMC.

#### Performance Measure

Train and ID Bilingual Disaster Service Workers (DSW) and CERT that participate in County emergencies.	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Add new CERT members to participate in aiding DEM during SMC emergencies	N/A	N/A	10 CERTs who volunteered at the vaccination clinics	Additional 10 CERT Volunteers	Additional 10 CERT Volunteers

#### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Language (other than english)	Spanish	Mandarin/Cantonese	Tagalog	Other
	4%	3%	3%	

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	—	1,801,621	2,400,390	2,762,313	361,923	2,762,313	—
Total Requirements	—	2,234,955	3,441,591	3,643,805	202,214	3,658,990	15,185
Net County Cost	—	433,334	1,041,201	881,492	(159,709)	896,677	15,185
Salary Resolution	—	4.0	4.0	4.0	—	4.0	—
Funded FTE	—	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$120,698. Net funding adjustments in FY 2024-25 total \$295,592.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	81,516	(280,407)
<b>Requirements</b>		
Gross Appropriations	202,214	15,185
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	120,698	295,592
Positions	—	—

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

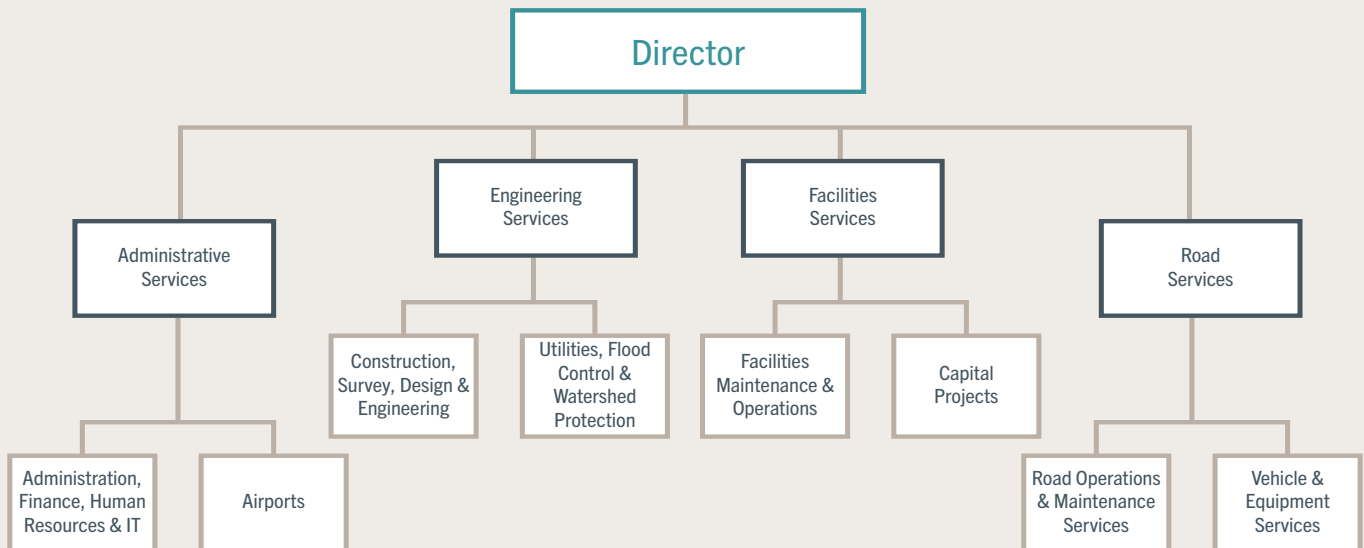
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	280,407	280,407
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(280,407)	(280,407)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	361,923	—
<b>Requirements</b>		
Gross Appropriations	202,214	15,185
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(159,709)	15,185
Positions	—	—

# Department of Public Works (4500D)

## DEPARTMENT OF PUBLIC WORKS



# Department of Public Works

*“Promoting equity by increasing access, expanding services, and improving infrastructure.”*

COUNTY OF SAN MATEO 



## Department Locator

County > Community Services > **Department of Public Works**

## Mission Statement

The Department of Public Works (DPW) plans, designs, constructs, operates, and maintains facilities and equipment that are safe and accessible to the general public and County employees.

## Overview

The Department of Public Works provides key services to enhance and protect the safety and quality of life for San Mateo County residents and employees. The Department provides professional and responsive engineering and construction management services; ensures that County maintained roads are safe, accessible and well-maintained; maintains fleet vehicles for County departments to provide critical services for residents; operates and maintains County facilities in an efficient and sustainable manner; provides agile and cost-effective construction-related services; manages the design and construction of County capital projects; ensures the operation of utility programs and districts throughout the County; partners with stakeholders to advance flood risk reduction efforts to protect unincorporated areas and County assets; and operates the San Carlos and Half Moon Bay Airports.

The Department of Public Works provides design, engineering, construction, maintenance, and operational support for new homeless shelters throughout the County. The Department will continue to provide these homeless shelters with ongoing facility maintenance, repairs, and construction-related services.

## Challenges, Initiatives, and Trends

The significant challenges, initiatives, and trends facing the Department of Public Works include:

- Increased construction project bid costs due to inflation and material supply shortages
- Utility cost escalation
- Unforeseen conditions at the new homeless shelters (flooding, misuse of facilities, equipment failures)
- Maintaining and replacing aging facilities and infrastructure; addressing deferred maintenance
- Hiring for and filling position vacancies
- Additional costs to utility districts and county service areas to address California Water Board mandates: Green infrastructure/stormwater mandate, trash capture requirements, Pescadero sediment total maximum daily load (TDML), and Pillar Point bacteria TDML.
- Road construction and maintenance projects (grant funded and/or eligible for Federal Emergency Management Agency (FEMA) reimbursement): Middlefield Road construction and post-construction maintenance, Bay Road complete streets design and construction, Santa Cruz/Alameda de las Pulgas construction, and significant storm repairs and debris removal.

## Department Innovations

- Expansion of the Vector Airport System to include the Half Moon Bay Airport for real-time flight tracking, noise-complaint management, implementation of the “Voluntary Noise Abatement Procedures” and “Friendly Approach”, and use of a new automated landing fee billing system.

- Utilize non-traditional material or construction processes in roadway rehabilitation or pavement preservation projects, including but not limited to: rubberized hot mixed asphalt, asphalt-rubber chip seal, warm mix asphalt, cold-in-place recycling, and full-depth reclamation.
- Replace applicable gas-powered hand tools with battery-powered tools and evaluate the installation of power management modules on maintenance vehicles to facilitate the charging of battery-powered hand tools.
- Continue to pursue zero and low emission vehicle options for the motorpool fleet of vehicles and begin to test the effectiveness and usability of electric heavy equipment.

### **Department Equity**

DPW continues to meet the County of San Mateo's commitment to equal employment opportunity, diversity, and inclusion in its employment practices, program operations, and service delivery systems.

DPW supports the County's goals and action steps to:

- Attract and retain a diverse workforce that is reflective of the community
- Increase inclusion among employees of differing identities and backgrounds to promote a welcoming

and productive workforce that responds to the needs of a diverse community

- Promote a work environment that is free from all forms of discrimination and harassment, including unfair treatment based on sex, race, religion, color, national origin or ancestry, physical or mental disability, medical condition, age, gender (including gender identity and gender expression), sexual orientation, or any other basis protected by federal or state law
- Provide opportunities for career development and advancement for all employees and identify barriers and challenges to diversity and inclusion and remove them or develop solutions
- Increase the pool of qualified, diverse applicants, particularly for job categories or areas that are underrepresented

DPW believes that it is important to meet the challenges of hiring the best candidates for job openings along with maintaining a racial/ethnic composition within DPW that closely matches the racial/ethnic composition of the County's population. DPW provides services within a very diverse community. By having a racial/ethnic composition that is as diverse as the communities it serves, DPW staff can incorporate their different life experiences and points of view to develop strategic objectives and implement solutions to meet the needs of a diverse community.

## Performance Measures

### Performance Narrative

The Department of Public Works (DPW) aims to meet the County of San Mateo's commitment to equal employment opportunity, diversity, and inclusion in its employment practices, program operations, and service delivery systems. DPW will work on expanding recruitment outreach and training opportunities that support an ethnically diverse workforce that is reflective of the community.

DPW supports the County's goals and action steps to:

- Attract and retain a diverse workforce that is reflective of the community
- Increase inclusion among employees of differing identities and backgrounds to promote a welcoming and productive workforce that responds to the needs of a diverse community
- Promote a work environment that is free from all forms of discrimination and harassment, including unfair treatment based on sex, race, religion, color, national origin, or ancestry, physical or mental disability, medical condition, age, gender (including gender identity and gender expression), sexual orientation, or any other basis protected by federal or state law
- Provide opportunities for career development and advancement for all employees, and identify barriers and challenges to diversity and inclusion and remove them or develop solutions
- Expand outreach effort to increase the pool of qualified, diverse applicants, particularly for job categories or areas that are underrepresented

DPW believes that it is important to meet the challenges of hiring the best candidates for job openings along with maintaining a racial/ethnic composition within DPW that closely matches the racial/ethnic composition of the County's population. DPW provides services within very diverse community. By having a racial/ethnic composition that is as diverse as the communities it serves, DPW staff can incorporate their different life experiences and points of view to develop strategic objectives and implement solutions to meet the needs of a diverse community.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Race/Ethnic Composition of DPW Workforce is equally or more diverse than the communities it serves.	YES	NO	YES	YES	YES

### Performance Measure's Disaggregated Data for FY 2022-23 Actuals

Category	White	African American	Asian (incl Hawaiian, Pacific Islander, and Filipino)	Hispanic/Latinx	Two or More Races/Unspecified/Native American
San Mateo County	45%	3%	27%	22%	3%
Department of Public Works	32%	5%	29%	29%	5%

Data source: San Mateo County data, County Human Resources Succession Planning document: Equal Employment Opportunity Plan 2022-2025

Data source: Department of Public Works, Workday Equal Employment Opportunity Workforce Ethnicity (275 total staff; 60 workers did not identify ethnicity; 215 total staff identified ethnicity)

**Performance Measures**

**Performance Narrative**

Incorporating three non-traditional features or innovative applications in the Transportation Network Projects managed by the Department.

The Department maintains 316 miles of roads and appurtenances. The Department considers and evaluates durable, cost-effective road network enhancements and preservation, repair, or rehabilitation strategies to support the continued use and condition of the roadway system. The Department also considers opportunities to employ non-traditional or innovative strategies of equal or better quality than could otherwise be accomplished with traditional methods at a lower overall delivery or lifetime cost to complete a project. These innovative techniques positively impact the community and the environment by reducing landfill waste, extending the lifecycle of County roadways, reducing greenhouse gas emissions, and enhancing traffic mobility design.

Non-traditional features that may be considered or evaluated\*:

- Using non-traditional material or construction processes in roadway rehabilitation or pavement preservation projects, including rubberized hot mixed asphalt, asphalt-rubber chip seal, warm mix asphalt, cold-in-place recycling, full-depth reclamation
- Using non-traditional material in bridge projects, including rubber mulch in non-structural fill
- Pipe lining, a trenchless culvert repair and rehabilitation method, to reduce both cost and traffic disruption
- Utilizing adaptive signal technology at intersections to adjust the timing of traffic signals based on traffic demands to ease traffic congestion
- Utilizing adaptive pedestrian crossings to provide additional crossing time and improve accessibility for users through enhanced mobility design

Some non-traditional methods, however, cannot be used due to specific road conditions (location, existing road material, required access, etc.)

- Benefits of non-traditional features incorporated into projects include the following:
- Utilizing rubber in materials for road projects - for example, rubber tires that would otherwise be landfilled can be utilized in certain roadway treatments, bridge projects, or other projects as appropriate
- Utilizing pipe liners on the inside of existing storm drainpipes resulting in less material being removed and taken to landfills and reducing impacts to roadway users during construction
- Methods to reuse existing roadway materials can reduce the amount of paving materials brought to a site, waste taken to a landfill, truck trips, carbon footprint, and greenhouse gas emissions

Other emergent non-traditional technologies, material, and processes will be evaluated and could be considered for implementation if determined to be cost effective, environmentally beneficial, and sustainable. These technologies help preserve natural resources, could be superior to traditional treatments, may be financially beneficial over the anticipated life of the project, may reduce impact to the public, and provide other notable environmental benefits.

Performance Measure	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Use of Non-Traditional or Innovative Applications in Transportation Network Projects	1	3	3	3	3



**Performance Measures**

**Performance Narrative**

The Department’s goal is to complete 85 percent of its approved facility capital improvement projects annually. This does not include multi-year or ongoing projects.

The Department’s annual investment in the capital program is designed to support communities and outlying regions through the beautification, rejuvenation, removal of barriers, and enhancement of its assets. The assets, primarily comprised of county-owned buildings, roadways, parks, and utility infrastructure, require a variety of resources to maintain their availability to the public. Over the next five years, the need for substantial infrastructure investment is expected to focus on the buildings most needed and accessed by the public.

The Department’s capital spending plan ensures the availability, longevity, and accessibility of its assets through a careful and strategic planning process that will affect all communities within the County over time. The Department’s projects, such as infrastructure maintenance, operations, airports, roadways, utilities, and sewers are not specific to one neighborhood, economic class, or group of people. Efforts are put forth annually through the Department’s capital spending plan with the focus of addressing adequate and accessible facilities to all residents through strategic construction planning. To that end, the Department has adopted a spending goal intended to continuously improve the number of capital projects delivered annually to the community.

Two projects that highlight the Department’s commitment to high standards of public service and accessible facilities for all residents and visitors are provided below.

**Highlighted Projects**

**Human Services Lobby Improvements**

To promote equity through improved access to services, the Department entered into an agreement for the renovation of the lobby and client services space located inside the East Palo Alto Government Center. The improvements include a revised floor plan, additional client service stations, new wall and floor finishings, a reconfigured waiting area, improved accessibility, and a child entertainment area. The completion of this project will allow for continued and improved access to government services as well as provide a more comfortable environment for both clients and staff.

**San Mateo Medical Center Prevent Self-Harm and Ligation Project**

This Project is in alignment with the County of San Mateo’s Shared Vision 2025 initiative of Healthy and Safe Communities as well as providing residents with access to quality healthcare and seamless services. This Project addresses the patient self-harm and ligation safety concerns in psychiatric units outlined in the Joint Commission’s 2018 risk assessment survey. The Project will mitigate patient safety risks by replacing hardware, glass, fixtures and finishes with ligation-, tamper-, or impact-resistant alternatives, thereby providing a clean, safe, and comfortable environment.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage completion of approved facility capital improvement projects on an annual basis (not including on-going programs or multi-year projects)	N/A	N/A	80%	85%	85%

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	8,171,030	9,481,158	5,640,308	6,873,860	1,233,552	6,919,708	45,848
Licenses, Permits and Franchises	1,337,897	1,459,054	925,500	1,245,500	320,000	1,295,500	50,000
Fines, Forfeitures and Penalties	375	2,321	15,000	15,000	—	15,000	—
Use of Money and Property	7,502,613	7,259,039	5,935,812	5,759,284	(176,528)	5,774,188	14,904
Intergovernmental Revenues	23,994,670	34,967,671	31,477,052	53,833,853	22,356,801	32,321,092	(21,512,761)
Charges for Services	24,360,087	24,855,087	27,096,272	27,570,673	474,401	27,838,224	267,551
Interfund Revenue	34,618,792	35,906,575	46,140,403	46,010,317	(130,086)	46,173,089	162,772
Miscellaneous Revenue	855,230	760,371	540,436	658,436	118,000	667,636	9,200
Other Financing Sources	1,211,023	1,589,129	6,635,983	4,853,191	(1,782,792)	999,447	(3,853,744)
<b>Total Revenue</b>	<b>102,051,717</b>	<b>116,280,405</b>	<b>124,406,766</b>	<b>146,820,114</b>	<b>22,413,348</b>	<b>122,003,884</b>	<b>(24,816,230)</b>
Fund Balance	115,555,053	124,379,279	142,295,255	119,275,237	(23,020,018)	85,186,549	(34,088,688)
<b>Total Sources</b>	<b>217,606,770</b>	<b>240,659,685</b>	<b>266,702,021</b>	<b>266,095,351</b>	<b>(606,670)</b>	<b>207,190,433</b>	<b>(58,904,918)</b>
<b>Requirements</b>							
Salaries and Benefits	47,924,153	49,801,034	59,801,381	58,931,498	(869,883)	59,786,779	855,281
Services and Supplies	51,156,995	55,105,145	94,941,351	95,333,570	392,219	74,414,822	(20,918,748)
Other Charges	11,123,190	15,205,142	15,855,556	16,190,164	334,608	15,556,187	(633,977)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	10,405,973	6,211,069	29,037,344	38,939,199	9,901,855	13,308,800	(25,630,399)
Other Financing Uses	2,198,583	2,420,162	8,649,879	6,202,087	(2,447,792)	2,338,531	(3,863,556)
<b>Gross Appropriations</b>	<b>122,808,894</b>	<b>128,742,552</b>	<b>208,285,511</b>	<b>215,596,518</b>	<b>7,311,007</b>	<b>165,405,119</b>	<b>(50,191,399)</b>
Intrafund Transfers	(27,748,647)	(30,433,995)	(30,733,840)	(34,687,716)	(3,953,876)	(35,286,812)	(599,096)
<b>Net Appropriations</b>	<b>95,060,247</b>	<b>98,308,557</b>	<b>177,551,671</b>	<b>180,908,802</b>	<b>3,357,131</b>	<b>130,118,307</b>	<b>(50,790,495)</b>
Contingencies/Dept Reserves	94,864,068	110,570,044	62,096,538	59,943,436	(2,153,102)	53,553,972	(6,389,464)
Non-General Fund Reserves	27,682,455	31,781,083	27,053,812	25,243,113	(1,810,699)	23,518,154	(1,724,959)
<b>Total Requirements</b>	<b>217,606,770</b>	<b>240,659,684</b>	<b>266,702,021</b>	<b>266,095,351</b>	<b>(606,670)</b>	<b>207,190,433</b>	<b>(58,904,918)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	310.0	311.0	312.0	318.0	6.0	318.0	—
Funded FTE	310.0	311.0	311.4	317.4	6.0	317.4	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$606,670 or 0.2 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$1,233,552 in this funding source primarily due to increases in Measure A and Measure W half-cent transportation revenue. This increase was partially offset by a decrease in one-time Measure K revenue.

#### Licenses, Permits and Franchises

There is a net increase of \$320,000 in this funding source primarily due to an increase in revenue from road encroachment permits.

#### Fines, Fees and Forfeitures

There is a no change in this funding source.

#### Use of Money and Property

There is a net decrease of \$176,528 in this funding source due to an anticipated reduction in interest earned on lower fund balances. This decrease was partially offset by an increase in electric vehicle charging fees.

#### Intergovernmental Revenues

There is a net increase of \$22,356,801 in this funding source primarily due to grant revenue for road and airport projects. This increase was partially offset by a decrease in gas tax revenue based on estimates from the California State Association of Counties.

#### Charges for Services

There is a net increase of \$474,401 in this funding source primarily due to an increase in revenue from sewer service charges. This increase was partially offset by a decrease in benefit assessment revenue due to the removal of a one-time transfer from the Emerald Lake Heights Sewer Maintenance District Zone 2 Trust Fund.

#### Interfund Revenue

There is a net decrease of \$130,086 in this funding source primarily due to a budget adjustment for department overhead cost allocation revenue from Interfund Revenue and Intrafund Transfers to better align with the actual distribution and the removal of one-time loan proceeds. This decrease was partially offset by an increase in General Fund revenue to fund stormwater compliance activities.

#### Miscellaneous Revenue

There is a net increase of \$118,000 in this funding source due to increased Public, Educational, and Governmental Access Support Fee revenue from Comcast.

#### Other Financing Sources

There is a net decrease of \$1,782,792 in this funding source due to a reduction in road projects funded from other funds. The sources of funding for road projects varies from year-to-year based on the types of projects scheduled and the projects' eligibility for particular funding sources.

#### Fund Balance

There is a net decrease of \$23,020,018 in this funding source primarily due to the anticipated completion of a number of one-time road and sewer improvement projects and the spending of Reserves for vehicle replacement purchases. This

decrease was partially offset by an increase in Fund Balance in the County Lighting Districts from unbudgeted refunds in FY 2022-23.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$606,670 or 0.2 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$869,883 in this expenditure category due to a reduction in the cost of employee retirement contributions. This decrease was partially offset by the addition of six positions.

#### Services and Supplies

There is a net increase of \$392,219 in this expenditure category primarily due to significant increases in utility costs at County facilities. This increase was partially offset by the removal of one-time road project expenses.

#### Other Charges

There is a net increase of \$334,608 in this expenditure category primarily due to increases in internal service charges. This increase was partially offset by a reduction in debt service payments from the Crystal Springs County Sanitation District.

#### Fixed Assets

There is a net increase of \$9,901,855 primarily due to the addition of one-time airport and road improvement projects. This increase was partially offset by the removal of one-time purchases and projects from FY 2022-23.

#### Other Financing Uses

There is a net decrease of \$2,447,792 in this expenditure category primarily due to the removal of one-time funding of road projects from Measure A and Measure W half-cent transportation funds. This decrease was partially offset by minor increases in facility surcharge expense.

#### Intrafund Transfers

There is a net decrease of \$3,953,876 in this expenditure category primarily due to increases in facility service charge transfers from General Fund programs and adjustments to cost reimbursements based on current demand for services. This decrease was partially offset by minor decreases in cost reimbursements for services in some areas.

#### Contingencies/Departmental Reserves and Non-General Fund Reserves

There is net decrease of \$3,963,801 in this expenditure category due to the anticipated completion of road, airport, and utility special district improvement and maintenance projects. This decrease was partially offset by an increase in Reserves in Measure W Half-Cent Transportation Sales Tax and some utility special districts due to the schedule of improvement projects. The balance in General Fund Reserves represents 13 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

#### NET COUNTY COST

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

### **FY 2024-25 Budget Overview**

#### TOTAL SOURCES

Total Sources decreased by \$58,904,918 or 22.1 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$45,848 in this funding source due to increased property tax revenue in Utility Special Districts.

Licenses, Permits and Franchises

There is a net increase of \$50,000 in this funding source due to an anticipated increase in road encroachment permit fee revenue.

Fines, Fees and Forfeitures

There is a no change in this funding source.

Use of Money and Property

There is a net increase of \$14,904 in this funding source due to an anticipated increase in revenue from electric vehicle charging fees and parking fees.

Intergovernmental Revenues

There is a net decrease of \$21,512,761 in this funding source primarily due to removal of one-time grant revenue for road and airport projects. This decrease was partially offset by an increase in gas tax and SBI revenue based on estimates from the California State Association of Counties.

Charges for Services

There is a net increase of \$267,551 in this funding source primarily due to an increase in revenue from sewer service charges.

Interfund Revenue

There is a net increase of \$162,772 in this funding source primarily due to increased Engineering services reimbursements on Roads projects and increases in service charge revenue. This increase was partially offset by a decrease in General Fund transfers to Roads from the removal of a one-time project reimbursement.

Miscellaneous Revenue

There is a net increase of \$9,200 in this funding source due to an anticipated increase in revenue from the sale of surplus vehicles and equipment.

Other Financing Sources

There is a net decrease of \$3,853,744 in this funding source due to a reduction in road projects funded from other funds. The sources of funding for road projects varies from year-to-year based on the types of projects scheduled and their eligibility for particular funding sources.

Fund Balance

There is a net decrease of \$34,088,688 in this funding source due to the planned completion of a number of one-time road, sewer, and airport improvement projects.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$58,904,918 or 22.1 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$855,281 in this expenditure category due to merit increases, general salary increases, and benefit expenses. There are no position changes in FY 2024-25.

Services and Supplies

There is a net decrease of \$20,918,748 in this expenditure category primarily due to the removal of one-time road project expenses. This decrease was partially offset by inflationary increases in Services and Supplies.

Other Charges

There is a net decrease of \$633,977 in this expenditure category primarily due to a reduction in contributions from Cable TV and the removal of one-time service charges for insurance liability claims. This decrease was partially offset by internal service charge increases.

Fixed Assets

There is a net decrease of \$25,630,399 due to the removal of one-time projects and purchases from FY 2023-24, which was partially offset by the addition of one-time purchases and improvements in FY 2024-25.

Other Financing Uses

There is a net decrease of \$3,863,556 in this expenditure category primarily due to the removal of one-time funding of road projects from Measure A and Measure W half-cent transportation funds. This decrease was partially offset by an increase in Road Mitigation Fee funding of road projects.

Intrafund Transfers

There is a net decrease of \$599,096 in this expenditure category primarily due to increases in facility service charge transfers from General Fund programs. This decrease was partially offset by minor decreases in cost reimbursements for services in some areas.

Contingencies/Departmental Reserves and Non-General Fund Reserves

There is net decrease of \$8,114,423 in this expenditure category primarily due to the anticipated completion of a number of utility special district improvement and maintenance projects. This decrease was partially offset by an increase in Reserves in the Road Fund due to the schedule of improvement projects. The balance in General Fund Reserves represents 8.3 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

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

## 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 2021-22 and FY 2022-23, the Program supported the County's COVID-19 and winter storm response efforts by providing administrative support to the Emergency Operations Center; mobilizing automation

assets to allow staff to work remotely; developing accounting processes to track expenses and submit documentation to support cost reimbursement requests to the Federal Emergency Management Agency (FEMA); and providing staff to assist at the County's vaccination sites. The Program added a training requirement that included volunteerism and classes in social justice and equity to broaden staff's understanding and awareness of issues related to equity, diversity, and inclusion.

In FY 2023-25, the Program plans to expand working out-of-class opportunities, in-house professional development programs, and 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 to highlight projects and achievements. The Program expects these initiatives will have a positive impact on service delivery and on employees' experiences working for the County.

### Performance Measures

#### Performance Narrative

Volunteerism brings employees closer to families and individuals in the community they serve, provides first-hand experience and understanding of the conditions they are in, and creates a greater awareness of issues of social justice and disparate impacts. Volunteerism positively impacts our community and inspires others to do more and become an active leader. Volunteering opportunities could include supporting disaster-relief efforts, food pantries, libraries, or museums. All not-for-profit volunteer hours count towards meeting this goal.

Training in the areas of equity and social justice brings about greater ability to recognize many types of social disparities and inequities. Training in these areas also provides the tools to overcome implicit bias in areas of race, gender, physical abilities, and sexual orientation. Social justice training helps employees become better problem solvers by looking at issues from multiple points of view.

The Program supports employee volunteerism and social justice training by communicating social awareness and community engagement opportunities and partnered with Central Human Resources to promote and encourage training in these areas.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Staff Meeting the Annual Training Target of 20 hours (including Equity Training)	N/A	89%	60%	65%	70%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	1,895,744	2,048,051	3,211,603	3,379,746	168,143	3,441,875	62,129
Interfund Revenue	3,452,116	3,500,609	6,700,249	4,686,556	(2,013,693)	4,748,990	62,434
Miscellaneous Revenue	5,977	47,740	—	—	—	—	—
<b>Total Revenue</b>	<b>5,353,837</b>	<b>5,596,400</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
Fund Balance	—	10,776	—	—	—	—	—
<b>Total Sources</b>	<b>5,353,837</b>	<b>5,607,176</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
<b>Requirements</b>							
Salaries and Benefits	6,910,841	7,314,765	8,952,453	8,921,109	(31,344)	9,080,336	159,227
Services and Supplies	238,288	361,108	1,152,344	1,171,768	19,424	1,173,904	2,136
Other Charges	740,415	799,352	1,390,761	1,458,161	67,400	1,470,850	12,689
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	44,484	—	—	—	—	—	—
Other Financing Uses	166,506	161,951	164,579	164,663	84	163,348	(1,315)
<b>Gross Appropriations</b>	<b>8,100,534</b>	<b>8,637,175</b>	<b>11,660,137</b>	<b>11,715,701</b>	<b>55,564</b>	<b>11,888,438</b>	<b>172,737</b>
Intrafund Transfers	(2,757,473)	(3,026,878)	(1,748,285)	(3,649,399)	(1,901,114)	(3,697,573)	(48,174)
<b>Net Appropriations</b>	<b>5,343,061</b>	<b>5,610,297</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
Contingencies/Dept Reserves	10,776	(3,120)	—	—	—	—	—
<b>Total Requirements</b>	<b>5,353,837</b>	<b>5,607,176</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	39.0	39.0	40.0	41.0	1.0	41.0	—
Funded FTE	39.0	39.0	40.0	41.0	1.0	41.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,353,837	5,607,176	9,911,852	8,066,302	(1,845,550)	8,190,865	124,563
Total Requirements	5,353,837	5,607,176	9,911,852	8,066,302	(1,845,550)	8,190,865	124,563
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	39.0	39.0	40.0	41.0	1.0	41.0	—
Funded FTE	39.0	39.0	40.0	41.0	1.0	41.0	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; and adjustments to the allocation of department overhead cost reimbursement. Net funding adjustments in FY 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,027,711)	122,506
<b>Requirements</b>		
Gross Appropriations	(126,597)	170,680
Intrafund Transfers	(1,901,114)	(48,174)
Net County Cost	—	—
Positions	—	—

**2. Position Adjustment - Senior C/CAG Program Specialist:** This actions adds one Senior City/County Association of Governments of San Mateo County (C/CAG) Program Specialist position to address increased workload due to a significant increase in transportation and other program funding.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	182,161	2,057
<b>Requirements</b>		
Gross Appropriations	182,161	2,057
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(1,845,550)	124,563
<b>Requirements</b>		
Gross Appropriations	55,564	172,737
Intrafund Transfers	(1,901,114)	(48,174)
Net County Cost	—	—
Positions	1	—

## 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 surface preservation treatments to ensure that the County's road system is optimally managed, allowing the public to safely traverse the County's road network. Towards this end, the Program performed various road surface preservation treatments on approximately 63 miles of roads in calendar year 2022.

The Program utilizes a Pavement Management Program (StreetSaver) to identify appropriate preservation treatments and when combined with an in-house chip seal program, has allowed the Program to maintain the overall condition of its road system. In addition, the Program plans to address the County's maintained roadways on a ten year maintenance cycle basis.

The Program has been able to address a backlog of projects while simultaneously working with various County

partners to improve and enhance the existing County road system with drainage facilities, green infrastructure, bicycle and pedestrian facilities, and updated traffic signage to maintain the overall integrity of the road system. The Program continues to address the on-going backlog of deferred maintenance activities and projects utilizing SB-1 revenues and will continue to seek state and federal funds to augment SB-1 revenues.

The Program successfully responded to weather related emergencies during the winter storm events to maintain safe access to the County's roadway network.

The Program implemented a new asset management system (MaintStar) to track all maintenance and repair activities to meet requirements imposed by the Regional Water Quality Control Board.

Finally, the Program proposes to continue replacing applicable gas-powered hand tools with battery-powered hand tools in FY 2023-24 and FY 2024-25, evaluate installation of power management module(s) on maintenance vehicles to facilitate charging of batteries for battery-powered hand tools, and identify appropriate use exemptions for gas-powered hand tools (e.g., emergencies events, fallen trees, landslides, etc.) where battery-powered tools are undersized and inadequate.

## Performance Measures

### Performance Narrative

The Program has a target to replace at least three gas-powered hand tools with battery-powered hand tools in each fiscal year.

The Program conducts roadside vegetation abatement annually utilizing hand tools (e.g., chainsaws, pole saws, leaf blowers, edge trimmers, and hedge trimmers) in certain locations and situations. The Program plans to acquire the following battery-powered hand tools: a chainsaw, a hedge trimmer, a string trimmer, a pole saw, and a leaf blower. The Program will evaluate battery-management tools (e.g. power bank, power management software, load sharing hardware and software) to allow the charging of depleted batteries while in the field and to power small electric hand tools. The Program will continue to evaluate additional battery-powered hand tools manufacturers to evaluate on-going advancements in energy storage and capacity in battery packs.

Benefits of battery-powered hand tools are:

- Extremely low noise levels from electric motors, Creating a Remarkable Experience for residents with reduced noise impacts from electric motors
- Zero emissions and no gas consumption
- For light-duty applications, high and instant torque makes it easier to cut, trim, and maintain momentum under operation
- Due to reduced noise impacts, vegetation maintenance activities can start as early as 6:30 AM, providing greater schedule flexibility to crews

Challenges of battery-powered hand tools are:

- High-capacity battery packs (3+ hours) have very high initial cost
- Run time is limited due to battery energy storage capacity
- Long charging time required for high-capacity batteries (up to 6+ hours in some cases). However, newer battery design will require less time to charge
- Battery design and standards are constantly changing
- The newest batteries for commercial applications are sometimes unavailable due to limited availability
- For heavy-duty applications and in emergencies, gas-powered hand tools are more effective and more appropriate

The Program will continue its evaluation to identify opportunities to utilize battery-powered hand tools.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Use of Battery Powered Hand Tools	N/A	6	3	3	3

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	4,068,493	5,293,720	3,332,663	4,205,940	873,277	4,205,940	—
Licenses, Permits and Franchises	717,703	774,262	350,000	650,000	300,000	700,000	50,000
Use of Money and Property	482,183	468,328	175,156	175,156	—	175,156	—
Intergovernmental Revenues	23,308,120	32,072,125	29,067,272	41,367,692	12,300,420	30,969,931	(10,397,761)
Charges for Services	711,920	607,410	496,500	583,100	86,600	587,100	4,000
Interfund Revenue	2,084,440	2,626,920	1,322,400	3,185,100	1,862,700	2,743,500	(441,600)
Miscellaneous Revenue	163,371	229,866	42,500	52,500	10,000	53,500	1,000
Other Financing Sources	880,454	581,369	6,336,536	4,553,744	(1,782,792)	700,000	(3,853,744)
<b>Total Revenue</b>	<b>32,416,684</b>	<b>42,654,001</b>	<b>41,123,027</b>	<b>54,773,232</b>	<b>13,650,205</b>	<b>40,135,127</b>	<b>(14,638,105)</b>
Fund Balance	35,126,643	38,184,171	51,741,733	33,505,912	(18,235,821)	16,713,065	(16,792,847)
<b>Total Sources</b>	<b>67,543,327</b>	<b>80,838,172</b>	<b>92,864,760</b>	<b>88,279,144</b>	<b>(4,585,616)</b>	<b>56,848,192</b>	<b>(31,430,952)</b>
<b>Requirements</b>							
Salaries and Benefits	11,706,158	12,343,719	13,649,408	13,448,025	(201,383)	13,567,767	119,742
Services and Supplies	10,605,006	11,942,465	41,148,648	38,179,244	(2,969,404)	16,114,923	(22,064,321)
Other Charges	2,064,827	1,611,643	2,409,571	2,517,202	107,631	2,432,010	(85,192)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	3,540,712	2,578,424	10,471,069	12,238,518	1,767,449	2,850,000	(9,388,518)
Other Financing Uses	1,493,507	835,668	7,614,512	5,183,090	(2,431,422)	1,329,964	(3,853,126)
<b>Gross Appropriations</b>	<b>29,410,211</b>	<b>29,311,920</b>	<b>75,293,208</b>	<b>71,566,079</b>	<b>(3,727,129)</b>	<b>36,294,664</b>	<b>(35,271,415)</b>
Intrafund Transfers	(51,056)	(215,481)	—	—	—	—	—
<b>Net Appropriations</b>	<b>29,359,155</b>	<b>29,096,439</b>	<b>75,293,208</b>	<b>71,566,079</b>	<b>(3,727,129)</b>	<b>36,294,664</b>	<b>(35,271,415)</b>
Contingencies/Dept Reserves	33,287,830	45,716,920	13,042,394	11,538,607	(1,503,787)	15,479,570	3,940,963
Non-General Fund Reserves	4,896,342	6,024,813	4,529,158	5,174,458	645,300	5,073,958	(100,500)
<b>Total Requirements</b>	<b>67,543,327</b>	<b>80,838,172</b>	<b>92,864,760</b>	<b>88,279,144</b>	<b>(4,585,616)</b>	<b>56,848,192</b>	<b>(31,430,952)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	77.0	77.0	77.0	79.0	2.0	79.0	—
Funded FTE	77.0	77.0	77.0	79.0	2.0	79.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	67,543,327	80,838,172	92,864,760	88,279,144	(4,585,616)	56,848,192	(31,430,952)
Total Requirements	67,543,327	80,838,172	92,864,760	88,279,144	(4,585,616)	56,848,192	(31,430,952)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	77.0	77.0	77.0	79.0	2.0	79.0	—
Funded FTE	77.0	77.0	77.0	79.0	2.0	79.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; increases in internal service charges; adjustments to projected revenues, including Highway Users Tax; and elimination of one-time revenues and expenditures, including improvement project-related expenditures, grant, Measure K, and project contributions. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(58,103,231)	(50,144,017)
<b>Requirements</b>		
Gross Appropriations	(47,683,328)	(43,524,871)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(6,390,245)	(1,944,188)
Non-General Fund Reserves	(4,029,658)	(4,674,958)
Net County Cost	—	—
Positions	—	—

**2. Road Operations - Projects:** This action appropriates funds for road and bridge projects, which include the resealing and reconstruction of County roads, due to project progress, revised priorities, and updated funding sources. SB 1, grant, Mitigation Fee, Measure A Half-Cent, and Measure W funding is appropriated for such projects as Santa Cruz and Alameda de las Pulgas Improvement, Lerida Court and Garbada Way Retaining Wall Project, Bay Road Complete Streets Project, and North Fair Oaks - 16th Avenue Reconstruction.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	19,011,703	1,000,000
<b>Requirements</b>		
Gross Appropriations	40,323,010	6,250,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(21,111,307)	(4,650,000)
Non-General Fund Reserves	(200,000)	(600,000)
Net County Cost	—	—
Positions	—	—

**3. Stormwater Management:** This adjustment appropriates a transfer from Non-Departmental Services for National Pollutant Discharge Elimination System Municipal Regional Permit compliance activities to improve water quality and stormwater pollution associated with maintenance of County roads, including trash load reduction, Green Infrastructure implementation, and Total Maximum Daily Loads.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,000,000	1,000,000
<b>Requirements</b>		
Gross Appropriations	1,000,000	1,000,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Fund Balance Adjustment - Roads:** This action re-appropriates Fund Balance from the prior year to Reserves, contracted services, and other special department expenses, and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	33,505,912	16,713,065
<b>Requirements</b>		
Gross Appropriations	1,331,944	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	27,299,010	11,538,607
Non-General Fund Reserves	4,874,958	5,174,458
Net County Cost	—	—
Positions	—	—

**5. Position Adjustment - Roads Permit Inspector and Engineering Technician:** This action adds two full-time positions: a Roads Permit Inspector and an Engineering Technician. Due to a large increase in the volume of encroachment permits in recent years, these positions are needed to provide an appropriate level of service to the public in performing inspections and assisting permit applicants. These positions will be funded by increased encroachment permit revenue.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	301,245	3,456
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(301,245)	(3,456)
Net County Cost	—	—
Positions	2	—

**6. Road Operations Equipment Purchases:** Road Fund Reserves are appropriated for the purchase of various road equipment in FY 2023-24 and FY 2024-25. The equipment planned to be purchased includes a paint truck, backhoe, mechanic's truck, patch truck, rubber track skid steer loader, one-ton crew cab trucks, and dump trucks. 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 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	1,000,000	1,000,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(1,000,000)	(1,000,000)
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(4,585,616)	(31,430,952)
<b>Requirements</b>		
Gross Appropriations	(3,727,129)	(35,271,415)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(1,503,787)	3,940,963
Non-General Fund Reserves	645,300	(100,500)
Net County Cost	—	—
Positions	2	—



## 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, design, surveying, drafting and construction management services to construct and maintain County infrastructure to support livable connected communities and improved quality of life for residents and visitors. The Program provides design, surveying, and inspection services for active transportation projects and various road resurfacing and reconstruction projects in the unincorporated suburban and rural areas of the County. The Program partners with other County departments to complete capital improvement projects.

In FY 2021-22 and FY 2022-23, the Program completed several projects including: Scour Countermeasures at the Cloverdale Road Bridge over Butano Creek Project, 2021 Countywide Pavement Maintenance Project, Encina Avenue Reconstruction Project, 2022 Pavement Preservation Project, Higgins Canyon Road Embankment

and Wingwall Repair Project, the 60 Inch Culvert Replacement at Bear Gulch Road, and Scenic Drive Repair and Reconstruction Project which utilized innovative treatments that resulted in reduced greenhouse gas emissions. Capital improvement projects in County Parks included: Coyote Point Recreation Area Eastern Promenade Rejuvenation Project, 2022 Coyote Point Marina Dredging and Pile Replacement Project, Midcoast Multi-Modal Trail Improvements Project, and the Sawyer Camp Trail Paving and Culvert Replacement Project.

During FY 2023-24 and FY 2024-25, the Program will implement processes to expedite project delivery and incorporate innovative road or infrastructure treatments as appropriate. In addition, the Program will continue to standardize internal work processes and augment information available on the Department's website to enhance accessibility by the public. The Program will also allocate resources to work on County special district and outside department projects to meet those goals and timelines. Finally, the Program will deliver several important infrastructure improvement projects including the Middlefield Road Improvement Project, Santa Cruz Avenue and Alameda de las Pulgas Improvement Project, Bay Road Complete Streets Project, Realize Flood Park Project, and the Tunitas Creek Beach Improvements Project.

## Performance Measures

### Performance Narrative

Incorporating three non-traditional features or innovative applications in the Transportation Network Projects managed by the Department.

The Department maintains 316 miles of roads and appurtenances. The Department considers and evaluates durable, cost-effective road network enhancements and preservation, repair, or rehabilitation strategies to support the continued use and condition of the roadway system. The Department also considers opportunities to employ non-traditional or innovative strategies of equal or better quality than could otherwise be accomplished with traditional methods at a lower overall delivery or lifetime cost to complete a project. These innovative techniques positively impact the community and the environment by reducing landfill waste, extending the lifecycle of County roadways, reducing greenhouse gas emissions, and enhancing traffic mobility design.

Non-traditional features that may be considered or evaluated\*:

- Using non-traditional material or construction processes in roadway rehabilitation or pavement preservation projects, including rubberized hot mixed asphalt, asphalt-rubber chip seal, warm mix asphalt, cold-in-place recycling, full-depth reclamation
- Using non-traditional material in bridge projects, including rubber mulch in non-structural fill
- Pipe lining, a trenchless culvert repair and rehabilitation method, to reduce both cost and traffic disruption
- Utilizing adaptive signal technology at intersections to adjust the timing of traffic signals based on traffic demands to ease traffic congestion
- Utilizing adaptive pedestrian crossings to provide additional crossing time and improve accessibility for users through enhanced mobility design

Some non-traditional methods, however, cannot be used due to specific road conditions (location, existing road material, required access, etc.)

- Benefits of non-traditional features incorporated into projects include the following:
- Utilizing rubber in materials for road projects - for example, rubber tires that would otherwise be landfilled can be utilized in certain roadway treatments, bridge projects, or other projects as appropriate
- Utilizing pipe liners on the inside of existing storm drainpipes resulting in less material being removed and taken to landfills and reducing impacts to roadway users during construction
- Methods to reuse existing roadway materials can reduce the amount of paving materials brought to a site, waste taken to a landfill, truck trips, carbon footprint, and greenhouse gas emissions

Other emergent non-traditional technologies, material, and processes will be evaluated and could be considered for implementation if determined to be cost effective, environmentally beneficial, and sustainable. These technologies help preserve natural resources, could be superior to traditional treatments, may be financially beneficial over the anticipated life of the project, may reduce impact to the public, and provide other notable environmental benefits.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Use of Non-Traditional or Innovative Applications in Transportation Network Projects	1	3	3	3	3

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	—	414,008	—	—	—	—	—
Charges for Services	185,984	79,173	136,250	136,250	—	136,250	—
Interfund Revenue	3,753,948	3,539,150	5,287,878	5,298,457	10,579	5,506,505	208,048
Miscellaneous Revenue	3,884	11,400	1,800	1,800	—	1,800	—
<b>Total Revenue</b>	<b>3,943,816</b>	<b>4,043,731</b>	<b>5,425,928</b>	<b>5,436,507</b>	<b>10,579</b>	<b>5,644,555</b>	<b>208,048</b>
Fund Balance	—	—	223	—	(223)	—	—
<b>Total Sources</b>	<b>3,943,816</b>	<b>4,043,731</b>	<b>5,426,151</b>	<b>5,436,507</b>	<b>10,356</b>	<b>5,644,555</b>	<b>208,048</b>
<b>Requirements</b>							
Salaries and Benefits	4,102,407	4,059,278	5,307,765	5,276,606	(31,159)	5,381,070	104,464
Services and Supplies	310,796	268,882	385,443	390,325	4,882	390,402	77
Other Charges	302,332	261,767	363,071	379,310	16,239	384,814	5,504
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	100,000	100,000
Other Financing Uses	102,139	99,349	99,028	94,502	(4,526)	93,745	(757)
<b>Gross Appropriations</b>	<b>4,817,674</b>	<b>4,689,276</b>	<b>6,155,307</b>	<b>6,140,743</b>	<b>(14,564)</b>	<b>6,350,031</b>	<b>209,288</b>
Intrafund Transfers	(753,536)	(525,991)	(609,156)	(584,236)	24,920	(585,476)	(1,240)
<b>Net Appropriations</b>	<b>4,064,137</b>	<b>4,163,285</b>	<b>5,546,151</b>	<b>5,556,507</b>	<b>10,356</b>	<b>5,764,555</b>	<b>208,048</b>
<b>Total Requirements</b>	<b>4,064,137</b>	<b>4,163,285</b>	<b>5,546,151</b>	<b>5,556,507</b>	<b>10,356</b>	<b>5,764,555</b>	<b>208,048</b>
<b>Net County Cost</b>	<b>120,321</b>	<b>119,554</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>	<b>120,000</b>	<b>—</b>
Salary Resolution	21.0	21.0	21.0	22.0	1.0	22.0	—
Funded FTE	21.0	21.0	21.0	22.0	1.0	22.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,943,816	4,043,731	5,426,151	5,436,507	10,356	5,644,555	208,048
Total Requirements	4,064,137	4,163,285	5,546,151	5,556,507	10,356	5,764,555	208,048
Net County Cost	120,321	119,554	120,000	120,000	—	120,000	—
Salary Resolution	21.0	21.0	21.0	22.0	1.0	22.0	—
Funded FTE	21.0	21.0	21.0	22.0	1.0	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 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and offsetting revenue from Engineering clients. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(72,552)	99,284
<b>Requirements</b>		
Gross Appropriations	(97,472)	100,524
Intrafund Transfers	24,920	(1,240)
Net County Cost	—	—
Positions	—	—

**2. Survey Equipment:** This action appropriates the purchase of new survey equipment from SB-1 revenue in the Roads Fund. Existing survey equipment has reached the end of its useful life and vendor support for the equipment will soon end. The Department plans to purchase two new state-of-the-art survey total stations, two or three geographic information systems (GIS) grade portable hand held units, and the necessary accessories and software needed to support the equipment to be used by the County Surveyor and Survey Section staff.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	100,000
<b>Requirements</b>		
Gross Appropriations	—	100,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Position Adjustment - Associate Civil Engineers:** Two Associate Civil Engineer positions are being added in response to the recently passed Infrastructure Investment and Jobs Act (IIJA) and on-going Parks Department Capital Improvement Projects. The IIJA is a once-in-a-generation injection of funding from the federal government for infrastructure related projects and is expected to bring in millions of grant dollars per year to the Department for infrastructure related work. In addition, there will be approximately 15 Parks Capital Improvement Plan (CIP) projects in FY 2023-25 that Engineering will oversee. The new positions will be primarily offset by the removal of a Limited Term Associate Engineer and a vacant Public Works Technician position.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	82,908	8,764
<b>Requirements</b>		
Gross Appropriations	82,908	8,764
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	10,356	208,048
<b>Requirements</b>		
Gross Appropriations	(14,564)	209,288
Intrafund Transfers	24,920	(1,240)
Net County Cost	—	—
Positions	1	—

## 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 provide efficient, safe, clean, attractive, and inviting environments for County staff and the public. The Program coordinates the planning, monitoring, and implementation of maintenance and custodial activities for more than 75 facilities.

Additionally, the Program annually processes an average of 18,000 corrective and preventive maintenance service requests essential to the upkeep of over four million square feet of County-maintained buildings.

Three main components of the Program that have a direct impact on employees and the community that receive services offered within County facilities include:

- **Custodial Services:** Creating a safe, clean, attractive, and comfortable environment to support the work of the County and community programs.
- **Grounds and Landscape Maintenance:** Providing aesthetically pleasing and comfortable areas for rest and recreation.
- **Facility Maintenance and Operations (FMO):** Maintaining the working environment through air-quality control, comfort, and basic needs, as well as providing services such as water, heat, air-conditioning, and security. A quality FMO program reduces downtime of facilities serving the public and employees, increases asset longevity, and improves accessibility.

Over the next two fiscal years, the Program will focus on reducing the backlog of service requests and move to a “First In, First Out” process. Through the new Computerized Maintenance Management System, the Program has improved tracking, maintenance, and management of asset and equipment upgrades. The Program is working closely with the Capital Projects section to coordinate ongoing maintenance with planned capital improvements to improve efficiency across the Facilities section of the Department of Public Works.

### Performance Measures

#### Performance Narrative

The Program receives and processes numerous requests for corrective services on critical infrastructure daily. This infrastructure ensures the facilities maintained by the Program function safely and comfortably. Each service request is unique, and upon supervisor review, is assigned an a target duration for completion. By establishing a goal of completing 90 percent of all service requests within the allotted duration, the Program ensures that maintenance issues are addressed promptly and minimizes any inconvenience to County staff and the public.

The Program completed the implementation of Maximo, the new computer maintenance management system for Facilities Services. Maximo is an instrumental tool that assists managers and supervisors to effectively assign cases, schedule preventative maintenance on critical infrastructure, and identify and prioritize aging service requests. The Program will populate the Maximo database to establish new set points for the Program’s performance goals. Once completed, the Program will be able to track the percentage of completion and closeout of individual service requests.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Timely Completion of Corrective Service Requests	N/A	N/A	90%	90%	90%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	668,404	895,063	747,412	773,440	26,028	788,344	14,904
Intergovernmental Revenues	711,396	932,850	1,332,718	1,344,854	12,136	1,344,854	—
Charges for Services	299,568	428,041	452,017	490,423	38,406	501,121	10,698
Interfund Revenue	11,171,010	10,941,117	13,888,642	14,331,301	442,659	14,527,227	195,926
Miscellaneous Revenue	333,868	163,699	220,136	220,136	—	220,136	—
Other Financing Sources	244,703	—	184,639	184,639	—	184,639	—
<b>Total Revenue</b>	<b>13,428,949</b>	<b>13,360,770</b>	<b>16,825,564</b>	<b>17,344,793</b>	<b>519,229</b>	<b>17,566,321</b>	<b>221,528</b>
Fund Balance	2,789,567	3,475,207	3,233,967	3,197,065	(36,902)	2,605,472	(591,593)
<b>Total Sources</b>	<b>16,218,516</b>	<b>16,835,977</b>	<b>20,059,531</b>	<b>20,541,858</b>	<b>482,327</b>	<b>20,171,793</b>	<b>(370,065)</b>
<b>Requirements</b>							
Salaries and Benefits	16,040,554	16,526,882	20,602,198	20,416,841	(185,357)	20,706,519	289,678
Services and Supplies	17,226,258	17,977,479	19,581,581	21,894,642	2,313,061	22,483,346	588,704
Other Charges	3,040,638	4,091,732	4,998,293	5,632,027	633,734	5,603,689	(28,338)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	52,454	70,000	130,005	60,005	—	(130,005)
Other Financing Uses	324,936	1,179,201	321,927	316,952	(4,975)	316,006	(946)
<b>Gross Appropriations</b>	<b>36,632,386</b>	<b>39,827,748</b>	<b>45,573,999</b>	<b>48,390,467</b>	<b>2,816,468</b>	<b>49,109,560</b>	<b>719,093</b>
Intrafund Transfers	(23,889,077)	(26,225,738)	(28,376,399)	(30,454,081)	(2,077,682)	(31,003,763)	(549,682)
<b>Net Appropriations</b>	<b>12,743,309</b>	<b>13,602,010</b>	<b>17,197,600</b>	<b>17,936,386</b>	<b>738,786</b>	<b>18,105,797</b>	<b>169,411</b>
Contingencies/Dept Reserves	3,475,207	3,233,967	2,861,931	2,605,472	(256,459)	2,065,996	(539,476)
<b>Total Requirements</b>	<b>16,218,516</b>	<b>16,835,977</b>	<b>20,059,531</b>	<b>20,541,858</b>	<b>482,327</b>	<b>20,171,793</b>	<b>(370,065)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	118.0	118.0	118.0	120.0	2.0	120.0	—
Funded FTE	118.0	118.0	117.7	119.7	2.0	119.7	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	16,218,516	16,835,977	20,059,531	20,541,858	482,327	20,171,793	(370,065)
Total Requirements	16,218,516	16,835,977	20,059,531	20,541,858	482,327	20,171,793	(370,065)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	118.0	118.0	118.0	120.0	2.0	120.0	—
Funded FTE	118.0	118.0	117.7	119.7	2.0	119.7	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; increases in utility costs; adjustments to operational contract costs; offsetting adjustments to service charge revenue and cost reimbursements from customers; carryforward of unspent FY 2022-23 vehicle purchase appropriation; 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 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,714,738)	(2,975,537)
<b>Requirements</b>		
Gross Appropriations	914,924	(328,437)
Intrafund Transfers	(1,318,527)	(538,924)
Contingencies/Dept Reserves	(2,311,135)	(2,108,176)
Net County Cost	—	—
Positions	—	—

**2. New Facilities:** One Stationery Engineer position and one Locksmith position are added to support the opening of the Navigation Center, El Camino House, and the new Radio Shop building. Adjustments are made to account for additional facilities service charge revenue and operating costs associated with changes to the County facility portfolio in FY 2023-24.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	759,155	10,758
Intrafund Transfers	(759,155)	(10,758)
Net County Cost	—	—
Positions	2	—

**3. Fund Balance Adjustment - Facilities:** This action re-appropriates Fund Balance from the prior year to Reserves, miscellaneous equipment purchases and operating expenses, and includes adjustments to Year-End fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	3,197,065	2,605,472
<b>Requirements</b>		
Gross Appropriations	1,142,389	1,036,772
Intrafund Transfers	—	—
Contingencies/Dept Reserves	2,054,676	1,568,700
Net County Cost	—	—
Positions	—	—



## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	482,327	(370,065)
<b>Requirements</b>		
Gross Appropriations	2,816,468	719,093
Intrafund Transfers	(2,077,682)	(549,682)
Contingencies/Dept Reserves	(256,459)	(539,476)
Net County Cost	—	—
Positions	2	—

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## 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 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 responses to service requests. The Program focuses on small to medium-sized projects in coordination with the Facilities Maintenance and Capital Projects units.

The Program's fee-for-service model serves the multiple County department programs and uses external contracting services when needed. The Program intends to focus on inclusive procurement practices which, in turn, may generate jobs and improve access to public contracts for local vendors. Expanding this practice may help the Program address the Board of Supervisors' direction of equity measures that address inequity in the construction contracting community of San Mateo County.

The Program, on average, services over 600 work requests annually in County-owned facilities that provide direct service to the general public. To help improve efficiency, the Program will assume responsibility for construction-related service requests related to the recently converted hotels. This will allow the Program to perform repairs on an as-needed basis to these facilities without the added cost of performing pre-proposal walk-throughs, proposals, submittal preparation, and other non-productive tasks and allow the Program to bill directly for work performed. This will help to reduce overhead costs and create a more efficient operation.

## Performance Measures

### Performance Narrative

The Program will implement innovative solutions to meet its productivity target by implementing Maximo, a Computer Maintenance Management System software solution, which will assist managers and supervisors to more efficiently assign, track, monitor, and prioritize projects and service requests. Using Maximo's reporting tools and dashboards, managers and supervisors will have greater insight into the Program's productivity rate and can make informed decisions on how best to meet customer requests and timelines.

The productivity rate is the percentage of employee-paid hours charged to work on reimbursable projects. All other time (e.g., vacation, sick, administrative, downtime) is charged as non-productive/overhead hours. As the productivity rate increases, fewer costs are allocated to the overhead rate, thus lowering the overall project cost to the Program's customers.

The Program has been assigned maintenance responsibilities at several of the new homeless shelters. All of the time spent completing maintenance tasks is reimbursable, which will assist in improving the overall productivity rate of the Program. Maintenance tasks do not require the Program to submit proposals for work in advance, thereby eliminating the chance of a denied proposal and the hours spent on the proposal becoming unproductive time.

The Program will request coding information in advance from Departments for any proposal requiring more than two hours to complete. This limits the possibility of excessive non-productive hours due to project proposals being denied and reduces requests for proposals for projects that may not have pre-approved funding.

In addition, the Program plans to increase its productivity rate by increasing its workload through improved advertising and promotion of its services to customers. Examples include working with departments to optimize opportunities for maintenance and small projects during remodels when space is vacant or when office staff is working remotely, and advertising its services through meetings and communications with other Departments to understand needs.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Increase the percentage productivity rate of Construction Services (CSS) staff	53%	42%	65%	62%	62%

## Construction Services Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	(2,898)	(3,645)	—	—	—	—	—
Charges for Services	89,730	66,094	85,028	85,028	—	85,028	—
Interfund Revenue	2,210,603	1,413,780	2,646,869	2,610,573	(36,296)	2,633,453	22,880
Miscellaneous Revenue	817	41,237	—	—	—	—	—
Other Financing Sources	85,866	397,000	—	—	—	—	—
<b>Total Revenue</b>	<b>2,384,117</b>	<b>1,914,466</b>	<b>2,731,897</b>	<b>2,695,601</b>	<b>(36,296)</b>	<b>2,718,481</b>	<b>22,880</b>
Fund Balance	72,842	151,902	40,622	—	(40,622)	—	—
<b>Total Sources</b>	<b>2,456,959</b>	<b>2,066,368</b>	<b>2,772,519</b>	<b>2,695,601</b>	<b>(76,918)</b>	<b>2,718,481</b>	<b>22,880</b>
<b>Requirements</b>							
Salaries and Benefits	1,877,587	1,683,602	2,067,066	1,998,265	(68,801)	2,007,235	8,970
Services and Supplies	247,106	170,564	306,527	326,972	20,445	334,906	7,934
Other Charges	173,007	163,285	346,678	356,776	10,098	362,462	5,686
Other Financing Uses	7,613	8,038	11,626	13,588	1,962	13,878	290
<b>Gross Appropriations</b>	<b>2,305,314</b>	<b>2,025,489</b>	<b>2,731,897</b>	<b>2,695,601</b>	<b>(36,296)</b>	<b>2,718,481</b>	<b>22,880</b>
Intrafund Transfers	(257)	257	—	—	—	—	—
<b>Net Appropriations</b>	<b>2,305,057</b>	<b>2,025,746</b>	<b>2,731,897</b>	<b>2,695,601</b>	<b>(36,296)</b>	<b>2,718,481</b>	<b>22,880</b>
Contingencies/Dept Reserves	151,902	40,621	40,622	—	(40,622)	—	—
<b>Total Requirements</b>	<b>2,456,959</b>	<b>2,066,368</b>	<b>2,772,519</b>	<b>2,695,601</b>	<b>(76,918)</b>	<b>2,718,481</b>	<b>22,880</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,456,959	2,066,368	2,772,519	2,695,601	(76,918)	2,718,481	22,880
Total Requirements	2,456,959	2,066,368	2,772,519	2,695,601	(76,918)	2,718,481	22,880
Net County Cost	—	—	—	—	—	—	—
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 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; and adjustments to reimbursement revenue. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(76,918)	22,880
<b>Requirements</b>		
Gross Appropriations	(36,296)	22,880
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(40,622)	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(76,918)	22,880
<b>Requirements</b>		
Gross Appropriations	(36,296)	22,880
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(40,622)	—
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 exceptional motorpool and vehicle procurement, maintenance, repair, and fueling services

### Program Results

Vehicle and Equipment Services provides motorpool services and vehicle and equipment procurement, maintenance, repair, registration, resale, and fueling services to County departments. By maintaining a safe, reliable, effective, and available fleet of vehicles and equipment, the Program supports County departments in providing critical services to its residents.

In FY 2021-22, the Program performed a total of 5,560 services on over 1,900 vehicles and pieces of equipment (including pump stations and generators). Of these services, 68 percent were for preventative maintenance. The Program emphasizes preventative maintenance to reduce unscheduled repairs, reduce interruptions to critical operations, reduce operational costs, increase

workplace safety, and maximize vehicle and equipment resale price.

The Program continues to pursue low emission and zero emission vehicle options for its motorpool fleet and County departments in efforts to meet the Board's adopted Government Operations Climate Action Plan. This plan aims to achieve carbon neutrality by 2035. The Program's efforts include plans to test electric heavy equipment in FY 2023-24. The continued replacement of older vehicles with hybrid, plug-in hybrid, and electric vehicles has allowed the Program to increase its overall fuel efficiency. Maintenance costs for electric vehicles are also anticipated to be less than those of traditional gas-powered vehicles, resulting in additional reductions to operational costs as the Program continues to introduce electric vehicles into its fleet.

The Program is participating in an interdepartmental effort to create a Fleet Electrification and EV Charging Infrastructure Strategic Plan. The Strategic Plan is expected to be completed in 2024. Once completed, the Program will seek funding to construct charging infrastructure and electrify the County's fleet.

### Performance Measures

#### Performance Narrative

The Program strives to exceed the industry standard of 50 percent of all work orders being for preventative maintenance services. The Program provides vehicle maintenance services for County vehicles and optimizes vehicle reliability through a preventative maintenance schedule based on mileage or months-in-use, whichever comes first.

The Program intends to validate odometer readings when vehicles are refueled by utilizing the newly implemented Fuel Management System. Increasing the accuracy of odometer readings will enhance the predictability and scheduling of preventative maintenance services.

Benefits of increasing preventative maintenance work orders:

- Minimizing unscheduled repairs
- Minimizing interruptions to critical operations
- Reducing operational costs

## Performance Measures

- Maximizing workplace safety
- Maximizing vehicle and equipment resale price

Challenges in achieving the target percentage of preventative maintenance work orders:

- Maintaining the preventative maintenance schedule with reduced staffing levels
- Scheduling conflicts with Departments for servicing vehicles
- The aging of the fleet due to the difficulty in obtaining new vehicles under current market conditions

By improving the predictability of preventative maintenance services, the Program will maintain vehicles at their optimal driving conditions, reducing the potential for unscheduled repairs which could lead to unnecessary downtime.

Performance Measure	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Increase the percent of preventative maintenance work performed	59%	68%	58%	60%	60%

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	195,207	157,905	345,000	345,000	—	345,000	—
Charges for Services	57,563	68,863	26,000	54,517	28,517	56,117	1,600
Interfund Revenue	6,231,285	7,506,566	8,007,905	8,227,245	219,340	8,255,019	27,774
Miscellaneous Revenue	291,947	164,916	229,000	234,000	5,000	242,200	8,200
Other Financing Sources	—	610,760	—	—	—	—	—
<b>Total Revenue</b>	<b>6,776,002</b>	<b>8,509,010</b>	<b>8,607,905</b>	<b>8,860,762</b>	<b>252,857</b>	<b>8,898,336</b>	<b>37,574</b>
Fund Balance	17,423,247	17,183,995	18,717,373	16,642,615	(2,074,758)	15,599,492	(1,043,123)
<b>Total Sources</b>	<b>24,199,249</b>	<b>25,693,005</b>	<b>27,325,278</b>	<b>25,503,377</b>	<b>(1,821,901)</b>	<b>24,497,828</b>	<b>(1,005,549)</b>
<b>Requirements</b>							
Salaries and Benefits	1,878,406	2,015,403	2,493,908	2,372,469	(121,439)	2,428,244	55,775
Services and Supplies	1,848,443	2,233,083	2,316,276	2,649,601	333,325	2,741,327	91,726
Other Charges	683,746	752,097	798,803	891,970	93,167	895,751	3,781
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	2,613,861	1,969,894	4,406,448	3,978,500	(427,948)	4,158,800	180,300
Other Financing Uses	4,298	8,929	12,637	11,345	(1,292)	11,583	238
<b>Gross Appropriations</b>	<b>7,028,754</b>	<b>6,979,407</b>	<b>10,028,072</b>	<b>9,903,885</b>	<b>(124,187)</b>	<b>10,235,705</b>	<b>331,820</b>
Intrafund Transfers	(13,499)	(4,349)	—	—	—	—	—
<b>Net Appropriations</b>	<b>7,015,255</b>	<b>6,975,057</b>	<b>10,028,072</b>	<b>9,903,885</b>	<b>(124,187)</b>	<b>10,235,705</b>	<b>331,820</b>
Non-General Fund Reserves	17,183,995	18,717,948	17,297,206	15,599,492	(1,697,714)	14,262,123	(1,337,369)
<b>Total Requirements</b>	<b>24,199,249</b>	<b>25,693,005</b>	<b>27,325,278</b>	<b>25,503,377</b>	<b>(1,821,901)</b>	<b>24,497,828</b>	<b>(1,005,549)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	14.0	14.0	14.0	14.0	—	14.0	—
Funded FTE	14.0	14.0	14.0	14.0	—	14.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	24,199,249	25,693,005	27,325,278	25,503,377	(1,821,901)	24,497,828	(1,005,549)
Total Requirements	24,199,249	25,693,005	27,325,278	25,503,377	(1,821,901)	24,497,828	(1,005,549)
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 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; changes in internal service charges; adjustments in revenue from departments; 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 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(18,464,516)	(16,605,041)
<b>Requirements</b>		
Gross Appropriations	(4,102,687)	(3,826,980)
Intrafund Transfers	—	—
Non-General Fund Reserves	(14,361,829)	(12,778,061)
Net County Cost	—	—
Positions	—	—

**2. Fund Balance Adjustment - Fleet:** This action re-appropriates Fund Balance from the prior year to Reserves and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	16,642,615	15,599,492
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	16,642,615	15,599,492
Net County Cost	—	—
Positions	—	—

**3. Annual Vehicle Replacement:** Vehicle and Equipment Services is responsible for the annual replacement of assigned and motorpool vehicles. Reserves will fund the one-time replacement of up to 75 vehicles in FY 2023-24 and up to 76 vehicles in FY 2024-25 for the Sheriff's Office and other departments.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	3,978,500	4,158,800
Intrafund Transfers	—	—
Non-General Fund Reserves	(3,978,500)	(4,158,800)
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(1,821,901)	(1,005,549)
<b>Requirements</b>		
Gross Appropriations	(124,187)	331,820
Intrafund Transfers	—	—
Non-General Fund Reserves	(1,697,714)	(1,337,369)
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 and timely emergency assistance, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. The Program completed four capital improvement projects and replaced a total of 2.13 miles of sanitary sewer pipes in FY 2021-22. In FY 2023-25 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 operates and maintains over 2,100 street lights in ten street lighting districts and one County Service Area in suburban and rural settings. These

districts include many geographically diverse areas with differing needs, property usages, level of lighting preferences and needs, and economic levels. The Program targets to repair 95 percent or more of the reported street light outages within ten working days.

The Program also manages two County Service Areas (CSAs) providing potable water services. In addition, the Program manages eight drainage maintenance districts and supports the San Mateo County Flood and Sea Level Rise Resiliency District in administration and maintenance of the 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 environmentally sensitive road maintenance standards.

## Performance Measures

### Performance Narrative

The Program goal is to complete streetlight repair requests within ten working days after receiving the request.

The Program maintains approximately 2,200 streetlights in 10 streetlight districts and one service area within the County. These districts include geographically diverse areas with differing needs, property usages, level of lighting preferences and needs, and economic levels. The districts include the following unincorporated areas of the County: Broadmoor, Colma, Harbor Industrial, San Mateo Highlands, Princeton-by-the-Sea, El Granada, Miramar, Moss Beach, Montara, Pescadero, La Honda, Emerald Lake Heights, Oak Knoll, Sequoia Tract, West Menlo Park, Menlo Oaks, and North Fair Oaks.

The districts are separate and distinct special districts that are funded by a portion of the one percent property taxes paid by property owners within each district. Revenues are impacted by assessed property values within each district. The Program relies on the public to report streetlight outages and utilizes Program staff and equipment to respond to and repair the outages. The Program strives to repair reported outages within ten working days and tracks the number of days taken to repair each outage reported. In most cases the repairs can be made by the Program, but there are instances where the issue requires Pacific Gas and Electric (PG&E) to perform specific work or the replace a damaged pole before the streetlight is operational. Ensuring the district streetlights are working is important for drivers, pedestrians, and bicyclists and may be a deterrent for unlawful activities. The Program understands and recognizes the importance of ensuring that streetlights are repaired as quickly as possible as they impact the residents in the districts.

Since the Program relies on the public to report outages, there may be streetlights that need repair, but have not yet been reported. To address any inequities, the Program plans to have staff conduct nighttime surveys periodically in low-income neighborhoods to locate outages and generate streetlight repair requests. The Program maintains unique data and identifiers for the streetlights. Each streetlight is included in the Program's computerized maintenance management system and geographic information system with information relative to streetlight locations and past outages and repairs. The Program is able to query streetlight information to evaluate repair time and track repair history.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Streetlights Repaired in Ten Working Days	100%	99%	95%	95%	95%

### Performance Measure's Disaggregated Data for FY 2022-23 Actuals

Category	Bel-Aire LMD	Belmont HLD	Colma HLD	CSA No. 6	Granada HLD
Percent of Streetlights Repaired in Ten Working Days	100%	100%	100%	100%	100%
Category	Emerald Lake Heights HLD	Enchanted Hills LMD	La Honda LMD	Pescadero HLD	Menlo Park HLD
Percent of Streetlights Repaired in Ten Working Days	100%	N/A	N/A	N/A	100%
Category	Montara HLD				
Percent of Streetlights Repaired in Ten Working Days	100%				

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,420,898	3,962,568	2,042,714	2,427,989	385,275	2,473,837	45,848
Licenses, Permits and Franchises	604,694	669,092	560,000	580,000	20,000	580,000	—
Use of Money and Property	637,262	552,483	804,818	602,262	(202,556)	602,262	—
Intergovernmental Revenues	7,495	1,435,880	7,062	6,307	(755)	6,307	—
Charges for Services	20,251,208	18,909,882	19,740,874	19,893,609	152,735	20,082,733	189,124
Interfund Revenue	5,653,565	6,300,778	8,286,460	7,671,085	(615,375)	7,758,395	87,310
Miscellaneous Revenue	27,950	65,502	7,000	110,000	103,000	110,000	—
Other Financing Sources	—	—	114,808	114,808	—	114,808	—
<b>Total Revenue</b>	<b>30,603,073</b>	<b>31,896,185</b>	<b>31,563,736</b>	<b>31,406,060</b>	<b>(157,676)</b>	<b>31,728,342</b>	<b>322,282</b>
Fund Balance	53,250,469	57,554,038	60,864,279	58,686,967	(2,177,312)	45,162,039	(13,524,928)
<b>Total Sources</b>	<b>83,853,542</b>	<b>89,450,223</b>	<b>92,428,015</b>	<b>90,093,027</b>	<b>(2,334,988)</b>	<b>76,890,381</b>	<b>(13,202,646)</b>
<b>Requirements</b>							
Salaries and Benefits	3,750,465	4,033,557	4,619,862	4,493,515	(126,347)	4,574,695	81,180
Services and Supplies	17,936,979	17,726,682	24,951,057	25,643,033	691,976	26,096,210	453,177
Other Charges	2,217,949	5,540,503	5,003,870	4,409,917	(593,953)	3,858,525	(551,392)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	3,635,601	1,410,307	12,011,576	9,846,576	(2,165,000)	6,200,000	(3,646,576)
Other Financing Uses	99,584	127,026	425,570	417,947	(7,623)	410,007	(7,940)
<b>Gross Appropriations</b>	<b>27,640,577</b>	<b>28,838,075</b>	<b>47,011,935</b>	<b>44,810,988</b>	<b>(2,200,947)</b>	<b>41,139,437</b>	<b>(3,671,551)</b>
Intrafund Transfers	(277,994)	(435,814)	—	—	—	—	—
<b>Net Appropriations</b>	<b>27,362,583</b>	<b>28,402,260</b>	<b>47,011,935</b>	<b>44,810,988</b>	<b>(2,200,947)</b>	<b>41,139,437</b>	<b>(3,671,551)</b>
Contingencies/Dept Reserves	55,759,028	60,182,261	44,864,696	44,718,753	(145,943)	35,177,802	(9,540,951)
Non-General Fund Reserves	611,610	746,148	431,384	443,286	11,902	453,142	9,856
<b>Total Requirements</b>	<b>83,733,221</b>	<b>89,330,669</b>	<b>92,308,015</b>	<b>89,973,027</b>	<b>(2,334,988)</b>	<b>76,770,381</b>	<b>(13,202,646)</b>
<b>Net County Cost</b>	<b>(120,321)</b>	<b>(119,555)</b>	<b>(120,000)</b>	<b>(120,000)</b>	<b>—</b>	<b>(120,000)</b>	<b>—</b>
Salary Resolution	21.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	21.0	22.0	21.8	21.8	—	21.8	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	83,853,542	89,450,223	92,428,015	90,093,027	(2,334,988)	76,890,381	(13,202,646)
Total Requirements	83,733,221	89,330,669	92,308,015	89,973,027	(2,334,988)	76,770,381	(13,202,646)
Net County Cost	(120,321)	(119,555)	(120,000)	(120,000)	—	(120,000)	—
Salary Resolution	21.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	21.0	22.0	21.8	21.8	—	21.8	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; adjustments in internal service charges; adjustments to property tax and interest revenue; 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 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(61,136,763)	(58,479,493)
<b>Requirements</b>		
Gross Appropriations	(17,410,554)	(14,953,830)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(43,519,489)	(43,307,103)
Non-General Fund Reserves	(206,720)	(218,560)
Net County Cost	—	—
Positions	—	—

**2. Fund Balance Adjustment - Utilities:** This action re-appropriates Fund Balance from the prior year to Reserves and operational expenses, and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	58,686,967	45,162,039
<b>Requirements</b>		
Gross Appropriations	5,248,223	4,967,471
Intrafund Transfers	—	—
Contingencies/Dept Reserves	53,220,122	39,966,152
Non-General Fund Reserves	218,622	228,416
Net County Cost	—	—
Positions	—	—

**3. Sewer District Equipment:** Appropriations are made to fund the purchase of sewer equipment to replace older equipment that is no longer functional and/or to acquire items that reflect the latest technology. Equipment to be purchased include two pick-up trucks in FY 2023-24 and a flusher truck in FY 2024-25. Funding will be provided by Sewer Districts administered by the County.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	114,808	114,808
<b>Requirements</b>		
Gross Appropriations	514,808	514,808
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(400,000)	(400,000)
Net County Cost	—	—
Positions	—	—

**4. Capital Projects - Sewer Districts:** Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies or excessive maintenance. In FY 2023-24 and FY 2024-25, 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.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	9,446,576	5,800,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(9,446,576)	(5,800,000)
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,334,988)	(13,202,646)
<b>Requirements</b>		
Gross Appropriations	(2,200,947)	(3,671,551)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(145,943)	(9,540,951)
Non-General Fund Reserves	11,902	9,856
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 County of San Mateo Airports strive to engage and outreach to the local community about the important benefits of the Airports. The Program operates and maintains the San Carlos and Half Moon Bay Airports in accordance with Federal Aviation Administration (FAA) regulations, state requirements, and the County's Voluntary Noise Abatement Procedures (VNAPs). Program staff manage and maintain over 500 acres of airport facilities; more than 400 hangar and tiedown permits and business leases; and perform design and environmental studies for safety, security, and infrastructure improvements at both Airports.

In FY 2022-23, the Program completed several improvements or designs funded by FAA grants and

Airport enterprise funds. Recently completed projects include the design of the San Carlos Airport and Half Moon Bay runway pavement preservation projects. Construction of these projects is expected to be completed in FY 2023-24. The Program completed the design for the Backup Generator and Electrical Vault upgrade project at the Half Moon Bay Airport. Construction is expected to commence in FY 2024-25.

In FY 2019-20, the Program launched its "Fly Friendly" Program – including a noise management website, informational outreach campaigns, and innovative video series demonstrating the VNAPs – to positively partner with pilots and neighbors and reduce noise impacts to the community. In FY 2021-22, the Program expanded its outreach campaign to include the "Friendly Approach" community-focused e-newsletter and informational website. In FY 2022-23, the Program installed the Vector Airport System at the Half Moon Bay Airport for improved VNAPs management, and to better respond to community inquiries regarding aircraft overflights. The Program will continue to partner with airport users to achieve 92 percent or higher compliance with VNAPs.



## Performance Measures

### Performance Narrative

The Program aims to utilize technology to track aircraft flight paths and adherence with noise abatement procedures.

The County is sensitive to the concerns of its residents surrounding the San Carlos and Half Moon Bay Airports and has worked with pilot associations, flight schools, the Federal Aviation Administration (FAA), and neighboring communities to develop Voluntary Noise Abatement Procedures (VNAPs) which are flight paths that minimize noise impacts to the surrounding communities whenever possible.

The Program utilizes flight management technology to monitor adherence with the VNAPs and track aircraft flight paths, allowing for early outreach on noise issues. Prior to implementing this new technology, the Program utilized staff to physically observe aircrafts for one-hour each day to monitor adherence with noise abatement procedures. The Program's flight management technology provides precise flight track data with the click of a button, resulting in reduced staff time and increased data accuracy. The Program utilizes this technology to identify flight paths and respond to customer concerns in real time, improving its responsiveness, customer service, and proactive outreach to pilots. The Program partners with airport users to achieve a high level of adherence at both airports. The Program launched its "Fly Friendly" program, including a noise management website, informational outreach campaigns, and innovative video series demonstrating the VNAPs, with the goal of positively partnering with the neighborhood and reducing noise impacts to the community. In FY 2021-22, the Program expanded this outreach campaign to include the "Friendly Approach" community focused e-newsletter and informational website.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Utilize Technology to Track Aircraft Flight Paths and Adherence with Noise Abatement Procedures	97%	99%	92%	92%	92%

## County Airports Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	681,638	224,869	264,931	239,931	(25,000)	239,931	—
Licenses, Permits and Franchises	15,500	15,700	15,500	15,500	—	15,500	—
Fines, Forfeitures and Penalties	375	2,321	15,000	15,000	—	15,000	—
Use of Money and Property	5,522,455	5,188,906	3,863,426	3,863,426	—	3,863,426	—
Intergovernmental Revenues	19,175	105,000	1,070,000	11,115,000	10,045,000	—	(11,115,000)
Charges for Services	9,543	22,281	26,000	26,000	—	26,000	—
Interfund Revenue	61,825	77,655	—	—	—	—	—
Miscellaneous Revenue	27,416	36,011	40,000	40,000	—	40,000	—
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>6,337,927</b>	<b>5,672,742</b>	<b>5,294,857</b>	<b>15,314,857</b>	<b>10,020,000</b>	<b>4,199,857</b>	<b>(11,115,000)</b>
Fund Balance	3,911,213	5,639,866	6,297,663	5,912,074	(385,589)	4,025,877	(1,886,197)
<b>Total Sources</b>	<b>10,249,140</b>	<b>11,312,609</b>	<b>11,592,520</b>	<b>21,226,931</b>	<b>9,634,411</b>	<b>8,225,734</b>	<b>(13,001,197)</b>
<b>Requirements</b>							
Salaries and Benefits	1,657,975	1,823,828	2,108,721	2,004,668	(104,053)	2,040,913	36,245
Services and Supplies	1,884,819	1,799,352	2,177,475	2,155,985	(21,490)	2,157,804	1,819
Other Charges	1,150,276	1,197,263	432,009	294,801	(137,208)	298,086	3,285
Fixed Assets	571,315	199,991	2,078,251	12,745,600	10,667,349	—	(12,745,600)
Other Financing Uses	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>5,264,385</b>	<b>5,020,434</b>	<b>6,796,456</b>	<b>17,201,054</b>	<b>10,404,598</b>	<b>4,496,803</b>	<b>(12,704,251)</b>
Intrafund Transfers	(5,755)	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>5,258,631</b>	<b>5,020,434</b>	<b>6,796,456</b>	<b>17,201,054</b>	<b>10,404,598</b>	<b>4,496,803</b>	<b>(12,704,251)</b>
Non-General Fund Reserves	4,990,509	6,292,174	4,796,064	4,025,877	(770,187)	3,728,931	(296,946)
<b>Total Requirements</b>	<b>10,249,140</b>	<b>11,312,609</b>	<b>11,592,520</b>	<b>21,226,931</b>	<b>9,634,411</b>	<b>8,225,734</b>	<b>(13,001,197)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	10,249,140	11,312,609	11,592,520	21,226,931	9,634,411	8,225,734	(13,001,197)
Total Requirements	10,249,140	11,312,609	11,592,520	21,226,931	9,634,411	8,225,734	(13,001,197)
Net County Cost	—	—	—	—	—	—	—
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 2023-25, including: negotiated salary and benefit adjustments, including merit increases and adjustments to retiree health contributions; adjustments 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 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(7,392,663)	(17,027,074)
<b>Requirements</b>		
Gross Appropriations	(2,596,599)	(12,951,197)
Intrafund Transfers	—	—
Non-General Fund Reserves	(4,796,064)	(4,075,877)
Net County Cost	—	—
Positions	—	—

**2. FAA Funded Projects:** This action appropriates Federal Aviation Administration grant funds, both carry forward of anticipated unspent FY 2022-23 appropriations and new FY 2023-24 appropriations, for airport projects, including runway improvements at San Carlos and Half Moon Bay Airports. Funding for the required grant match expense is appropriated from Reserves.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	11,115,000	—
<b>Requirements</b>		
Gross Appropriations	12,350,000	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(1,235,000)	—
Net County Cost	—	—
Positions	—	—

**3. Airport Projects:** This adjustment re-appropriates anticipated unspent FY 2022-23 appropriations for Airport projects, which is offset by a reduction in Reserves. The continuing projects include the repainting of the San Carlos Terminal, San Carlos Monument Sign installation, and Half Moon Bay Hangar rehabilitation.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	395,600	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(395,600)	—
Net County Cost	—	—
Positions	—	—

**4. Fund Balance Adjustment - Airports:** This action re-appropriates Fund Balance from the prior year to Reserves and miscellaneous expenses includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	5,912,074	4,025,877
<b>Requirements</b>		
Gross Appropriations	255,597	246,946
Intrafund Transfers	—	—
Non-General Fund Reserves	5,656,477	3,778,931
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	9,634,411	(13,001,197)
<b>Requirements</b>		
Gross Appropriations	10,404,598	(12,704,251)
Intrafund Transfers	—	—
Non-General Fund Reserves	(770,187)	(296,946)
Net County Cost	—	—
Positions	—	—

## Capital Projects (8500D)

### Program Locator

County > Community Services > Department of Public Works > **Capital Projects**

### Program Outcome Statement

The Capital Program plans, designs, constructs, upgrades, maintains, and improves facilities and infrastructure to operate efficiently and safely

### Program Results

The Program oversees infrastructure renovations and remodels in existing facilities. Capital infrastructure refers to the built environment that makes the County of San Mateo public-serving facilities safe, healthy, engaging, and aesthetically pleasing, which fulfills the Board of Supervisors' Shared Vision 2025. The Capital Improvement Program (CIP) focuses on two types of projects:

- New one-time projects with a useful life of more than five years, costing \$150,000 or more; and
- Major infrastructure equipment and system replacements and maintenance and operation project improvements for employees and the community

The Program establishes a comprehensive plan for spending priorities identified and approved by the Board of Supervisors in the CIP, which is updated annually.

Over the next two years, the Program plans to focus resources on deferred facility maintenance and improvement projects. The facility maintenance projects include mechanical equipment replacement, roof replacements, parking lot work, flooring, walls, and other “non-critical” building infrastructure that can potentially create a situation where a facility can become inoperable. Focusing on these projects can mitigate the risks of the following:

- Safety Hazards – Damaged or inoperable equipment can lead to unsafe working conditions
- Health Concerns – Inefficient mechanical equipment can lead to uncomfortable working conditions
- Increased Repair/Replacement Cost – Maintaining and replacing assets can reduce potential damage to other components
- Shorter Equipment Life Cycles – Assets experiencing undue wear and tear are more likely to fail prematurely
- Productivity Impacts – Unplanned equipment downtime can negatively affect productivity
- System Failure – Emergency replacement of critical assets is stressful and causes unexpected delays and financial impacts

## Performance Measures

### Performance Narrative

The Department's goal is to complete 85 percent of its approved facility capital improvement projects annually. This does not include multi-year or ongoing projects.

The Department's annual investment in the capital program is designed to support communities and outlying regions through the beautification, rejuvenation, removal of barriers, and enhancement of its assets. The assets, primarily comprised of county-owned buildings, roadways, parks, and utility infrastructure, require a variety of resources to maintain their availability to the public. Over the next five years, the need for substantial infrastructure investment is expected to focus on the buildings most needed and accessed by the public.

The Department's capital spending plan ensures the availability, longevity, and accessibility of its assets through a careful and strategic planning process that will affect all communities within the County over time. The Department's projects, such as infrastructure maintenance, operations, airports, roadways, utilities, and sewers are not specific to one neighborhood, economic class, or group of people. Efforts are put forth annually through the Department's capital spending plan with the focus of addressing adequate and accessible facilities to all residents through strategic construction planning. To that end, the Department has adopted a spending goal intended to continuously improve the number of capital projects delivered annually to the community.

Two projects that highlight the Department's commitment to high standards of public service and accessible facilities for all residents and visitors are provided below.

#### Highlighted Projects

##### Human Services Lobby Improvements

To promote equity through improved access to services, the Department entered into an agreement for the renovation of the lobby and client services space located inside the East Palo Alto Government Center. The improvements include a revised floor plan, additional client service stations, new wall and floor finishings, a reconfigured waiting area, improved accessibility, and a child entertainment area. The completion of this project will allow for continued and improved access to government services as well as provide a more comfortable environment for both clients and staff.

##### San Mateo Medical Center Prevent Self-Harm and Ligation Project

This Project is in alignment with the County of San Mateo's Shared Vision 2025 initiative of Healthy and Safe Communities as well as providing residents with access to quality healthcare and seamless services. This Project addresses the patient self-harm and ligation safety concerns in psychiatric units outlined in the Joint Commission's 2018 risk assessment survey. The Project will mitigate patient safety risks by replacing hardware, glass, fixtures and finishes with ligation-, tamper-, or impact-resistant alternatives, thereby providing a clean, safe, and comfortable environment.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage completion of approved facility capital improvement projects on an annual basis (not including on-going programs or multi-year projects)	N/A	N/A	80%	85%	85%

## Capital Projects Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	537,241	671,032	9,598,793	5,881,641	(3,717,152)	—	(5,881,641)
Use of Money and Property	83,002	81,233	—	—	—	—	—
Charges for Services	—	360,674	—	—	—	—	—
Interfund Revenue	1,261,217	364,161	—	—	—	—	—
Miscellaneous Revenue	—	0	—	—	—	—	—
Other Financing Sources	23,212,319	25,153,677	92,281,937	103,554,464	11,272,527	16,420,062	(87,134,402)
<b>Total Revenue</b>	<b>25,093,780</b>	<b>26,630,776</b>	<b>101,880,730</b>	<b>109,436,105</b>	<b>7,555,375</b>	<b>16,420,062</b>	<b>(93,016,043)</b>
Fund Balance	5,941,393	7,770,838	10,385,696	13,035,575	2,649,879	9,308,765	(3,726,810)
<b>Total Sources</b>	<b>31,035,173</b>	<b>34,401,614</b>	<b>112,266,426</b>	<b>122,471,680</b>	<b>10,205,254</b>	<b>25,728,827</b>	<b>(96,742,853)</b>
<b>Requirements</b>							
Services and Supplies	11,955,293	8,996,505	3,110,595	7,039,242	3,928,647	5,000,000	(2,039,242)
Other Charges	2	1,946,073	365,567	365,566	(1)	10	(365,556)
Fixed Assets	11,309,039	13,073,340	98,411,300	105,758,107	7,346,807	12,880,000	(92,878,107)
<b>Gross Appropriations</b>	<b>23,264,335</b>	<b>24,015,918</b>	<b>101,887,462</b>	<b>113,162,915</b>	<b>11,275,453</b>	<b>17,880,010</b>	<b>(95,282,905)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>23,264,335</b>	<b>24,015,918</b>	<b>101,887,462</b>	<b>113,162,915</b>	<b>11,275,453</b>	<b>17,880,010</b>	<b>(95,282,905)</b>
Contingencies/Dept Reserves	7,770,838	10,385,697	10,378,964	9,308,765	(1,070,199)	7,848,817	(1,459,948)
<b>Total Requirements</b>	<b>31,035,173</b>	<b>34,401,614</b>	<b>112,266,426</b>	<b>122,471,680</b>	<b>10,205,254</b>	<b>25,728,827</b>	<b>(96,742,853)</b>
<b>Net County Cost</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	31,035,173	34,401,614	112,266,426	122,471,680	10,205,254	25,728,827	(96,742,853)
Total Requirements	31,035,173	34,401,614	112,266,426	122,471,680	10,205,254	25,728,827	(96,742,853)
Net County Cost	0	—	—	—	—	—	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made in FY 2023-25 for increases in facility surcharge revenue 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 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(108,797,629)	(118,931,618)
<b>Requirements</b>		
Gross Appropriations	(101,887,452)	(113,162,905)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(6,910,177)	(5,768,713)
Net County Cost	—	—
Positions	—	—

**2. Measure K Rollover: Capital Projects :** District specific Measure K revenues and offsetting expenditures for various projects including CSA-7 Infrastructure Replacement, CSA-11 Waterline to Pescadero Fire Station and Pescadero High School, and Regional Operations Center Security Upgrades, are adjusted based on estimated carry-forward from FY 2022-23.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	5,881,641	—
<b>Requirements</b>		
Gross Appropriations	5,881,641	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Capital Improvement Projects:** Adjustments are made to appropriations based on estimated carry forward of FY 2022-23 funding and updated cost estimates for existing projects including East Palo Alto City Hall Improvements, Hall of Justice Court Tenant Improvements, and CSA 7 Infrastructure Replacement. In addition, appropriations are made for new projects including Tunitas Creek Beach Improvement Project, Realize Flood Park, and Hall of Justice Traction Elevators 3 and 7.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	100,085,667	12,880,000
<b>Requirements</b>		
Gross Appropriations	107,281,264	17,880,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(7,195,597)	(5,000,000)
Net County Cost	—	—
Positions	—	—



**4. Fund Balance Adjustment - Capital Projects:** This action re-appropriates Fund Balance from the prior year to Reserves and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	13,035,575	9,308,765
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	13,035,575	9,308,765
Net County Cost	—	—
Positions	—	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	10,205,254	(96,742,853)
<b>Requirements</b>		
Gross Appropriations	11,275,453	(95,282,905)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(1,070,199)	(1,459,948)
Net County Cost	—	—
Positions	—	—

## County One-Time Expense Fund (8200B)

### Program Locator

County > Community Services > **County One-Time Expense Fund**

### Program Outcome Statement

Contains appropriations for County capital improvements, facilities maintenance projects, and debt service payments

### Program Results

The County's Accumulated Capital Outlay (ACO) Fund ordinance restricted the expenditure of funds to the acquisition, construction, installation, completion, or extension of County facilities, structures, or equipment, or the acquisition of related lands or rights-of-way. Section 2.80.070, however, allows the Board to provide for other uses of the fund to the extent that it amends the ordinance.

In December 2019, the Board amended the ordinance to expand the purposes for which the subject funds may be appropriated to include up to \$25,000,000 for advances, temporary transfers, or lease financing arrangements with other public agencies for capital projects and for the acquisition of lands or rights-of-way necessary or convenient for such purposes, with the remainder of the Fund available for the funding of Board-approved employee housing programs, and one-time payments by the County of its pension or OPEB liabilities. Given the broader allowable purposes for the funds, the amended

ordinance renames the ACO Fund as the "County One-Time Expense Fund."

Notably, one of the advantages of creating accumulative capital outlay funds was that counties could thereafter set aside monies, apart from their general fund, to be made available for one-time capital expenditures. Similarly, and like the County's 2010 Reserves Policy, the amended ordinance would restrict expenditures from the County One-Time Expense Fund to certain one-time or short-term expenses as opposed to funding ongoing operations. With respect to the \$25,000,000 available for potential advances, temporary transfers, or lease financing arrangements with public entities for their acquisition, construction, installation, completion, and/or extension of capital projects or the acquisition of lands or rights-of-way necessary or convenient for such purposes, such monies would need to be repaid to the fund before additional expenditures could be incurred. Other allowable uses of the fund include providing monies for one-time expenses such as additional payments of the County's pension or OPEB obligations.

Revenue in the County One-Time Expense Fund 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 along with interest earned on the current fund balance and is available to fund projects as determined by the amended ordinance.

## County One-Time Expense Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	1,612,720	1,156,748	500,000	1,000,000	500,000	1,000,000	—
Intergovernmental Revenues	20,000	—	—	—	—	—	—
Interfund Revenue	334,000	—	—	—	—	—	—
Miscellaneous Revenue	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>1,966,720</b>	<b>1,156,748</b>	<b>500,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>1,000,000</b>	<b>—</b>
Fund Balance	133,312,162	135,278,882	91,435,630	91,435,630	—	91,435,630	—
<b>Total Sources</b>	<b>135,278,882</b>	<b>136,435,630</b>	<b>91,935,630</b>	<b>92,435,630</b>	<b>500,000</b>	<b>92,435,630</b>	<b>—</b>
<b>Requirements</b>							
Other Financing Uses	—	45,000,000	43,511,201	44,011,201	500,000	44,011,201	—
<b>Gross Appropriations</b>	<b>—</b>	<b>45,000,000</b>	<b>43,511,201</b>	<b>44,011,201</b>	<b>500,000</b>	<b>44,011,201</b>	<b>—</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>—</b>	<b>45,000,000</b>	<b>43,511,201</b>	<b>44,011,201</b>	<b>500,000</b>	<b>44,011,201</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	135,278,882	91,435,630	48,424,429	48,424,429	—	48,424,429	—
<b>Total Requirements</b>	<b>135,278,882</b>	<b>136,435,630</b>	<b>91,935,630</b>	<b>92,435,630</b>	<b>500,000</b>	<b>92,435,630</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	135,278,882	136,435,630	91,935,630	92,435,630	500,000	92,435,630	—
Total Requirements	135,278,882	136,435,630	91,935,630	92,435,630	500,000	92,435,630	—
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 2023-24, including the elimination of one-time revenues and expenditures. Adjustments are also made to correct the use of Intrafund Transfers and Interfund Revenue based on accounting changes. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$500,000.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(90,935,630)	(91,435,630)
<b>Requirements</b>		
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	91,435,630	91,435,630
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	91,435,630	91,435,630
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	(91,435,630)	(91,435,630)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	500,000	—
<b>Requirements</b>		
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

## Courthouse Construction Fund (8300B)

### Program Locator

County > Community Services > **Courthouse Construction Fund**

76004.

In addition, this Fund is used to provide debt service for the Court’s relocation project and Court’s prorated share of debt service for the Youth Services Center.

### Program Outcome Statement

Funds the construction, rehabilitation, leasing, and financing of courtrooms

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.

### 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

### Courthouse Temporary Construction Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Control Accounts	—	190	—	—	—	—	—
Fines, Forfeitures and Penalties	—	17	—	—	—	—	—
Use of Money and Property	(5,984)	(7,154)	—	—	—	—	—
Charges for Services	689,151	756,382	900,000	900,000	—	900,000	—
Interfund Revenue	—	964,787	464,422	464,422	—	464,422	—
<b>Total Revenue</b>	<b>683,166</b>	<b>1,714,222</b>	<b>1,364,422</b>	<b>1,364,422</b>	<b>—</b>	<b>1,364,422</b>	<b>—</b>
Fund Balance	605	(499,760)	51,531	51,531	—	51,531	—
<b>Total Sources</b>	<b>683,771</b>	<b>1,214,462</b>	<b>1,415,953</b>	<b>1,415,953</b>	<b>—</b>	<b>1,415,953</b>	<b>—</b>
<b>Requirements</b>							
Other Charges	—	—	—	—	—	—	—
Other Financing Uses	1,183,532	1,162,932	1,364,422	1,364,422	—	1,364,422	—
<b>Gross Appropriations</b>	<b>1,183,532</b>	<b>1,162,932</b>	<b>1,364,422</b>	<b>1,364,422</b>	<b>—</b>	<b>1,364,422</b>	<b>—</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,183,532</b>	<b>1,162,932</b>	<b>1,364,422</b>	<b>1,364,422</b>	<b>—</b>	<b>1,364,422</b>	<b>—</b>
Contingencies/Dept Reserves	(499,760)	51,531	51,531	51,531	—	51,531	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>683,772</b>	<b>1,214,463</b>	<b>1,415,953</b>	<b>1,415,953</b>	<b>—</b>	<b>1,415,953</b>	<b>—</b>
<b>Net County Cost</b>	<b>0</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	683,771	1,214,462	1,415,953	1,415,953	—	1,415,953	—
Total Requirements	683,772	1,214,463	1,415,953	1,415,953	—	1,415,953	—
Net County Cost	0	0	—	—	—	—	—

### 1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(51,531)	(51,531)
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	51,531	51,531
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	51,531	51,531
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(51,531)	(51,531)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
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 Temporary Construction Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	19,140	22,950	18,000	18,000	—	18,000	—
Charges for Services	689,151	756,498	900,000	750,000	(150,000)	750,000	—
<b>Total Revenue</b>	<b>708,290</b>	<b>779,448</b>	<b>918,000</b>	<b>768,000</b>	<b>(150,000)</b>	<b>768,000</b>	<b>—</b>
Fund Balance	1,334,209	2,042,499	2,821,947	3,407,947	586,000	3,407,947	—
<b>Total Sources</b>	<b>2,042,499</b>	<b>2,821,947</b>	<b>3,739,947</b>	<b>4,175,947</b>	<b>436,000</b>	<b>4,175,947</b>	<b>—</b>
<b>Requirements</b>							
Other Charges	—	—	—	768,000	768,000	768,000	—
Other Financing Uses	—	—	1,100,000	—	(1,100,000)	—	—
<b>Gross Appropriations</b>	<b>—</b>	<b>—</b>	<b>1,100,000</b>	<b>768,000</b>	<b>(332,000)</b>	<b>768,000</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>—</b>	<b>—</b>	<b>1,100,000</b>	<b>768,000</b>	<b>(332,000)</b>	<b>768,000</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	2,042,499	2,821,947	2,639,947	3,407,947	768,000	3,407,947	—
<b>Total Requirements</b>	<b>2,042,499</b>	<b>2,821,947</b>	<b>3,739,947</b>	<b>4,175,947</b>	<b>436,000</b>	<b>4,175,947</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>



## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,042,499	2,821,947	3,739,947	4,175,947	436,000	4,175,947	—
Total Requirements	2,042,499	2,821,947	3,739,947	4,175,947	436,000	4,175,947	—
Net County Cost	—	—	—	—	—	—	—

### 1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,971,947)	(3,407,947)
<b>Requirements</b>		
Gross Appropriations	(150,000)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	2,821,947	3,407,947
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	3,407,947	3,407,947
<b>Requirements</b>		
Gross Appropriations	(182,000)	—
Intrafund Transfers	—	—
Non-General Fund Reserves	768,000	—
Net County Cost	(2,821,947)	(3,407,947)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	436,000	—
<b>Requirements</b>		
Gross Appropriations	(332,000)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	768,000	—
Net County Cost	—	—
Positions	—	—

## Other Capital Construction Fund (8450D)

### Department Locator

County > Community Services > County Executive's Office  
> **Other Capital Construction Fund**

### Mission Statement

Project Development Unit delivers new buildings and infrastructure that are functional, aesthetically appropriate, cost-effective, sustainable, inspiring, and compatible with the County's missions and policies.

### Overview

The Project Development Unit (PDU) provides oversight and project management of new ground up County construction projects. PDU manages all aspects of potential projects including needs evaluations, feasibility studies, programming, design, and construction. PDU projects incorporate modern, sustainable, safe, and green building features that promote wellness, meet environmental goals, and satisfy programming needs.

Accomplishments in FY 2021-23:

- PDU oversaw the completion of the County's second Parking Structure at County Center, Phase one of the San Mateo Medical Center Renovation which included a new Administration Building, a new Public Health Lab, and a new County Morgue Suite, and completion of the County's first Navigation Center.
- Construction continues on the Cordilleras Mental Health facility replacement and the County Office Building 3

(COB3) projects. Most recently the County approved PDU to move forward on the South San Francisco Wellness Center project.

Challenges, Initiatives, and Trends Anticipated for FY 2023-25:

- Faced with the aftermath of COVID-19 and other economic challenges, the construction industry continues to experience a rise in material costs and decrease in the availability of skilled labor which in turn negatively impact delivery chain timelines. These challenges result in increased costs to materials supply chains and delivery methods.
- The PDU is committed to the County's energy reductions initiative. As progress on the completion of COB3 approaches and construction of the South San Francisco Wellness Center begins, the emphasis continues on Net-Zero energy buildings. Net-Zero energy buildings combine energy efficiency and renewable energy generation to consume only as much energy as can be produced on site. Both COB3 and the South San Francisco Wellness Center have been designed as Net-Zero energy buildings.
- Industry trends currently show more contractors moving towards off-site construction solutions as the supply chain issues and labor shortages continue to be challenges. PDU will work with these trends and embrace new efficient approaches as a result of industry changes.

## Capital Project Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,380,221	708,179	9,345,960	25,900,000	16,554,040	20,000,000	(5,900,000)
Use of Money and Property	43,243	48,239	—	—	—	—	—
Intergovernmental Revenues	—	9,923,375	38,740,287	3,071,802	(35,668,485)	—	(3,071,802)
Miscellaneous Revenue	17,508	51,274	25,000	—	(25,000)	—	—
Other Financing Sources	56,859,607	73,327,812	165,402,082	67,578,760	(97,823,322)	400,000	(67,178,760)
<b>Total Revenue</b>	<b>58,300,579</b>	<b>84,058,880</b>	<b>213,513,329</b>	<b>96,550,562</b>	<b>(116,962,767)</b>	<b>20,400,000</b>	<b>(76,150,562)</b>
Fund Balance	15,457,395	23,727,573	15,966,700	2,868,444	(13,098,256)	—	(2,868,444)
<b>Total Sources</b>	<b>73,757,974</b>	<b>107,786,453</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
<b>Requirements</b>							
Services and Supplies	1,896,969	1,159,200	15,765,078	1,200,000	(14,565,078)	300,000	(900,000)
Fixed Assets	47,546,359	90,281,441	213,201,195	97,944,006	(115,257,189)	20,100,000	(77,844,006)
Other Financing Uses	618,944	347,242	513,756	275,000	(238,756)	—	(275,000)
<b>Gross Appropriations</b>	<b>50,062,271</b>	<b>91,787,883</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>50,062,271</b>	<b>91,787,883</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
Contingencies/Dept Reserves	96,788	129,744	—	—	—	—	—
Non-General Fund Reserves	23,598,915	15,868,825	—	—	—	—	—
<b>Total Requirements</b>	<b>73,757,974</b>	<b>107,786,453</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$130,061,023 or 57 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$16,554,040 in this funding source due an increase of \$17,079,040 in appropriations for Measure K-funded projects including Pescadero, South San Francisco, and North Fair Oaks. This increase was partially offset by a decrease of \$525,000 in appropriations for Measure K-funded projects including Skylonda Fire Station and Tower Road Fire Station 17.

#### Intergovernmental Revenue

There is a net decrease of \$35,668,485 in this funding source due to a decrease in appropriations for the Navigation Center Project, which is near completion.

#### Miscellaneous Revenue

There is a net decrease of \$25,000 in this funding source due to the completion of East Palo Alto Study Project.

#### Other Financing Sources

There is a net decrease of \$97,823,322 in this funding source primarily due to decrease in appropriations of \$103,502,082 for General Fund Projects including County Office Building 3 (COB3), which is near completion. This decrease was partially offset by an increase of \$5,678,760 in General Fund appropriations for South San Francisco Health Campus and County Courtyard Projects.

#### Fund Balance

There is a net decrease of \$13,098,256 in this funding source as Fund Balance for the Navigation Center, Cordilleras, and Warm Shell projects is expected to be spent in FY 2022-23.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$130,061,023 or 57 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Services and Supplies

There is a net decrease of \$14,565,078 in this expenditure category primarily due to partial spending of the total project budget for projects including County Office Building 3, North Fair Oaks Library, East Palo Alto and Parking Services. The balance of the changes are adjustments to meet budget targets.

#### Fixed Assets

There is a net decrease of \$115,257,189 in this expenditure category primarily due to the decrease of \$136,708,433 for partial spending of the total project budgets for projects including Navigation Center and COB3. This decrease is partially offset by an increase of \$21,451,244 in appropriations for Pescadero Fire Station, South San Francisco, and County Courtyard Projects.

#### Other Financing Uses

There is a net decrease of \$238,756 in this expenditure category due the removal of one-time budget for Skylonda, COB3, and Lathrop House for a decrease of \$513,756. This decrease was partially offset by an increase of \$275,000 in Operating Transfers Out to cover Project Management time for South San Francisco and Navigation Center.

### NET COUNTY COST

There is no impact on Net County Cost.

## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$79,019,006 or 79 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$5,900,000 in this funding source due to the removal of one-time Measure K funding for South San Francisco Wellness Center, Tower Road Fire Station, and North Fair Oaks Library.

#### Intergovernmental Revenues

There is a net decrease of \$3,071,802 in this funding source due to the removal of appropriations for the Navigation Center Project, which is expected to be completed in Fiscal Year 2023-24.

#### Miscellaneous Revenue

There is no change in this funding source.

#### Other Financing Sources

There is a net decrease of \$67,178,760 in this funding source due to the removal of one-time funding for South San Francisco Wellness Center, County Center Courtyard, and County Office Building 3, the latter of which is expected to be completed in Fiscal Year 2023-24.

#### Fund Balance

There is a net decrease of \$2,868,444 in this funding source due to the elimination of Fund Balance which is expected to be spend in Fiscal Year 2023-24.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$79,019,006 or 79 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Services and Supplies

There is a net decrease of \$900,000 in this expenditure category due the removal of appropriations for Parking Services and North Fair Oaks Library Project, which are expected to be spent in Fiscal Year 2023-24.

#### Fixed Assets

There is a net decrease of \$78,119,006 mainly due the removal of appropriations expected to be spent in Fiscal Year 2023-24 for projects including County Office Building, South San Francisco Wellness Center, and County Center Courtyard.

#### Other Financing Uses

There is no change in this expenditure category.

### NET COUNTY COST

There is no impact on Net County Cost.

## Major Capital Construction (8470B)

### Program Locator

County > Community Services > County Executive's Office  
> Other Capital Construction Fund > **Major Capital  
Construction Fund**

### Program Outcome Statement

Create functional, aesthetically appropriate, cost-effective, sustainable, and inspiring public safety facilities

### Program Results

The program provides funding for new ground-up construction projects for the County. The new buildings are scheduled to replace or fully renovate outdated facilities that provide County services. Revenue for the scheduled projects comes from Measure K, General Fund, and 2018 and 2021 Lease Revenue Bonds proceeds.

In FY 2021-2022, the program over saw the completion of the San Mateo Medical Center Morgue, New

Administration Building and New Public Health Lab projects. The program also completed and is currently occupying Parking Structure 2 as of fall 2021.

The program has most recently received approval to begin construction on the South San Francisco Wellness Center which will include upgrades to the technology infrastructure of the new building and the partnering Courts, Probation, and Revenue Collections services housed there. The proposed scope to be executed by the Information Services Department (ISD) and its contractors includes upgrading to voice-over-internet-protocol (VoIP) telephone services.

The County Office Building 3 (COB3) project is scheduled for completion late winter 2023. The Cordilleras Mental Health facility renovation continues and is scheduled for completion, late winter 2024. Projects still in the planning phases include Pescadero California Department of Forestry (CAL FIRE) Station 59 and San Mateo County Fire Station 17 in San Mateo.

## Capital Construction Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	902,792	332,780	9,320,960	25,900,000	16,579,040	20,000,000	(5,900,000)
Use of Money and Property	554	1,082	—	—	—	—	—
Intergovernmental Revenues	—	9,923,375	38,740,287	3,071,802	(35,668,485)	—	(3,071,802)
Miscellaneous Revenue	17,508	51,274	25,000	—	(25,000)	—	—
Other Financing Sources	56,859,607	7,031,157	9,961,791	7,578,760	(2,383,031)	400,000	(7,178,760)
<b>Total Revenue</b>	<b>57,780,462</b>	<b>17,339,669</b>	<b>58,048,038</b>	<b>36,550,562</b>	<b>(21,497,476)</b>	<b>20,400,000</b>	<b>(16,150,562)</b>
Fund Balance	11,715,653	19,981,290	5,921,031	2,868,444	(3,052,587)	—	(2,868,444)
<b>Total Sources</b>	<b>69,496,115</b>	<b>37,320,959</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
<b>Requirements</b>							
Services and Supplies	1,862,956	1,145,500	5,120,614	1,200,000	(3,920,614)	300,000	(900,000)
Fixed Assets	47,032,925	23,907,186	58,740,904	37,944,006	(20,796,898)	20,100,000	(17,844,006)
Other Financing Uses	618,944	347,242	107,551	275,000	167,449	—	(275,000)
<b>Gross Appropriations</b>	<b>49,514,825</b>	<b>25,399,928</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>49,514,825</b>	<b>25,399,928</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
Non-General Fund Reserves	19,981,290	11,921,031	—	—	—	—	—
<b>Total Requirements</b>	<b>69,496,115</b>	<b>37,320,959</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	69,496,115	37,320,959	63,969,069	39,419,006	(24,550,063)	20,400,000	(19,019,006)
Total Requirements	69,496,115	37,320,959	63,969,069	39,419,006	(24,550,063)	20,400,000	(19,019,006)
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 2023-24, including elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(63,969,069)	—
<b>Requirements</b>		
Gross Appropriations	(63,969,069)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**2. Measure K Rollover for South San Francisco Wellness Center:** Estimated Measure K balance is rolled forward to cover the cost of South San Francisco Wellness Center Construction Project. The estimate will be adjusted during September Revisions once the actual rollover amount is available.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	4,000,000	(4,000,000)
<b>Requirements</b>		
Gross Appropriations	4,000,000	(4,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Measure K Rollover for Tower Road Fire Station 17:** Estimated Measure K balance is rolled forward to cover the cost of Tower Road Fire Station 17 Project. The estimate will be adjusted during September Revisions once the actual rollover amount is available.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,500,000	(1,500,000)
<b>Requirements</b>		
Gross Appropriations	1,500,000	(1,500,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Measure K Rollover for North Fair Oaks Library:** Estimated Measure K balance is rolled forward to cover the cost of North Fair Oaks Library Project. The estimate will be adjusted during September Revisions once the actual rollover amount is available.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	400,000	(400,000)
<b>Requirements</b>		
Gross Appropriations	400,000	(400,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Measure K Rollover for Pescadero Fire Station:** Estimated Measure K balance is rolled forward to cover the cost of Pescadero Fire Station Project. The estimate will be adjusted during September Revisions once the actual rollover amount is available.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	7,000,000	—
<b>Requirements</b>		
Gross Appropriations	7,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Measure K for Pescadero Fire Station:** This action allocates additional Measure K funding for Pescadero Fire Station Project.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	13,000,000	—
<b>Requirements</b>		
Gross Appropriations	13,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**7. San Mateo Medical Center and Parking Services:** Estimated project balance is rolled forward as follows: San Mateo Medical Center Project \$400,000 and Parking & Shuttle Services \$500,000. The estimates will be adjusted during September

Revisions once the actual rollover amounts are available.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	900,000	(500,000)
<b>Requirements</b>		
Gross Appropriations	900,000	(500,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**8. South San Francisco Wellness Center Project:** Appropriations are made to fund South San Francisco Wellness Center Project out of Non-Departmental Services.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	5,000,000	(5,000,000)
<b>Requirements</b>		
Gross Appropriations	5,000,000	(5,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**9. Tower Road Warehouse and County Center Courtyard:** This action rolls forward and transfers project balance from Tower Road Warehouse to the County Center Courtyard Project.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,178,760	(1,178,760)
<b>Requirements</b>		
Gross Appropriations	1,178,760	(1,178,760)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**10. Navigation Center Project Funding Rollover:** This action re-appropriates remaining funding from the American Rescue Plan Act (ARPA), Department of Housing, and Economic Development Initiative (EDI) Community Funding Grant to cover the close-out cost of the Navigation Center Project.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	3,571,802	(3,571,802)
<b>Requirements</b>		
Gross Appropriations	3,571,802	(3,571,802)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**11. Fund Balance Adjustment for County Center Courtyard:** This action re-appropriates Fund Balance from the prior year to cover costs associated with the County Center Courtyard Project and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,868,444	(2,868,444)
<b>Requirements</b>		
Gross Appropriations	2,868,444	(2,868,444)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(24,550,063)	(19,019,006)
<b>Requirements</b>		
Gross Appropriations	(24,550,063)	(19,019,006)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## Other Capital Construction Fund (8450B)

### Program Locator

County > Community Services > County Executive's Office  
> **Other Capital Construction Fund**

Skylonda Fire Station project. The new facilities replaced outdated facilities and enhance existing County services. Funding for these projects comes from the General Fund and Measure K against bonded projects.

### Program Outcome Statement

New, functional, sustainable public safety facilities

The Maple Street Warm Shell project was completed, with the Notice of Completion filed in December 2018. Remaining project funds will be used for completion of the Skylonda Fire Station, and capital projects at the Maple Street Correctional Center.

### Program Results

This program provides budget financing for the Maple Street Correctional Center Warm Shell project and

### All Funds

#### FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	477,429	375,399	25,000	—	(25,000)	—	—
Use of Money and Property	42,688	47,157	—	—	—	—	—
Other Financing Sources	—	66,296,655	155,440,291	60,000,000	(95,440,291)	—	(60,000,000)
<b>Total Revenue</b>	<b>520,117</b>	<b>66,719,211</b>	<b>155,465,291</b>	<b>60,000,000</b>	<b>(95,465,291)</b>	<b>—</b>	<b>(60,000,000)</b>
Fund Balance	3,741,742	3,746,283	10,045,669	—	(10,045,669)	—	—
<b>Total Sources</b>	<b>4,261,859</b>	<b>70,465,494</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
<b>Requirements</b>							
Services and Supplies	34,012	13,700	10,644,464	—	(10,644,464)	—	—
Fixed Assets	513,434	66,374,255	154,460,291	60,000,000	(94,460,291)	—	(60,000,000)
Other Financing Uses	—	—	406,205	—	(406,205)	—	—
<b>Gross Appropriations</b>	<b>547,446</b>	<b>66,387,955</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>547,446</b>	<b>66,387,955</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
Contingencies/Dept Reserves	96,788	129,744	—	—	—	—	—
Non-General Fund Reserves	3,617,625	3,947,794	—	—	—	—	—
<b>Total Requirements</b>	<b>4,261,859</b>	<b>70,465,494</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	4,261,859	70,465,494	165,510,960	60,000,000	(105,510,960)	—	(60,000,000)
Total Requirements	4,261,859	70,465,494	165,510,960	60,000,000	(105,510,960)	—	(60,000,000)
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 2023-24, including elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(165,510,960)	—
<b>Requirements</b>		
Gross Appropriations	(165,510,960)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

**2. County Office Building 3:** Estimated project balance for County Office Building 3 (COB3) is rolled forward to cover the remaining construction and close-out costs. The estimate will be adjusted during September Revisions once the actual rollover amount is available.

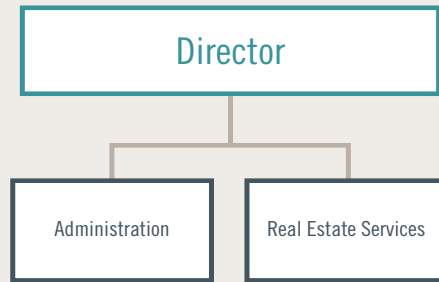
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	60,000,000	(60,000,000)
<b>Requirements</b>		
Gross Appropriations	60,000,000	(60,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(105,510,960)	(60,000,000)
<b>Requirements</b>		
Gross Appropriations	(105,510,960)	(60,000,000)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

# Real Property Services (1220B)

## REAL PROPERTY SERVICES







# Real Property

COUNTY OF SAN MATEO 

## Department Locator

County > Community Services > **Real Property Services**

## Mission Statement

Real Property Services provides 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.

## 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 unit's market awareness and diligent negotiation. This results in cost savings for the County and high value for departments that lease space for their services and operations.

Through Real Property'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.

Significant challenges, initiatives, and trends anticipated for FY 2023-25 include:

- Commercial office space in San Mateo county is anticipated to have higher vacancy rates in FY 2023-25. The Real Property department will be strongly positioned to negotiate long term leases at lower than market rates. Availability of warehouse space for lease in the county is anticipated to be an ongoing challenge.
- Real Property is re-establishing the electronic filing system in Spacebase and converting the department's filing and information retention system from paper to electronic. This has involved purging old files, documents, and computer equipment. This improvement will help modernize the office and make teleworking much more feasible and efficient by allowing employees to access information remotely.

## Department Innovations

- Real Property will negotiate adding gender-neutral bathrooms when negotiating new leases. All feasible options will be considered with landlords to add gender-neutral bathrooms in County leased space. Real Property is also negotiating adding lactation rooms and EV charging stations in parking lots, when appropriate, to newly negotiated leases.

## Department Equity

- Throughout FY 2022-23, Real Property was committed to locating County offices in disadvantaged areas, or in areas that are more accessible to those living in

disadvantaged areas. This approach serves to encourage inclusion and allow equity to be a factor in choosing facilities to rent for County use. Real Property will continue to locate County offices in disadvantaged

areas, or in areas that are more accessible to those living in disadvantaged areas, to promote equity in FY 2023-25.

**Performance Measures**

**Performance Narrative**

Real Property is committed to continuing to negotiate the best lease rates and terms for our County leased spaces. As the market continues to soften due to increasing supply, Real Property is in a strong negotiating position to get the best rates and terms for new leases and lease extensions. Commerical Cafe Real Estate Report shows an average San Mateo County office space rate as \$5.31 per square foot for the year of 2021. Real Property’s average office space rate for FY 2020-21 was \$3.11 per square foot. For the FY 2021-23, Real Property’s average office space rate for 2022 was \$3.21. For FY 2023-25, Real Property’s goal is to negotiate office space rates averaging less than \$3.50 per square foot.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average monthly rent per square foot	\$ 3.10	\$ 3.11	\$ 3.21	\$ 3.34	\$ 3.48

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	446,165	507,799	518,663	486,444	(32,219)	501,037	14,593
Charges for Services	5,805	30,458	—	—	—	—	—
Interfund Revenue	3,727,865	3,138,620	3,196,564	3,443,768	247,204	3,443,768	—
Miscellaneous Revenue	66,051	49,179	—	—	—	—	—
<b>Total Revenue</b>	<b>4,245,886</b>	<b>3,726,056</b>	<b>3,715,227</b>	<b>3,930,212</b>	<b>214,985</b>	<b>3,944,805</b>	<b>14,593</b>
Fund Balance	823,212	1,061,469	1,179,077	1,189,747	10,670	1,189,747	—
<b>Total Sources</b>	<b>5,069,098</b>	<b>4,787,525</b>	<b>4,894,304</b>	<b>5,119,959</b>	<b>225,655</b>	<b>5,134,552</b>	<b>14,593</b>
<b>Requirements</b>							
Salaries and Benefits	841,110	966,312	1,336,786	1,223,471	(113,315)	1,257,018	33,547
Services and Supplies	266,894	177,410	475,677	566,009	90,332	545,878	(20,131)
Other Charges	21,172,817	21,377,050	22,012,972	23,658,894	1,645,922	23,660,277	1,383
Other Financing Uses	26,967	26,229	26,413	25,792	(621)	25,586	(206)
<b>Gross Appropriations</b>	<b>22,307,788</b>	<b>22,547,002</b>	<b>23,851,848</b>	<b>25,474,166</b>	<b>1,622,318</b>	<b>25,488,759</b>	<b>14,593</b>
Intrafund Transfers	(18,300,159)	(18,938,554)	(19,916,706)	(21,543,954)	(1,627,248)	(21,543,954)	—
<b>Net Appropriations</b>	<b>4,007,629</b>	<b>3,608,448</b>	<b>3,935,142</b>	<b>3,930,212</b>	<b>(4,930)</b>	<b>3,944,805</b>	<b>14,593</b>
Contingencies/Dept Reserves	1,061,469	1,179,077	959,162	1,189,747	230,585	1,189,747	—
<b>Total Requirements</b>	<b>5,069,098</b>	<b>4,787,525</b>	<b>4,894,304</b>	<b>5,119,959</b>	<b>225,655</b>	<b>5,134,552</b>	<b>14,593</b>
<b>Net County Cost</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	5.0	6.0	6.0	6.0	—	6.0	—
Funded FTE	5.0	6.0	6.0	6.0	—	6.0	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased \$225,655 or 4.6 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a net decrease of \$32,219 in this funding source due to decreased rent reimbursement from a non-County agency.

#### Interfund Revenue

There is a net increase of \$247,204 in this funding source due to increased rental reimbursement as a result of higher rental charges.

#### Fund Balance

There is net increase of \$10,670 this funding source category, due to savings from vacant positions.

### TOTAL REQUIREMENTS

Total Requirements increased by \$225,655 or 4.6 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$113,315 in the expenditure category due to lower health and retirement costs as well as eliminating extra help employee expenses.

#### Services and Supplies

There is a net increase of \$90,332 in this expenditure category due to the increased need for contract services to manage large or complex projects.

#### Other Charges

There is a net increase of \$1,645,922 in this expenditure category due to increased rental costs. This increase was partially offset by adjustments made to meet budget targets.

#### Other Financing Uses

There is a net decrease of \$621 due to lower debt service-operating transfers.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There was an increase of \$1,627,248 in this category due to increased rental costs and payments.

#### Department Reserves

There is a net increase of \$230,585 in this expenditure category due to salary savings from vacant positions. The balance in the Department Reserves represents 30.3 percent of Net Appropriations, which exceeds the County's Two Percent Reserve policy.

### NET COUNTY COST

Real Property does not receive Net County Cost.

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## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$14,593 or 0.3 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Budget due to the following changes:

#### Use of Money and Property

There is a net increase of \$14,593 in this funding source due to increased rent reimbursements for a non-County agency.

#### Interfund Revenue

There is no change in this funding source.

#### Fund Balance

There is no change in this funding source.

### TOTAL REQUIREMENTS

Total Requirements increased by \$14,593 or 0.3 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$33,547 in the expenditure category due to increased costs for health and retirement benefits.

#### Services and Supplies

There is a net decrease of \$20,131 in this expenditure category due to anticipated decreased need for contract work.

#### Other Charges

There is a net increase of \$1,383 in this expenditure category due to increased charges for facility charges and Information Services Charges due to rising costs.

#### Other Financing Uses

There is a net decrease of \$206 in the expenditure category due to decreased facility charges.

#### Intrafund Transfers

There is no change in this expenditure category.

#### Department Reserves

There is no change in this expenditure category.

### NET COUNTY COST

Real Property does not receive Net County Cost.

## Real Property Services (1220P)

### Performance Measures

#### Performance Narrative

The availability of gender-neutral bathrooms is important to both county staff and the public. Not only do they provide the most inclusive option, they can help make gender-nonconforming individuals feel safe in public spaces. In addition, gender-neutral restrooms are safer for families with children, as parents can accompany them, eliminating the need for young children to enter restrooms alone. Beyond safety concerns, gender neutral bathrooms are also helpful to individuals with disabilities as they offer more privacy.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of gender-neutral bathrooms included when negotiating new leases	N/A	100%	80%	75%	75%

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,069,098	4,787,525	4,894,304	5,119,959	225,655	5,134,552	14,593
Total Requirements	5,069,098	4,787,525	4,894,304	5,119,959	225,655	5,134,552	14,593
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, adjustments to retiree health contributions, adjustments to 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. There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(964,092)	(1,175,154)
<b>Requirements</b>		
Gross Appropriations	1,622,318	14,593
Intrafund Transfers	(1,627,248)	—
Contingencies/Dept Reserves	(959,162)	(1,189,747)
Net County Cost	—	—
Positions	—	—

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

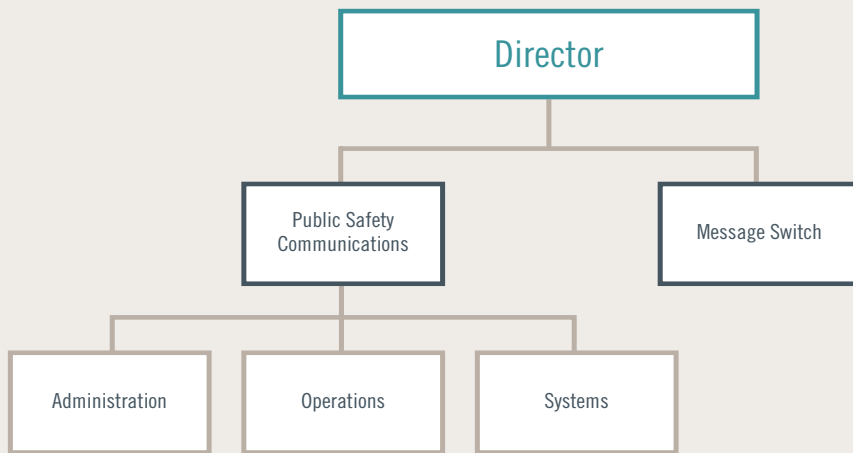
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,189,747	1,189,747
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,189,747	1,189,747
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	225,655	14,593
<b>Requirements</b>		
Gross Appropriations	1,622,318	14,593
Intrafund Transfers	(1,627,248)	—
Contingencies/Dept Reserves	230,585	—
Net County Cost	—	—
Positions	—	—

# Public Safety Communications (1240D)

## OFFICE OF PUBLIC SAFETY COMMUNICATIONS





# Public Safety Communications

*“Equity work generates greater cultural competency as 9-1-1 telecommunicators engage with our diverse public, while it improves staff belonging.”*

COUNTY OF SAN MATEO 



## Department Locator

County > Community Services > **Public Safety Communications**

## Mission Statement

Public Safety Communications touches thousands of lives daily. We strive to be responsive by making each encounter a positive experience and treat every individual with empathy, respect, and professionalism. We are dedicated to life safety, partnerships, customer service, and pride ourselves on excellence through teamwork.

## Overview

As a consolidated communications center, the San Mateo County Office of Public Safety Communications (PSC) provides excellent Police, Fire, and Medical Emergency dispatch and communications services by responding quickly and decisively to achieve safety and quality of life for those who we serve.

## Significant challenges for FY 2023-25 include:

- Hiring, training, and retaining high-quality emergency dispatchers in a field that is chronically short-staffed
- Promoting mental health and wellbeing through a scientific, brain-based approach
- Planning for a new backup dispatch center
- Planning to replace existing message switch equipment

## PSC's performance may be impacted by these challenges in FY 2023-25:

- As residents continue to resume pre-Pandemic schedules and activities, 9-1-1 call volumes will likely return to previous levels, due to more cars on the road and more public gatherings.

- In order to increase the number of trained dispatchers, existing staff will be required to train new hires, resulting in fewer staff available to answer and dispatch calls.
- Weather may continue to impact emergency services as global temperatures rise, resulting in greater numbers of traffic accidents, flooding incidents, trees falling, fires and more.

## Department Innovations

- Launched a pilot of the remote call taking program, enabling the answering of emergency calls from locations other than the Communications Center. The pilot proved especially successful during winter storm events.
- Launched a department-wide Wellbeing initiative, focused on developing and implementing systems level, neuroscience-based interventions that improve the culture of wellbeing, destigmatize self-care, and improve work processes to support the integration of wellbeing efforts, including:
  - Formation of a functioning Wellbeing Committee to prioritize efforts with dispatcher voice, establishment of an anonymous wellbeing suggestion box for dispatcher input, support for the organization with positive monthly communications for over a year, helping the organization establish fresh Guiding Principles and a clarified vision of a healthy dispatch center for all, recognition of anniversary dates for veteran dispatchers for their decades of service in the organization, creation of multiple wellbeing prompts for breathing, hydration, stretching, and gentle movement through visual and digital cues, establishment of a Wellbeing bulletin board to highlight team members, sharing of resources and inspirational messages. Our initiative is also building morale and

engagement through acts of gratitude and giving via Samaritan house donation drives for food and clothing, themed potlucks and socials designed to build relational health, movement challenges, hydration challenge, and humor challenges.

**Department Equity**

- Public Safety Communications is building capacity and spaces to have ongoing collective conversations related to equity. We have been sharing, with staff, the County initiatives located in the Equity Resource Hub, invitations to the 21-Day Racial Equity challenge, and the Staff Affinity groups pilot.
- Monitoring the CARES unit (Crisis Assistance Response and Evaluation Services) for 911 call diversions to mental health professionals. This program is working well in collaboration with El Centro de Libertad.
- Continuing to explore additional inclusive staffing pipelines for recruitment.

The department’s anticipated equity work in FY 2023-25 will include:

- Supporting potential CARES unit expansion to better serve additional County regions beyond Half Moon Bay in partnership with El Centro de Libertad.
- Monitoring the language translation line to ensure that the diverse populations we serve have access to services with minimal time delays.
- Participating in pilots for the 21-day Racial Equity Challenge, and the affinity groups for increased awareness of the experiences, challenges, and needs of others in the workplace and among clients, along with common language to share for respectful interfacing. As the department builds internal capacity to offer safer spaces for learning and sharing together, these platforms and tools will serve us well towards conversations about equity.

**Performance Measures**

**Performance Narrative**

This measure is significant because it illustrates the effort and efficiency of 9-1-1 telecommunicators through the speed with which they can answer emergency calls as per industry standards. In calendar year 2022, 9-1-1 dispatchers and calltakers fielded 491,442 calls.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of calls answered within 10 seconds	87%	90%	94%	95%	95%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	2,688,515	2,688,515	2,688,515	2,688,515	—	2,688,515	—
Charges for Services	8,014,502	8,439,228	8,666,231	9,272,205	605,974	10,047,551	775,346
Interfund Revenue	10,426	8,448	525	525	—	525	—
Miscellaneous Revenue	140,026	74,854	107,500	132,500	25,000	117,500	(15,000)
<b>Total Revenue</b>	<b>10,853,468</b>	<b>11,211,044</b>	<b>11,462,771</b>	<b>12,093,745</b>	<b>630,974</b>	<b>12,854,091</b>	<b>760,346</b>
Fund Balance	5,600,081	4,484,376	9,752,063	6,039,227	(3,712,836)	3,981,321	(2,057,906)
<b>Total Sources</b>	<b>16,453,549</b>	<b>15,695,420</b>	<b>21,214,834</b>	<b>18,132,972</b>	<b>(3,081,862)</b>	<b>16,835,412</b>	<b>(1,297,560)</b>
<b>Requirements</b>							
Salaries and Benefits	14,558,439	15,316,428	17,204,467	17,024,099	(180,368)	16,995,695	(28,404)
Services and Supplies	1,992,850	1,605,532	6,463,547	3,747,295	(2,716,252)	2,882,341	(864,954)
Other Charges	1,145,033	1,203,828	1,533,632	1,364,371	(169,261)	1,382,965	18,594
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	75,000	162,328	87,328	112,328	(50,000)
Other Financing Uses	36,477	50,722	53,188	65,683	12,495	67,141	1,458
<b>Gross Appropriations</b>	<b>17,732,798</b>	<b>18,176,511</b>	<b>25,329,834</b>	<b>22,363,776</b>	<b>(2,966,058)</b>	<b>21,440,470</b>	<b>(923,306)</b>
Intrafund Transfers	(595,026)	(485,981)	(544,668)	(758,576)	(213,908)	(774,576)	(16,000)
<b>Net Appropriations</b>	<b>17,137,773</b>	<b>17,690,530</b>	<b>24,785,166</b>	<b>21,605,200</b>	<b>(3,179,966)</b>	<b>20,665,894</b>	<b>(939,306)</b>
Contingencies/Dept Reserves	2,191,447	2,296,437	3,981,321	3,981,321	—	3,981,321	—
<b>Total Requirements</b>	<b>19,329,219</b>	<b>19,986,967</b>	<b>28,766,487</b>	<b>25,586,521</b>	<b>(3,179,966)</b>	<b>24,647,215</b>	<b>(939,306)</b>
<b>Net County Cost</b>	<b>2,875,670</b>	<b>4,291,547</b>	<b>7,551,653</b>	<b>7,453,549</b>	<b>(98,104)</b>	<b>7,811,803</b>	<b>358,254</b>
Salary Resolution	75.0	78.0	78.0	78.0	—	78.0	—
Funded FTE	75.0	78.0	78.0	78.0	—	78.0	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$2,807,599 or 15% percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes: increase to Charges for Services and Miscellaneous Revenue and back out of Fund Balance and one time expense.

#### Taxes

There is no change in this funding source category.

#### Licenses, Permits and Franchises

There is no change in this funding source category.

#### Fines, Fees and Forfeitures

There is no change in this funding source category.

#### Use of Money and Property

There is no change in this funding source category.

#### Intergovernmental Revenues

There is no change in this funding source category.

#### Charges for Services

There is a net increase of \$605,974 in this funding source due to anticipated service agreement increases for dispatch services and Message Switch services to cities and other agencies.

#### Interfund Revenue

There is no change in this funding source category.

#### Miscellaneous Revenue

There is a net increase of \$25,000 in this funding source due to anticipated increase to State disability reimbursements.

#### Other Financing Sources

There is no change in this funding source/expenditure category.

#### Fund Balance

There is a net decrease of \$3,438,573 in this funding source due to the elimination of one-time expenses. Fund Balance used for one-time projects and purchases in FY 2022-23 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$2,905,703 or 11 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes: Elimination of funding for one-time projects, primarily for the Computer Aided Dispatch (CAD) System.

#### Salaries and Benefits

There is a net decrease of \$180,368 in this expenditure category due to salary and benefit adjustments and vacant positions.

Services and Supplies

There is a net decrease of \$2,499,729 in this expenditure category due to elimination of funding for one-time projects, primarily for the Computer Aided Dispatch (CAD) System, the balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net decrease of \$24,193 in this expenditure category due to changes to internal service charges, the balance of the changes are adjustments to meet budget targets.

Fixed Assets

There is no change in this expenditure category.

Other Financing Uses

There is a net increase of \$12,495 in this expenditure category due to increases to the rent surcharge for County owned property.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$213,908 in this expenditure category due to changes in reimbursement for CAD maintenance costs.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 9 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is a decrease of \$98,104 or 13 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$1,298,922 or 8 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is no change in this funding source category.

Licenses, Permits and Franchises

There is no change in this funding source category.

Fines, Fees and Forfeitures

There is no change in this funding source category.

Use of Money and Property

There is no change in this funding source category.

Intergovernmental Revenues

There is no change in this funding source category.

Charges for Services

There is a net increase of \$773,984 in this funding source due to anticipated service agreement increases for dispatch services and Message Switch services to cities and other agencies.

Interfund Revenue

There is no change in this funding source category.

Miscellaneous Revenue

There is a decrease of \$15,000 in this funding source category due to anticipated reductions for reimbursements.

Other Financing Sources

There is no change in this funding source category.

Fund Balance

There is a decrease of \$2,057,906 in this funding source category. Fund Balance used for one-time projects and purchases in FY 2021-22 has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$940,668 or 4 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$28,404 in this expenditure category due to anticipated savings in extra-help expense.

Services and Supplies

There is a net decrease of \$864,954 in this expenditure category due to reductions for Computer Aided Dispatch maintenance expense. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of \$17,232 in this expenditure category due to internal service charge increases.

Fixed Assets

There is a net decrease of \$50,000 in this expenditure category due to project delays and adjustments to meet budget targets.

Other Financing Uses

There is a net increase of \$1,458 in this expenditure category due to increases to rent surcharge.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$16,000 in this expenditure category due to reimbursement of CAD maintenance cost.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 9 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of \$358,254 or 5 percent in this Department's General Fund allocation.

## Public Safety Communications (1240B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	2,688,515	2,688,515	2,688,515	2,688,515	—	2,688,515	—
Charges for Services	7,547,295	7,949,589	8,176,591	8,782,565	605,974	9,556,549	773,984
Interfund Revenue	9,925	8,448	—	—	—	—	—
Miscellaneous Revenue	140,026	74,854	107,500	132,500	25,000	117,500	(15,000)
<b>Total Revenue</b>	<b>10,385,761</b>	<b>10,721,405</b>	<b>10,972,606</b>	<b>11,603,580</b>	<b>630,974</b>	<b>12,362,564</b>	<b>758,984</b>
Fund Balance	4,544,531	3,283,200	7,403,917	3,965,344	(3,438,573)	1,907,438	(2,057,906)
<b>Total Sources</b>	<b>14,930,292</b>	<b>14,004,605</b>	<b>18,376,523</b>	<b>15,568,924</b>	<b>(2,807,599)</b>	<b>14,270,002</b>	<b>(1,298,922)</b>
<b>Requirements</b>							
Salaries and Benefits	14,558,439	15,316,428	17,204,467	17,024,099	(180,368)	16,995,695	(28,404)
Services and Supplies	1,601,178	1,220,961	5,716,382	3,216,653	(2,499,729)	2,351,699	(864,954)
Other Charges	943,529	1,005,875	1,321,701	1,297,508	(24,193)	1,314,740	17,232
Fixed Assets	—	—	75,000	75,000	—	25,000	(50,000)
Other Financing Uses	36,477	50,722	53,188	65,683	12,495	67,141	1,458
<b>Gross Appropriations</b>	<b>17,139,623</b>	<b>17,593,986</b>	<b>24,370,738</b>	<b>21,678,943</b>	<b>(2,691,795)</b>	<b>20,754,275</b>	<b>(924,668)</b>
Intrafund Transfers	(380,729)	(344,902)	(350,000)	(563,908)	(213,908)	(579,908)	(16,000)
<b>Net Appropriations</b>	<b>16,758,894</b>	<b>17,249,084</b>	<b>24,020,738</b>	<b>21,115,035</b>	<b>(2,905,703)</b>	<b>20,174,367</b>	<b>(940,668)</b>
Contingencies/Dept Reserves	1,047,068	1,047,068	1,907,438	1,907,438	—	1,907,438	—
<b>Total Requirements</b>	<b>17,805,962</b>	<b>18,296,152</b>	<b>25,928,176</b>	<b>23,022,473</b>	<b>(2,905,703)</b>	<b>22,081,805</b>	<b>(940,668)</b>
<b>Net County Cost</b>	<b>2,875,670</b>	<b>4,291,547</b>	<b>7,551,653</b>	<b>7,453,549</b>	<b>(98,104)</b>	<b>7,811,803</b>	<b>358,254</b>
Salary Resolution	75.0	78.0	78.0	78.0	—	78.0	—
Funded FTE	75.0	78.0	78.0	78.0	—	78.0	—

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	14,930,292	14,004,605	18,376,523	15,568,924	(2,807,599)	14,270,002	(1,298,922)
Total Requirements	17,805,962	18,296,152	25,928,176	23,022,473	(2,905,703)	22,081,805	(940,668)
Net County Cost	2,875,670	4,291,547	7,551,653	7,453,549	(98,104)	7,811,803	358,254
Salary Resolution	75.0	78.0	78.0	78.0	—	78.0	—
Funded FTE	75.0	78.0	78.0	78.0	—	78.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, 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. Adjustments are also made to correct the use of Intrafund Transfers and Interfund Revenue based on accounting changes. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$3,577,240. Net funding adjustments in FY 2024-25 total \$2,265,692.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(6,772,943)	(3,206,360)
<b>Requirements</b>		
Gross Appropriations	(2,981,795)	(924,668)
Intrafund Transfers	(213,908)	(16,000)
Contingencies/Dept Reserves	—	—
Net County Cost	3,577,240	2,265,692
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	3,965,344	1,907,438
<b>Requirements</b>		
Gross Appropriations	290,000	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(3,675,344)	(1,907,438)
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,807,599)	(1,298,922)
<b>Requirements</b>		
Gross Appropriations	(2,691,795)	(924,668)
Intrafund Transfers	(213,908)	(16,000)
Contingencies/Dept Reserves	—	—
Net County Cost	(98,104)	358,254
Positions	—	—



## Message Switch (1940B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	467,206	489,639	489,640	489,640	—	491,002	1,362
Interfund Revenue	501	—	525	525	—	525	—
<b>Total Revenue</b>	<b>467,707</b>	<b>489,639</b>	<b>490,165</b>	<b>490,165</b>	<b>—</b>	<b>491,527</b>	<b>1,362</b>
Fund Balance	1,055,550	1,201,176	2,348,146	2,073,883	(274,263)	2,073,883	—
<b>Total Sources</b>	<b>1,523,257</b>	<b>1,690,815</b>	<b>2,838,311</b>	<b>2,564,048</b>	<b>(274,263)</b>	<b>2,565,410</b>	<b>1,362</b>
<b>Requirements</b>							
Services and Supplies	391,672	384,571	747,165	530,642	(216,523)	530,642	—
Other Charges	201,503	197,953	211,931	66,863	(145,068)	68,225	1,362
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	87,328	87,328	87,328	—
<b>Gross Appropriations</b>	<b>593,176</b>	<b>582,525</b>	<b>959,096</b>	<b>684,833</b>	<b>(274,263)</b>	<b>686,195</b>	<b>1,362</b>
Intrafund Transfers	(214,297)	(141,079)	(194,668)	(194,668)	—	(194,668)	—
<b>Net Appropriations</b>	<b>378,879</b>	<b>441,446</b>	<b>764,428</b>	<b>490,165</b>	<b>(274,263)</b>	<b>491,527</b>	<b>1,362</b>
Contingencies/Dept Reserves	1,144,379	1,249,369	2,073,883	2,073,883	—	2,073,883	—
<b>Total Requirements</b>	<b>1,523,257</b>	<b>1,690,815</b>	<b>2,838,311</b>	<b>2,564,048</b>	<b>(274,263)</b>	<b>2,565,410</b>	<b>1,362</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,523,257	1,690,815	2,838,311	2,564,048	(274,263)	2,565,410	1,362
Total Requirements	1,523,257	1,690,815	2,838,311	2,564,048	(274,263)	2,565,410	1,362
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 2023-24 and FY 2024-25, including: increases in internal service charges; and elimination of one-time revenues and expenditures. Adjustments are also made to correct the use of Intrafund Transfers and Interfund Revenue based on accounting changes. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,348,146)	(2,072,521)
<b>Requirements</b>		
Gross Appropriations	(274,263)	1,362
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(2,073,883)	(2,073,883)
Net County Cost	—	—
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,073,883	2,073,883
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	2,073,883	2,073,883
Net County Cost	—	—
Positions	—	—

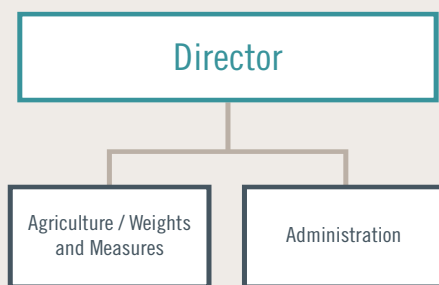
### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(274,263)	1,362
<b>Requirements</b>		
Gross Appropriations	(274,263)	1,362
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

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## Agricultural / Weights and Measures (1260B)

### AGRICULTURE / WEIGHTS AND MEASURES





## Agriculture/Weights & Measures

*“Committed to creating equitable access to services for a diverse agricultural community and upholding fair market practices for consumers.”*

COUNTY OF SAN MATEO 

### Department Locator

County > Community Services > **Agriculture/Weights and Measures**

### Mission Statement

Agriculture/Weights and Measures protects agricultural and environmental resources, ensures the safe use of pesticides, prevents the introduction of invasive pests, provides consumer protection, and ensures equity in the marketplace.

### Overview

Agriculture/Weights and Measure provides the following core services:

- Monitor for invasive pests through pest detection trapping and conduct inspections of agricultural product entering or leaving the county to prevent the spread of invasive pests and safeguard agricultural commerce and the environment
- Enforce pesticide regulations to ensure pesticides are used in accordance with state and federal laws to protect human and environmental health
- Test commercial devices such as gas pumps, and point-of-sale scanners and scales to verify accuracy for consumers and ensure equity in the marketplace

### Program Results

Pest Exclusion inspections performed at SFO, parcel facilities, nurseries and other entry points prevent the introduction and establishment of damaging agricultural pests. County inspectors intercepted potentially invasive pests at least 63 times in 2021. Early detection of harmful pests was facilitated by the placement of 4,802 insect traps throughout the county and were serviced 61,554 times during 2021. Pest prevention activities provide

safeguards to maintain livestock and crop health by reducing environmental stressors. Pest Management projects continued with staff surveying and mapping noxious weeds to identify and manage spread, and implemented outreach and control efforts to prevent noxious weeds entering the marketplace to improve economic and environmental health. Activities and services conducted are reimbursed through state agreements and industry fees.

The Pesticide Use Regulation program focuses on applicator and fieldworker safety, environmental and 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 including continuing education events 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, pesticide applicator licensing requirements. Expanded Spanish translation services including fieldworker interviews, trainings and documents continued.

Weights and Measures staff inspect businesses to ensure that commercial 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 2021-22, 36 consumer complaints were investigated and resolved to support fair business competition. The Program will maintain its current performance levels in FY 2023-24 and 2024-25 and apply principles learned from equity trainings to services.

## Challenges, Initiatives, and Trends for FY 2023-25

### include:

- Collaborating with local, state, and federal agencies and CBOs to provide disaster response resources for agricultural producers and farmworkers
- Preparing for new testing equipment and training staff in Weights and Measures to ensure accuracy of electric vehicle charging stations
- Responding to emerging pest threats, including the Spotted Lanternfly, a serious quarantine pest spreading from the Eastern United States
- Continuing management of weed control projects and lead the Weed Management Area group of regional agencies, landowners, agricultural industry, and environmental organizations to promote and coordinate efforts to prevent introduction, establishment, and spread of noxious weeds
- Updating Department website with a portal to device registration invoicing, weights and measures services, and financial and disaster resources
- Providing virtual and in-person training materials for growers and fieldworkers, forms, and printed content in other languages
- Supporting growers to ensure compliance with state and federal pesticide safety and worker safety regulations as they are updated

To address immediate needs for disaster response requires staff flexibility and willingness to pivot at a moment's notice which may affect performance and response times for other duties. New electric vehicle charging station testing will require more training and time from Weights and Measures staff. Other licensed staff may be required to take on more duties and responsibilities.

### Department Innovations

- The Department resolves to purchase a testing standard to test and certify electric vehicle charging stations. Training on the use of the new standard will be conducted by the State Division of Measurement Standards (DMS). Electric vehicle charging stations

need to be tested and certified by the Department to ensure accuracy and fair business competition to foster consumer confidence.

- As part of the County Multijurisdictional Local Hazard Mitigation Plan, the Department plans to establish the Ag ID program to issue identification to commercial agricultural producers for entering an evacuation zone to perform essential critical tasks to support life and livelihoods. The Department will be responsible for administering the program that includes processing applications, confirming eligibility, schedule training in emergency procedures and wildfire behavior, distributing Ag IDs, and outreach.

### Department Equity

Accomplishments and learnings of equity work in FY 2022-23:

- After success with the previous year's pilot project, electronic devices on loan to growers for remote pesticide safety training of English and Spanish speaking fieldworkers continued.
- Increased Spanish language services for verbal outreach, printed materials, and website postings, with feedback of appreciation from the agricultural industry
- Expanded website resources for disaster relief, environmental and financial needs, and farmworkers, but it is difficult to design analytics to measure helpfulness
- Formation of a Department Equity team to participate in the Foundational Equity Training Pilot Program.

Equity work in FY 2023-25:

- The Department Equity team will identify how the Department can implement equity into workflows. The team aims to evaluate programs to identify ways/ behaviors/resources to make regulatory activities respectful as services are provided across all spectrums throughout the county.
- Use of the equity tool and community engagement will be used to drive formation of Ag ID Program.

## Performance Measures

### Performance Narrative

The Department conducts inspections at businesses across the county to verify that commercial weighing and measuring devices used to sell to the public are accurate and correct. The two main objectives of Weights and Measures Program is to protect the consumer by ensuring equity in the marketplace and fair business competition.

Consumer protection programs managed by the Department affect every member of our society in many ways such as ensuring retail stores are charging correct prices for items and verifying scales, submeters, gas pumps, or other devices are accurate when products are sold by weight or measure. Unfair marketplace practices, such as overcharging for commodities that are sold by weight or volume due to weighing and measuring devices that are out of tolerance, have the potential to impact disadvantaged communities, particularly low income individuals and families that are struggling to keep up with their bills, pay for essential health care and housing needs, and to secure food for their households. Weights and Measures compliance inspections help reduce impacts to the already disadvantaged, such as the estimated 7% of San Mateo County's population that lived below poverty level in 2021, per a U.S. Census Bureau survey.

The Department is determined and committed to reducing violations in disadvantaged communities through targeted initiatives that are based on compliance patterns by city, identifying repeat non-compliance businesses to increase outreach and education, and working with the community and businesses to eliminate barriers for compliance.

Source: U.S. Census Bureau, 2021 ACS Poverty Status in the Past 12 Months

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Commercial W&M Devices in Compliance with Regulations	98%	95%	94%	90%	90%

## Performance Measures

### Performance Narrative

Field Worker Safety (FWS) Inspections are performed to ensure that employers of agriculture workers in treated fields are protecting their workers by properly training workers, providing required notifications and information regarding pesticide exposure, assuring that workers have appropriate protective equipment, and providing adequate means of decontamination. Employers must also manage their workers and fields in a manner that prevents exposure to pesticide residues and drift. FWS inspections are conducted through field interviews with workers and managers to determine if adequate communication has been established and maintained.

Field worker safety is a top priority for the Department and offering inspections in languages most commonly spoken by field workers ensures that they have a clear understanding of the health and safety laws concerning their exposure to pesticides. The Department has an obligation, per the workplan submitted to the California Department of Pesticide Regulations, to complete 30 FSWs per year with a minimum of 6 inspections conducted in Spanish. According to a 2021 U.S. Census survey, an estimated 16% of San Mateo County residents speak Spanish at home, with approximately 39% of households reporting to speak English less than very well. Given the Department's experience in supporting the agricultural industry in San Mateo County, the Department is certain that the number of individuals who list Spanish or a language other than English as their primary language is significantly higher among the field worker community.

The Department gathered data from surveys sent to agricultural producers in San Mateo County in early 2023 and found in 73% of respondents, operations have field workers whose primary language is Spanish. Although the survey questioned about any language other than English spoken at operations, only the Spanish language was identified. The Department has increased translation services with three certified Spanish-speaking Biologists providing field worker interviews, trainings, and documents in Spanish and will continue to expand translation services through FY 2023-25. As agricultural producers that have not responded may have other languages spoken, safety material will be provided in other languages upon request.

Source: U.S. Census Bureau, 2021 ACS Language Spoken at Home

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Fieldworker Inspections Completed	19	16	25	30	30
Number of Fieldworker Inspections Completed in Preferred Language	6	10	12	6	6
Percentage of Fieldworker Inspections Completed in Preferred Language	32%	63%	48%	20%	20%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	153,633	153,633	—	153,633	—
Licenses, Permits and Franchises	590,213	626,751	737,900	740,420	2,520	742,940	2,520
Fines, Forfeitures and Penalties	7,400	9,625	—	—	—	—	—
Intergovernmental Revenues	3,708,880	3,846,369	3,446,896	3,446,896	—	3,446,896	—
Charges for Services	78,392	84,428	122,200	127,200	5,000	132,200	5,000
Interfund Revenue	1,204	1,192	831	831	—	831	—
Miscellaneous Revenue	12,087	20	—	—	—	—	—
<b>Total Revenue</b>	<b>4,398,177</b>	<b>4,568,385</b>	<b>4,461,460</b>	<b>4,468,980</b>	<b>7,520</b>	<b>4,476,500</b>	<b>7,520</b>
Fund Balance	934,150	943,321	1,113,868	1,148,545	34,677	546,924	(601,621)
<b>Total Sources</b>	<b>5,332,327</b>	<b>5,511,706</b>	<b>5,575,328</b>	<b>5,617,525</b>	<b>42,197</b>	<b>5,023,424</b>	<b>(594,101)</b>
<b>Requirements</b>							
Salaries and Benefits	5,517,868	5,547,993	6,454,389	6,343,680	(110,709)	6,451,922	108,242
Services and Supplies	552,282	622,578	1,241,728	1,214,423	(27,305)	601,627	(612,796)
Other Charges	601,891	605,317	654,562	733,053	78,491	754,726	21,673
Other Financing Uses	158,530	34,902	8,865	8,961	96	9,154	193
<b>Gross Appropriations</b>	<b>6,830,570</b>	<b>6,810,790</b>	<b>8,359,544</b>	<b>8,300,117</b>	<b>(59,427)</b>	<b>7,817,429</b>	<b>(482,688)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>6,830,570</b>	<b>6,810,790</b>	<b>8,359,544</b>	<b>8,300,117</b>	<b>(59,427)</b>	<b>7,817,429</b>	<b>(482,688)</b>
Contingencies/Dept Reserves	512,247	512,247	512,247	546,924	34,677	546,924	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>7,342,817</b>	<b>7,323,037</b>	<b>8,871,791</b>	<b>8,847,041</b>	<b>(24,750)</b>	<b>8,364,353</b>	<b>(482,688)</b>
<b>Net County Cost</b>	<b>2,010,491</b>	<b>1,811,331</b>	<b>3,296,463</b>	<b>3,229,516</b>	<b>(66,947)</b>	<b>3,340,929</b>	<b>111,413</b>
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	30.0	30.0	29.8	29.8	—	29.8	—



## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$42,197 or 1 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is no change in this funding source category.

#### Licenses, Permits and Franchises

There is a net increase of \$2,520 in this funding source due to an increase in device registration fees.

#### Fines, Fees and Forfeitures

There is no change in this funding source category.

#### Intergovernmental Revenues

There is no change in this funding source category.

#### Charges for Services

There is a net increase \$5,000 in this funding source due to an increase in fees for re-inspections and testing out-of-county water meters.

#### Interfund Revenue

There is no change in this funding source category.

#### Miscellaneous Revenue

There is no change in this funding source category.

#### Fund Balance

There is a net increase of \$34,677 in this funding source due to year-end Fund Balance projections for FY 2022-23.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$24,750 or less than 1 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$110,709 in this expenditure category due to county retirement contributions and health care plan changes. This decrease was partially offset by increases in COLA projections and federal payroll taxes.

#### Services and Supplies

There is a net decrease of \$27,305 in this expenditure category due to weed control work ending. This decrease was partially offset by an increase in software subscriptions and program supplies; the balance of the changes are adjustments to meet budget targets.

#### Other Charges

There is a net increase of \$78,491 in this expenditure category due to increases in motor vehicle mileage charges for new vehicles, automation services, county facility service charges, county leased facility rental charges, general liability insurance, and other insurance and general service charges. This increase was partially offset by an elimination of telephone service charges and decreased auto liability insurance.

Other Financing Uses

There is a net increase of \$96 in this expenditure category due to a 10 percent facility surcharge.

Contingencies/Departmental Reserves

There is net increase of \$34,677 in this expenditure category due to year-end Fund Balance projections for FY 2022-23. The balance of \$546,924 in General Fund Reserves represents 7 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is a decrease of \$66,947 or 2 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$594,101 or 11 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is no change in this funding source/expenditure category.

Licenses, Permits and Franchises

There is a net increase of \$2,520 in this funding source due to an increase in device registration fees.

Fines, Fees and Forfeitures

There is no change in this funding source category.

Intergovernmental Revenues

There is no change in this funding source category.

Charges for Services

There is a net increase \$5,000 in this funding source due to an increase in fees for re-inspections and testing out-of-county water meters.

Interfund Revenue

There is no change in this funding source category.

Miscellaneous Revenue

There is no change in this funding source category.

Fund Balance

There is a net decrease of \$601,621 in this funding source due to Fund Balance used for one-time projects and purchases in FY 2023-24.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$482,688 or 5 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$108,242 in this expenditure category due to inclusion of merit increases and promotions for permanent staff and increased county retirement contribution.

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Services and Supplies

There is a net decrease of \$612,796 in this expenditure category due to adjustments to meet budget targets. This decrease was partially offset by an increase in program supplies.

Other Charges

There is a net increase of \$21,673 in this expenditure category due to increases in motor vehicle mileage charges for new vehicles, automation services, county facility service charges, county leased facility rental charges, and other general service charges.

Other Financing Uses

There is a net increase of \$193 in this expenditure category due to a 10 percent facility surcharge.

Contingencies/Departmental Reserves

There is no change in this funding source category. The balance in General Fund Reserves represents 7 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$111,413 or 3 percent in this Department's General Fund allocation.

## Agricultural / Weights and Measures (1260P)

### Program Locator

County > Community Services > **Agriculture/Weights and Measures**

### Performance Measures

#### Performance Narrative

In accordance with State law, the Department performs pest prevention inspections at SFO where imported live plants, fresh produce and other agricultural products present a high risk of introducing invasive species. Invasive species have few natural enemies to prevent damaging population growth, and are often extremely harmful to crops, human health and the local environment.

San Mateo County is in a unique position to protect California’s agricultural industry through inspection of high-risk entry points like SFO. Thousands of agricultural shipments are inspected by the Department at SFO annually, and significant numbers of invasive species that could have a devastating impact on agricultural workers and the economy statewide are regularly found. In FY 2021-22, Department biologists inspected 3,108 packages at SFO, intercepting 19 shipments infested with actionable pests. This is a less than 1% find rate, with a decrease of finds partly attributed to increased industry practices of pre-emptive treatments such as hot water dipping and irradiation of commodities to eliminate viable pests prior to shipping.

Agricultural workers are often the first to feel an economic crisis brought about by outbreaks of invasive species. Entire industries have been decimated by invasive species outbreaks. In the 1920s, for example, Temecula Valley’s thriving wine grape industry was devastated by Pierce’s disease, which is spread by the invasive Glassy-Winged Sharpshooter. Workers of color represent 72% of the Agriculture, Forestry, and Fishing workforce in the bay area. Through the pest prevention program, the Department’s primary focus is to protect the agricultural industry and preserve the front-line workers, most of which are people of color, who fuel the economy and the county’s food supply.

<https://bayareaequityatlas.org/essential-workers>

Source: Center for Economic and Policy Research Analysis of American Community Survey, 2014-2018 5-Year Estimates.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of SFO Shipments Inspected with Actionable Pests	1%	1%	1%	1%	1%

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,332,327	5,511,706	5,575,328	5,617,525	42,197	5,023,424	(594,101)
Total Requirements	7,342,817	7,323,037	8,871,791	8,847,041	(24,750)	8,364,353	(482,688)
Net County Cost	2,010,491	1,811,331	3,296,463	3,229,516	(66,947)	3,340,929	111,413
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	30.0	30.0	29.8	29.8	—	29.8	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, 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 2023-24 total \$1,046,921. Net funding adjustments in FY 2024-25 total \$658,337.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,106,348)	(1,141,025)
<b>Requirements</b>		
Gross Appropriations	(59,427)	(482,688)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	1,046,921	658,337
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,148,545	546,924
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	34,677	—
Net County Cost	(1,113,868)	(546,924)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	42,197	(594,101)
<b>Requirements</b>		
Gross Appropriations	(59,427)	(482,688)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	34,677	—
Non-General Fund Reserves	—	—
Net County Cost	(66,947)	111,413
Positions	—	—

## Structural Fire (3550B)

### Department Locator

County > Community Services > **Structural Fire**

District, which includes all land outside city and other fire district boundaries.

### Overview

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

Over the last three years, property tax revenues for Fire Protection Services have decreased by an average of eight percent due to the impacts of the COVID-19 pandemic. This shortfall has been made whole annually through a combination of a 2.7 percent allocation from the Public Safety Half-Cent Sales Tax (Proposition 172) and expenditure savings.

### Performance Measures

#### Performance Narrative

This measure informs the Department on trends or fire risk based on communities throughout the unincorporated portions of the county serviced by San Mateo County Fire Department. These communities include Loma Mar, Pescadero, Kings Mountain, La Honda, Palomar Park, Emerald Lake Hills, Burlingame Hills, Other Unincorporated North of Highway 92, and Other Unincorporated South of Highway 92. This information helps inform the Department if additional fire prevention or suppression resources might be needed in a specific community and to spot trends. The data is collected as a part of the Computer Aided Dispatch system and reported through the National Incident Fire Reporting System (NFIRS).

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of fire related deaths and injuries	0	0	0	0	0

### Performance Measures

#### Performance Narrative

The County Fire Marshals Office is responsible for conducting state-mandated fire inspections of a variety of occupancies across the unincorporated areas of the county served by the San Mateo County Fire Department. These communities include Loma Mar, Pescadero, Kings Mountain, La Honda, Palomar Park, Emerald Lake Hills, Burlingame Hills, Other Unincorporated North of Highway 92, and Other Unincorporated South of Highway 92. Inspections focus on compliance with fire and life safety regulations including Title 19 of the California Code of Regulations and the California Fire Code. Onsite inspections are conducted by Deputy Fire Marshals. The focus of these inspections is to determine that fire protection systems are properly maintained, tested, and certified, and that exit pathways are free from obstruction, properly marked, and illuminated. These inspections are required for occupancies that present a high hazard and must be completed annually.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of state-mandated fire occupancy inspections completed annually	100%	100%	100%	90%	90%

## Performance Measures

### Performance Narrative

The County Fire Marshals Office is responsible for conducting fire inspections, and re-inspections, for a variety of occupancy types. Inspections focus on compliance with fire and life safety regulations including Title 19 of the California Code of Regulations and the California Fire Code. Onsite inspections are conducted by Deputy Fire Marshals. The focus of these inspections is to determine that fire protection systems are properly maintained, tested, and certified, and that exit pathways are free from obstruction, properly marked, and illuminated. These inspections are required for occupancies that present a high hazard and must be completed annually. This measure helps to inform the Department on trends, based on community, related to occupancies that require additional follow-up fire re-inspection. These communities include Loma Mar, Pescadero, Kings Mountain, La Honda, Palomar Park, Emerald Lake Hills, Burlingame Hills, Other Unincorporated North of Highway 92, and Other Unincorporated South of Highway 92.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of state-mandated fire occupancy inspections requiring re-inspection	36%	48%	56%	10%	10%

## Structural Fire Protection Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	7,471,463	6,641,467	10,106,668	10,597,401	490,733	11,112,379	514,978
Use of Money and Property	188,760	161,598	162,483	162,483	—	162,483	—
Intergovernmental Revenues	2,386,069	2,431,807	2,697,900	2,954,150	256,250	3,216,806	262,656
Charges for Services	247,379	94,254	305,500	305,500	—	305,500	—
Miscellaneous Revenue	265,637	41,483	454,613	454,613	—	454,613	—
Other Financing Sources	—	—	252,856	—	(252,856)	—	—
<b>Total Revenue</b>	<b>10,559,308</b>	<b>9,370,608</b>	<b>13,980,020</b>	<b>14,474,147</b>	<b>494,127</b>	<b>15,251,781</b>	<b>777,634</b>
Fund Balance	10,193,064	9,566,102	7,910,241	8,107,240	196,999	4,725,764	(3,381,476)
<b>Total Sources</b>	<b>20,752,372</b>	<b>18,936,710</b>	<b>21,890,261</b>	<b>22,581,387</b>	<b>691,126</b>	<b>19,977,545</b>	<b>(2,603,842)</b>
<b>Requirements</b>							
Services and Supplies	—	—	—	—	—	—	—
Other Charges	17	19	26	21	(5)	21	—
Other Financing Uses	11,186,252	11,026,450	17,446,696	17,855,603	408,907	17,861,948	6,345
<b>Gross Appropriations</b>	<b>11,186,269</b>	<b>11,026,469</b>	<b>17,446,722</b>	<b>17,855,624</b>	<b>408,902</b>	<b>17,861,969</b>	<b>6,345</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>11,186,269</b>	<b>11,026,469</b>	<b>17,446,722</b>	<b>17,855,624</b>	<b>408,902</b>	<b>17,861,969</b>	<b>6,345</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	9,566,102	7,910,241	4,443,539	4,725,763	282,224	2,115,576	(2,610,187)
<b>Total Requirements</b>	<b>20,752,372</b>	<b>18,936,710</b>	<b>21,890,261</b>	<b>22,581,387</b>	<b>691,126</b>	<b>19,977,545</b>	<b>(2,603,842)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Structural Fire (3550P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	20,752,372	18,936,710	21,890,261	22,581,387	691,126	19,977,545	(2,603,842)
Total Requirements	20,752,372	18,936,710	21,890,261	22,581,387	691,126	19,977,545	(2,603,842)
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 2023-24 and FY 2024-25, 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 2023-24 total (\$494,133). Net funding adjustments in FY 2024-25 total (\$1,271,767).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(7,416,114)	(7,329,606)
<b>Requirements</b>		
Gross Appropriations	(3,466,707)	(3,875,609)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(4,443,540)	(4,725,764)
Net County Cost	(494,133)	(1,271,767)
Positions	—	—

**2. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is appropriated for one-time expenses in Fire Protection Services, and the remainder is appropriated 60 percent to Capital Reserves and 40 percent to General Reserves.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	8,107,240	4,725,764
<b>Requirements</b>		
Gross Appropriations	3,875,609	3,881,954
Intrafund Transfers	—	—
Non-General Fund Reserves	4,725,764	2,115,577
Net County Cost	494,133	1,271,767
Positions	—	—



## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	691,126	(2,603,842)
<b>Requirements</b>		
Gross Appropriations	408,902	6,345
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	282,224	(2,610,187)
Net County Cost	—	—
Positions	—	—

## Fire Protection Services (3580B)

### Fire Protection Services

*"We strive to embed equity in our organizational culture and community outreach"*

COUNTY OF SAN MATEO 



#### Department Locator

County > Community Services > **Fire Protection Services**

#### Overview

San Mateo County Fire Department (County Fire) contracts with the California Department of Forestry and Fire Protection (CAL FIRE) to staff four County-owned fire stations in the unincorporated area and to oversee three volunteer companies. County Fire is responsible for providing fire suppression, rescue, and emergency medical services throughout all unincorporated portions of the County that are outside of a fire district. County Fire staffs fire engines (pumpers) and one staffed ladder (truck) 24/7. Each fire apparatus is staffed with at least three professional firefighters, one of whom is a licensed paramedic.

In addition to fire protection and emergency response, County Fire staff provides fire marshal services through fire and life safety reviews of building plans, defensible space inspections, fire protection education, and fire investigation. Additionally, the EMS/Training Division ensures firefighters, paramedics, and volunteers are adequately trained to industry standards.

County Fire is a part of the countywide mutual aid program, which sends the closest engine to any event, regardless of the city in which the incident occurred. Annually, County Fire responds to over 2,000 calls for service from the four stations staffed by CAL FIRE.

County Fire continues to see the increased threat of wildland urban interface fires. Firefighters have been deployed throughout the State on mutual aid assignments. To meet this growing threat, County Fire has:

- Increased defensible space inspections throughout the community;
- Invested in new fire and rescue apparatus, including new rescue vehicles for the rural areas of the County;
- Received a \$300,000 CAL FIRE grant for vegetation management equipment;
- Collaborated with other emergency service stakeholders on improved systems for evacuation;
- Upgraded radio communications systems to enable interoperability with other first responder agencies;
- Collaborated with the Project Development Unit in the County Executive's Office on new fire stations;
- Continued to recruit and train new volunteer firefighters from the local community;
- Partnered with the Department of Emergency Management on innovative fire detection and suppression systems;
- Purchased additional vegetation management tools and equipment for use on larger vegetation fuel reduction projects; and,
- Implemented a mobile and portable radio replacement cycle, ensuring interoperability with other first responders during large scale emergencies.

Due to the increasing threat of fire, floods, and large-scale disasters, County Fire continues to modernize its facilities, equipment, and training. To meet the challenge, County Fire is focusing on the following initiatives:

- Continued implementation of the Wildland Urban Interface (WUI) risk reduction program, which includes education/information, fuel reduction, and WUI fire inspections;

- Strategic fire fuel reduction initiatives and evacuation planning in partnership with San Mateo County Fire Safe Council and other local cooperators;
- Continued implementation of the San Mateo County Fire Department 6-Year Operating Plan;
- Increase in the number of publicly available fire cameras on AlertWildfire.org;
- Modernization of the County Fire Apparatus fleet, in accordance with the San Mateo County Fire Department Mobile Equipment Replacement Plan;
- Deployment of a new cloud-based mobile data system to optimize fire apparatus responses, sending the

closest, most appropriate resources based using an automated vehicle locator system; and,

**Department Innovations**

County Fire has successfully deployed an online platform called “Community Connect” which allows residents to input special information about their property into a secure centralized database. This information is available to first responders who have access to the information when they respond to each emergency.

**Department Equity**

County Fire now translates all public information releases in both English and Spanish.

**Performance Measures**

**Performance Narrative**

The goal of fire prevention safety material is to educate, build awareness, and ultimately reduce the number of damaging fires that occur. In responding to the needs of the community, this measure indicates the availability of Spanish language fire prevention resources to a broader and more inclusive swath of the population served by the San Mateo County Fire Department. This measure helps to ensure more equitable access to fire prevention material in the unincorporated parts of the county and therefore help to build greater fire prevention awareness across a more diversified population.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of fire safety documents translated into a second language	8	22	17	10	10

## Performance Measures

### Performance Narrative

This measure informs the Department on the time it takes for San Mateo County Fire Department firefighting crews in two rural parts of the county to arrive on scene of an emergency incident. The San Mateo County Fire Department aims to maintain an average response time of less than 12 minutes for rural-based fire engine on priority one emergency calls. This measure helps to inform the Department if there are significant differences across communities served when compared to each other. This measure also helps to inform the Department about the average amount of time it takes for a fire first response paramedic unit to arrive at the scene of a medical emergency. This data is collected as a part of the Computer Aided Dispatch (CAD) software.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average response time (minutes) maintained for rural-based fire engine on priority one emergency calls	11:40	14:02	8:45	12:00	12:00

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Engine Company Location	Pescadero	Skylonda
Average Response Time (minutes)	11:45	16:30

## Performance Measures

### Performance Narrative

This measure informs the Department on the time it takes for San Mateo County Fire Department firefighting crews in the more urban portion of the county to arrive on scene of an emergency incident. These locations include Palomar Park. The San Mateo County Fire Department aims to maintain an average response time of less than seven minutes for urban-based fire engine on priority one emergency calls. This measure helps to inform the Department if there are significant differences when compared to other urban fire companies in the county. This measure also helps to inform the Department about the average amount of time it takes for a fire first response paramedic unit to arrive at the scene of a medical emergency. This data is collected as a part of the Computer Aided Dispatch (CAD) software.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average response time (minutes) maintained for urban-based fire engine on priority one emergency calls	4:48	5:36	5:53	7:00	7:00

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Community	Palomar Park
Average Response Time (minutes)	6:46

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,411,743	2,007,584	2,309,886	5,299,436	2,989,550	5,299,436	—
Intergovernmental Revenues	—	113,874	—	298,755	298,755	—	(298,755)
Charges for Services	—	160,689	—	—	—	—	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	6,652	40,783	—	—	—	—	—
Other Financing Sources	11,186,252	11,026,450	17,446,695	17,855,603	408,908	17,861,948	6,345
<b>Total Revenue</b>	<b>12,604,647</b>	<b>13,349,380</b>	<b>19,756,581</b>	<b>23,453,794</b>	<b>3,697,213</b>	<b>23,161,384</b>	<b>(292,410)</b>
Fund Balance	253,289	253,289	252,856	—	(252,856)	—	—
<b>Total Sources</b>	<b>12,857,936</b>	<b>13,602,669</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
<b>Requirements</b>							
Salaries and Benefits	(42,116)	415	415	—	(415)	—	—
Services and Supplies	10,391,921	10,933,587	16,166,566	16,911,805	745,239	16,915,205	3,400
Other Charges	607,754	247,922	624,937	670,424	45,487	673,102	2,678
Fixed Assets	1,325,008	1,846,920	2,570,532	5,858,837	3,288,305	5,560,082	(298,755)
Other Financing Uses	322,080	320,969	646,987	12,728	(634,259)	12,995	267
<b>Gross Appropriations</b>	<b>12,604,647</b>	<b>13,349,814</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>12,604,647</b>	<b>13,349,814</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
Non-General Fund Reserves	253,289	252,856	—	—	—	—	—
<b>Total Requirements</b>	<b>12,857,936</b>	<b>13,602,669</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Fire Protection Services (3580P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	12,857,936	13,602,669	20,009,437	23,453,794	3,444,357	23,161,384	(292,410)
Total Requirements	12,857,936	13,602,669	20,009,437	23,453,794	3,444,357	23,161,384	(292,410)
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 2023-24 and FY 2024-25, 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. There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,153,834)	(292,410)
<b>Requirements</b>		
Gross Appropriations	(2,153,834)	(292,410)
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

**2. Measure K - County Fire Engine Replacement Fund:** This action allocates Measure K funding for the Fire Engine Replacement Fund.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,250,000	—
<b>Requirements</b>		
Gross Appropriations	2,250,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Measure K Rollover for County Fire Engine Replacement Fund:** Measure K balance is rolled forward to cover the cost of the County Fire Engine Replacement Fund.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	3,049,436	—
<b>Requirements</b>		
Gross Appropriations	3,049,436	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. CAL FIRE Fire Prevention Program Grant:** Appropriations are added to recognize grant funding from the California Department of Forestry and Fire Protection to purchase new vegetation management equipment for fire prevention efforts in the Santa Cruz Mountains.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	298,755	—
<b>Requirements</b>		
Gross Appropriations	298,755	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	3,444,357	(292,410)
<b>Requirements</b>		
Gross Appropriations	3,444,357	(292,410)
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

## County Service Area 1 (3560B)

### Department Locator

County > Community Services > **County Service Area #1**

### Overview

Fire suppression services in unincorporated County Services Area No. 1 (CSA 1), known as the Highlands, are provided under contract with the California Department of Forestry and Fire Protection (known as CAL FIRE). CSA 1 also contracts with the Sheriff's Office for dedicated police patrol. The Sheriff's Office provides 18 hours of patrol service seven days per week. CAL FIRE staffs one fire engine (pumper) and one ladder (truck) 24/7 at the Fire Station 17 on Paul Scannell Drive. There are at least two firefighter-paramedics on duty daily in CSA 1. CAL FIRE also provides fire prevention and safety services as well as defensible space inspections from this location. Firefighters at Fire Station 17 respond to approximately 500 incidents per year. CSA 1 fire protection services resulted in a 'Class 1' rating by the Insurance Services Office (ISO), the highest rating possible, and one of only 300 such departments in the country. These services are fully funded by property tax and a supplemental parcel tax that must be approved by the CSA 1 voters every four years.

Together with the San Mateo County Sheriff's Office, County Fire provides enhanced services to the Highlands neighborhood as well as several surrounding communities in unincorporated San Mateo County.

The San Mateo County Fire Department (County Fire) and CSA 1 continue to see the increased threat of wildland urban interface fires. Firefighters have been deployed throughout the State on mutual aid assignments. To meet this growing threat, CSA 1 has:

- Increased defensible space inspections throughout the community;
- Invested in new fire apparatus (new fire engine has been ordered);

- Collaborated with other emergency service stakeholders on improved systems for evacuation; and,
- Increased equipment and training for Highland Community Emergency Response Team (CERT).

To address the increased risks associated with wildfire, CAL FIRE continues to prepare, mitigate, and respond every day to reduce the threat and quickly extinguish fires when they break out. To meet this challenge, while also protecting the members of the Highlands community, CAL FIRE is focusing on the following initiatives:

- Continued implementation of the San Mateo County Fire Six-Year Operating Plan;
- Continued reduction of wildfire risk through the Wildland Urban Interface (WUI) risk reduction program focused on vegetation management, defensible space inspections, evacuation planning, and community outreach/education;
- Maintenance of current levels of service through professional training, community outreach, fire prevention, and education;
- Modernization and replacement of the County Fire fleet in accordance with the replacement plan; and,
- Coordination with the Project Development Unit on the Fire Station #17 headquarters replacement project

### Department Innovations

County Fire and CSA 1 have successfully deployed an online platform called "Community Connect" which allows residents to input special information about their property into a secure centralized database. This information is available to first responders who have access to the information when they respond to each emergency.

### Department Equity

County Fire and CSA 1 now translate all public information releases in both English and Spanish.



## Performance Measures

### Performance Narrative

This measure informs the Department on trends or fire hazards in San Mateo County Fire Department service area of CSA #1 Highlands. This information helps inform the Department if additional fire prevention or suppression resources might be needed in a specific community and to spot trends. The data is collected as a part of the Computer Aided Dispatch system and reported through the National Incident Fire Reporting System (NFIRS).

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Deaths and Injuries (number)	0	0	0	0	0

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Community	CSA #1 Highlands
Death and Injuries (number)	0

## Performance Measures

### Performance Narrative

This measure helps to inform the Department on the number of properties in the Wildland Urban Interface (WUI) that have successfully adhered to Public Resource Code 4291 Defensible Space requirements. Defensible space slows, or in some cases stops, the spread of wildfire and helps protect homes from damage or destruction should a wildfire occur. Defensible space is also important to help protect firefighters while they are defending a home. These inspections provide an opportunity for firefighters to speak directly with property owners and tenants about what measures they can take to be fire safe. Failure to adhere to these inspections can result in follow-up inspections and potential fines. These inspections are required for occupancies that present a high hazard and completed annually. This measure help inform the Department on our effectiveness in raising awareness and building wildfire resiliency within the CSA #1 community.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of defensible space inspections completed on properties bordering open space	86%	89%	89%	90%	90%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Community	CSA#1 Highlands
Percent of defensible space inspections completed on properties bordering open space	90%

**Performance Measures**

**Performance Narrative**

This measure informs the Department on the time it takes for San Mateo County Fire Department firefighting crews in the more urban portion of the county to arrive on scene of an emergency incident, known as a Priority 1 call. This measure helps to inform the Department if there are significant differences when compared to other urban fire companies in the county. This measure also helps to inform the Department about the average amount of time it takes for a fire first response paramedic unit to arrive at the scene of a medical emergency. This data is collected as a part of the Computer Aided Dispatch (CAD) software.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average response time (minutes) maintained for all priority one emergency calls	6:18	7:05	6:42	7:00	7:00

**Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Community	CSA#1 Highlands
Average Response Time (minutes)	7:00

**County Service Area #1 Fund**  
**FY 2023-24 & FY 2024-25 Budget Unit Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,884,145	4,093,024	4,071,492	4,270,039	198,547	4,477,131	207,092
Use of Money and Property	90,626	81,797	44,872	44,872	—	44,872	—
Intergovernmental Revenues	12,475	12,499	12,283	12,283	—	12,283	—
Charges for Services	92,064	92,064	90,000	90,000	—	90,000	—
Miscellaneous Revenue	126	17	49,175	49,175	—	49,175	—
<b>Total Revenue</b>	<b>4,079,436</b>	<b>4,279,401</b>	<b>4,267,822</b>	<b>4,466,369</b>	<b>198,547</b>	<b>4,673,461</b>	<b>207,092</b>
Fund Balance	6,781,504	7,610,440	8,755,996	8,848,630	92,634	7,832,479	(1,016,151)
<b>Total Sources</b>	<b>10,860,940</b>	<b>11,889,841</b>	<b>13,023,818</b>	<b>13,314,999</b>	<b>291,181</b>	<b>12,505,940</b>	<b>(809,059)</b>
<b>Requirements</b>							
Services and Supplies	3,236,232	2,955,855	4,778,794	5,382,426	603,632	5,382,426	—
Other Charges	15	85	300	94	(206)	94	—
Fixed Assets	14,253	8,990	950,000	100,000	(850,000)	100,000	—
Other Financing Uses	—	168,916	—	—	—	—	—
<b>Gross Appropriations</b>	<b>3,250,501</b>	<b>3,133,845</b>	<b>5,729,094</b>	<b>5,482,520</b>	<b>(246,574)</b>	<b>5,482,520</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>3,250,501</b>	<b>3,133,845</b>	<b>5,729,094</b>	<b>5,482,520</b>	<b>(246,574)</b>	<b>5,482,520</b>	<b>—</b>
Non-General Fund Reserves	7,610,440	8,755,996	7,294,724	7,832,479	537,755	7,023,420	(809,059)
<b>Total Requirements</b>	<b>10,860,940</b>	<b>11,889,841</b>	<b>13,023,818</b>	<b>13,314,999</b>	<b>291,181</b>	<b>12,505,940</b>	<b>(809,059)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## County Service Area 1 (3560P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	10,860,940	11,889,841	13,023,818	13,314,999	291,181	12,505,940	(809,059)
Total Requirements	10,860,940	11,889,841	13,023,818	13,314,999	291,181	12,505,940	(809,059)
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 2023-24 and FY 2024-25, including adjustments in internal service charges and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total \$1,016,151. Net funding adjustments in FY 2024-25 total \$809,059.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(8,557,449)	(8,641,538)
<b>Requirements</b>		
Gross Appropriations	(246,574)	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(7,294,724)	(7,832,479)
Net County Cost	1,016,151	809,059
Positions	—	—

**2. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is appropriated 60 percent to Capital Reserves and 40 percent to General Reserves.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	8,848,630	7,832,479
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	7,832,479	7,023,420
Net County Cost	(1,016,151)	(809,059)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	291,181	(809,059)
<b>Requirements</b>		
Gross Appropriations	(246,574)	—
Intrafund Transfers	—	—
Non-General Fund Reserves	537,755	(809,059)
Net County Cost	—	—
Positions	—	—

# Department of Housing (7900B)

## DEPARTMENT OF HOUSING



**Legend:**

..... = Information only non-General Fund Department

# Housing

*"We recognize that access to safe, affordable, and stable housing is a fundamental human right and a cornerstone of equitable communities."*

COUNTY OF SAN MATEO 



## 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) funds affordable housing production and preservation plus community development activities through its Housing and Community Development (HCD) division and provides rental subsidies through a variety of programs administered by the Housing Authority of the County of San Mateo (HACSM).

HCD continues to provide and increase the supply of affordable housing through its finance programs utilizing funding from federal, state, and county sources. The consistent funding of the department's Affordable Housing Fund (AHF) by the Board of Supervisors has encouraged affordable housing developers to seek opportunities throughout San Mateo County resulting in a deep pipeline of affordable housing developments. The COVID-19 pandemic and FY 2021-22 called upon HCD to combat the effects of COVID-19 on homelessness and the housing crisis as additional funding was provided through the Coronavirus Aid, Relief, and Economic Security (CARES) Act for these purposes – a unique opportunity to help address one of many challenges experienced by County residents due to the pandemic.

HACSM is fully funded by federal dollars and is growing due to the expansion of targeted programs such as:

Mainstream, Permanent Supportive Housing (PSH), Emergency Housing Vouchers (EHV), and Veterans' Affairs Supportive Housing (VASH).

Highlights for FY 2021-23 include:

- Completed 711 affordable homes financed by the County versus the typical 200-300 for two-year cycles prior to expansion of the AHF.
- Maintained Section 8 active voucher utilization above 92 percent through lease up of five affordable housing developments with 310 project-based Section 8 vouchers, landlord incentive programs, and decreased turnover during the COVID-19 pandemic.
- Awarded \$18,000,000 in "Housing for a Healthy California" funding to leverage our Measure K dollars which will create 71 affordable homes for homeless, disabled persons enrolled in County Health's Whole Person Care program.
- Established the "Housing Equity Innovation Fund" through which DOH made 12 awards totaling \$1,000,000 in Measure K funds and \$600,000 in American Rescue Plan Act (ARPA) funds.
- Secured \$83,781,709 in Homekey Program funding for the acquisition and construction of 240 beds at the Navigation Center, 51 permanent supportive housing apartments at Casa Esperanza, and 44 rooms of interim housing El Camino House.
- Acquired Parcel F in San Carlos for future affordable housing development opportunity.

Successes experienced in previous fiscal years bring challenges and opportunities to the Department of Housing in expanded asset management capacities, the need to act more directly as owner/operator for hotels acquired for affordable housing, and coordinating expenditure of COVID-19 funding resources before

deadlines as early as December 31, 2021. In FY 2022-23, DOH issued its largest AHF Notice Of Funds Availability at nearly \$50,000,000, including a combination of state and local funding, and ARPA which provided a new opportunity for HACSM to further address County homelessness through the EHV program. COVID-19 exposed weaknesses in the County's housing and rental markets while increasing fiscal demands on HACSM. DOH is also focusing on increasing equity in all its business interactions.

Challenges and opportunities for FY 2023-25 include:

- Create more affordable housing opportunities for our most vulnerable residents by requiring greater homeless preferences for projects receiving AHF assistance.
- Maximize leverage of County resources by requiring all developers to pursue State funding opportunities.
- Closely monitor voucher utilization to prevent over-expenditure of Housing Assistance Payment funds and ensure project-based voucher commitments can be met at the time of pipeline project completions.
- Develop more robust asset management functionality within DOH to match our growing portfolio of affordable housing developments.
- Seek additional opportunities to acquire hotels, underutilized buildings, and vacant land to expedite creation of affordable homes for the County's most vulnerable populations.
- Partner with MidPen Housing and Mental Health Association to seek sources of operating assistance to ensure long term financial feasibility of the hotels converted to Permanent Supportive Housing, purchased with HomeKey funds, where rents alone will not cover operating costs and services.
- Collaborate with our internal and external partners via 21 Elements, Housing Endowment And Regional Trust, California Association of Housing Authorities, Home for All, and other platforms to promote issues of housing and homelessness and provide technical assistance to city, regional, and private partners.

## Department Equity

In FY 2022-23, DOH created an internal equity committee which participated in an Anti-Racist Results Based

Accountability Training to garner a baseline understanding and shared language regarding race and equity. This training allowed DOH to join a County cohort to dig into its performance and equity efforts. In the training, departments were tasked with completing a root-cause analysis on equity issues affecting their departments. During the exercise, DOH was challenged to not be race neutral in its analysis but to keep race as the focal point. With the support of a County partner, DOH was able to complete a substantive root-cause analysis and better-off measures to help DOH understand where it is progressing in its equity efforts and where more focus should be given.

One item DOH has begun to work on is sharing the efforts of the committee with the rest of staff and beginning to work towards the goal of normalizing discussions about race and equity. At each all-staff meeting the committee shares its learnings and facilitates a discussion about equity.

In FY 2023-25, DOH will continue to hold discussions about equity with the goal of increasing staff knowledge and awareness of equity issues within the work of the department, San Mateo County, and the communities where staff live. The committee has a goal to expand its membership from eight to twelve members to facilitate the work on the strategies identified by the root-cause analysis and periodically evaluate those strategies to ensure the desired outcomes are being reached. DOH is encouraging all managers and supervisors, which is 19 employees, to attend the Racial Equity Foundational Training, with a goal of 100 percent completion.

As a result of completing the Anti-Racist Results Based Accountability Training, DOH continues to work toward establishing specific goals and strategies to make DOH an equitable and inclusive place to work. HACSM is reviewing its hiring and promotional policies and practices to be able to create more transparency in the process and ensure promotional pathways are equitable for all racial groups. HCD is currently working towards establishing an inclusive environment where staff feel comfortable discussing topics such as structural racism, BIPOC lived experiences, burnout and workload concerns, and meaningful metrics to measure these areas.



## Performance Measures

### Performance Narrative

Not all households in San Mateo County enjoy the opportunities that its high-performing economy has to offer. DOH's goal is to increase the rate at which the County's disenfranchised residents are able to access the opportunities the county has to offer by encouraging affordable housing development in the high opportunity job rich (HOJR) areas.

DOH defines high-opportunity areas as tracts that rank above the regional average in at least four of the following indicators: share of the population above 200% of the poverty line; share of the population (25 years+) with a Bachelor's degree or higher; employment-to-population ratio for the population 20 to 60 years old; 4th grade reading proficiency in three closest elementary schools; share of students not on Free and Reduced Price Meals in the three closest elementary schools; and/or high school graduation rate in the three closest high schools. We define jobs-rich areas as tracts where the number of all jobs within 3 miles of the tract, or jobs that pay less than \$40,000/year within 3 miles are above the regional median. Together, HOJR areas are mapped here: Turner Center's Mapping Opportunity in California (<https://mappingopportunityca.org>). DOH will use its development pipeline dashboard to map the location of DOH-funded affordable housing projects within the HOJR areas. DOH will add the following funding priority to its Affordable Housing Fund NOFA priorities to encourage development in HOJR areas: Affordable housing developments located within high-opportunity, jobs-rich areas, defined here.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of affordable housing developed in high-opportunity, jobs-rich (HOJR) areas through the provision of local and federal loan funds	Prior data is unavailable as this is a new measure	82.07%	85%	75%	75%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Income Level	Extremely Low- Income	Very Low- Income	County Clients
Percentage of Participants	3.36%	10.08%	81.51%

## Performance Measures

### Performance Narrative

The Department of Housing (DOH) collects data on the number of households that have remained sheltered or stable through federal assisted programs as well as disaggregated data regarding household demographics and the average cost per program type and the amount of resources targeted per jurisdiction. HUD categorizes these programs as: Housing Development and Minor Home Repair Public Facilities, Micro-Enterprise and Economic Development, General Public Services, Fair Housing, Core Service Agencies and Shelters. Grantees use the online service, City Data Services, to report quarterly updates including the number and general demographic of clients served. At the end of the year, the data is aggregated into an annual report that is reported to HUD in the form of a Consolidated Annual Performance and Evaluation Report (CAPER) through their portal, IDIS. The data is then disaggregated to show 1) the cost of housing support interventions versus the cost of rehousing / shelter and 2) the demographics of those benefitting from the program and comparing them to the overall County demographics. These data may even be contrasted with Census data to further contextualize housing stability issues. The granularity of the data makes the racial, spatial, income, and gender disparities that too often negatively impact households' housing status apparent.

In addition to the distribution of need, these data show how DOH and its subgrantees have directed resources to support individuals across San Mateo County. Since these data show services provision at the individual level, publication of these measures will inform the community of the scale, cost, and trade-offs of addressing housing related challenges in the Bay area. Providing specific counts will enable citizens to better understand the decision-making process and equity impacts of DOH, stimulating equity, accountability, and engagement.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of households that have remained sheltered and/or stably housed through federal assisted programs (e.g. CDBG/ESG)	19,676	21,121	20,000	20,000	20,000

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Race/Ethnicity	White	African American	Asian	American Indian or American Native	Native Hawaiian or Other Pacific Islander
Number of Participants	9,586	1,519	1,853	255	662
Percentage of Participants	45.39%	7.19%	8.77%	1.21%	3.13%
Race/Ethnicity	Hispanic	Non-Hispanic			
Number of Participants	8,599	12,522			
Percentage of Participants	40.71%	59.29%			
Income Level	at or below 30% AMI	at or below 50% AMI	at or below 80% AMI		
Number of Participants	16,227	2,000	784		
Percentage of Participants	76.83%	9.47%	3.71%		

## Performance Measures

### Performance Narrative

The Housing Authority of the County of San Mateo (HACSM) has been the leading provider of affordable housing in San Mateo County, providing rental assistance to over 5,000 households. Our success is a result of our business approach to strategic planning and delivery of services. It is our commitment to ensure valuable housing vouchers will be used as a tool to create housing opportunities for low-income households, regardless of race, ethnicity, and disability status. In addition to providing affordable housing, we strive to design our programs as a stepping stone for work-able families to achieve economic independence. The stated performance measures will guide HACSM to achieve its mission and vision.

The maintain greater than 95% voucher utilization measures the percentage of vouchers in use. The utilization rate is important because (1) HACSM is tasked with assisting to the maximum extent possible low-income households that need rental assistance in order to maintain stable housing and, (2) meets one of the HUD's performance measures.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Maintain greater than 95% voucher utilization	98%	92%	89%	95%	95%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	White	Black/African American	American Indian/Native Alaskan	Asian	Native Hawaiian/other Pacific Islander
Race/Ethnicity	59.87%	21.23%	2.72%	14.79%	4.14%
Category	Hispanic				
Race/Ethnicity	30.71%				

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	12,733,356	11,429,776	82,987,047	28,880,740	(54,106,307)	28,880,740	—
Use of Money and Property	3,988,072	4,032,841	4,075,500	2,918,550	(1,156,950)	2,918,550	—
Intergovernmental Revenues	131,179,958	146,932,210	172,071,215	157,242,516	(14,828,699)	152,270,219	(4,972,297)
Charges for Services	132,185	241,962	265,000	155,000	(110,000)	155,000	—
Interfund Revenue	2,418,654	3,339,762	1,480,603	2,494,540	1,013,937	2,911,768	417,228
Miscellaneous Revenue	1,021,210	581,085	5,554,898	2,237,275	(3,317,623)	2,237,275	—
<b>Total Revenue</b>	<b>151,473,435</b>	<b>166,557,635</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
Fund Balance	838	—	—	—	—	—	—
<b>Total Sources</b>	<b>151,474,273</b>	<b>166,557,635</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
<b>Requirements</b>							
Salaries and Benefits	9,149,727	10,059,354	10,855,090	14,300,717	3,445,627	14,455,350	154,633
Services and Supplies	3,230,678	3,958,028	3,634,931	4,373,245	738,314	4,400,412	27,167
Other Charges	139,475,038	152,540,254	261,944,242	180,954,659	(80,989,583)	170,517,790	(10,436,869)
<b>Gross Appropriations</b>	<b>151,855,443</b>	<b>166,557,636</b>	<b>276,434,263</b>	<b>199,628,621</b>	<b>(76,805,642)</b>	<b>189,373,552</b>	<b>(10,255,069)</b>
Intrafund Transfers	(95,263)	—	(10,000,000)	(5,700,000)	4,300,000	—	5,700,000
<b>Net Appropriations</b>	<b>151,760,180</b>	<b>166,557,636</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
Contingencies/Dept Reserves	—	(1)	—	—	—	—	—
<b>Total Requirements</b>	<b>151,760,180</b>	<b>166,557,635</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
<b>Net County Cost</b>	<b>285,907</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	67.0	70.0	71.0	77.0	6.0	77.0	—
Funded FTE	67.0	70.0	70.6	76.6	6.0	76.6	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$72,505,642 or 27.2 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$54,106,307 in this funding source due to funding which was awarded to affordable housing development projects in prior fiscal years not being reflected in the current recommended budget.

#### Use of Money and Property

There is a net decrease of \$1,156,950 in this funding source due to a decrease in rental income.

#### Intergovernmental Revenues

There is a net decrease of \$14,828,699 in this funding source due to funding which was awarded to affordable housing development projects in prior fiscal years not being reflected in the current recommended budget.

#### Charges for Services

There is a net decrease of \$110,000 in this funding source due to receipt of a one-time revenue.

#### Interfund Revenue

There is a net increase of \$1,013,937 in this funding source due to an increase in expected loan payments and activity delivery costs.

#### Miscellaneous Revenue

There is a net decrease of \$3,317,623 in this funding source due to a transfer of rental property.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$72,505,642 or 27.2 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$3,445,627 in this expenditure category due to the addition of new staff positions, negotiated employee merit and COLA increases, and health benefits cost.

#### Services and Supplies

There is a net increase of \$738,314 in this expenditure category due to an expected office remodel.

#### Other Charges

There is a net decrease of \$80,989,583 in this expenditure category due to funding which was awarded to affordable housing development projects in prior fiscal years not being reflected in the current recommended budget.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$4,300,000 in this expenditure category due to one-time funding.

### NET COUNTY COST

The Department of Housing does not receive Net County Cost.

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## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$4,555,069 or 2.3 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is no change in this funding source.

#### Use of Money and Property

There is no change in this funding source.

#### Intergovernmental Revenues

There is a net decrease of \$4,972,297 in this funding source due to a federal funding source ending in FY 2023-24.

#### Charges for Services

There is no change in this funding source.

#### Interfund Revenue

There is a net increase of \$417,228 in this funding source due to an increase in expected loan payments and activity delivery costs.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$4,455,069 or 2.3 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$154,633 in this expenditure category due to the addition of new staff positions, negotiated employee merit and COLA increases, and health benefits cost.

#### Services and Supplies

There is a net increase of \$27,167 in this expenditure category due to an expect purchase of new computer equipment.

#### Other Charges

There is a net decrease of \$10,436,869 in this expenditure category due to federal funding requirements ending in FY 2023-24.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$5,700,000 in this expenditure category due to the receipt of one-time funding.

### NET COUNTY COST

The Department of Housing does not receive Net County Cost.

## Housing and Community Development (7920P)

### Program Locator

County > Community Services > Department of Housing > **Housing and Community Development**

### Program Outcome Statement

Provides financial assistance to create and preserve housing for low-income residents, public facilities, and related services.

### Program Results

HCD has made great strides in building a pipeline of affordable housing development projects. Since 2013, HCD has provided funding to 63 projects totaling 4,522 housing units, mostly rental but with a handful of owner-occupied units. 2,339 of the HCD-funded units are occupied, 588 are under construction, and 1,595 are in predevelopment.

In the FY 2021-2022, the most recently completed federal funding round for CDBG, HOME, and ESG, the Consolidated Annual Performance and Evaluation Report to HUD reported a total of 106,049 persons assisted with those funding sources. These figures are significantly higher than some previous years due to efforts funded by State and Federal sources that aggressively supported

efforts to address homelessness issues resulting from the pandemic.

In the current pandemic environment, HCD has been overwhelmed with new funding and programs aimed at keeping people in their homes. These activities include rapid rehousing, rental assistance, landlord assistance, and conversion of hotels into emergency housing opportunities. These programs are expected to continue into the future as the pandemic wanes, helping residents of San Mateo County more quickly recover from the economic hardships encountered during these hard times.

HCD staff is continuing to work with a contractor to more fully develop a functional software product to assist with tracking loans and grants issued for housing development activities. This system will prompt project owners to submit annual audits and remind them of residual receipt payment deadlines. This system is expected to result in additional revenue for future housing development. The project is an extension of a software application HCD has been using for a number of years to manage contracts for public service grantees. Its expansion aims to help HCD better manage assets amounting to tens of millions of dollars. Completion and full implementation is expected within the program year.

## Performance Measures

### Performance Narrative

DOH HCD's goal is to promote the hiring of (1) economically disadvantaged workers who reside in San Mateo County and (2) certified Minority Owned or Women Owned Business Enterprise ("MBE" or "WBE") contractors, sub-contractors, and suppliers participating in the development of County-owned property and properties that benefit from County funding. Economically Disadvantaged Workers are defined as residents from economically disadvantaged areas, workers struggling to overcome poverty, veterans, and other underrepresented groups. A resident who (i) resides in a census tract within the County with an unemployment rate in excess of 150% of the County unemployment rate; or (ii) household income of less than 80% of AMI; or (iii) faces or has overcome at least one of the following barriers to employment: being homeless; being a custodial single parent; receiving public assistance; lacking a GED or high school diploma; participating in a vocational English as a second language program; or having a criminal record or other involvement in the criminal justice system.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of all contractors, sub-contractors, and suppliers participating in the development of County-owned property and properties that benefit from County funding who are certified as MBE and or WBE	Prior data is unavailable as this is a new measure	23%	25%	NA	NA
Percentage of construction hours towards the development of County-owned property and properties that benefit from county funding that are filled by economically disadvantaged workers that reside in San Mateo County	Prior data is unavailable as this is a new measure	55%	50%	NA	NA

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Minority Owned Business	Woman Owned Business
Percentage of Contractors	14%	14%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	19,909,945	31,086,021	125,248,308	43,953,146	(81,295,162)	39,398,077	(4,555,069)
Total Requirements	20,195,852	31,086,021	125,248,308	43,953,146	(81,295,162)	39,398,077	(4,555,069)
Net County Cost	285,907	—	—	—	—	—	—
Salary Resolution	19.0	22.0	23.0	29.0	6.0	29.0	—
Funded FTE	19.0	22.0	22.6	28.6	6.0	28.6	—



**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total (\$1,086,270). Net funding adjustments in FY 2024-25 total (\$12,295).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(85,295,162)	(4,555,069)
<b>Requirements</b>		
Gross Appropriations	(90,681,432)	(10,267,364)
Intrafund Transfers	4,300,000	5,700,000
Contingencies/Dept Reserves	—	—
Net County Cost	(1,086,270)	(12,295)
Positions	—	—

**2. Position Adjustments:** These adjustments add one Housing Program Manager, one Financial Services Manager, one Office Specialist, and three Housing / Community Development Specialists to the Department of Housing to support expansion of the Local Rental Subsidy Program as well as the increase in the number of affordable housing development projects.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	1,086,270	12,295
Intrafund Transfers	—	—
Net County Cost	1,086,270	12,295
Positions	6	—

**3. Measure K - Local Rental Subsidy Program:** These adjustments add additional funding for the Local Rental Subsidy Program which provides rental subsidies to extremely low-income households experiencing homelessness.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	4,000,000	—
<b>Requirements</b>		
Gross Appropriations	4,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(81,295,162)	(4,555,069)
<b>Requirements</b>		
Gross Appropriations	(85,595,162)	(10,255,069)
Intrafund Transfers	4,300,000	5,700,000
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	6	—

## Housing Authority (7930P)

### Program Locator

County > Community Services > Department of Housing > Housing Authority

### Program Outcome Statement

Provides financial assistance to subsidize and create affordable housing for low-income residents.

### Program Results

HACSM continues to look for opportunities to increase its voucher program portfolio. Its current voucher program

portfolio utilization rate is approximately 90 percent. HACSM anticipates increasing its utilization rate in the next few months with the addition of several Project-Based properties to its portfolio and the successful application to and receipt of alternate voucher funding streams, such as Mainstream and VASH (Veterans Affairs Supportive Housing) programs, HACSM continues to fulfill its program allocations. HACSM is also currently pulling applicants from the Moving To Work (MTW) Housing Choice Voucher Program Waiting List through a lottery system to keep its utilization rate above 95 percent.

### Performance Measures

#### Performance Narrative

As one of the Moving To Work agencies in the United States, the Housing Authority of the County of San Mateo (HACSM) receives certain waivers from HUD that allow the implementation of a local Family Self-Sufficiency Program (FSS). The HACSM FSS program was created in 2015 and provides time-limited rental assistance (up to 7 years) and case management services for participating families with the goal of helping the families increase financial self-sufficiency.

On an ongoing basis, the FSS coordinators meet with families to assess their needs and record their progress. With the data collected from the assessment, HACSM has expanded partnerships with a variety of educational and financial institutions, work force development and other service providers, making these resources available to the FSS families. Most of our FSS families meet their goal to graduate and exit the voucher program in five years. The turnover vouchers allow HACSM to serve new low-income families in the community.

The HACSM FSS program includes monetary rewards at graduation. Families that have increased their earned income and savings and completed educational or other goals will be rewarded up to \$3,000 at the time of successful graduation.

Successful graduation is defined as follow:

- The household has reached the end of the voucher's time limit and has not received TANF for at least 12 month prior to program exit, and
- Either head of household, spouse, or co-head is gainfully employed, or

**Performance Measures**

- The household has reached an income level such that HACSM is no longer providing subsidy and the family exited the voucher program.

The program is designed with five years of rental assistance and case management and can be extended up to seven years on a case-by-case basis. This is important to note because the data shows an increase in FY 2020-21 and FY 2021-22 which is when many of the initial participants were reaching the five to seven year term. Our projected numbers going forward align closer to what was seen in the early years of the FSS program.

Performance Measure	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Family Self-Sufficiency Program participants exiting the voucher program with increased economic self-sufficiency.	34	78	15	15	15

Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate				
Race/Ethnicity	White	Black/ African American	American Indian/ Alaska Native	Asian
Percentage of Participants	65.38%	16.67%	2.56%	7.69%
Race/Ethnicity	Native Hawaiian/ Other Pacific Islander	Hispanic		
Percentage of Participants	10.26%	48.72%		

**Resource Allocation Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	131,564,328	135,471,614	141,185,955	149,975,475	8,789,520	149,975,475	—
Total Requirements	131,564,328	135,471,614	141,185,955	149,975,475	8,789,520	149,975,475	—
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	48.0	48.0	48.0	48.0	—	48.0	—
Funded FTE	48.0	48.0	48.0	48.0	—	48.0	—

## 1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	8,789,520	—
<b>Requirements</b>		
Gross Appropriations	8,789,520	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	8,789,520	—
<b>Requirements</b>		
Gross Appropriations	8,789,520	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—





# Administration and Fiscal Services

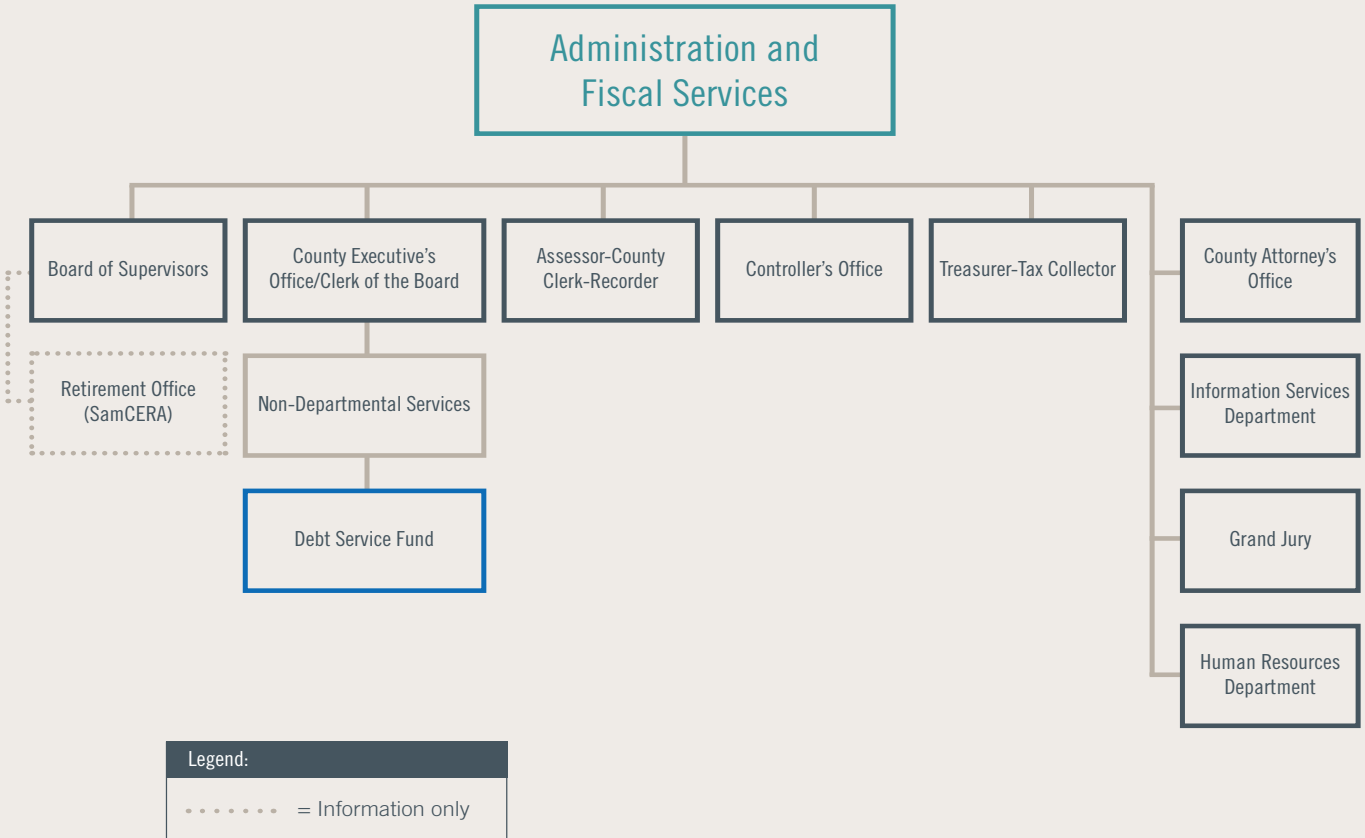


COUNTY OF SAN MATEO







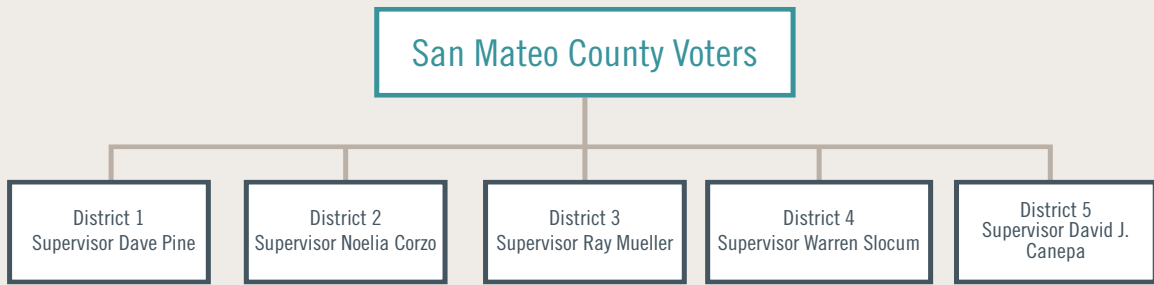


**Administration and Fiscal Services**  
**FY 2023-24 and FY 2024-25**  
**All Funds Summary**

Total Requirements	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>General Fund Budgets</b>							
Board of Supervisors	4,937,165	5,020,660	5,798,902	5,661,777	(137,125)	5,723,524	61,747
County Executive's Office/Clerk of the Board	23,536,206	31,666,119	40,318,961	60,893,341	20,574,380	35,033,837	(25,859,504)
Assessor-County Clerk- Recorder	38,459,769	36,892,440	44,608,001	37,197,403	(7,410,598)	40,542,193	3,344,790
Controller's Office	14,868,444	15,919,456	18,303,451	18,250,050	(53,401)	18,240,302	(9,748)
Treasurer - Tax Collector	8,475,638	7,756,400	13,482,255	11,813,518	(1,668,737)	11,831,702	18,184
County Attorney's Office	20,035,285	19,894,564	21,133,565	21,056,743	(76,822)	21,078,160	21,417
Human Resources Department	17,129,772	18,787,961	23,996,366	25,347,519	1,351,153	24,431,534	(915,985)
Information Services Department	33,719,052	30,069,584	48,323,984	46,999,482	(1,324,502)	25,558,067	(21,441,415)
Grand Jury	105,044	100,311	124,491	124,490	(1)	124,493	3
Non-Departmental Services	890,788,557	969,126,440	956,425,788	876,239,942	(80,185,846)	761,408,074	(114,831,868)
<b>Total General Fund</b>	<b>1,052,054,932</b>	<b>1,135,233,935</b>	<b>1,172,515,764</b>	<b>1,103,584,265</b>	<b>(68,931,499)</b>	<b>943,971,886</b>	<b>(159,612,379)</b>
Total Requirements	1,052,054,932	1,135,233,935	1,172,515,764	1,103,584,265	(68,931,499)	943,971,886	(159,612,379)
Total Sources	1,512,512,464	1,603,913,784	1,746,648,396	1,661,015,392	(85,633,004)	1,515,116,658	(145,898,734)
Net County Cost	(460,457,532)	(468,679,849)	(574,132,632)	(557,431,127)	16,701,505	(571,144,772)	(13,713,645)
<b>Non-General Fund Budgets</b>							
Debt Service Fund	65,915,761	64,080,904	65,625,688	70,727,818	5,102,130	65,812,504	(4,915,314)
<b>Total Non-General Funds</b>	<b>65,915,761</b>	<b>64,080,904</b>	<b>65,625,688</b>	<b>70,727,818</b>	<b>5,102,130</b>	<b>65,812,504</b>	<b>(4,915,314)</b>
<b>Authorized Positions</b>							
Salary Resolution	591.0	588.0	591.0	602.0	11.0	602.0	—
Funded FTE	591.0	588.0	589.5	601.2	11.7	601.2	—
<b>Information Only</b>							
Retirement Office (Information Only)	7,627,204	8,262,773	9,069,472	9,227,183	157,711	9,393,344	166,161

# Board of Supervisors (1100B)

## BOARD OF SUPERVISORS





## Board of Supervisors

COUNTY OF SAN MATEO 

### 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 addition to the commitment to Shared Vision 2025 goals, the Board will also focus on four priority areas during FY 2023-25: pandemic recovery, ending homelessness, equity and social justice, and capital projects.

In continuing to respond to the COVID-19 pandemic, the Board funded several programs during FY 2021-23 including \$6.6 million in American Rescue Plan Act

(ARPA) funds for Childcare and Out of School Care grant programs; \$5 million in ARPA funds for the development and operation of Economic Advancement Centers in Half Moon Bay and North Fair Oaks; and \$3 million in ARPA funds for the Summer Enrichment grant program. In FY 2023-25, the Board will continue to use ARPA funds to ensure recovery from the pandemic continues under six priority categories of Housing, Vulnerable Populations, Economic Recovery, Children and Families, Infrastructure Planning, and County Fiscal and Health Priorities. Specific projects during FY 2023-25 include operation support for the Navigation Center in the amount of \$3.5 million, overall housing related needs in the amount of \$20 million, Home Delivered Meals Expansion for Older Adults in the amount of \$3.9 million, Small Business and Job Seeker Centers in the amount of \$5 million, Summer Enrichment grant program for children in the amount of \$3 million, Public Wi-Fi in the amount of \$3.5 million, and lost revenue reimbursement in the amount of \$10 million.

The Board continues to support major initiatives that were funded by the 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 Measure K initiatives are tracked at <https://cmo.smcgov.org/measureK>, an online dashboard built on the County's open data platform. Investments will continue for prevention and early intervention for youth, especially youth involved in the foster care system, mental health services, as well as The Big Lift and other initiatives to improve third grade reading proficiency and high school graduation rates.

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—	—	—
Miscellaneous Revenue	—	2,950	—	—	—	—	—
<b>Total Revenue</b>	<b>—</b>	<b>2,950</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>—</b>	<b>2,950</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	4,411,997	4,534,342	5,043,155	4,924,497	(118,658)	4,972,117	47,620
Services and Supplies	194,174	216,567	357,008	380,562	23,554	353,597	(26,965)
Other Charges	316,165	265,717	460,351	419,085	(41,266)	459,872	40,787
Other Financing Uses	14,829	13,584	15,325	14,570	(755)	14,875	305
<b>Gross Appropriations</b>	<b>4,937,165</b>	<b>5,030,210</b>	<b>5,875,839</b>	<b>5,738,714</b>	<b>(137,125)</b>	<b>5,800,461</b>	<b>61,747</b>
Intrafund Transfers	—	(9,550)	(76,937)	(76,937)	—	(76,937)	—
<b>Net Appropriations</b>	<b>4,937,165</b>	<b>5,020,660</b>	<b>5,798,902</b>	<b>5,661,777</b>	<b>(137,125)</b>	<b>5,723,524</b>	<b>61,747</b>
<b>Total Requirements</b>	<b>4,937,165</b>	<b>5,020,660</b>	<b>5,798,902</b>	<b>5,661,777</b>	<b>(137,125)</b>	<b>5,723,524</b>	<b>61,747</b>
<b>Net County Cost</b>	<b>4,937,165</b>	<b>5,017,710</b>	<b>5,798,902</b>	<b>5,661,777</b>	<b>(137,125)</b>	<b>5,723,524</b>	<b>61,747</b>
Salary Resolution	22.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	22.0	22.0	22.0	22.0	—	22.0	—

### FY 2023-24 Budget Overview

#### TOTAL SOURCES

There is no change in funding sources.

#### TOTAL REQUIREMENTS

Total Requirements decreased by \$137,125 or 2.3 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

##### Salaries and Benefits

There is a decrease of \$118,658 in this expenditure category due to change in benefit providers resulting in a lower cost for health benefits.

##### Services and Supplies

There is net increase of \$23,554 in this expenditure category due to an increase in communications expenses, software licenses expenses, and other special department expenses in the amount of \$25,157. These increases are partially offset by a decrease in mileage allowance in the amount of \$1,603.

Other Charges

There is a net decrease of \$41,266 in this expenditure category primarily due to a decrease in telephone services charges in the amount of \$5,380, ISD service charges in the amount of \$29,367, rent and facilities charges in the amount of \$11,250, and motor vehicle mileage and other service charges in the amount of \$24,666. These decreases are partially offset by increases in insurance charges in the amount of \$24,315, human resources service charges in the amount of \$253, and card key service charges in the amount of \$4,829.

Other Financing Uses

There is a decrease of \$755 in this expenditure category due to a decrease in rent and facilities charges, thereby reducing the 10 percent facility surcharge.

**NET COUNTY COST**

There is a decrease of \$137,125 or 2.3 percent in this department's Net County Cost.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

There is no change in funding sources.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$61,747 or 1 percent from the FY 2023-24 Recommended Budget to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$47,620 in this expenditure category due to negotiated salary and benefits changes.

Services and Supplies

There is a decrease of \$26,965 in this expenditure category due to a decrease in mileage reimbursement in the amount of \$16,941 and other department expenses in the amount of \$10,024.

Other Charges

There is a net increase of \$40,787 in this expenditure category due to increases in ISD service charges in the amount of \$3,998, facility services charges in the amount of \$3,040, and card key and other service charges in the amount of \$33,781. These increases are partially offset by a decrease in general liability insurance in the amount of \$34.

Other Financing Uses

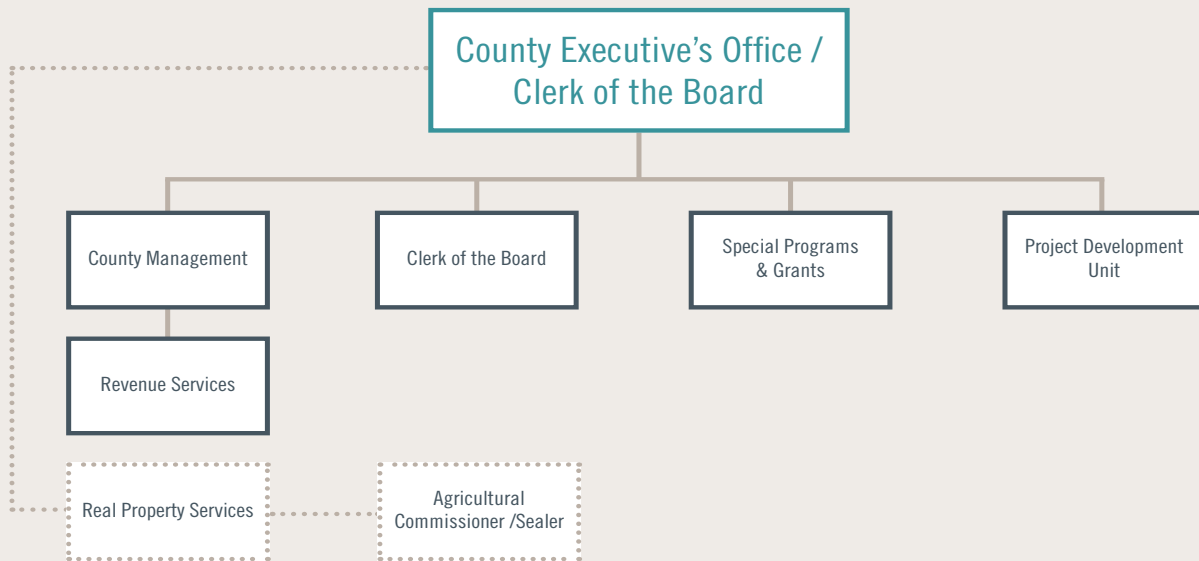
There is an increase of \$305 in this expenditure category due to an increase in rent and facilities charges, thereby increasing the 10 percent facility surcharge.

**NET COUNTY COST**

There is an increase of \$61,747 or 1 percent in this department's General Fund allocation.

# County Executive's Office / Clerk of the Board (1200D)

## COUNTY EXECUTIVE'S OFFICE / CLERK OF THE BOARD



# County Executive Office

*Building on our learnings and partnerships, we journey into the next phase of advancing equity.*

COUNTY OF SAN MATEO 



## Department Locator

County > Administration and Fiscal Services > **County Executive's Office/Clerk of the Board**

## Mission Statement

The County Executive/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 Executive's Office/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.

The following are major accomplishments in FY 2021-23:

- Maintained the highest credit ratings from Moody's (Aaa) and Standard and Poor's (AAA);
- Continued to enhance efforts on equity and inclusion County-wide;
- Developed a legislative rich resource site in SharePoint;
- In collaboration with all county departments, completed the development of the County's 2023 legislative program;
- Developed a new county application for the public to apply to join a board or commission;
- The Project Development Unit was the first department in the County to deploy the DocuSign application, greatly enhancing the through-put time of a number of tasks;
- Launched a weekly county messaging sheet, shared with hundreds of city leaders, PIOs, nonprofits, and other partners;
- Automated responses across Facebook, Messenger, and Instagram to more quickly respond to people that message the County;
- Translated posts into Spanish and Mandarin as well as featured Facebook live events in Spanish, when appropriate;
- Made our News Update more accessible and bringing it to life to a wider audience on mobile by featuring a Reel on Instagram;
- Addressed the digital divide by creating content that is mobile friendly to reach all populations;
- Utilized closed captioning on videos including on YouTube channel where we can choose "Automatic captions" as the captions source and select video language;



- Began to develop a formal training and coordination plan for County PIOs/communicators who could be tapped to serve in the Joint Information Center during an EOC activation/emergency;
- Continued to assess wellbeing needs of the workforce and then develop, implement, and monitor interventions that prevent or reduce risk for secondary traumatization, embedded within departmental work processes; and,
- Continued to increase efficiency of contract tracking and invoice processing by partnering with the CEO contact manager to streamline the CEO's business processes.

Priorities for FY 2023-25 include:

- Working with departments and community partners to achieve the County's 2025 goals of a healthy, safe, livable, prosperous, environmentally conscious, and collaborative community;
- Supporting the Board of Supervisors four priority areas of housing; equity and social justice; children and families; and emergency preparedness;
- Completing and occupying County Office Building 3; and,
- Continuing to support the Home for All initiative.

**Performance Measures**

**Performance Narrative**

The County Executive's Office of Community Affairs developed a targeted outreach approach working with community based organizations to meet the needs of residents where they are by providing in-language, grassroots engagement. The outreach plan focuses on two key strategies: (1) improve communication to build trust, engagement, and participation in protection efforts, and (2) enhance targeted strategies for at-risk communities.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Social Media Impressions	---	4,790,471	4,700,000	4,700,000	4,700,000

**Performance Measures**

**Performance Narrative**

The County Executive's Office of Community Affairs developed a targeted outreach approach working with community based organizations to meet the needs of residents where they are by providing in-language, grassroots engagement. The outreach plan focuses on two key strategies: (1) improve communication to build trust, engagement, and participation in protection efforts, and (2) enhance targeted strategies for at-risk communities.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Canvassing Events	---	110	114	114	114

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,422,236	11,504,485	14,876,215	34,294,390	19,418,175	8,344,390	(25,950,000)
Use of Money and Property	33,110	31,084	—	—	—	—	—
Intergovernmental Revenues	1,720,883	2,057,810	2,814,365	1,768,740	(1,045,625)	1,593,740	(175,000)
Charges for Services	265,906	316,728	55,250	55,250	—	55,250	—
Interfund Revenue	237,628	47,610	20,900	20,900	—	20,900	—
Miscellaneous Revenue	127,370	240,224	586,073	595,422	9,349	597,276	1,854
Other Financing Sources	—	44,815	99,390	146,235	46,845	147,030	795
<b>Total Revenue</b>	<b>4,807,134</b>	<b>14,242,757</b>	<b>18,452,193</b>	<b>36,880,937</b>	<b>18,428,744</b>	<b>10,758,586</b>	<b>(26,122,351)</b>
Fund Balance	3,920,702	3,302,646	4,463,206	6,485,827	2,022,621	6,485,827	—
<b>Total Sources</b>	<b>8,727,836</b>	<b>17,545,403</b>	<b>22,915,399</b>	<b>43,366,764</b>	<b>20,451,365</b>	<b>17,244,413</b>	<b>(26,122,351)</b>
<b>Requirements</b>							
Salaries and Benefits	13,669,100	13,563,275	13,847,869	14,769,127	921,258	14,781,984	12,857
Services and Supplies	7,607,001	15,138,557	22,661,334	38,685,771	16,024,437	14,287,472	(24,398,299)
Other Charges	1,420,298	1,812,990	1,718,764	3,098,734	1,379,970	1,625,838	(1,472,896)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	36,079	231,646	233,312	212,523	(20,789)	211,357	(1,166)
<b>Gross Appropriations</b>	<b>22,732,477</b>	<b>30,746,468</b>	<b>38,461,279</b>	<b>56,766,155</b>	<b>18,304,876</b>	<b>30,906,651</b>	<b>(25,859,504)</b>
Intrafund Transfers	(2,917,351)	(3,180,742)	(1,807,790)	(1,807,790)	—	(1,807,790)	—
<b>Net Appropriations</b>	<b>19,815,125</b>	<b>27,565,726</b>	<b>36,653,489</b>	<b>54,958,365</b>	<b>18,304,876</b>	<b>29,098,861</b>	<b>(25,859,504)</b>
Contingencies/Dept Reserves	3,721,081	4,100,392	3,665,472	5,934,976	2,269,504	5,934,976	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>23,536,206</b>	<b>31,666,119</b>	<b>40,318,961</b>	<b>60,893,341</b>	<b>20,574,380</b>	<b>35,033,837</b>	<b>(25,859,504)</b>
<b>Net County Cost</b>	<b>14,808,370</b>	<b>14,120,716</b>	<b>17,403,562</b>	<b>17,526,577</b>	<b>123,015</b>	<b>17,789,424</b>	<b>262,847</b>
Salary Resolution	70.0	63.0	56.0	60.0	4.0	60.0	—
Funded FTE	70.0	63.0	55.9	59.9	4.0	59.9	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increase by \$20,451,365 or 47 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$19,418,175 in this funding source due to adjustments to Measure K allocations, including the continuation of the Fire Mitigation project in the amount of \$1,000,000; the continuation of legal aid services to immigrants in the amount of \$300,000; rollover funding for the veterans memorial in the amount of \$200,000; the addition of funding for farmworker housing support in the amount of \$9,000,000; the addition of funding for fleet electrification infrastructure projects in the amount of \$5,000,000; the addition of one permanent Management Analyst position in the amount of \$250,000; the addition of an Alcohol and Other Drug addiction program in the amount of \$3,000,000; the addition of the Unincorporated Housing support program in the amount of \$2,000,000; the addition of initiatives for flood and sea level rise in the amount of \$1,750,000; the addition of resources for an age friendly program in the amount of \$500,000; the addition of funds for improvements to the Cow Palace in the amount of \$1,000,000; the addition of funding for crisis and emergency language access programs within the county in the amount of \$200,000; the addition of funding for the San Mateo County Pride Center in the amount of \$500,000; the addition of funding to increase childcare capacity throughout the county in the amount of \$500,000; the addition of funding for a poverty prevention program in the amount of \$1,000,000; and cost of living adjustments for Measure K funded positions in the amount of \$45,477. This increase is partially offset by a decrease in the amount of \$4,495,016 due to the reallocation of funding for the Middlefield Road Streetscape project from the CEO to Non-Departmental; a decrease of \$1,082,286 for legal aid services; and a decrease of \$1,000,000 for the initial fire mitigation work completed in FY 2022-23.

#### Use of Money and Property

There is no change in this funding source.

#### Intergovernmental Revenues

There is a decrease of \$1,045,625 in this funding source due to the removal of the Byrne JAG grant for the Students With Amazing Goals program.

#### Charges for Services

There is no change in this funding source.

#### Interfund Revenue

There is no change in this funding source.

#### Miscellaneous Revenue

There is an increase of \$9,349 in this funding source due to an increase in project cost reimbursement for major capital projects.

#### Other Financing Sources

There is an increase of \$46,845 in this funding source due to an increase in operating transfer in from project cost reimbursement for expenses related to capital projects being reimbursed by bond funds.

#### Fund Balance

There is an increase of \$2,022,621 in this funding source due to savings carried over from the prior year.

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**TOTAL REQUIREMENTS**

Total Requirements increase by \$20,574,380 or 34 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$921,258 in this expenditure category primarily due to the addition of one Management Analyst position and negotiated salary and benefit increases, including merit increases.

Services and Supplies

There is a net increase of \$16,024,437 in this expenditure category primarily due to an increase in Measure K related projects including the continuation of the Fire Mitigation project in the amount of \$1,000,000; the continuation of legal aid services to immigrants in the amount of \$300,000; rollover funding for the veterans memorial in the amount of \$200,000; the addition of funding for farmworker housing support in the amount of \$9,000,000; the addition of funding for fleet electrification infrastructure projects in the amount of \$5,000,000; the addition of one permanent Management Analyst position in the amount of \$250,000; the addition of an Alcohol and Other Drug addiction program in the amount of \$3,000,000; the addition of the Unincorporated Housing support program in the amount of \$2,000,000; the addition of initiatives for flood and sea level rise in the amount of \$1,750,000; the addition of resources for an age friendly program in the amount of \$500,000; the addition of funds for improvements to the Cow Palace in the amount of \$1,000,000; the addition of funding for crisis and emergency language access programs within the county in the amount of \$200,000; the addition of funding for the San Mateo County Pride Center in the amount of \$500,000; the addition of funding to increase childcare capacity throughout the county in the amount of \$500,000; the addition of funding for a poverty prevention program in the amount of \$1,000,000; and cost of living adjustments for Measure K funded positions in the amount of \$45,477. This increase is partially offset by a decrease in the amount of \$4,495,016 due to the reallocation of funding for the Middlefield Road Streetscape project from the CEO to Non-Departmental; a decrease of \$1,082,286 for legal aid services; and a decrease of \$1,000,000 for the initial fire mitigation work completed in FY 2022-23.

Other Charges

There is a net increase of \$1,379,970 in this expenditure category primarily due to an increase of \$161,668 in countywide service charges such as insurance, card key, facility service charges, and automation services as well as an increase of \$1,500,000 in Measure K projects. This increase is partially offset by a decrease of \$281,698 in countywide service charges such as telephone, radio, motor vehicle, and other service charges.

Reclassification of Expenses

There is no change in this expenditure category.

Fixed Assets

There is no change in this expenditure category.

Other Financing Uses

There is a decrease of \$20,789 in this expenditure category primarily due to a decrease in debt service in the amount of \$4,702 and a decrease in the 10 percent facility surcharge in the amount of \$16,087.

Intrafund Transfers

There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is an increase of \$2,269,504 in this expenditure category. The balance in General Fund Reserves represents 14 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$123,015 or 0.7 percent in this department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$26,122,351 or 60 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is a decrease in the amount of \$25,950,000 in this funding source due to the removal of one-time Measure K funded projects from the prior year including the Fire Mitigation project in the amount of \$1,000,000; legal aid services to immigrants in the amount of \$300,000; funding for farmworker housing support in the amount of \$9,000,000; fleet electrification infrastructure projects in the amount of \$5,000,000; Alcohol and Other Drug addiction program in the amount of \$3,000,000; Unincorporated Housing support program in the amount of \$2,000,000; initiatives for flood and sea level rise in the amount of \$1,750,000; resources for an age friendly program in the amount of \$500,000; improvements to the Cow Palace in the amount of \$1,000,000; crisis and emergency language access programs within the county in the amount of \$200,000; support to the San Mateo County Pride Center in the amount of \$500,000; childcare capacity throughout the county in the amount of \$500,000; and poverty prevention program in the amount of \$1,000,000.

Use of Money and Property

There is no change in this funding source.

Intergovernmental Revenues

There is a decrease in the amount of \$175,000 in this funding source due to the removal of one-time grant funds.

Charges for Services

There is no change in this funding source.

Interfund Revenue

There is no change in this funding source.

Miscellaneous Revenue

There is an increase in the amount of \$1,854 in this funding source due to an increase in project cost reimbursements for capital projects still in progress.

Other Financing Sources

There is an increase of \$795 in this funding source due to an increase in operating transfer in from project cost reimbursement for expenses related to capital projects being reimbursed by bond funds.

Fund Balance

There is no change in this funding source.

**TOTAL REQUIREMENTS**

Total Requirements decrease by \$25,859,504 or 43 percent from the FY 2023-24 Recommended Budget to the FY 2024-25 Preliminary Recommended Budget due to the following changes.

Salaries and Benefits

There is an increase in the amount of \$12,857 in this expenditure category due to the annualization of positions added in FY 2023-24 and negotiated salary and benefit increases, including merit increases.

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### Services and Supplies

There is a net decrease in the amount of \$24,398,299 in this expenditure category primarily due to the removal of one time Measure K expenses including the Fire Mitigation project in the amount of \$1,000,000; legal aid services to immigrants in the amount of \$300,000; funding for farmworker housing support in the amount of \$9,000,000; fleet electrification infrastructure projects in the amount of \$5,000,000; Alcohol and Other Drug addiction program in the amount of \$3,000,000; Unincorporated Housing support program in the amount of \$2,000,000; initiatives for flood and sea level rise in the amount of \$1,750,000; resources for an age friendly program in the amount of \$500,000; improvements to the Cow Palace in the amount of \$1,000,000; crisis and emergency language access programs within the county in the amount of \$200,000; support to the San Mateo County Pride Center in the amount of \$500,000; childcare capacity throughout the county in the amount of \$500,000; and poverty prevention program in the amount of \$1,000,000. This decrease is partially offset by an increase in miscellaneous other expenses.

### Other Charges

There is a net decrease in the amount of \$1,472,896 expenditure category primarily due to a decrease in the removal of one time Measure K expenses in the amount of \$1,500,347. This decrease is partially offset by an increase in county wide service charges, such as motor vehicle mileage, card key services, county facility service charge, and automation services in the amount of \$27,451.

### Reclassification of Expenses

There is no change in this expenditure category.

### Fixed Assets

There is no change in this expenditure category.

### Other Financing Uses

There is a net decrease of \$1,166 in this expenditure category due to a decrease of \$2,075 in debt service transfers. This decrease is partially offset by an increase of \$909 in the 10 Percent Facility Surcharge.

### Intrafund Transfers

There is no change in this expenditure category.

### Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 12.6 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

## **NET COUNTY COST**

There is an increase of \$262,847 or 1.5 percent in this department's General Fund allocation.

## County Management (1210P)

### Program Locator

County > Administration and Fiscal Services > County Executive’s Office/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 the preparation and administration of the County budget; legislative and grant program; communications and civic engagement efforts; performance management; leadership of multi-departmental and countywide initiatives; and coordination of the activities of County departments. This Program oversees County Executive/Clerk of the Board functions and supports operating departments.

The Program’s priorities are to continue to work with departments and community partners in order to provide recovery resources to those affected by the pandemic. To

that end, a number of initiatives were funded during FY 2021-23 such as affordable housing within the county as well as expanding childcare options for families where both parents work.

The County Executive’s Office continues to strive to innovate, change government, promote wellness and equity, and Create a Remarkable Experience (C.A.R.E.) for its residents and employees. The authorization of \$2 million in American Rescue Plan Act (ARPA) funds to create a Working Together to End Homelessness Innovation grant program is one such example of a C.A.R.E. initiative that is led from this Program.

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. 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.

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

#### Performance Narrative

Retaining the County’s AAA credit rating ensures that the County is able to attain favorable financing. The County is one of only two in the State with a AAA rating. The strong rating means the County can borrow money at low interest rates to finance major capital projects such as Cordilleras Mental Health Center and the Navigation Center, saving taxpayer dollars. By measuring the County’s credit rating, the County assures its commitment to fiscal responsibility and innovation in service delivery. The County was able to maintain the high credit ratings through its proactive fiscal management practices.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Issuer Credit Rating from Moody’s and Standard and Poor’s	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	6,167,050	7,895,359	10,193,145	7,465,526	(2,727,619)	6,990,526	(475,000)
Total Requirements	16,517,880	18,356,050	22,819,486	20,235,984	(2,583,502)	19,982,365	(253,619)
Net County Cost	10,350,830	10,460,692	12,626,341	12,770,458	144,117	12,991,839	221,381
Salary Resolution	40.0	43.0	45.0	49.0	4.0	49.0	—
Funded FTE	40.0	43.0	45.0	49.0	4.0	49.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2022-23 and FY 2024-25, 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 2023-24 total \$4,339,339 and an increase of one position. Net funding adjustments in FY 2024-25 total \$6,748,675 and no change in positions.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(4,717,579)	(5,934,976)
<b>Requirements</b>		
Gross Appropriations	(907,990)	221,382
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	3,809,589	6,156,358
Positions	—	—

**2. Measure K - Gun Violence Prevention and Homeless Analyst:** This action allocates Measure K funding for a new Management Analyst position to support the Gun Violence Prevention program and the End Homelessness program.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	250,000	—
<b>Requirements</b>		
Gross Appropriations	250,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—



**3. Position Adjustment - Community Worker:** Two Community Worker positions are added in FY 2023-24 to the Office of Community Affairs due to an increase in outreach work within the county. The increase will be fully offset by a decrease in services and supplies.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	2	—

**4. Measure K - Management Analyst:** This action allocates Measure K funds for a full-time permanent Management Analyst position to assist the County Executive's Office with the tracking and reporting for Measure K initiatives within the county. This position is fully offset by a reappropriation of existing Measure K in the CEOs budget.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	(1)
Intrafund Transfers	—	—
Net County Cost	—	(1)
Positions	1	—

**5. Measure K - Community Legal Aid Services:** This action allocates one-time Measure K funding for legal services to immigrants by providing workshops with topics such as the path to citizenship, immigration benefits, Deferred Action for Childhood Arrival, etc. as well as individual consultations, assisting with applying for immigration relief, and responding to needs of immigrants and families affect by enforcement operations.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	300,000	(300,000)
<b>Requirements</b>		
Gross Appropriations	300,000	(300,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Fund Balance Adjustment:** This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance with the balance set aside in Reserves.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	5,934,976	5,934,976
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	2,269,504	—
Net County Cost	(3,665,472)	(5,934,976)
Positions	—	—

**7. Measure K - Middlefield Road Streetscape Project:** This action reallocates Measure K funding for the Middlefield Road Streetscape project from the County Executive’s Office to Non-Departmental Services.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	(4,495,016)	—
<b>Requirements</b>		
Gross Appropriations	(4,495,016)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**8. Office of Racial and Social Equity:** The action moves three permanent position and related operational costs from the County Management sub-unit to the newly created Office of Racial and Social Equity sub-unit. This action also backs out one-time grant funding from the Chan-Zuckerberg Initiative in FY 2024-25.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	(175,000)
<b>Requirements</b>		
Gross Appropriations	—	(175,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**9. Position Adjustment - Community Program Specialist:** This action deletes one vacant Community Worker and adds one Community Program Specialist to align with the March 2023 Salary Ordinance Amendment. The change will best support the Office of Community Affairs increase in workload and outreach needs. This increase will be offset by a decrease in services and supplies for no Net County Cost increase.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(2,727,619)	(475,000)
<b>Requirements</b>		
Gross Appropriations	(4,853,006)	(253,619)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	2,269,504	—
Net County Cost	144,117	221,381
Positions	4	—

## Clerk of the Board (1215P)

### Program Locator

County > Administration and Fiscal Services > County Executive’s Office/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.

Since 2017, the Clerk of the Board division has used Granicus as 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 agenda system users on creating items in the system, approving workflow sequences, and retrieving signed, executed documents after Board approval. The agenda management system is working exceptionally well for the Board of Supervisors and for the public. Viewers can livestream Board meetings remotely, and Supervisors

are able to view the agenda and its contents in Chambers via VoteCast, part of Granicus suite.

In March 2020, due to the COVID-19 pandemic, all Board meetings transitioned to a virtual process. To continue to hear from the public, the Division began using Zoom to hear live public comments and utilized e-mail to receive written comments, which were provided to the Board and made available to the public before, during, and after the meetings. These processes provided and continue to provide an equitable and accessible solution to receive public input during the pandemic. The division is continuing the utilization of public participation using Zoom in addition to participating in person after the pandemic to provide residents and staff the with additional resources and options to be heard and informed.

During the pandemic, the Clerk of the Board team implemented the Spanish live interpretation channel in Zoom. This provides residents access to hear the Board meetings in Spanish.

In addition, as part of the transition to Granicus, the Clerk of the Board division migrated its records management data to the new system, which is accessible to the public on the Board of Supervisors’ agenda management website. The public now has digital access to Board resolutions, agreements, and ordinances dating back to the year 1901.

### Performance Measures

#### Performance Narrative

This performance measure assesses online public engagement during Board of Supervisors (Board) meetings. Specifically, this measures the number of public comments submitted either in written or verbal form, as well as the number of instances remote language translation was provided. Online broadcasting of Board meetings aims to allow greater civic engagement across the County’s diverse population, regardless of location and chosen language. This measure would help the County better understand the efficacy of its efforts to make Board proceedings more accessible to the public.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Public Comments at the Board of Supervisor’s Meetings	---	633	664	650	650

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	219,348	137,484	180,000	180,000	—	180,000	—
Total Requirements	864,566	1,269,727	1,468,862	1,489,109	20,247	1,495,595	6,486
Net County Cost	645,218	1,132,243	1,288,862	1,309,109	20,247	1,315,595	6,486
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 2023-24 and FY 2024-25, 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 2023-24 total \$20,247 and no change in positions. Net funding adjustments in FY 2024-25 total \$6,486 and no change in positions.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	20,247	6,486
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	20,247	6,486
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	20,247	6,486
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	20,247	6,486
Positions	—	—

## Special Projects and Grants (1217P)

### Program Locator

County > Administration and Fiscal Services > County Executive's Office/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 (JAG) program that provides comprehensive case management, educational support, mentoring, life skills, physical and mental health, leadership, and other services to high school-aged youth in East Palo Alto and the Belle Haven neighborhood of Menlo Park who are at risk of not graduating. The goal is to ensure that youth who are credit deficient, at-risk of not graduating, and/or on

probation receive academically-rigorous and culturally-relevant pro-social support to stay in school and graduate. Program goals include: reducing absenteeism rates among program participants by 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.

In FY 2022-23 the Program, in partnership with Live In Peace, launched the Bob Hoover Fellow, where 12 to 15 SWAG Graduates and/or College Initiative students intern for eight weeks at the County. This is the second summer, and two students have been placed in full-time positions at the County.

Other initiatives that will be funded through this program are an alcohol and drug addiction program, housing support in the unincorporated areas of the county, flood and sea level rise mitigation efforts, age-friendly resources within the county, emergency preparedness efforts at the Cow Palace in Daly City, multiple-language access for crisis or emergency situations, support to the San Mateo Pride Center, the build-up of childcare capacity within the county, and the design and implementation of programs designed to end poverty in the county.

## Performance Measures

### Performance Narrative

Students With Amazing Goals (SWAG) is an Edward Byrne Memorial Justice Assistance Grant (JAG) 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.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Participants Graduating from High School, Including 5th Year Seniors	90%	100%	100%	90%	90%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Latinx	African American / Black	Asian / Pacific Islander
Program Participant Racial / Ethnic Demographics	70%	20%	10%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,904,662	8,922,465	11,063,265	34,482,938	23,419,673	9,032,938	(25,450,000)
Total Requirements	2,265,957	9,310,366	11,893,756	35,318,231	23,424,475	9,868,242	(25,449,989)
Net County Cost	361,295	387,901	830,491	835,293	4,802	835,304	11

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: increases in internal service charges and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total \$4,802 and no change in positions. Net funding adjustments in FY 2024-25 total \$11 and no change in positions.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,030,327)	—
<b>Requirements</b>		
Gross Appropriations	(2,025,525)	11
Intrafund Transfers	—	—
Net County Cost	4,802	11
Positions	—	—

**2. Measure K - AOD Addiction Program:** The action allocates one-time Measure K funding for the alcohol and other drug addiction program that will serve the county's homeless population.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	3,000,000	(3,000,000)
<b>Requirements</b>		
Gross Appropriations	3,000,000	(3,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Measure K - Unincorporated Housing Support:** This action allocates one-time Measure K funding to support the review and potential development of housing in the unincorporated areas of the county.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,000,000	(2,000,000)
<b>Requirements</b>		
Gross Appropriations	2,000,000	(2,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Measure K - Flood and Sea Level Rise Initiatives:** The action allocates one-time Measure K funding for initiatives related to flood and sea level rise in the county.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,750,000	(1,750,000)
<b>Requirements</b>		
Gross Appropriations	1,750,000	(1,750,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—



**5. Measure K - Age Friendly Program Resources:** This action allocates one-time Measure K funding for resources to support the Age Friendly initiative within the county.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	500,000	(500,000)
<b>Requirements</b>		
Gross Appropriations	500,000	(500,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Measure K - Cow Palace Emergency Preparedness:** This action allocates one-time Measure K funding for improvements and upgrades to the Cow Palace in Daly City in order to ready the facility in the case of a major disaster.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,000,000	(1,000,000)
<b>Requirements</b>		
Gross Appropriations	1,000,000	(1,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**7. Measure K - Crisis and Emergency Language Access:** This action allocates one-time Measure K funding for crisis and emergency language access resources within the county.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	200,000	(200,000)
<b>Requirements</b>		
Gross Appropriations	200,000	(200,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**8. Measure K - LGBTQ and Pride Center Support:** This action allocates one-time Measure K funds to provide support to the LGBTQ community through the San Mateo County Pride Center.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	500,000	(500,000)
<b>Requirements</b>		
Gross Appropriations	500,000	(500,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**9. Measure K - Childcare Capacity:** This action allocates one-time Measure K funds to increase childcare capacity throughout the county.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	500,000	(500,000)
<b>Requirements</b>		
Gross Appropriations	500,000	(500,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**10. Measure K - Poverty Prevention Program:** This action allocates one-time Measure K funds for the establishment of programs to prevent poverty within the county.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,000,000	(1,000,000)
<b>Requirements</b>		
Gross Appropriations	1,000,000	(1,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**11. Measure K - Fire Mitigation Projects:** This action allocates one-time Measure K funding for fire mitigation projects throughout the county.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,000,000	(1,000,000)
<b>Requirements</b>		
Gross Appropriations	1,000,000	(1,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**12. Measure K - Farmworker Housing Support:** This action allocates one-time Measure K fund for Farmworker Housing Projects in the unincorporated parts of the county. This funding will be used for pre-construction, project management, and construction management services.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	9,000,000	(9,000,000)
<b>Requirements</b>		
Gross Appropriations	9,000,000	(9,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**13. Measure K - Fleet Electrification Infrastructure:** This allocates one-time Measure K funding to add infrastructure at county facilities to support electric vehicles.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	5,000,000	(5,000,000)
<b>Requirements</b>		
Gross Appropriations	5,000,000	(5,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	23,419,673	(25,450,000)
<b>Requirements</b>		
Gross Appropriations	23,424,475	(25,449,989)
Intrafund Transfers	—	—
Net County Cost	4,802	11
Positions	—	—

<b>FY 2023-25 MEMBERSHIPS AND CONTRIBUTIONS</b>	<b>ADOPTED 2022-23</b>	<b>RECOMMENDED 2023-24</b>	<b>RECOMMENDED 2024-25</b>
<b>Memberships and Cost Shares</b>			
Alliance for Innovation	9,000	8,250	8,250
Association of Bay Area Governments (ABAG)	101,105	108,431	108,431
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	4,495	4,495
California State Association of Counties (CSAC)	115,047	118,498	118,498
California State Association of Counties (CSAC) Litigation Fees	13,958	14,949	14,949
City / County Association of Governments (C/CAG)	23,500	24,539	24,539
Joint Venture Silicon Valley Network	25,000	25,000	25,000
National Association of Counties (NACO)	14,525	14,369	14,369
San Mateo County Economic Development Association	16,000	16,000	16,000
Sustainable San Mateo County	10,000	10,000	10,000
Urban Counties Caucus (UCC)	37,000	37,000	37,000
<b>Memberships and Cost Shares Total</b>	<b>393,417</b>	<b>405,831</b>	<b>405,831</b>
<b>Contributions</b>			
Half Moon Bay / Coastsider Chamber of Commerce	10,000	10,000	10,000
Peninsula Conflict Resolution Center (PCRC)	9,362	9,362	9,362
San Mateo County Library Joint Powers Authority	173,514	193,123	193,123
<b>Contributions Total</b>	<b>192,876</b>	<b>212,485</b>	<b>212,485</b>
<b>Sponsorships</b>			
Agricultural Workshop	5,000	5,000	5,000
Disaster Preparedness Day	5,000	5,000	5,000
<b>Sponsorships Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Grand Total</b>	<b>596,293</b>	<b>628,316</b>	<b>628,316</b>

## Project Development Unit (1230P)

### Program Locator

County > Administration and Fiscal Services > County Executive’s Office/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 FY 2021-2023, the Project Development Unit (PDU) successfully completed the construction on Parking Structure 2, which opened in September 2021. PDU managed the construction phase of the first zero-net-energy, mass timber public building in the nation- County Office Building 3, the Cordilleras Mental Health Campus, Nursing Wing & new Administration Building at San Mateo Medical Center, and the Navigation Center. Both the state-of-the-art new Administration Building at San Mateo Medical Center and Navigation Center are open and occupied since April 2023.

In addition, PDU restarted the South San Francisco Wellness Center. The initial core and shell space will be designed to accommodate additional County departments. The relocation and demolition phase will be completed by the end of 2023 with the construction phase slated to start afterwards.

During FY 2021-23, PDU incorporated sustainable building and design strategies into all projects including targeting the certification as LEED Platinum for new County Office Building 3, design targeting Zero-Net-Energy for Cordilleras Campus, utilizing sustainable building materials, and adopting leading design practices that promote daylighting and natural air.

During the same time period, PDU incorporated equitable design criteria into its projects including gender neutral restrooms for all projects, the inclusion of lactation rooms, the inclusion of accessible public space, and the design of buildings that provide abundant natural daylighting, fresh air ventilation, and wellness space to all members of workforce.

PDU priorities for FY 2023-25 include advancement of design and timely execution of construction on all projects with focus on inclusion of sustainable and equitable design criteria and the creation of modern, flexible facilities that will stand the test of time.

### Performance Measures

#### Performance Narrative

Sustainable building and design strategies, such as EV chargers, daylighting, green infrastructure, and sustainable building materials; provide energy and resource efficiency, waste reduction, improved air and water quality, increased productivity, and better quality of life for all.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Adoption of Sustainable Building and Design Strategies	7	7	7	4	4

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	50,000	253,140	681,255	687,449	6,194	490,098	(197,351)
Total Requirements	2,407,719	2,393,020	3,339,123	3,286,719	(52,404)	3,124,135	(162,584)
Net County Cost	2,357,719	2,139,880	2,657,868	2,599,270	(58,598)	2,634,037	34,767
Salary Resolution	7.0	7.0	7.0	7.0	—	7.0	—
Funded FTE	7.0	7.0	6.9	6.9	—	6.9	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-25, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; adjustments in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total (\$58,598) and no change in positions. Net funding adjustments in FY 2024-25 total \$34,767 and no change in positions.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(193,806)	2,649
<b>Requirements</b>		
Gross Appropriations	(252,404)	37,416
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(58,598)	34,767
Positions	—	—

**2. Measure K Rollover for Veterans Memorial:** Estimated Measure K balance is rolled forward to cover the cost of Veterans Memorial Project. The estimate will be adjusted during September Revisions once the actual rollover amount is available.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	200,000	(200,000)
<b>Requirements</b>		
Gross Appropriations	200,000	(200,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	6,194	(197,351)
<b>Requirements</b>		
Gross Appropriations	(52,404)	(162,584)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(58,598)	34,767
Positions	—	—



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## CEO 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 owed by providing timely, professional, and cost-effective collection services. In FY 2019-21, Revenue Service provided revenue recovery for 15 public sector clients.

In the coming fiscal year, the Division is focused on creating a cost recovery business model that balances expenditures with anticipated revenue, ensures sustainable commission rates, and seeks out new business. These efforts are made in the context of reduced revenue collection opportunities primarily caused by legislative changes.

Revenue Services is also committed to improving its services by incorporating new payment locations and methods, as well as overhauling the Division website to allow for easier payment transactions, better navigation, and improved accessibility. In addition, updates to collection software and telephone systems will ensure smoother payment collection and processing.

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	33,110	31,084	—	—	—	—	—
Charges for Services	64,563	199,471	—	—	—	—	—
Interfund Revenue	237,628	47,610	—	—	—	—	—
Miscellaneous Revenue	51,474	58,789	—	—	—	—	—
<b>Total Revenue</b>	<b>386,775</b>	<b>336,955</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Fund Balance	—	—	797,734	550,851	(246,883)	550,851	—
<b>Total Sources</b>	<b>386,775</b>	<b>336,955</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	2,242,867	1,165,869	132,568	125,480	(7,088)	125,480	—
Services and Supplies	688,945	644,722	396,834	344,062	(52,772)	344,062	—
Other Charges	362,743	325,845	250,000	81,309	(168,691)	81,309	—
Other Financing Uses	17,658	17,503	18,332	—	(18,332)	—	—
<b>Gross Appropriations</b>	<b>3,312,213</b>	<b>2,153,940</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
Intrafund Transfers	(1,832,129)	(2,614,731)	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,480,084</b>	<b>(460,792)</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
Contingencies/Dept Reserves	—	797,746	—	—	—	—	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>1,480,084</b>	<b>336,955</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
<b>Net County Cost</b>	<b>1,093,309</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	19.0	9.0	—	—	—	—	—
Funded FTE	19.0	9.0	—	—	—	—	—

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	386,775	336,955	797,734	550,851	(246,883)	550,851	—
Total Requirements	1,480,084	336,955	797,734	550,851	(246,883)	550,851	—
Net County Cost	1,093,309	—	—	—	—	—	—
Salary Resolution	19.0	9.0	—	—	—	—	—
Funded FTE	19.0	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 2023-24 and FY 2024-25, including: adjustments to 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 2023-24 total \$550,851 and no change in positions. Net funding adjustments in FY 2024-25 total \$550,851 and no change in positions.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(797,734)	(550,851)
<b>Requirements</b>		
Gross Appropriations	(246,883)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	550,851	550,851
Positions	—	—

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

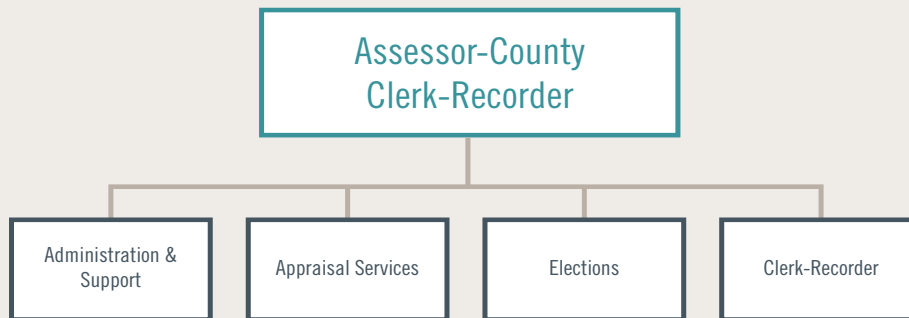
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	550,851	550,851
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(550,851)	(550,851)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(246,883)	—
<b>Requirements</b>		
Gross Appropriations	(246,883)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

## Assessor-County Clerk-Recorder (1300B)

### ASSESSOR-COUNTY CLERK-RECORDER



# Assessor Clerk Recorder Elections

*People First*

*Serving the People of San Mateo County since 1856.*

Fair, Equitable and Timely Assessments.

Open, Accurate and Transparent Elections.

Accessible Public Records of People and Property.

COUNTY OF SAN MATEO 



## Department Locator

County > Administration and Fiscal Services > **Assessor-County Clerk-Recorder-Elections**

## 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). During the 2020 Presidential Election Cycle and the 2022 Gubernatorial Election Cycle, the Elections Program worked with the Silicon Valley Community Foundation to coordinate with non-profit Community

Based Organizations in providing community outreach and engagement services to increase San Mateo County voter participation and provide voter education and outreach, with a focus on lower voter turnout precincts.

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 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. In FY 2022-23, ACRE launched and upgraded our new interactive website ([www.smcacre.org](http://www.smcacre.org)) providing enhanced user functionality for both the public and employees.

## Department Innovations

**Appraisal Services:** The Assessor's Office is leading the way in innovation by implementing a new web-based property tax system for its Business Personal Property unit in a phased manner. This cutting-edge system will provide the Assessor's staff with improved access to information, quicker navigation, and streamlined tracking of communications with taxpayers. During the COVID-19 pandemic, the Assessor's Office implemented an online appointment system for constituents to schedule in-person visits, using the Qmatic software. Post pandemic, the Assessor has continued to provide this service, and to

date over 1,900 in-person appointments have been scheduled.

Information Technology: The GIS/Mapping team will continue to develop Esri GIS applications to improve the appraisal field operation. The new applications will streamline workflows and replace paper processes. Staff will be able to optimize their field visits, collect site information electronically, and provide real-time location-based status dashboard reports. The GIS/mapping team will continue to expand the GIS web portal to improve the Appraisal Staff’s ability to further streamline their operations.

**Department Equity**

San Mateo County was one of the first counties in the State of California to formally establish community-based citizen advisory committees, which today include the Language Accessibility Advisory Committee (LAAC), Voting Accessibility Advisory Committee (VAAC), and our Voter Education and Outreach Advisory Committee (VEOAC),

with the primary goal of substantially increasing voter participation and engagement amongst communities that traditionally have experienced low voter turnout in local, state, and federal elections. The efforts of our citizen advisory groups in promoting and increasing voter participation achieved impressive results, including significant increases in Asian-American and Latino turnout.

A key part of our equitable voter education program is targeted outreach towards disadvantaged communities. This includes working with local community-based organizations as trusted messengers, and targeted mass mailings, among other measures. In addition to the standard mailings sent to all voters, specific materials were prepared and sent to communities with economic or linguistic barriers to voting, and to unregistered adults in all communities. For example, targeted mailings and postings were recently translated into the Tongan and Filipino languages, in addition to English, Spanish, and Chinese.

**Performance Measures**

**Performance Narrative**

Equity is a crucial component of how ACRE operates. Equity is realized when a person’s identity, including race, ethnicity, gender, age, ability, sexual orientation or expression, does not determine their life outcomes or opportunities, and outcomes for all groups are improved.

The objective of this performance measure is to ensure that ACRE employees support and understand the principles of equity in the performance and delivery of ACRE services. This performance measure is the percentage of employees that take an equity-related class, read an equity related book, or listen to an equity-based presentation (e.g., Ted Talk).

ACRE will adopt the County Equity Training. A member of the ACRE staff is on the County’s Equity Training subcommittee that is developing the County wide equity training.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Staff Equity Education and Training	80%	80%	80%	80%	80%

## Performance Measures

### Performance Narrative

The California Property Tax system can be confusing and daunting to many taxpayers, especially to low income and language minority residents. The Board of Equalization (BOE) prescribes approximately ~ 80 BOE forms for property taxation purposes covering exemption claims, exclusions, and changes in ownership. In addition, the Assessor's office has ~ 30 internal forms, which are relied on to collect information from taxpayers. Timely filing of these forms can provide tax relief or avoid tax penalties in numerous cases.

Equity Lens/Disaggregated Data: In order to assist Low Income and Language Minority Residents, the Assessor Division must determine the most used and downloaded forms in order to prioritize training and translation opportunities in the future.

The Target number was set during the pandemic when ACRE was providing more services online such as wedding ceremonies and marriage licenses. The number of downloaded and signed forms dropped significantly once these services were discontinued.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Total number of DocuSign Forms Downloaded and Signed	3,018	4,789	4,000	5,000	5,000

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Type of Form	Change of Mailing Address	BOE-266: Claim for Homeowners, Property Tax Exemption	BOE-502: A Preliminary Change of Ownership Report	BOE-19-B: Claim for Transfer of Base Year Value to Replacement Primary Residence	571-L: 2021 Business Property Statement
Number of downloads in order to prioritize training and translation opportunities in the future	2511	1390	189	155	151

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	681,758	5,748,014	20,000	30,000	10,000	40,000	10,000
Charges for Services	18,216,981	13,776,099	16,941,712	12,952,521	(3,989,191)	17,067,887	4,115,366
Interfund Revenue	1,834	66,860	5,160,409	2,129,614	(3,030,795)	2,017,256	(112,358)
Miscellaneous Revenue	723,642	80,336	22,000	38,000	16,000	34,000	(4,000)
<b>Total Revenue</b>	<b>19,624,215</b>	<b>19,671,309</b>	<b>22,144,121</b>	<b>15,150,135</b>	<b>(6,993,986)</b>	<b>19,159,143</b>	<b>4,009,008</b>
Fund Balance	3,362,107	2,261,217	3,862,026	2,693,782	(1,168,244)	1,431,006	(1,262,776)
<b>Total Sources</b>	<b>22,986,322</b>	<b>21,932,526</b>	<b>26,006,147</b>	<b>17,843,917</b>	<b>(8,162,230)</b>	<b>20,590,149</b>	<b>2,746,232</b>
<b>Requirements</b>							
Salaries and Benefits	27,986,026	29,791,815	30,476,434	29,664,043	(812,391)	31,330,433	1,666,390
Services and Supplies	10,103,267	12,545,227	16,981,271	7,738,920	(9,242,351)	8,883,743	1,144,823
Other Charges	2,436,790	2,477,716	2,812,045	3,077,690	265,645	3,149,341	71,651
Fixed Assets	2,918,026	2,923,689	10,246,902	—	(10,246,902)	—	—
Other Financing Uses	574,153	634,076	1,378,077	1,383,928	5,851	570,431	(813,497)
<b>Gross Appropriations</b>	<b>44,018,262</b>	<b>48,372,522</b>	<b>61,894,729</b>	<b>41,864,581</b>	<b>(20,030,148)</b>	<b>43,933,948</b>	<b>2,069,367</b>
Intrafund Transfers	(6,989,499)	(12,911,088)	(18,717,734)	(6,098,184)	12,619,550	(4,822,761)	1,275,423
<b>Net Appropriations</b>	<b>37,028,763</b>	<b>35,461,434</b>	<b>43,176,995</b>	<b>35,766,397</b>	<b>(7,410,598)</b>	<b>39,111,187</b>	<b>3,344,790</b>
Contingencies/Dept Reserves	1,431,006	1,431,006	1,431,006	1,431,006	—	1,431,006	—
<b>Total Requirements</b>	<b>38,459,769</b>	<b>36,892,440</b>	<b>44,608,001</b>	<b>37,197,403</b>	<b>(7,410,598)</b>	<b>40,542,193</b>	<b>3,344,790</b>
<b>Net County Cost</b>	<b>15,473,447</b>	<b>14,959,914</b>	<b>18,601,854</b>	<b>19,353,486</b>	<b>751,632</b>	<b>19,952,044</b>	<b>598,558</b>
Salary Resolution	155.0	156.0	161.0	161.0	—	161.0	—
Funded FTE	155.0	156.0	161.0	161.0	—	161.0	—

### FY 2023-24 Budget Overview

#### TOTAL SOURCES

Total Sources decreased by \$8,162,230 or 31.4 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$10,000 in this funding source due to the Elections voter registration postage reimbursement from the State.

#### Charges for Services

There is a net decrease of \$3,989,191 in this funding source due to lower Election reimbursements from the jurisdictions and lower Clerk-Recorder Document Recording Fees.



Interfund Revenue

There is a net decrease of \$3,030,795 in this funding source due to lower remaining trust funds for the installation of the Kofile shelving for the Clerk-Recorder Preservation of Historical Documents Project.

Miscellaneous Revenue

There is a net increase of \$16,000 in this funding source due to increased Elections Miscellaneous Revenue.

Fund Balance

There is a net decrease of \$1,168,244 in this funding source due to higher expenditures in the prior year.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$7,410,598 or 16.6 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$812,391 in this expenditure category due to costs of living increases.

Services and Supplies

There is a net decrease of \$9,242,351 in this expenditure category due primarily to the Assessor Property Assessor System (APAS) Project.

Other Charges

There is a net increase of \$265,645 in this expenditure category due to increases in Information Systems Department charges.

Fixed Assets

There is a net decrease of \$10,246,902 due to the Assessor Property Assessment System (APAS) Project.

Other Financing Uses

There is a net increase of \$5,851 due to the Assessor Property Assessment System (APAS) Project.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$12,619,550 in this expenditure category due to higher Election costs for the Presidential Primary Election and the Assessor Property Assessment System (APAS) Project.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 4 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$751,632 or 4 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$2,746,232 or 15.4 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$10,000 in this funding source due to the Elections voter registration postage reimbursement from the State.

Charges for Services

There is a net increase of \$4,115,366 in this funding source due to the Presidential General Election.

Interfund Revenue

There is a net decrease of \$112,358 in this funding source due to lower remaining trust funds for the installation of the Kofile shelving for the Clerk-Recorder Preservation of Historical Documents Project.

Miscellaneous Revenue

There is a net decrease of \$4,000 in this funding source due to decreased Elections Miscellaneous Revenue.

Fund Balance

There is a net decrease of \$1,262,776 in this funding source due to higher expenditures in the prior year.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$3,344,790 or 9 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,666,390 in this expenditure category due to cost of living increases.

**Services and Supplies**

There is a net increase of \$1,144,823 in this expenditure category due to the Assessor Property Assessment System (APAS) Project.

Other Charges

There is a net increase of \$71,651 in this expenditure category due to increased leasing costs for the Assessor Property Assessment System (APAS) Project Satellite Office.

Fixed Assets

There is no change in this expenditure category.

Other Financing Uses

There is a net decrease of \$813,497 in this expenditure category due to the Assessor Property Assessment System (APAS) Project and lower intrafund transfer Elections costs for the Presidential General Election.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$1,275,423 in this expenditure category due to the Assessor Property Assessment System (APAS) Project and lower intrafund transfer Elections costs for the Presidential General Election.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 3.7 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$598,558 or 3.1 percent in this 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

The Appraisal Services Program produced a \$288 billion local property FY 2022-23 assessment roll which is up \$22.16 billion or 8.34 percent from the previous year. The assessment roll resulted in approximately \$2.88 billion property tax of which approximately \$720 million is the County's share.

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 2021-22, staff processed 69,887 transfer, sale, new construction, and remodel events that occurred when properties changed ownership, were newly constructed or altered by a remodel, and reviewed 2,101 properties for declines in value. Staff also audited 238 major businesses for declaration compliance and reviewed 13,054 annual business property declarations to accurately enroll business property asset acquisitions and disposals. Tax relief was provided to 128 property owners whose property was damaged or destroyed due to a disaster. Additionally, the Program provided 1,506

exemptions to welfare and religious organizations with an assessed value of \$6.8 billion and 115,648 homeowners' tax exemptions.

Staff resolved 642 property assessment appeals in FY 2021-22, which is approximately 40 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. Numerous other Assessor staff actively participated and provided crucial input in the Assessment Property Assessment System (APAS) project and continue to play a crucial role in the new Assessor Property Assessment System (APAS) project.

The Assessor's Office faced a continuous challenge in FY 2021-22 due to tax assessment appeals filed by major corporations, which were represented by top-tier law firms and tax agents. These appeals were filed by companies such as Genentech, Inc., Safeway, Inc., Starbucks, Airlines, and REITs, and addressed a variety of valuation issues. There are currently 1,582 tax appeals that remain unresolved, with a combined assessed value of \$85.8 billion.

California Voters passed Proposition 19, a constitutional amendment affecting transfers between Parent and Children (effective February 16, 2021), as well as homeowners over the age of 55 purchasing replacement primary residences (April 1, 2021). Historically Appraisal services processes between 1,300 to 1,800 Parent to Child transfers. As an interim step while the new APAS system was being developed, Appraisal Services implemented a process to enroll the revised Assessed values into the legacy system. Implementing the change is important because Parent to Child Transfers are often due to situations involving inheritance, and being able to resolve assessments allows the estates to proceed with their distribution.

**Performance Measures**

**Performance Narrative**

Closing 100 percent of the annual Roll is significant because schools, counties, cities and special districts depend on the property tax revenue generated as a result of the roll close. Closing the roll on time takes tremendous teamwork, effort, and skill. Last year 16 percent (9 of 58) of California counties did not close their roll on time and had to ask for an extension.

Challenges with closing the Roll include the complexity of the properties in San Mateo County which include high tech, biotech, airplanes, and also the amount of Roll growth. In the past six years from 2015 (\$177B) to 2021 (\$266B), the roll has grown by 50 percent.

ACRE successfully closed 100 percent of the record \$288.0B Roll (8.34 percent increase) on time.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Constitutionally Mandated Real Property Activities Processed by Close of Roll	100%	100%	100%	100%	100%

**Resource Allocation Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	10,560,988	10,919,706	10,614,701	11,607,073	992,372	12,281,006	673,933
Total Requirements	22,555,675	19,189,689	23,919,397	24,225,237	305,840	24,356,464	131,227
Net County Cost	11,994,687	8,269,983	13,304,696	12,618,164	(686,532)	12,075,458	(542,706)
Salary Resolution	107.0	107.0	112.0	112.0	—	112.0	—
Funded FTE	107.0	107.0	112.0	112.0	—	112.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$1,566,541 and five positions. Net funding adjustments in FY 2024-25 total \$505,538.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,260,701)	(757,073)
<b>Requirements</b>		
Gross Appropriations	(14,127,890)	131,227
Intrafund Transfers	14,433,730	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,566,541	888,300
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,253,073	1,431,006
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(2,253,073)	(1,431,006)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	992,372	673,933
<b>Requirements</b>		
Gross Appropriations	(14,127,890)	131,227
Intrafund Transfers	14,433,730	—
Contingencies/Dept Reserves	—	—
Net County Cost	(686,532)	(542,706)
Positions	—	—

## 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 2,800 Conflict of Interest-Form 700s. The program processed \$27.2 million Documentary Transfer Tax distributions for 20 cities and the County in FY 2021-22.

During FY 2023-25, staff will continue to implement and support the APAS System. Major milestones achieved in FY 2022-23 include the successful cleansing and conversion of over 28 million legacy records. Phase 4 (Unsecured System) and the two major releases of the project were deployed into production in 2023, retiring the 22-year-old legacy system. Many business transformations that improve efficiency, productivity, and workflow automations were implemented within the Business Units. Phase 3 (Secured system) design and development was completed in February 2023. ACRE staff are currently performing extensive user-acceptance testing and training as well as focusing on Organization Change Management to support the business transformation resulting from the APAS system.

ACRE also completed two pilot projects utilizing artificial intelligence (AI) and machine learning (ML) focused on evaluating solutions to replace the current antiquated tools used by Appraisal Services to develop the assessed values of residential and commercial properties. In FY 2023-2024, ACRE will develop and release an RFP for the acquisition of an AI/ML property valuation system. Similar AI/ML solutions are being explored to improve the efficiency and productivity of the Change in Ownership (CIO) Unit.

During FY 2021-2023 ACRE continued to expand the department's Cybersecurity capabilities. ACRE implemented the EI-ISAC Elections Endpoint Detection & Response (EDR) software. This hardened ACRE's defenses against ransomware and exfiltration. ACRE also implemented the Secretary of State (SOS) 19064 regulations and utilized the National Institute of Standards and Technology (NIST) 800 series framework. ACRE updated our social engineering phishing/ ransomware video for ACRE staff with interactive testing. During FY 2023-25 ACRE will continue to strengthen and expand the department's cybersecurity capabilities and update our Continuity of Operations Plan (COOP).

During FY 2021-2023 the GIS/Mapping unit made significant progress on the implementation of the Esri Field Maps Project and is planning to complete this project in FY 2023. The GIS mapping unit will also complete the conversion to the Esri ArcGIS PRO platform. The ACRE GIS/Mapping unit will continue working with Information Services Division (ISD), Esri, and Bruce Harris & Associates to implement Esri added value application software capabilities of the Esri LGIM database during FY 2023-25.

## Performance Measures

### Performance Narrative

The Clerk Recorder's office serves as a business partner with the Sequoia Union High District's "Workability Work Training Program" which was designed to provide students with disabilities valuable entry level employment skills and experience. The department has hosted the students for the last several years. The primary purpose of the program is to provide students with disabilities valuable entry level employment skills and experience which will enable the students to develop appropriate work habits and vocational skills to enhance the students with a smooth transition from school to work.

Four to five students with disabilities participate along with school staff members. They come into the Clerk Recorder's office once a week for two hours during the school year and assist in the preparation of recorded documents to be mailed out to the parties who originally submitted the document for recording. The participating students are awarded with a certificate of appreciation at the end of their school year by Mr. Mark Church, reflecting that the work that the students perform is greatly appreciated by the department.

The students' visits have been suspended since March of 2020, as the students went to a distance learning program due to the COVID-19 pandemic. It is anticipated that the students will return sometime later in the year, however that decision will be determined by the school district. The Department's partnering with the School District not only benefits the Department from the assistance provided by the students, but the community partnerships are an essential part of the school's program and appreciated by the school district.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Sequoia Union High School WorkAbility Work Training Program	0	0	0	0	0

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,834	3,830	—	—	—	—	—
Total Requirements	2,215,183	2,488,771	2,482,460	2,411,583	(70,877)	2,453,411	41,828
Net County Cost	2,213,349	2,484,941	2,482,460	2,411,583	(70,877)	2,453,411	41,828
Salary Resolution	9.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	9.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$70,877). Net funding adjustments in FY 2024-25 total \$41,828.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(70,877)	41,828
Intrafund Transfers	—	—
Net County Cost	(70,877)	41,828
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(70,877)	41,828
Intrafund Transfers	—	—
Net County Cost	(70,877)	41,828
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

The Registration & Elections Program registered 83.90 percent of eligible voters in San Mateo County in FY 2021-22. The November 8, 2022 Statewide General Election had a turnout rate of 58.3 percent. In the November election, 66 jurisdictions conducted elections in which 252 local candidates ran for 198 seats. There were 7 local measures, 12 state propositions, and 190 ballot styles in each language.

The June 7, 2022 Statewide Direct Primary Election had a turnout rate of 38.4 percent. In the June election, 38 jurisdictions conducted elections in which 169 candidates ran for 33 seats. There were 6 local measures, and 23 ballot styles in each language.

During the November election, voters were provided with 45 safe and sanitary Vote Center locations, three “Pop-Up” locations in high volume areas, and a Mobile Vote Center, which visited both high-demand urban locations and lower density rural areas. The number of sites and the period during which they operated were both beyond the requirements of the law, to maximize voters’ choices. Each voter also received a ballot in the mail with a postage-paid return envelope. Curbside ballot drop-off was available at each Vote Center location.

In accordance with Article XXI of the California Constitution and Proposition 11 the State of California redraws state legislative and congressional districts every ten years upon completion of the Census. Using 2020 Census data. Additionally, the Elections Division embarked on a large-scale redistricting project to assist local jurisdictions to adjust their district boundaries and changes to jurisdictional lines to accommodate their redistricting process. Using Shapefiles from over 33 jurisdictions, staff incorporated new district boundaries and changes to jurisdictional lines into our voter registration system.

San Mateo has 431,258 registered voters, a registration rate of 84.35 percent. With the implementation of district-based voting in many areas, the County now serves 211 jurisdictions.

Over the next two-year budget cycle, the Program will conduct a special All Mail Election in May 2023, the Presidential Primary Election in March 2024, and the Presidential General Election in November 2024. Compared to this point in the 2020 Presidential cycle, registration has increased by over 30,000 voters; as such, the 2024 Presidential Elections are projected to be the largest in the county’s history.

The Registration & Elections Program has implemented state-of-the-art technologies at all levels, including real-time GPS tracked ballot boxes, Tenex Precinct Central Touchpad units, the voter wait time widget, a voter database backup to maintain voting during internet outages, and improved Vote Center routers with greater bandwidth and failover technology.

## Performance Measures

### Performance Narrative

Voter Education and Outreach is an important function that the Registration & Elections Division performs. Each election, the division does a number of actions to reach out to and educate voters. The November 3, 2020 Presidential General Election saw a voter turnout of 85.9 percent which is four percentage points higher than the 2016 Presidential General Election and the highest voter turnout since 1968.

For the 2020 Presidential General Election, a fourth set of 120,000 Every Door Direct Mail Postcards (EDDM) asking residents 18 and over who weren't registered to register to vote were sent to mail carrier routes in zip codes where the average household income was less than \$100,000. North County postcards were in English, Spanish, Chinese and Tagalog. South County postcards were in English, Spanish, Chinese and Tongan.

ACRE exceeded the 120,000 FY 2021-22 Target by sending out 141,625 postcards to areas with less-than-average voter registration.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Voter Education and Outreach Voter Registration Postcards Sent	109,299	141,625	60,351	120,000	120,000

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Spanish	Chinese	Filipino	Tongan
Number of postcards sent out in languages other than English	60,351	60,351	60,351	60,351

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	6,747,599	6,848,463	6,117,784	1,546,077	(4,571,707)	4,483,174	2,937,097
Total Requirements	9,538,509	9,026,883	10,957,109	6,375,674	(4,581,435)	9,613,906	3,238,232
Net County Cost	2,790,910	2,178,419	4,839,325	4,829,597	(9,728)	5,130,732	301,135
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$198,776). Net funding adjustments in FY 2024-25 total (\$138,010).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(5,213,597)	(531,890)
<b>Requirements</b>		
Gross Appropriations	(9,696,377)	(7,023,093)
Intrafund Transfers	4,284,004	6,098,184
Contingencies/Dept Reserves	—	—
Net County Cost	(198,776)	(393,019)
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	264,956	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(264,956)	—
Positions	—	—

**3. Election Costs for Presidential Primary Election and Presidential General Election :** This action appropriates funding for FY 2023-24 and FY 2024-25 expenditures associated with the March 2024 Presidential Primary Election and the November 2024 Presidential General Election. 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 2023-24	RLB Adjustments FY 2024-25
Sources	376,934	3,468,987
<b>Requirements</b>		
Gross Appropriations	6,929,122	8,985,902
Intrafund Transfers	(6,098,184)	(4,822,761)
Net County Cost	454,004	694,154
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(4,571,707)	2,937,097
<b>Requirements</b>		
Gross Appropriations	(2,767,255)	1,962,809
Intrafund Transfers	(1,814,180)	1,275,423
Contingencies/Dept Reserves	—	—
Net County Cost	(9,728)	301,135
Positions	—	—

## 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, death, and marriage certificates), issuing marriage licenses, scheduling and performing wedding ceremonies, and filing fictitious business name statements as well as other para-professional registrations.

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/microfiche of all recorded documents. The County Clerk-Recorder's Office continued efforts in cross-training staff ensures proper staff coverage at each counter.

Pursuant to the 2021 legislation set forth in Assembly Bill (AB) 1466, the County Clerk-Recorder's Office has developed a plan to identify documents in its Official Record containing unlawful covenants in accordance with California Government Code Section 12956.3. The implementation plan establishes the timeline and methodology in which the Clerk-Recorder's Office will execute the legislative requirements of AB 1466.

In 2021, the County Clerk-Recorder's Office launched Phase One of the historical preservation project with Kofile Technologies, Inc. Phase One encompasses 6,088 maps dating from approximately 1850 to 1910, and the installation of a secure, fire-resistant storage system at the 40 Tower Road facility for all archival Recorder documents. This project is envisioned as the opening stage of a comprehensive preservation program, which is projected to span several decades.

In 2022, the County Clerk-Recorder's Office successfully upgraded the suite of applications used to process land records, vital records, and cashiering transactions. These applications include: LandDocs, VitalDocs, ClerkDocs, Summit Examiner, and Cornerstone. The upgraded Granicus applications include many new features designed to benefit the Clerk-Recorder Division. The user interface is completely redesigned and includes numerous enhancements in the back-office module. New features were introduced in all modules such as multi-lingual services at the customer kiosk. In addition, the department installed new servers to host the upgraded application and implemented Active Directory (AD) authentication for seamless single sign-on to the Granicus system.

The Clerk-Recorder's Office implemented a live chat tool which provides a new avenue for customers to reach us. Staff can respond quickly and accurately to customers whenever they come in with questions and requests. Customers love the ability to chat with us rather than always having to call in or if they email us, having to wait for that response. The Clerk-Recorder's Office has won numerous LiveHelpNow Challenge awards for providing excellence in customer service with live chat. This achievement reflects the professionalism, skill, concern, and quest to provide superior service.

## Performance Measures

### Performance Narrative

Staying open to the public during the COVID-19 pandemic is significant for San Mateo County residents who do not have access to a computer or internet access. Additionally, providing online services is also critical for people with differing technical abilities and for customers who are at high risk if they are potentially exposed to COVID-19.

The residents more likely to not have computer or internet access include those in lower income brackets, older residents, and residents with lower education levels. If the ACRE office closes, these residents will have a difficult time conducting essential business. Conversely, new online options open accessibility opportunities for those with disabilities or for those at high risk of potential COVID exposure.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Recorded Documents and Clerk-Recorder Clients Served via Appointment, Walk In, and Live Chat	215,321	162,592	73,344	90,000	90,000

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	In-Person	Online
By in-person and online client interactions	35,407	37,937

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,675,901	4,160,527	9,273,662	4,690,767	(4,582,895)	3,825,969	(864,798)
Total Requirements	4,150,402	6,187,098	7,249,035	4,184,909	(3,064,126)	4,118,412	(66,497)
Net County Cost	(1,525,499)	2,026,570	(2,024,627)	(505,858)	1,518,769	292,443	798,301
Salary Resolution	20.0	20.0	20.0	20.0	—	20.0	—
Funded FTE	20.0	20.0	20.0	20.0	—	20.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$1,694,522. Net funding adjustments in FY 2024-25 total \$926,054.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(4,758,648)	(864,798)
<b>Requirements</b>		
Gross Appropriations	(3,064,126)	(66,497)
Intrafund Transfers	—	—
Net County Cost	1,694,522	798,301
Positions	—	—

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

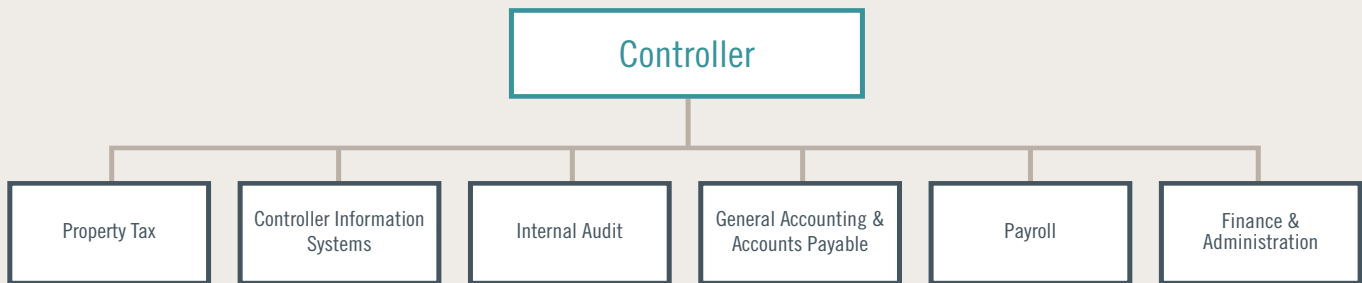
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	175,753	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(175,753)	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(4,582,895)	(864,798)
<b>Requirements</b>		
Gross Appropriations	(3,064,126)	(66,497)
Intrafund Transfers	—	—
Net County Cost	1,518,769	798,301
Positions	—	—

## Controller's Office (1400B)

### CONTROLLER'S OFFICE







# Controllers Office

*“Promoting financial transparency to support a diverse and prosperous community.”*

COUNTY OF SAN MATEO 

## Department Locator

County > Administration and Fiscal Services >  
**Controller’s Office**

## 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

To provide its services and fulfill its mission, the Department utilizes, maintains, supports, and improves several information systems including the OneSolution Finance and Accounting System (OFAS) for accounting and financial reporting, Workday for payroll, Automated Timekeeping System (ATKS) for timekeeping, and the Property Tax System for property tax-related services and functions.

In addition, the Department conducts internal audits, reviews financial transactions recorded in County’s accounting system, and compiles the County’s annual SB 90 claims, cost allocation plan, financial statements, and other County financial reports.

Controller’s Office ongoing projects include the following:

- **Internal Controls Training:** The Department has provided internal controls training in the past to County employees and will continue to do so in FYs 2023–25 by preparing and offering computer-based training to employees on the importance of internal controls.
- **Automation of Employee Expense Reimbursement Request Process:** In FY 2022–23, the Department began to implement an electronic employee expense reimbursement request, review, and approval application (Workday Expense). Paperless submissions

of expense reimbursement requests and the automation of review and approval workflow activities will reduce the processing time to issue reimbursement payments. All departments will be trained and use this new application and business processes by the end of 2023.

- **Property Tax System:** The Department has been re-programming its property tax system to enable the acceptance of electronic data through interfaces from the Assessor’s new property assessment system. Staff will continue to test the data interfaces to ensure the Offices of both the Controller and Tax Collector have the data they need. Upon the Assessor’s new system going-live, several Department processes that were previously paper-based will be streamlined and automated. Completion of this project will enable staff to begin its reassessment, and replacement or further modernization, of its property tax system.

## Department Innovations

In FYs 2023–25, key planned initiatives and expected performance improvements in the Controller’s Office include:

- Improving above information system capabilities and related business processes.
- **Accounts Payable Invoice Automation (APIA) Solution:** Implement a Countywide solution to automate routing and approval of invoices. The new application will include integrations with invoice scanning/OCR capabilities, automated workflows, and integrations with OFAS.
- **Single-invoice processing:** To take advantage of the APIA solution, the single-invoice project will first switch OFAS from batch-based to individual-invoice processing.

- The above initiatives will require providing training to all department system users, updating procedures manual and support tools, and providing change management resources and activities. These improved

functions will further streamline business processes and support remote work activities for all County employees that who use OFAS.

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Use of Money and Property	65	83	—	—	—	—	—
Intergovernmental Revenues	253,564	176,447	504,080	504,080	—	504,080	—
Charges for Services	2,630,711	2,470,506	2,171,447	2,525,915	354,468	2,541,874	15,959
Interfund Revenue	49,288	70,482	9,368	81,280	71,912	83,345	2,065
Miscellaneous Revenue	82,207	113,611	64,000	44,000	(20,000)	44,000	—
<b>Total Revenue</b>	<b>3,015,836</b>	<b>2,831,128</b>	<b>2,748,895</b>	<b>3,155,275</b>	<b>406,380</b>	<b>3,173,299</b>	<b>18,024</b>
Fund Balance	2,340,287	2,891,926	2,907,204	3,016,718	109,514	2,737,358	(279,360)
<b>Total Sources</b>	<b>5,356,123</b>	<b>5,723,054</b>	<b>5,656,099</b>	<b>6,171,993</b>	<b>515,894</b>	<b>5,910,657</b>	<b>(261,336)</b>
<b>Requirements</b>							
Salaries and Benefits	9,400,609	10,078,992	10,963,643	10,957,926	(5,717)	11,201,653	243,727
Services and Supplies	2,593,634	2,698,675	4,348,259	4,614,727	266,468	4,357,535	(257,192)
Other Charges	1,832,675	1,842,840	2,680,465	1,721,423	(959,042)	1,737,417	15,994
Reclassification of Expenses	—	—	—	—	—	—	—
Other Financing Uses	199,536	195,160	203,447	201,408	(2,039)	199,793	(1,615)
<b>Gross Appropriations</b>	<b>14,026,454</b>	<b>14,815,667</b>	<b>18,195,814</b>	<b>17,495,484</b>	<b>(700,330)</b>	<b>17,496,398</b>	<b>914</b>
Intrafund Transfers	(531,086)	(693,056)	(2,046,267)	(1,982,792)	63,475	(1,993,454)	(10,662)
<b>Net Appropriations</b>	<b>13,495,368</b>	<b>14,122,612</b>	<b>16,149,547</b>	<b>15,512,692</b>	<b>(636,855)</b>	<b>15,502,944</b>	<b>(9,748)</b>
Contingencies/Dept Reserves	1,373,076	1,796,844	2,153,904	2,737,358	583,454	2,737,358	—
<b>Total Requirements</b>	<b>14,868,444</b>	<b>15,919,456</b>	<b>18,303,451</b>	<b>18,250,050</b>	<b>(53,401)</b>	<b>18,240,302</b>	<b>(9,748)</b>
<b>Net County Cost</b>	<b>9,512,321</b>	<b>10,196,401</b>	<b>12,647,352</b>	<b>12,078,057</b>	<b>(569,295)</b>	<b>12,329,645</b>	<b>251,588</b>
Salary Resolution	51.0	53.0	53.0	55.0	2.0	55.0	—
Funded FTE	51.0	53.0	53.0	55.0	2.0	55.0	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$515,894 or 9.1% percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is no change in this funding source/expenditure category.

#### Charges for Services

There is a net increase of \$354,468 in this funding source mainly due to an increase of revenue from Supplemental Tax Administration Fees charged to local agencies.

#### Interfund Revenue

There is a net increase of \$71,912 in this funding source mainly due to an adjustment in revenue related to OFAS Shared Charges from Non-General Fund Departments.

#### Miscellaneous Revenue

There is a net decrease of \$20,000 in this funding source due to the elimination of a one-time grant received from the OFAS training committee.

#### Fund Balance

There is an increase of \$109,514 in this funding source mainly due to increased projections of salary and benefits savings from position vacancies in FY 2022-23 and unspent appropriations in miscellaneous services and supplies accounts. Fund Balance appropriation for one-time projects and purchases in FY 2022-23 have been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$53,401 or .3 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$5,717 in this expenditure category mainly due to a reduction in costs associated with the County Retirement Contribution, and reduction to contingencies for regular pay adjustments. The decrease is partially offset by the addition of an IS Application Support Analyst position transferred from the Information Services Department to support the ATKS and Workday systems, and the conversion of an Extra Help Property Tax Specialist position to permanent.

#### Services and Supplies

There is a net increase of \$266,468 in this expenditure category mainly due to an increase in Computer Equipment replacement costs, increase in Employee Training Expenses, and an increase in Human Resources charges to cover the costs of two IS Analysts positions under Payroll IT Costs to support the ATKS and Workday systems. These increases were partially offset by a decrease in Software License/Maintenance Expense and the removal of one-time expenses for special projects.

#### Other Charges

There is a net decrease of \$959,042 in this expenditure category mainly due to a decrease in Automation Services charges from the Information Services Department due to the position transfer adjustments within the Payroll IT Costs. These decreases were partially offset by increases in County Facility Rental Charges, General Liability Insurance, and Official Bond Insurance.

Reclassification of Expenses

There is no change in this expenditure category.

Other Financing Uses

There is a net decrease of \$2,039 in this expenditure category due a decrease in Debt Service. This decrease was partially offset by an increase in Facility Surcharge.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$63,475 in this expenditure category due to increases in transfers from General Fund departments to OFAS Shared, and reimbursements from Non-Departmental Services for expenses of contracts managed by the department.

Contingencies/Departmental Reserves

There is net increase of \$583,454 in this expenditure category mainly due to a transfer of reserves from the Information Services Department for OFAS Shared and Consolidated Check Printing.

**NET COUNTY COST**

There is a decrease of \$569,295 or 4.5 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$279,360 or 4.2 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues

There is no change in this funding source category.

Charges for Services

There is a net increase of \$15,959 in this funding source mainly due to a projected increase of revenue in Supplemental Tax Administration Fees charged to local agencies.

Interfund Revenue

There is an increase of \$2,065 in this funding source due to an increase in revenue in OFAS Shared Charges from Non-General Fund departments.

Miscellaneous Revenue

There is no change in this funding source category.

Fund Balance

There is a decrease of \$279,360 in this funding source due to the elimination of Fund Balance appropriated and used for one-time projects and purchases in FY 2023-24.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$9,748 or.1 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$243,727 in this expenditure category mainly due an increase in regular pay adjustments and an increase in costs associated with employee benefits.

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Services and Supplies

There is a net decrease of \$257,192 in this expenditure category due to elimination of one-time costs associated with contracted services for the development of a Continuity of Operations Plan expected to be completed in FY2023-24 and the elimination of other one-time expenditures.

Other Charges

There is a net increase of \$15,994 in this expenditure category due to the increase in service charges for Automation Services-ISD and County Facility Service Charges.

Reclassification of Expenses

There is no change in this expenditure category.

Other Financing Uses

There is a decrease of \$1,615 in this expenditure category due to decrease in Debt Service.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$10,662 in this expenditure category due to a reduction of projected charges to General Fund departments for costs related to OFAS Shared.

Contingencies/Departmental Reserves

There is no change in this funding source category.

**NET COUNTY COST**

There is an increase of \$251,588 or 2.1 percent in this Department's General Fund allocation.

## Administration (1411P)

### Program Locator

County > Administration and Fiscal Services > Controller's Office > **Administration**

### Program Outcome Statement

To improve department performance through strategy, guidance, and support activities.

### Program Results

The Administration Division strategically plans and directs the work of all Controller's Office programs, and manages the department's personnel, budget, performance measures, contracts, purchases, payables, receivables, email box, main phone line, reception, and website. The Program works with County departments and consultants to prepare the annual 2 CFR Part 200 Cost Allocation Plan and manages the countywide SB 90 Reimbursement Claims for State mandated activities that helps maximize the County's recoverable claim amounts.

The Program provides support to all Controller's Office staff, which consists of 53 employees, and to all County departments. The support given to office staff allows them to focus on providing essential countywide services and thus, indirectly benefits County departments and the general public. The support given to County departments by managing the preparation and submission of the 2 CFR

Part 200 Cost Allocation Plan allows departments to identify their indirect costs and be able to include those costs in their grant reimbursement claims. Assisting departments with their SB90 Reimbursement Claims provides revenues to both departments and to the General Fund.

Our focus is to streamline and Improve the process for data gathering and preparation of the Cost Allocation Plan (CAP) by providing training and feedback to Central Service Departments' staff before, during, and after the preparation of the CAP. This will allow the County to submit the CAP on a timely manner.

The Program is undertaking the following initiatives to improve performance:

- Ensuring that department staff complete at least their minimum twenty hours of yearly training for professional, career enhancement, and personal learning and development. A well-trained staff will be able to fulfill their jobs much more efficiently and effectively and, at the same time, increase employee morale.
- Conducting bi-annual customer satisfaction surveys allows us to measure our performance levels, identify areas of improvement, and gage needs of our clients. This allows us to put into place plans to improve performance.

## Performance Measures

### Performance Narrative

Controller's Office employees take a minimum of 20 hours of training every year for their professional/personnel development. Training helps employees fulfill their current job requirements and obtain new technical skills and knowledge, both of which has positive impacts on employee motivation and morale. Ultimately, the outcome of employee training is better quality services to customers which include County departments, taxpayers, vendors, contractors, and members of the public.

Employees have various options/venues to choose from for their technical and non-technical training such as, the County's Learning Management System, Government Finance Officers Association, Association of Government Accountants, and LinkedIn.com. Employees are encouraged to attend non-technical trainings in various areas such as health and wellness, diversity and inclusion, implicit bias, and social justice.

Depending on the time of the year, it can be difficult for staff to attend trainings due to the high volume of workloads with statutory deadlines.

We plan to compare this measure with the County as a whole.

### Performance Measure

1411P Finance and Administration Division	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Earn Responses to Customer Surveys Where Ninety Percent Rate Services as Good or Better	97%	96%	97%	90%	90%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,143,484	2,895,020	2,676,388	2,205,510	(470,878)	1,973,327	(232,183)
Total Requirements	3,827,497	3,989,089	4,843,816	4,980,530	136,714	4,796,086	(184,444)
Net County Cost	1,684,013	1,094,069	2,167,428	2,775,020	607,592	2,822,759	47,739
Salary Resolution	6.0	7.0	8.0	8.0	—	8.0	—
Funded FTE	6.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$607,592. Net funding adjustments in FY 2024-25 total \$2,019,772.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,675,094)	(2,204,216)
<b>Requirements</b>		
Gross Appropriations	(95,469)	(184,444)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(1,972,033)	—
Net County Cost	607,592	2,019,772
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,204,216	1,972,033
<b>Requirements</b>		
Gross Appropriations	232,183	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,972,033	—
Net County Cost	—	(1,972,033)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(470,878)	(232,183)
<b>Requirements</b>		
Gross Appropriations	136,714	(184,444)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	607,592	47,739
Positions	—	—



## Internal Audit (1421P)

### Program Locator

County > Administration and Fiscal Services > Controller’s Office > **Internal Audit**

### Program Outcome Statement

To provide independent and objective audits including reviews of financial procedures, internal controls, compliance with laws and regulations, and system and IT security. The program also provides financial and business process analyses and consulting services to improve departments’ operations.

### Program Results

In FY 2022-23, three of the County-wide audits include: 1) FY 2021-22 Measure K audit, 2) Cash Report to the Board, and 3) Phase II of a multiphase audit of County-wide purchasing. All three included a review of internal controls and adherence to laws and County policies and procedures.

This program provides support to all County departments. We assist departments by evaluating business operations and internal controls and making recommendations to improve the effectiveness of the County’s operations and internal controls.

The audit of Measure K revenues and expenditures for FY 2021-22 ensured transparency and accountability regarding the millions of tax dollars collected and spent.

Priorities for the next two years include reviewing departments’ internal controls, promoting the efficiency and effectiveness of County operations, safeguarding County assets and resources, and ensuring the integrity and transparency of financial information while complying with applicable laws, regulations and policies.

We have incorporated IT risks into our audits. We continue to expand our operations to include more system and IT security evaluations and assessments of the internal controls used to reduce and control IT-specific risks.

### Performance Measures

#### Performance Narrative

The mission of the Audit Division is to provide objective, high-quality audit services. The Audit Division assists the County to achieve its goals and objectives by evaluating and making recommendations to improve the effectiveness of the County’s business operations and internal controls through audit projects.

For FY 2023-24 and FY 2024-25, the Audit Division plans on completing at least three County-wide audit projects per fiscal year. In FY 2023-24: 1) Measure K Sales and Use Tax Revenue Audit, 2) Measure K Performance Review of initiatives, 3) Cash Report to the Board and 4) Phase III of a multiphase audit of County-wide Purchasing. Plans for audits in FY 2024-25 will be finalized in FY 2023-24.

Reduced availability of County staff has caused challenges in conducting audits.

#### Performance Measure

1421P - Internal Audit	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Conduct Three County-wide Audits	3	3	3	3	3

## Performance Measures

### Performance Narrative

The mission of the Audit Division is to provide objective, high-quality audit services. The Audit Division assists the County to achieve its goals and objectives by evaluating and making recommendations to improve the effectiveness of the County's business operations and internal controls through audit projects.

For FY23-24 and FY24-25, the Audit Division plans on completing at least three County-wide audit projects per fiscal year. In FY23-24: 1) Measure K Sales and Use Tax Revenue Audit, 2) Measure K Performance Review of initiatives, 3) Cash Report to the Board and 4) Phase III of a multiphase audit of County-wide Purchasing. Plans for audits in FY24-25 will be finalized in FY23-24.

Reduced availability of County staff has caused challenges in conducting audits.

### Performance Measure

Conduct Three County-wide Audits	3	3	3	3	3
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## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	—	—	—	181,871	181,871	181,871	—
Total Requirements	1,148,627	1,195,223	1,685,296	1,676,023	(9,273)	1,706,252	30,229
Net County Cost	1,148,627	1,195,223	1,685,296	1,494,152	(191,144)	1,524,381	30,229
Salary Resolution	8.0	8.0	7.0	7.0	—	7.0	—
Funded FTE	8.0	8.0	7.0	7.0	—	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$191,144). Net funding adjustments in FY 2024-25 total \$212,100.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	(181,871)
<b>Requirements</b>		
Gross Appropriations	(9,273)	30,229
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(181,871)	—
Net County Cost	(191,144)	212,100
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	181,871	181,871
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	181,871	—
Net County Cost	—	(181,871)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	181,871	—
<b>Requirements</b>		
Gross Appropriations	(9,273)	30,229
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(191,144)	30,229
Positions	—	—

## Payroll Services (1431P)

### Program Locator

County > Administration and Fiscal Services > Controller’s Office > **Payroll Services**

### Program Outcome Statement

To process payroll accurately and timely to all employees.

### 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; process, record and track State Disability Insurance and workers’ compensation integrated payments and reporting; set up, calculate and remit to recipients of the payroll deductions (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; improves the usability of these systems; and designs, develops, and implements new processes to ensure the systems operate efficiently and effectively. The Program also manages required system and process updates to remain current with changes to labor agreements and federal and state payroll statutes and regulations.

Priorities for the next two years include: continuing to ensure the security of payroll information, executing the roll-out of additional self-service functions for employees, and ensuring that the rules and regulations governed by the various MOU’s, Board Resolutions and Federal and State mandates are followed correctly.

To achieve this, we look to implement automated controls to the extent possible, such as building as business rules into the timekeeping system (ATKS) and HR/Payroll system (Workday). We continue to look for ways to improve payroll reviews, reports and processes by automating them as much as possible. We continuously ensure that updates/ changes to the systems are analyzed and tested thoroughly before they are applied to production systems.

### Performance Measures

#### Performance Narrative

The accuracy of payroll checks issued is currently at 99%. This performance measure is primarily met by ensuring HR and Payroll personnel are knowledgeable and continuously trained on the rules and regulations.

Issuing accurate and timely paychecks ensures that employees receive the money that they have earned.

The Division works with Human Resources (HR) to ensure various Memorandum of Understandings, Board Resolutions, and Federal and State laws are implemented correctly in the HR/payroll and timekeeping (ATKS) systems.

The Division continuously look for ways to improve reviews, reports, and automate wherever possible. The payroll system is upgraded with current versions that are supported by the vendor.

Due to the high volume of transactions that need to be reviewed and approved in a short time and ensuring all transactions are recorded timely and in accordance with MOUs, Board Resolutions, and Federal and State laws and regulations can be challenging at times.

#### Performance Measure

1431P - Payroll	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Issue 99.9% of Payroll Payments Correctly	99%	99%	99%	99%	99%

## Performance Measures

### Performance Narrative

The accuracy of payroll checks issued is currently at 99%. This performance measure is primarily met by ensuring HR and Payroll personnel are knowledgeable and continuously trained on the rules and regulations.

Issuing accurate and timely paychecks ensures that employees receive the money that they have earned.

The Division works with Human Resources (HR) to ensure various Memorandum of Understandings, Board Resolutions, and Federal and State laws are implemented correctly in the HR/payroll and timekeeping (ATKS) systems.

The Division continuously look for ways to improve reviews, reports, and automate wherever possible. The payroll system is upgraded with current versions that are supported by the vendor.

Due to the high volume of transactions that need to be reviewed and approved in a short time and ensuring all transactions are recorded timely and in accordance with MOUs, Board Resolutions, and Federal and State laws and regulations can be challenging at times.

### Performance Measure

Issue 99.9% of Payroll Payments Correctly	99%	99%	99%	99%	99%
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## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	241,461	35,999	153,127	32,766	(120,361)	32,766	—
Total Requirements	4,098,657	4,322,231	4,762,337	4,213,149	(549,188)	4,243,084	29,935
Net County Cost	3,857,196	4,286,232	4,609,210	4,180,383	(428,827)	4,210,318	29,935
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; and elimination of one-time revenues and expenditures. Changes in gross appropriations in FY 2023-24 resulting from position transfers from the Information Service Department. Net funding adjustments in FY 2023-24 total (\$1,084,879). Net funding adjustments in FY 2024-25 total \$19,791.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(120,361)	—
<b>Requirements</b>		
Gross Appropriations	(1,205,240)	19,791
Intrafund Transfers	—	—
Net County Cost	(1,084,879)	19,791
Positions	—	—

**2. Position Adjustment - IS Application Support Analyst III:** This action adds one position transferred from the Information Services Department for ongoing technical support of the ATKS application in addition to developing, troubleshooting, and maintaining Workday integration.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	262,468	2,272
Intrafund Transfers	—	—
Net County Cost	262,468	2,272
Positions	1	—

**3. Increased Service Charges-Payroll Common Positions:** This action increases appropriations to cover the cost of positions transferred from the Information Services Department to Human Resources to support the payroll systems.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	393,584	7,872
Intrafund Transfers	—	—
Net County Cost	393,584	7,872
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(120,361)	—
<b>Requirements</b>		
Gross Appropriations	(549,188)	29,935
Intrafund Transfers	—	—
Net County Cost	(428,827)	29,935
Positions	1	—

## Controller Information Systems (1432P)

### Program Locator

County > Administration and Fiscal Services >  
Controller's Office > **Controller Information Systems**

### Program Outcome Statement

To maintain, support, and improve the County's financial accounting, time keeping, employee reimbursement, and related information systems.

### Program Results

Controller Information System (CIS) supports, maintains, and continuously improves the following County's systems, 1) finance and accounting system (i.e., OFAS), 2) attendance & time keeping system (i.e., ATKS), and 3) employee reimbursement system (i.e., Workday Expense), to ensure availability of all systems to users. These ERP systems help to ensure that business processes, internal controls, and best practices are followed. The program also looks to streamline business processes and to ensure controls and the quality of data used to record the County's financial transactions.

The Program provides training and help-desk support to countywide, including all the integrations. For example, all new system users of OFAS are required to take basic training before they start using the system, and focused training courses are also provided for each module within OFAS. The more familiar and knowledgeable users are, the better they will optimize their use of the system, and therefore, the better off they will be. The program also uses a help-desk ticketing system to track the issues and most importantly, to make sure that each user will get the support they need, whether it is big or small.

Priorities for the next two years include implementing the Accounts Payable Invoice Automation (APIA) solution and

enhancing the system to process individual invoices instead of batched invoices. These two projects will streamline accounts payable processing and effectively support remote access and processing.

Initiatives to improve performance include:

- **System Upgrade:** Staying up to date with system upgrades to provide improved enhancements, stability, and security. For example, the recent upgrade of OFAS completed in November 2020 improved the efficiency of navigation, increased compatibility with multiple system platforms, and made the system more user-friendly and easier to access information.
- **Proactive Measurements:** System performance monitoring scripts were implemented to constantly check performance in an automated manner performance, which sends alerts if there are any potential issues so we can act before it happens.
- **Training Classes:** The program continues to offer training classes to make sure that users have updated information. We also have some computer-based training (CBT) classes available for OFAS so users can take them as needed at their convenience. Improvements are also being made to the OFAS Resource Website (including Workday Expense) so users can readily access quick reference user guides and other information to help them take full advantage of the system's functionality.
- **Customer Survey:** Both help-desk support ticketing systems (HelpSpot and ServiceNow) help to ensure that all users receive timely support, and just as important, both systems send out customer surveys to obtain feedback about the quality of the support provided so that services can be improved.

## Performance Measures

### Performance Narrative

Our goal is to provide training to at least 120 (or 30%) of the 400 users per year. Among the 120 users, typically 66 (55%) are new users and 54 (45%) are existing users.

Training users of OFAS is key to employees doing their job effectively and efficiently and the system's performance and stability. OFAS users' knowledge on how to use the system impacts their ability to do their job effectively and efficiently. For example, reports can be used to perform detailed data analysis, to monitor operations, and make timely and informed decisions.

Training to Non-County employee users (e.g., County Office of Education staff) can be challenging. This performance measure strives to ensure new and existing users have the proper training to do their jobs.

### Performance Measure

1432P - Controller Information System	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Train 120 Finance and Accounting System (OFAS) Users Per Year	180	120	120	120	120

## Performance Measures

### Performance Narrative

Our goal is to provide training to at least 120 (or 30%) of the 400 users per year. Among the 120 users, typically 66 (55%) are new users and 54 (45%) are existing users.

Training users of OFAS is key to employees doing their job effectively and efficiently and the system's performance and stability. OFAS users' knowledge on how to use the system impacts their ability to do their job effectively and efficiently. For example, reports can be used to perform detailed data analysis, to monitor operations, and make timely and informed decisions.

Training to Non-County employee users (e.g., County Office of Education staff) can be challenging. This performance measure strives to ensure new and existing users have the proper training to do their jobs.

### Performance Measure

Train 120 Finance and Accounting System (OFAS) Users Per Year	180	120	120	120	120
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## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	48,006	95,003	92,646	530,307	437,661	532,586	2,279
Total Requirements	1,222,018	1,294,286	1,374,471	1,793,757	419,286	1,819,290	25,533
Net County Cost	1,174,011	1,199,283	1,281,825	1,263,450	(18,375)	1,286,704	23,254
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$18,375). Net funding adjustments in FY 2024-25 total \$465,269.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(4,354)	(439,736)
<b>Requirements</b>		
Gross Appropriations	(86,204)	36,195
Intrafund Transfers	63,475	(10,662)
Contingencies/Dept Reserves	—	—
Net County Cost	(18,375)	465,269
Positions	—	—

**2. OFAS and CCP Reserve Transfer:** This action transfers Information Services Department reserves for OFAS Shared and Consolidated Check Printing.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	442,015	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	442,015	—
Net County Cost	—	—
Positions	—	—

**3. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	442,015
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	(442,015)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	437,661	2,279
<b>Requirements</b>		
Gross Appropriations	(86,204)	36,195
Intrafund Transfers	63,475	(10,662)
Contingencies/Dept Reserves	442,015	—
Net County Cost	(18,375)	23,254
Positions	—	—

## General Accounting (1441P)

### Program Locator

County > Administration and Fiscal Services > Controller’s Office > **General Accounting**

### Program Outcome Statement

To maintain accountability and fiscal transparency of County’s financial information.

### Program Results

The core function of General Accounting is to record and maintain the County’s financial information in an accountable and transparent.

The program is responsible for the following functions:

- 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 generates the County’s award-winning audited Annual Comprehensive Financial Report (ACFR) for the 22nd consecutive year and the Popular Annual Financial Report (PAFR) for the 20th consecutive year. These awards of achievement for excellence in financial reporting demonstrate the program’s commitment to the highest standards of transparent, accurate accounting and financial reporting. The compilation of ACFR is a vigorous process that requires County-wide departments participation. All transactions are reviewed and recorded with integrity and due diligence. The report must comply with both generally accepted accounting principles and applicable legal requirements. The financial information in the ACFR must be easily readable and efficiently organized to provide concise data to the residents, taxpayers, policy leaders, and County management for reliance and decision making. Overall, the Program helps the County obtain the best possible credit rating. The County is able to borrow at the lowest available interest rate to finance major capital projects. The program will continue to explore and implement innovative ways to optimize its operating efficiency and effectiveness.

### Performance Measures

#### Performance Narrative

Timely month-end close is important for the Division and County departments because it captures an accurate snapshot of financial activity that is often used for reporting, monitoring, State claims for reimbursements, forecasting, and auditing.

On-going challenges with month-end close processes include reviewing and approving a high volume of transactions in a short time and ensuring all transactions are recorded timely and in accordance with accounting policies and standards.

#### Performance Measure

1441P - Fiscal Services	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Performed month-end close on time	12	12	12	12	12

## Performance Measures

### Performance Narrative

Timely month-end close is important for the Division and County departments because it captures an accurate snapshot of financial activity that is often used for reporting, monitoring, State claims for reimbursements, forecasting, and auditing.

On-going challenges with month-end close processes include reviewing and approving a high volume of transactions in a short time and ensuring all transactions are recorded timely and in accordance with accounting policies and standards.

### Performance Measure

Performed month-end close on time	12	12	12	12	12
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## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	142,030	161,674	123,280	123,280	—	123,280	—
Total Requirements	1,705,510	1,642,020	1,936,392	1,831,985	(104,407)	1,877,260	45,275
Net County Cost	1,563,481	1,480,346	1,813,112	1,708,705	(104,407)	1,753,980	45,275
Salary Resolution	11.0	11.0	11.0	11.0	—	11.0	—
Funded FTE	11.0	11.0	11.0	11.0	—	11.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total (\$104,407). Net funding adjustments in FY 2024-25 total \$45,275.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(104,407)	45,275
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(104,407)	45,275
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(104,407)	45,275
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(104,407)	45,275
Positions	—	—

## Property Tax / Special Accounting (1461P)

### Program Locator

County > Administration and Fiscal Services > Controller's Office > **Property Tax/Special Accounting**

### Program Outcome Statement

To calculate tax rates and distribute property taxes to local agencies in accordance with applicable California laws.

### Program Results

The main function of the program is to calculate the property tax rates and amounts for each parcel within the County and distribute the taxes to the County, cities, schools, special districts and redevelopment pursuant to California law. We distributed \$2,801,544,000 of the 1% general tax to 132 local taxing entities. A total of \$322.2 million for debt service funds were distributed to 30 entities. The taxes and debt service dollars distributed pay for the services rendered to their constituents and to repay bond debt.

District	2021-22 Distributed 1% Tax
County of San Mateo	\$800,420,000
Cities	\$447,125,000
School	\$1,214,383,000
Special District	\$304,402,000
Redevelopment	\$35,214,000
<b>Grand Total</b>	<b>\$2,801,544,000</b>

The program is also responsible for maintaining the tax rolls throughout the year, correcting bills and issuing taxpayer refunds. In addition, the program provides accounting support services to 8 special districts that maintain their funds with the County Treasurer.

For the next two years, the Property Tax Division is converting and upgrading its Property Tax System. We are also working with the Assessor to integrate our tax systems and continue to improve integrations with the Tax Collector's system. These upgrades will make our operational processes more efficient and prepare us for the next steps to further upgrade our system.

### Performance Measures

#### Performance Narrative

Property tax revenue is typically the largest source of discretionary revenue for local agencies. The County, cities, special districts, and school districts depend on accurate and timely property tax distributions so they can pay for their expenses.

Due to COVID-19, we expect delays from other County departments which will impact the Division's ability to distribute property taxes on time to local agencies. Other challenges include resource constraints due to several system related projects going on simultaneously and having to implement changes in laws quickly.

#### Performance Measure

1461P ñ Property Tax Division	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Distribute All Property Taxes Accurately and On-Time	100%	100%	100%	100%	100%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,781,142	2,535,358	2,610,658	3,098,259	487,601	3,066,827	(31,432)
Total Requirements	2,866,135	3,476,607	3,701,139	3,754,606	53,467	3,798,330	43,724
Net County Cost	84,993	941,249	1,090,481	656,347	(434,134)	731,503	75,156
Salary Resolution	12.0	13.0	13.0	14.0	1.0	14.0	—
Funded FTE	12.0	13.0	13.0	14.0	1.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$575,763). Net funding adjustments in FY 2024-25 total \$73,523.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	298,985	(172,871)
<b>Requirements</b>		
Gross Appropriations	(276,778)	42,091
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	(141,439)
Net County Cost	(575,763)	73,523
Positions	—	—

**2. Position Adjustment - Property Tax Specialist Position:** This action converts an extra help position to a permanent Property Tax Specialist position to meet essential ongoing needs within the Property Tax division.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	141,629	1,633
Intrafund Transfers	—	—
Net County Cost	141,629	1,633
Positions	1	—

**3. Position Adjustment - Senior Property Tax Specialist:** This action deletes one Senior Accountant position and adds one Senior Property Tax Specialist position to better align with the needs of the Property Tax division. There is no net change associated with this adjustment as the position delete offsets the position add exactly.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	47,177	—
<b>Requirements</b>		
Gross Appropriations	47,177	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Fund Balance Adjustment :** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	141,439	141,439
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	141,439	141,439
Net County Cost	—	—
Positions	—	—



## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	487,601	(31,432)
<b>Requirements</b>		
Gross Appropriations	(87,972)	43,724
Intrafund Transfers	—	—
Contingencies/Dept Reserves	141,439	—
Net County Cost	(434,134)	75,156
Positions	1	—

## Treasurer - Tax Collector (1500B)

### TREASURER-TAX COLLECTOR



# Treasurer - Tax Collector

*“We make diversity, equity, and inclusion how we work every day.”*

COUNTY OF SAN MATEO 



## 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 administering, collecting, and reporting tax revenues levied annually for secured, unsecured, and supplemental taxes. The division is also responsible for the collection of the Transient Occupancy Tax (TOT), which is levied on the rent charged by the operator for the privilege of occupying a room or rooms or other living spaces 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 VRTBLT 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. The Office is also responsible for issuing business licenses for businesses in unincorporated San Mateo County. Staff within the Tax Collector’s Office provide information and assistance to individual taxpayers and record payments and reconcile accounts with the Controller for all tax rolls. Additionally, the staff oversees tax defaults or delinquent tax payments, files liens and performs bank seizure on

unsecured accounts and, after five years, with the approval of the Board of Supervisors, sells the delinquent real property at auction.

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 and earn a reasonable rate of return.

For FY 2022-23, the estimated dollar earnings and estimated earnings rate are \$150 million and 2.15 percent, respectively. The Treasurer Program is currently handling paying agent responsibilities for 207 General Obligation (GO) bonds and two Tax and Revenue Anticipation Notes (TRANS) for school districts. As the provider of banking and cash management services to all County departments, this division is currently managing 60 bank accounts and anticipates processing 50,000 customer transactions. The Treasurer’s Investment team executes over 1,500 investment transactions and 700 wire requests annually. A true-up budget process is utilized for pool participants’ administrative fees, and it has been closely monitored and operational efficiencies have been realized within the Treasurer Program. The current administrative fee (after true-up) for the County Investment Pool is 5.33 basis points.

In FY 2023-25, the Tax Collector will continue to invest in collection efforts to improve overall tax collections.

The Treasurer will maintain a healthy rate of return on investments for the County investment pool, by reinvesting in attractive yields to increase earnings while

focusing on high-quality securities using excess cash or maturities.

### Department Innovations

The Treasurer-Tax Collector provides in-person services, mail-in, drop-off, and online payment options available for taxpayers. The goal is to provide a bridge between e-government and the digital divide community by continuing to allow taxpayers to make their tax payments through an option most convenient for them.

The Treasurer-Tax Collector has installed a queue system to improve the flow of foot traffic in the cashiering lobby. The program is also using the same system to inform taxpayers of the various languages represented.

In FY 2023-25, the Tax Collector is implementing various language options for e-bill, allowing customers to select their preferred language. Digitizing paper records is also a planned goal.

Finally, the Treasurer is exploring options for a cloud-based investment management system for providing portfolio information and investment reports.

### Department Equity

During FY 2022-23, the Treasurer-Tax Collector adopted an Environmental, Social, and Corporate Governance (ESG) strategy by identifying, developing, and implementing an approach that seeks to meet the organization's sustainable investment objectives without compromising safety, liquidity, and yield.

In FY 2023-25, the Treasurer-Tax Collector is collaborating with the County's DEI committee to advance equity efforts in all Treasurer-Tax Collector services which mainly focuses on customer service to communities with various and different levels of needs.

The department seeks to improve diversity in the workplace by adding a culture contribution factor when hiring new employees who can bring something new to the office dynamics while still aligning with the core values.

## Performance Measures

### Performance Narrative

Property tax revenue remains within the county in which it is collected and is used exclusively by local governments. State laws control the allocation of property tax revenue from the 1 percent rate to more than 4,000 local governments, with K-14 districts and counties receiving the largest amounts. The distribution of property tax revenue within each local institution, however, varies significantly by locality.

The property tax process in San Mateo County, like most other California Counties, is split between three different offices - the Assessor, the Controller, and the Tax Collector/Treasurer. In San Mateo County, the heads of these offices are elected officials. Each of them is responsible to the public for the assessment, collection, and distribution of property taxes as well as other important functions. The Assessor determines the underlying value of the properties, the Controller determines the amount of taxes to be collected from each property, the Tax Collector bills and collects the tax due from each property, and the Controller distributes the revenues to each of the taxing jurisdictions.

The Treasurer Tax Collector is providing a bridge between the e-government and the digital divide community by allowing taxpayers to make their tax payment in person. The demand for internet connectivity is driven by the demand for the applications that can only be accessed through the internet. It is appearing that digital divides may always be with us, at least as long as the industry remains technologically dynamic.

The goal of this measure is to highlight the remaining need for service accessibility through various means (including in-person, mail-in, and electronic), knowing that, even as society becomes increasingly dependent on internet access, the digital divide still impacts residents from various backgrounds. Residents who experience digital exclusion are those:

- who live with a disability

**Performance Measures**

- who live with particular mental health conditions
- who are elderly
- who are from culturally and linguistically diverse groups, as language barriers are exacerbated in online services.

With the projected increase in electronic government services, the digital divide’s causes and implications must be well-understood if we are to pursue an equitable system to provide customer service.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Dollars of Property Tax Collected	\$3B	\$3.47B	\$3.47B	\$3.47B	\$3.47B

**Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	In Person	Mail In	E-Services
	11,943	168,365	15,199

**Performance Measures**

**Performance Narrative**

The Division of the Treasurer’s Office manages the Treasury Investment Pool, the County’s general revenue and trust funds, and funds of school districts, community colleges, special districts, and voluntary participants such as cities. The Office manages and invests the County’s funds to ensure sufficient liquidity to meet all anticipated expenses. As sustainable investing continues to grow at a healthy pace, the Office incorporated the Environmental, Social, and Governance (ESG) investment option by identifying, developing, and implementing the approach that seeks to meet the organization’s sustainable investment objectives on corporate bonds. The ESG criteria are an increasingly popular way for investors to evaluate companies in which they might want to invest. Thus, the office is considering corporate investments with favorable ESG scores, ideally below 30. Investments will be made into funds with the intention of generating measurable social and environmental impact in addition to seeking a financial return. Investment of funds are encouraged in entities that:

- Support safe and environmentally sound practices and fair labor practices;
- Provide equality of rights regardless of sex, race, age, disability, or sexual orientation;
- Offer banking products to serve all members of the local community; and

**Performance Measures**

- Promote community economic development

Investments are discouraged in entities that:

- Manufacture tobacco products, firearms, or nuclear weapons
- Finance high-cost check-cashing, deferred deposit (payday lending) businesses

Performance Measure	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Dollars Earned from Investment Pool	\$76M	\$69M	\$150M	\$125M	\$125M

**Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Low	Medium	High
ESG Risk Score (Corporate Bonds)	34%	55%	11%

**Performance Measures**

**Performance Narrative**

The Office is focusing on efficiency which is doing more for less. This focus involves maximizing outputs such as the volume of services provided, minimizing inputs such as the amount of resources or capital required to produce those services, and maintaining or improving quality. For example:

- Managers are responsible for all levels of management roles within the organization with no overlapping responsibilities
- Limited number of reporting layers
- Engagement only in necessary and efficient planning activities
- No fragmental delivery of service process to avoid redundancy across the Department
- Focus on simplified business processes that add value
- Simplified business application and IT structure
- Outsource activities that are handled most effectively by a larger talent pool
- Automated manual processes such as check processing (check 21), lockbox payments, interface files to Controller's (CTL) system, corrections on bills and Interactive Voice Response payment data to Payment Express

Performance Measure	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Cost per Capita of Operating Costs of the Treasurer-Tax Collector	\$10.88	\$10.15	\$12.53	\$12.53	\$12.53

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	110,850	—	—	—	—	—
Licenses, Permits and Franchises	1,268	1,183	1,550	1,550	—	1,550	—
Use of Money and Property	—	—	—	—	—	—	—
Charges for Services	5,955,075	6,632,209	6,947,226	7,587,374	640,148	8,906,736	1,319,362
Interfund Revenue	79,936	87,757	70,000	70,000	—	70,000	—
Miscellaneous Revenue	73,481	78,074	60,000	60,000	—	60,000	—
<b>Total Revenue</b>	<b>6,109,760</b>	<b>6,910,073</b>	<b>7,078,776</b>	<b>7,718,924</b>	<b>640,148</b>	<b>9,038,286</b>	<b>1,319,362</b>
Fund Balance	2,988,908	3,134,969	3,884,239	1,726,335	(2,157,904)	267,284	(1,459,051)
<b>Total Sources</b>	<b>9,098,668</b>	<b>10,045,042</b>	<b>10,963,015</b>	<b>9,445,259</b>	<b>(1,517,756)</b>	<b>9,305,570</b>	<b>(139,689)</b>
<b>Requirements</b>							
Salaries and Benefits	3,777,557	3,761,395	5,671,906	5,516,119	(155,787)	5,671,424	155,305
Services and Supplies	2,843,467	2,908,914	6,250,789	4,681,839	(1,568,950)	4,539,606	(142,233)
Other Charges	1,538,836	763,456	2,011,607	1,287,034	(724,573)	1,292,623	5,589
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	178,197	173,381	183,295	171,242	(12,053)	170,765	(477)
<b>Gross Appropriations</b>	<b>8,338,058</b>	<b>7,607,146</b>	<b>14,117,597</b>	<b>11,656,234</b>	<b>(2,461,363)</b>	<b>11,674,418</b>	<b>18,184</b>
Intrafund Transfers	(129,703)	(118,031)	(902,626)	(110,000)	792,626	(110,000)	—
<b>Net Appropriations</b>	<b>8,208,354</b>	<b>7,489,116</b>	<b>13,214,971</b>	<b>11,546,234</b>	<b>(1,668,737)</b>	<b>11,564,418</b>	<b>18,184</b>
Contingencies/Dept Reserves	267,284	267,284	267,284	267,284	—	267,284	—
<b>Total Requirements</b>	<b>8,475,638</b>	<b>7,756,400</b>	<b>13,482,255</b>	<b>11,813,518</b>	<b>(1,668,737)</b>	<b>11,831,702</b>	<b>18,184</b>
<b>Net County Cost</b>	<b>(623,029)</b>	<b>(2,288,642)</b>	<b>2,519,240</b>	<b>2,368,259</b>	<b>(150,981)</b>	<b>2,526,132</b>	<b>157,873</b>
Salary Resolution	34.0	34.0	34.0	34.0	—	34.0	—
Funded FTE	34.0	34.0	34.0	34.0	—	34.0	—

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## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$1,517,756 or 13.8 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is no change in this funding source.

#### Licenses, Permits and Franchises

There is no change in this funding source.

#### Charges for Services

There is a net increase of \$640,148 in this funding source due to an increase in property tax administration fees and other service charges. This increase was partially offset by a decrease in the special tax collection fee and a decrease in investment administrative fees.

#### Interfund Revenue

There is no change in this funding source.

#### Miscellaneous Revenue

There is no change in this funding source.

#### Fund Balance

There is a net decrease of \$2,157,904 in this funding source due to removal of one-time savings from the prior year.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$1,668,737 or 12.4 percent from FY 2022-23 Revised to FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$155,787 in this expenditure category due to removal of unspent expenses, a decrease in county retirement contributions, and elimination of extra-help positions.

#### Services and Supplies

There is a net decrease of \$1,568,950 in this expenditure category due to the removal of one-time system costs of around \$600,000 in the Tax Collector and removal of true-up costs of around \$900,000 added during FY 2022-23 in the Treasurer. This decrease is partially offset by increased contract costs for other professional contract services related to the property tax system and investment portfolio management.

#### Other Charges

There is a net decrease of \$724,573 in this expenditure category due to the removal of a one-time cost related to administrative fee reimbursement. This decrease was partially offset by an increase in other miscellaneous charges and banking expenses.

#### Fixed Assets

There is no change in this funding source.

#### Other Financing Uses

There is a decrease of \$12,053 in this expenditure category due to a decrease in County facility rental charges.



Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$792,626 in this expenditure category due to a removal of one-time help from Non-Departmental Services in covering annual maintenance costs and Assessor Property Assessment System and the Tax System (TAXYSS) integration costs.

Contingencies/Departmental Reserves

The balance in General Fund Reserves represents 2.3 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is a decrease of \$150,981 or 6.0 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$139,689 or 1.5 percent from FY 2023-24 Recommended to FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is no change in this funding source.

Licenses, Permits and Franchises

There is no change in this funding source.

Charges for Services

There is a net increase of \$1,319,362 in this funding source due to an increase in property tax and an adjustment to the investment administrative fee.

Interfund Revenue

There is no change in this funding source.

Miscellaneous Revenue

There is no change in this funding source.

Fund Balance

There is a net decrease of \$1,459,051 in this funding source due to removal of savings from the prior year.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$18,184 or 0.2 percent from FY 2022-24 Recommended to FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$154,914 in this expenditure category due to adjustments in cost-of-living expenses.

Services and Supplies

There is a net decrease of 142,233 in this expenditure category due to the completion of one-time Tax System project costs and elimination of unspent expenses.

Other Charges

There is a net increase of \$5,589 in this expenditure category due to an increase in service charges. This increase was partially offset by the elimination of unspent expenses.

Fixed Assets

There is no change in this funding source.

Other Financing Uses

There is a net decrease of \$477 in this expenditure category due to a decrease in County facility rental charges.

Intrafund Transfers

There is no change in this funding source.

Contingencies/Departmental Reserves

The balance in General Fund Reserves represents 2.3 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$157,873 or 6.7 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 315,000 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; and North Bay residents can make their payments at the Department's satellite office in South San Francisco.

In FY 2021-23, 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. San Mateo County Tax Collector continues to maintain one of the highest secured collection rates in California at 99 percent. Priorities for FY 2023-25 include collaborating with Assessor and Controller systems integration and digitizing paper documents.

### Performance Measures

#### Performance Narrative

The Tax Collector's live chat service provides customers with a way to reach the office at the exact moment that they have questions or problems they can't solve. It provides taxpayers with immediate access and avoids the delay of waiting for a response to an email.

Especially with quality live chat customer service, Tax Collector employees can read the taxpayers' text while also reviewing other details in the tax system.

Beyond improving the customer experience, the ability to increase employees' productivity, combined with the data collected, will lead the Tax Collector's Office to greater success with live chat as part of the customer support program.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Tax Collector Customer Service Live Chats	9,274	5,806	7,000	7,500	7,500

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,945,686	3,916,451	2,985,254	3,104,642	119,388	2,960,800	(143,842)
Total Requirements	4,093,377	4,082,868	5,170,389	5,287,190	116,801	5,215,117	(72,073)
Net County Cost	147,690	166,417	2,185,135	2,182,548	(2,587)	2,254,317	71,769
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$339,246. Net funding adjustments in FY 2024-25 total \$71,769.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(385,262)	(306,659)
<b>Requirements</b>		
Gross Appropriations	(675,825)	(72,073)
Intrafund Transfers	792,626	—
Contingencies/Dept Reserves	(162,817)	(162,817)
Net County Cost	339,246	71,769
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	504,650	162,817
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	162,817	162,817
Net County Cost	(341,833)	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	119,388	(143,842)
<b>Requirements</b>		
Gross Appropriations	(675,825)	(72,073)
Intrafund Transfers	792,626	—
Contingencies/Dept Reserves	—	—
Net County Cost	(2,587)	71,769
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, community colleges, cities, special districts, and taxpayers, including investment of the County Pool, banking services, school bonds paying agent services, and cash management. The Program manages a \$7.5 billion investment pool that is comprised of 19.6 percent voluntary and 80.4 percent involuntary participants.

In FY 2021-23, all compliance and audit reports were reflected with no exceptions. The Investment team strives to ensure that all transactions comply with the investment policy and state code. In FY 2022-23, the estimated dollar earning for the Pool is projected to be \$150 million. The County Pool yield rate is projected to be 2.15 percent. Paying agent responsibilities were accepted for 207 General Obligation Bonds and two 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; ensuring sufficient liquidity to meet all anticipated expenses; achieving an overall customer service rating of satisfactory; processing 98 percent of deposits within one day; and continuing to review and monitor the continuity of operations plan to ensure that funds are available in the event of an emergency.

### Performance Measures

#### Performance Narrative

The Treasurer’s Office serves as a County bank for all County departments and the Office has provided in-person service throughout the year for those who have limited access to the internet and computer.

The Office’s goal is to facilitate payments from taxpayers, process deposits from the County departments, provide digital access and remote flexibility, implement new communication methods, and reassign employees where needed.

It’s essential for the Office to collect the total number of transactions because it provides the benchmark needed to measure performance. The data can be used to maximize operational efficiency and find prospects for expansion. In addition, this measure enables the Office to refine the cash management team to provide outstanding quality customer service, evaluate future performance, and establish slow and peak times to optimize the staffing schedules.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Treasurer Total Number of Transactions	47,080	47,617	49,000	50,000	50,000

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,152,981	6,128,591	7,977,761	6,340,617	(1,637,144)	6,344,770	4,153
Total Requirements	4,382,262	3,673,532	8,311,866	6,526,328	(1,785,538)	6,616,585	90,257
Net County Cost	(770,720)	(2,455,059)	334,105	185,711	(148,394)	271,815	86,104
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance of \$2,706,926 is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$968,824. Net funding adjustments in FY 2024-25 total \$86,104.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,896,180)	(100,705)
<b>Requirements</b>		
Gross Appropriations	(1,822,889)	89,866
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(104,467)	(104,467)
Net County Cost	968,824	86,104
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,221,685	104,467
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	104,467	104,467
Net County Cost	(1,117,218)	—
Positions	—	—

**3. Position Adjustment - Management Analyst:** This action deletes one Executive Assistant and adds one Management Analyst due to an increase in responsibility to support the Elected Official.

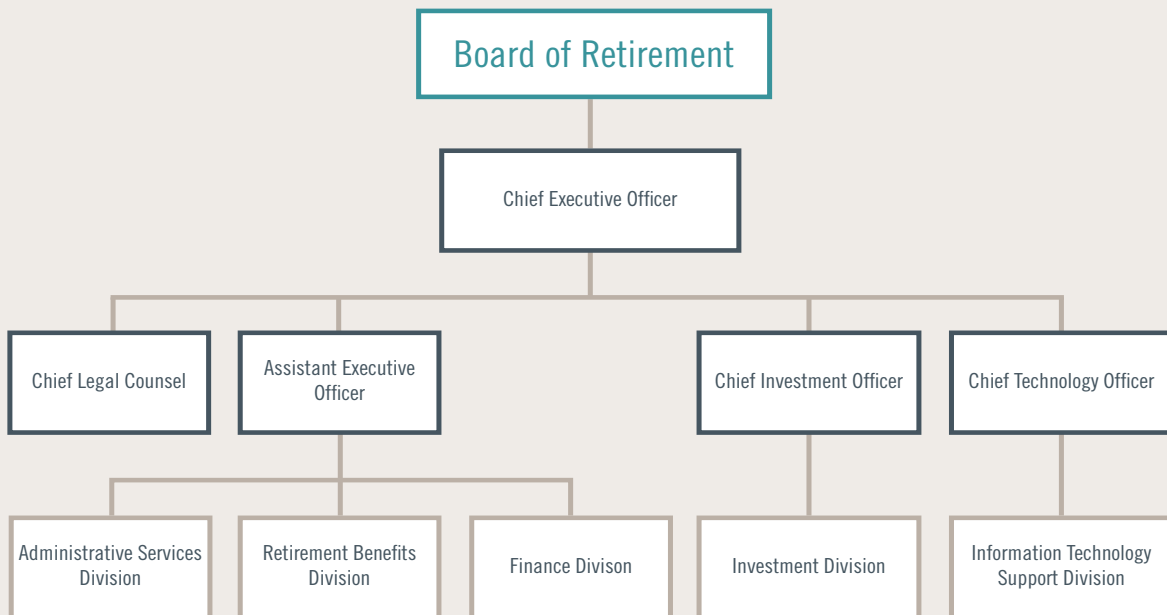
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	37,351	391
<b>Requirements</b>		
Gross Appropriations	37,351	391
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(1,637,144)	4,153
<b>Requirements</b>		
Gross Appropriations	(1,785,538)	90,257
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(148,394)	86,104
Positions	—	—

# Retirement Office (2000B)

## RETIREMENT OFFICE (SamCERA)





## Department Locator

County > Administration and Fiscal Services >  
**Retirement Office (SamCERA) - Information Only**

### Mission Statement

SamCERA exists to serve as a loyal fiduciary for its members and as a prudent administrator of the retirement system.

### Overview

San Mateo County Employees' 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, and is an independent government entity separate from the County of San Mateo. SamCERA provides retirement, disability, and death benefits for its eligible members and beneficiaries 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 and employers. The Board is responsible for administering the provisions of the 1937 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 12,736 members and eligible beneficiaries and entities to constantly improve the effectiveness of its services and the efficiency of its operations.

### Department Innovations

SamCERA has been developing a new MySamCERA web member portal, which will offer an improved user interface and make it easier for all members to access their retirement account information. In addition, SamCERA will begin working on a new refreshed website, which will create a seamless interface for membership.

SamCERA is looking at cloud data management systems that can help collect and sort through data (i.e. investment) using artificial intelligence. This would allow staff more time to focus on data analysis.

**Retirement Trust Fund (Information Only)**  
**FY 2023-24 & FY 2024-25 Budget Unit Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Miscellaneous Revenue	7,627,204	8,262,773	9,069,472	9,227,183	157,711	9,393,344	166,161
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Total Sources</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Requirements</b>							
Salaries and Benefits	5,535,407	5,545,932	5,949,295	5,952,017	2,722	6,034,378	82,361
Services and Supplies	1,712,088	2,373,666	2,723,746	2,817,474	93,728	2,899,274	81,800
Other Charges	379,709	343,175	396,431	457,692	61,261	459,692	2,000
Fixed Assets	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Total Requirements</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	23.0	23.0	23.0	23.0	—	23.0	—
Funded FTE	23.0	23.0	22.9	22.9	—	22.9	—

## Retirement Office (2000P)

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	7,627,204	8,262,773	9,069,472	9,227,183	157,711	9,393,344	166,161
Total Requirements	7,627,204	8,262,773	9,069,472	9,227,183	157,711	9,393,344	166,161
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	23.0	23.0	23.0	23.0	—	23.0	—
Funded FTE	23.0	23.0	22.9	22.9	—	22.9	—

**1. Adjustments to Provide Current Level Services:** There are no net funding adjustments.

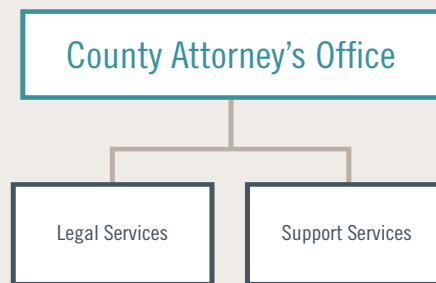
	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	157,711	166,161
<b>Requirements</b>		
Gross Appropriations	157,711	166,161
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	157,711	166,161
<b>Requirements</b>		
Gross Appropriations	157,711	166,161
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## County Attorney's Office (1600B)

### COUNTY ATTORNEY'S OFFICE





## County Attorney

*“Providing a supportive legal framework for Countywide diversity, equity and inclusion efforts.”*

COUNTY OF SAN MATEO 

### Department Locator

County > Administration and Fiscal Services > **County Attorney's Office**

### Mission Statement

The Office of the County Attorney provides quality and timely legal services to the Board of Supervisors, the County Executive's Office, elected County officials, all County departments, and boards and commissions. We also provide legal 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

The County Attorney's Office (CAO) is comprised of attorneys and support staff who provide the County with a full range of general legal service, including advising, and training clients regarding compliance with laws; drafting regulations, ordinances, policies, and directives; and negotiating and drafting contracts. The CAO also defends and/or prosecutes civil actions on behalf of its clients. The Office's recent accomplishments include the following:

- Advised Procurement on best practices in support of equitable contracting and transparency
- Advised on employee dispute resolution and Human Resources matters
- Collaborated with the Board of Supervisors and the Chief Equity Officer on implementation of the County's Anchor Institution framework
- Supported the Project Development Unit on complex, ongoing construction projects
- Provided legal support to the Board of Supervisors with respect to affordable housing initiatives

- Provided legal support for Functional Zero Homelessness initiatives
- Development of School District Pandemic Recovery Framework

The CAO seeks to recruit and retain top-notch legal talent in an environment where private sector legal salaries continue to exceed those paid by public agencies, while also striving to keep pace with the increasing volume and complexity of legal work in a hybrid, 24/7 work environment.

### Priorities areas in FY 2023-25 include the following:

- Expanding Prop 209 training
- County Capital Projects
- State Controller's Office issues
- Sea Level Rise Litigation
- Responding to evolving state and federal regulatory environment
- Affordable/workforce housing
- Local airport management
- Impact litigation
- Flavored tobacco and vaping products
- Big Lift
- North Fair Oaks Initiatives

### Department Innovations

Legal innovations include impact litigation, legal support for Functional Zero Homelessness initiatives, development of the School District Pandemic Recovery Framework and school safety initiatives.

Our office has a long history of employing attorneys and staffs from a variety of diverse cultural and social

backgrounds. We have worked closely with a diverse range of legal and bar associations during recruitments and have also created our own diversity and equity training for attorneys and staff.

**Department Equity**

- Creation of departmental quarterly newsletter highlighting diversity of office, information and DEI resources
- Creation of an internal website, DEI Corner with articles, podcasts and other resources for DEI learning
- First annual cultural potluck

- Plans to partner with a local high school for an office sponsored Mock Trial Team
- Plans to restructure internship program to ensure equitable access to opportunity
- Informal book club where many DEI issues are raised and discussed
- Internal training and education highlighting topics related to equity, including implicit bias
- Plans for future internal events including a Pride Potluck

**Performance Measures**

**Performance Narrative**

On a biennial schedule, the County Attorney’s Office sends a comprehensive survey to each client organization, contacting both the executive team and other managers who are regularly advised by a CAO attorney. The same survey is distributed to both County departments and external clients (e.g. school districts and special districts), with equal weight granted to each client organization. The purpose of the survey is to inform internal policies and procedures regarding all aspects of client work, encouraging continuous improvement. The survey also facilitates conversations with clients including business needs for additional areas of legal support.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
During the CCO Biennial Client Survey: Percentage of clients selecting “Agree” or “Strongly Agree” that the provided legal services meet or exceed standards.	95%	NA	96%	NA	96%

**Performance Measure’s Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Internal Clients	External Clients
	96%	96%

## Performance Measures

### Performance Narrative

The County Attorney's Office supports internal and external clients in the area of litigation defense. When a complaint is first filed, the assigned attorney composes a written case analysis and also meets with the client to discuss possible outcomes and expectations. When the litigation matter concludes (e.g. via court order), the Office sends a survey to the client organization. The questions explore the quality of the legal advice, the frequency of communication, the attorneys' responsiveness and ability to listen to client concerns, the outcome of the case, and the overall level of service. The survey is distributed to both internal and external clients with equal weight granted to both. The responses received help to inform internal processes and procedures around litigation support.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Post-Litigation Survey Respondents Rating Services as Very Satisfied or Mostly Satisfied	100%	100%	100%	100%	100%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Internal Clients	External Clients
	100%	100%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	118,908	118,908	—	118,908	—
Charges for Services	5,150,336	4,785,694	5,071,018	4,720,595	(350,423)	4,761,595	41,000
Interfund Revenue	1,117	1,833	—	—	—	—	—
Miscellaneous Revenue	479,058	782,206	749,355	999,553	250,198	999,553	—
Other Financing Sources	8,575	2,475	—	—	—	—	—
<b>Total Revenue</b>	<b>5,639,085</b>	<b>5,572,209</b>	<b>5,939,281</b>	<b>5,839,056</b>	<b>(100,225)</b>	<b>5,880,056</b>	<b>41,000</b>
Fund Balance	6,198,469	6,617,538	6,684,535	6,878,802	194,267	6,653,075	(225,727)
<b>Total Sources</b>	<b>11,837,554</b>	<b>12,189,747</b>	<b>12,623,816</b>	<b>12,717,858</b>	<b>94,042</b>	<b>12,533,131</b>	<b>(184,727)</b>
<b>Requirements</b>							
Salaries and Benefits	13,806,616	14,339,006	15,123,903	15,009,653	(114,250)	15,338,673	329,020
Services and Supplies	1,051,938	1,540,430	1,519,287	1,641,539	122,252	1,641,732	193
Other Charges	730,123	623,975	812,589	699,699	(112,890)	722,155	22,456
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	24,442	22,399	26,005	24,025	(1,980)	24,526	501
<b>Gross Appropriations</b>	<b>15,613,120</b>	<b>16,525,810</b>	<b>17,481,784</b>	<b>17,374,916</b>	<b>(106,868)</b>	<b>17,727,086</b>	<b>352,170</b>
Intrafund Transfers	(2,320,202)	(2,990,885)	(2,890,885)	(2,971,248)	(80,363)	(2,971,248)	—
<b>Net Appropriations</b>	<b>13,292,919</b>	<b>13,534,925</b>	<b>14,590,899</b>	<b>14,403,668</b>	<b>(187,231)</b>	<b>14,755,838</b>	<b>352,170</b>
Contingencies/Dept Reserves	6,742,366	6,359,639	6,542,666	6,653,075	110,409	6,322,322	(330,753)
<b>Total Requirements</b>	<b>20,035,285</b>	<b>19,894,564</b>	<b>21,133,565</b>	<b>21,056,743</b>	<b>(76,822)</b>	<b>21,078,160</b>	<b>21,417</b>
<b>Net County Cost</b>	<b>8,197,730</b>	<b>7,704,817</b>	<b>8,509,749</b>	<b>8,338,885</b>	<b>(170,864)</b>	<b>8,545,029</b>	<b>206,144</b>
Salary Resolution	49.0	49.0	49.0	50.0	1.0	50.0	—
Funded FTE	49.0	49.0	48.2	49.8	1.6	49.8	—



## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$94,042 or 0.7 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is no change in this funding source.

#### Charges for Services

There is a net decrease of \$350,423 in this funding source due to decreases in legal services fees.

#### Miscellaneous Revenue

There is a net increase of \$250,198 in this funding source due to anticipated increases in expense reimbursement.

#### Fund Balance

There is a net increase of \$194,267 in this funding source due to unanticipated savings in FY 2022-23. Fund Balance used for one-time projects and purchases in FY 2022-23 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$76,822 or 0.4 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$114,250 in this expenditure category due to savings in benefits.

#### Services and Supplies

There is a net increase of \$122,252 in this expenditure category due to increases in contract legal services. This increase was partially offset by decreases in other contract services and computer equipment expense; the balance of the changes are adjustments to meet budget targets.

#### Other Charges

There is a net decrease of \$112,890 in this expenditure category due to decreases in ISD automation charges and facilities rental expenses. This decrease was partially offset by increases in general liability insurance and card key services charges.

#### Other Financing Uses

There is a net decrease of \$1,980 in this expenditure category due to a decrease in the facility surcharge.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$80,363 in this category due to anticipated increases in expense reimbursement.

#### Contingencies/Departmental Reserves

There is net increase of \$110,409 in this expenditure category due to an increase in fund balance. The balance in General Fund Reserves represents 46.2 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

### NET COUNTY COST

There is a decrease of \$170,864 or two percent in this Department's General Fund allocation.

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## FY 2024-25 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$184,727 or 1.5 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is no change to this funding source.

#### Charges for Services

There is a net increase of \$41,000 in this funding source due to anticipated increases in legal service charges.

#### Miscellaneous Revenue

There is no change in this funding source.

#### Fund Balance

There is a net decrease of \$225,727 in this funding source. Fund Balance used for one-time projects and purchases in FY 2022-23 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increased by \$21,417 or 0.1 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$329,020 in this expenditure category due to increases in regular salaries.

#### Services and Supplies

There is a net increase of \$193 in this expenditure category due to a small increase in software licensing and maintenance costs.

#### Other Charges

There is a net increase of \$22,456 in this expenditure category due to increases in ISD automation charges and facilities rental.

#### Other Financing Uses

There is a net increase of \$501 in this expenditure category due to an increase in the facility surcharge.

#### Intrafund Transfers

There is no change in this category.

#### Contingencies/Departmental Reserves

There is net decrease of \$330,753 in this expenditure category due to a decrease in fund balance and an increase in total requirements. The balance in General Fund Reserves represents 42.8 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

### NET COUNTY COST

There is an increase of \$206,144 or 2.5 percent in this Department's General Fund allocation.

## County Attorney’s Office (1600P)

### Performance Measures

#### Performance Narrative

Beginning in FY 2020-21, the County Attorney’s Office developed our first office-wide diversity and equity training curriculum. The training was facilitated by Tanya Beat from the Commission on the Status of Women and explored diverse cultural and background factors, encouraging empathy for others and understanding of individual differences. The Office subsequently engaged noted social justice expert Michael Roosevelt to assist in developing a custom curriculum addressing how our biases contribute to systemic and persistent and racial ethnic disparities. The Office has expanded our partnership with CEO and County departments in enhancing equity efforts including but not limited to: legal support for Anchor Institution efforts, Proposition 209 training and analysis, and expansion of the office Diversity, Equity, and Inclusion Team. In FY 2022-23, the Office is participating in the early cohorts of Foundational Equity training presented by CEO.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of CCO employees completing annual training in diversity or equity	100%	100%	100%	100%	100%

### Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	11,837,554	12,189,747	12,623,816	12,717,858	94,042	12,533,131	(184,727)
Total Requirements	20,035,285	19,894,564	21,133,565	21,056,743	(76,822)	21,078,160	21,417
Net County Cost	8,197,730	7,704,817	8,509,749	8,338,885	(170,864)	8,545,029	206,144
Salary Resolution	49.0	49.0	49.0	50.0	1.0	50.0	—
Funded FTE	49.0	49.0	48.2	49.8	1.6	49.8	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$71,372). Net funding adjustments in FY 2024-25 total \$535,421.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(6,784,760)	(6,837,802)
<b>Requirements</b>		
Gross Appropriations	(233,103)	350,694
Intrafund Transfers	(80,363)	—
Contingencies/Dept Reserves	(6,542,666)	(6,653,075)
Net County Cost	(71,372)	535,421
Positions	—	—

**2. Position Adjustment - Legal Secretary II:** One Legal Secretary II position is added in Fiscal Year 2023-2024 to support increased workload and departmental needs.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	126,235	1,476
Intrafund Transfers	—	—
Net County Cost	126,235	1,476
Positions	1	—

**3. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

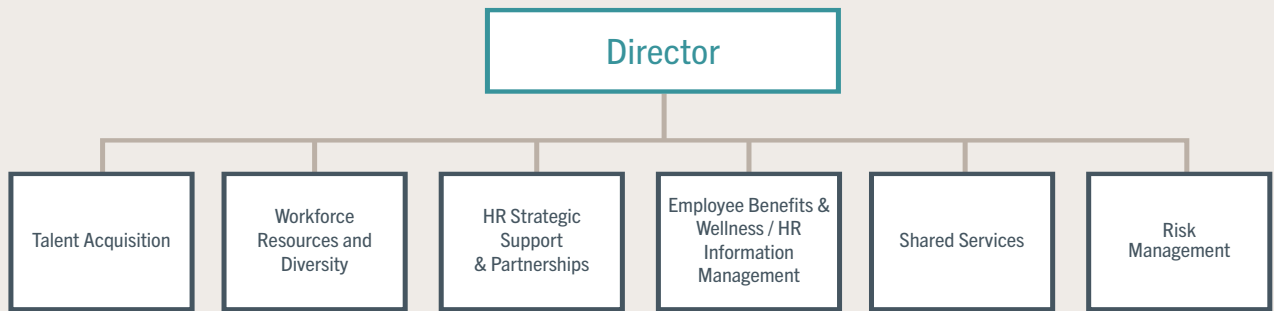
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	6,878,802	6,653,075
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	6,653,075	6,322,322
Net County Cost	(225,727)	(330,753)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	94,042	(184,727)
<b>Requirements</b>		
Gross Appropriations	(106,868)	352,170
Intrafund Transfers	(80,363)	—
Contingencies/Dept Reserves	110,409	(330,753)
Net County Cost	(170,864)	206,144
Positions	1	—

# Human Resources Department (1700D)

## HUMAN RESOURCES DEPARTMENT



# Human Resources

*“People are our foundation, diversity is our strength, equity is our value, inclusion is our culture.”*

COUNTY OF SAN MATEO 



## Department Locator

County > Administration and Fiscal Services > **Human Resources Department**

## Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department attracts, develops, and retains a high performing and diverse workforce and promotes a positive employee experience that maximizes individual potential and well-being leading to exceptional service to the community we serve.

## Overview

The Human Resources (HR) Department is focused on:

- Positioning the County as a top employer;
- Enhancing employee well-being, safety, and engagement;
- Driving HR excellence and innovation;
- Offering robust upskilling and learning initiatives; and,
- Advancing equity.

During the next two years, challenges impacting recruitment and retention are anticipated to continue due to a competitive labor market with low unemployment rate and fewer qualified candidates; increasing cost of living, housing shortage, and commutes; and an evolving work environment and shifting values brought about by the COVID-19 pandemic.

As a result of this changing environment, key initiatives for the Human Resources Department for FY 2023-25 include:

- Enhancing the County’s position as a leading employer by implementing new and innovative recruitment and retention strategies; launching an employer brand to attract and retain top talent; launching one-day hiring events; offering robust benefits such as voluntary and housing benefits; offering hiring incentives; and hosting career days at local colleges and universities to market the benefits of working in the County. HR is also advancing equity through inclusive workforce hiring and retention practices, such as seeking new places to source diverse candidates via social media and expanded outreach, building a bank of Diversity, Equity, and Inclusion (DEI) related interview questions, improving accessibility of job announcements, establishing new workforce partnerships/development, providing skills-based hiring training, making improvements based on candidate experience survey responses, leveraging new technology in the recruitment process (e.g., online testing, videoconferencing, candidate texting), and growing fellowships/internships.
- Promoting a positive employee experience through employee well-being, safety, and engagement programs including promoting a flexible work environment such as telework/remote work; developing initiatives resulting from the 2023 Employee Engagement Survey; continuing to create a culture of well-being by updating the County Wellness Policy and Dividend Program; enhancing physical, emotional, financial, social, and mental well-being programs and tools, including digital resources and first responder programs; increasing onsite events and targeted initiatives to improve wellness program participation; and expanding safety protocols and education for employees.

### Department Innovations

HR excellence and innovation that offer employees the opportunities to further develop their skillset is vital to the organization. Key innovations in FY 2023-25 that highlight this work include the following:

- Deploying modern HR resources and solutions that offer a better user-experience including expanding HR Information System features; automating the tuition reimbursement process and other paper-based procedures; updating the Employee Relations mobile application; providing new wellness tools through an employee online portal; implementing a new eProcurement Solution; and enhancing data on DEI dashboards.
- Investing in employees by offering upskilling and learning programs; developing succession planning initiatives, including creating an online interactive career path mapping tool for employees or applicants to get recommendations for County careers to consider and compare skills between current and desired position; coordinating ongoing in-house career counseling and career talks as a newly established HR service; expanding leadership programs geared towards each level of the organization (e.g., academies for executives, managers, supervisors, leads, or front-line staff); growing the internal coaching program to support new managers; hosting a career summit for County employees; building on the County's Essential Supervisory Skills Academy to include topics on equity and employee wellness; and re-launching an Executive Leadership Academy.

### Department Equity

Advancing equity is another vital focus area for HR, and the department continues to expand DEI efforts to better serve underrepresented and diverse groups, including promoting awareness, education, training, and guidance to employees on DEI topics; recognizing County programs that promote DEI (through the STARS Awards); and deploying inclusive hiring and retention strategies.

Recent accomplishments related to equity work in FY 2022-23 include the following:

- Actively participated in the Countywide Core Equity Team, various Equity Committees including staffing and procurement committees, and the HR Equity Team through key involvement and support from HR executives, managers, and staff;
- Published the Pay Equity Dashboard to supplement the County's equity and pay transparency strategies;
- Expanded inclusive hiring practices by increasing workforce partners, piloting blind screenings where candidate personal identifiable information was removed from applications and screeners assessed the skills and experience for the job, and updated job descriptions to remove biased language;
- Led and sponsored community and staff events, such as the Transgender Day of Remembrance, Pride Celebration, and Women's Equality Day; and,
- Published the County's Equal Employment Opportunity Plan for 2022-2025, which provides an overview of the County's key policies, efforts, and plans relating to equal employment opportunity and highlights many of the County's ongoing and new DEI initiatives and efforts.

Anticipated equity work in FY 2023-25 will include:

- Implementing the Countywide and HR Equity Action Plans, including Anchor Institution strategies;
- Launching DEI metrics with workforce planning training to better support departments in planning for proactive staffing strategies;
- Expanding DEI strategies in all steps of the recruitment process;
- Leading and sponsoring DEI community and staff events, such as the Women's Leadership Conference, Women's Hall of Fame, Transgender Day of Remembrance, Pride Celebration, and Women's Equality Day; and,
- Offering ongoing DEI-related trainings, including on Gender Identity and Transgender Policy, as well as mandatory training for all staff on Preventing Harassment, Discrimination, and Bullying.



**Performance Measures**

**Performance Narrative**

The Employee Engagement Survey is administered to County employees periodically to gather staff feedback, drive employee engagement efforts in departments and throughout the County, and measure progress. Survey results represent a point in time, and one of the questions asks respondents to rate their opinion of the statement, “I would recommend the County of San Mateo to a friend or family member as a great place to work.” The 2019 survey results for this item were 78 percent, and in 2023, the result was 74 percent. According to the third-party engagement survey administrator, a slight decrease in favorable responses is not unusual, given the challenges most organizations have encountered with the pandemic and other emergencies.

The 2023 engagement survey was conducted in early 2023. The results have been shared with executives and departments to evaluate changes since the last survey in 2019. To support engagement efforts countywide, HR will be hosting several workshops for managers and supervisors to better understand their engagement results. The third-party survey administrator will also make special presentations and lead a training for county engagement champions. There are also plans to examine how employee engagement relates to the County’s focus on equity, including the addition and analysis of an equity-related question on the engagement survey, as well as continuing to review disaggregated survey responses by various groupings, such as department, division, and respondent demographics.

Engagement champions continue to attend quarterly meetings to discuss support and resources they and their departments need. A quarterly newsletter is published, with each edition focusing on a different engagement theme relating to engagement survey questions. The newsletter is sent to over 1,200 managers and supervisors each quarter and covers topics like the importance of one-on-one meetings, resiliency, stay interviews, recognition, exit interviews, and tips on being a supportive leader. Additionally, an engagement class is regularly taught on a central engagement concept, “Making Great Days at Work,” which is well-attended by employees. Furthermore, the Career Talk Series (a new program designed for staff focusing on a variety of career development topics) dedicates multiple sessions to the theme of engagement.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Target	FY 2024-25 Target
Percentage of County Employee Engagement Survey Respondents who would Recommend the County as a Great Place to Work	--	--	74%	--	80%

## Performance Measures

### Performance Narrative

The County continues its commitment to succession planning with its focus on professional development; retaining institutional knowledge; training and educational opportunities; continuation of training programs for new supervisors and managers; and ensuring that managers work with individual employees on their development. Approximately 70 percent of management positions and 56 percent of non-management positions continue to be filled with internal candidates, exceeding the targets of 65 percent and 50 percent for management and non-management positions respectively.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of Management Positions Filled with Internal Candidates	66%	77%	70%	65%	65%
Percentage of Non-Management Positions Filled with Internal Candidates	56%	57%	56%	50%	50%

## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	182,172	198,891	437,091	454,575	17,484	454,575	—
Use of Money and Property	2,167	1,501	4,000	2,000	(2,000)	2,000	—
Charges for Services	330,632	469,064	363,258	377,725	14,467	375,564	(2,161)
Interfund Revenue	6,572,294	7,413,379	10,062,669	10,702,043	639,374	11,053,198	351,155
Miscellaneous Revenue	299,059	318,067	278,689	250,263	(28,426)	235,263	(15,000)
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>7,386,324</b>	<b>8,400,903</b>	<b>11,145,707</b>	<b>11,786,606</b>	<b>640,899</b>	<b>12,120,600</b>	<b>333,994</b>
Fund Balance	2,083,845	1,926,018	1,901,389	1,902,232	843	516,345	(1,385,887)
<b>Total Sources</b>	<b>9,470,169</b>	<b>10,326,921</b>	<b>13,047,096</b>	<b>13,688,838</b>	<b>641,742</b>	<b>12,636,945</b>	<b>(1,051,893)</b>
<b>Requirements</b>							
Salaries and Benefits	14,350,083	15,632,159	18,497,489	19,488,745	991,256	19,602,518	113,773
Services and Supplies	1,699,270	2,039,614	3,798,839	4,189,843	391,004	4,282,424	92,581
Other Charges	1,721,102	1,606,759	1,932,697	1,974,854	42,157	2,065,748	90,894
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	80,791	82,931	1,156,661	1,612,062	455,401	314,360	(1,297,702)
<b>Gross Appropriations</b>	<b>17,851,246</b>	<b>19,361,462</b>	<b>25,385,686</b>	<b>27,265,504</b>	<b>1,879,818</b>	<b>26,265,050</b>	<b>(1,000,454)</b>
Intrafund Transfers	(1,274,825)	(1,115,087)	(1,901,063)	(2,434,330)	(533,267)	(2,349,861)	84,469
<b>Net Appropriations</b>	<b>16,576,421</b>	<b>18,246,375</b>	<b>23,484,623</b>	<b>24,831,174</b>	<b>1,346,551</b>	<b>23,915,189</b>	<b>(915,985)</b>
Contingencies/Dept Reserves	553,351	541,586	511,743	516,345	4,602	516,345	—
<b>Total Requirements</b>	<b>17,129,772</b>	<b>18,787,961</b>	<b>23,996,366</b>	<b>25,347,519</b>	<b>1,351,153</b>	<b>24,431,534</b>	<b>(915,985)</b>
<b>Net County Cost</b>	<b>7,659,603</b>	<b>8,461,040</b>	<b>10,949,270</b>	<b>11,658,681</b>	<b>709,411</b>	<b>11,794,589</b>	<b>135,908</b>
Salary Resolution	75.0	76.0	79.0	83.0	4.0	83.0	—
Funded FTE	75.0	76.0	78.9	83.0	4.2	83.0	—

## FY 2023-24 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$641,742 or 4.9 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$17,484 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.

#### Use of Money and Property

There is a net decrease of \$2,000 in this funding source due to lower projected commissions from vending machine concession sales.

#### Charges for Services

There is a net increase of \$14,467 in this funding source due to an increase in the collection of fingerprinting fees and other charges. This increase was partially offset by a slight decrease in human resources service charges.

#### Interfund Revenue

There is a net increase of \$639,374 in this funding source due to reimbursement from trust funds to cover Risk Management, Benefits, and other program operational expenses. This increase was partially offset by a decrease in reimbursement of mail services from non-general fund departments due to a shift in usage between general fund departments, non-general fund departments, and the Courts.

#### Miscellaneous Revenue

There is a net decrease of \$28,426 in this funding source due to reduction in miscellaneous reimbursements from external partners and a reduction in vendor rebates.

#### Fund Balance

There is a net increase of \$843 in this funding source due to an increase in appropriation in Title II/ADA Capital Projects not completed. Fund Balance used for one-time projects and purchases has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,351,153 or 5.6 percent from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$991,256 in this expenditure category due to negotiated salary and benefit increases, more internship opportunities for youth (Live in Peace Hoover Fellows, Jobs For Youth, and Supported Training and Employment Program), project staffing to support the implementation of a new eProcurement Solution, and the addition of four positions, including a Human Resources Technician, Management Analyst, and two IS Application Support Analysts to streamline business support and work on department initiatives, including recruitment/retention benefits, employee well-being, and safety. The four positions are offset by the Benefits and Risk Management trust funds, as well as payroll common budget.

#### Services and Supplies

There is a net increase of \$391,004 in this expenditure category due to additional appropriations for program activities expenses to support the expansion of the Jobs For Youth and Live In Peace Hoover Fellows Programs; increased tuition reimbursement program budget to support career development and education for County employees; and increased technology and contracts expenses, including eProcurement Solution software and subscription costs. This increase was partially offset by reductions in other services and supplies based on lower usage.

Other Charges

There is a net increase of \$42,157 in this expenditure category due to increases in service charges from other County departments. This increase was partially offset by a reallocation of Information Services subscriptions to Services and Supplies.

Other Financing Uses

There is a net increase of \$455,401 in this expenditure category due to an increase in the appropriation for Title II/ADA Capital Projects and increases to the 10 percent facility surcharge.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$533,267 in this expenditure category due to the addition of two positions to be reimbursed from the payroll common budget and increased reimbursements from departments, including mail services pass-through costs from General Fund departments.

Contingencies/Departmental Reserves

There is a net increase of \$4,602 in this expenditure category due to adjustments made to Shared Services for a small increase in Departmental Reserves. The balance in General Fund Reserves represents 2.1 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$709,411 or 6.5 percent in this Department's General Fund allocation.

**FY 2024-25 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$1,051,893 or 7.7 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Taxes

There is no change in this funding source.

Use of Money and Property

There is no change in this funding source.

Charges for Services

There is a net decrease of \$2,161 in this funding source due to a minor adjustment to the reimbursement of mail services from the Courts.

Interfund Revenue

There is a net increase of \$351,155 in this funding source due to reimbursement from trust funds to cover Risk Management, Benefits, and other program operational expenses.

Miscellaneous Revenue

There is a net decrease of \$15,000 in this funding source due to a reduction of reimbursement for completed projects.

Fund Balance

There is a net decrease of \$1,385,887 in this funding source due to the projected completion of projects including Title II/ADA Capital Projects. Fund Balance used for one-time projects and purchases has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$915,985 or 3.6 percent from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$113,773 in this expenditure category due to negotiated salary and benefit increases and adjustments made to extra help/term positions.

Services and Supplies

There is a net increase of \$92,581 in this expenditure category due to increased contract and department expenses, including planned expenditures such as laptops and equipment. This increase was partially offset by trust fund reimbursements and the balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of \$90,894 in this expenditure category due to increases in service charges from other County departments.

Other Financing Uses

There is a net decrease of \$1,297,702 in this expenditure category due to the projected completion of Title II/ADA Capital Projects. This decrease was partially offset by a minor increase in the 10 percent facility surcharge.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$84,469 in this expenditure category due to changes in reimbursements from other General Fund departments.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 2.2 percent of Net Appropriations, which exceeds the County Two Percent Reserves policy.

**NET COUNTY COST**

There is an increase of \$135,908 or 1.2 percent in this Department's General Fund allocation.

## 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, innovation, partnerships, and financial performance

### Program Results

Human Resources (HR) Strategic Support and Partnerships collaborates with all County departments, employees, external partners (including commissions), and internal HR divisions to provide leadership, consultative, and support services. Program results reflect that over 95 percent of customer survey respondents continue to rate overall satisfaction with services as Good or Better, which exceeds the Countywide target of 90 percent.

Recent accomplishments include:

- Graduated the first cohort of eight Live in Peace Hoover Fellows in 2022, in partnership with Live in Peace (LIP), an East Palo Alto non-profit educational service;
- Hosted a hybrid Employee Innovation Summit via virtual platform in August 2022 with 74 participants in 20 teams, who presented solutions to improve County services;
- Launched the Employee Engagement Survey in early 2023 and distributed survey results to County

leadership and Departments, which are being evaluated;

- Researched best practices and revamped the Exit Survey process;
- Published the annual Workforce Planning Report with information on the County workforce to assist departments in succession management initiatives;

Key priorities in FY 2023-25 will focus on:

- Continuing to expand the Performance and Development, Internal Coaching, internship and fellowship programs, including scholarship opportunities through the Jobs For Youth (JFY) program;
- Coordinating the regional Management Talent Exchange Program (MTEP) that offers emerging leaders an opportunity to further develop leadership skills by serving in three-month rotational assignments in another public agency in San Mateo and Santa Clara counties;
- Creating the Career Path Explorer, an online, interactive career tool to get recommendations for County careers/classifications and identify any skills gap between current and desired position;
- Exploring formal apprenticeship or internship programs through community-based partners that would create career development, reskilling, and upskilling opportunities for current staff, and create a talent pool for hard-to-fill positions; and,
- Moving HR Department to the new County Office Building in the Redwood City Campus to provide a new energy efficient workplace for staff.

## Performance Measures

### Performance Narrative

The Jobs for Youth program provides career skills workshops to San Mateo County youth ages 14 to 21. While the program is available to any San Mateo County youth, JFY has close partnerships with alternative high schools, special education programs, Court Schools, and community organizations. These partnerships allow JFY to reach underserved youth in our community. In 2022, JFY returned to classrooms and community-based organizations in person for the first time since the start of the COVID-19 pandemic. Many teachers, Career Technical Education (CTE) coordinators, community leaders, and others booked in-person workshops with JFY. Weekly virtual workshops also continue to be offered to all students in San Mateo County. Over 1,900 youth annually are expected to be served through JFY workshops in the coming years. JFY also maintains a free job board of San Mateo County jobs, internships, and volunteer opportunities for youth. The monthly subscribers include approximately 6,400 youth and continues to grow. Employers interested in hiring youth (ages 14 to 21) are invited to post a job with JFY at no cost. In addition, JFY Members ages 16 to 21 are eligible to apply for the JFY Al Tegli Scholarship program that helps youth on their journey toward earning an Associate's degree, Bachelor's degree, or vocational training certificate. The scholarship specifically focuses on equity issues in higher education, and every year 20 underserved youth who have overcome hardships are selected to each receive a \$2,000 scholarship. In 2022, a new scholarship management system went live making the scholarship process more accessible and equitable to county youth.

Supported Training & Employment Program is a one-year internship program--led by HR in partnership with the Human Services Agency (HSA), and the Independent Living Program (ILP), a local non-profit organization--that is designed to comprehensively prepare and train foster youth ages 18 to 24 residing in San Mateo County, who are participating in extended foster care or who have aged out of foster care. The program provides youth participants, who have had to overcome numerous obstacles, with the opportunity to work in one of the County's departments and provides a mentoring opportunity to County employees. STEP interns are paired with mentoring coaches who prepare them for their new job duties and orient them towards gaining or developing work experience. As interns demonstrate readiness to advance and further their careers, they often enroll in college, earn promotions, and/or accept new positions, thereby concluding their participation in the program. Approximately 8-15 STEP interns are expected to participate annually in the program. Priorities for STEP include outreach to promote the program with community partners, including social workers; launching a new STEP prep workshop for potential applicants that outlines the program requirements and deadlines; as well as collecting and publishing former STEP interns' testimonials about learnings and accomplishments.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of participants served by Jobs for Youth (JFY) Program	1,778	1,893	1,900	1,950	2,000
Number of participants served by the Training & Employment Program (STEP)	13	9	10	15	15

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,034,561	2,644,240	3,323,259	3,069,711	(253,548)	3,055,355	(14,356)
Total Requirements	4,241,633	4,493,319	6,033,659	6,203,589	169,930	6,478,022	274,433
Net County Cost	1,207,072	1,849,079	2,710,400	3,133,878	423,478	3,422,667	288,789
Salary Resolution	13.0	13.0	15.0	15.0	—	15.0	—
Funded FTE	13.0	13.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$859,986. Net funding adjustments in FY 2024-25 total \$790,297.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(813,704)	(515,864)
<b>Requirements</b>		
Gross Appropriations	49,782	355,933
Intrafund Transfers	(3,500)	(81,500)
Contingencies/Dept Reserves	—	—
Net County Cost	859,986	790,297
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	560,156	501,508
<b>Requirements</b>		
Gross Appropriations	58,648	—
Intrafund Transfers	—	—
Net County Cost	(501,508)	(501,508)
Positions	—	—

**3. Live In Peace Hoover Fellows Program Expansion:** Live In Peace (LIP) Hoover Fellows Program is a partnership between the County of San Mateo and Live In Peace (LIP), an East Palo Alto educational service non-profit. The program expansion will provide additional internship opportunities for local students to participate in a cohort, working in different departments throughout the County.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	45,000	—
Intrafund Transfers	—	—
Net County Cost	45,000	—
Positions	—	—

**4. Jobs For Youth Program Expansion:** The Jobs For Youth Program helps youth gain the necessary job skills to be successful in their employment goals. The program expansion will strengthen support of current and upcoming job preparation events for youth, including an ongoing scholarship program towards higher education.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	20,000	—
Intrafund Transfers	—	—
Net County Cost	20,000	—
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(253,548)	(14,356)
<b>Requirements</b>		
Gross Appropriations	173,430	355,933
Intrafund Transfers	(3,500)	(81,500)
Contingencies/Dept Reserves	—	—
Net County Cost	423,478	288,789
Positions	—	—

## Employee Benefits & Wellness and HRIM (1720P)

### Program Locator

County > Administration and Fiscal Services > Human Resources Department > **Employee Benefits & Wellness and HRIM**

### Program Outcome Statement

Optimize employee and organizational health and productivity through effective benefits, wellness, compensation and workforce information management services

### Program Results

This program ensures health and productivity through three service areas: Benefits, Wellness, and HR Information Management (HRIM). Employee Benefits and Wellness provide work-life/wellness programs and comprehensive and accessible benefits, services, and programs to employees, retirees, and their dependents to enhance quality of life and support organizational recruitment and retention efforts. HR Information Management provides innovative solutions to technology services, workforce information administration, and equitable classification/compensation of positions.

Recent accomplishments include:

- Continued to support labor-management and finalized recommendations to enhance the retiree health program and expansion;
- Implemented a medical carrier transition to Aetna that provided cost savings for employees, retirees, and the County
- Increased Employee Assistance Program from five to eight counseling sessions;
- Educated and communicated with employees and retirees through updated Benefits resources, retiree newsletters, and informational webinars;
- Enhanced Wellness Dividend program to complete Health Assessment and promote behavioral changes through individual plans;
- Hosted wellness events and activities, including Bingo, Field Day, Sorbetto Social, and Signature Initiatives on Best Rest and Know your Numbers blood pressure checks;
- Launched a new dashboard that combines DEI metrics with workforce planning data to better support departments in planning for proactive staffing strategies; and,
- Completed review and update of all management job specifications to remove biased language and add skill/competency tags.

Key priorities in FY 2023-25 will focus on:

- Exploring strategies with labor organizations to maintain medical plan options;
- Supporting and collaborating with departments on employee well-being including financial education and planning, emotional wellness tools, physical activities, and social wellness events;
- Exploring housing, student loans, and childcare programs;
- Increasing participation in Wellness Dividend program by creating individual wellness plans for each employee based on their assessment;
- Continuing to fully leverage functionality and capabilities of current HR Information System and explore additional modules to streamline HR services;
- Transitioning online civil service employee files system to a new product and streamlining processes with HRIM system; and,
- Completing review and update of all job specifications to remove biased language and add skill/competency tags.

**Performance Measures**

**Performance Narrative**

The County of San Mateo is committed to promoting a Culture of Health for employees. The Employee Wellness Program in the HR Department contributes to organizational efforts that ensure a healthy and productive workforce, as described in the County Wellness Policy. A variety of wellness activities are offered to County employees throughout the year. The Employee Wellness Program values strengthening the wellness culture in the County and in each department where there may be unique needs and levels of participation.

The actions that the organization takes aim to help employees achieve more equitable health outcomes. The Wellness Program collaborates with the County Wellness Committee, does outreach to participants, and uses various methods to increase participation, as well as inform the types of wellness activities that are offered through the online employee wellness portal. This performance measure builds on existing Wellness measures and tracks employee participation in wellness activities in more detail. Tracking participation by gender is important to the Employee Wellness Program to close any gaps and stand out in preventive healthcare.

On average, more than two-thirds of employees overall participate in Employee Wellness Program activities. Current estimates show approximately 63 percent of female employees and 44 percent of male employees participate in wellness activities. The rates suggest participation may be mirroring industry healthcare trends that suggest men tend to access services in lower numbers than women, and the Wellness program is researching the causes. Participation may increase as more wellness activities and events occur during the year.

Program staff provide specialized support throughout the year, such as custom classes for departments; wellness-related prize drawings; and technology and devices at under-engaged County sites for employees to access online wellness resources and activities. In 2022, approximately 51 percent of eligible employees completed the Wellness Dividend Program and received dividend credits. This program was designed to improve employee health and result in organizational long-term cost savings. It includes a health assessment and other activities that allow employees to focus on their total well-being.

**Performance Measure**

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of County Employee Participation in Wellness Activities	76%	68%	63%	70%	70%

**Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate**

Category	Female	Male	Not Declared
Percentage of County Employee Participation in Wellness Activities within Gender	63%	44%	83%

**Resource Allocation Summary**

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,395,348	2,686,073	3,573,693	3,664,830	91,137	3,751,309	86,479
Total Requirements	3,524,576	3,886,560	4,658,741	4,689,081	30,340	4,784,138	95,057
Net County Cost	1,129,228	1,200,486	1,085,048	1,024,251	(60,797)	1,032,829	8,578
Salary Resolution	16.0	17.0	17.0	20.0	3.0	20.0	—
Funded FTE	16.0	17.0	17.0	20.0	3.0	20.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total FY 2023-24 total (\$60,797). Net funding adjustments in FY 2024-25 total \$8,578.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	73,590	95,721
<b>Requirements</b>		
Gross Appropriations	87,793	29,299
Intrafund Transfers	(75,000)	75,000
Net County Cost	(60,797)	8,578
Positions	—	—

**2. Position Adjustment - Two Information Services Application Support Analyst II - Confidential:** Two positions are being transferred from the Information Services Department resulting in two Information Services (IS) Application Support Analyst II - Confidential positions being added to the Human Resources Department to support countywide Human Resources Information System (HRIS) enhancements, reporting, and workforce planning data analytics. The positions are being moved to Human Resources to streamline business support, and costs are fully offset by payroll common funds.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	393,584	7,872
Intrafund Transfers	(393,584)	(7,872)
Net County Cost	—	—
Positions	2	—

**3. Position Adjustment - Human Resources Technician - Confidential:** To better support ongoing Benefits/Wellness programs, one limited term Human Resources Technician is converted to a regular position. This position will continue to provide customer service to active employees and retirees, as well as work on departmental efforts on recruitment and retention benefits and financial well-being programs. The increase will be fully offset by the Benefits Trust Fund.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	17,547	(9,242)
<b>Requirements</b>		
Gross Appropriations	17,547	(9,242)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	91,137	86,479
<b>Requirements</b>		
Gross Appropriations	498,924	27,929
Intrafund Transfers	(468,584)	67,128
Net County Cost	(60,797)	8,578
Positions	3	—

## Risk Management (1730P)

### Program Locator

County > Administration and Fiscal Services > Human Resources Department > **Risk Management**

### Program Outcome Statement

Identify, assess, monitor, and manage 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 staff work with safety committees to develop occupational health and safety programs and activities, conduct accident and complaint investigations, and provide specialized occupational health and safety training and safety equipment. The program also manages 14 insurance and self-insurance programs that are used to control exposure in the areas of general and automobile liability, medical malpractice, and property damage as well as contractual liability. Program results have historically reflected that over 90 percent of customer survey respondents rate overall satisfaction with services as Good or Better. The number of workers'

compensation claims have been about 12 claims per 100 FTEs on average annually.

Recent accomplishments include:

- Reduced number of workers' compensation claims to pre-pandemic levels after a sharp increase in claims due to the COVID-19 public health emergency;
- Updated internal resources to align with changing state and federal guidelines;
- Streamlined workers compensation temporary disability process by implementing a voucher system;
- Designated internal staffing for occupational health services including pre-placement physicals, and quarterly and annual testing;

Key priorities in FY 2023-25 will focus on:

- Managing the County's Americans with Disabilities Act (ADA) Transition Plan (in collaboration with Public Works);
- Continuing to provide guidance and creating awareness of regulations and statutes to promote a healthy and safe work environment;
- Prioritizing team building, staff development, and succession planning; and,
- Continuing to monitor claims utilization and insurance renewals to manage costs and a sustainable cost recovery structure.

## Performance Measures

### Performance Narrative

Risk Management is responsible for the administration of the Workers' Compensation Insurance Program. If a work injury occurs, California law guarantees certain benefits to employees who are injured or become ill because of their jobs. The County also voluntarily provides additional benefits to its employees, which are designed to augment the Workers' Compensation benefits mandated by the State. HR continues to promote occupational health and safety awareness, education, training, monitoring, and evaluation within the County. Risk Management works alongside County management and staff to build and maintain a safe working environment for County employees. The percentage of Workers' Compensation claims closed annually has remained consistently over 90 percent during the last several years.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of Workers' Compensation Claims Closed per fiscal year	91%	92%	90%	90%	90%

### Performance Measure's Equity Lens/Disaggregated Data for FY 2022-23 Estimate

Category	Miscel-laneous Causes	Fall, Slip, or Trip	Struck or Injured By Impact by Source	Heat or Cold Exposures	Cut, Puncture, or Scrape
Percentage of Workers' Compensation Claims by Cause	38.5%	8.6%	8.0%	2.8%	2.3%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,406,163	2,796,771	3,539,952	4,325,805	785,853	3,137,015	(1,188,790)
Total Requirements	1,556,623	1,746,232	3,539,952	4,325,805	785,853	3,137,015	(1,188,790)
Net County Cost	(849,540)	(1,050,540)	—	—	—	—	—
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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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. There are no net funding adjustments.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(535,699)	(1,173,457)
<b>Requirements</b>		
Gross Appropriations	(535,599)	(1,173,357)
Intrafund Transfers	(100)	(100)
Net County Cost	—	—
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,299,540	—
<b>Requirements</b>		
Gross Appropriations	1,299,540	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Position Adjustment - Management Analyst:** To better support increased Risk Management programs, one limited term Management Analyst position is converted to regular. This position will continue to provide ongoing hiring preplacement exams and annual workplace safety testing for employees. The increase will be fully offset by the Risk Management Trust Fund.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	22,012	(15,333)
<b>Requirements</b>		
Gross Appropriations	22,012	(15,333)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	785,853	(1,188,790)
<b>Requirements</b>		
Gross Appropriations	785,953	(1,188,690)
Intrafund Transfers	(100)	(100)
Net County Cost	—	—
Positions	1	—

## 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 over 400 recruitments are conducted with over 9,000 applications received each year. Over 90 percent of hiring managers who respond to the New Hire Survey continue to be satisfied with their new hires three to six months after hire. The time to fill a position (from requisition to eligible list) has historically been steady at six weeks for external recruitments. Promotion rates reflect that over 65 percent of management positions and over 50 percent of non-management positions are filled with internal candidates.

Recent accomplishments include:

- Developed a new marketing strategy with dedicated staff focusing on marketing, especially for hard-to-fill positions, including recruiting and promoting the County as an employer of choice, creating a marketing database, tracking return on marketing efforts, publishing new employee spotlights, posting social media campaigns, increasing attendance to several career fairs, and marketing collateral with modernized templates;
  - Implemented new strategic hiring campaigns by conducting multiple virtual informational sessions and one-day hiring events;
  - Expanded new hire incentive programs for hard to fill positions to attract top talent to the County of San Mateo; and,
  - Completed equity efforts including a blind screening pilot, DEI language in job postings, DEI information shared with panel members, DEI questions in all interviews, and targeted campaigns in underrepresented populations.
- Key priorities in FY 2023-25 will focus on:
- Exploring new features in the current applicant tracking system to create consistent communication between recruiters and candidates;
  - Continuing to develop innovative solutions through social media and expanded outreach to attract a qualified and diverse workforce;
  - Partnering with the Chief Equity Officer to implement staffing anchor policy recommendations; and,
  - Expanding talent pipeline efforts by partnering with local colleges and universities, as well as other government agencies.

## Performance Measures

### Performance Narrative

County of San Mateo actively explores ways to recruit applicants from diverse and underrepresented groups and continues to review its hiring and related practices to enhance the candidate experience. Current initiatives to promote the County as an employer of choice have included modernized branding and implementing recommendations from a recruitment and retention study. Ongoing objectives include continuing outreach efforts to attract the most qualified candidates for employment, as well as build a broad and diverse candidate pool for positions in all categories. This involves using the County website and other resources/methods (e.g., job fairs, advertising, social media, sourcing) to ensure that job postings are available to a diverse pool of qualified applicants.

This performance measure tracks the effectiveness of the resources and methods used to share job postings, including with diverse and underrepresented groups. Currently, County jobs are advertised on external platforms. Depending on a hiring department's needs, hiring managers suggest platforms to use to advertise the open position, and Talent Acquisition staff also provide recommendations on diverse platforms. While many candidates hear about job openings directly through the County's website, over 35 percent of candidates responded in their applications that they heard or read about the job posting from an advertisement platform that was selected to reach a diverse audience. The Talent Acquisition Division outreaches to external candidates in the community by hosting various well-attended events, such as informational sessions about the County's application process, meet-and-greets to connect candidates with County departments, and virtual career fairs/expos.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percentage of Applicants who Find County Job Postings through Platforms Shared with Diverse and Underrepresented Groups	39%	36%	39%	35%	40%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	615,996	870,247	717,088	717,123	35	741,146	24,023
Total Requirements	2,568,299	2,874,712	3,366,230	3,219,712	(146,518)	3,274,053	54,341
Net County Cost	1,952,303	2,004,465	2,649,142	2,502,589	(146,553)	2,532,907	30,318
Salary Resolution	13.0	13.0	13.0	13.0	—	13.0	—
Funded FTE	13.0	13.0	12.9	13.0	0.2	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total (\$146,553). Net funding adjustments in FY 2024-25 total \$30,318.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	35	24,023
<b>Requirements</b>		
Gross Appropriations	(9,518)	(129,812)
Intrafund Transfers	(137,000)	184,153
Net County Cost	(146,553)	30,318
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	35	24,023
<b>Requirements</b>		
Gross Appropriations	(9,518)	(129,812)
Intrafund Transfers	(137,000)	184,153
Net County Cost	(146,553)	30,318
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 (EEO), and Learning & Development (L&D). EEO also oversees and manages the LGBTQ Commission, Commission on the Status of Women, and Domestic Violence Council. Program results reflect that 90 percent of ELR and EEO cases on average continue to be resolved prior to the formal process. Staff continue to 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 they are utilizing the skills they learned during training.

Furthermore, the ELR Division increased trainings with positive feedback and requests from departments for tailored offerings. Likewise, the EEO Division offered more remote options for DEI trainings and commission-related events, which were well-received and expanded access to the community and staff, many of whom are underrepresented, historically marginalized, and/or communities of color. Finally, the L&D Division continued developing an array of innovative and diverse programs to support the County's commitment to employee development, regional partnerships, and organizational enrichment.

Recent accomplishments include:

- Redesigned the ELR mobile application and website that contains HR and ELR resources and information;
- Streamlined the tuition reimbursement process by automating in the HR information system;
- Published the Equal Employment Opportunity Plan for 2022-2025;
- Led/sponsored DEI community and staff events including the Women's Leadership Conference, Women's Hall of Fame, Transgender Day of Remembrance, and Pride Celebration; and,
- Conducted Leadership Forums that were hosted by the County Executive and brought together managers and supervisors from all departments.

Key priorities in FY 2023-25 will focus on:

- Updating the Employee Relations Handbook and issuing regular bulletins to provide guidance to supervisors and managers;
- Conducting labor negotiations and coordinating agreements reached in MOUs to ensure compliance in benefits, payroll, and classification;
- Continuing to partner with HR Divisions, commissions, and community organizations to facilitate vital EEO and DEI trainings and projects, including annual and biennial events;
- Enhancing the tuition reimbursement program and learning management system; and,
- Expanding topics and delivery methods used to provide training for employees, including career talks and additional developmental opportunities.

## Performance Measures

### Performance Narrative

Human Resources deploys training to staff regarding diversity, equity, and inclusion (DEI). In collaboration with departments, Equal Employment Opportunity (EEO)/Commissions and Learning & Development (L&D) continue specialized trainings on DEI topics, customized departmental training programs, and other diversity training programs to broaden the focus on generations, cultural awareness and communications, and conflict resolution issues. In addition, all employees receive mandatory harassment prevention training. HR staff also participate in the interdepartmental Staff Training Committee associated with the County's Core Equity Team to collaborate on equity training initiatives. In 2023, the County is piloting the first phase of the County's core equity training, a 3-4 hour training aiming to give participants a fundamental understanding of equity concepts and why it is important to everyone as an organization and in work, including virtual, in person, and on-demand options with the same content for all.

L&D supports the selection, curation, and deployment of e-learning to ensure staff have a wide spectrum of learning opportunities available to heighten their awareness around various DEI issues impacting the modern workplace. The EEO/Commissions Division has spearheaded DEI trainings on topics such as workplace EEO compliance, inclusion, harassment and discrimination prevention, bias, DEI in Recruitment, and the Transgender Policy and gender identity/inclusion. The Division has also promoted inclusion, equity and belonging through the work of the Commission on the Status of Women and LGBTQ Commission, including leading or sponsoring community and staff events such as the Women's Leadership Conference, Woman's Hall of Fame, Transgender Day of Remembrance, Women's Equality Day, National Coming Out Day, among others. The EEO and Talent Acquisition Divisions have also offered a DEI in Recruitment Training.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Number of Participants in Diversity, Equity, and Inclusion Trainings and Events	753	1,267	800	1,300	1,400

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	723,410	1,105,773	1,776,659	1,819,498	42,839	1,863,108	43,610
Total Requirements	3,269,116	3,623,953	4,279,937	4,183,708	(96,229)	4,178,542	(5,166)
Net County Cost	2,545,706	2,518,180	2,503,278	2,364,210	(139,068)	2,315,434	(48,776)
Salary Resolution	13.0	13.0	14.0	14.0	—	14.0	—
Funded FTE	13.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$219,068). Net funding adjustments in FY 2024-25 total (\$48,776).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	15,140	43,610
<b>Requirements</b>		
Gross Appropriations	(303,928)	94,834
Intrafund Transfers	100,000	(100,000)
Net County Cost	(219,068)	(48,776)
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	27,699	—
<b>Requirements</b>		
Gross Appropriations	27,699	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Tuition Reimbursement Program Enhancements:** The Tuition Reimbursement Program provides financial assistance for job-related education in degree/certificate programs or skill enhancement workshops. The additional appropriations will be used to increase the tuition reimbursement rates and textbook allowance to better align with current college tuition costs, as well as support career development and education for County employees.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	80,000	—
Intrafund Transfers	—	—
Net County Cost	80,000	—
Positions	—	—



## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	42,839	43,610
<b>Requirements</b>		
Gross Appropriations	(196,229)	94,834
Intrafund Transfers	100,000	(100,000)
Net County Cost	(139,068)	(48,776)
Positions	—	—

## Shared Services (1780B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	2,167	1,501	4,000	2,000	(2,000)	2,000	—
Charges for Services	10,794	15,548	13,683	17,195	3,512	15,034	(2,161)
Interfund Revenue	25,947	26,796	23,101	20,839	(2,262)	20,141	(698)
Miscellaneous Revenue	46,974	37,752	65,426	37,000	(28,426)	37,000	—
<b>Total Revenue</b>	<b>85,882</b>	<b>81,597</b>	<b>106,210</b>	<b>77,034</b>	<b>(29,176)</b>	<b>74,175</b>	<b>(2,859)</b>
Fund Balance	208,809	142,220	10,235	14,837	4,602	14,837	—
<b>Total Sources</b>	<b>294,691</b>	<b>223,817</b>	<b>116,445</b>	<b>91,871</b>	<b>(24,574)</b>	<b>89,012</b>	<b>(2,859)</b>
<b>Requirements</b>							
Salaries and Benefits	1,648,630	1,806,405	1,941,943	2,296,247	354,304	2,092,688	(203,559)
Services and Supplies	239,191	255,419	492,106	806,361	314,255	791,107	(15,254)
Other Charges	266,769	278,608	314,785	273,008	(41,777)	330,997	57,989
Reclassification of Expenses	23,000	23,000	23,000	23,000	—	23,000	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	8,126	8,135	7,920	8,396	476	8,572	176
<b>Gross Appropriations</b>	<b>2,185,716</b>	<b>2,371,568</b>	<b>2,779,754</b>	<b>3,407,012</b>	<b>627,258</b>	<b>3,246,364</b>	<b>(160,648)</b>
Intrafund Transfers	(268,035)	(248,459)	(672,142)	(696,225)	(24,083)	(681,437)	14,788
<b>Net Appropriations</b>	<b>1,917,681</b>	<b>2,123,109</b>	<b>2,107,612</b>	<b>2,710,787</b>	<b>603,175</b>	<b>2,564,927</b>	<b>(145,860)</b>
Contingencies/Dept Reserves	51,843	40,078	10,235	14,837	4,602	14,837	—
<b>Total Requirements</b>	<b>1,969,524</b>	<b>2,163,187</b>	<b>2,117,847</b>	<b>2,725,624</b>	<b>607,777</b>	<b>2,579,764</b>	<b>(145,860)</b>
<b>Net County Cost</b>	<b>1,674,834</b>	<b>1,939,370</b>	<b>2,001,402</b>	<b>2,633,753</b>	<b>632,351</b>	<b>2,490,752</b>	<b>(143,001)</b>
Salary Resolution	12.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	12.0	12.0	12.0	12.0	—	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 and Mail Services. The Procurement Division provides procurement and contract management services to all County departments and acts as a regulatory mechanism to help county departments obtain maximum value for each dollar spent while maintaining compliance with all relevant County, State, and Federal laws, ordinances, and policies. Mail Services distributes internal and postal mail for County departments in a fair, cost-effective, accurate, and timely manner.

Recent accomplishments include:

- Won the Achievement of Excellence in Procurement (AEP), given by the National Procurement Institute, which recognizes organizations that demonstrate commitment to innovation, professionalism, productivity, e-procurement, and leadership attributes;
- Increased customer satisfaction with Procurement services due to enhanced communications, training on

procurement and contracting policies, and a revamped Procurement Handbook; and,

- Received high customer satisfaction scores for Mail services in FY 2021-22 with 100 percent of survey respondents rating overall satisfaction as Good or Better.

Key priorities in FY 2023-25 will focus on:

- Implementing an eProcurement solution that is fully automated, intuitive, and allows for collaborative workflows and evaluations, as well as accurate and quick reporting;
- Continuing participation in the interdepartmental Anchor Institution (Inclusive Procurement and Investment) Committee associated with the County's Core Equity Team to collaborate on equity initiatives that support small businesses to share in economic opportunities in the County, including conducting a Supplier Diversity Study;
- Evaluating program structure and services based on operational reviews to better meet organizational needs;
- Developing new trainings and updating resources for County staff, including regular updates to the Procurement Handbook; and,
- Maintaining high customer satisfaction with Mail Services through continued improvement of processes and equipment.

### Performance Measures

#### Performance Narrative

The average number of days from the receipt of a purchase requisition through purchase order continues to be within the target of nine days. There was an increase in the average during FY 2020-21 when the pandemic started, however the average is returning to pre-pandemic levels. In FY 2022-23, it has taken an estimated average of 6.8 days from receipt of purchase requisition to completion of a purchase order.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Average Number of Days from Receipt of Purchase Requisition through Purchase Order	9.9	8.8	6.8	9.0	9.0

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	294,691	223,817	116,445	91,871	(24,574)	89,012	(2,859)
Total Requirements	1,969,524	2,163,187	2,117,847	2,725,624	607,777	2,579,764	(145,860)
Net County Cost	1,674,834	1,939,370	2,001,402	2,633,753	632,351	2,490,752	(143,001)
Salary Resolution	12.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	12.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$47,414). Net funding adjustments in FY 2024-25 total \$101,836.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(39,411)	(17,696)
<b>Requirements</b>		
Gross Appropriations	(62,742)	69,352
Intrafund Transfers	(24,083)	14,788
Contingencies/Dept Reserves	—	—
Net County Cost	(47,414)	101,836
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	14,837	14,837
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	4,602	—
Net County Cost	(10,235)	(14,837)
Positions	—	—

**3. eProcurement Solution:** Appropriations are made to fund a comprehensive and intuitive eProcurement Solution, as well as staff to support the implementation and training across all County departments. The goal of the eProcurement Solution will be to walk staff through the procurement process from project concept to completion and contract maintenance.

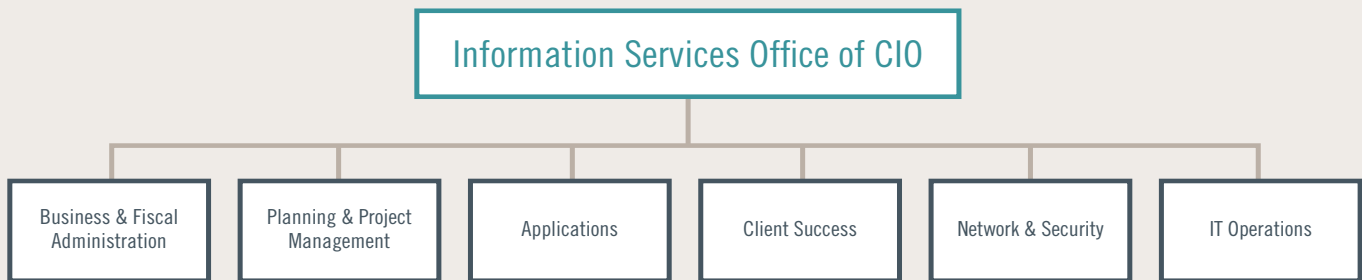
	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	690,000	(230,000)
Intrafund Transfers	—	—
Net County Cost	690,000	(230,000)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(24,574)	(2,859)
<b>Requirements</b>		
Gross Appropriations	627,258	(160,648)
Intrafund Transfers	(24,083)	14,788
Contingencies/Dept Reserves	4,602	—
Net County Cost	632,351	(143,001)
Positions	—	—

## Information Services Department (1800B)

### INFORMATION SERVICES DEPARTMENT





## Information Services Department

*“Empowering our communities with equal access to information and services through innovative technologies.”*

COUNTY OF SAN MATEO 

### Department Locator

County > Administration and Fiscal Services >  
**Information Services Department**

### 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 operations of County departments and regional agencies. The services are classified into three major categories, Core-IT support, Subscription support, and Hourly labor support.

#### Core-IT services:

- Enterprise network and security
- Data centers and server environment
- Telephone environment
- Website and Microsoft 365 applications
- County's IT service management platform
- Geographic information systems
- IT service desk

#### Hourly services:

- Projects

#### Subscription services:

- Desktop/laptop
- Virtual desktop and desktop as a service
- Servers
- Data back-up/storage/recovery
- Database
- Desk phone
- Public safety radio
- Virtual private network access
- Productivity software licenses
- Department specific applications support

In addition to providing technology support services to customers and various operational projects, ISD will focus on the following initiatives in FY 2023-25:

- Implementing additional security event detection platforms designed to dynamically identify computing threats and spontaneously respond and resolve these threats with minimal disruption to the critical operational services of our customer departments.
- Upgrading the countywide server and PC anti-malware software which will provide significantly greater protections against malicious viruses and malware to protect itself from modern day persistent threats intended to appropriate confidential data or disrupt critical citizen services.
- Implementing a countywide vulnerability scanning platform which will significantly increase insight into the current state of all devices on the county computing ecosystem and their vulnerability to malware of malicious attacks.

- Implementing a countywide security operations center which will provide 24/7/365 security monitoring services intended to provide near instant identification of security events and greatly improve effective and thoughtful security incident responsiveness.
- Upgrading telephone environment to voice over internet protocol technology which will enhance the county staff experience while working remotely or at alternate locations.
- Bringing all public-facing mapping applications and other digital assets in compliance with the Web Content Accessibility Guidelines (WCAG 2.1).
- Exploring several emerging geospatial technologies such as indoor navigation, geo-enabled notifications, and augmented reality (AR).
- Redesigning of the technology service management platform to make it more customer friendly, introducing a new artificial intelligence bot to enhance customer communication.
- Upgrading Public Safety Radio communications infrastructure and systems for increased resiliency, availability, and functionality.
- Implementing a project and portfolio management platform to transform and standardize project lifecycle management to achieve greater degree of execution success.
- Supporting the County's Project Development Unit with design and implementation of technology components in newly constructed County facilities.

#### **Department Innovations**

- Building the County's Innovation Program which will partner with Department Innovation Champions to

identify business problems which can be solved through existing or new emerging technologies.

- Internally, implementing Artificial Intelligence/Machine Learning/Robotic Process Automation to transform manual financial data entry, reconciliation, invoice preparation and routing, service charge development and forecasting.

#### **Department Equity**

- ISD enabled threshold languages supported in technology platforms used to share information with County residents and to conduct Public Boards and Commissions meetings. More specifically, ISD upgraded the County's website platforms which allow residents to connect with their government and obtain information account County services in their preferred languages. Furthermore, ISD supported the Clerk of the Board by enabling threshold language live interpretation for various public meetings where residents can voice their needs and aspirations.
- ISD staff participate on the Core Equity Team, Data Committee, and Equity Tools Committee. ISD Applications Division staff partnered with the committee members to design and build the County's Equity Resource Hub which was shared with all County employees as a resource to learn more about County's efforts to advance racial and social equity.
- ISD is standardizing agendas for one-on-one meetings to include discussion on updates for County's Equity efforts to increase awareness regarding the progress.
- ISD will be completing implementation of smart technologies based on public interests through the Middlefield road improvement project and SMC Public Wi-Fi program.



## General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	4,131,758	2,695,321	11,602,774	11,623,001	20,227	591,269	(11,031,732)
Use of Money and Property	211,602	194,928	198,479	200,435	1,956	200,435	—
Intergovernmental Revenues	2,976,108	2,073,528	14,135,098	12,224,095	(1,911,003)	5,000,000	(7,224,095)
Charges for Services	1,279,939	1,361,161	1,501,472	2,701,419	1,199,947	2,753,102	51,683
Interfund Revenue	10,975,650	8,845,039	11,861,405	13,078,392	1,216,987	13,420,681	342,289
Miscellaneous Revenue	237,352	377,971	—	—	—	—	—
<b>Total Revenue</b>	<b>19,812,409</b>	<b>15,547,948</b>	<b>39,299,228</b>	<b>39,827,342</b>	<b>528,114</b>	<b>21,965,487</b>	<b>(17,861,855)</b>
Fund Balance	13,906,643	14,521,636	9,024,756	7,172,140	(1,852,616)	3,592,580	(3,579,560)
<b>Total Sources</b>	<b>33,719,052</b>	<b>30,069,584</b>	<b>48,323,984</b>	<b>46,999,482</b>	<b>(1,324,502)</b>	<b>25,558,067</b>	<b>(21,441,415)</b>
<b>Requirements</b>							
Salaries and Benefits	29,242,023	28,542,618	33,022,430	31,750,677	(1,271,753)	32,501,695	751,018
Services and Supplies	17,966,829	15,677,389	42,766,422	44,532,328	1,765,906	22,289,017	(22,243,311)
Other Charges	2,811,147	2,820,427	2,790,335	2,716,674	(73,661)	2,756,068	39,394
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	483,733	230,176	57,000	—	(57,000)	—	—
Other Financing Uses	295,774	304,849	308,118	338,205	30,087	340,171	1,966
<b>Gross Appropriations</b>	<b>50,799,506</b>	<b>47,575,459</b>	<b>78,944,305</b>	<b>79,337,884</b>	<b>393,579</b>	<b>57,886,951</b>	<b>(21,450,933)</b>
Intrafund Transfers	(31,602,090)	(26,530,631)	(33,727,642)	(35,930,982)	(2,203,340)	(35,921,464)	9,518
<b>Net Appropriations</b>	<b>19,197,416</b>	<b>21,044,829</b>	<b>45,216,663</b>	<b>43,406,902</b>	<b>(1,809,761)</b>	<b>21,965,487</b>	<b>(21,441,415)</b>
Contingencies/Dept Reserves	14,521,636	9,024,755	3,107,321	3,592,580	485,259	3,592,580	—
<b>Total Requirements</b>	<b>33,719,052</b>	<b>30,069,584</b>	<b>48,323,984</b>	<b>46,999,482</b>	<b>(1,324,502)</b>	<b>25,558,067</b>	<b>(21,441,415)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	135.0	135.0	137.0	137.0	—	137.0	—
Funded FTE	135.0	135.0	136.6	136.6	—	136.6	—

### FY 2023-24 Budget Overview

#### TOTAL SOURCES

Total Sources decreased by \$1,324,502 or 2.7% from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

#### Taxes

There is a net increase of \$20,227 in this funding source due to anticipated rollover Measure K project cost reimbursements for multi-year projects. This increase was entirely offset by an increase in rollover Measure K project expenditures.

Use of Money and Property

There is a net increase of \$1,956 in this funding source for lease payments received from external agencies occupying spaces on County radio towers and sites. This increase was entirely offset by an increase in lease expenditures incurred by the County.

Intergovernmental Revenues

There is a net decrease of \$1,911,003 in this funding source for Proposition 172 (half-cent sales tax for public safety) reimbursements for multi-year public safety Radio communication projects and operations. This decrease was entirely offset by an increase in radio service charge revenues collected from County Departments and external agencies for public safety radio operations.

Charges for Services

There is a net increase of \$1,199,947 in this funding source due to changes in service levels provided to external agencies by ISD.

Interfund Revenue

There is a net increase of \$1,216,987 in this funding source due to an increase in ISD service charges billed to the San Mateo County General Hospital in the amount of \$1,170,399 and the Airports Fund and other agencies in the amount of \$46,588.

Fund Balance

There is a net decrease of \$1,852,616 in this funding source due to transfers of Customer Fund Balance in the amount of \$442,015 for OFAS Shared and Consolidated Check Printing to the Controller's Office, \$420,000 for ATKS Servers to Non-Departmental Services, \$48,000 for Budget System Server to the County Executive's Office, \$1,575 for DCSS Hardware to the Department of Child Support Services, and elimination of Departmental Fund Balance used in FY 2022-23 for one-time technology projects and purchases in the amount of \$941,026.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$1,324,502 or 2.7% from the FY 2022-23 Revised to the FY 2023-24 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$1,271,753 in this expenditure category primarily due to a decrease in County retirement contributions resulting from satisfying liability paydown amounts, which is offset by an increase due to negotiated cost of living and longevity pay salary increases, thereby increasing other benefits categories. This decrease was entirely offset through adjustments to service charge revenues billed to County departments and external agencies.

Services and Supplies

There is a net increase of \$1,765,906 in this expenditure category due to an increase in the amount of \$2,402,036 for professional services contracts, an increase in the amount of \$487,940 for software licenses and service support, an increase in the amount of \$388,600 for computer equipment less than \$5,000, an increase in the amount of \$341,333 for computer/electronic equipment maintenance, and an increase in the amount of \$91,743 for monthly utility payments. This increase was offset by a removal of one-time Fund Balance appropriations in the amount of \$1,700,619 for projects and purchases, a net decrease in the amount of \$221,647 in technology project cost reimbursement budget from Measure K, Proposition 172 and Non-Departmental services, and a decrease in the amount of \$23,480 for other services and supplies expenditures.

Other Charges

There is a net decrease of \$73,661 in this expenditure category due to a decrease in the amount of \$195,411 primarily related to the Marshal Street Radio shop lease termination, a decrease in the amount of \$46,956 for motor vehicle mileage charges,

and a decrease in the amount of \$7,477 for other County service charges. This decrease is offset by an increase in the amount of \$176,183 for other County facility rental and service charges.

#### Fixed Assets

There is a net decrease of \$57,000 due to the removal of one-time purchases for improvement of the County's technology infrastructure through Proposition 172 funding.

#### Other Financing Uses

There is a net increase of \$30,087 in this expenditure category due to an increase in County facility rental surcharges.

#### Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net increase of \$2,203,340 in this expenditure category due to an increase in the amount of \$2,761,169 for service charge revenues collected from General Fund departments; this increase was partially offset by an elimination of Non-Departmental funding for one-time technology projects and purchases in FY 2022-23.

#### Contingencies/Departmental Reserves

There is net increase of \$485,259 in this expenditure category due to an increase in the amount of \$800,000 for one-time ISD general purpose Reserves and an increase in the amount of \$596,849 for unspent one-time Radio operations Reserves. This increase is offset by a decrease in this expenditure category due to transfers of Reserves in the amount of \$442,015 for OFAS Shared and Consolidated Check Printing to the Controller's Office, \$420,000 for ATKS Servers to Non-Departmental Services, \$48,000 for Budget System Server to the County Executive's Office, and \$1,575 for DCSS Hardware to the Department of Child Support Services.

The balance in General Fund Reserves represents 8.3% 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 2024-25 Budget Overview**

#### **TOTAL SOURCES**

Total Sources decreased by \$21,441,415 or 45.6% from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$11,031,732 in this funding source due to elimination of rollover Measure K funding for multi-year technology projects and purchases in FY 2023-24. This decrease was entirely offset by a decrease in rollover Measure K project expenditures.

#### Use of Money and Property

There is no change in this funding source.

#### Intergovernmental Revenues

There is a net decrease of \$7,224,095 in this funding source due to elimination of rollover Proposition 172 funding for multi-year technology expenditures for public safety communication projects in FY 2023-24. This decrease was entirely offset by a decrease in rollover Proposition 172 project expenditures.

#### Charges for Services

There is a net increase of \$51,683 in this funding source due to changes in service levels provided to external agencies.

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Interfund Revenue

There is a net increase of \$342,289 in this funding source due to an increase in ISD service charges billed to the San Mateo County General Hospital in the amount of \$284,943 and the Airports Fund and other agencies in the amount of \$57,346.

Fund Balance

There is a net decrease of \$3,579,560 in this funding source due to removal of one-time Fund Balance from FY 2023-24.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$21,441,415 or 45.6% from the FY 2023-24 Recommended to the FY 2024-25 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$751,018 in this expenditure category due to negotiated cost of living and longevity pay salary increases, thereby increasing other benefits categories. This increase was entirely offset by revenues from increases in ISD service charges billed to County departments and external agencies.

Services and Supplies

There is a net decrease of \$22,243,311 in this expenditure category due to a decrease in the amount of \$19,265,682 in technology project budget allocation from Measure K, Proposition 172, and Non-Departmental services to ISD, removal of Fund Balance appropriations in the amount of \$3,579,560 as a one-time funding source in FY 2023-24, and a decrease in the amount of \$27,852 for other services and supplies expenditures. This decrease was offset by an increase in the amount of \$298,629 for software licenses and service support, an increase in the amount of \$272,009 for professional services contracts, and an increase in the amount of \$59,145 for computer/electronic equipment maintenance.

Other Charges

There is a net increase of \$39,394 in this expenditure category due to an increase in the amount of \$31,712 for County facility rental charges, an increase in the amount of \$5,455 for motor vehicle mileage charges, and an increase in the amount of \$2,227 for other County service charges.

Fixed Assets

There is no change in this funding source.

Other Financing Uses

There is a net increase of \$1,966 in this expenditure category due to an increase in County facility rental surcharges.

Intrafund Transfers

Intrafund Transfers are contra expenditures that reduce the overall amount of expenses that the department incurs. There is a net decrease of \$9,518 in this expenditure category due to elimination of Non-Departmental funding for one-time technology projects and purchases in the amount of \$975,242 in FY 2023-24; this decrease was partially offset by an increase in service charge revenues collected from General Fund departments.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 16.4% 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.

## Business & Fiscal Administration (1810P)

### Program Locator

County > Administration and Fiscal Services > Information Services Department > **Business and Fiscal Administration**

### Program Outcome Statement

Support the Information Services Department's mission and priorities by providing timely, reliable, and innovative services in the areas of Department administration, procurement, business systems support, finance and accounting.

### Program Results

The Office of the Chief Information Officer (OCIO) in the Business and Finance Administration (BFA) Program (Program) provides strategic and operational leadership to the Information Services Department (ISD). The Program also provides administrative, procurement, and fiscal support for ISD, such as developing the department budget, setting service rates and charges, accounting, managing procurement of Information Technology (IT) goods and services, and providing clerical support to the department. The Program also oversees the County's Project Management Office, which provides resources necessary for coordination and management of technology projects.

In FY 2021-23, the Program provided fiscal, procurement, and administrative support for multi-year foundational technology initiatives in the following areas:

**Contracts and Procurement:** The Procurement team administered over 30 requests for solicitations for Countywide technology projects such as cybersecurity platform enhancements, public safety radio communications systems upgrades, voice over internet protocol migration, and several enterprise licensing agreements to garner contractual terms favorable to the County's interests. A member of the procurement team also serves on the eProcurement Solution steering committee established by the County's Procurement Department to oversee the identification and implementation of a new Countywide platform. The team also champions ISD's employee wellness initiatives.

**Business Systems Support:** The Business Systems support team conducted an enterprise-wide telecommunications

accounts review which identified \$1.6M in cost optimization opportunities to allow our customers to divert these funds and enhance their operations and services to County residents. The team created advanced data analytics dashboards for ISD's support teams to facilitate data driven decision making. The team also rolled out descriptive and diagnostic analysis dashboards for our service teams to provide them detailed visibility into their workloads, challenges, and opportunities. Additionally, this team surveyed ISD support teams for use cases which can benefit from robotic process automation platforms to achieve greater timeliness and effectiveness in providing technology support to our customers. This team also partnered with the Controller's Office to rollout Workday expense management for the processing of ISD employee expense reimbursement requests.

**Project Management Office:** The Project Management Office created a procedural playbook to standardize technology project lifecycles. This team also conducted a competitive solicitation to review available enterprise project and portfolio management platforms to enable effective execution of technology projects. Furthermore, this team built a Countywide IT projects application to share technology project information with elected officials, Department Directors, and members of various information technology advisory committees.

**Finance and Accounting:** The Finance and Accounting team transitioned vendor invoice review and approval business processes to a modern workflow driven web and mobile based platform. The team also partnered with the County Controller's Office to review substantial progress achieved on redesigning and enhancing ISD's financial operation. Additionally, team members prioritized gathering of business requirements to identify and implement a new information technology financial management application which will transform business process related to ISD's budgeting, service charge accounting, chargeback processing, financial forecasting, and reporting activities.

In FY 2023-25, the Program will pursue continuous improvements in providing administrative, procurement, project management and fiscal support for ISD functions. Some of these improvements include:

- Implementation of a Robotics Process Automation Platform to automate repetitive manual processes

- which will create capacity for our staff to perform more analytical work;
- Implementation of a project and portfolio management platform to transform and standardize project lifecycle management to achieve greater degree of execution success;
- A centralized resource hub to improve sharing of administrative, contractual, personnel/payroll, policy, and other resources to facilitate improve information sharing and ease of use;

- Deployment of an IT financial management platform to transform the creation of service charges and rates, processing of IT chargebacks, budgeting for IT services, financial forecasting, and reporting.

The Program will continue to innovate by using technologies such as artificial intelligence and machine learning to for effective delivery of business and finance services.

## Performance Measures

### Performance Narrative

The Information Services Department (ISD) employees are required to take a minimum of 20 hours of training every year for their professional development. Training helps employees fulfill their current job requirements and obtain new technical skills and knowledge required to support our customers and various Countywide technologies. These trainings positively impacts employee motivation and morale while enhancing ISD services and operations. An outcome of this training is to provide better services to customers.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Employees Meeting the 20 Hour Annual Training Requirement	84%	82%	10%	90%	90%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	5,560,794	7,815,763	2,436,718	2,447,873	11,155	909,687	(1,538,186)
Total Requirements	633,136	249,043	2,504,098	2,654,939	150,841	1,209,015	(1,445,924)
Net County Cost	(4,927,658)	(7,566,720)	67,380	207,066	139,686	299,328	92,262
Salary Resolution	18.0	18.0	18.0	19.0	1.0	19.0	—
Funded FTE	18.0	18.0	18.0	19.0	1.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$32,626. Net funding adjustments in FY 2024-25 total \$890,988.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(2,329,252)	(2,338,186)
<b>Requirements</b>		
Gross Appropriations	(2,159,774)	(1,441,126)
Intrafund Transfers	(136,852)	(6,072)
Contingencies/Dept Reserves	—	—
Net County Cost	32,626	890,988
Positions	—	—

**2. Position Adjustment - Office Specialist:** To better align operational needs, one vacant Office Specialist is added in FY 2023-24.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	107,060	1,274
Intrafund Transfers	—	—
Net County Cost	107,060	1,274
Positions	1	—

**3. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,340,407	800,000
<b>Requirements</b>		
Gross Appropriations	1,540,407	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	800,000	—
Net County Cost	—	(800,000)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	11,155	(1,538,186)
<b>Requirements</b>		
Gross Appropriations	(512,307)	(1,439,852)
Intrafund Transfers	(136,852)	(6,072)
Contingencies/Dept Reserves	800,000	—
Net County Cost	139,686	92,262
Positions	1	—



## 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 (Program) creates strong relationships with customers strategically and operationally via day-to-day interactions with County employees and partner agencies. 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. The Program is comprised of three technology support functions:

- ISD Service Desk serves as a central point of contact for County employees to report technology problems and make requests of ISD.
- Desktop Support provides specialized support in desktop/laptop issues, maintenance, and deployment.
- County Telephone Operators operates 24 hours a day, seven days a week to provide switchboard support and call assistance connecting the public and employees to County departments and services.

The Program supports our county workforce by connecting business operations to technology support. Our Service Desk and Desktop support is available 24 hours a day, Monday through Friday, and during the day shifts on weekends. The Program supports county departments providing critical health, social welfare, law enforcement, and emergency response services to the public.

The Program strives to collaborate with external departments on impactful endeavors. During FY 2021-23, the Program worked with Health technology staff to improve client and medical worker experience by upgrading their mobile workstations to improve technology and wireless connectivity performance. The Program also installed new encryption software on computing devices to protect County data, created a tutorial video playlist to educate our customers on technology changes and features, provided desktop relocation services during Health's administration moves, and deployed thousands of replacement computers for county departments to support workforce members returning to the workplace after the COVID-19 pandemic.

The Program's goal is to maintain a high level of customer satisfaction. To achieve this goal, the Program uses a proactive customer relationship management strategy focusing on customer needs, open and frequent communication, and improved escalation processes. For FY 2023-25, the Program is planning a redesign of the technology service management platform to make it more customer friendly, introducing a new artificial intelligence bot to enhance customer communication, adding voice over internet protocol functionalities to the Service Desk line, and exploring new desktop tools to increase our overall maintenance updates to ensure a positive experience for our customers.

## Performance Measures

### Performance Narrative

The Information Services Department (ISD) highly prioritizes customer satisfaction for the services delivered. The Client Success Program (Program) creates strong relationships with customers via day-to-day interactions with County Departments and their employees. The Program leverages strategic and operational information obtained from customers to improve customer experience and support provided by ISD. During the first half of FY2022-23, of the 942 customer survey respondents that completed the ISD incident satisfaction survey 97 percent or 913 responded that they received a good or better customer service for their tickets. During the first half of the fiscal year, the Client Success Division is continuing to deliver quality services to support county operations and is successfully maintaining a consistent customer satisfaction performance level. In addition, the Division also created tutorial videos to self-serve the most common IT tasks for our customers. A target of 97 percent customer satisfaction is set for this measure.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Customer Survey Respondents rating Services as Good or Better	96%	96%	97%	97%	97%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	4,654,371	4,057,239	4,399,782	4,577,851	178,069	4,567,969	(9,882)
Total Requirements	4,322,459	5,062,246	4,695,251	4,805,770	110,519	4,778,233	(27,537)
Net County Cost	(331,912)	1,005,006	295,469	227,919	(67,550)	210,264	(17,655)
Salary Resolution	42.0	42.0	44.0	44.0	—	44.0	—
Funded FTE	42.0	42.0	43.6	43.6	—	43.6	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$67,550). Net funding adjustments in FY 2024-25 total (\$17,655).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	76,746	(9,882)
<b>Requirements</b>		
Gross Appropriations	(399,645)	94,964
Intrafund Transfers	408,841	(122,501)
Contingencies/Dept Reserves	—	—
Net County Cost	(67,550)	(17,655)
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	101,323	—
<b>Requirements</b>		
Gross Appropriations	101,323	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	178,069	(9,882)
<b>Requirements</b>		
Gross Appropriations	(298,322)	94,964
Intrafund Transfers	408,841	(122,501)
Contingencies/Dept Reserves	—	—
Net County Cost	(67,550)	(17,655)
Positions	—	—

## 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 to support County systems and ISD customers.

### Program Results

The IT Operations Program (Program) in the Information Services Department (ISD) supports the County's critical infrastructure such as data center, computer servers, data back-up/storage/recovery platform, enterprise telephony, and public safety radio communications. These technologies are used daily by County Departments to provide services to its residents.

In FY 2021-23, the Program's focused on providing services to the County's distributed workforce who were working in a hybrid on-site/remote environment due to COVID-19. This was done by planning migration of the County's enterprise telephony solution to a voice over internet protocol (VoIP) platform. This new telecommunications platform will provide increased reliability, scalability, and advanced features to meet the rapidly evolving business needs of County Departments and service recipients. The Program also released a major public safety Radio communications system upgrade and deployed an advanced radio system monitoring technology. The new system release will allow the County to maintain compliance with Department of Homeland Security's Project 25 (P25) standards and prepares the County for advanced user capabilities such as Over the Air Rekeying (OTAR). The advanced monitoring provides improved insight to the Radio System's health. The

Program's Radio team also moved into a new Chestnut Street facility to better service our customers. To provide further resiliency for ISD Virtual Machine (VM) users, a Disaster Recovery as a Service (DRaaS) RFP is in progress. The Program also began its work with its county partners to implement innovative technologies for the Middlefield Road Project. The leading-edge technology used on Middlefield Road will provide the North Fair Oaks community with better connectivity, improved safety and a better quality of life while maintaining the character of the neighborhood.

In FY 2023-25, the Program will continue its focus on projects that will upgrade aging telephone, radio & microwave infrastructure, server infrastructure, and other technologies that are critical for County departmental operations. The VoIP upgrade will enhance the county staff experience while working remotely or at alternate locations. The Program will also investigate a data center consolidation strategy and explore enhancing cloud capabilities because a combination of onsite and cloud-based data centers could improve resiliency and allow the county to scale services computing needs as required. The Radio team will continue to execute on the Radio Infrastructure Roadmap. The Program will also coordinate with stakeholders to define a strategy for effectively adopting managed services and SaaS solutions where it makes sense. The Program will continue its work with the County Executive's Office and Department of Public Works to complete implementation of smart street technologies on the Middlefield Road Corridor. Lastly, the Program oversees ISD's innovation function which helps County Departments solve practical, real world workplace challenges with technology recommendations. These recommendations generally enable county employees to use their knowledge, competencies, and creativity to the fullest while providing County services.

## Performance Measures

### Performance Narrative

The IT Operations Program (Program) supports the County's data center, server, telephone, and radio communications infrastructure to deliver reliable connectivity and telecommunications to County departments and external agencies. These fundamental technologies allow County departments to provide needed and expected services to its partners, visitors, and residents. Every County department relies on the services of the Program to remain connected and productive. ISD continues to monitor systems for increased availability and resiliency across all critical platforms./ The Program's monitoring systems help safeguard the enterprise network, telephony, servers, and backup services against outages. Virtual storage and computing environments support the County's requirements for high performing, cost effective, and highly-available data processing systems. A key element in sustaining high levels of availability is conducting routine system maintenance. This maintenance can take forms from system patching to uninterrupted power supply servicing. The end result is increased customer satisfaction and reduced business interruptions. A target of 99.99% availability is set for maintaining Infrastructure availability.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Availability of Key IT Infrastructure	99.93%	99.97%	99.99%	99.99%	99.99%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	7,129,663	5,793,151	7,872,870	7,980,959	108,089	7,093,078	(887,881)
Total Requirements	17,341,272	13,083,992	7,173,617	7,424,192	250,575	6,507,120	(917,072)
Net County Cost	10,211,609	7,290,841	(699,253)	(556,767)	142,486	(585,958)	(29,191)
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	30.0	30.0	30.0	30.0	—	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total \$142,486. Net funding adjustments in FY 2024-25 total \$881,960.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(1,804,204)	(1,799,032)
<b>Requirements</b>		
Gross Appropriations	(137,615)	(692,387)
Intrafund Transfers	(1,209,801)	(224,685)
Contingencies/Dept Reserves	(314,302)	—
Net County Cost	142,486	881,960
Positions	—	—

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

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	1,912,293	911,151
<b>Requirements</b>		
Gross Appropriations	1,001,142	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	911,151	—
Net County Cost	—	(911,151)
Positions	—	—

### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	108,089	(887,881)
<b>Requirements</b>		
Gross Appropriations	863,527	(692,387)
Intrafund Transfers	(1,209,801)	(224,685)
Contingencies/Dept Reserves	596,849	—
Net County Cost	142,486	(29,191)
Positions	—	—

## Planning & Project Management (1844P)

### Program Locator

County > Administration and Fiscal Services > Information Services Department > **Planning and Project Management**

### Program Outcome Statement

Guide technology projects through a structured project management lifecycle for successful planning, execution, and delivery.

### Program Results

The Planning and Project Management Program (Program) provides technology project management services to County Departments. The Program utilizes a structured project management playbook with a standard set of tools and processes to achieve successful execution and delivery of projects for a positive customer experience.

In FY 2021-23, the Program created a procedural playbook to standardize technology project lifecycles. This team also conducted a competitive solicitation to review available enterprise project and portfolio management platforms to enable effective execution of technology projects. Furthermore, this team built a Countywide IT projects application to share technology project information with elected officials, Department Directors, and various information technology advisory committees.

Among many technology projects, the Program collaborates with County departments and other Information Services Department (ISD) divisions to complete high priority projects for the County such as migrating a data center and state networking gateways from leased facilities into County-owned data center, coordinating closely with the Project Development Unit on technology needs for new County facility projects, overseeing the implementation of the new Assessor’s Parcel Assessment System, enhancing the County’s cybersecurity platforms and processes, and migrating County users to the new voice over internet protocol platform.

In FY 2023-25, the Program will establish a standard process for a Countywide call for capital technology projects, allowing County Departments to submit project requests that may require support from ISD. Additionally, the Program will also implement a project and portfolio management platform to transform and standardize project lifecycle management to achieve a greater degree of execution success. The Program will continue to innovate project lifecycle management processes using latest emerging technologies to increase project management playbook adoption, automate repetitive administrative and business processes, and improve customer experience by providing value-added services.

### Performance Measures

#### Performance Narrative

The Planning and Project Management Program (Program) provides technology project management services to County Departments. The Program utilizes a structured project management playbook with a standard set of tools and processes to achieve successful execution and delivery of projects. This measure is a necessary indicator to understand the customer satisfaction with project management service provided and successful project delivery. A target of 100 percent customer satisfaction is set for this measure, because the project management office strives to execute and deliver all projects to satisfy all project success criterias.

#### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Percent of Projects Completed with a Customer Satisfaction Rating of Good or Better	89%	100%	100%	100%	100%

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	10,448,286	7,652,522	27,328,584	25,571,048	(1,757,536)	6,881,429	(18,689,619)
Total Requirements	7,039,397	4,219,388	27,328,584	25,571,048	(1,757,536)	6,881,429	(18,689,619)
Net County Cost	(3,408,889)	(3,433,134)	—	—	—	—	—
Salary Resolution	1.0	1.0	1.0	1.0	—	1.0	—
Funded FTE	1.0	1.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; and elimination of one-time project revenues and expenditures. As a one-time funding source, Customer Fund Balance is removed from the Current Level Budget. There are no net funding adjustments in FY 2023-24. Net funding adjustments in FY 2024-25 total \$1,881,429.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(27,328,584)	(25,571,048)
<b>Requirements</b>		
Gross Appropriations	(23,141,396)	(24,652,863)
Intrafund Transfers	(1,394,169)	963,244
Contingencies/Dept Reserves	(2,793,019)	—
Net County Cost	—	1,881,429
Positions	—	—

**2. Measure K - Technology Projects:** This action allocates Measure K funding for Cybersecurity upgrade, Countywide VoIP transition, data science, disaster recovery, and other technology projects.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	4,425,575	—
<b>Requirements</b>		
Gross Appropriations	4,425,575	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—



**3. Measure K Rollover for Technology Projects:** Measure K balance is rolled forward to cover the cost of Cybersecurity upgrade, Countywide VoIP transition, disaster recovery, and other innovation projects.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	6,623,001	—
<b>Requirements</b>		
Gross Appropriations	6,623,001	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**4. Proposition 172 - Radio Technology Projects:** This action allocates Proposition 172 funding for Radio technology projects.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	5,000,000	5,000,000
<b>Requirements</b>		
Gross Appropriations	5,000,000	5,000,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. Proposition 172 Rollover for Radio Technology Projects:** Proposition 172 balance is rolled forward to cover the cost of Radio technology projects.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	7,224,095	—
<b>Requirements</b>		
Gross Appropriations	7,224,095	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**6. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	2,298,377	1,881,429
<b>Requirements</b>		
Gross Appropriations	416,948	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	1,881,429	—
Net County Cost	—	(1,881,429)
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(1,757,536)	(18,689,619)
<b>Requirements</b>		
Gross Appropriations	548,223	(19,652,863)
Intrafund Transfers	(1,394,169)	963,244
Contingencies/Dept Reserves	(911,590)	—
Net County Cost	—	—
Positions	—	—

## IT Security (1850P)

### Program Locator

County > Administration and Fiscal Services > Information Services Department > **IT Security**

### Program Outcome Statement

The program endeavors to continually increase computing resiliency and flexibility in a secure manner.

### Program Results

The Network and Security Program (Program) provides Countywide support in the areas of network connectivity and cybersecurity. The primary function of the Program is to protect and support uninterrupted secure access to County information resources and computing assets. The Program is responsible for providing a safe, secure, and ubiquitous computing environment countywide. This is achieved by remaining flexible to the operational demands of County departments while doing so in a safe and secure manner.

In FY 2021-23, the Program implemented several security enhancements meant to increase user validation and authentication to further protect the computing assets of County Departments and their vital constituencies. These enhancements would include the implementation of mandatory multi-factor authentication process to all County systems within the purview of the Information Services Department (ISD) to ensure that system access throughout the enterprise computing ecosystem is continuously substantiated. The program also successfully implemented additional intrusion detection platform capabilities, which provides insightful information and alerts on generally known malware and malicious activities originating from not only bad actors but nation states. This platform augmentation significantly strengthens the Programs' ability to identify and respond to known malicious activity which would be indicative of potential threats to our departmental operations and to be impactful to our fellow citizens whom we serve. Furthermore, the Program also completed a countywide upgrade to all switching and routing data infrastructure and implemented a software defined network topology to greatly increase the team's agility and responsiveness to departmental changes. During this

reporting period, the staff within the network team underwent significant skill enhancements in this area and the result was an outstanding migration from older network technology to an advanced computing fabric without incident or unplanned network disruptions.

In FY 2023–25, the Program intends to implement additional security event detection platforms designed to dynamically identify computing threats and spontaneously respond and resolve these threats with minimal disruption to the critical operational services of our customer departments. The Program will embark on a significant effort to integrate cloud computing into the current county enterprise computing framework and staff will significantly enhance their skills and abilities regarding cloud computing through both formal and informal training. In addition, the team is energetically designing a resilient cloud computing overlay capable of hosting any cloud service provider such as Google, Amazon Web Services or Microsoft Azure Hosting services. This will greatly enhance our customer departments options as it pertains to computing platform opportunities as well as vastly increase the speed of deployment on critically important citizen impacted services. Furthermore, this effort will result in a positive outcome in responding to future changes in citizen services as well as departmental demands and provide a sound foundation for future computing redundancies. The Program will also upgrade the countywide server and PC anti-malware software which will provide significantly greater protections against malicious viruses and malware. This will have a profound effect on the ability of the County to protect itself from modern day persistent threats intended to appropriate confidential data or disrupt critical citizen services. In addition to these upgrades, the Program will also implement a countywide vulnerability scanning platform which will significantly increase insight into the current state of all devices on the county computing ecosystem and their vulnerability to malware of malicious attacks. Finally, the Program will be implementing a countywide security operations center which will provide 24/7/365 security monitoring services intended to provide near instant identification of security events and greatly improve effective and thoughtful security incident responsiveness.

## Performance Measures

### Performance Narrative

The Network and Security Program (Program) currently maintains SMC Public Wifi network at more than 500 public locations, including parks, community centers, local school districts, libraries, and other public spaces throughout the county. The purpose of this SMC Public Wifi network is to connect underserved communities to County services, support educational opportunities for students, and spur local economic development. The team substantially expanded the SMC Public Wifi program using Federal CARES Act allocations to bring internet connectivity to rural and underserved areas of the county. This expansion greatly benefited distance learning for students, teachers, remote workers, and County residents by allowing them to remain connected to digital resources. The SMC Public Wifi program is currently assessing the use of the network to establish future plans for program support and sustenance. This measure demonstrates the usage of free public Wifi sites and access points by the public at various locations throughout the county. A “user session” is captured when a user connects to the San Mateo County (SMC) Public Wifi system and performs a given activity such as searching for information, using a mobile application, checking email, or etc. An increase in the number of Wifi sessions indicates growth in usage as well as adoption of these technologies, proving the Program’s impact. A target of exceeding 1,820,000 sessions in any given month is set to measure the utilization of this Program.

### Performance Measure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Estimate	FY 2023-24 Target	FY 2024-25 Target
Highest Number of Sessions Connecting to SMC Public Wifi in Any Given Month	-	2,245,816	1,818,604	1,820,000	1,820,000

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	3,497,369	2,774,434	4,164,188	4,080,927	(83,261)	3,950,331	(130,596)
Total Requirements	2,224,909	4,448,606	4,230,546	3,925,611	(304,935)	3,770,120	(155,491)
Net County Cost	(1,272,460)	1,674,172	66,358	(155,316)	(221,674)	(180,211)	(24,895)
Salary Resolution	17.0	17.0	16.0	17.0	1.0	17.0	—
Funded FTE	17.0	17.0	16.0	17.0	1.0	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 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$75,620) and -1 position. Net funding adjustments in FY 2024-25 total \$352,353.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(945,426)	(721,865)
<b>Requirements</b>		
Gross Appropriations	(639,307)	(52,592)
Intrafund Transfers	(381,739)	(316,920)
Contingencies/Dept Reserves	—	—
Net County Cost	(75,620)	352,353
Positions	—	—

**2. Measure K - Technology Projects:** This action allocates Measure K funding for ISD network and security staff providing support for Cybersecurity upgrade and Countywide VoIP transition projects.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	574,425	591,269
<b>Requirements</b>		
Gross Appropriations	204,597	211,526
Intrafund Transfers	—	—
Net County Cost	(369,828)	(379,743)
Positions	—	—

**3. Position Adjustment - IS Systems Specialist III:** One vacant IS Systems Specialist III is added to address the increasing workload for IT security as ISD operationalizes new cybersecurity platforms and procedures.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	223,774	2,495
Intrafund Transfers	—	—
Net County Cost	223,774	2,495
Positions	1	—

**4. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	287,740	—
<b>Requirements</b>		
Gross Appropriations	287,740	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

#### FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(83,261)	(130,596)
<b>Requirements</b>		
Gross Appropriations	76,804	161,429
Intrafund Transfers	(381,739)	(316,920)
Contingencies/Dept Reserves	—	—
Net County Cost	(221,674)	(24,895)
Positions	1	—

## Applications (1860P)

### Program Locator

County > Administration and Fiscal Services > Information Services Department > **Applications**

### Program Outcome Statement

Maintain and support County's Enterprise Applications used by County staff in business operations to deliver exceptional service to County residents.

### Program Results

The Information Services Department's Applications Program (Program) supports the County's business operations by implementing and supporting enterprise-wide and certain departmental applications. The Program provides centralized maintenance and supports a wide variety of services that various partnering Departments offer to the public; including but not limited to:

- Hosting the County's internet and intranet websites
- IT Service Management Platform
- E-mail and Team Collaboration Applications
- Database Software Platforms
- Business and Technical Analytics
- Productivity Applications
- Geographic Information Systems
- Business Process Scheduling and Automation Platform
- Application Project Management Support
- Data Warehouse Services
- Integration and Customization Services

The Program's goal is to automate business processes, enhance workforce productivity, and meet end user needs by leveraging existing and emerging technologies.

The Program is modernizing the County's applications and enterprise business systems, including Microsoft 365 (M365), 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, and the Geographical Information Systems (GIS),

the primary system used to manage and maintain GIS datasets for all County departments.

In FY 2021-23 the Program upgraded the County's website platform to improve the way we communicate, engage, and provide services to the public. The Program continued to enhance the public Wi-Fi availability maps, assisted in deploying geographical information system maps to support the expansion of the County's digital inclusion efforts for underserved communities, and provided analysis and geospatial tools to the Emergency Operations Center and San Mateo County Health Operations Center to support real-time decision making during the atmospheric storm emergencies. The Program improved the Board of Supervisors in-person/on-line hybrid meetings by enabling simultaneous translation functionality for threshold languages.

The Program helped justice partners collaborate more effectively with the upgrade of the CJI system to the most current version providing opportunities for enhanced features and functionality and implemented the Pre-Trial project in the CJI system enabling the Courts to leverage data driven decision making. The Program also integrated the CJI system with a new warrant system enabling Court and law enforcement agencies access to warrant information across counties.

Data analytics was and will continue to be essential to our evolving technology and needs from County departments and their customers. Therefore, the Program developed a number of visual dashboards to support several County's equity initiatives. These include the Sheriff's Office Transparency Portal, the Department of Housing's Affordable Housing Projects dashboards, a Pay Equity dashboard, Public Wi-Fi and usage analysis dashboards, Domestic and Gun Violence dashboards; and automated the Emergency Medical Services (EMS) dashboards.

The Program also developed the Homeless Outreach Mobile Application that supports a County-wide initiative to end homelessness. The application supports the collection of information for the County and partnering Community Based Organizations to respond and provide services homeless individuals and families. The Program also developed the Working Together to End Homelessness site supporting the County initiative to end homelessness. A GIS-based application was also developed for the San Mateo County EnergyWatch Program managed by the Office of Sustainability that successfully streamlined

business workflows for a new energy-saving initiative targeted at small businesses in the County.

The Program partnered with the Chief Equity Officer and developed the Equity Resource Hub supporting the County's equity initiative. The hub provides County staff with information, resources, and tools to improve the integration of equity into our work.

The Program developed a website for the Community Wellness and Crisis Response Team (CWCRT) which is a pilot program that resulted from collaboration between the County of San Mateo, several participating cities, non-profit organization, and a research organization to assign a mental health clinician to each participating city's police department in co-response model for calls for service involving behavioral health crises. This website

serves as a central location for dashboards from participating cities.

In FY 2023-25 the Program will focus on the automation of enterprise application license administration, digital transformation using online workflows, improving service delivery and self-service capabilities, continue enhancement of the County website and enterprise GIS services. The Program will also explore several emerging geospatial technologies such as indoor navigation, geo-enabled notifications, and augmented reality (AR) through planned projects. The Program will bring all public-facing mapping applications and other digital assets in compliance with the Web Content Accessibility Guidelines (WCAG 2.1). The Program will also assess the use of more modern integration technologies; assess and upgrade security interfaces.

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	2,428,570	1,976,475	2,121,842	2,340,824	218,982	2,155,573	(185,251)
Total Requirements	2,157,879	3,006,309	2,391,888	2,617,922	226,034	2,412,150	(205,772)
Net County Cost	(270,691)	1,029,834	270,046	277,098	7,052	256,577	(20,521)
Salary Resolution	27.0	27.0	28.0	26.0	(2.0)	26.0	—
Funded FTE	27.0	27.0	28.0	26.0	(2.0)	26.0	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25, including: negotiated salary and benefit increases, merit increases, and adjustments to retiree health contributions; adjustments to 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 2023-24 total (\$276,357) and 1 position. Net funding adjustments in FY 2024-25 total (\$15,831).

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(13,018)	(185,251)
<b>Requirements</b>		
Gross Appropriations	290,017	82,466
Intrafund Transfers	(579,392)	(283,548)
Contingencies/Dept Reserves	—	—
Net County Cost	(276,357)	(15,831)
Positions	—	—



**2. Workday Support Services Transfer:** Budget adjustment is made to transfer the Workday support services consisting of three IS Application Support Analyst series positions from the Information Services Department to the Controller's Office and Human Resources Department in FY 2023-24.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(1,030,137)	(7,185)
Intrafund Transfers	1,089,772	—
Net County Cost	59,635	(7,185)
Positions	(3)	—

**3. Position Adjustment - IS Data Specialist III:** One vacant IS Data Specialist III is added to address the increasing workload from Geographic Information Systems related customer projects.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	223,774	2,495
Intrafund Transfers	—	—
Net County Cost	223,774	2,495
Positions	1	—

**4. Fund Balance Adjustment:** This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	232,000	—
<b>Requirements</b>		
Gross Appropriations	232,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	218,982	(185,251)
<b>Requirements</b>		
Gross Appropriations	(284,346)	77,776
Intrafund Transfers	510,380	(283,548)
Contingencies/Dept Reserves	—	—
Net County Cost	7,052	(20,521)
Positions	(2)	—

## 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 nineteen citizen volunteers who serve as the “watchdog” for citizens of the County. The panel of grand jurors conducts civil investigations on subjects related to the operations of local government. The jurors are empaneled for a one-year term and are obligated to produce at least one investigative report during their term. Citizens can request an inquiry by the Civil Grand Jury on any subject of interest. The independent panel has discretion over which subjects will be investigated. The Independent Contractor

that audits the County’s financial statements is also budgeted in this program.

The FY 2021-22 Grand Jury conducted four investigations and published four official reports with recommendations directed to County officials: “San Mateo County: California’s Ground Zero for Sea Level Rise”, “Where’s the Plan for the San Mateo County Emergency Alert System?”, “Diversity and Racial Equity – How Can San Mateo County Change ‘Talk the Talk’ to ‘Walk the Walk’?”, and “Building Greater Trust Between the Community & Law Enforcement via the Racial and Identity Profiling Act”.

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.

### All Funds

#### FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Total Sources</b>							
<b>Requirements</b>							
Salaries and Benefits	—	—	—	—	—	—	—
Services and Supplies	104,991	100,083	123,890	124,289	399	124,292	3
Other Charges	53	227	601	201	(400)	201	—
<b>Gross Appropriations</b>	<b>105,044</b>	<b>100,311</b>	<b>124,491</b>	<b>124,490</b>	<b>(1)</b>	<b>124,493</b>	<b>3</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>105,044</b>	<b>100,311</b>	<b>124,491</b>	<b>124,490</b>	<b>(1)</b>	<b>124,493</b>	<b>3</b>
<b>Total Requirements</b>	<b>105,044</b>	<b>100,311</b>	<b>124,491</b>	<b>124,490</b>	<b>(1)</b>	<b>124,493</b>	<b>3</b>
<b>Net County Cost</b>	<b>105,044</b>	<b>100,311</b>	<b>124,491</b>	<b>124,490</b>	<b>(1)</b>	<b>124,493</b>	<b>3</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources							
Total Requirements	105,044	100,311	124,491	124,490	(1)	124,493	3
Net County Cost	105,044	100,311	124,491	124,490	(1)	124,493	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 2023-24 and FY 2024-25, including: adjustments in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2023-24 total (\$1). Net funding adjustments in FY 2024-25 total \$3.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(1)	3
Intrafund Transfers	—	—
Net County Cost	(1)	3
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	(1)	3
Intrafund Transfers	—	—
Net County Cost	(1)	3
Positions	—	—

## Non-Departmental Services (8000D)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	710,611,523	878,240,130	723,809,973	775,414,015	51,604,042	785,457,319	10,043,304
Licenses, Permits and Franchises	625,625	675,805	617,031	617,031	—	617,031	—
Fines, Forfeitures and Penalties	—	692,680	—	—	—	—	—
Use of Money and Property	18,953,997	18,531,891	18,792,904	18,950,012	157,108	19,108,691	158,679
Intergovernmental Revenues	123,248,338	50,182,989	136,201,519	135,945,597	(255,922)	135,945,597	—
Charges for Services	3,653,776	2,695,122	1,908,438	1,908,438	—	1,908,438	—
Interfund Revenue	7,073,443	7,604,836	5,281,424	5,281,424	—	5,281,424	—
Miscellaneous Revenue	2,440,616	6,465,737	231,843	231,843	—	231,843	—
Other Financing Sources	11,360	21,347,462	—	—	—	—	—
<b>Total Revenue</b>	<b>866,618,677</b>	<b>986,436,650</b>	<b>886,843,132</b>	<b>938,348,360</b>	<b>51,505,228</b>	<b>948,550,343</b>	<b>10,201,983</b>
Fund Balance	544,732,834	509,677,424	720,269,708	572,432,921	(147,836,787)	462,787,383	(109,645,538)
<b>Total Sources</b>	<b>1,411,351,511</b>	<b>1,496,114,074</b>	<b>1,607,112,840</b>	<b>1,510,781,281</b>	<b>(96,331,559)</b>	<b>1,411,337,726</b>	<b>(99,443,555)</b>
<b>Requirements</b>							
Salaries and Benefits	56,921,163	15,117,644	57,690,000	10,740,000	(46,950,000)	10,740,000	—
Services and Supplies	73,557,921	49,047,503	133,580,844	162,270,667	28,689,823	150,915,245	(11,355,422)
Other Charges	136,469,396	25,004,986	148,644,515	130,605,387	(18,039,128)	125,691,855	(4,913,532)
Fixed Assets	27,584,743	32,169,690	65,738,213	65,738,213	—	65,738,213	—
Other Financing Uses	80,282,654	56,898,658	307,510,368	275,207,593	(32,302,775)	176,644,679	(98,562,914)
<b>Gross Appropriations</b>	<b>374,815,877</b>	<b>178,238,482</b>	<b>713,163,940</b>	<b>644,561,860</b>	<b>(68,602,080)</b>	<b>529,729,992</b>	<b>(114,831,868)</b>
Intrafund Transfers	(165,693)	(57,744)	(484,045)	(484,045)	—	(484,045)	—
<b>Net Appropriations</b>	<b>374,650,184</b>	<b>178,180,738</b>	<b>712,679,895</b>	<b>644,077,815</b>	<b>(68,602,080)</b>	<b>529,245,947</b>	<b>(114,831,868)</b>
Contingencies/Dept Reserves	516,138,373	790,945,702	243,745,893	232,162,127	(11,583,766)	232,162,127	—
<b>Total Requirements</b>	<b>890,788,557</b>	<b>969,126,440</b>	<b>956,425,788</b>	<b>876,239,942</b>	<b>(80,185,846)</b>	<b>761,408,074</b>	<b>(114,831,868)</b>
<b>Net County Cost</b>	<b>(520,562,954)</b>	<b>(526,987,634)</b>	<b>(650,687,052)</b>	<b>(634,541,339)</b>	<b>16,145,713</b>	<b>(649,929,652)</b>	<b>(15,388,313)</b>

## 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, and long-term fiscal health.

During FY 2019-21, Non-Departmental Services funded numerous significant ground-up construction or renovation projects as part of the County's Five-Year Capital Improvement Plan. Completed projects during FY 2019-21 include the Animal Shelter and the Lathrop House relocation. Substantial progress has been made on the County Government Center Parking Structure II, which is anticipated to be completed in September 2021. The County continues to progress with the construction of the San Mateo Medical Center, County Office Building 3, Maple Street Homeless Shelter, and Cordilleras Mental Health Facility Replacement.

In addition, technology investments by Non-Departmental Services in FY 2019-21 included the Computer-Aided Dispatch system in Public Safety Communications, countywide call center, and expanding the county-wide WiFi network. Pursuant to the 2013 MOU with SamCERA, the County continued its aggressive pay-down of unfunded pension liabilities, with a payment of \$39.7 million in FY 2020-21.

In response to the COVID-19 pandemic and CZU Lightning Complex Fire, the Non-Departmental Services budget unit became the clearing house for all revenue and expenses related to the County's response and recovery to these emergencies. It is anticipated that this Budget Unit will continue to be the repository for ongoing recovery funds through FYs 2021-23. During, FY 2021-22, Non-Departmental Services is funding significant portions of the property tax system replacements for the Controller's Office (\$6 million) and Assessor (\$21 million).

## All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	710,611,523	878,240,130	723,809,973	775,414,015	51,604,042	785,457,319	10,043,304
Licenses, Permits and Franchises	625,625	675,805	617,031	617,031	—	617,031	—
Fines, Forfeitures and Penalties	—	692,680	—	—	—	—	—
Use of Money and Property	18,953,997	18,531,891	18,792,904	18,950,012	157,108	19,108,691	158,679
Intergovernmental Revenues	123,248,338	50,182,989	136,201,519	135,945,597	(255,922)	135,945,597	—
Charges for Services	3,653,776	2,695,122	1,908,438	1,908,438	—	1,908,438	—
Interfund Revenue	7,073,443	7,604,836	5,281,424	5,281,424	—	5,281,424	—
Miscellaneous Revenue	2,440,616	6,465,737	231,843	231,843	—	231,843	—
Other Financing Sources	11,360	21,347,462	—	—	—	—	—
<b>Total Revenue</b>	<b>866,618,677</b>	<b>986,436,650</b>	<b>886,843,132</b>	<b>938,348,360</b>	<b>51,505,228</b>	<b>948,550,343</b>	<b>10,201,983</b>
Fund Balance	544,732,834	509,677,424	720,269,708	572,432,921	(147,836,787)	462,787,383	(109,645,538)
<b>Total Sources</b>	<b>1,411,351,511</b>	<b>1,496,114,074</b>	<b>1,607,112,840</b>	<b>1,510,781,281</b>	<b>(96,331,559)</b>	<b>1,411,337,726</b>	<b>(99,443,555)</b>
<b>Requirements</b>							
Salaries and Benefits	56,921,163	15,117,644	57,690,000	10,740,000	(46,950,000)	10,740,000	—
Services and Supplies	73,557,921	49,047,503	133,580,844	162,270,667	28,689,823	150,915,245	(11,355,422)
Other Charges	136,469,396	25,004,986	148,644,515	130,605,387	(18,039,128)	125,691,855	(4,913,532)
Fixed Assets	27,584,743	32,169,690	65,738,213	65,738,213	—	65,738,213	—
Other Financing Uses	80,282,654	56,898,658	307,510,368	275,207,593	(32,302,775)	176,644,679	(98,562,914)
<b>Gross Appropriations</b>	<b>374,815,877</b>	<b>178,238,482</b>	<b>713,163,940</b>	<b>644,561,860</b>	<b>(68,602,080)</b>	<b>529,729,992</b>	<b>(114,831,868)</b>
Intrafund Transfers	(165,693)	(57,744)	(484,045)	(484,045)	—	(484,045)	—
<b>Net Appropriations</b>	<b>374,650,184</b>	<b>178,180,738</b>	<b>712,679,895</b>	<b>644,077,815</b>	<b>(68,602,080)</b>	<b>529,245,947</b>	<b>(114,831,868)</b>
Contingencies/Dept Reserves	516,138,373	790,945,702	243,745,893	232,162,127	(11,583,766)	232,162,127	—
<b>Total Requirements</b>	<b>890,788,557</b>	<b>969,126,440</b>	<b>956,425,788</b>	<b>876,239,942</b>	<b>(80,185,846)</b>	<b>761,408,074</b>	<b>(114,831,868)</b>
<b>Net County Cost</b>	<b>(520,562,954)</b>	<b>(526,987,634)</b>	<b>(650,687,052)</b>	<b>(634,541,339)</b>	<b>16,145,713</b>	<b>(649,929,652)</b>	<b>(15,388,313)</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	1,411,351,511	1,496,114,074	1,607,112,840	1,510,781,281	(96,331,559)	1,411,337,726	(99,443,555)
Total Requirements	890,788,557	969,126,440	956,425,788	876,239,942	(80,185,846)	761,408,074	(114,831,868)
Net County Cost	(520,562,954)	(526,987,634)	(650,687,052)	(634,541,339)	16,145,713	(649,929,652)	(15,388,313)

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2023-24 and FY 2024-25 including: adjustments to general purpose revenues, including Secured, Unsecured, and Supplemental Property taxes; Property Tax In Lieu of Vehicle License Fees, Vehicle Rental Business License Tax, and interest and investment income. Significant reductions are made to Requirements

including the removal of one-time items such as construction costs related to the COB3 and elections costs incurred in FYs 21-23. Additional adjustments are made to the Retirement Prepayment, Retiree Health Costs, and Measure K funded initiatives. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$405,342,107. Net funding adjustments in FY 2024-25 total \$318,022,365.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(576,103,603)	(416,498,811)
<b>Requirements</b>		
Gross Appropriations	(130,761,496)	(98,476,446)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(40,000,000)	—
Net County Cost	405,342,107	318,022,365
Positions	—	—

**2. Measure K - District Discretionary Allocations:** This action allocates Measure K funding for the five supervisorial districts discretionary Measure K funds for the next two-year budget cycle.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	5,000,000	(5,000,000)
<b>Requirements</b>		
Gross Appropriations	5,000,000	(5,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**3. Measure K - Gun Buy Back Program:** This action allocates one-time Measure K funding for the gun buy back program pilot extension from FY 22-23 to FY 23-24. The funding will be used to purchase working and non-working firearms at multiple events during the fiscal year.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	80,000	(80,000)
<b>Requirements</b>		
Gross Appropriations	80,000	(80,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—



**4. Measure K - Middlefield Road Streetscape Project:** This action reallocates funding from the County Executives Office to Non-Departmental Services and increases the allocation for additional improvements to the Middlefield Road Streetscape Project.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	14,495,016	(10,000,000)
<b>Requirements</b>		
Gross Appropriations	14,495,016	(10,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**5. FY 2023-24 and FY 2024-25 Election Costs:** This action adds funding for the March 5, 2024 Presidential Primary Election and the November 5, 2024 presidential General Election. Election costs are partially funded by the cities and special districts and this allocation represents the county’s cost.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	6,098,184	(1,275,422)
Intrafund Transfers	—	—
Net County Cost	6,098,184	(1,275,422)
Positions	—	—

**6. Non-Departmental Reimbursement for Sheriff's Office Expenses:** This action appropriates funding for Sheriff’s Office projects funded by Non-Departmental Services such as the Cogent Automated Fingerprint Identification System, parking enforcement in North Fair Oaks, the agreement with CORA, inmate hospital security, and campus security in Redwood City.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	1,486,216	—
Intrafund Transfers	—	—
Net County Cost	1,486,216	—
Positions	—	—

**7. North County Wellness Center:** This action allocates funding design and construction for the South San Francisco Wellness Center. This Center will serve as a hub to provide healthcare services to county residents in one convenient and easily accessible location with client facing spaces on the ground floor.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	30,000,000	—
Intrafund Transfers	—	—
Net County Cost	30,000,000	—
Positions	—	—

**8. Controller's Office Property Tax System:** This action allocates additional funding from the General Fund to the Controller's Office new property tax apportionment system.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	—
<b>Requirements</b>		
Gross Appropriations	5,000,000	—
Intrafund Transfers	—	—
Net County Cost	5,000,000	—
Positions	—	—

**9. Fund Balance Adjustment:** This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance and Reserves as well as the three percent Contingency.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	460,197,028	332,135,256
<b>Requirements</b>		
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	28,416,234	—
Net County Cost	(431,780,794)	(332,135,256)
Positions	—	—

## FY 2023-24 & FY 2024-25 Total Funding Adjustments

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	(96,331,559)	(99,443,555)
<b>Requirements</b>		
Gross Appropriations	(68,602,080)	(114,831,868)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(11,583,766)	—
Net County Cost	16,145,713	(15,388,313)
Positions	—	—

## 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 June 2021, the County will be issuing Lease Revenue Bonds for the purpose of providing funds, together with other available moneys, to finance the acquisition and equipping several capital projects, including the Cordilleras project, to refund certain bonds issued by the Joint Power's Financing Authority, pay capitalized interest on the 2021 Bonds, and pay costs of issuance of the 2021 Bonds. Additional Bonds will be issued to refund all or a portion of the Authority's Lease Revenue Bonds (Refunding and Capital Projects) 2013 Series A that are currently outstanding and to pay the cost issuance of the 2021A Bonds.

Debt service obligations total \$39,251,987 and \$40,591,999 for FY 2021-22 and FY 2022-23 respectively.

### Debt Service Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	254,656	204,990	—	—	—	—	—
Other Financing Sources	41,563,645	39,627,683	40,923,525	45,989,232	5,065,707	50,004,870	4,015,638
<b>Total Revenue</b>	<b>41,818,301</b>	<b>39,832,673</b>	<b>40,923,525</b>	<b>45,989,232</b>	<b>5,065,707</b>	<b>50,004,870</b>	<b>4,015,638</b>
Fund Balance	24,097,460	24,248,231	24,702,163	24,738,586	36,423	15,807,634	(8,930,952)
<b>Total Sources</b>	<b>65,915,761</b>	<b>64,080,904</b>	<b>65,625,688</b>	<b>70,727,818</b>	<b>5,102,130</b>	<b>65,812,504</b>	<b>(4,915,314)</b>
<b>Requirements</b>							
Services and Supplies	—	—	—	—	—	—	—
Other Charges	41,186,621	39,251,988	40,559,371	45,624,741	5,065,370	49,634,342	4,009,601
Other Financing Uses	480,909	126,753	6,624,237	9,295,443	2,671,206	4,000,000	(5,295,443)
<b>Gross Appropriations</b>	<b>41,667,530</b>	<b>39,378,740</b>	<b>47,183,608</b>	<b>54,920,184</b>	<b>7,736,576</b>	<b>53,634,342</b>	<b>(1,285,842)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>41,667,530</b>	<b>39,378,740</b>	<b>47,183,608</b>	<b>54,920,184</b>	<b>7,736,576</b>	<b>53,634,342</b>	<b>(1,285,842)</b>
Non-General Fund Reserves	24,248,231	24,702,163	18,442,080	15,807,634	(2,634,446)	12,178,162	(3,629,472)
<b>Total Requirements</b>	<b>65,915,761</b>	<b>64,080,904</b>	<b>65,625,688</b>	<b>70,727,818</b>	<b>5,102,130</b>	<b>65,812,504</b>	<b>(4,915,314)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Resource Allocation Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
Total Sources	65,915,761	64,080,904	65,625,688	70,727,818	5,102,130	65,812,504	(4,915,314)
Total Requirements	65,915,761	64,080,904	65,625,688	70,727,818	5,102,130	65,812,504	(4,915,314)
Net County Cost	—	—	—	—	—	—	—

**1. Adjustments to Provide Current Level Services:** Budget adjustments are made to reflect debt service payment schedules and offsetting contributions, and the elimination of one-time Capital Project contribution expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2023-24 total \$0. Net funding adjustments in FY 2024-25 total \$0.

	Total CLB FY 2023-24	Total CLB FY 2024-25
Sources	(19,636,456)	(25,622,673)
<b>Requirements</b>		
Gross Appropriations	(1,558,867)	(10,185,567)
Intrafund Transfers	—	—
Non-General Fund Reserves	(18,077,589)	(15,437,106)
Net County Cost	—	—
Positions	—	—

**2. Fund Balance Adjustment - Debt Service:** This action re-appropriates Fund Balance from the prior year to Reserves and one-time transfers out for funding of capital projects, and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	24,738,586	15,807,634
<b>Requirements</b>		
Gross Appropriations	9,295,443	4,000,000
Intrafund Transfers	—	—
Non-General Fund Reserves	15,443,143	11,807,634
Net County Cost	—	—
Positions	—	—

**3. Cordilleras Debt Service Bond Payments:** Appropriations are added in FY 2024-25 for new Debt Service Bond Payments for the 2021 Series A-1 Cordilleras Mental Health Project.

	RLB Adjustments FY 2023-24	RLB Adjustments FY 2024-25
Sources	—	4,899,725
<b>Requirements</b>		
Gross Appropriations	—	4,899,725
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

**FY 2023-24 & FY 2024-25 Total Funding Adjustments**

	Total Funding Adjustments FY 2023-24	Total Funding Adjustments FY 2024-25
Sources	5,102,130	(4,915,314)
<b>Requirements</b>		
Gross Appropriations	7,736,576	(1,285,842)
Intrafund Transfers	—	—
Non-General Fund Reserves	(2,634,446)	(3,629,472)
Net County Cost	—	—
Positions	—	—

**FY 2023-24 Long Term Debt Service**

<b>Long-Term Debt Service</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Funding Sources</b>
County Office Building 3/SMMC Admin Building	3,375,000	9,808,625	13,183,625	General Fund/San Mateo Medical Center
Coroner	235,000	684,563	919,563	Occupants of the Coroner's Office
Courts Relocation Project	284,143	71,740	355,884	Courthouse Construction Fund
Crime Lab	315,000	219,505	534,505	General Fund/Fees/Reserves
Health Center	5,927,653	1,639,071	7,566,724	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	234,875	59,721	294,597	HSA (claimable)/Housing/General Fund
Mutual Aid ESC JPA/Admin Microwave	135,000	93,583	228,583	General Fund/User Departments/Cities
County Office Building 2	941,904	680,921	1,622,825	Occupants of County Office Building 2
North County Clinic	200,042	959,958	1,160,000	FQHC Reimbursement/Tobacco Settlement
Skylonda Fire Station	195,000	116,963	311,963	General Fund
Youth Services Center	4,230,000	3,514,425	7,744,425	Occupants of Youth Services Center
Maple Street Correctional Ctr.	8,895,000	3,655,600	12,550,600	General Fund
<b>TOTAL DEBT SERVICE</b>	<b>24,968,618</b>	<b>21,504,674</b>	<b>46,473,292</b>	

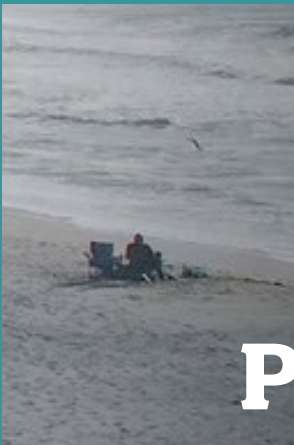
**Calculation of Annual Debt Service Limit**

<b>Fiscal Year</b>	<b>Budget</b>
Adopted FY 2019-20	3,274,474,396
Adopted FY 2020-21	3,674,156,376
Adopted FY 2021-22	3,777,238,523
Adopted FY 2022-23	4,222,641,087
Recommended FY 2023-24	4,061,420,854
Five Year Average	3,801,986,247
Debt Limit 4.0%	152,079,450
FY 2023-24 Debt Service Subject to the Debt Limit	46,473,292
Under Limit by this Amount	105,606,158
<b>% Under Debt Limit</b>	<b>69.44%</b>

<b>FY 2024-25 Long Term Debt Service</b>				
<b>Long-Term Debt Service</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Funding Sources</b>
County Office Building 3/SMMC Admin Building	3,545,000	9,635,625	13,180,625	General Fund/San Mateo Medical Center
Coroner	245,000	672,563	917,563	Occupants of the Coroner's Office
Courts Relocation Project	290,486	57,424	347,911	Courthouse Construction Fund
Crime Lab	325,000	203,467	528,467	General Fund/Fees
Health Center	6,102,933	1,338,306	7,441,240	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	241,820	47,804	289,624	HSA (claimable)/Housing/General Fund
Mutual Aid ESC JPA/Admin Microwave	140,000	86,745	226,745	General Fund/User Departments/Cities
County Office Building 2	969,756	633,129	1,602,885	Occupants of County Office Building 2
North County Clinic	195,873	1,009,127	1,205,000	FQHC Reimbursement/Tobacco Settlement
Skylonda Fire Station	205,000	106,963	311,963	General Fund
Youth Services Center	4,450,000	3,297,425	7,747,425	Occupants of Youth Services Center
Maple Street Correctional Ctr.	8,570,000	3,210,850	11,780,850	General Fund
<b>TOTAL DEBT SERVICE</b>	<b>25,280,869</b>	<b>20,299,429</b>	<b>45,580,298</b>	

<b>Calculation of Annual Debt Service Limit</b>	
<b>Fiscal Year</b>	<b>Budget</b>
Adopted FY 2020-21	3,674,156,376
Adopted FY 2021-22	3,777,238,523
Adopted FY 2022-23	4,222,641,087
Recommended FY 2023-24	4,061,420,854
Recommended FY 2024-25	3,587,749,766
Five Year Average	3,864,641,321
Debt Limit 4.0%	154,585,653
FY 2024-24 Debt Service Subject to the Debt Limit	45,580,298
Under Limit by this Amount	109,005,355
<b>% Under Debt Limit</b>	<b>70.51%</b>





# Budget Unit and Program Summaries



**COUNTY OF  
SAN MATEO**



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# Criminal Justice

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## Sheriff's Office (3000B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,813,677	2,849,450	2,797,962	2,877,731	79,769	2,797,731	(80,000)
Licenses, Permits and Franchises	3,547	2,046	5,000	5,000	—	5,000	—
Fines, Forfeitures and Penalties	531,030	534,128	490,000	530,000	40,000	530,000	—
Use of Money and Property	1	—	—	—	—	—	—
Intergovernmental Revenues	74,933,328	74,569,602	94,824,315	90,516,398	(4,307,917)	87,445,666	(3,070,732)
Charges for Services	30,474,628	35,269,317	36,247,603	42,222,938	5,975,335	42,672,646	449,708
Interfund Revenue	3,330,363	3,251,466	6,316,089	8,227,161	1,911,072	7,938,824	(288,337)
Miscellaneous Revenue	1,282,877	1,483,874	1,926,237	2,286,237	360,000	2,122,237	(164,000)
Other Financing Sources	78,747	19,039	84,467	84,565	98	86,338	1,773
<b>Total Revenue</b>	<b>113,448,199</b>	<b>117,978,921</b>	<b>142,691,673</b>	<b>146,750,030</b>	<b>4,058,357</b>	<b>143,598,442</b>	<b>(3,151,588)</b>
Fund Balance	18,334,447	15,959,949	36,708,751	18,760,991	(17,947,760)	3,246,033	(15,514,958)
<b>Total Sources</b>	<b>131,782,646</b>	<b>133,938,870</b>	<b>179,400,424</b>	<b>165,511,021</b>	<b>(13,889,403)</b>	<b>146,844,475</b>	<b>(18,666,546)</b>
<b>Requirements</b>							
Salaries and Benefits	194,500,606	195,287,592	213,994,032	207,777,885	(6,216,147)	212,326,415	4,548,530
Services and Supplies	22,684,822	24,748,030	36,472,633	38,101,046	1,628,413	28,885,974	(9,215,072)
Other Charges	19,398,922	19,164,294	23,670,644	25,709,432	2,038,788	25,523,462	(185,970)
Reclassification of Expenses	—	(21,007)	—	—	—	—	—
Fixed Assets	756,871	3,767,047	31,034,833	12,068,339	(18,966,494)	2,517,720	(9,550,619)
Other Financing Uses	18,919,937	15,596,041	14,929,815	14,135,436	(794,379)	13,379,707	(755,729)
<b>Gross Appropriations</b>	<b>256,261,159</b>	<b>258,541,997</b>	<b>320,101,957</b>	<b>297,792,138</b>	<b>(22,309,819)</b>	<b>282,633,278</b>	<b>(15,158,860)</b>
Intrafund Transfers	(1,668,609)	(2,319,415)	(2,793,700)	(4,395,153)	(1,601,453)	(3,911,642)	483,511
<b>Net Appropriations</b>	<b>254,592,550</b>	<b>256,222,583</b>	<b>317,308,257</b>	<b>293,396,985</b>	<b>(23,911,272)</b>	<b>278,721,636</b>	<b>(14,675,349)</b>
Contingencies/Dept Reserves	12,046,359	858,528	3,246,033	3,246,033	—	3,246,033	—
<b>Total Requirements</b>	<b>266,638,909</b>	<b>257,081,111</b>	<b>320,554,290</b>	<b>296,643,018</b>	<b>(23,911,272)</b>	<b>281,967,669</b>	<b>(14,675,349)</b>
<b>Net County Cost</b>	<b>134,856,264</b>	<b>123,142,241</b>	<b>141,153,866</b>	<b>131,131,997</b>	<b>(10,021,869)</b>	<b>135,123,194</b>	<b>3,991,197</b>
Salary Resolution	830.0	811.0	814.0	814.0	—	814.0	—
Funded FTE	826.5	807.5	810.3	810.4	0.1	810.4	—

## Administrative Services (3011P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	35,000	35,000	80,000	45,000	—	(80,000)
Intergovernmental Revenues	2,883,277	3,185,773	3,179,400	3,829,400	650,000	3,179,400	(650,000)
Charges for Services	101,642	78,993	178,000	178,000	—	178,000	—
Interfund Revenue	73,005	40,253	1,554,186	1,730,824	176,638	1,730,824	—
Miscellaneous Revenue	43,959	14,669	1,132,000	1,328,000	196,000	1,328,000	—
<b>Total Revenue</b>	<b>3,101,883</b>	<b>3,354,688</b>	<b>6,078,586</b>	<b>7,146,224</b>	<b>1,067,638</b>	<b>6,416,224</b>	<b>(730,000)</b>
Fund Balance	18,334,447	15,959,949	36,708,751	18,760,991	(17,947,760)	3,246,033	(15,514,958)
<b>Total Sources</b>	<b>21,436,330</b>	<b>19,314,637</b>	<b>42,787,337</b>	<b>25,907,215</b>	<b>(16,880,122)</b>	<b>9,662,257</b>	<b>(16,244,958)</b>
<b>Requirements</b>							
Salaries and Benefits	7,540,346	8,346,744	9,432,956	9,995,089	562,133	10,053,256	58,167
Services and Supplies	2,590,843	3,645,937	10,021,487	10,875,301	853,814	2,658,762	(8,216,539)
Other Charges	667,945	496,567	524,290	496,614	(27,676)	487,636	(8,978)
Reclassification of Expenses	(468,551)	(634,234)	(494,112)	(816,662)	(322,550)	(818,431)	(1,769)
Fixed Assets	—	2,810,685	27,891,483	9,047,619	(18,843,864)	—	(9,047,619)
Other Financing Uses	19,783	18,129	21,046	19,443	(1,603)	19,850	407
<b>Gross Appropriations</b>	<b>10,350,366</b>	<b>14,683,828</b>	<b>47,397,150</b>	<b>29,617,404</b>	<b>(17,779,746)</b>	<b>12,401,073</b>	<b>(17,216,331)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>10,350,366</b>	<b>14,683,828</b>	<b>47,397,150</b>	<b>29,617,404</b>	<b>(17,779,746)</b>	<b>12,401,073</b>	<b>(17,216,331)</b>
Contingencies/Dept Reserves	12,046,359	858,528	3,246,033	3,246,033	—	3,246,033	—
<b>Total Requirements</b>	<b>22,396,725</b>	<b>15,542,356</b>	<b>50,643,183</b>	<b>32,863,437</b>	<b>(17,779,746)</b>	<b>15,647,106</b>	<b>(17,216,331)</b>
<b>Net County Cost</b>	<b>960,395</b>	<b>(3,772,281)</b>	<b>7,855,846</b>	<b>6,956,222</b>	<b>(899,624)</b>	<b>5,984,849</b>	<b>(971,373)</b>
Salary Resolution	34.0	37.0	40.0	45.0	5.0	45.0	—
Funded FTE	34.0	37.0	40.0	45.0	5.0	45.0	—

## Support Services Division (3013P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Licenses, Permits and Franchises	3,547	2,046	5,000	5,000	—	5,000	—
Fines, Forfeitures and Penalties	82,865	141,091	40,000	80,000	40,000	80,000	—
Use of Money and Property	1	—	—	—	—	—	—
Intergovernmental Revenues	2,074,997	2,078,432	2,440,542	2,462,410	21,868	2,121,346	(341,064)
Charges for Services	347,329	417,304	335,000	375,000	40,000	375,000	—
Interfund Revenue	—	—	1,246,685	2,658,126	1,411,441	2,658,126	—
Miscellaneous Revenue	48,949	108,998	30,000	194,000	164,000	30,000	(164,000)
Other Financing Sources	21,150	18,800	21,150	21,150	—	21,150	—
<b>Total Revenue</b>	<b>2,578,838</b>	<b>2,766,671</b>	<b>4,118,377</b>	<b>5,795,686</b>	<b>1,677,309</b>	<b>5,290,622</b>	<b>(505,064)</b>
<b>Total Sources</b>	<b>2,578,838</b>	<b>2,766,671</b>	<b>4,118,377</b>	<b>5,795,686</b>	<b>1,677,309</b>	<b>5,290,622</b>	<b>(505,064)</b>
<b>Requirements</b>							
Salaries and Benefits	13,039,307	12,602,522	13,176,540	13,168,589	(7,951)	13,823,756	655,167
Services and Supplies	1,928,243	1,630,348	1,435,568	1,996,640	561,072	1,458,153	(538,487)
Other Charges	737,462	745,844	916,391	879,566	(36,825)	858,981	(20,585)
Reclassification of Expenses	—	—	—	(36,000)	(36,000)	—	36,000
Other Financing Uses	20,705	18,924	21,824	20,164	(1,660)	20,586	422
<b>Gross Appropriations</b>	<b>15,725,717</b>	<b>14,997,638</b>	<b>15,550,323</b>	<b>16,028,959</b>	<b>478,636</b>	<b>16,161,476</b>	<b>132,517</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>15,725,717</b>	<b>14,997,638</b>	<b>15,550,323</b>	<b>16,028,959</b>	<b>478,636</b>	<b>16,161,476</b>	<b>132,517</b>
<b>Total Requirements</b>	<b>15,725,717</b>	<b>14,997,638</b>	<b>15,550,323</b>	<b>16,028,959</b>	<b>478,636</b>	<b>16,161,476</b>	<b>132,517</b>
<b>Net County Cost</b>	<b>13,146,879</b>	<b>12,230,967</b>	<b>11,431,946</b>	<b>10,233,273</b>	<b>(1,198,673)</b>	<b>10,870,854</b>	<b>637,581</b>
Salary Resolution	55.0	55.0	53.0	54.0	1.0	54.0	—
Funded FTE	55.0	55.0	52.9	54.0	1.1	54.0	—

## Forensic Laboratory Division (3017P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	1,912,822	2,118,658	2,701,316	2,330,657	(370,659)	2,330,657	—
Charges for Services	1,466,152	1,740,065	1,530,000	1,580,000	50,000	1,580,000	—
Interfund Revenue	1,164,364	963,586	965,393	1,239,303	273,910	939,092	(300,211)
Miscellaneous Revenue	12,412	9,111	—	—	—	—	—
<b>Total Revenue</b>	<b>4,555,750</b>	<b>4,831,420</b>	<b>5,196,709</b>	<b>5,149,960</b>	<b>(46,749)</b>	<b>4,849,749</b>	<b>(300,211)</b>
<b>Total Sources</b>	<b>4,555,750</b>	<b>4,831,420</b>	<b>5,196,709</b>	<b>5,149,960</b>	<b>(46,749)</b>	<b>4,849,749</b>	<b>(300,211)</b>
<b>Requirements</b>							
Salaries and Benefits	5,296,968	5,677,447	6,144,527	5,819,990	(324,537)	5,904,191	84,201
Services and Supplies	1,810,187	1,072,374	1,909,525	1,513,840	(395,685)	1,513,902	62
Other Charges	908,382	852,291	908,646	882,168	(26,478)	880,079	(2,089)
Fixed Assets	67,520	195,361	134,338	637,338	503,000	134,338	(503,000)
Other Financing Uses	966,610	962,616	965,960	964,812	(1,148)	966,071	1,259
<b>Gross Appropriations</b>	<b>9,049,668</b>	<b>8,760,089</b>	<b>10,062,996</b>	<b>9,818,148</b>	<b>(244,848)</b>	<b>9,398,581</b>	<b>(419,567)</b>
Intrafund Transfers	(67,520)	—	(134,338)	(134,338)	—	(134,338)	—
<b>Net Appropriations</b>	<b>8,982,148</b>	<b>8,760,089</b>	<b>9,928,658</b>	<b>9,683,810</b>	<b>(244,848)</b>	<b>9,264,243</b>	<b>(419,567)</b>
<b>Total Requirements</b>	<b>8,982,148</b>	<b>8,760,089</b>	<b>9,928,658</b>	<b>9,683,810</b>	<b>(244,848)</b>	<b>9,264,243</b>	<b>(419,567)</b>
<b>Net County Cost</b>	<b>4,426,399</b>	<b>3,928,669</b>	<b>4,731,949</b>	<b>4,533,850</b>	<b>(198,099)</b>	<b>4,414,494</b>	<b>(119,356)</b>
Salary Resolution	29.0	28.0	28.0	28.0	—	28.0	—
Funded FTE	29.0	28.0	28.0	28.0	—	28.0	—

## Patrol Division (3051P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	823,973	946,262	869,230	903,999	34,769	903,999	—
Fines, Forfeitures and Penalties	448,165	393,037	450,000	450,000	—	450,000	—
Intergovernmental Revenues	9,714,110	9,972,365	10,330,100	9,024,400	(1,305,700)	9,024,400	—
Charges for Services	26,295,843	29,338,879	32,035,401	37,892,132	5,856,731	38,325,475	433,343
Interfund Revenue	963,237	1,085,055	1,150,689	1,278,843	128,154	1,278,843	—
Miscellaneous Revenue	261,344	230,010	764,237	764,237	—	764,237	—
Other Financing Sources	57,597	—	63,317	63,415	98	65,188	1,773
<b>Total Revenue</b>	<b>38,564,269</b>	<b>41,965,608</b>	<b>45,662,974</b>	<b>50,377,026</b>	<b>4,714,052</b>	<b>50,812,142</b>	<b>435,116</b>
<b>Total Sources</b>	<b>38,564,269</b>	<b>41,965,608</b>	<b>45,662,974</b>	<b>50,377,026</b>	<b>4,714,052</b>	<b>50,812,142</b>	<b>435,116</b>
<b>Requirements</b>							
Salaries and Benefits	46,161,848	47,990,646	53,583,322	54,213,436	630,114	55,096,800	883,364
Services and Supplies	2,838,065	4,155,716	2,350,691	2,459,693	109,002	2,473,754	14,061
Other Charges	6,348,567	6,525,835	6,908,623	8,668,686	1,760,063	8,579,780	(88,906)
Reclassification of Expenses	64,966	461,520	638,985	1,254,071	615,086	1,218,071	(36,000)
Fixed Assets	68,484	68,257	—	—	—	—	—
Other Financing Uses	28,796	26,616	30,199	28,125	(2,074)	28,574	449
<b>Gross Appropriations</b>	<b>55,510,726</b>	<b>59,228,591</b>	<b>63,511,820</b>	<b>66,624,011</b>	<b>3,112,191</b>	<b>67,396,979</b>	<b>772,968</b>
Intrafund Transfers	(66,690)	(117,850)	(353,234)	(371,878)	(18,644)	(371,878)	—
<b>Net Appropriations</b>	<b>55,444,036</b>	<b>59,110,741</b>	<b>63,158,586</b>	<b>66,252,133</b>	<b>3,093,547</b>	<b>67,025,101</b>	<b>772,968</b>
<b>Total Requirements</b>	<b>55,444,036</b>	<b>59,110,741</b>	<b>63,158,586</b>	<b>66,252,133</b>	<b>3,093,547</b>	<b>67,025,101</b>	<b>772,968</b>
<b>Net County Cost</b>	<b>16,879,767</b>	<b>17,145,133</b>	<b>17,495,612</b>	<b>15,875,107</b>	<b>(1,620,505)</b>	<b>16,212,959</b>	<b>337,852</b>
Salary Resolution	166.0	167.0	169.0	170.0	1.0	170.0	—
Funded FTE	162.5	163.5	165.5	166.5	1.0	166.5	—



## Investigations Bureau (3053P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,891,634	1,868,188	1,893,732	1,893,732	—	1,893,732	—
Intergovernmental Revenues	11,159,806	11,943,799	18,440,010	17,963,162	(476,848)	18,057,838	94,676
Charges for Services	712,006	1,538,002	2,014,822	2,038,451	23,629	2,052,451	14,000
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	106,572	227,977	—	—	—	—	—
<b>Total Revenue</b>	<b>13,870,017</b>	<b>15,577,966</b>	<b>22,348,564</b>	<b>21,895,345</b>	<b>(453,219)</b>	<b>22,004,021</b>	<b>108,676</b>
<b>Total Sources</b>	<b>13,870,017</b>	<b>15,577,966</b>	<b>22,348,564</b>	<b>21,895,345</b>	<b>(453,219)</b>	<b>22,004,021</b>	<b>108,676</b>
<b>Requirements</b>							
Salaries and Benefits	18,064,329	18,933,456	21,902,337	20,393,056	(1,509,281)	20,683,920	290,864
Services and Supplies	4,135,509	4,436,101	7,571,877	7,817,544	245,667	7,801,912	(15,632)
Other Charges	1,187,841	1,542,959	2,374,996	2,087,121	(287,875)	2,056,028	(31,093)
Reclassification of Expenses	(31,366)	(322,139)	(391,312)	(636,066)	(244,754)	(636,066)	—
Fixed Assets	112,688	233,693	830,000	830,000	—	830,000	—
Other Financing Uses	13,406	12,285	14,263	13,177	(1,086)	13,452	275
<b>Gross Appropriations</b>	<b>23,482,407</b>	<b>24,836,355</b>	<b>32,302,161</b>	<b>30,504,832</b>	<b>(1,797,329)</b>	<b>30,749,246</b>	<b>244,414</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>23,482,407</b>	<b>24,836,355</b>	<b>32,302,161</b>	<b>30,504,832</b>	<b>(1,797,329)</b>	<b>30,749,246</b>	<b>244,414</b>
<b>Total Requirements</b>	<b>23,482,407</b>	<b>24,836,355</b>	<b>32,302,161</b>	<b>30,504,832</b>	<b>(1,797,329)</b>	<b>30,749,246</b>	<b>244,414</b>
<b>Net County Cost</b>	<b>9,612,390</b>	<b>9,258,388</b>	<b>9,953,597</b>	<b>8,609,487</b>	<b>(1,344,110)</b>	<b>8,745,225</b>	<b>135,738</b>
Salary Resolution	90.0	88.0	87.0	84.0	(3.0)	84.0	—
Funded FTE	90.0	88.0	86.9	83.9	(3.0)	83.9	—

## Homeland Security Division (3055P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	98,070	—	—	—	—	—	—
Intergovernmental Revenues	3,637,709	2,279,433	6,816,526	4,824,869	(1,991,657)	4,824,869	—
Charges for Services	50,000	48,570	—	—	—	—	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	6,395	—	—	—	—	—	—
<b>Total Revenue</b>	<b>3,792,175</b>	<b>2,328,003</b>	<b>6,816,526</b>	<b>4,824,869</b>	<b>(1,991,657)</b>	<b>4,824,869</b>	<b>—</b>
<b>Total Sources</b>	<b>3,792,175</b>	<b>2,328,003</b>	<b>6,816,526</b>	<b>4,824,869</b>	<b>(1,991,657)</b>	<b>4,824,869</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	3,677,300	2,562,224	2,568,219	2,079,928	(488,291)	2,089,558	9,630
Services and Supplies	2,075,125	1,281,203	3,301,730	2,037,640	(1,264,090)	2,037,848	208
Other Charges	1,366,823	634,948	619,074	870,726	251,652	860,943	(9,783)
Reclassification of Expenses	151,258	—	75,000	75,000	—	75,000	—
Fixed Assets	508,179	424,219	2,179,012	1,553,382	(625,630)	1,553,382	—
Other Financing Uses	26,163	10,213	11,672	12,488	816	12,761	273
<b>Gross Appropriations</b>	<b>7,804,848</b>	<b>4,912,807</b>	<b>8,754,707</b>	<b>6,629,164</b>	<b>(2,125,543)</b>	<b>6,629,492</b>	<b>328</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>7,804,848</b>	<b>4,912,807</b>	<b>8,754,707</b>	<b>6,629,164</b>	<b>(2,125,543)</b>	<b>6,629,492</b>	<b>328</b>
<b>Total Requirements</b>	<b>7,804,848</b>	<b>4,912,807</b>	<b>8,754,707</b>	<b>6,629,164</b>	<b>(2,125,543)</b>	<b>6,629,492</b>	<b>328</b>
<b>Net County Cost</b>	<b>4,012,674</b>	<b>2,584,804</b>	<b>1,938,181</b>	<b>1,804,295</b>	<b>(133,886)</b>	<b>1,804,623</b>	<b>328</b>
Salary Resolution	14.0	5.0	4.0	4.0	—	4.0	—
Funded FTE	14.0	5.0	4.0	4.0	—	4.0	—

## Corrections Division (3101P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	30,317,875	30,660,495	35,229,150	34,512,470	(716,680)	32,094,682	(2,417,788)
Charges for Services	1,395,621	2,009,852	10,150	10,150	—	10,150	—
Interfund Revenue	432,367	457,032	600,958	547,341	(53,617)	550,327	2,986
Miscellaneous Revenue	570,927	729,732	—	—	—	—	—
Other Financing Sources	—	239	—	—	—	—	—
<b>Total Revenue</b>	<b>32,716,790</b>	<b>33,857,350</b>	<b>35,840,258</b>	<b>35,069,961</b>	<b>(770,297)</b>	<b>32,655,159</b>	<b>(2,414,802)</b>
<b>Total Sources</b>	<b>32,716,790</b>	<b>33,857,350</b>	<b>35,840,258</b>	<b>35,069,961</b>	<b>(770,297)</b>	<b>32,655,159</b>	<b>(2,414,802)</b>
<b>Requirements</b>							
Salaries and Benefits	82,290,822	81,296,958	85,978,063	82,035,476	(3,942,587)	84,227,103	2,191,627
Services and Supplies	6,188,162	7,061,948	8,319,369	9,286,737	967,368	8,818,067	(468,670)
Other Charges	7,372,066	7,401,818	10,346,124	10,018,136	(327,988)	10,006,186	(11,950)
Reclassification of Expenses	250,484	440,249	171,439	159,657	(11,782)	161,426	1,769
Fixed Assets	—	34,833	—	—	—	—	—
Other Financing Uses	17,819,931	14,523,386	13,838,617	13,049,659	(788,958)	12,290,414	(759,245)
<b>Gross Appropriations</b>	<b>113,921,465</b>	<b>110,759,191</b>	<b>118,653,612</b>	<b>114,549,665</b>	<b>(4,103,947)</b>	<b>115,503,196</b>	<b>953,531</b>
Intrafund Transfers	(1,289,331)	(1,940,536)	(1,962,014)	(3,533,691)	(1,571,677)	(3,043,617)	490,074
<b>Net Appropriations</b>	<b>112,632,134</b>	<b>108,818,656</b>	<b>116,691,598</b>	<b>111,015,974</b>	<b>(5,675,624)</b>	<b>112,459,579</b>	<b>1,443,605</b>
<b>Total Requirements</b>	<b>112,632,134</b>	<b>108,818,656</b>	<b>116,691,598</b>	<b>111,015,974</b>	<b>(5,675,624)</b>	<b>112,459,579</b>	<b>1,443,605</b>
<b>Net County Cost</b>	<b>79,915,345</b>	<b>74,961,305</b>	<b>80,851,340</b>	<b>75,946,013</b>	<b>(4,905,327)</b>	<b>79,804,420</b>	<b>3,858,407</b>
Salary Resolution	372.0	361.0	362.0	358.0	(4.0)	358.0	—
Funded FTE	372.0	361.0	362.0	358.0	(4.0)	358.0	—

## Court Security and Transportation Bureau (3158P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	13,232,732	12,330,647	15,687,271	15,569,030	(118,241)	15,812,474	243,444
Charges for Services	106,037	97,652	144,230	149,205	4,975	151,570	2,365
Interfund Revenue	697,390	705,540	798,178	772,724	(25,454)	781,612	8,888
Miscellaneous Revenue	232,319	163,376	—	—	—	—	—
<b>Total Revenue</b>	<b>14,268,478</b>	<b>13,297,215</b>	<b>16,629,679</b>	<b>16,490,959</b>	<b>(138,720)</b>	<b>16,745,656</b>	<b>254,697</b>
<b>Total Sources</b>	<b>14,268,478</b>	<b>13,297,215</b>	<b>16,629,679</b>	<b>16,490,959</b>	<b>(138,720)</b>	<b>16,745,656</b>	<b>254,697</b>
<b>Requirements</b>							
Salaries and Benefits	18,429,685	17,877,595	21,208,068	20,072,321	(1,135,747)	20,447,831	375,510
Services and Supplies	1,118,688	1,464,403	1,562,386	2,113,651	551,265	2,123,576	9,925
Other Charges	809,837	964,031	1,072,500	1,806,415	733,915	1,793,829	(12,586)
Reclassification of Expenses	33,209	33,597	—	—	—	—	—
Other Financing Uses	24,544	23,872	26,234	27,568	1,334	27,999	431
<b>Gross Appropriations</b>	<b>20,415,962</b>	<b>20,363,498</b>	<b>23,869,188</b>	<b>24,019,955</b>	<b>150,767</b>	<b>24,393,235</b>	<b>373,280</b>
Intrafund Transfers	(245,069)	(261,029)	(344,114)	(355,246)	(11,132)	(361,809)	(6,563)
<b>Net Appropriations</b>	<b>20,170,893</b>	<b>20,102,469</b>	<b>23,525,074</b>	<b>23,664,709</b>	<b>139,635</b>	<b>24,031,426</b>	<b>366,717</b>
<b>Total Requirements</b>	<b>20,170,893</b>	<b>20,102,469</b>	<b>23,525,074</b>	<b>23,664,709</b>	<b>139,635</b>	<b>24,031,426</b>	<b>366,717</b>
<b>Net County Cost</b>	<b>5,902,415</b>	<b>6,805,254</b>	<b>6,895,395</b>	<b>7,173,750</b>	<b>278,355</b>	<b>7,285,770</b>	<b>112,020</b>
Salary Resolution	70.0	70.0	71.0	71.0	—	71.0	—
Funded FTE	70.0	70.0	71.0	71.0	—	71.0	—

## Probation Department (3200B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	9,576	—	—	—	—	—	—
Fines, Forfeitures and Penalties	12,169	39,018	11,910	11,910	—	11,910	—
Intergovernmental Revenues	35,787,053	37,260,581	38,215,382	38,532,647	317,265	38,724,573	191,926
Charges for Services	993,248	84,655	—	—	—	—	—
Interfund Revenue	3,070	2,866	—	—	—	—	—
Miscellaneous Revenue	496,874	577,434	188,494	238,494	50,000	238,494	—
<b>Total Revenue</b>	<b>37,301,991</b>	<b>37,964,554</b>	<b>38,415,786</b>	<b>38,783,051</b>	<b>367,265</b>	<b>38,974,977</b>	<b>191,926</b>
Fund Balance	18,493,825	25,799,228	36,785,776	44,760,715	7,974,939	44,760,715	—
<b>Total Sources</b>	<b>55,795,816</b>	<b>63,763,782</b>	<b>75,201,562</b>	<b>83,543,766</b>	<b>8,342,204</b>	<b>83,735,692</b>	<b>191,926</b>
<b>Requirements</b>							
Salaries and Benefits	60,203,034	56,997,793	71,335,526	68,461,249	(2,874,277)	70,272,276	1,811,027
Services and Supplies	4,295,027	4,045,377	7,445,477	7,228,843	(216,634)	7,308,083	79,240
Other Charges	9,602,880	9,098,924	10,649,914	9,663,437	(986,477)	9,859,133	195,696
Fixed Assets	55,605	—	1,500,000	1,700,000	200,000	1,700,000	—
Other Financing Uses	6,385,601	6,429,734	6,452,131	6,473,265	21,134	6,484,765	11,500
<b>Gross Appropriations</b>	<b>80,542,146</b>	<b>76,571,828</b>	<b>97,383,048</b>	<b>93,526,794</b>	<b>(3,856,254)</b>	<b>95,624,257</b>	<b>2,097,463</b>
Intrafund Transfers	(177,500)	(205,383)	(132,948)	(132,948)	—	(132,948)	—
<b>Net Appropriations</b>	<b>80,364,646</b>	<b>76,366,445</b>	<b>97,250,100</b>	<b>93,393,846</b>	<b>(3,856,254)</b>	<b>95,491,309</b>	<b>2,097,463</b>
Contingencies/Dept Reserves	18,493,825	25,299,228	35,285,776	44,060,714	8,774,938	44,060,714	—
<b>Total Requirements</b>	<b>98,858,471</b>	<b>101,665,673</b>	<b>132,535,876</b>	<b>137,454,560</b>	<b>4,918,684</b>	<b>139,552,023</b>	<b>2,097,463</b>
<b>Net County Cost</b>	<b>43,062,656</b>	<b>37,901,890</b>	<b>57,334,314</b>	<b>53,910,794</b>	<b>(3,423,520)</b>	<b>55,816,331</b>	<b>1,905,537</b>
Salary Resolution	383.0	383.0	354.0	354.0	—	354.0	—
Funded FTE	380.4	380.9	350.8	350.8	—	350.8	—

## Administrative Services (3211P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	9,576	—	—	—	—	—	—
Intergovernmental Revenues	1,426,610	1,770,030	1,791,235	2,437,920	646,685	2,437,920	—
Charges for Services	2	61	—	—	—	—	—
Interfund Revenue	3,070	2,866	—	—	—	—	—
Miscellaneous Revenue	15,945	20,330	—	—	—	—	—
<b>Total Revenue</b>	<b>1,455,203</b>	<b>1,793,287</b>	<b>1,791,235</b>	<b>2,437,920</b>	<b>646,685</b>	<b>2,437,920</b>	<b>—</b>
Fund Balance	7,761,688	15,067,091	26,053,639	24,553,639	(1,500,000)	24,553,639	—
<b>Total Sources</b>	<b>9,216,891</b>	<b>16,860,378</b>	<b>27,844,874</b>	<b>26,991,559</b>	<b>(853,315)</b>	<b>26,991,559</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	6,837,590	6,444,034	8,680,209	8,623,303	(56,906)	8,789,720	166,417
Services and Supplies	574,034	608,133	1,386,058	1,428,673	42,615	1,428,751	78
Other Charges	1,242,678	562,425	2,312,384	812,161	(1,500,223)	880,498	68,337
Fixed Assets	—	—	1,500,000	1,700,000	200,000	1,700,000	—
Other Financing Uses	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>8,654,301</b>	<b>7,614,593</b>	<b>13,878,651</b>	<b>12,564,137</b>	<b>(1,314,514)</b>	<b>12,798,969</b>	<b>234,832</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>8,654,301</b>	<b>7,614,593</b>	<b>13,878,651</b>	<b>12,564,137</b>	<b>(1,314,514)</b>	<b>12,798,969</b>	<b>234,832</b>
Contingencies/Dept Reserves	7,761,688	14,567,091	24,553,639	27,011,951	2,458,312	27,011,951	—
<b>Total Requirements</b>	<b>16,415,989</b>	<b>22,181,684</b>	<b>38,432,290</b>	<b>39,576,088</b>	<b>1,143,798</b>	<b>39,810,920</b>	<b>234,832</b>
<b>Net County Cost</b>	<b>7,199,098</b>	<b>5,321,306</b>	<b>10,587,416</b>	<b>12,584,529</b>	<b>1,997,113</b>	<b>12,819,361</b>	<b>234,832</b>
Salary Resolution	35.0	35.0	40.0	41.0	1.0	41.0	—
Funded FTE	35.0	35.0	39.9	40.9	1.0	40.9	—

## Adult and Pretrial Services (3227P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Fines, Forfeitures and Penalties	2,184	3,854	3,400	3,400	—	3,400	—
Intergovernmental Revenues	15,162,585	15,547,593	13,977,305	15,906,465	1,929,160	16,098,391	191,926
Charges for Services	988,336	84,578	—	—	—	—	—
Miscellaneous Revenue	368,984	361,965	100,700	100,700	—	100,700	—
<b>Total Revenue</b>	<b>16,522,089</b>	<b>15,997,990</b>	<b>14,081,405</b>	<b>16,010,565</b>	<b>1,929,160</b>	<b>16,202,491</b>	<b>191,926</b>
Fund Balance	309,964	309,964	309,964	3,468,277	3,158,313	3,468,277	—
<b>Total Sources</b>	<b>16,832,053</b>	<b>16,307,954</b>	<b>14,391,369</b>	<b>19,478,842</b>	<b>5,087,473</b>	<b>19,670,768</b>	<b>191,926</b>
<b>Requirements</b>							
Salaries and Benefits	27,965,723	26,162,481	31,116,957	29,695,421	(1,421,536)	30,500,272	804,851
Services and Supplies	756,268	677,230	948,215	804,236	(143,979)	804,395	159
Other Charges	2,522,516	1,987,276	1,604,302	1,861,213	256,911	1,898,923	37,710
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	73,405	72,627	75,990	83,727	7,737	85,480	1,753
<b>Gross Appropriations</b>	<b>31,317,912</b>	<b>28,899,613</b>	<b>33,745,464</b>	<b>32,444,597</b>	<b>(1,300,867)</b>	<b>33,289,070</b>	<b>844,473</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>31,317,912</b>	<b>28,899,613</b>	<b>33,745,464</b>	<b>32,444,597</b>	<b>(1,300,867)</b>	<b>33,289,070</b>	<b>844,473</b>
Contingencies/Dept Reserves	309,964	309,964	309,964	3,468,277	3,158,313	3,468,277	—
<b>Total Requirements</b>	<b>31,627,876</b>	<b>29,209,577</b>	<b>34,055,428</b>	<b>35,912,874</b>	<b>1,857,446</b>	<b>36,757,347</b>	<b>844,473</b>
<b>Net County Cost</b>	<b>14,795,824</b>	<b>12,901,624</b>	<b>19,664,059</b>	<b>16,434,032</b>	<b>(3,230,027)</b>	<b>17,086,579</b>	<b>652,547</b>
Salary Resolution	178.0	176.0	154.0	153.0	(1.0)	153.0	—
Funded FTE	177.5	176.0	153.1	152.1	(1.0)	152.1	—

## Juvenile and Institutions Services (3253P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	9,984	35,164	8,510	8,510	—	8,510	—
Intergovernmental Revenues	19,197,858	19,942,958	22,446,842	20,188,262	(2,258,580)	20,188,262	—
Charges for Services	4,910	17	—	—	—	—	—
Miscellaneous Revenue	111,946	195,140	87,794	137,794	50,000	137,794	—
<b>Total Revenue</b>	<b>19,324,699</b>	<b>20,173,278</b>	<b>22,543,146</b>	<b>20,334,566</b>	<b>(2,208,580)</b>	<b>20,334,566</b>	<b>—</b>
Fund Balance	10,422,173	10,422,173	10,422,173	16,738,799	6,316,626	16,738,799	—
<b>Total Sources</b>	<b>29,746,872</b>	<b>30,595,451</b>	<b>32,965,319</b>	<b>37,073,365</b>	<b>4,108,046</b>	<b>37,073,365</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	25,399,721	24,391,277	31,538,360	30,142,525	(1,395,835)	30,982,284	839,759
Services and Supplies	2,964,724	2,737,039	5,111,204	4,995,934	(115,270)	5,074,937	79,003
Other Charges	5,837,686	6,549,222	6,733,228	6,990,063	256,835	7,079,712	89,649
Fixed Assets	55,605	—	—	—	—	—	—
Other Financing Uses	6,312,197	6,357,107	6,376,141	6,389,538	13,397	6,399,285	9,747
<b>Gross Appropriations</b>	<b>40,569,933</b>	<b>40,034,646</b>	<b>49,758,933</b>	<b>48,518,060</b>	<b>(1,240,873)</b>	<b>49,536,218</b>	<b>1,018,158</b>
Intrafund Transfers	(177,500)	(205,383)	(132,948)	(132,948)	—	(132,948)	—
<b>Net Appropriations</b>	<b>40,392,433</b>	<b>39,829,263</b>	<b>49,625,985</b>	<b>48,385,112</b>	<b>(1,240,873)</b>	<b>49,403,270</b>	<b>1,018,158</b>
Contingencies/Dept Reserves	10,422,173	10,422,173	10,422,173	13,580,486	3,158,313	13,580,486	—
<b>Total Requirements</b>	<b>50,814,606</b>	<b>50,251,436</b>	<b>60,048,158</b>	<b>61,965,598</b>	<b>1,917,440</b>	<b>62,983,756</b>	<b>1,018,158</b>
<b>Net County Cost</b>	<b>21,067,734</b>	<b>19,655,985</b>	<b>27,082,839</b>	<b>24,892,233</b>	<b>(2,190,606)</b>	<b>25,910,391</b>	<b>1,018,158</b>
Salary Resolution	170.0	172.0	160.0	160.0	—	160.0	—
Funded FTE	167.9	169.9	157.8	157.8	—	157.8	—



## District Attorney's Office (2510B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,033,082	866,664	1,109,676	2,209,676	1,100,000	2,209,676	—
Fines, Forfeitures and Penalties	—	624,592	805,665	1,838,196	1,032,531	1,860,955	22,759
Intergovernmental Revenues	14,655,746	14,718,832	14,765,294	16,041,142	1,275,848	16,084,390	43,248
Charges for Services	205,210	733,487	204,769	315,826	111,057	315,826	—
Interfund Revenue	272,134	189,236	—	—	—	—	—
Miscellaneous Revenue	105,093	210,196	73,400	123,400	50,000	73,400	(50,000)
<b>Total Revenue</b>	<b>16,271,265</b>	<b>17,343,007</b>	<b>16,958,804</b>	<b>20,528,240</b>	<b>3,569,436</b>	<b>20,544,247</b>	<b>16,007</b>
Fund Balance	7,208,916	8,294,697	8,638,502	9,002,581	364,079	7,865,075	(1,137,506)
<b>Total Sources</b>	<b>23,480,181</b>	<b>25,637,704</b>	<b>25,597,306</b>	<b>29,530,821</b>	<b>3,933,515</b>	<b>28,409,322</b>	<b>(1,121,499)</b>
<b>Requirements</b>							
Salaries and Benefits	33,149,808	34,596,835	37,811,767	39,463,129	1,651,362	40,437,892	974,763
Services and Supplies	1,430,607	1,452,246	2,271,339	3,731,940	1,460,601	3,353,181	(378,759)
Other Charges	2,074,996	2,104,631	2,540,080	2,819,776	279,696	2,874,661	54,885
Other Financing Uses	148,157	142,921	154,005	156,175	2,170	158,166	1,991
<b>Gross Appropriations</b>	<b>36,803,567</b>	<b>38,296,633</b>	<b>42,777,191</b>	<b>46,171,020</b>	<b>3,393,829</b>	<b>46,823,900</b>	<b>652,880</b>
Intrafund Transfers	(221,429)	(239,941)	(453,279)	(432,806)	20,473	(437,646)	(4,840)
<b>Net Appropriations</b>	<b>36,582,138</b>	<b>38,056,692</b>	<b>42,323,912</b>	<b>45,738,214</b>	<b>3,414,302</b>	<b>46,386,254</b>	<b>648,040</b>
Contingencies/Dept Reserves	6,071,410	7,157,191	7,500,996	7,865,075	364,079	7,059,410	(805,665)
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>42,653,548</b>	<b>45,213,883</b>	<b>49,824,908</b>	<b>53,603,289</b>	<b>3,778,381</b>	<b>53,445,664</b>	<b>(157,625)</b>
<b>Net County Cost</b>	<b>19,173,367</b>	<b>19,576,179</b>	<b>24,227,602</b>	<b>24,072,468</b>	<b>(155,134)</b>	<b>25,036,342</b>	<b>963,874</b>
Salary Resolution	141.0	141.0	144.0	151.0	7.0	151.0	—
Funded FTE	140.5	140.0	143.4	149.9	6.5	149.9	—

## County Support of the Courts (2700B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Fines, Forfeitures and Penalties	3,309,164	4,211,658	5,069,040	3,827,038	(1,242,002)	3,827,038	—
Charges for Services	1,286,601	895,855	1,305,921	605,921	(700,000)	605,921	—
Miscellaneous Revenue	1,578,540	1,526,919	1,168,221	1,128,221	(40,000)	1,128,221	—
<b>Total Revenue</b>	<b>6,174,305</b>	<b>6,634,433</b>	<b>7,543,182</b>	<b>5,561,180</b>	<b>(1,982,002)</b>	<b>5,561,180</b>	<b>—</b>
Fund Balance	—	—	2,181,413	1,219,251	(962,162)	1,219,251	—
<b>Total Sources</b>	<b>6,174,305</b>	<b>6,634,433</b>	<b>9,724,595</b>	<b>6,780,431</b>	<b>(2,944,164)</b>	<b>6,780,431</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	—	—	—	—	—	—	—
Services and Supplies	1,274,080	1,451,812	1,534,726	1,490,052	(44,674)	1,490,052	—
Other Charges	18,248,832	18,962,438	20,443,255	17,018,617	(3,424,638)	17,018,617	—
Other Financing Uses	—	—	7,739	—	(7,739)	—	—
<b>Gross Appropriations</b>	<b>19,522,912</b>	<b>20,414,250</b>	<b>21,985,720</b>	<b>18,508,669</b>	<b>(3,477,051)</b>	<b>18,508,669</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>19,522,912</b>	<b>20,414,250</b>	<b>21,985,720</b>	<b>18,508,669</b>	<b>(3,477,051)</b>	<b>18,508,669</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	683,713	1,219,251	535,538	1,219,251	—
<b>Total Requirements</b>	<b>19,522,912</b>	<b>20,414,250</b>	<b>22,669,433</b>	<b>19,727,920</b>	<b>(2,941,513)</b>	<b>19,727,920</b>	<b>—</b>
<b>Net County Cost</b>	<b>13,348,607</b>	<b>13,779,817</b>	<b>12,944,838</b>	<b>12,947,489</b>	<b>2,651</b>	<b>12,947,489</b>	<b>—</b>

## Private Defender Program (2800B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	—	—	450,010	450,010	—	450,010	—
Charges for Services	305,795	—	654,624	654,624	—	654,624	—
Miscellaneous Revenue	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>305,795</b>	<b>—</b>	<b>1,104,634</b>	<b>1,104,634</b>	<b>—</b>	<b>1,104,634</b>	<b>—</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>305,795</b>	<b>—</b>	<b>1,104,634</b>	<b>1,104,634</b>	<b>—</b>	<b>1,104,634</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	19,500,730	18,426,671	22,976,747	22,983,159	6,412	22,983,159	—
Other Charges	21,989	23,142	115,151	109,051	(6,100)	109,514	463
Other Financing Uses	36,728	36,910	36,966	37,188	222	37,248	60
<b>Gross Appropriations</b>	<b>19,559,447</b>	<b>18,486,722</b>	<b>23,128,864</b>	<b>23,129,398</b>	<b>534</b>	<b>23,129,921</b>	<b>523</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>19,559,447</b>	<b>18,486,722</b>	<b>23,128,864</b>	<b>23,129,398</b>	<b>534</b>	<b>23,129,921</b>	<b>523</b>
<b>Total Requirements</b>	<b>19,559,447</b>	<b>18,486,722</b>	<b>23,128,864</b>	<b>23,129,398</b>	<b>534</b>	<b>23,129,921</b>	<b>523</b>
<b>Net County Cost</b>	<b>19,253,652</b>	<b>18,486,722</b>	<b>22,024,230</b>	<b>22,024,764</b>	<b>534</b>	<b>22,025,287</b>	<b>523</b>

## Coroner's Office (3300B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Licenses, Permits and Franchises	13,644	13,860	13,500	13,500	—	13,500	—
Intergovernmental Revenues	672,767	772,767	772,767	772,767	—	772,767	—
Charges for Services	362,593	368,701	300,250	300,250	—	300,250	—
Miscellaneous Revenue	1,558	11,683	4,500	4,500	—	4,500	—
<b>Total Revenue</b>	<b>1,050,562</b>	<b>1,167,011</b>	<b>1,091,017</b>	<b>1,091,017</b>	<b>—</b>	<b>1,091,017</b>	<b>—</b>
Fund Balance	153,835	70,214	315,231	355,933	40,702	315,231	(40,702)
<b>Total Sources</b>	<b>1,204,397</b>	<b>1,237,225</b>	<b>1,406,248</b>	<b>1,446,950</b>	<b>40,702</b>	<b>1,406,248</b>	<b>(40,702)</b>
<b>Requirements</b>							
Salaries and Benefits	2,353,498	2,703,149	3,103,712	3,036,395	(67,317)	3,081,539	45,144
Services and Supplies	1,173,849	1,109,596	1,440,137	1,511,482	71,345	1,465,391	(46,091)
Other Charges	482,886	456,922	489,634	1,080,577	590,943	1,099,456	18,879
Fixed Assets	—	24,517	—	—	—	—	—
Other Financing Uses	19,274	19,065	19,484	75,871	56,387	77,103	1,232
<b>Gross Appropriations</b>	<b>4,029,508</b>	<b>4,313,250</b>	<b>5,052,967</b>	<b>5,704,325</b>	<b>651,358</b>	<b>5,723,489</b>	<b>19,164</b>
Intrafund Transfers	—	(6,089)	(88,000)	(88,000)	—	(88,000)	—
<b>Net Appropriations</b>	<b>4,029,508</b>	<b>4,307,161</b>	<b>4,964,967</b>	<b>5,616,325</b>	<b>651,358</b>	<b>5,635,489</b>	<b>19,164</b>
Contingencies/Dept Reserves	63,518	63,518	315,231	315,231	—	315,231	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>4,093,026</b>	<b>4,370,679</b>	<b>5,280,198</b>	<b>5,931,556</b>	<b>651,358</b>	<b>5,950,720</b>	<b>19,164</b>
<b>Net County Cost</b>	<b>2,888,629</b>	<b>3,133,454</b>	<b>3,873,950</b>	<b>4,484,606</b>	<b>610,656</b>	<b>4,544,472</b>	<b>59,866</b>
Salary Resolution	15.0	15.0	15.0	15.0	—	15.0	—
Funded FTE	15.0	15.0	15.0	15.0	—	15.0	—

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# Health Services

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## County Health

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	12,370,240	12,468,142	13,948,922	14,810,173	861,251	14,805,245	(4,928)
Licenses, Permits and Franchises	2,127,957	1,915,799	2,790,162	2,309,024	(481,138)	2,356,001	46,977
Fines, Forfeitures and Penalties	1,251,357	1,489,132	1,837,445	1,851,916	14,471	1,851,916	—
Use of Money and Property	634,528	1,265,961	920,865	478,813	(442,052)	478,813	—
Intergovernmental Revenues	332,857,905	408,438,222	380,506,156	434,330,287	53,824,131	414,120,180	(20,210,107)
Charges for Services	259,101,271	257,381,145	314,990,022	341,146,104	26,156,082	356,910,271	15,764,167
Interfund Revenue	15,299,054	14,765,208	16,716,127	80,345,091	63,628,964	53,961,172	(26,383,919)
Miscellaneous Revenue	22,058,118	24,294,417	30,815,070	27,950,677	(2,864,393)	28,007,749	57,072
Other Financing Sources	69,166,561	58,054,929	65,153,152	63,621,621	(1,531,531)	63,621,621	—
<b>Total Revenue</b>	<b>714,866,991</b>	<b>780,072,953</b>	<b>827,677,921</b>	<b>966,843,706</b>	<b>139,165,785</b>	<b>936,112,968</b>	<b>(30,730,738)</b>
Fund Balance	17,814,448	16,845,423	17,937,180	35,678,894	17,741,714	27,174,230	(8,504,664)
<b>Total Sources</b>	<b>732,681,439</b>	<b>796,918,376</b>	<b>845,615,101</b>	<b>1,002,522,600</b>	<b>156,907,499</b>	<b>963,287,198</b>	<b>(39,235,402)</b>
<b>Requirements</b>							
Salaries and Benefits	423,184,905	434,674,894	495,266,197	522,626,924	27,360,727	520,778,011	(1,848,913)
Services and Supplies	266,090,301	315,521,335	310,533,721	394,389,542	83,855,821	368,906,567	(25,482,975)
Other Charges	126,538,853	130,364,458	164,183,247	179,861,565	15,678,318	185,136,547	5,274,982
Reclassification of Expenses	—	—	57,724	(744,363)	(802,087)	(743,363)	1,000
Fixed Assets	263,578	838,242	4,979,678	5,108,018	128,340	5,108,018	—
Other Financing Uses	87,873,917	80,882,138	80,434,892	91,666,208	11,231,316	79,127,286	(12,538,922)
<b>Gross Appropriations</b>	<b>903,951,554</b>	<b>962,281,067</b>	<b>1,055,455,459</b>	<b>1,192,907,894</b>	<b>137,452,435</b>	<b>1,158,313,066</b>	<b>(34,594,828)</b>
Intrafund Transfers	(19,316,915)	(17,941,250)	(20,740,987)	(18,747,548)	1,993,439	(19,606,954)	(859,406)
<b>Net Appropriations</b>	<b>884,634,639</b>	<b>944,339,818</b>	<b>1,034,714,472</b>	<b>1,174,160,346</b>	<b>139,445,874</b>	<b>1,138,706,112</b>	<b>(35,454,234)</b>
Contingencies/Dept Reserves	10,881,345	13,046,501	10,687,168	10,644,339	(42,829)	10,644,339	—
Non-General Fund Reserves	23,612,605	23,323,749	3,666,640	16,187,373	12,520,733	16,187,373	—
<b>Total Requirements</b>	<b>919,128,589</b>	<b>980,710,067</b>	<b>1,049,068,280</b>	<b>1,200,992,058</b>	<b>151,923,778</b>	<b>1,165,537,824</b>	<b>(35,454,234)</b>
<b>Net County Cost</b>	<b>186,447,150</b>	<b>183,791,691</b>	<b>203,453,179</b>	<b>198,469,458</b>	<b>(4,983,721)</b>	<b>202,250,626</b>	<b>3,781,168</b>
Salary Resolution	2,209.0	2,225.0	2,253.0	2,327.0	74.0	2,329.0	2.0
Funded FTE	2,130.3	2,150.4	2,166.3	2,244.4	78.2	2,246.4	2.0

## Health Administration (5500B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	1,004,799	1,499,528	1,699,699	784,605	(915,094)	891,344	106,739
Charges for Services	1,902,076	2,202,531	2,246,828	1,712,252	(534,576)	1,717,636	5,384
Interfund Revenue	2,083,292	2,083,235	2,082,023	2,082,023	—	2,082,023	—
Miscellaneous Revenue	12,998	32,453	—	—	—	—	—
<b>Total Revenue</b>	<b>5,003,166</b>	<b>5,817,748</b>	<b>6,028,550</b>	<b>4,578,880</b>	<b>(1,449,670)</b>	<b>4,691,003</b>	<b>112,123</b>
Fund Balance	406,437	416,717	415,340	419,620	4,280	419,620	—
<b>Total Sources</b>	<b>5,409,603</b>	<b>6,234,465</b>	<b>6,443,890</b>	<b>4,998,500</b>	<b>(1,445,390)</b>	<b>5,110,623</b>	<b>112,123</b>
<b>Requirements</b>							
Salaries and Benefits	6,248,965	6,137,524	6,385,271	5,998,287	(386,984)	6,099,661	101,374
Services and Supplies	1,121,753	1,873,038	1,763,653	1,028,892	(734,761)	1,034,182	5,290
Other Charges	348,002	355,857	1,066,084	484,876	(581,208)	490,310	5,434
Fixed Assets	—	—	50,000	50,000	—	50,000	—
Other Financing Uses	5,024	191,207	4,387	1,594	(2,793)	1,619	25
<b>Gross Appropriations</b>	<b>7,723,744</b>	<b>8,557,626</b>	<b>9,269,395</b>	<b>7,563,649</b>	<b>(1,705,746)</b>	<b>7,675,772</b>	<b>112,123</b>
Intrafund Transfers	(2,740,211)	(2,738,501)	(3,242,222)	(2,981,866)	260,356	(2,981,866)	—
<b>Net Appropriations</b>	<b>4,983,533</b>	<b>5,819,125</b>	<b>6,027,173</b>	<b>4,581,783</b>	<b>(1,445,390)</b>	<b>4,693,906</b>	<b>112,123</b>
Contingencies/Dept Reserves	426,070	415,340	416,717	416,717	—	416,717	—
<b>Total Requirements</b>	<b>5,409,603</b>	<b>6,234,465</b>	<b>6,443,890</b>	<b>4,998,500</b>	<b>(1,445,390)</b>	<b>5,110,623</b>	<b>112,123</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	24.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	23.8	23.8	23.6	23.6	—	23.6	—

## Health Coverage Unit (5510B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	1,968,554	—	42,730	—	(42,730)	—	—
Charges for Services	2,046,879	2,500,000	4,577,084	2,741,790	(1,835,294)	2,794,959	53,169
Interfund Revenue	283,449	673,565	362,258	406,833	44,575	322,866	(83,967)
Miscellaneous Revenue	30,404	3,159,504	3,509,574	—	(3,509,574)	—	—
<b>Total Revenue</b>	<b>4,329,286</b>	<b>6,333,069</b>	<b>8,491,646</b>	<b>3,148,623</b>	<b>(5,343,023)</b>	<b>3,117,825</b>	<b>(30,798)</b>
Fund Balance	286,300	335,894	385,053	402,488	17,435	402,488	—
<b>Total Sources</b>	<b>4,615,586</b>	<b>6,668,963</b>	<b>8,876,699</b>	<b>3,551,111</b>	<b>(5,325,588)</b>	<b>3,520,313</b>	<b>(30,798)</b>
<b>Requirements</b>							
Salaries and Benefits	3,842,994	4,402,729	4,449,327	4,488,550	39,223	4,551,784	63,234
Services and Supplies	2,450,073	2,310,872	4,182,013	860,148	(3,321,865)	798,643	(61,505)
Other Charges	183,569	1,894,912	2,443,307	347,304	(2,096,003)	351,620	4,316
Fixed Assets	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>6,476,636</b>	<b>8,608,513</b>	<b>11,074,647</b>	<b>5,696,002</b>	<b>(5,378,645)</b>	<b>5,702,047</b>	<b>6,045</b>
Intrafund Transfers	(500)	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>6,476,136</b>	<b>8,608,513</b>	<b>11,074,647</b>	<b>5,696,002</b>	<b>(5,378,645)</b>	<b>5,702,047</b>	<b>6,045</b>
Contingencies/Dept Reserves	286,300	335,893	385,053	402,488	17,435	402,488	—
<b>Total Requirements</b>	<b>6,762,436</b>	<b>8,944,406</b>	<b>11,459,700</b>	<b>6,098,490</b>	<b>(5,361,210)</b>	<b>6,104,535</b>	<b>6,045</b>
<b>Net County Cost</b>	<b>2,146,850</b>	<b>2,275,443</b>	<b>2,583,001</b>	<b>2,547,379</b>	<b>(35,622)</b>	<b>2,584,222</b>	<b>36,843</b>
Salary Resolution	26.0	26.0	26.0	26.0	—	26.0	—
Funded FTE	26.0	26.0	25.3	25.3	—	25.3	—



## Public Health, Policy and Planning (5550B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	31,799	16,883	2,101,360	2,102,711	1,351	2,102,711	—
Licenses, Permits and Franchises	865,536	939,215	847,416	884,183	36,767	884,183	—
Fines, Forfeitures and Penalties	139	413	473	473	—	473	—
Intergovernmental Revenues	26,673,219	36,078,182	27,848,143	27,274,956	(573,187)	21,924,782	(5,350,174)
Charges for Services	2,375,758	2,583,586	3,717,626	4,462,707	745,081	4,891,116	428,409
Interfund Revenue	3,899,416	2,750,194	4,038,008	2,772,299	(1,265,709)	2,862,299	90,000
Miscellaneous Revenue	72,000	827,148	2,600,002	3,657,380	1,057,378	4,153,270	495,890
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>33,917,867</b>	<b>43,195,620</b>	<b>41,153,028</b>	<b>41,154,709</b>	<b>1,681</b>	<b>36,818,834</b>	<b>(4,335,875)</b>
Fund Balance	734,984	821,563	849,549	870,289	20,740	870,289	—
<b>Total Sources</b>	<b>34,652,851</b>	<b>44,017,183</b>	<b>42,002,577</b>	<b>42,024,998</b>	<b>22,421</b>	<b>37,689,123</b>	<b>(4,335,875)</b>
<b>Requirements</b>							
Salaries and Benefits	30,081,412	32,890,375	36,915,820	37,011,054	95,234	33,695,023	(3,316,031)
Services and Supplies	15,483,729	22,186,102	17,212,571	16,756,320	(456,251)	16,219,702	(536,618)
Other Charges	2,642,495	3,080,182	3,989,583	4,878,492	888,909	4,949,585	71,093
Reclassification of Expenses	—	—	57,724	(744,363)	(802,087)	(743,363)	1,000
Fixed Assets	—	827,567	250,000	350,000	100,000	350,000	—
Other Financing Uses	27,372	26,928	52,709	76,731	24,022	78,007	1,276
<b>Gross Appropriations</b>	<b>48,235,008</b>	<b>59,011,154</b>	<b>58,478,407</b>	<b>58,328,234</b>	<b>(150,173)</b>	<b>54,548,954</b>	<b>(3,779,280)</b>
Intrafund Transfers	(1,610,317)	(2,380,670)	(1,958,134)	(1,663,560)	294,574	(1,663,560)	—
<b>Net Appropriations</b>	<b>46,624,691</b>	<b>56,630,484</b>	<b>56,520,273</b>	<b>56,664,674</b>	<b>144,401</b>	<b>52,885,394</b>	<b>(3,779,280)</b>
Contingencies/Dept Reserves	770,256	770,732	845,384	870,289	24,905	870,289	—
<b>Total Requirements</b>	<b>47,394,947</b>	<b>57,401,216</b>	<b>57,365,657</b>	<b>57,534,963</b>	<b>169,306</b>	<b>53,755,683</b>	<b>(3,779,280)</b>
<b>Net County Cost</b>	<b>12,742,096</b>	<b>13,384,033</b>	<b>15,363,080</b>	<b>15,509,965</b>	<b>146,885</b>	<b>16,066,560</b>	<b>556,595</b>
Salary Resolution	137.0	150.0	162.0	163.0	1.0	163.0	—
Funded FTE	136.5	149.8	161.6	162.6	1.0	162.6	—

## Health IT (5560B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	3,760,428	1,878,340	—	519,336	519,336	259,668	(259,668)
Interfund Revenue	2,205,746	2,554,573	2,586,104	7,816,013	5,229,909	8,339,087	523,074
Miscellaneous Revenue	11,162	—	—	—	—	—	—
<b>Total Revenue</b>	<b>5,977,336</b>	<b>4,432,913</b>	<b>2,586,104</b>	<b>8,335,349</b>	<b>5,749,245</b>	<b>8,598,755</b>	<b>263,406</b>
Fund Balance	2,236,407	1,644,453	3,386,578	2,544,970	(841,608)	—	(2,544,970)
<b>Total Sources</b>	<b>8,213,743</b>	<b>6,077,366</b>	<b>5,972,682</b>	<b>10,880,319</b>	<b>4,907,637</b>	<b>8,598,755</b>	<b>(2,281,564)</b>
<b>Requirements</b>							
Salaries and Benefits	5,381,510	4,426,178	6,679,330	10,409,496	3,730,166	10,102,020	(307,476)
Services and Supplies	4,310,848	3,418,692	5,406,422	4,658,030	(748,392)	3,558,162	(1,099,868)
Other Charges	527,951	328,004	610,069	752,451	142,382	766,548	14,097
Other Financing Uses	362	345	347	—	(347)	—	—
<b>Gross Appropriations</b>	<b>10,220,670</b>	<b>8,173,219</b>	<b>12,696,168</b>	<b>15,819,977</b>	<b>3,123,809</b>	<b>14,426,730</b>	<b>(1,393,247)</b>
Intrafund Transfers	(3,639,870)	(5,482,431)	(6,723,486)	(4,939,658)	1,783,828	(5,827,975)	(888,317)
<b>Net Appropriations</b>	<b>6,580,801</b>	<b>2,690,788</b>	<b>5,972,682</b>	<b>10,880,319</b>	<b>4,907,637</b>	<b>8,598,755</b>	<b>(2,281,564)</b>
Contingencies/Dept Reserves	1,632,942	3,386,578	—	—	—	—	—
<b>Total Requirements</b>	<b>8,213,743</b>	<b>6,077,366</b>	<b>5,972,682</b>	<b>10,880,319</b>	<b>4,907,637</b>	<b>8,598,755</b>	<b>(2,281,564)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	19.0	19.0	19.0	41.0	22.0	41.0	—
Funded FTE	19.0	19.0	19.0	41.0	22.0	41.0	—

## Emergency Medical Services GF (5600B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	74,451	80,736	81,838	85,112	3,274	85,112	—
Licenses, Permits and Franchises	50,886	32,599	33,000	41,421	8,421	41,421	—
Fines, Forfeitures and Penalties	—	—	—	—	—	—	—
Intergovernmental Revenues	2,157,059	1,567,304	1,337,564	1,340,990	3,426	1,345,870	4,880
Charges for Services	1,425,264	1,425,041	1,562,661	1,619,023	56,362	1,662,775	43,752
Interfund Revenue	349,288	355,326	686,734	888,006	201,272	919,171	31,165
Miscellaneous Revenue	6,410,967	6,395,903	7,047,524	7,064,169	16,645	7,281,351	217,182
<b>Total Revenue</b>	<b>10,467,914</b>	<b>9,856,909</b>	<b>10,749,321</b>	<b>11,038,721</b>	<b>289,400</b>	<b>11,335,700</b>	<b>296,979</b>
Fund Balance	512,932	491,087	489,916	489,825	(91)	489,825	—
<b>Total Sources</b>	<b>10,980,846</b>	<b>10,347,996</b>	<b>11,239,237</b>	<b>11,528,546</b>	<b>289,309</b>	<b>11,825,525</b>	<b>296,979</b>
<b>Requirements</b>							
Salaries and Benefits	2,571,248	2,276,542	2,692,648	2,771,859	79,211	2,845,721	73,862
Services and Supplies	7,363,137	7,298,128	7,710,207	7,923,823	213,616	8,117,794	193,971
Other Charges	415,204	428,094	491,242	487,724	(3,518)	516,870	29,146
Fixed Assets	170,170	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>10,519,760</b>	<b>10,002,765</b>	<b>10,894,097</b>	<b>11,183,406</b>	<b>289,309</b>	<b>11,480,385</b>	<b>296,979</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>10,519,760</b>	<b>10,002,765</b>	<b>10,894,097</b>	<b>11,183,406</b>	<b>289,309</b>	<b>11,480,385</b>	<b>296,979</b>
Contingencies/Dept Reserves	461,087	345,231	489,825	489,825	—	489,825	—
<b>Total Requirements</b>	<b>10,980,846</b>	<b>10,347,996</b>	<b>11,383,922</b>	<b>11,673,231</b>	<b>289,309</b>	<b>11,970,210</b>	<b>296,979</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>144,685</b>	<b>144,685</b>	<b>—</b>	<b>144,685</b>	<b>—</b>
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

## Emergency Medical Services Fund (5630B)

### Emergency Medical Services Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Fines, Forfeitures and Penalties	1,179,421	1,291,717	1,554,999	1,454,999	(100,000)	1,454,999	—
Use of Money and Property	38,146	27,173	28,159	28,159	—	28,159	—
Miscellaneous Revenue	11,390	11,500	26,469	26,469	—	26,469	—
<b>Total Revenue</b>	<b>1,228,957</b>	<b>1,330,390</b>	<b>1,609,627</b>	<b>1,509,627</b>	<b>(100,000)</b>	<b>1,509,627</b>	<b>—</b>
Fund Balance	2,943,113	3,311,172	1,921,111	1,497,075	(424,036)	1,497,075	—
<b>Total Sources</b>	<b>4,172,070</b>	<b>4,641,562</b>	<b>3,530,738</b>	<b>3,006,702</b>	<b>(524,036)</b>	<b>3,006,702</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	860,898	2,720,451	1,920,902	1,820,902	(100,000)	1,820,902	—
<b>Gross Appropriations</b>	<b>860,898</b>	<b>2,720,451</b>	<b>1,920,902</b>	<b>1,820,902</b>	<b>(100,000)</b>	<b>1,820,902</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>860,898</b>	<b>2,720,451</b>	<b>1,920,902</b>	<b>1,820,902</b>	<b>(100,000)</b>	<b>1,820,902</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	3,311,172	1,921,111	1,609,836	1,185,800	(424,036)	1,185,800	—
<b>Total Requirements</b>	<b>4,172,070</b>	<b>4,641,562</b>	<b>3,530,738</b>	<b>3,006,702</b>	<b>(524,036)</b>	<b>3,006,702</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Aging and Adult Services (5700B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,320,360	1,310,294	1,303,706	1,350,382	46,676	1,345,454	(4,928)
Fines, Forfeitures and Penalties	63,602	50,314	57,219	57,219	—	57,219	—
Use of Money and Property	533,728	400,858	400,858	400,858	—	400,858	—
Intergovernmental Revenues	16,953,360	17,457,519	28,714,184	29,516,839	802,655	29,658,302	141,463
Charges for Services	2,470,574	2,720,650	2,786,460	2,786,460	—	2,786,460	—
Interfund Revenue	426,826	437,521	422,306	422,306	—	422,306	—
Miscellaneous Revenue	281,074	336,880	336,880	336,880	—	336,880	—
<b>Total Revenue</b>	<b>22,049,523</b>	<b>22,714,035</b>	<b>34,021,613</b>	<b>34,870,944</b>	<b>849,331</b>	<b>35,007,479</b>	<b>136,535</b>
Fund Balance	628,391	740,955	739,720	911,752	172,032	911,752	—
<b>Total Sources</b>	<b>22,677,914</b>	<b>23,454,990</b>	<b>34,761,333</b>	<b>35,782,696</b>	<b>1,021,363</b>	<b>35,919,231</b>	<b>136,535</b>
<b>Requirements</b>							
Salaries and Benefits	22,358,395	23,533,381	27,876,714	27,863,714	(13,000)	28,326,434	462,720
Services and Supplies	3,804,203	4,362,753	5,359,459	5,444,207	84,748	5,439,721	(4,486)
Other Charges	8,497,453	7,785,257	14,868,258	15,243,923	375,665	15,299,781	55,858
Reclassification of Expenses	—	—	—	—	—	—	—
Other Financing Uses	13,183	12,569	11,765	—	(11,765)	—	—
<b>Gross Appropriations</b>	<b>34,673,234</b>	<b>35,693,961</b>	<b>48,116,196</b>	<b>48,551,844</b>	<b>435,648</b>	<b>49,065,936</b>	<b>514,092</b>
Intrafund Transfers	(1,988,080)	(2,262,156)	(2,528,574)	(2,528,574)	—	(2,528,574)	—
<b>Net Appropriations</b>	<b>32,685,154</b>	<b>33,431,804</b>	<b>45,587,622</b>	<b>46,023,270</b>	<b>435,648</b>	<b>46,537,362</b>	<b>514,092</b>
Contingencies/Dept Reserves	741,733	741,733	911,752	911,752	—	911,752	—
<b>Total Requirements</b>	<b>33,426,887</b>	<b>34,173,537</b>	<b>46,499,374</b>	<b>46,935,022</b>	<b>435,648</b>	<b>47,449,114</b>	<b>514,092</b>
<b>Net County Cost</b>	<b>10,748,973</b>	<b>10,718,547</b>	<b>11,738,041</b>	<b>11,152,326</b>	<b>(585,715)</b>	<b>11,529,883</b>	<b>377,557</b>
Salary Resolution	144.0	144.0	150.0	154.0	4.0	154.0	—
Funded FTE	144.0	144.0	149.8	153.8	4.0	153.8	—

## IHSS Public Authority (5800B)

### IHSS Public Authority Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	(4,026)	41,848	41,848	46,796	4,948	46,796	—
Intergovernmental Revenues	23,626,266	27,135,681	28,786,100	29,510,028	723,928	30,497,338	987,310
Charges for Services	—	1,100	—	—	—	—	—
Interfund Revenue	4,259,357	4,278,241	4,183,236	4,556,518	373,282	4,556,518	—
Miscellaneous Revenue	411,476	401,094	386,908	403,560	16,652	403,560	—
<b>Total Revenue</b>	<b>28,293,073</b>	<b>31,857,964</b>	<b>33,398,092</b>	<b>34,516,902</b>	<b>1,118,810</b>	<b>35,504,212</b>	<b>987,310</b>
Fund Balance	860,804	1,649,804	2,056,804	2,056,804	—	2,056,804	—
<b>Total Sources</b>	<b>29,153,877</b>	<b>33,507,768</b>	<b>35,454,896</b>	<b>36,573,706</b>	<b>1,118,810</b>	<b>37,561,016</b>	<b>987,310</b>
<b>Requirements</b>							
Salaries and Benefits	1,679,544	1,811,138	2,000,000	2,081,832	81,832	2,081,832	—
Services and Supplies	6,737,778	7,202,928	7,611,209	7,683,580	72,371	7,683,642	62
Other Charges	19,086,278	22,436,447	23,786,429	24,751,490	965,061	25,738,738	987,248
Other Financing Uses	473	451	454	—	(454)	—	—
<b>Gross Appropriations</b>	<b>27,504,073</b>	<b>31,450,964</b>	<b>33,398,092</b>	<b>34,516,902</b>	<b>1,118,810</b>	<b>35,504,212</b>	<b>987,310</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>27,504,073</b>	<b>31,450,964</b>	<b>33,398,092</b>	<b>34,516,902</b>	<b>1,118,810</b>	<b>35,504,212</b>	<b>987,310</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	1,649,804	2,056,804	2,056,804	2,056,804	—	2,056,804	—
<b>Total Requirements</b>	<b>29,153,877</b>	<b>33,507,768</b>	<b>35,454,896</b>	<b>36,573,706</b>	<b>1,118,810</b>	<b>37,561,016</b>	<b>987,310</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## IHSS Public Authority GF (6900B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Total Sources</b>							
<b>Requirements</b>							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
<b>Gross Appropriations</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>—</b>	<b>3,702,306</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>—</b>	<b>3,702,306</b>	<b>—</b>
<b>Total Requirements</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>—</b>	<b>3,702,306</b>	<b>—</b>
<b>Net County Cost</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>3,702,306</b>	<b>—</b>	<b>3,702,306</b>	<b>—</b>

## Environmental Health Services (5900B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	357,046	261,403	401,683	401,683	—	401,683	—
Licenses, Permits and Franchises	1,206,409	943,985	1,909,746	1,383,420	(526,326)	1,430,397	46,977
Fines, Forfeitures and Penalties	8,196	146,688	224,754	339,225	114,471	339,225	—
Intergovernmental Revenues	1,021,270	6,414,131	1,033,403	3,078,396	2,044,993	983,403	(2,094,993)
Charges for Services	15,127,615	10,342,090	17,967,045	15,470,602	(2,496,443)	17,900,862	2,430,260
Interfund Revenue	43,545	40,792	152,641	98,391	(54,250)	98,391	—
Miscellaneous Revenue	512,920	431,866	726,562	552,562	(174,000)	572,562	20,000
<b>Total Revenue</b>	<b>18,277,002</b>	<b>18,580,955</b>	<b>22,415,834</b>	<b>21,324,279</b>	<b>(1,091,555)</b>	<b>21,726,523</b>	<b>402,244</b>
Fund Balance	452,793	1,177,710	808,372	807,099	(1,273)	427,099	(380,000)
<b>Total Sources</b>	<b>18,729,795</b>	<b>19,758,665</b>	<b>23,224,206</b>	<b>22,131,378</b>	<b>(1,092,828)</b>	<b>22,153,622</b>	<b>22,244</b>
<b>Requirements</b>							
Salaries and Benefits	14,053,479	14,781,457	16,540,744	16,951,170	410,426	17,241,337	290,167
Services and Supplies	2,220,779	2,919,647	4,020,428	3,137,858	(882,570)	2,864,583	(273,275)
Other Charges	1,429,183	1,388,234	2,009,096	1,866,317	(142,779)	1,871,555	5,238
Reclassification of Expenses	—	—	—	—	—	—	—
Other Financing Uses	3,442	3,015	3,470	5,388	1,918	5,502	114
<b>Gross Appropriations</b>	<b>17,706,882</b>	<b>19,092,353</b>	<b>22,573,738</b>	<b>21,960,733</b>	<b>(613,005)</b>	<b>21,982,977</b>	<b>22,244</b>
Intrafund Transfers	(47,591)	(33,791)	(49,425)	(149,248)	(99,823)	(149,248)	—
<b>Net Appropriations</b>	<b>17,659,291</b>	<b>19,058,562</b>	<b>22,524,313</b>	<b>21,811,485</b>	<b>(712,828)</b>	<b>21,833,729</b>	<b>22,244</b>
Contingencies/Dept Reserves	807,099	807,098	807,099	427,099	(380,000)	427,099	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>18,466,390</b>	<b>19,865,660</b>	<b>23,331,412</b>	<b>22,238,584</b>	<b>(1,092,828)</b>	<b>22,260,828</b>	<b>22,244</b>
<b>Net County Cost</b>	<b>(263,405)</b>	<b>106,995</b>	<b>107,206</b>	<b>107,206</b>	<b>—</b>	<b>107,206</b>	<b>—</b>
Salary Resolution	80.0	81.0	81.0	85.0	4.0	85.0	—
Funded FTE	80.0	81.0	80.9	84.9	4.0	84.9	—



## Behavioral Health and Recovery Services (6100B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	5,346,089	5,454,861	6,465,255	7,204,299	739,044	7,204,299	—
Licenses, Permits and Franchises	5,126	—	—	—	—	—	—
Use of Money and Property	—	—	—	—	—	—	—
Intergovernmental Revenues	81,137,764	101,689,111	129,953,077	168,914,073	38,960,996	157,947,748	(10,966,325)
Charges for Services	59,330,184	51,681,245	59,890,855	59,275,331	(615,524)	61,378,074	2,102,743
Interfund Revenue	793	4,213	—	—	—	—	—
Miscellaneous Revenue	3,362,184	2,207,987	3,845,708	3,535,569	(310,139)	3,557,484	21,915
<b>Total Revenue</b>	<b>149,182,139</b>	<b>161,037,416</b>	<b>200,154,895</b>	<b>238,929,272</b>	<b>38,774,377</b>	<b>230,087,605</b>	<b>(8,841,667)</b>
Fund Balance	4,017,084	3,977,717	3,867,439	4,004,502	137,063	4,004,502	—
<b>Total Sources</b>	<b>153,199,223</b>	<b>165,015,133</b>	<b>204,022,334</b>	<b>242,933,774</b>	<b>38,911,440</b>	<b>234,092,107</b>	<b>(8,841,667)</b>
<b>Requirements</b>							
Salaries and Benefits	86,209,891	87,817,845	102,067,079	102,121,688	54,609	104,180,671	2,058,983
Services and Supplies	72,165,757	82,308,425	94,770,947	105,206,494	10,435,547	105,227,425	20,931
Other Charges	52,612,229	54,725,118	69,833,614	81,747,743	11,914,129	85,282,798	3,535,055
Other Financing Uses	338,290	309,304	3,155,395	16,430,294	13,274,899	3,632,412	(12,797,882)
<b>Gross Appropriations</b>	<b>211,326,168</b>	<b>225,160,692</b>	<b>269,827,035</b>	<b>305,506,219</b>	<b>35,679,184</b>	<b>298,323,306</b>	<b>(7,182,913)</b>
Intrafund Transfers	(1,543,921)	(1,850,060)	(3,130,227)	(3,130,227)	—	(3,130,227)	—
<b>Net Appropriations</b>	<b>209,782,247</b>	<b>223,310,632</b>	<b>266,696,808</b>	<b>302,375,992</b>	<b>35,679,184</b>	<b>295,193,079</b>	<b>(7,182,913)</b>
Contingencies/Dept Reserves	3,959,485	4,004,501	4,004,502	4,004,502	—	4,004,502	—
<b>Total Requirements</b>	<b>213,741,732</b>	<b>227,315,133</b>	<b>270,701,310</b>	<b>306,380,494</b>	<b>35,679,184</b>	<b>299,197,581</b>	<b>(7,182,913)</b>
<b>Net County Cost</b>	<b>60,542,509</b>	<b>62,300,000</b>	<b>66,678,976</b>	<b>63,446,720</b>	<b>(3,232,256)</b>	<b>65,105,474</b>	<b>1,658,754</b>
Salary Resolution	466.0	467.0	476.0	505.0	29.0	505.0	—
Funded FTE	459.8	460.9	466.2	495.7	29.5	495.7	—

## Behavioral Health and Recovery Administration (6110P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	127,261	153,689	367,134	132,269	(234,865)	132,269	—
Intergovernmental Revenues	8,773,153	11,159,101	21,341,265	33,427,591	12,086,326	31,833,229	(1,594,362)
Charges for Services	3,696,413	820,541	6,799,911	7,310,684	510,773	7,325,038	14,354
Interfund Revenue	793	4,213	—	—	—	—	—
Miscellaneous Revenue	799,372	6,245	190,443	131,036	(59,407)	135,235	4,199
<b>Total Revenue</b>	<b>13,396,992</b>	<b>12,143,788</b>	<b>28,698,753</b>	<b>41,001,580</b>	<b>12,302,827</b>	<b>39,425,771</b>	<b>(1,575,809)</b>
Fund Balance	3,959,485	3,946,903	3,867,439	4,004,502	137,063	4,004,502	—
<b>Total Sources</b>	<b>17,356,477</b>	<b>16,090,691</b>	<b>32,566,192</b>	<b>45,006,082</b>	<b>12,439,890</b>	<b>43,430,273</b>	<b>(1,575,809)</b>
<b>Requirements</b>							
Salaries and Benefits	12,844,478	12,270,934	16,571,698	19,997,505	3,425,807	20,234,451	236,946
Services and Supplies	10,462,867	13,327,402	19,325,190	28,357,203	9,032,013	28,201,293	(155,910)
Other Charges	1,951,524	1,862,546	1,896,502	7,243,968	5,347,466	7,287,415	43,447
Other Financing Uses	—	—	—	1,800,000	1,800,000	—	(1,800,000)
<b>Gross Appropriations</b>	<b>25,258,869</b>	<b>27,460,881</b>	<b>37,793,390</b>	<b>57,398,676</b>	<b>19,605,286</b>	<b>55,723,159</b>	<b>(1,675,517)</b>
Intrafund Transfers	—	(26,000)	—	—	—	—	—
<b>Net Appropriations</b>	<b>25,258,869</b>	<b>27,434,881</b>	<b>37,793,390</b>	<b>57,398,676</b>	<b>19,605,286</b>	<b>55,723,159</b>	<b>(1,675,517)</b>
Contingencies/Dept Reserves	3,756,658	3,801,674	4,004,502	4,004,502	—	4,004,502	—
<b>Total Requirements</b>	<b>29,015,527</b>	<b>31,236,555</b>	<b>41,797,892</b>	<b>61,403,178</b>	<b>19,605,286</b>	<b>59,727,661</b>	<b>(1,675,517)</b>
<b>Net County Cost</b>	<b>11,659,050</b>	<b>15,145,864</b>	<b>9,231,700</b>	<b>16,397,096</b>	<b>7,165,396</b>	<b>16,297,388</b>	<b>(99,708)</b>
Salary Resolution	68.0	68.0	70.0	99.0	29.0	99.0	—
Funded FTE	68.0	68.0	69.9	98.9	29.0	98.9	—

## Mental Health Youth Services (6130P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,499,653	3,724,453	3,741,807	3,156,295	(585,512)	3,156,295	—
Intergovernmental Revenues	18,404,211	21,273,787	24,796,569	27,661,557	2,864,988	27,661,557	—
Charges for Services	12,232,431	11,903,898	12,569,805	12,153,457	(416,348)	12,173,519	20,062
Miscellaneous Revenue	228,517	85,011	948,441	697,709	(250,732)	715,425	17,716
<b>Total Revenue</b>	<b>34,364,812</b>	<b>36,987,149</b>	<b>42,056,622</b>	<b>43,669,018</b>	<b>1,612,396</b>	<b>43,706,796</b>	<b>37,778</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>34,364,812</b>	<b>36,987,149</b>	<b>42,056,622</b>	<b>43,669,018</b>	<b>1,612,396</b>	<b>43,706,796</b>	<b>37,778</b>
<b>Requirements</b>							
Salaries and Benefits	29,265,651	30,022,716	33,312,381	31,745,764	(1,566,617)	32,300,208	554,444
Services and Supplies	16,165,679	18,061,839	23,156,999	24,953,868	1,796,869	25,139,341	185,473
Other Charges	2,740,215	2,531,596	3,440,832	3,283,322	(157,510)	3,354,846	71,524
Other Financing Uses	262,441	261,941	262,403	273,360	10,957	274,273	913
<b>Gross Appropriations</b>	<b>48,433,987</b>	<b>50,878,093</b>	<b>60,172,615</b>	<b>60,256,314</b>	<b>83,699</b>	<b>61,068,668</b>	<b>812,354</b>
Intrafund Transfers	(1,270,754)	(1,771,240)	(2,351,794)	(2,351,794)	—	(2,351,794)	—
<b>Net Appropriations</b>	<b>47,163,233</b>	<b>49,106,853</b>	<b>57,820,821</b>	<b>57,904,520</b>	<b>83,699</b>	<b>58,716,874</b>	<b>812,354</b>
<b>Total Requirements</b>	<b>47,163,233</b>	<b>49,106,853</b>	<b>57,820,821</b>	<b>57,904,520</b>	<b>83,699</b>	<b>58,716,874</b>	<b>812,354</b>
<b>Net County Cost</b>	<b>12,798,421</b>	<b>12,119,704</b>	<b>15,764,199</b>	<b>14,235,502</b>	<b>(1,528,697)</b>	<b>15,010,078</b>	<b>774,576</b>
Salary Resolution	165.0	165.0	165.0	165.0	—	165.0	—
Funded FTE	163.0	163.0	161.7	161.7	—	161.7	—

## Mental Health Adult Services (6140P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,321,695	1,195,213	1,879,926	2,435,557	555,631	2,435,557	—
Licenses, Permits and Franchises	5,126	—	—	—	—	—	—
Use of Money and Property	—	—	—	—	—	—	—
Intergovernmental Revenues	44,358,867	58,183,661	72,116,546	96,643,294	24,526,748	86,922,273	(9,721,021)
Charges for Services	37,910,346	35,846,215	34,486,540	36,969,499	2,482,959	39,037,826	2,068,327
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	1,289,884	1,050,397	408,388	408,388	—	408,388	—
<b>Total Revenue</b>	<b>84,885,918</b>	<b>96,275,486</b>	<b>108,891,400</b>	<b>136,456,738</b>	<b>27,565,338</b>	<b>128,804,044</b>	<b>(7,652,694)</b>
Fund Balance	57,599	30,814	—	—	—	—	—
<b>Total Sources</b>	<b>84,943,517</b>	<b>96,306,300</b>	<b>108,891,400</b>	<b>136,456,738</b>	<b>27,565,338</b>	<b>128,804,044</b>	<b>(7,652,694)</b>
<b>Requirements</b>							
Salaries and Benefits	37,596,281	38,443,428	43,416,946	42,357,933	(1,059,013)	43,476,560	1,118,627
Services and Supplies	44,237,073	50,296,268	51,195,995	51,252,615	56,620	51,253,097	482
Other Charges	27,549,649	30,119,653	36,287,247	43,521,073	7,233,826	46,957,968	3,436,895
Other Financing Uses	72,023	41,738	2,887,104	14,345,167	11,458,063	3,346,131	(10,999,036)
<b>Gross Appropriations</b>	<b>109,455,025</b>	<b>118,901,088</b>	<b>133,787,292</b>	<b>151,476,788</b>	<b>17,689,496</b>	<b>145,033,756</b>	<b>(6,443,032)</b>
Intrafund Transfers	(194,662)	—	(661,268)	(661,268)	—	(661,268)	—
<b>Net Appropriations</b>	<b>109,260,364</b>	<b>118,901,088</b>	<b>133,126,024</b>	<b>150,815,520</b>	<b>17,689,496</b>	<b>144,372,488</b>	<b>(6,443,032)</b>
Contingencies/Dept Reserves	135,409	135,409	—	—	—	—	—
<b>Total Requirements</b>	<b>109,395,773</b>	<b>119,036,497</b>	<b>133,126,024</b>	<b>150,815,520</b>	<b>17,689,496</b>	<b>144,372,488</b>	<b>(6,443,032)</b>
<b>Net County Cost</b>	<b>24,452,256</b>	<b>22,730,197</b>	<b>24,234,624</b>	<b>14,358,782</b>	<b>(9,875,842)</b>	<b>15,568,444</b>	<b>1,209,662</b>
Salary Resolution	194.0	194.0	198.0	198.0	—	198.0	—
Funded FTE	190.4	190.5	192.2	192.2	—	192.2	—

## Alcohol and Other Drug Services (6170P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	397,480	381,506	476,388	1,480,178	1,003,790	1,480,178	—
Use of Money and Property	—	—	—	—	—	—	—
Intergovernmental Revenues	9,601,532	11,072,561	11,698,697	11,181,631	(517,066)	11,530,689	349,058
Charges for Services	5,490,994	3,110,591	6,034,599	2,841,691	(3,192,908)	2,841,691	—
Miscellaneous Revenue	1,044,411	1,066,335	2,298,436	2,298,436	—	2,298,436	—
<b>Total Revenue</b>	<b>16,534,418</b>	<b>15,630,993</b>	<b>20,508,120</b>	<b>17,801,936</b>	<b>(2,706,184)</b>	<b>18,150,994</b>	<b>349,058</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>16,534,418</b>	<b>15,630,993</b>	<b>20,508,120</b>	<b>17,801,936</b>	<b>(2,706,184)</b>	<b>18,150,994</b>	<b>349,058</b>
<b>Requirements</b>							
Salaries and Benefits	6,503,481	7,080,766	8,766,054	8,020,486	(745,568)	8,169,452	148,966
Services and Supplies	1,300,138	622,916	1,092,763	642,808	(449,955)	633,694	(9,114)
Other Charges	20,370,841	20,211,322	28,209,033	27,699,380	(509,653)	27,682,569	(16,811)
Other Financing Uses	3,826	5,625	5,888	11,767	5,879	12,008	241
<b>Gross Appropriations</b>	<b>28,178,287</b>	<b>27,920,630</b>	<b>38,073,738</b>	<b>36,374,441</b>	<b>(1,699,297)</b>	<b>36,497,723</b>	<b>123,282</b>
Intrafund Transfers	(78,505)	(52,820)	(117,165)	(117,165)	—	(117,165)	—
<b>Net Appropriations</b>	<b>28,099,782</b>	<b>27,867,810</b>	<b>37,956,573</b>	<b>36,257,276</b>	<b>(1,699,297)</b>	<b>36,380,558</b>	<b>123,282</b>
Contingencies/Dept Reserves	67,418	67,418	—	—	—	—	—
<b>Total Requirements</b>	<b>28,167,200</b>	<b>27,935,228</b>	<b>37,956,573</b>	<b>36,257,276</b>	<b>(1,699,297)</b>	<b>36,380,558</b>	<b>123,282</b>
<b>Net County Cost</b>	<b>11,632,782</b>	<b>12,304,235</b>	<b>17,448,453</b>	<b>18,455,340</b>	<b>1,006,887</b>	<b>18,229,564</b>	<b>(225,776)</b>
Salary Resolution	39.0	40.0	43.0	43.0	—	43.0	—
Funded FTE	38.5	39.5	42.4	42.9	0.5	42.9	—

## Family Health Services (6240B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,669,388	1,721,019	1,772,650	1,843,556	70,906	1,843,556	—
Intergovernmental Revenues	13,709,134	16,966,954	14,651,088	15,723,697	1,072,609	14,658,512	(1,065,185)
Charges for Services	1,138,860	1,200,000	6,107,546	4,580,215	(1,527,331)	5,476,406	896,191
Interfund Revenue	31,861	34,977	1,301,506	1,279,454	(22,052)	1,322,632	43,178
Miscellaneous Revenue	191,186	287,368	—	—	—	—	—
<b>Total Revenue</b>	<b>16,740,429</b>	<b>20,210,318</b>	<b>23,832,790</b>	<b>23,426,922</b>	<b>(405,868)</b>	<b>23,301,106</b>	<b>(125,816)</b>
Fund Balance	1,368,124	1,765,387	2,316,827	2,675,998	359,171	2,675,998	—
<b>Total Sources</b>	<b>18,108,553</b>	<b>21,975,705</b>	<b>26,149,617</b>	<b>26,102,920</b>	<b>(46,697)</b>	<b>25,977,104</b>	<b>(125,816)</b>
<b>Requirements</b>							
Salaries and Benefits	28,116,178	30,039,549	35,384,672	34,460,470	(924,202)	35,237,620	777,150
Services and Supplies	2,355,333	4,425,176	5,401,609	4,978,431	(423,178)	4,784,035	(194,396)
Other Charges	2,385,944	2,101,246	2,119,296	2,644,868	525,572	2,659,482	14,614
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	58,000	—	679,678	679,678	—	679,678	—
Other Financing Uses	3,129	3,236	3,737	3,488	(249)	3,561	73
<b>Gross Appropriations</b>	<b>32,918,584</b>	<b>36,569,208</b>	<b>43,588,992</b>	<b>42,766,935</b>	<b>(822,057)</b>	<b>43,364,376</b>	<b>597,441</b>
Intrafund Transfers	(1,727,494)	(2,057,120)	(2,566,478)	(2,756,101)	(189,623)	(2,851,992)	(95,891)
<b>Net Appropriations</b>	<b>31,191,090</b>	<b>34,512,088</b>	<b>41,022,514</b>	<b>40,010,834</b>	<b>(1,011,680)</b>	<b>40,512,384</b>	<b>501,550</b>
Contingencies/Dept Reserves	1,368,124	1,765,387	2,352,827	2,675,998	323,171	2,675,998	—
<b>Total Requirements</b>	<b>32,559,214</b>	<b>36,277,475</b>	<b>43,375,341</b>	<b>42,686,832</b>	<b>(688,509)</b>	<b>43,188,382</b>	<b>501,550</b>
<b>Net County Cost</b>	<b>14,450,661</b>	<b>14,301,770</b>	<b>17,225,724</b>	<b>16,583,912</b>	<b>(641,812)</b>	<b>17,211,278</b>	<b>627,366</b>
Salary Resolution	176.0	174.0	174.0	174.0	—	174.0	—
Funded FTE	169.0	169.5	168.5	168.5	—	168.5	—

## Correctional Health Services (6300B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	2,506,912	4,302,224	2,092,167	4,398,282	2,306,115	4,677,395	279,113
Charges for Services	2,554	2,678	2,055	2,883	828	2,883	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	34,776	41,069	30,500	—	(30,500)	—	—
<b>Total Revenue</b>	<b>2,544,242</b>	<b>4,345,972</b>	<b>2,124,722</b>	<b>4,401,165</b>	<b>2,276,443</b>	<b>4,680,278</b>	<b>279,113</b>
Fund Balance	235,163	512,964	700,471	474,009	(226,462)	474,009	—
<b>Total Sources</b>	<b>2,779,405</b>	<b>4,858,936</b>	<b>2,825,193</b>	<b>4,875,174</b>	<b>2,049,981</b>	<b>5,154,287</b>	<b>279,113</b>
<b>Requirements</b>							
Salaries and Benefits	19,690,365	20,051,101	20,543,951	21,021,921	477,970	21,512,550	490,629
Services and Supplies	6,383,341	8,874,341	7,315,538	9,553,288	2,237,750	9,757,403	204,115
Other Charges	911,031	944,021	1,115,420	1,445,774	330,354	1,423,394	(22,380)
Fixed Assets	35,408	—	—	28,340	28,340	28,340	—
<b>Gross Appropriations</b>	<b>27,020,145</b>	<b>29,869,464</b>	<b>28,974,909</b>	<b>32,049,323</b>	<b>3,074,414</b>	<b>32,721,687</b>	<b>672,364</b>
Intrafund Transfers	(370,285)	(1,010,395)	(298,551)	(398,314)	(99,763)	(267,512)	130,802
<b>Net Appropriations</b>	<b>26,649,860</b>	<b>28,859,069</b>	<b>28,676,358</b>	<b>31,651,009</b>	<b>2,974,651</b>	<b>32,454,175</b>	<b>803,166</b>
Contingencies/Dept Reserves	428,249	474,009	474,009	445,669	(28,340)	445,669	—
<b>Total Requirements</b>	<b>27,078,109</b>	<b>29,333,078</b>	<b>29,150,367</b>	<b>32,096,678</b>	<b>2,946,311</b>	<b>32,899,844</b>	<b>803,166</b>
<b>Net County Cost</b>	<b>24,298,704</b>	<b>24,474,142</b>	<b>26,325,174</b>	<b>27,221,504</b>	<b>896,330</b>	<b>27,745,557</b>	<b>524,053</b>
Salary Resolution	88.0	88.0	88.0	102.0	14.0	104.0	2.0
Funded FTE	85.5	85.5	85.4	99.4	14.0	101.4	2.0

## San Mateo Medical Center (6600B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,571,107	3,622,946	1,822,430	1,822,430	—	1,822,430	—
Use of Money and Property	66,680	796,083	450,000	3,000	(447,000)	3,000	—
Intergovernmental Revenues	158,339,139	193,449,248	144,348,001	153,269,085	8,921,084	151,275,818	(1,993,267)
Charges for Services	173,281,508	182,722,225	216,131,862	248,494,841	32,362,979	258,299,100	9,804,259
Interfund Revenue	1,715,481	1,552,571	901,311	879,099	(22,212)	879,099	—
Miscellaneous Revenue	5,103,526	4,549,588	6,692,887	6,762,032	69,145	6,064,117	(697,915)
Other Financing Sources	69,166,561	58,054,929	65,153,152	63,621,621	(1,531,531)	63,621,621	—
<b>Total Revenue</b>	<b>411,244,002</b>	<b>444,747,589</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
Fund Balance	3,088,026	—	—	—	—	—	—
<b>Total Sources</b>	<b>414,332,028</b>	<b>444,747,589</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
<b>Requirements</b>							
Salaries and Benefits	202,950,924	206,507,075	233,730,641	236,413,053	2,682,412	241,548,393	5,135,340
Services and Supplies	140,744,892	165,576,890	147,814,873	181,603,666	33,788,793	182,754,668	1,151,002
Other Charges	33,797,208	31,194,781	38,148,543	41,508,297	3,359,754	42,083,560	575,263
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	10,675	4,000,000	4,000,000	—	4,000,000	—
Other Financing Uses	18,311,021	22,238,461	12,049,476	11,527,092	(522,384)	11,784,564	257,472
<b>Gross Appropriations</b>	<b>395,804,045</b>	<b>425,527,881</b>	<b>435,743,533</b>	<b>475,052,108</b>	<b>39,308,575</b>	<b>482,171,185</b>	<b>7,119,077</b>
Intrafund Transfers	(123,647)	(126,126)	(243,890)	(200,000)	43,890	(206,000)	(6,000)
<b>Net Appropriations</b>	<b>395,680,399</b>	<b>425,401,755</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
Non-General Fund Reserves	18,651,629	19,345,834	—	—	—	—	—
<b>Total Requirements</b>	<b>414,332,028</b>	<b>444,747,589</b>	<b>435,499,643</b>	<b>474,852,108</b>	<b>39,352,465</b>	<b>481,965,185</b>	<b>7,113,077</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	1,039.0	1,042.0	1,043.0	1,043.0	—	1,043.0	—
Funded FTE	976.8	981.0	976.1	979.8	3.6	979.8	—



## Contributions to Medical Center (5850B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	5,612,056	5,612,056	5,612,056	5,612,056	—	5,612,056	—
<b>Total Revenue</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>—</b>	<b>5,612,056</b>	<b>—</b>
Fund Balance	43,890	—	—	—	—	—	—
<b>Total Sources</b>	<b>5,655,946</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>5,612,056</b>	<b>—</b>	<b>5,612,056</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	87,780	43,890	43,890	43,890	—	43,890	—
Other Financing Uses	69,171,621	58,096,621	65,153,152	63,621,621	(1,531,531)	63,621,621	—
<b>Gross Appropriations</b>	<b>69,259,401</b>	<b>58,140,511</b>	<b>65,197,042</b>	<b>63,665,511</b>	<b>(1,531,531)</b>	<b>63,665,511</b>	<b>—</b>
Intrafund Transfers	(5,525,000)	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>63,734,401</b>	<b>58,140,511</b>	<b>65,197,042</b>	<b>63,665,511</b>	<b>(1,531,531)</b>	<b>63,665,511</b>	<b>—</b>
<b>Total Requirements</b>	<b>63,734,401</b>	<b>58,140,511</b>	<b>65,197,042</b>	<b>63,665,511</b>	<b>(1,531,531)</b>	<b>63,665,511</b>	<b>—</b>
<b>Net County Cost</b>	<b>58,078,455</b>	<b>52,528,455</b>	<b>59,584,986</b>	<b>58,053,455</b>	<b>(1,531,531)</b>	<b>58,053,455</b>	<b>—</b>

## First 5 San Mateo County (1950B)

### First 5 Fund (Information Only) FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	145,291	125,290	84,000	101,000	17,000	74,000	(27,000)
Intergovernmental Revenues	6,301,303	6,049,745	5,712,051	3,879,051	(1,833,000)	3,724,051	(155,000)
Charges for Services	1,054	1,048	—	—	—	—	—
Miscellaneous Revenue	508,810	815,613	661,000	496,000	(165,000)	496,000	—
<b>Total Revenue</b>	<b>6,956,457</b>	<b>6,991,696</b>	<b>6,457,051</b>	<b>4,476,051</b>	<b>(1,981,000)</b>	<b>4,294,051</b>	<b>(182,000)</b>
Fund Balance	8,560,850	10,103,115	12,599,516	10,806,056	(1,793,460)	8,169,723	(2,636,333)
<b>Total Sources</b>	<b>15,517,307</b>	<b>17,094,811</b>	<b>19,056,567</b>	<b>15,282,107</b>	<b>(3,774,460)</b>	<b>12,463,774</b>	<b>(2,818,333)</b>
<b>Requirements</b>							
Salaries and Benefits	1,504,514	1,482,215	1,696,281	1,655,212	(41,069)	1,671,796	16,584
Services and Supplies	72,623	91,067	141,600	130,300	(11,300)	120,304	(9,996)
Other Charges	4,406,057	4,439,430	6,412,630	5,326,872	(1,085,758)	5,328,239	1,367
<b>Gross Appropriations</b>	<b>5,983,194</b>	<b>6,012,712</b>	<b>8,250,511</b>	<b>7,112,384</b>	<b>(1,138,127)</b>	<b>7,120,339</b>	<b>7,955</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>5,983,194</b>	<b>6,012,712</b>	<b>8,250,511</b>	<b>7,112,384</b>	<b>(1,138,127)</b>	<b>7,120,339</b>	<b>7,955</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	9,534,113	11,082,099	10,806,056	8,169,723	(2,636,333)	5,343,435	(2,826,288)
<b>Total Requirements</b>	<b>15,517,307</b>	<b>17,094,811</b>	<b>19,056,567</b>	<b>15,282,107</b>	<b>(3,774,460)</b>	<b>12,463,774</b>	<b>(2,818,333)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	8.0	7.6	7.6	—	7.6	—

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# Social Services

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## Human Services Agency (7000D)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	10,971,491	10,983,504	15,298,480	18,332,920	3,034,440	18,332,920	—
Intergovernmental Revenues	162,107,107	137,555,765	179,574,467	184,887,255	5,312,788	185,427,541	540,286
Charges for Services	2,681,847	2,074,085	2,607,000	1,787,000	(820,000)	1,526,831	(260,169)
Interfund Revenue	7,904	295,755	5,000	1,000	(4,000)	1,000	—
Miscellaneous Revenue	1,254,499	3,257,357	2,212,359	1,290,341	(922,018)	1,290,341	—
<b>Total Revenue</b>	<b>177,022,847</b>	<b>154,166,465</b>	<b>199,697,306</b>	<b>206,298,516</b>	<b>6,601,210</b>	<b>206,578,633</b>	<b>280,117</b>
Fund Balance	36,237,151	48,996,203	49,227,980	44,534,915	(4,693,065)	36,448,915	(8,086,000)
<b>Total Sources</b>	<b>213,259,998</b>	<b>203,162,668</b>	<b>248,925,286</b>	<b>250,833,431</b>	<b>1,908,145</b>	<b>243,027,548</b>	<b>(7,805,883)</b>
<b>Requirements</b>							
Salaries and Benefits	111,217,630	118,501,571	139,703,374	142,163,872	2,460,498	144,280,572	2,116,700
Services and Supplies	39,798,868	38,459,019	70,820,213	71,083,135	262,922	67,616,122	(3,467,013)
Other Charges	48,424,746	46,314,174	64,415,597	64,257,324	(158,273)	64,047,078	(210,246)
Reclassification of Expenses	—	—	38,192	—	(38,192)	—	—
Fixed Assets	36,569	11,740	720,000	770,000	50,000	650,000	(120,000)
Other Financing Uses	2,396,536	1,712,970	1,409,573	5,282,443	3,872,870	4,982,055	(300,388)
<b>Gross Appropriations</b>	<b>201,874,349</b>	<b>204,999,474</b>	<b>277,106,949</b>	<b>283,556,774</b>	<b>6,449,825</b>	<b>281,575,827</b>	<b>(1,980,947)</b>
Intrafund Transfers	(1,699,897)	(2,324,147)	(2,249,153)	(3,550,106)	(1,300,953)	(2,927,606)	622,500
<b>Net Appropriations</b>	<b>200,174,452</b>	<b>202,675,327</b>	<b>274,857,796</b>	<b>280,006,668</b>	<b>5,148,872</b>	<b>278,648,221</b>	<b>(1,358,447)</b>
Contingencies/Dept Reserves	26,951,902	38,540,858	38,871,980	36,448,915	(2,423,065)	31,798,915	(4,650,000)
<b>Total Requirements</b>	<b>227,126,354</b>	<b>241,216,185</b>	<b>313,729,776</b>	<b>316,455,583</b>	<b>2,725,807</b>	<b>310,447,136</b>	<b>(6,008,447)</b>
<b>Net County Cost</b>	<b>13,866,356</b>	<b>38,053,516</b>	<b>64,804,490</b>	<b>65,622,152</b>	<b>817,662</b>	<b>67,419,588</b>	<b>1,797,436</b>
Salary Resolution	775.0	777.0	786.0	798.0	12.0	798.0	—
Funded FTE	775.0	777.0	785.2	797.2	12.0	797.2	—

## Office of Agency Director (7010B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	98,287	103,743	120,461	125,279	4,818	125,279	—
Intergovernmental Revenues	33,110	120,713	—	—	—	—	—
Interfund Revenue	4,948	5,272	—	—	—	—	—
Miscellaneous Revenue	9,555	306,162	—	—	—	—	—
<b>Total Revenue</b>	<b>145,901</b>	<b>535,890</b>	<b>120,461</b>	<b>125,279</b>	<b>4,818</b>	<b>125,279</b>	<b>—</b>
Fund Balance	27,390,331	42,021,548	41,533,325	38,058,260	(3,475,065)	30,942,260	(7,116,000)
<b>Total Sources</b>	<b>27,536,232</b>	<b>42,557,438</b>	<b>41,653,786</b>	<b>38,183,539</b>	<b>(3,470,247)</b>	<b>31,067,539</b>	<b>(7,116,000)</b>
<b>Requirements</b>							
Salaries and Benefits	14,758,465	15,626,569	18,937,609	19,931,765	994,156	20,348,486	416,721
Services and Supplies	3,966,574	2,735,604	10,749,081	8,963,050	(1,786,031)	7,102,817	(1,860,233)
Other Charges	4,088,495	4,078,365	4,403,888	5,135,287	731,399	4,674,531	(460,756)
Reclassification of Expenses	(21,161,090)	(21,880,272)	(29,992,815)	(31,073,915)	(1,081,100)	(31,623,342)	(549,427)
Fixed Assets	—	—	250,000	250,000	—	250,000	—
Other Financing Uses	1,984	3,985	4,057	5,728	1,671	5,855	127
<b>Gross Appropriations</b>	<b>1,654,428</b>	<b>564,251</b>	<b>4,351,820</b>	<b>3,211,915</b>	<b>(1,139,905)</b>	<b>758,347</b>	<b>(2,453,568)</b>
Intrafund Transfers	—	(1,900)	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,654,428</b>	<b>562,351</b>	<b>4,351,820</b>	<b>3,211,915</b>	<b>(1,139,905)</b>	<b>758,347</b>	<b>(2,453,568)</b>
Contingencies/Dept Reserves	25,845,247	37,434,203	37,765,325	35,342,260	(2,423,065)	30,692,260	(4,650,000)
<b>Total Requirements</b>	<b>27,499,675</b>	<b>37,996,554</b>	<b>42,117,145</b>	<b>38,554,175</b>	<b>(3,562,970)</b>	<b>31,450,607</b>	<b>(7,103,568)</b>
<b>Net County Cost</b>	<b>(36,557)</b>	<b>(4,560,884)</b>	<b>463,359</b>	<b>370,636</b>	<b>(92,723)</b>	<b>383,068</b>	<b>12,432</b>
Salary Resolution	94.0	96.0	96.0	102.0	6.0	102.0	—
Funded FTE	94.0	96.0	96.0	102.0	6.0	102.0	—

## Economic Self-Sufficiency (7220B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	159,135	159,135	163,909	170,465	6,556	170,465	—
Intergovernmental Revenues	84,497,436	67,579,426	71,154,243	76,856,738	5,702,495	77,465,229	608,491
Miscellaneous Revenue	138,403	159,165	235,000	240,000	5,000	240,000	—
<b>Total Revenue</b>	<b>84,794,974</b>	<b>67,897,726</b>	<b>71,553,152</b>	<b>77,267,203</b>	<b>5,714,051</b>	<b>77,875,694</b>	<b>608,491</b>
Fund Balance	1,365,990	2,074,910	2,894,910	1,975,000	(919,910)	1,125,000	(850,000)
<b>Total Sources</b>	<b>86,160,964</b>	<b>69,972,636</b>	<b>74,448,062</b>	<b>79,242,203</b>	<b>4,794,141</b>	<b>79,000,694</b>	<b>(241,509)</b>
<b>Requirements</b>							
Salaries and Benefits	53,199,889	55,831,625	62,522,173	64,972,175	2,450,002	65,569,391	597,216
Services and Supplies	2,594,011	2,828,925	7,126,659	5,845,147	(1,281,512)	5,848,614	3,467
Other Charges	6,053,244	5,152,625	5,703,466	5,952,582	249,116	6,020,862	68,280
Reclassification of Expenses	13,855,066	14,430,119	18,616,244	19,273,325	657,081	19,623,129	349,804
Fixed Assets	—	—	125,000	125,000	—	125,000	—
Other Financing Uses	170,736	346,053	165,985	1,655,299	1,489,314	1,153,795	(501,504)
<b>Gross Appropriations</b>	<b>75,872,946</b>	<b>78,589,347</b>	<b>94,259,527</b>	<b>97,823,528</b>	<b>3,564,001</b>	<b>98,340,791</b>	<b>517,263</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>75,872,946</b>	<b>78,589,347</b>	<b>94,259,527</b>	<b>97,823,528</b>	<b>3,564,001</b>	<b>98,340,791</b>	<b>517,263</b>
<b>Total Requirements</b>	<b>75,872,946</b>	<b>78,589,347</b>	<b>94,259,527</b>	<b>97,823,528</b>	<b>3,564,001</b>	<b>98,340,791</b>	<b>517,263</b>
<b>Net County Cost</b>	<b>(10,288,019)</b>	<b>8,616,712</b>	<b>19,811,465</b>	<b>18,581,325</b>	<b>(1,230,140)</b>	<b>19,340,097</b>	<b>758,772</b>
Salary Resolution	369.0	370.0	378.0	379.0	1.0	379.0	—
Funded FTE	369.0	370.0	377.5	378.5	1.0	378.5	—

## Aid Payments (7240B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	11,099,291	10,724,003	16,053,244	16,691,244	638,000	16,691,244	—
Miscellaneous Revenue	67,293	43,688	55,000	207,000	152,000	207,000	—
<b>Total Revenue</b>	<b>11,166,584</b>	<b>10,767,691</b>	<b>16,108,244</b>	<b>16,898,244</b>	<b>790,000</b>	<b>16,898,244</b>	<b>—</b>
<b>Total Sources</b>	<b>11,166,584</b>	<b>10,767,691</b>	<b>16,108,244</b>	<b>16,898,244</b>	<b>790,000</b>	<b>16,898,244</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	2,500	101,484	15,000	165,000	150,000	165,000	—
Other Charges	11,682,381	11,459,534	18,499,554	19,139,554	640,000	19,139,554	—
Reclassification of Expenses	1,119,237	1,195,512	2,792,154	2,792,154	—	2,792,154	—
<b>Gross Appropriations</b>	<b>12,804,118</b>	<b>12,756,530</b>	<b>21,306,708</b>	<b>22,096,708</b>	<b>790,000</b>	<b>22,096,708</b>	<b>—</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>12,804,118</b>	<b>12,756,530</b>	<b>21,306,708</b>	<b>22,096,708</b>	<b>790,000</b>	<b>22,096,708</b>	<b>—</b>
<b>Total Requirements</b>	<b>12,804,118</b>	<b>12,756,530</b>	<b>21,306,708</b>	<b>22,096,708</b>	<b>790,000</b>	<b>22,096,708</b>	<b>—</b>
<b>Net County Cost</b>	<b>1,637,534</b>	<b>1,988,839</b>	<b>5,198,464</b>	<b>5,198,464</b>	<b>—</b>	<b>5,198,464</b>	<b>—</b>

## Employment Services (7320B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	12,228,656	12,962,893	21,235,422	22,111,745	876,323	22,316,192	204,447
Miscellaneous Revenue	72,906	177,292	—	—	—	—	—
<b>Total Revenue</b>	<b>12,301,562</b>	<b>13,140,186</b>	<b>21,235,422</b>	<b>22,111,745</b>	<b>876,323</b>	<b>22,316,192</b>	<b>204,447</b>
Fund Balance	718,725	356,345	356,345	313,335	(43,010)	313,335	—
<b>Total Sources</b>	<b>13,020,287</b>	<b>13,496,531</b>	<b>21,591,767</b>	<b>22,425,080</b>	<b>833,313</b>	<b>22,629,527</b>	<b>204,447</b>
<b>Requirements</b>							
Salaries and Benefits	6,006,241	6,571,980	7,934,349	7,952,460	18,111	8,101,297	148,837
Services and Supplies	2,620,797	1,826,258	3,309,520	4,224,940	915,420	4,229,976	5,036
Other Charges	4,395,429	4,806,109	8,472,176	8,306,777	(165,399)	8,374,213	67,436
Reclassification of Expenses	3,096,764	3,602,284	4,169,623	4,287,898	118,275	4,252,824	(35,074)
Other Financing Uses	57,441	89,075	55,661	51,749	(3,912)	51,165	(584)
<b>Gross Appropriations</b>	<b>16,176,671</b>	<b>16,895,706</b>	<b>23,941,329</b>	<b>24,823,824</b>	<b>882,495</b>	<b>25,009,475</b>	<b>185,651</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>16,176,671</b>	<b>16,895,706</b>	<b>23,941,329</b>	<b>24,823,824</b>	<b>882,495</b>	<b>25,009,475</b>	<b>185,651</b>
Contingencies/Dept Reserves	313,335	313,335	313,335	313,335	—	313,335	—
<b>Total Requirements</b>	<b>16,490,006</b>	<b>17,209,041</b>	<b>24,254,664</b>	<b>25,137,159</b>	<b>882,495</b>	<b>25,322,810</b>	<b>185,651</b>
<b>Net County Cost</b>	<b>3,469,719</b>	<b>3,712,510</b>	<b>2,662,897</b>	<b>2,712,079</b>	<b>49,182</b>	<b>2,693,283</b>	<b>(18,796)</b>
Salary Resolution	53.0	52.0	52.0	52.0	—	52.0	—
Funded FTE	53.0	52.0	52.0	52.0	—	52.0	—

Other/Non-Salary



## Child Care Services (7360P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	2,918,617	3,091,282	6,729,563	6,507,969	(221,594)	6,519,358	11,389
Miscellaneous Revenue	72,649	163,472	—	—	—	—	—
<b>Total Revenue</b>	<b>2,991,266</b>	<b>3,254,754</b>	<b>6,729,563</b>	<b>6,507,969</b>	<b>(221,594)</b>	<b>6,519,358</b>	<b>11,389</b>
Fund Balance	313,335	313,335	313,335	313,335	—	313,335	—
<b>Total Sources</b>	<b>3,304,601</b>	<b>3,568,089</b>	<b>7,042,898</b>	<b>6,821,304</b>	<b>(221,594)</b>	<b>6,832,693</b>	<b>11,389</b>
<b>Requirements</b>							
Salaries and Benefits	266,627	266,298	255,326	246,424	(8,902)	249,097	2,673
Services and Supplies	84,874	104,178	81,973	58,005	(23,968)	58,005	—
Other Charges	3,066,940	3,304,310	6,307,365	6,124,245	(183,120)	6,124,561	316
Reclassification of Expenses	104,006	114,537	162,657	156,035	(6,622)	164,433	8,398
Other Financing Uses	41	75	71	108	37	110	2
<b>Gross Appropriations</b>	<b>3,522,488</b>	<b>3,789,399</b>	<b>6,807,392</b>	<b>6,584,817</b>	<b>(222,575)</b>	<b>6,596,206</b>	<b>11,389</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>3,522,488</b>	<b>3,789,399</b>	<b>6,807,392</b>	<b>6,584,817</b>	<b>(222,575)</b>	<b>6,596,206</b>	<b>11,389</b>
Contingencies/Dept Reserves	313,335	313,335	313,335	313,335	—	313,335	—
<b>Total Requirements</b>	<b>3,835,823</b>	<b>4,102,734</b>	<b>7,120,727</b>	<b>6,898,152</b>	<b>(222,575)</b>	<b>6,909,541</b>	<b>11,389</b>
<b>Net County Cost</b>	<b>531,222</b>	<b>534,646</b>	<b>77,829</b>	<b>76,848</b>	<b>(981)</b>	<b>76,848</b>	<b>—</b>
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	2.0	2.0	2.0	—	2.0	—

## Employment Services (7320P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	9,310,039	9,871,611	14,505,859	15,603,776	1,097,917	15,796,834	193,058
Miscellaneous Revenue	257	13,821	—	—	—	—	—
<b>Total Revenue</b>	<b>9,310,296</b>	<b>9,885,432</b>	<b>14,505,859</b>	<b>15,603,776</b>	<b>1,097,917</b>	<b>15,796,834</b>	<b>193,058</b>
Fund Balance	405,390	43,010	43,010	—	(43,010)	—	—
<b>Total Sources</b>	<b>9,715,686</b>	<b>9,928,442</b>	<b>14,548,869</b>	<b>15,603,776</b>	<b>1,054,907</b>	<b>15,796,834</b>	<b>193,058</b>
<b>Requirements</b>							
Salaries and Benefits	5,739,614	6,305,682	7,679,023	7,706,036	27,013	7,852,200	146,164
Services and Supplies	2,535,923	1,722,079	3,227,547	4,166,935	939,388	4,171,971	5,036
Other Charges	1,328,489	1,501,799	2,164,811	2,182,532	17,721	2,249,652	67,120
Reclassification of Expenses	2,992,757	3,487,746	4,006,966	4,131,863	124,897	4,088,391	(43,472)
Other Financing Uses	57,399	89,000	55,590	51,641	(3,949)	51,055	(586)
<b>Gross Appropriations</b>	<b>12,654,183</b>	<b>13,106,307</b>	<b>17,133,937</b>	<b>18,239,007</b>	<b>1,105,070</b>	<b>18,413,269</b>	<b>174,262</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>12,654,183</b>	<b>13,106,307</b>	<b>17,133,937</b>	<b>18,239,007</b>	<b>1,105,070</b>	<b>18,413,269</b>	<b>174,262</b>
<b>Total Requirements</b>	<b>12,654,183</b>	<b>13,106,307</b>	<b>17,133,937</b>	<b>18,239,007</b>	<b>1,105,070</b>	<b>18,413,269</b>	<b>174,262</b>
<b>Net County Cost</b>	<b>2,938,496</b>	<b>3,177,865</b>	<b>2,585,068</b>	<b>2,635,231</b>	<b>50,163</b>	<b>2,616,435</b>	<b>(18,796)</b>
Salary Resolution	51.0	50.0	50.0	50.0	—	50.0	—
Funded FTE	51.0	50.0	50.0	50.0	—	50.0	—

## Vocational Rehab Services (7330B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	742,656	840,179	800,000	780,000	(20,000)	780,000	—
Charges for Services	2,649,591	2,074,085	2,607,000	1,787,000	(820,000)	1,526,831	(260,169)
Interfund Revenue	—	221	5,000	1,000	(4,000)	1,000	—
Miscellaneous Revenue	109,535	210,404	384,777	180,000	(204,777)	180,000	—
<b>Total Revenue</b>	<b>3,501,782</b>	<b>3,124,889</b>	<b>3,796,777</b>	<b>2,748,000</b>	<b>(1,048,777)</b>	<b>2,487,831</b>	<b>(260,169)</b>
Fund Balance	125,000	1,025,000	2,025,000	2,745,000	720,000	2,125,000	(620,000)
<b>Total Sources</b>	<b>3,626,782</b>	<b>4,149,889</b>	<b>5,821,777</b>	<b>5,493,000</b>	<b>(328,777)</b>	<b>4,612,831</b>	<b>(880,169)</b>
<b>Requirements</b>							
Salaries and Benefits	4,126,403	4,528,158	6,018,398	5,899,352	(119,046)	6,020,175	120,823
Services and Supplies	3,454,393	3,755,751	5,836,263	3,515,247	(2,321,016)	3,064,920	(450,327)
Other Charges	1,218,843	1,213,310	1,448,382	1,290,434	(157,948)	1,319,305	28,871
Reclassification of Expenses	(2,374,959)	(3,184,692)	(3,276,838)	(3,211,393)	65,445	(3,117,868)	93,525
Fixed Assets	31,265	11,740	195,000	245,000	50,000	125,000	(120,000)
Other Financing Uses	—	232,152	—	2,300,000	2,300,000	2,000,000	(300,000)
<b>Gross Appropriations</b>	<b>6,455,945</b>	<b>6,556,419</b>	<b>10,221,205</b>	<b>10,038,640</b>	<b>(182,565)</b>	<b>9,411,532</b>	<b>(627,108)</b>
Intrafund Transfers	(1,195,795)	(1,259,356)	(1,310,000)	(1,560,000)	(250,000)	(1,560,000)	—
<b>Net Appropriations</b>	<b>5,260,150</b>	<b>5,297,063</b>	<b>8,911,205</b>	<b>8,478,640</b>	<b>(432,565)</b>	<b>7,851,532</b>	<b>(627,108)</b>
<b>Total Requirements</b>	<b>5,260,150</b>	<b>5,297,063</b>	<b>8,911,205</b>	<b>8,478,640</b>	<b>(432,565)</b>	<b>7,851,532</b>	<b>(627,108)</b>
<b>Net County Cost</b>	<b>1,633,368</b>	<b>1,147,174</b>	<b>3,089,428</b>	<b>2,985,640</b>	<b>(103,788)</b>	<b>3,238,701</b>	<b>253,061</b>
Salary Resolution	35.0	36.0	36.0	36.0	—	36.0	—
Funded FTE	35.0	36.0	36.0	36.0	—	36.0	—

## Children and Family Services (7420B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,208,710	2,688,319	3,724,635	3,173,620	(551,015)	3,173,620	—
Intergovernmental Revenues	47,886,215	41,099,925	64,719,292	63,142,559	(1,576,733)	63,490,271	347,712
Charges for Services	32,256	—	—	—	—	—	—
Interfund Revenue	—	290,262	—	—	—	—	—
Miscellaneous Revenue	444,381	519,117	306,561	524,841	218,280	524,841	—
<b>Total Revenue</b>	<b>51,571,563</b>	<b>44,597,623</b>	<b>68,750,488</b>	<b>66,841,020</b>	<b>(1,909,468)</b>	<b>67,188,732</b>	<b>347,712</b>
Fund Balance	4,883,940	1,918,400	1,918,400	1,443,320	(475,080)	1,943,320	500,000
<b>Total Sources</b>	<b>56,455,503</b>	<b>46,516,023</b>	<b>70,668,888</b>	<b>68,284,340</b>	<b>(2,384,548)</b>	<b>69,132,052</b>	<b>847,712</b>
<b>Requirements</b>							
Salaries and Benefits	29,878,386	32,332,807	39,547,316	38,269,438	(1,277,878)	39,030,296	760,858
Services and Supplies	9,418,795	10,344,958	21,517,269	21,333,382	(183,887)	21,387,526	54,144
Other Charges	19,949,732	17,569,978	23,904,390	21,622,259	(2,282,131)	21,669,920	47,661
Reclassification of Expenses	5,863,126	6,058,797	8,281,053	8,438,360	157,307	8,587,943	149,583
Fixed Assets	5,304	—	150,000	150,000	—	150,000	—
Other Financing Uses	592,853	754,584	590,637	1,089,709	499,072	1,589,356	499,647
<b>Gross Appropriations</b>	<b>65,708,196</b>	<b>67,061,123</b>	<b>93,990,665</b>	<b>90,903,148</b>	<b>(3,087,517)</b>	<b>92,415,041</b>	<b>1,511,893</b>
Intrafund Transfers	(291,102)	(849,890)	(726,153)	(864,606)	(138,453)	(864,606)	—
<b>Net Appropriations</b>	<b>65,417,095</b>	<b>66,211,233</b>	<b>93,264,512</b>	<b>90,038,542</b>	<b>(3,225,970)</b>	<b>91,550,435</b>	<b>1,511,893</b>
Contingencies/Dept Reserves	793,320	793,320	793,320	793,320	—	793,320	—
<b>Total Requirements</b>	<b>66,210,415</b>	<b>67,004,553</b>	<b>94,057,832</b>	<b>90,831,862</b>	<b>(3,225,970)</b>	<b>92,343,755</b>	<b>1,511,893</b>
<b>Net County Cost</b>	<b>9,754,912</b>	<b>20,488,530</b>	<b>23,388,944</b>	<b>22,547,522</b>	<b>(841,422)</b>	<b>23,211,703</b>	<b>664,181</b>
Salary Resolution	208.0	207.0	205.0	205.0	—	205.0	—
Funded FTE	208.0	207.0	204.8	204.8	—	204.8	—

## Homeless and Safety Net Services (7510B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	7,048,946	7,739,151	10,851,331	14,385,386	3,534,055	14,385,386	—
Intergovernmental Revenues	5,529,241	4,016,872	5,344,059	5,036,762	(307,297)	4,416,398	(620,364)
Interfund Revenue	2,956	—	—	—	—	—	—
Miscellaneous Revenue	299,621	1,715,818	992,121	—	(992,121)	—	—
<b>Total Revenue</b>	<b>12,880,764</b>	<b>13,471,841</b>	<b>17,187,511</b>	<b>19,422,148</b>	<b>2,234,637</b>	<b>18,801,784</b>	<b>(620,364)</b>
Fund Balance	1,678,165	1,600,000	500,000	—	(500,000)	—	—
<b>Total Sources</b>	<b>14,558,929</b>	<b>15,071,841</b>	<b>17,687,511</b>	<b>19,422,148</b>	<b>1,734,637</b>	<b>18,801,784</b>	<b>(620,364)</b>
<b>Requirements</b>							
Salaries and Benefits	1,610,053	1,707,785	2,670,961	3,028,609	357,648	3,063,244	34,635
Services and Supplies	16,981,874	16,264,369	21,377,729	26,117,727	4,739,998	24,902,388	(1,215,339)
Other Charges	689,200	1,655,042	1,347,661	2,303,871	956,210	2,330,536	26,665
Reclassification of Expenses	333,471	726,192	559,272	611,723	52,451	611,723	—
Other Financing Uses	1,573,385	286,973	593,091	179,747	(413,344)	181,668	1,921
<b>Gross Appropriations</b>	<b>21,187,982</b>	<b>20,640,362</b>	<b>26,548,714</b>	<b>32,241,677</b>	<b>5,692,963</b>	<b>31,089,559</b>	<b>(1,152,118)</b>
Intrafund Transfers	(107,000)	(107,000)	(107,000)	(1,019,500)	(912,500)	(397,000)	622,500
<b>Net Appropriations</b>	<b>21,080,982</b>	<b>20,533,362</b>	<b>26,441,714</b>	<b>31,222,177</b>	<b>4,780,463</b>	<b>30,692,559</b>	<b>(529,618)</b>
<b>Total Requirements</b>	<b>21,080,982</b>	<b>20,533,362</b>	<b>26,441,714</b>	<b>31,222,177</b>	<b>4,780,463</b>	<b>30,692,559</b>	<b>(529,618)</b>
<b>Net County Cost</b>	<b>6,522,054</b>	<b>5,461,521</b>	<b>8,754,203</b>	<b>11,800,029</b>	<b>3,045,826</b>	<b>11,890,775</b>	<b>90,746</b>
Salary Resolution	7.0	7.0	10.0	14.0	4.0	14.0	—
Funded FTE	7.0	7.0	10.0	14.0	4.0	14.0	—

## Community Capacity (7520B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	456,413	293,156	438,144	478,170	40,026	478,170	—
Intergovernmental Revenues	90,501	211,752	268,207	268,207	—	268,207	—
Miscellaneous Revenue	112,804	125,713	238,900	138,500	(100,400)	138,500	—
<b>Total Revenue</b>	<b>659,718</b>	<b>630,620</b>	<b>945,251</b>	<b>884,877</b>	<b>(60,374)</b>	<b>884,877</b>	<b>—</b>
Fund Balance	75,000	—	—	—	—	—	—
<b>Total Sources</b>	<b>734,718</b>	<b>630,620</b>	<b>945,251</b>	<b>884,877</b>	<b>(60,374)</b>	<b>884,877</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	1,638,193	1,902,647	2,072,568	2,110,073	37,505	2,147,683	37,610
Services and Supplies	759,925	601,671	888,692	918,642	29,950	914,881	(3,761)
Other Charges	347,423	379,211	636,080	506,560	(129,520)	518,157	11,597
Reclassification of Expenses	(731,615)	(947,940)	(1,110,501)	(1,118,152)	(7,651)	(1,126,563)	(8,411)
Other Financing Uses	138	147	142	211	69	216	5
<b>Gross Appropriations</b>	<b>2,014,063</b>	<b>1,935,736</b>	<b>2,486,981</b>	<b>2,417,334</b>	<b>(69,647)</b>	<b>2,454,374</b>	<b>37,040</b>
Intrafund Transfers	(106,000)	(106,000)	(106,000)	(106,000)	—	(106,000)	—
<b>Net Appropriations</b>	<b>1,908,063</b>	<b>1,829,736</b>	<b>2,380,981</b>	<b>2,311,334</b>	<b>(69,647)</b>	<b>2,348,374</b>	<b>37,040</b>
<b>Total Requirements</b>	<b>1,908,063</b>	<b>1,829,736</b>	<b>2,380,981</b>	<b>2,311,334</b>	<b>(69,647)</b>	<b>2,348,374</b>	<b>37,040</b>
<b>Net County Cost</b>	<b>1,173,345</b>	<b>1,199,115</b>	<b>1,435,730</b>	<b>1,426,457</b>	<b>(9,273)</b>	<b>1,463,497</b>	<b>37,040</b>
Salary Resolution	9.0	9.0	9.0	10.0	1.0	10.0	—
Funded FTE	9.0	9.0	9.0	10.0	1.0	10.0	—

## Department of Child Support Services (2600B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	10,717,752	10,796,911	9,957,279	10,367,126	409,847	10,367,126	—
Miscellaneous Revenue	—	—	517,376	7,340	(510,036)	86,617	79,277
<b>Total Revenue</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Total Sources</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Requirements</b>							
Salaries and Benefits	10,328,143	9,862,116	9,585,150	9,371,969	(213,181)	9,478,097	106,128
Services and Supplies	190,322	192,351	197,333	208,367	11,034	208,376	9
Other Charges	603,198	547,992	764,055	602,294	(161,761)	616,677	14,383
Other Financing Uses	239,159	194,453	194,644	195,617	973	195,214	(403)
<b>Gross Appropriations</b>	<b>11,360,821</b>	<b>10,796,911</b>	<b>10,741,182</b>	<b>10,378,247</b>	<b>(362,935)</b>	<b>10,498,364</b>	<b>120,117</b>
Intrafund Transfers	(643,069)	—	(266,527)	(3,781)	262,746	(44,621)	(40,840)
<b>Net Appropriations</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Total Requirements</b>	<b>10,717,752</b>	<b>10,796,911</b>	<b>10,474,655</b>	<b>10,374,466</b>	<b>(100,189)</b>	<b>10,453,743</b>	<b>79,277</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	67.0	61.0	56.0	56.0	—	56.0	—
Funded FTE	67.0	61.0	56.0	56.0	—	56.0	—





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# Community Services

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## Planning and Building (3800B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	36,519	28,143	1,323,458	150,250	(1,173,208)	156,260	6,010
Licenses, Permits and Franchises	3,583,539	3,975,889	4,347,159	4,540,763	193,604	4,540,763	—
Fines, Forfeitures and Penalties	144	1,296	—	—	—	—	—
Intergovernmental Revenues	—	—	652,200	110,000	(542,200)	—	(110,000)
Charges for Services	1,734,817	2,484,843	3,127,561	4,602,125	1,474,564	3,655,507	(946,618)
Interfund Revenue	185,655	92,421	104,275	39,520	(64,755)	39,999	479
Miscellaneous Revenue	352,056	784,133	13,100	51,050	37,950	51,050	—
Other Financing Sources	—	14,369	—	—	—	—	—
<b>Total Revenue</b>	<b>5,892,730</b>	<b>7,381,094</b>	<b>9,567,753</b>	<b>9,493,708</b>	<b>(74,045)</b>	<b>8,443,579</b>	<b>(1,050,129)</b>
Fund Balance	2,674,820	2,340,986	2,439,663	2,206,085	(233,578)	1,296,198	(909,887)
<b>Total Sources</b>	<b>8,567,550</b>	<b>9,722,080</b>	<b>12,007,416</b>	<b>11,699,793</b>	<b>(307,623)</b>	<b>9,739,777</b>	<b>(1,960,016)</b>
<b>Requirements</b>							
Salaries and Benefits	10,074,821	10,488,976	13,441,640	13,335,482	(106,158)	13,728,291	392,809
Services and Supplies	1,685,227	2,631,436	3,823,245	4,026,407	203,162	1,659,963	(2,366,444)
Other Charges	1,238,402	1,102,170	1,353,327	1,249,450	(103,877)	1,254,773	5,323
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	49,715	49,771	48,457	51,372	2,915	52,443	1,071
<b>Gross Appropriations</b>	<b>13,048,165</b>	<b>14,272,352</b>	<b>18,666,669</b>	<b>18,662,711</b>	<b>(3,958)</b>	<b>16,695,470</b>	<b>(1,967,241)</b>
Intrafund Transfers	(386,574)	(353,707)	(356,214)	(426,208)	(69,994)	(66,913)	359,295
<b>Net Appropriations</b>	<b>12,661,590</b>	<b>13,918,645</b>	<b>18,310,455</b>	<b>18,236,503</b>	<b>(73,952)</b>	<b>16,628,557</b>	<b>(1,607,946)</b>
Contingencies/Dept Reserves	1,165,956	1,296,198	1,296,198	1,296,198	—	1,296,198	—
<b>Total Requirements</b>	<b>13,827,546</b>	<b>15,214,843</b>	<b>19,606,653</b>	<b>19,532,701</b>	<b>(73,952)</b>	<b>17,924,755</b>	<b>(1,607,946)</b>
<b>Net County Cost</b>	<b>5,259,996</b>	<b>5,492,762</b>	<b>7,599,237</b>	<b>7,832,908</b>	<b>233,671</b>	<b>8,184,978</b>	<b>352,070</b>
Salary Resolution	67.0	67.0	68.0	69.0	1.0	69.0	—
Funded FTE	66.5	67.0	67.5	68.5	1.0	68.5	—

## Administration and Support (3810P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	—	—	—	60,000	60,000	—	(60,000)
Charges for Services	80,939	158,127	175,303	346,803	171,500	348,403	1,600
Interfund Revenue	117,155	20,124	—	19,520	19,520	19,999	479
Miscellaneous Revenue	11,798	134,202	—	—	—	—	—
<b>Total Revenue</b>	<b>209,892</b>	<b>312,453</b>	<b>175,303</b>	<b>426,323</b>	<b>251,020</b>	<b>368,402</b>	<b>(57,921)</b>
Fund Balance	2,674,820	2,340,986	2,439,663	1,409,198	(1,030,465)	1,296,198	(113,000)
<b>Total Sources</b>	<b>2,884,712</b>	<b>2,653,439</b>	<b>2,614,966</b>	<b>1,835,521</b>	<b>(779,445)</b>	<b>1,664,600</b>	<b>(170,921)</b>
<b>Requirements</b>							
Salaries and Benefits	3,054,325	3,316,898	4,290,395	4,101,405	(188,990)	4,228,404	126,999
Services and Supplies	703,096	790,780	925,199	694,156	(231,043)	715,392	21,236
Other Charges	835,197	803,530	709,891	756,235	46,344	770,542	14,307
Reclassification of Expenses	(4,430,488)	(4,168,410)	(5,505,842)	(5,140,551)	365,291	(5,361,000)	(220,449)
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	49,715	49,771	48,457	51,372	2,915	52,443	1,071
<b>Gross Appropriations</b>	<b>211,845</b>	<b>792,568</b>	<b>468,100</b>	<b>462,617</b>	<b>(5,483)</b>	<b>405,781</b>	<b>(56,836)</b>
Intrafund Transfers	(1,954)	(10,003)	—	(36,294)	(36,294)	(37,383)	(1,089)
<b>Net Appropriations</b>	<b>209,891</b>	<b>782,564</b>	<b>468,100</b>	<b>426,323</b>	<b>(41,777)</b>	<b>368,398</b>	<b>(57,925)</b>
Contingencies/Dept Reserves	1,165,956	1,296,198	1,296,198	1,296,198	—	1,296,198	—
<b>Total Requirements</b>	<b>1,375,847</b>	<b>2,078,762</b>	<b>1,764,298</b>	<b>1,722,521</b>	<b>(41,777)</b>	<b>1,664,596</b>	<b>(57,925)</b>
<b>Net County Cost</b>	<b>(1,508,865)</b>	<b>(574,677)</b>	<b>(850,668)</b>	<b>(113,000)</b>	<b>737,668</b>	<b>(4)</b>	<b>112,996</b>
Salary Resolution	18.0	18.0	18.0	18.0	—	18.0	—
Funded FTE	18.0	18.0	18.0	18.0	—	18.0	—

## Code Compliance Program (3820P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	—	—	195,000	186,000	(9,000)	186,000	—
Miscellaneous Revenue	176,460	188,193	—	—	—	—	—
<b>Total Revenue</b>	<b>176,460</b>	<b>188,193</b>	<b>195,000</b>	<b>186,000</b>	<b>(9,000)</b>	<b>186,000</b>	<b>—</b>
<b>Total Sources</b>	<b>176,460</b>	<b>188,193</b>	<b>195,000</b>	<b>186,000</b>	<b>(9,000)</b>	<b>186,000</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	605,006	996,933	1,428,284	1,531,389	103,105	1,574,360	42,971
Services and Supplies	2,923	10,798	21,966	40,969	19,003	41,856	887
Other Charges	68,509	45,754	86,639	117,140	30,501	109,958	(7,182)
Reclassification of Expenses	738,415	680,557	807,291	814,990	7,699	849,940	34,950
<b>Gross Appropriations</b>	<b>1,414,853</b>	<b>1,734,043</b>	<b>2,344,180</b>	<b>2,504,488</b>	<b>160,308</b>	<b>2,576,114</b>	<b>71,626</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>1,414,853</b>	<b>1,734,043</b>	<b>2,344,180</b>	<b>2,504,488</b>	<b>160,308</b>	<b>2,576,114</b>	<b>71,626</b>
<b>Total Requirements</b>	<b>1,414,853</b>	<b>1,734,043</b>	<b>2,344,180</b>	<b>2,504,488</b>	<b>160,308</b>	<b>2,576,114</b>	<b>71,626</b>
<b>Net County Cost</b>	<b>1,238,393</b>	<b>1,545,850</b>	<b>2,149,180</b>	<b>2,318,488</b>	<b>169,308</b>	<b>2,390,114</b>	<b>71,626</b>
Salary Resolution	8.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	8.0	8.0	8.0	8.0	—	8.0	—

## Long Range Planning Services (3830P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	36,519	28,143	1,323,458	150,250	(1,173,208)	156,260	6,010
Licenses, Permits and Franchises	—	40	—	—	—	—	—
Intergovernmental Revenues	—	—	652,200	50,000	(602,200)	—	(50,000)
Charges for Services	5,940	5,360	10,000	953,218	943,218	5,000	(948,218)
Interfund Revenue	—	43,753	104,275	—	(104,275)	—	—
Miscellaneous Revenue	—	100	—	—	—	—	—
Other Financing Sources	—	14,369	—	—	—	—	—
<b>Total Revenue</b>	<b>42,460</b>	<b>91,765</b>	<b>2,089,933</b>	<b>1,153,468</b>	<b>(936,465)</b>	<b>161,260</b>	<b>(992,208)</b>
Fund Balance	—	—	—	748,035	748,035	—	(748,035)
<b>Total Sources</b>	<b>42,460</b>	<b>91,765</b>	<b>2,089,933</b>	<b>1,901,503</b>	<b>(188,430)</b>	<b>161,260</b>	<b>(1,740,243)</b>
<b>Requirements</b>							
Salaries and Benefits	567,846	635,695	750,656	1,016,748	266,092	1,032,179	15,431
Services and Supplies	85,785	101,147	2,334,198	2,548,598	214,400	191,275	(2,357,323)
Other Charges	54,823	26,121	230,728	25,280	(205,448)	25,791	511
Reclassification of Expenses	276,906	255,209	342,663	407,495	64,832	424,970	17,475
<b>Gross Appropriations</b>	<b>985,360</b>	<b>1,018,172</b>	<b>3,658,245</b>	<b>3,998,121</b>	<b>339,876</b>	<b>1,674,215</b>	<b>(2,323,906)</b>
Intrafund Transfers	(204,642)	(321,085)	(326,684)	(360,384)	(33,700)	—	360,384
<b>Net Appropriations</b>	<b>780,718</b>	<b>697,088</b>	<b>3,331,561</b>	<b>3,637,737</b>	<b>306,176</b>	<b>1,674,215</b>	<b>(1,963,522)</b>
<b>Total Requirements</b>	<b>780,718</b>	<b>697,088</b>	<b>3,331,561</b>	<b>3,637,737</b>	<b>306,176</b>	<b>1,674,215</b>	<b>(1,963,522)</b>
<b>Net County Cost</b>	<b>738,258</b>	<b>605,323</b>	<b>1,241,628</b>	<b>1,736,234</b>	<b>494,606</b>	<b>1,512,955</b>	<b>(223,279)</b>
Salary Resolution	3.0	3.0	4.0	4.0	—	4.0	—
Funded FTE	3.0	3.0	4.0	4.0	—	4.0	—

## Building Inspection (3842P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Licenses, Permits and Franchises	2,942,612	3,320,284	3,242,601	3,853,763	611,162	3,853,763	—
Fines, Forfeitures and Penalties	144	1,296	—	—	—	—	—
Charges for Services	1,090,566	2,036,342	2,251,081	2,667,662	416,581	2,667,662	—
Interfund Revenue	9,566	28,545	—	20,000	20,000	20,000	—
Miscellaneous Revenue	4,504	7,746	12,100	1,050	(11,050)	1,050	—
<b>Total Revenue</b>	<b>4,047,392</b>	<b>5,394,212</b>	<b>5,505,782</b>	<b>6,542,475</b>	<b>1,036,693</b>	<b>6,542,475</b>	<b>—</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>4,047,392</b>	<b>5,394,212</b>	<b>5,505,782</b>	<b>6,542,475</b>	<b>1,036,693</b>	<b>6,542,475</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	3,146,746	2,807,290	3,625,959	3,210,328	(415,631)	3,321,686	111,358
Services and Supplies	672,314	1,282,264	325,705	507,869	182,164	507,915	46
Other Charges	179,845	150,617	213,603	245,421	31,818	240,832	(4,589)
Reclassification of Expenses	1,846,037	1,701,392	2,323,140	1,931,527	(391,613)	2,014,360	82,833
Fixed Assets	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>5,844,942</b>	<b>5,941,562</b>	<b>6,488,407</b>	<b>5,895,145</b>	<b>(593,262)</b>	<b>6,084,793</b>	<b>189,648</b>
Intrafund Transfers	(169,970)	(1,372)	(9,530)	(9,530)	—	(9,530)	—
<b>Net Appropriations</b>	<b>5,674,972</b>	<b>5,940,190</b>	<b>6,478,877</b>	<b>5,885,615</b>	<b>(593,262)</b>	<b>6,075,263</b>	<b>189,648</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>5,674,972</b>	<b>5,940,190</b>	<b>6,478,877</b>	<b>5,885,615</b>	<b>(593,262)</b>	<b>6,075,263</b>	<b>189,648</b>
<b>Net County Cost</b>	<b>1,627,581</b>	<b>545,978</b>	<b>973,095</b>	<b>(656,860)</b>	<b>(1,629,955)</b>	<b>(467,212)</b>	<b>189,648</b>
Salary Resolution	20.0	20.0	19.0	19.0	—	19.0	—
Funded FTE	20.0	20.0	19.0	19.0	—	19.0	—

## Planning and Development Review (3843P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Licenses, Permits and Franchises	640,927	655,565	1,104,558	687,000	(417,558)	687,000	—
Charges for Services	557,372	285,014	496,177	448,442	(47,735)	448,442	—
Interfund Revenue	58,934	—	—	—	—	—	—
Miscellaneous Revenue	159,295	453,893	1,000	50,000	49,000	50,000	—
<b>Total Revenue</b>	<b>1,416,528</b>	<b>1,394,472</b>	<b>1,601,735</b>	<b>1,185,442</b>	<b>(416,293)</b>	<b>1,185,442</b>	<b>—</b>
Fund Balance	—	—	—	48,852	48,852	—	(48,852)
<b>Total Sources</b>	<b>1,416,528</b>	<b>1,394,472</b>	<b>1,601,735</b>	<b>1,234,294</b>	<b>(367,441)</b>	<b>1,185,442</b>	<b>(48,852)</b>
<b>Requirements</b>							
Salaries and Benefits	2,700,898	2,732,160	3,346,346	3,475,612	129,266	3,571,662	96,050
Services and Supplies	221,109	446,447	216,177	234,815	18,638	203,525	(31,290)
Other Charges	100,027	76,148	112,466	105,374	(7,092)	107,650	2,276
Reclassification of Expenses	1,569,131	1,531,253	2,032,748	1,986,539	(46,209)	2,071,730	85,191
<b>Gross Appropriations</b>	<b>4,591,165</b>	<b>4,786,007</b>	<b>5,707,737</b>	<b>5,802,340</b>	<b>94,603</b>	<b>5,954,567</b>	<b>152,227</b>
Intrafund Transfers	(10,009)	(21,247)	(20,000)	(20,000)	—	(20,000)	—
<b>Net Appropriations</b>	<b>4,581,156</b>	<b>4,764,760</b>	<b>5,687,737</b>	<b>5,782,340</b>	<b>94,603</b>	<b>5,934,567</b>	<b>152,227</b>
<b>Total Requirements</b>	<b>4,581,156</b>	<b>4,764,760</b>	<b>5,687,737</b>	<b>5,782,340</b>	<b>94,603</b>	<b>5,934,567</b>	<b>152,227</b>
<b>Net County Cost</b>	<b>3,164,629</b>	<b>3,370,288</b>	<b>4,086,002</b>	<b>4,548,046</b>	<b>462,044</b>	<b>4,749,125</b>	<b>201,079</b>
Salary Resolution	18.0	18.0	19.0	20.0	1.0	20.0	—
Funded FTE	17.5	18.0	18.5	19.5	1.0	19.5	—



## Local Agency Formation Commission (3570B)

### Local Agency Formation Commission (Information Only) FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	185	5,060	200	200	—	200	—
Intergovernmental Revenues	510,713	484,789	535,383	555,954	20,571	751,646	195,692
Charges for Services	152,713	33,727	31,386	35,000	3,614	37,000	2,000
Interfund Revenue	181,479	—	—	—	—	—	—
Miscellaneous Revenue	6,800	230	—	—	—	—	—
<b>Total Revenue</b>	<b>851,890</b>	<b>523,806</b>	<b>566,969</b>	<b>591,154</b>	<b>24,185</b>	<b>788,846</b>	<b>197,692</b>
Fund Balance	152,367	401,925	219,431	257,707	38,276	60,000	(197,707)
<b>Total Sources</b>	<b>1,004,257</b>	<b>925,731</b>	<b>786,400</b>	<b>848,861</b>	<b>62,461</b>	<b>848,846</b>	<b>(15)</b>
<b>Gross Appropriations</b>	<b>602,332</b>	<b>706,299</b>	<b>681,232</b>	<b>788,861</b>	<b>107,629</b>	<b>713,846</b>	<b>(75,015)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>602,332</b>	<b>706,299</b>	<b>681,232</b>	<b>788,861</b>	<b>107,629</b>	<b>713,846</b>	<b>(75,015)</b>
Contingencies/Dept Reserves	401,925	219,431	105,168	60,000	(45,168)	135,000	75,000
<b>Total Requirements</b>	<b>1,004,257</b>	<b>925,731</b>	<b>786,400</b>	<b>848,861</b>	<b>62,461</b>	<b>848,846</b>	<b>(15)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	2.0	2.0	2.0	—	2.0	—

## Parks Department (39000)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	5,847,729	8,435,282	15,344,337	7,165,843	(8,178,494)	2,387,335	(4,778,508)
Licenses, Permits and Franchises	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	34,471	24,323	9,500	9,500	—	9,500	—
Use of Money and Property	244,896	281,115	269,268	251,934	(17,334)	251,934	—
Intergovernmental Revenues	458,022	108,995	3,332,507	175,000	(3,157,507)	25,000	(150,000)
Charges for Services	2,839,781	3,702,635	3,870,383	3,927,590	57,207	3,964,090	36,500
Interfund Revenue	—	1,630	1,891,134	2,471,519	580,385	999	(2,470,520)
Miscellaneous Revenue	185,949	464,290	3,655,856	102,000	(3,553,856)	72,000	(30,000)
Other Financing Sources	6,039,189	8,729,445	18,773,162	553,636	(18,219,526)	100,000	(453,636)
<b>Total Revenue</b>	<b>15,650,036</b>	<b>21,747,715</b>	<b>47,146,147</b>	<b>14,657,022</b>	<b>(32,489,125)</b>	<b>6,810,858</b>	<b>(7,846,164)</b>
Fund Balance	7,516,886	7,351,805	6,959,297	4,317,522	(2,641,775)	4,307,522	(10,000)
<b>Total Sources</b>	<b>23,166,922</b>	<b>29,099,520</b>	<b>54,105,444</b>	<b>18,974,544</b>	<b>(35,130,900)</b>	<b>11,118,380</b>	<b>(7,856,164)</b>
<b>Requirements</b>							
Salaries and Benefits	13,323,661	14,035,909	15,247,194	14,710,401	(536,793)	14,979,681	269,280
Services and Supplies	6,020,735	6,204,900	8,730,934	6,122,580	(2,608,354)	5,174,866	(947,714)
Other Charges	2,938,477	3,171,452	2,815,765	2,820,407	4,642	2,849,904	29,497
Fixed Assets	4,831,666	7,196,828	30,745,255	2,795,520	(27,949,735)	—	(2,795,520)
Other Financing Uses	3,368,417	6,158,213	7,907,460	4,250,759	(3,656,701)	113,038	(4,137,721)
<b>Gross Appropriations</b>	<b>30,482,955</b>	<b>36,767,303</b>	<b>65,446,608</b>	<b>30,699,667</b>	<b>(34,746,941)</b>	<b>23,117,489</b>	<b>(7,582,178)</b>
Intrafund Transfers	(73,518)	(121,830)	(253,230)	(50,000)	203,230	(50,000)	—
<b>Net Appropriations</b>	<b>30,409,437</b>	<b>36,645,473</b>	<b>65,193,378</b>	<b>30,649,667</b>	<b>(34,543,711)</b>	<b>23,067,489</b>	<b>(7,582,178)</b>
Contingencies/Dept Reserves	2,526,759	2,536,606	2,570,031	2,570,031	—	2,570,031	—
Non-General Fund Reserves	4,395,663	4,339,266	1,763,911	1,737,491	(26,420)	1,737,491	—
<b>Total Requirements</b>	<b>37,331,859</b>	<b>43,521,345</b>	<b>69,527,320</b>	<b>34,957,189</b>	<b>(34,570,131)</b>	<b>27,375,011</b>	<b>(7,582,178)</b>
<b>Net County Cost</b>	<b>14,164,936</b>	<b>14,421,825</b>	<b>15,421,876</b>	<b>15,982,645</b>	<b>560,769</b>	<b>16,256,631</b>	<b>273,986</b>
Salary Resolution	77.0	78.0	78.0	78.0	—	78.0	—
Funded FTE	77.0	78.0	77.9	78.0	0.1	78.0	—

## Parks Administration (3900B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,672,164	4,479,727	6,497,058	3,137,335	(3,359,723)	2,387,335	(750,000)
Licenses, Permits and Franchises	—	—	—	—	—	—	—
Fines, Forfeitures and Penalties	34,414	22,277	8,000	8,000	—	8,000	—
Use of Money and Property	201,287	263,264	228,768	231,434	2,666	231,434	—
Intergovernmental Revenues	154,274	67,010	84,486	175,000	90,514	25,000	(150,000)
Charges for Services	1,289,589	2,106,818	2,339,923	2,297,130	(42,793)	2,333,630	36,500
Interfund Revenue	—	1,630	999	999	—	999	—
Miscellaneous Revenue	186,605	440,984	404,356	102,000	(302,356)	72,000	(30,000)
Other Financing Sources	63,055	12,245	176,000	100,000	(76,000)	100,000	—
<b>Total Revenue</b>	<b>4,601,388</b>	<b>7,393,954</b>	<b>9,739,590</b>	<b>6,051,898</b>	<b>(3,687,692)</b>	<b>5,158,398</b>	<b>(893,500)</b>
Fund Balance	3,063,792	2,642,439	2,620,031	2,570,031	(50,000)	2,570,031	—
<b>Total Sources</b>	<b>7,665,180</b>	<b>10,036,393</b>	<b>12,359,621</b>	<b>8,621,929</b>	<b>(3,737,692)</b>	<b>7,728,429</b>	<b>(893,500)</b>
<b>Requirements</b>							
Salaries and Benefits	12,742,909	13,456,354	14,515,908	13,985,483	(530,425)	14,248,508	263,025
Services and Supplies	4,205,169	5,456,957	8,107,114	4,784,454	(3,322,660)	4,670,015	(114,439)
Other Charges	2,352,984	2,554,283	2,477,901	2,500,991	23,090	2,533,468	32,477
Fixed Assets	63,452	563,473	351,725	300,000	(51,725)	—	(300,000)
Other Financing Uses	12,361	12,374	12,048	513,615	501,567	13,038	(500,577)
<b>Gross Appropriations</b>	<b>19,376,876</b>	<b>22,043,442</b>	<b>25,464,696</b>	<b>22,084,543</b>	<b>(3,380,153)</b>	<b>21,465,029</b>	<b>(619,514)</b>
Intrafund Transfers	(73,518)	(121,830)	(253,230)	(50,000)	203,230	(50,000)	—
<b>Net Appropriations</b>	<b>19,303,357</b>	<b>21,921,612</b>	<b>25,211,466</b>	<b>22,034,543</b>	<b>(3,176,923)</b>	<b>21,415,029</b>	<b>(619,514)</b>
Contingencies/Dept Reserves	2,526,759	2,536,606	2,570,031	2,570,031	—	2,570,031	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>21,830,116</b>	<b>24,458,218</b>	<b>27,781,497</b>	<b>24,604,574</b>	<b>(3,176,923)</b>	<b>23,985,060</b>	<b>(619,514)</b>
<b>Net County Cost</b>	<b>14,164,936</b>	<b>14,421,825</b>	<b>15,421,876</b>	<b>15,982,645</b>	<b>560,769</b>	<b>16,256,631</b>	<b>273,986</b>
Salary Resolution	74.0	75.0	75.0	75.0	—	75.0	—
Funded FTE	74.0	75.0	74.9	75.0	0.1	75.0	—

## Fish and Game (3950B)

### Fish and Game Propagation Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Fines, Forfeitures and Penalties	56	2,046	1,500	1,500	—	1,500	—
Use of Money and Property	750	609	500	500	—	500	—
<b>Total Revenue</b>	<b>806</b>	<b>2,655</b>	<b>2,000</b>	<b>2,000</b>	<b>—</b>	<b>2,000</b>	<b>—</b>
Fund Balance	62,071	62,877	65,532	57,532	(8,000)	47,532	(10,000)
<b>Total Sources</b>	<b>62,877</b>	<b>65,532</b>	<b>67,532</b>	<b>59,532</b>	<b>(8,000)</b>	<b>49,532</b>	<b>(10,000)</b>
<b>Requirements</b>							
Services and Supplies	—	—	10,000	12,000	2,000	2,000	(10,000)
<b>Gross Appropriations</b>	<b>—</b>	<b>—</b>	<b>10,000</b>	<b>12,000</b>	<b>2,000</b>	<b>2,000</b>	<b>(10,000)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>—</b>	<b>—</b>	<b>10,000</b>	<b>12,000</b>	<b>2,000</b>	<b>2,000</b>	<b>(10,000)</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	62,877	65,532	57,532	47,532	(10,000)	47,532	—
<b>Total Requirements</b>	<b>62,877</b>	<b>65,532</b>	<b>67,532</b>	<b>59,532</b>	<b>(8,000)</b>	<b>49,532</b>	<b>(10,000)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Parks Capital Projects (3970B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Use of Money and Property	1,320	—	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—	—	—
Miscellaneous Revenue	—	—	—	—	—	—	—
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>1,320</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Fund Balance	203,128	—	—	—	—	—	—
<b>Total Sources</b>	<b>204,448</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Requirements</b>							
Services and Supplies	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	204,448	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>204,448</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>204,448</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>204,448</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Coyote Point Marina (3980B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	22,194	21,470	20,000	10,000	(10,000)	10,000	—
Intergovernmental Revenues	80,276	41,985	48,646	—	(48,646)	—	—
Charges for Services	1,550,192	1,595,817	1,530,460	1,630,460	100,000	1,630,460	—
Miscellaneous Revenue	(656)	10,961	—	—	—	—	—
<b>Total Revenue</b>	<b>1,652,005</b>	<b>1,670,233</b>	<b>1,599,106</b>	<b>1,640,460</b>	<b>41,354</b>	<b>1,640,460</b>	<b>—</b>
Fund Balance	2,272,741	2,734,604	2,617,876	524,862	(2,093,014)	524,862	—
<b>Total Sources</b>	<b>3,924,746</b>	<b>4,404,836</b>	<b>4,216,982</b>	<b>2,165,322</b>	<b>(2,051,660)</b>	<b>2,165,322</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	580,751	579,555	731,286	724,918	(6,368)	731,173	6,255
Services and Supplies	337,601	589,618	393,820	496,126	102,306	492,851	(3,275)
Other Charges	585,493	617,169	337,864	319,416	(18,448)	316,436	(2,980)
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	—	619	2,449,381	100,000	(2,349,381)	100,000	—
<b>Gross Appropriations</b>	<b>1,503,845</b>	<b>1,786,961</b>	<b>3,912,351</b>	<b>1,640,460</b>	<b>(2,271,891)</b>	<b>1,640,460</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>1,503,845</b>	<b>1,786,961</b>	<b>3,912,351</b>	<b>1,640,460</b>	<b>(2,271,891)</b>	<b>1,640,460</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	2,420,901	2,617,876	304,631	524,862	220,231	524,862	—
<b>Total Requirements</b>	<b>3,924,746</b>	<b>4,404,837</b>	<b>4,216,982</b>	<b>2,165,322</b>	<b>(2,051,660)</b>	<b>2,165,322</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	3.0	3.0	3.0	3.0	—	3.0	—
Funded FTE	3.0	3.0	3.0	3.0	—	3.0	—

## Parks Capital Projects (3990B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,175,565	3,955,556	8,847,279	4,028,508	(4,818,771)	—	(4,028,508)
Use of Money and Property	19,345	(4,227)	20,000	10,000	(10,000)	10,000	—
Intergovernmental Revenues	223,473	—	3,199,375	—	(3,199,375)	—	—
Interfund Revenue	—	—	1,890,135	2,470,520	580,385	—	(2,470,520)
Miscellaneous Revenue	—	12,345	3,251,500	—	(3,251,500)	—	—
Other Financing Sources	5,976,134	8,717,200	18,597,162	453,636	(18,143,526)	—	(453,636)
<b>Total Revenue</b>	<b>9,394,517</b>	<b>12,680,873</b>	<b>35,805,451</b>	<b>6,962,664</b>	<b>(28,842,787)</b>	<b>10,000</b>	<b>(6,952,664)</b>
Fund Balance	1,915,154	1,911,885	1,655,858	1,165,097	(490,761)	1,165,097	—
<b>Total Sources</b>	<b>11,309,671</b>	<b>14,592,758</b>	<b>37,461,309</b>	<b>8,127,761</b>	<b>(29,333,548)</b>	<b>1,175,097</b>	<b>(6,952,664)</b>
<b>Requirements</b>							
Services and Supplies	1,477,965	158,325	220,000	830,000	610,000	10,000	(820,000)
Fixed Assets	4,768,213	6,633,355	30,393,530	2,495,520	(27,898,010)	—	(2,495,520)
Other Financing Uses	3,151,608	6,145,220	5,446,031	3,637,144	(1,808,887)	—	(3,637,144)
<b>Gross Appropriations</b>	<b>9,397,786</b>	<b>12,936,900</b>	<b>36,059,561</b>	<b>6,962,664</b>	<b>(29,096,897)</b>	<b>10,000</b>	<b>(6,952,664)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>9,397,786</b>	<b>12,936,900</b>	<b>36,059,561</b>	<b>6,962,664</b>	<b>(29,096,897)</b>	<b>10,000</b>	<b>(6,952,664)</b>
Non-General Fund Reserves	1,911,885	1,655,858	1,401,748	1,165,097	(236,651)	1,165,097	—
<b>Total Requirements</b>	<b>11,309,671</b>	<b>14,592,758</b>	<b>37,461,309</b>	<b>8,127,761</b>	<b>(29,333,548)</b>	<b>1,175,097</b>	<b>(6,952,664)</b>
<b>Net County Cost</b>	<b>—</b>	<b>(1)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## County Library (3700B)

### County Library Fund (Information Only) FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	35,868,573	39,023,469	37,752,120	39,222,039	1,469,919	39,222,039	—
Use of Money and Property	462,309	360,554	371,216	371,216	—	371,216	—
Intergovernmental Revenues	2,280,703	287,260	184,500	587,600	403,100	587,600	—
Charges for Services	5,542	22,381	—	—	—	—	—
Interfund Revenue	334,114	296,853	653,293	251,549	(401,744)	251,549	—
Miscellaneous Revenue	732,213	548,342	732,985	209,979	(523,006)	209,979	—
<b>Total Revenue</b>	<b>39,683,454</b>	<b>40,538,859</b>	<b>39,694,114</b>	<b>40,642,383</b>	<b>948,269</b>	<b>40,642,383</b>	<b>—</b>
Fund Balance	32,484,732	33,876,245	38,124,065	34,428,848	(3,695,217)	21,987,109	(12,441,739)
<b>Total Sources</b>	<b>72,168,186</b>	<b>74,415,104</b>	<b>77,818,179</b>	<b>75,071,231</b>	<b>(2,746,948)</b>	<b>62,629,492</b>	<b>(12,441,739)</b>
<b>Requirements</b>							
Salaries and Benefits	17,553,706	19,886,549	24,656,168	25,508,040	851,872	25,957,006	448,966
Services and Supplies	13,181,156	14,020,185	19,707,268	22,782,540	3,075,272	14,875,952	(7,906,588)
Other Charges	7,273,663	1,552,950	3,640,358	2,007,480	(1,632,878)	2,014,938	7,458
Fixed Assets	267,104	801,205	1,991,000	2,753,362	762,362	—	(2,753,362)
Other Financing Uses	16,313	30,149	28,137	32,700	4,563	33,385	685
<b>Gross Appropriations</b>	<b>38,291,942</b>	<b>36,291,039</b>	<b>50,022,931</b>	<b>53,084,122</b>	<b>3,061,191</b>	<b>42,881,281</b>	<b>(10,202,841)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>38,291,942</b>	<b>36,291,039</b>	<b>50,022,931</b>	<b>53,084,122</b>	<b>3,061,191</b>	<b>42,881,281</b>	<b>(10,202,841)</b>
Contingencies/Dept Reserves	10,569,050	10,569,050	4,524,868	4,696,559	171,691	4,696,559	—
Non-General Fund Reserves	23,307,195	27,555,015	23,270,380	17,290,550	(5,979,830)	15,051,652	(2,238,898)
<b>Total Requirements</b>	<b>72,168,186</b>	<b>74,415,104</b>	<b>77,818,179</b>	<b>75,071,231</b>	<b>(2,746,948)</b>	<b>62,629,492</b>	<b>(12,441,739)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	129.0	135.0	146.0	153.0	7.0	153.0	—
Funded FTE	115.9	122.4	131.7	139.1	7.5	139.1	—



## Office of Sustainability (4000D)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,665,443	1,864,195	3,038,930	2,693,914	(345,016)	2,119,606	(574,308)
Licenses, Permits and Franchises	2,804,774	2,949,482	3,054,321	3,107,603	53,282	3,107,603	—
Use of Money and Property	179,155	124,397	163,388	176,503	13,115	176,503	—
Intergovernmental Revenues	1,151,021	1,451,242	1,320,793	2,817,699	1,496,906	2,574,269	(243,430)
Charges for Services	2,241,575	1,885,699	1,871,663	1,908,479	36,816	1,908,479	—
Interfund Revenue	1,400	1,471	—	—	—	—	—
Miscellaneous Revenue	23,284	17,669	76,667	35,000	(41,667)	35,000	—
Other Financing Sources	721,817	133,857	1,829,689	1,960,176	130,487	2,043,722	83,546
<b>Total Revenue</b>	<b>8,788,469</b>	<b>8,428,013</b>	<b>11,355,451</b>	<b>12,699,374</b>	<b>1,343,923</b>	<b>11,965,182</b>	<b>(734,192)</b>
Fund Balance	18,369,541	16,960,206	15,266,052	13,323,162	(1,942,890)	12,509,515	(813,647)
<b>Total Sources</b>	<b>27,158,010</b>	<b>25,388,219</b>	<b>26,621,503</b>	<b>26,022,536</b>	<b>(598,967)</b>	<b>24,474,697</b>	<b>(1,547,839)</b>
<b>Requirements</b>							
Salaries and Benefits	6,018,765	6,018,383	8,305,487	8,026,766	(278,721)	8,303,050	276,284
Services and Supplies	7,499,677	7,899,980	13,876,040	13,794,365	(81,675)	12,046,785	(1,747,580)
Other Charges	1,966,305	1,792,482	1,471,951	1,082,933	(389,018)	1,078,825	(4,108)
Other Financing Uses	106,164	63,306	345,113	339,927	(5,186)	340,334	407
<b>Gross Appropriations</b>	<b>15,590,910</b>	<b>15,774,151</b>	<b>23,998,591</b>	<b>23,243,991</b>	<b>(754,600)</b>	<b>21,768,994</b>	<b>(1,474,997)</b>
Intrafund Transfers	—	(41,667)	(157,950)	(72,396)	85,554	(71,454)	942
<b>Net Appropriations</b>	<b>15,590,910</b>	<b>15,732,484</b>	<b>23,840,641</b>	<b>23,171,595</b>	<b>(669,046)</b>	<b>21,697,540</b>	<b>(1,474,055)</b>
Contingencies/Dept Reserves	1,235,145	1,235,145	2,260,250	2,260,250	—	2,260,250	—
Non-General Fund Reserves	13,295,806	11,771,047	8,621,645	8,621,645	—	8,621,645	—
<b>Total Requirements</b>	<b>30,121,862</b>	<b>28,738,677</b>	<b>34,722,536</b>	<b>34,053,490</b>	<b>(669,046)</b>	<b>32,579,435</b>	<b>(1,474,055)</b>
<b>Net County Cost</b>	<b>2,963,852</b>	<b>3,350,457</b>	<b>8,101,033</b>	<b>8,030,954</b>	<b>(70,079)</b>	<b>8,104,738</b>	<b>73,784</b>
Salary Resolution	26.0	28.0	30.0	33.0	3.0	33.0	—
Funded FTE	26.0	28.0	29.9	32.9	3.0	32.9	—

## Office of Sustainability (4000B)

All Funds  
FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	446,633	566,163	1,840,764	1,361,293	(479,471)	761,293	(600,000)
Intergovernmental Revenues	1,130,248	1,322,921	1,299,992	2,426,946	1,126,954	2,183,516	(243,430)
Charges for Services	313,535	118,589	125,000	125,000	—	125,000	—
Interfund Revenue	1,210	1,186	—	—	—	—	—
Miscellaneous Revenue	19,204	13,953	71,667	30,000	(41,667)	30,000	—
Other Financing Sources	670,605	56,667	1,524,985	1,559,372	34,387	1,559,372	—
<b>Total Revenue</b>	<b>2,581,435</b>	<b>2,079,480</b>	<b>4,862,408</b>	<b>5,502,611</b>	<b>640,203</b>	<b>4,659,181</b>	<b>(843,430)</b>
Fund Balance	3,392,322	3,664,399	3,495,005	3,400,430	(94,575)	3,335,853	(64,577)
<b>Total Sources</b>	<b>5,973,757</b>	<b>5,743,879</b>	<b>8,357,413</b>	<b>8,903,041</b>	<b>545,628</b>	<b>7,995,034</b>	<b>(908,007)</b>
<b>Requirements</b>							
Salaries and Benefits	4,065,507	3,709,275	5,341,852	5,505,854	164,002	5,763,532	257,678
Services and Supplies	2,724,919	3,327,727	8,114,131	8,599,964	485,833	7,478,812	(1,121,152)
Other Charges	893,144	844,941	880,618	703,404	(177,214)	732,248	28,844
Other Financing Uses	18,894	18,915	19,545	19,523	(22)	19,930	407
<b>Gross Appropriations</b>	<b>7,702,464</b>	<b>7,900,858</b>	<b>14,356,146</b>	<b>14,828,745</b>	<b>472,599</b>	<b>13,994,522</b>	<b>(834,223)</b>
Intrafund Transfers	—	(41,667)	(157,950)	(155,000)	2,950	(155,000)	—
<b>Net Appropriations</b>	<b>7,702,464</b>	<b>7,859,191</b>	<b>14,198,196</b>	<b>14,673,745</b>	<b>475,549</b>	<b>13,839,522</b>	<b>(834,223)</b>
Contingencies/Dept Reserves	1,235,145	1,235,145	2,260,250	2,260,250	—	2,260,250	—
<b>Total Requirements</b>	<b>8,937,609</b>	<b>9,094,336</b>	<b>16,458,446</b>	<b>16,933,995</b>	<b>475,549</b>	<b>16,099,772</b>	<b>(834,223)</b>
<b>Net County Cost</b>	<b>2,963,852</b>	<b>3,350,457</b>	<b>8,101,033</b>	<b>8,030,954</b>	<b>(70,079)</b>	<b>8,104,738</b>	<b>73,784</b>
Salary Resolution	18.0	19.0	20.0	22.0	2.0	22.0	—
Funded FTE	18.0	19.0	19.9	21.9	2.0	21.9	—

## Administration (4010P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	98,000	197,304	—	—	—	—	—
Charges for Services	192	15	—	—	—	—	—
Interfund Revenue	1,210	1,186	—	—	—	—	—
Miscellaneous Revenue	3,718	—	—	—	—	—	—
Other Financing Sources	87,271	—	293,318	359,372	66,054	359,372	—
<b>Total Revenue</b>	<b>190,391</b>	<b>198,505</b>	<b>293,318</b>	<b>359,372</b>	<b>66,054</b>	<b>359,372</b>	<b>—</b>
Fund Balance	1,689,048	1,789,048	2,714,153	2,714,153	—	2,714,153	—
<b>Total Sources</b>	<b>1,879,439</b>	<b>1,987,553</b>	<b>3,007,471</b>	<b>3,073,525</b>	<b>66,054</b>	<b>3,073,525</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	1,269,243	1,057,509	1,657,518	1,557,227	(100,291)	1,582,923	25,696
Services and Supplies	423,510	373,220	474,046	632,927	158,881	632,917	(10)
Other Charges	277,198	540,593	592,957	497,774	(95,183)	515,061	17,287
Other Financing Uses	18,894	18,915	19,545	19,523	(22)	19,930	407
<b>Gross Appropriations</b>	<b>1,988,844</b>	<b>1,990,237</b>	<b>2,744,066</b>	<b>2,707,451</b>	<b>(36,615)</b>	<b>2,750,831</b>	<b>43,380</b>
Intrafund Transfers	—	—	(30,000)	(30,000)	—	(30,000)	—
<b>Net Appropriations</b>	<b>1,988,844</b>	<b>1,990,237</b>	<b>2,714,066</b>	<b>2,677,451</b>	<b>(36,615)</b>	<b>2,720,831</b>	<b>43,380</b>
Contingencies/Dept Reserves	1,235,145	1,235,145	2,260,250	2,260,250	—	2,260,250	—
<b>Total Requirements</b>	<b>3,223,989</b>	<b>3,225,382</b>	<b>4,974,316</b>	<b>4,937,701</b>	<b>(36,615)</b>	<b>4,981,081</b>	<b>43,380</b>
<b>Net County Cost</b>	<b>1,344,550</b>	<b>1,237,829</b>	<b>1,966,845</b>	<b>1,864,176</b>	<b>(102,669)</b>	<b>1,907,556</b>	<b>43,380</b>
Salary Resolution	5.0	6.0	7.0	7.0	—	7.0	—
Funded FTE	5.0	6.0	7.0	7.0	—	7.0	—

## Climate Resilience (4020P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	125,187	100,000	600,000	600,000	—	—	(600,000)
Intergovernmental Revenues	14,797	110,976	15,694	320,094	304,400	420,094	100,000
Miscellaneous Revenue	3	3,216	—	—	—	—	—
<b>Total Revenue</b>	<b>139,986</b>	<b>214,192</b>	<b>615,694</b>	<b>920,094</b>	<b>304,400</b>	<b>420,094</b>	<b>(500,000)</b>
Fund Balance	1,067,000	969,000	633,884	686,277	52,393	621,700	(64,577)
<b>Total Sources</b>	<b>1,206,986</b>	<b>1,183,192</b>	<b>1,249,578</b>	<b>1,606,371</b>	<b>356,793</b>	<b>1,041,794</b>	<b>(564,577)</b>
<b>Requirements</b>							
Salaries and Benefits	1,031,843	987,049	1,320,341	1,519,663	199,322	1,532,714	13,051
Services and Supplies	773,927	778,928	1,631,708	1,733,563	101,855	1,155,583	(577,980)
Other Charges	100,895	246,586	192,793	118,443	(74,350)	127,943	9,500
<b>Gross Appropriations</b>	<b>1,906,665</b>	<b>2,012,562</b>	<b>3,144,842</b>	<b>3,371,669</b>	<b>226,827</b>	<b>2,816,240</b>	<b>(555,429)</b>
Intrafund Transfers	—	—	(2,950)	—	2,950	—	—
<b>Net Appropriations</b>	<b>1,906,665</b>	<b>2,012,562</b>	<b>3,141,892</b>	<b>3,371,669</b>	<b>229,777</b>	<b>2,816,240</b>	<b>(555,429)</b>
<b>Total Requirements</b>	<b>1,906,665</b>	<b>2,012,562</b>	<b>3,141,892</b>	<b>3,371,669</b>	<b>229,777</b>	<b>2,816,240</b>	<b>(555,429)</b>
<b>Net County Cost</b>	<b>699,679</b>	<b>829,370</b>	<b>1,892,314</b>	<b>1,765,298</b>	<b>(127,016)</b>	<b>1,774,446</b>	<b>9,148</b>
Salary Resolution	5.0	4.0	4.0	6.0	2.0	6.0	—
Funded FTE	5.0	4.0	4.0	6.0	2.0	6.0	—

## Livable Communities (4030P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	223,446	268,859	1,240,764	761,293	(479,471)	761,293	—
Intergovernmental Revenues	286,142	178,686	682,961	682,961	—	682,961	—
Charges for Services	313,342	118,574	125,000	125,000	—	125,000	—
Miscellaneous Revenue	150	225	41,667	—	(41,667)	—	—
Other Financing Sources	583,334	56,667	1,231,667	1,200,000	(31,667)	1,200,000	—
<b>Total Revenue</b>	<b>1,406,415</b>	<b>623,011</b>	<b>3,322,059</b>	<b>2,769,254</b>	<b>(552,805)</b>	<b>2,769,254</b>	<b>—</b>
Fund Balance	420,306	420,306	—	—	—	—	—
<b>Total Sources</b>	<b>1,826,721</b>	<b>1,043,317</b>	<b>3,322,059</b>	<b>2,769,254</b>	<b>(552,805)</b>	<b>2,769,254</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	930,114	925,066	1,370,282	1,356,553	(13,729)	1,367,276	10,723
Services and Supplies	1,041,001	964,660	5,290,515	4,617,603	(672,912)	4,896,983	279,380
Other Charges	484,631	23,527	50,002	37,111	(12,891)	37,898	787
<b>Gross Appropriations</b>	<b>2,455,746</b>	<b>1,913,253</b>	<b>6,710,799</b>	<b>6,011,267</b>	<b>(699,532)</b>	<b>6,302,157</b>	<b>290,890</b>
Intrafund Transfers	—	(41,667)	(125,000)	(125,000)	—	(125,000)	—
<b>Net Appropriations</b>	<b>2,455,746</b>	<b>1,871,586</b>	<b>6,585,799</b>	<b>5,886,267</b>	<b>(699,532)</b>	<b>6,177,157</b>	<b>290,890</b>
<b>Total Requirements</b>	<b>2,455,746</b>	<b>1,871,586</b>	<b>6,585,799</b>	<b>5,886,267</b>	<b>(699,532)</b>	<b>6,177,157</b>	<b>290,890</b>
<b>Net County Cost</b>							
<b>Net County Cost</b>	<b>629,025</b>	<b>828,269</b>	<b>3,263,740</b>	<b>3,117,013</b>	<b>(146,727)</b>	<b>3,407,903</b>	<b>290,890</b>
Salary Resolution	5.0	5.0	5.0	5.0	—	5.0	—
Funded FTE	5.0	5.0	4.9	4.9	—	4.9	—

## Climate Protection (4040P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	829,309	1,033,259	601,337	1,423,891	822,554	1,080,461	(343,430)
Miscellaneous Revenue	9,684	5,058	30,000	30,000	—	30,000	—
<b>Total Revenue</b>	<b>838,993</b>	<b>1,038,318</b>	<b>631,337</b>	<b>1,453,891</b>	<b>822,554</b>	<b>1,110,461</b>	<b>(343,430)</b>
Fund Balance	215,968	486,045	146,968	—	(146,968)	—	—
<b>Total Sources</b>	<b>1,054,961</b>	<b>1,524,363</b>	<b>778,305</b>	<b>1,453,891</b>	<b>675,586</b>	<b>1,110,461</b>	<b>(343,430)</b>
<b>Requirements</b>							
Salaries and Benefits	835,018	739,652	993,711	1,072,411	78,700	1,280,619	208,208
Services and Supplies	485,999	1,203,157	717,862	1,615,871	898,009	793,329	(822,542)
Other Charges	28,569	26,592	44,866	49,914	5,048	51,181	1,267
<b>Gross Appropriations</b>	<b>1,349,586</b>	<b>1,969,401</b>	<b>1,756,439</b>	<b>2,738,196</b>	<b>981,757</b>	<b>2,125,129</b>	<b>(613,067)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,349,586</b>	<b>1,969,401</b>	<b>1,756,439</b>	<b>2,738,196</b>	<b>981,757</b>	<b>2,125,129</b>	<b>(613,067)</b>
<b>Total Requirements</b>	<b>1,349,586</b>	<b>1,969,401</b>	<b>1,756,439</b>	<b>2,738,196</b>	<b>981,757</b>	<b>2,125,129</b>	<b>(613,067)</b>
<b>Net County Cost</b>	<b>294,625</b>	<b>445,038</b>	<b>978,134</b>	<b>1,284,305</b>	<b>306,171</b>	<b>1,014,668</b>	<b>(269,637)</b>
Salary Resolution	3.0	4.0	4.0	4.0	—	4.0	—
Funded FTE	3.0	4.0	4.0	4.0	—	4.0	—



## Solid Waste Management (4060B)

### Special Revenue Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Licenses, Permits and Franchises	2,651,470	2,789,798	2,903,306	2,935,088	31,782	2,935,088	—
Use of Money and Property	110,674	69,410	107,956	87,515	(20,441)	87,515	—
Intergovernmental Revenues	16,886	114,199	17,000	387,000	370,000	387,000	—
Charges for Services	201,378	39,583	20,000	20,000	—	20,000	—
Interfund Revenue	190	285	—	—	—	—	—
Miscellaneous Revenue	4,080	3,715	5,000	5,000	—	5,000	—
Other Financing Sources	51,212	77,190	304,704	400,804	96,100	484,350	83,546
<b>Total Revenue</b>	<b>3,035,890</b>	<b>3,094,182</b>	<b>3,357,966</b>	<b>3,835,407</b>	<b>477,441</b>	<b>3,918,953</b>	<b>83,546</b>
Fund Balance	9,434,029	7,737,254	5,767,415	4,346,116	(1,421,299)	3,628,500	(717,616)
<b>Total Sources</b>	<b>12,469,919</b>	<b>10,831,436</b>	<b>9,125,381</b>	<b>8,181,523</b>	<b>(943,858)</b>	<b>7,547,453</b>	<b>(634,070)</b>
<b>Requirements</b>							
Salaries and Benefits	1,902,642	2,256,824	2,269,127	2,338,611	69,484	2,357,217	18,606
Services and Supplies	1,706,730	1,845,228	2,741,015	1,895,137	(845,878)	1,279,320	(615,817)
Other Charges	1,036,022	917,577	501,219	297,617	(203,602)	260,287	(37,330)
Other Financing Uses	87,271	44,391	325,568	320,404	(5,164)	320,404	—
<b>Gross Appropriations</b>	<b>4,732,665</b>	<b>5,064,020</b>	<b>5,836,929</b>	<b>4,851,769</b>	<b>(985,160)</b>	<b>4,217,228</b>	<b>(634,541)</b>
Intrafund Transfers	—	—	—	41,302	41,302	41,773	471
<b>Net Appropriations</b>	<b>4,732,665</b>	<b>5,064,020</b>	<b>5,836,929</b>	<b>4,893,071</b>	<b>(943,858)</b>	<b>4,259,001</b>	<b>(634,070)</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	7,737,254	5,767,416	3,288,452	3,288,452	—	3,288,452	—
<b>Total Requirements</b>	<b>12,469,919</b>	<b>10,831,436</b>	<b>9,125,381</b>	<b>8,181,523</b>	<b>(943,858)</b>	<b>7,547,453</b>	<b>(634,070)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	8.0	9.0	10.0	11.0	1.0	11.0	—
Funded FTE	8.0	9.0	10.0	11.0	1.0	11.0	—



## OOS - County Service Area #8 (4070B)

### County Service Area #8 Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,218,810	1,298,032	1,198,166	1,332,621	134,455	1,358,313	25,692
Licenses, Permits and Franchises	153,303	159,683	151,015	172,515	21,500	172,515	—
Use of Money and Property	68,482	54,987	55,432	88,988	33,556	88,988	—
Intergovernmental Revenues	3,887	14,122	3,801	3,753	(48)	3,753	—
Charges for Services	1,726,663	1,727,527	1,726,663	1,763,479	36,816	1,763,479	—
<b>Total Revenue</b>	<b>3,171,144</b>	<b>3,254,352</b>	<b>3,135,077</b>	<b>3,361,356</b>	<b>226,279</b>	<b>3,387,048</b>	<b>25,692</b>
Fund Balance	5,543,190	5,558,553	6,003,632	5,576,616	(427,016)	5,545,162	(31,454)
<b>Total Sources</b>	<b>8,714,334</b>	<b>8,812,905</b>	<b>9,138,709</b>	<b>8,937,972</b>	<b>(200,737)</b>	<b>8,932,210</b>	<b>(5,762)</b>
<b>Requirements</b>							
Salaries and Benefits	50,616	52,284	694,508	182,301	(512,207)	182,301	—
Services and Supplies	3,068,028	2,727,025	3,020,894	3,299,264	278,370	3,288,653	(10,611)
Other Charges	37,138	29,964	90,114	81,912	(8,202)	86,290	4,378
<b>Gross Appropriations</b>	<b>3,155,782</b>	<b>2,809,273</b>	<b>3,805,516</b>	<b>3,563,477</b>	<b>(242,039)</b>	<b>3,557,244</b>	<b>(6,233)</b>
Intrafund Transfers	—	—	—	41,302	41,302	41,773	471
<b>Net Appropriations</b>	<b>3,155,782</b>	<b>2,809,273</b>	<b>3,805,516</b>	<b>3,604,779</b>	<b>(200,737)</b>	<b>3,599,017</b>	<b>(5,762)</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	5,558,553	6,003,632	5,333,193	5,333,193	—	5,333,193	—
<b>Total Requirements</b>	<b>8,714,334</b>	<b>8,812,905</b>	<b>9,138,709</b>	<b>8,937,972</b>	<b>(200,737)</b>	<b>8,932,210</b>	<b>(5,762)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Department of Public Works (4500D)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	8,171,030	9,481,158	5,640,308	6,873,860	1,233,552	6,919,708	45,848
Licenses, Permits and Franchises	1,337,897	1,459,054	925,500	1,245,500	320,000	1,295,500	50,000
Fines, Forfeitures and Penalties	375	2,321	15,000	15,000	—	15,000	—
Use of Money and Property	7,502,613	7,259,039	5,935,812	5,759,284	(176,528)	5,774,188	14,904
Intergovernmental Revenues	23,994,670	34,967,671	31,477,052	53,833,853	22,356,801	32,321,092	(21,512,761)
Charges for Services	24,360,087	24,855,087	27,096,272	27,570,673	474,401	27,838,224	267,551
Interfund Revenue	34,618,792	35,906,575	46,140,403	46,010,317	(130,086)	46,173,089	162,772
Miscellaneous Revenue	855,230	760,371	540,436	658,436	118,000	667,636	9,200
Other Financing Sources	1,211,023	1,589,129	6,635,983	4,853,191	(1,782,792)	999,447	(3,853,744)
<b>Total Revenue</b>	<b>102,051,717</b>	<b>116,280,405</b>	<b>124,406,766</b>	<b>146,820,114</b>	<b>22,413,348</b>	<b>122,003,884</b>	<b>(24,816,230)</b>
Fund Balance	115,555,053	124,379,279	142,295,255	119,275,237	(23,020,018)	85,186,549	(34,088,688)
<b>Total Sources</b>	<b>217,606,770</b>	<b>240,659,685</b>	<b>266,702,021</b>	<b>266,095,351</b>	<b>(606,670)</b>	<b>207,190,433</b>	<b>(58,904,918)</b>
<b>Requirements</b>							
Salaries and Benefits	47,924,153	49,801,034	59,801,381	58,931,498	(869,883)	59,786,779	855,281
Services and Supplies	51,156,995	55,105,145	94,941,351	95,333,570	392,219	74,414,822	(20,918,748)
Other Charges	11,123,190	15,205,142	15,855,556	16,190,164	334,608	15,556,187	(633,977)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	10,405,973	6,211,069	29,037,344	38,939,199	9,901,855	13,308,800	(25,630,399)
Other Financing Uses	2,198,583	2,420,162	8,649,879	6,202,087	(2,447,792)	2,338,531	(3,863,556)
<b>Gross Appropriations</b>	<b>122,808,894</b>	<b>128,742,552</b>	<b>208,285,511</b>	<b>215,596,518</b>	<b>7,311,007</b>	<b>165,405,119</b>	<b>(50,191,399)</b>
Intrafund Transfers	(27,748,647)	(30,433,995)	(30,733,840)	(34,687,716)	(3,953,876)	(35,286,812)	(599,096)
<b>Net Appropriations</b>	<b>95,060,247</b>	<b>98,308,557</b>	<b>177,551,671</b>	<b>180,908,802</b>	<b>3,357,131</b>	<b>130,118,307</b>	<b>(50,790,495)</b>
Contingencies/Dept Reserves	94,864,068	110,570,044	62,096,538	59,943,436	(2,153,102)	53,553,972	(6,389,464)
Non-General Fund Reserves	27,682,455	31,781,083	27,053,812	25,243,113	(1,810,699)	23,518,154	(1,724,959)
<b>Total Requirements</b>	<b>217,606,770</b>	<b>240,659,684</b>	<b>266,702,021</b>	<b>266,095,351</b>	<b>(606,670)</b>	<b>207,190,433</b>	<b>(58,904,918)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	310.0	311.0	312.0	318.0	6.0	318.0	—
Funded FTE	310.0	311.0	311.4	317.4	6.0	317.4	—

## Public Works Administration (4510B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	1,895,744	2,048,051	3,211,603	3,379,746	168,143	3,441,875	62,129
Interfund Revenue	3,452,116	3,500,609	6,700,249	4,686,556	(2,013,693)	4,748,990	62,434
Miscellaneous Revenue	5,977	47,740	—	—	—	—	—
<b>Total Revenue</b>	<b>5,353,837</b>	<b>5,596,400</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
Fund Balance	—	10,776	—	—	—	—	—
<b>Total Sources</b>	<b>5,353,837</b>	<b>5,607,176</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
<b>Requirements</b>							
Salaries and Benefits	6,910,841	7,314,765	8,952,453	8,921,109	(31,344)	9,080,336	159,227
Services and Supplies	238,288	361,108	1,152,344	1,171,768	19,424	1,173,904	2,136
Other Charges	740,415	799,352	1,390,761	1,458,161	67,400	1,470,850	12,689
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	44,484	—	—	—	—	—	—
Other Financing Uses	166,506	161,951	164,579	164,663	84	163,348	(1,315)
<b>Gross Appropriations</b>	<b>8,100,534</b>	<b>8,637,175</b>	<b>11,660,137</b>	<b>11,715,701</b>	<b>55,564</b>	<b>11,888,438</b>	<b>172,737</b>
Intrafund Transfers	(2,757,473)	(3,026,878)	(1,748,285)	(3,649,399)	(1,901,114)	(3,697,573)	(48,174)
<b>Net Appropriations</b>	<b>5,343,061</b>	<b>5,610,297</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
Contingencies/Dept Reserves	10,776	(3,120)	—	—	—	—	—
<b>Total Requirements</b>	<b>5,353,837</b>	<b>5,607,176</b>	<b>9,911,852</b>	<b>8,066,302</b>	<b>(1,845,550)</b>	<b>8,190,865</b>	<b>124,563</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	39.0	39.0	40.0	41.0	1.0	41.0	—
Funded FTE	39.0	39.0	40.0	41.0	1.0	41.0	—

## Road Construction and Operations (4520B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	4,068,493	5,293,720	3,332,663	4,205,940	873,277	4,205,940	—
Licenses, Permits and Franchises	717,703	774,262	350,000	650,000	300,000	700,000	50,000
Use of Money and Property	482,183	468,328	175,156	175,156	—	175,156	—
Intergovernmental Revenues	23,308,120	32,072,125	29,067,272	41,367,692	12,300,420	30,969,931	(10,397,761)
Charges for Services	711,920	607,410	496,500	583,100	86,600	587,100	4,000
Interfund Revenue	2,084,440	2,626,920	1,322,400	3,185,100	1,862,700	2,743,500	(441,600)
Miscellaneous Revenue	163,371	229,866	42,500	52,500	10,000	53,500	1,000
Other Financing Sources	880,454	581,369	6,336,536	4,553,744	(1,782,792)	700,000	(3,853,744)
<b>Total Revenue</b>	<b>32,416,684</b>	<b>42,654,001</b>	<b>41,123,027</b>	<b>54,773,232</b>	<b>13,650,205</b>	<b>40,135,127</b>	<b>(14,638,105)</b>
Fund Balance	35,126,643	38,184,171	51,741,733	33,505,912	(18,235,821)	16,713,065	(16,792,847)
<b>Total Sources</b>	<b>67,543,327</b>	<b>80,838,172</b>	<b>92,864,760</b>	<b>88,279,144</b>	<b>(4,585,616)</b>	<b>56,848,192</b>	<b>(31,430,952)</b>
<b>Requirements</b>							
Salaries and Benefits	11,706,158	12,343,719	13,649,408	13,448,025	(201,383)	13,567,767	119,742
Services and Supplies	10,605,006	11,942,465	41,148,648	38,179,244	(2,969,404)	16,114,923	(22,064,321)
Other Charges	2,064,827	1,611,643	2,409,571	2,517,202	107,631	2,432,010	(85,192)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	3,540,712	2,578,424	10,471,069	12,238,518	1,767,449	2,850,000	(9,388,518)
Other Financing Uses	1,493,507	835,668	7,614,512	5,183,090	(2,431,422)	1,329,964	(3,853,126)
<b>Gross Appropriations</b>	<b>29,410,211</b>	<b>29,311,920</b>	<b>75,293,208</b>	<b>71,566,079</b>	<b>(3,727,129)</b>	<b>36,294,664</b>	<b>(35,271,415)</b>
Intrafund Transfers	(51,056)	(215,481)	—	—	—	—	—
<b>Net Appropriations</b>	<b>29,359,155</b>	<b>29,096,439</b>	<b>75,293,208</b>	<b>71,566,079</b>	<b>(3,727,129)</b>	<b>36,294,664</b>	<b>(35,271,415)</b>
Contingencies/Dept Reserves	33,287,830	45,716,920	13,042,394	11,538,607	(1,503,787)	15,479,570	3,940,963
Non-General Fund Reserves	4,896,342	6,024,813	4,529,158	5,174,458	645,300	5,073,958	(100,500)
<b>Total Requirements</b>	<b>67,543,327</b>	<b>80,838,172</b>	<b>92,864,760</b>	<b>88,279,144</b>	<b>(4,585,616)</b>	<b>56,848,192</b>	<b>(31,430,952)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	77.0	77.0	77.0	79.0	2.0	79.0	—
Funded FTE	77.0	77.0	77.0	79.0	2.0	79.0	—

## Engineering Services (4600B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	—	414,008	—	—	—	—	—
Charges for Services	185,984	79,173	136,250	136,250	—	136,250	—
Interfund Revenue	3,753,948	3,539,150	5,287,878	5,298,457	10,579	5,506,505	208,048
Miscellaneous Revenue	3,884	11,400	1,800	1,800	—	1,800	—
<b>Total Revenue</b>	<b>3,943,816</b>	<b>4,043,731</b>	<b>5,425,928</b>	<b>5,436,507</b>	<b>10,579</b>	<b>5,644,555</b>	<b>208,048</b>
Fund Balance	—	—	223	—	(223)	—	—
<b>Total Sources</b>	<b>3,943,816</b>	<b>4,043,731</b>	<b>5,426,151</b>	<b>5,436,507</b>	<b>10,356</b>	<b>5,644,555</b>	<b>208,048</b>
<b>Requirements</b>							
Salaries and Benefits	4,102,407	4,059,278	5,307,765	5,276,606	(31,159)	5,381,070	104,464
Services and Supplies	310,796	268,882	385,443	390,325	4,882	390,402	77
Other Charges	302,332	261,767	363,071	379,310	16,239	384,814	5,504
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	100,000	100,000
Other Financing Uses	102,139	99,349	99,028	94,502	(4,526)	93,745	(757)
<b>Gross Appropriations</b>	<b>4,817,674</b>	<b>4,689,276</b>	<b>6,155,307</b>	<b>6,140,743</b>	<b>(14,564)</b>	<b>6,350,031</b>	<b>209,288</b>
Intrafund Transfers	(753,536)	(525,991)	(609,156)	(584,236)	24,920	(585,476)	(1,240)
<b>Net Appropriations</b>	<b>4,064,137</b>	<b>4,163,285</b>	<b>5,546,151</b>	<b>5,556,507</b>	<b>10,356</b>	<b>5,764,555</b>	<b>208,048</b>
<b>Total Requirements</b>	<b>4,064,137</b>	<b>4,163,285</b>	<b>5,546,151</b>	<b>5,556,507</b>	<b>10,356</b>	<b>5,764,555</b>	<b>208,048</b>
<b>Net County Cost</b>	<b>120,321</b>	<b>119,554</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>	<b>120,000</b>	<b>—</b>
Salary Resolution	21.0	21.0	21.0	22.0	1.0	22.0	—
Funded FTE	21.0	21.0	21.0	22.0	1.0	22.0	—

## Enhanced Flood Control Program (4660B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	(51,516)	7,807	—	—	—	—	—
Charges for Services	858,827	2,625,292	2,922,000	2,922,000	—	2,922,000	—
<b>Total Revenue</b>	<b>807,311</b>	<b>2,633,099</b>	<b>2,922,000</b>	<b>2,922,000</b>	<b>—</b>	<b>2,922,000</b>	<b>—</b>
Fund Balance	2,981,072	2,179,324	1,399,395	1,330,604	(68,791)	1,080,604	(250,000)
<b>Total Sources</b>	<b>3,788,383</b>	<b>4,812,423</b>	<b>4,321,395</b>	<b>4,252,604</b>	<b>(68,791)</b>	<b>4,002,604</b>	<b>(250,000)</b>
<b>Requirements</b>							
Salaries and Benefits	(239)	—	—	—	—	—	—
Services and Supplies	859,298	2,625,528	2,922,000	2,922,000	—	2,922,000	—
Other Charges	750,000	787,500	112,500	250,000	137,500	250,000	—
Other Financing Uses	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>1,609,059</b>	<b>3,413,028</b>	<b>3,034,500</b>	<b>3,172,000</b>	<b>137,500</b>	<b>3,172,000</b>	<b>—</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,609,059</b>	<b>3,413,028</b>	<b>3,034,500</b>	<b>3,172,000</b>	<b>137,500</b>	<b>3,172,000</b>	<b>—</b>
Contingencies/Dept Reserves	2,179,324	1,399,395	1,286,895	1,080,604	(206,291)	830,604	(250,000)
<b>Total Requirements</b>	<b>3,788,383</b>	<b>4,812,423</b>	<b>4,321,395</b>	<b>4,252,604</b>	<b>(68,791)</b>	<b>4,002,604</b>	<b>(250,000)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Facilities Services (4730B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	668,404	895,063	747,412	773,440	26,028	788,344	14,904
Intergovernmental Revenues	711,396	932,850	1,332,718	1,344,854	12,136	1,344,854	—
Charges for Services	299,568	428,041	452,017	490,423	38,406	501,121	10,698
Interfund Revenue	11,171,010	10,941,117	13,888,642	14,331,301	442,659	14,527,227	195,926
Miscellaneous Revenue	333,868	163,699	220,136	220,136	—	220,136	—
Other Financing Sources	244,703	—	184,639	184,639	—	184,639	—
<b>Total Revenue</b>	<b>13,428,949</b>	<b>13,360,770</b>	<b>16,825,564</b>	<b>17,344,793</b>	<b>519,229</b>	<b>17,566,321</b>	<b>221,528</b>
Fund Balance	2,789,567	3,475,207	3,233,967	3,197,065	(36,902)	2,605,472	(591,593)
<b>Total Sources</b>	<b>16,218,516</b>	<b>16,835,977</b>	<b>20,059,531</b>	<b>20,541,858</b>	<b>482,327</b>	<b>20,171,793</b>	<b>(370,065)</b>
<b>Requirements</b>							
Salaries and Benefits	16,040,554	16,526,882	20,602,198	20,416,841	(185,357)	20,706,519	289,678
Services and Supplies	17,226,258	17,977,479	19,581,581	21,894,642	2,313,061	22,483,346	588,704
Other Charges	3,040,638	4,091,732	4,998,293	5,632,027	633,734	5,603,689	(28,338)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	52,454	70,000	130,005	60,005	—	(130,005)
Other Financing Uses	324,936	1,179,201	321,927	316,952	(4,975)	316,006	(946)
<b>Gross Appropriations</b>	<b>36,632,386</b>	<b>39,827,748</b>	<b>45,573,999</b>	<b>48,390,467</b>	<b>2,816,468</b>	<b>49,109,560</b>	<b>719,093</b>
Intrafund Transfers	(23,889,077)	(26,225,738)	(28,376,399)	(30,454,081)	(2,077,682)	(31,003,763)	(549,682)
<b>Net Appropriations</b>	<b>12,743,309</b>	<b>13,602,010</b>	<b>17,197,600</b>	<b>17,936,386</b>	<b>738,786</b>	<b>18,105,797</b>	<b>169,411</b>
Contingencies/Dept Reserves	3,475,207	3,233,967	2,861,931	2,605,472	(256,459)	2,065,996	(539,476)
<b>Total Requirements</b>	<b>16,218,516</b>	<b>16,835,977</b>	<b>20,059,531</b>	<b>20,541,858</b>	<b>482,327</b>	<b>20,171,793</b>	<b>(370,065)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	118.0	118.0	118.0	120.0	2.0	120.0	—
Funded FTE	118.0	118.0	117.7	119.7	2.0	119.7	—

## Construction Services (4740B)

### Construction Services Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	(2,898)	(3,645)	—	—	—	—	—
Charges for Services	89,730	66,094	85,028	85,028	—	85,028	—
Interfund Revenue	2,210,603	1,413,780	2,646,869	2,610,573	(36,296)	2,633,453	22,880
Miscellaneous Revenue	817	41,237	—	—	—	—	—
Other Financing Sources	85,866	397,000	—	—	—	—	—
<b>Total Revenue</b>	<b>2,384,117</b>	<b>1,914,466</b>	<b>2,731,897</b>	<b>2,695,601</b>	<b>(36,296)</b>	<b>2,718,481</b>	<b>22,880</b>
Fund Balance	72,842	151,902	40,622	—	(40,622)	—	—
<b>Total Sources</b>	<b>2,456,959</b>	<b>2,066,368</b>	<b>2,772,519</b>	<b>2,695,601</b>	<b>(76,918)</b>	<b>2,718,481</b>	<b>22,880</b>
<b>Requirements</b>							
Salaries and Benefits	1,877,587	1,683,602	2,067,066	1,998,265	(68,801)	2,007,235	8,970
Services and Supplies	247,106	170,564	306,527	326,972	20,445	334,906	7,934
Other Charges	173,007	163,285	346,678	356,776	10,098	362,462	5,686
Other Financing Uses	7,613	8,038	11,626	13,588	1,962	13,878	290
<b>Gross Appropriations</b>	<b>2,305,314</b>	<b>2,025,489</b>	<b>2,731,897</b>	<b>2,695,601</b>	<b>(36,296)</b>	<b>2,718,481</b>	<b>22,880</b>
Intrafund Transfers	(257)	257	—	—	—	—	—
<b>Net Appropriations</b>	<b>2,305,057</b>	<b>2,025,746</b>	<b>2,731,897</b>	<b>2,695,601</b>	<b>(36,296)</b>	<b>2,718,481</b>	<b>22,880</b>
Contingencies/Dept Reserves	151,902	40,621	40,622	—	(40,622)	—	—
<b>Total Requirements</b>	<b>2,456,959</b>	<b>2,066,368</b>	<b>2,772,519</b>	<b>2,695,601</b>	<b>(76,918)</b>	<b>2,718,481</b>	<b>22,880</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—



## Vehicle and Equipment Services (4760B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	195,207	157,905	345,000	345,000	—	345,000	—
Charges for Services	57,563	68,863	26,000	54,517	28,517	56,117	1,600
Interfund Revenue	6,231,285	7,506,566	8,007,905	8,227,245	219,340	8,255,019	27,774
Miscellaneous Revenue	291,947	164,916	229,000	234,000	5,000	242,200	8,200
Other Financing Sources	—	610,760	—	—	—	—	—
<b>Total Revenue</b>	<b>6,776,002</b>	<b>8,509,010</b>	<b>8,607,905</b>	<b>8,860,762</b>	<b>252,857</b>	<b>8,898,336</b>	<b>37,574</b>
Fund Balance	17,423,247	17,183,995	18,717,373	16,642,615	(2,074,758)	15,599,492	(1,043,123)
<b>Total Sources</b>	<b>24,199,249</b>	<b>25,693,005</b>	<b>27,325,278</b>	<b>25,503,377</b>	<b>(1,821,901)</b>	<b>24,497,828</b>	<b>(1,005,549)</b>
<b>Requirements</b>							
Salaries and Benefits	1,878,406	2,015,403	2,493,908	2,372,469	(121,439)	2,428,244	55,775
Services and Supplies	1,848,443	2,233,083	2,316,276	2,649,601	333,325	2,741,327	91,726
Other Charges	683,746	752,097	798,803	891,970	93,167	895,751	3,781
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	2,613,861	1,969,894	4,406,448	3,978,500	(427,948)	4,158,800	180,300
Other Financing Uses	4,298	8,929	12,637	11,345	(1,292)	11,583	238
<b>Gross Appropriations</b>	<b>7,028,754</b>	<b>6,979,407</b>	<b>10,028,072</b>	<b>9,903,885</b>	<b>(124,187)</b>	<b>10,235,705</b>	<b>331,820</b>
Intrafund Transfers	(13,499)	(4,349)	—	—	—	—	—
<b>Net Appropriations</b>	<b>7,015,255</b>	<b>6,975,057</b>	<b>10,028,072</b>	<b>9,903,885</b>	<b>(124,187)</b>	<b>10,235,705</b>	<b>331,820</b>
Non-General Fund Reserves	17,183,995	18,717,948	17,297,206	15,599,492	(1,697,714)	14,262,123	(1,337,369)
<b>Total Requirements</b>	<b>24,199,249</b>	<b>25,693,005</b>	<b>27,325,278</b>	<b>25,503,377</b>	<b>(1,821,901)</b>	<b>24,497,828</b>	<b>(1,005,549)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	14.0	14.0	14.0	14.0	—	14.0	—
Funded FTE	14.0	14.0	14.0	14.0	—	14.0	—



## Utilities (4840B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,420,898	3,962,568	2,042,714	2,427,989	385,275	2,473,837	45,848
Licenses, Permits and Franchises	604,694	669,092	560,000	580,000	20,000	580,000	—
Use of Money and Property	637,262	552,483	804,818	602,262	(202,556)	602,262	—
Intergovernmental Revenues	7,495	1,435,880	7,062	6,307	(755)	6,307	—
Charges for Services	20,251,208	18,909,882	19,740,874	19,893,609	152,735	20,082,733	189,124
Interfund Revenue	5,653,565	6,300,778	8,286,460	7,671,085	(615,375)	7,758,395	87,310
Miscellaneous Revenue	27,950	65,502	7,000	110,000	103,000	110,000	—
Other Financing Sources	—	—	114,808	114,808	—	114,808	—
<b>Total Revenue</b>	<b>30,603,073</b>	<b>31,896,185</b>	<b>31,563,736</b>	<b>31,406,060</b>	<b>(157,676)</b>	<b>31,728,342</b>	<b>322,282</b>
Fund Balance	53,250,469	57,554,038	60,864,279	58,686,967	(2,177,312)	45,162,039	(13,524,928)
<b>Total Sources</b>	<b>83,853,542</b>	<b>89,450,223</b>	<b>92,428,015</b>	<b>90,093,027</b>	<b>(2,334,988)</b>	<b>76,890,381</b>	<b>(13,202,646)</b>
<b>Requirements</b>							
Salaries and Benefits	3,750,465	4,033,557	4,619,862	4,493,515	(126,347)	4,574,695	81,180
Services and Supplies	17,936,979	17,726,682	24,951,057	25,643,033	691,976	26,096,210	453,177
Other Charges	2,217,949	5,540,503	5,003,870	4,409,917	(593,953)	3,858,525	(551,392)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	3,635,601	1,410,307	12,011,576	9,846,576	(2,165,000)	6,200,000	(3,646,576)
Other Financing Uses	99,584	127,026	425,570	417,947	(7,623)	410,007	(7,940)
<b>Gross Appropriations</b>	<b>27,640,577</b>	<b>28,838,075</b>	<b>47,011,935</b>	<b>44,810,988</b>	<b>(2,200,947)</b>	<b>41,139,437</b>	<b>(3,671,551)</b>
Intrafund Transfers	(277,994)	(435,814)	—	—	—	—	—
<b>Net Appropriations</b>	<b>27,362,583</b>	<b>28,402,260</b>	<b>47,011,935</b>	<b>44,810,988</b>	<b>(2,200,947)</b>	<b>41,139,437</b>	<b>(3,671,551)</b>
Contingencies/Dept Reserves	55,759,028	60,182,261	44,864,696	44,718,753	(145,943)	35,177,802	(9,540,951)
Non-General Fund Reserves	611,610	746,148	431,384	443,286	11,902	453,142	9,856
<b>Total Requirements</b>	<b>83,733,221</b>	<b>89,330,669</b>	<b>92,308,015</b>	<b>89,973,027</b>	<b>(2,334,988)</b>	<b>76,770,381</b>	<b>(13,202,646)</b>
<b>Net County Cost</b>	<b>(120,321)</b>	<b>(119,555)</b>	<b>(120,000)</b>	<b>(120,000)</b>	<b>—</b>	<b>(120,000)</b>	<b>—</b>
Salary Resolution	21.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	21.0	22.0	21.8	21.8	—	21.8	—

## Airports (4850B)

### County Airports Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	681,638	224,869	264,931	239,931	(25,000)	239,931	—
Licenses, Permits and Franchises	15,500	15,700	15,500	15,500	—	15,500	—
Fines, Forfeitures and Penalties	375	2,321	15,000	15,000	—	15,000	—
Use of Money and Property	5,522,455	5,188,906	3,863,426	3,863,426	—	3,863,426	—
Intergovernmental Revenues	19,175	105,000	1,070,000	11,115,000	10,045,000	—	(11,115,000)
Charges for Services	9,543	22,281	26,000	26,000	—	26,000	—
Interfund Revenue	61,825	77,655	—	—	—	—	—
Miscellaneous Revenue	27,416	36,011	40,000	40,000	—	40,000	—
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>6,337,927</b>	<b>5,672,742</b>	<b>5,294,857</b>	<b>15,314,857</b>	<b>10,020,000</b>	<b>4,199,857</b>	<b>(11,115,000)</b>
Fund Balance	3,911,213	5,639,866	6,297,663	5,912,074	(385,589)	4,025,877	(1,886,197)
<b>Total Sources</b>	<b>10,249,140</b>	<b>11,312,609</b>	<b>11,592,520</b>	<b>21,226,931</b>	<b>9,634,411</b>	<b>8,225,734</b>	<b>(13,001,197)</b>
<b>Requirements</b>							
Salaries and Benefits	1,657,975	1,823,828	2,108,721	2,004,668	(104,053)	2,040,913	36,245
Services and Supplies	1,884,819	1,799,352	2,177,475	2,155,985	(21,490)	2,157,804	1,819
Other Charges	1,150,276	1,197,263	432,009	294,801	(137,208)	298,086	3,285
Fixed Assets	571,315	199,991	2,078,251	12,745,600	10,667,349	—	(12,745,600)
Other Financing Uses	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>5,264,385</b>	<b>5,020,434</b>	<b>6,796,456</b>	<b>17,201,054</b>	<b>10,404,598</b>	<b>4,496,803</b>	<b>(12,704,251)</b>
Intrafund Transfers	(5,755)	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>5,258,631</b>	<b>5,020,434</b>	<b>6,796,456</b>	<b>17,201,054</b>	<b>10,404,598</b>	<b>4,496,803</b>	<b>(12,704,251)</b>
Non-General Fund Reserves	4,990,509	6,292,174	4,796,064	4,025,877	(770,187)	3,728,931	(296,946)
<b>Total Requirements</b>	<b>10,249,140</b>	<b>11,312,609</b>	<b>11,592,520</b>	<b>21,226,931</b>	<b>9,634,411</b>	<b>8,225,734</b>	<b>(13,001,197)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

## Capital Projects (8500D)

### Capital Project Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	537,241	671,032	9,598,793	5,881,641	(3,717,152)	—	(5,881,641)
Use of Money and Property	83,002	81,233	—	—	—	—	—
Charges for Services	—	360,674	—	—	—	—	—
Interfund Revenue	1,261,217	364,161	—	—	—	—	—
Miscellaneous Revenue	—	0	—	—	—	—	—
Other Financing Sources	23,212,319	25,153,677	92,281,937	103,554,464	11,272,527	16,420,062	(87,134,402)
<b>Total Revenue</b>	<b>25,093,780</b>	<b>26,630,776</b>	<b>101,880,730</b>	<b>109,436,105</b>	<b>7,555,375</b>	<b>16,420,062</b>	<b>(93,016,043)</b>
Fund Balance	5,941,393	7,770,838	10,385,696	13,035,575	2,649,879	9,308,765	(3,726,810)
<b>Total Sources</b>	<b>31,035,173</b>	<b>34,401,614</b>	<b>112,266,426</b>	<b>122,471,680</b>	<b>10,205,254</b>	<b>25,728,827</b>	<b>(96,742,853)</b>
<b>Requirements</b>							
Services and Supplies	11,955,293	8,996,505	3,110,595	7,039,242	3,928,647	5,000,000	(2,039,242)
Other Charges	2	1,946,073	365,567	365,566	(1)	10	(365,556)
Fixed Assets	11,309,039	13,073,340	98,411,300	105,758,107	7,346,807	12,880,000	(92,878,107)
<b>Gross Appropriations</b>	<b>23,264,335</b>	<b>24,015,918</b>	<b>101,887,462</b>	<b>113,162,915</b>	<b>11,275,453</b>	<b>17,880,010</b>	<b>(95,282,905)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>23,264,335</b>	<b>24,015,918</b>	<b>101,887,462</b>	<b>113,162,915</b>	<b>11,275,453</b>	<b>17,880,010</b>	<b>(95,282,905)</b>
Contingencies/Dept Reserves	7,770,838	10,385,697	10,378,964	9,308,765	(1,070,199)	7,848,817	(1,459,948)
<b>Total Requirements</b>	<b>31,035,173</b>	<b>34,401,614</b>	<b>112,266,426</b>	<b>122,471,680</b>	<b>10,205,254</b>	<b>25,728,827</b>	<b>(96,742,853)</b>
<b>Net County Cost</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## County One-Time Expense Fund (8200B)

### County One-Time Expense Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	1,612,720	1,156,748	500,000	1,000,000	500,000	1,000,000	—
Intergovernmental Revenues	20,000	—	—	—	—	—	—
Interfund Revenue	334,000	—	—	—	—	—	—
Miscellaneous Revenue	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>1,966,720</b>	<b>1,156,748</b>	<b>500,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>1,000,000</b>	<b>—</b>
Fund Balance	133,312,162	135,278,882	91,435,630	91,435,630	—	91,435,630	—
<b>Total Sources</b>	<b>135,278,882</b>	<b>136,435,630</b>	<b>91,935,630</b>	<b>92,435,630</b>	<b>500,000</b>	<b>92,435,630</b>	<b>—</b>
<b>Requirements</b>							
Other Financing Uses	—	45,000,000	43,511,201	44,011,201	500,000	44,011,201	—
<b>Gross Appropriations</b>	<b>—</b>	<b>45,000,000</b>	<b>43,511,201</b>	<b>44,011,201</b>	<b>500,000</b>	<b>44,011,201</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>—</b>	<b>45,000,000</b>	<b>43,511,201</b>	<b>44,011,201</b>	<b>500,000</b>	<b>44,011,201</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	135,278,882	91,435,630	48,424,429	48,424,429	—	48,424,429	—
<b>Total Requirements</b>	<b>135,278,882</b>	<b>136,435,630</b>	<b>91,935,630</b>	<b>92,435,630</b>	<b>500,000</b>	<b>92,435,630</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Courthouse Construction Fund (8300B)

### Courthouse Construction Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Control Accounts	—	190	—	—	—	—	—
Fines, Forfeitures and Penalties	—	17	—	—	—	—	—
Use of Money and Property	(5,984)	(7,154)	—	—	—	—	—
Charges for Services	689,151	756,382	900,000	900,000	—	900,000	—
Interfund Revenue	—	964,787	464,422	464,422	—	464,422	—
<b>Total Revenue</b>	<b>683,166</b>	<b>1,714,222</b>	<b>1,364,422</b>	<b>1,364,422</b>	<b>—</b>	<b>1,364,422</b>	<b>—</b>
Fund Balance	605	(499,760)	51,531	51,531	—	51,531	—
<b>Total Sources</b>	<b>683,771</b>	<b>1,214,462</b>	<b>1,415,953</b>	<b>1,415,953</b>	<b>—</b>	<b>1,415,953</b>	<b>—</b>
<b>Requirements</b>							
Other Charges	—	—	—	—	—	—	—
Other Financing Uses	1,183,532	1,162,932	1,364,422	1,364,422	—	1,364,422	—
<b>Gross Appropriations</b>	<b>1,183,532</b>	<b>1,162,932</b>	<b>1,364,422</b>	<b>1,364,422</b>	<b>—</b>	<b>1,364,422</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>1,183,532</b>	<b>1,162,932</b>	<b>1,364,422</b>	<b>1,364,422</b>	<b>—</b>	<b>1,364,422</b>	<b>—</b>
Contingencies/Dept Reserves	(499,760)	51,531	51,531	51,531	—	51,531	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>683,772</b>	<b>1,214,463</b>	<b>1,415,953</b>	<b>1,415,953</b>	<b>—</b>	<b>1,415,953</b>	<b>—</b>
<b>Net County Cost</b>	<b>0</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Criminal Justice Construction Fund (8400B)

### Criminal Justice Construction Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	19,140	22,950	18,000	18,000	—	18,000	—
Charges for Services	689,151	756,498	900,000	750,000	(150,000)	750,000	—
<b>Total Revenue</b>	<b>708,290</b>	<b>779,448</b>	<b>918,000</b>	<b>768,000</b>	<b>(150,000)</b>	<b>768,000</b>	<b>—</b>
Fund Balance	1,334,209	2,042,499	2,821,947	3,407,947	586,000	3,407,947	—
<b>Total Sources</b>	<b>2,042,499</b>	<b>2,821,947</b>	<b>3,739,947</b>	<b>4,175,947</b>	<b>436,000</b>	<b>4,175,947</b>	<b>—</b>
<b>Requirements</b>							
Other Charges	—	—	—	768,000	768,000	768,000	—
Other Financing Uses	—	—	1,100,000	—	(1,100,000)	—	—
<b>Gross Appropriations</b>	<b>—</b>	<b>—</b>	<b>1,100,000</b>	<b>768,000</b>	<b>(332,000)</b>	<b>768,000</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>—</b>	<b>—</b>	<b>1,100,000</b>	<b>768,000</b>	<b>(332,000)</b>	<b>768,000</b>	<b>—</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	2,042,499	2,821,947	2,639,947	3,407,947	768,000	3,407,947	—
<b>Total Requirements</b>	<b>2,042,499</b>	<b>2,821,947</b>	<b>3,739,947</b>	<b>4,175,947</b>	<b>436,000</b>	<b>4,175,947</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>



## Other Capital Construction Fund (8450D)

### Capital Project Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,380,221	708,179	9,345,960	25,900,000	16,554,040	20,000,000	(5,900,000)
Use of Money and Property	43,243	48,239	—	—	—	—	—
Intergovernmental Revenues	—	9,923,375	38,740,287	3,071,802	(35,668,485)	—	(3,071,802)
Miscellaneous Revenue	17,508	51,274	25,000	—	(25,000)	—	—
Other Financing Sources	56,859,607	73,327,812	165,402,082	67,578,760	(97,823,322)	400,000	(67,178,760)
<b>Total Revenue</b>	<b>58,300,579</b>	<b>84,058,880</b>	<b>213,513,329</b>	<b>96,550,562</b>	<b>(116,962,767)</b>	<b>20,400,000</b>	<b>(76,150,562)</b>
Fund Balance	15,457,395	23,727,573	15,966,700	2,868,444	(13,098,256)	—	(2,868,444)
<b>Total Sources</b>	<b>73,757,974</b>	<b>107,786,453</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
<b>Requirements</b>							
Services and Supplies	1,896,969	1,159,200	15,765,078	1,200,000	(14,565,078)	300,000	(900,000)
Fixed Assets	47,546,359	90,281,441	213,201,195	97,944,006	(115,257,189)	20,100,000	(77,844,006)
Other Financing Uses	618,944	347,242	513,756	275,000	(238,756)	—	(275,000)
<b>Gross Appropriations</b>	<b>50,062,271</b>	<b>91,787,883</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>50,062,271</b>	<b>91,787,883</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
Contingencies/Dept Reserves	96,788	129,744	—	—	—	—	—
Non-General Fund Reserves	23,598,915	15,868,825	—	—	—	—	—
<b>Total Requirements</b>	<b>73,757,974</b>	<b>107,786,453</b>	<b>229,480,029</b>	<b>99,419,006</b>	<b>(130,061,023)</b>	<b>20,400,000</b>	<b>(79,019,006)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Major Capital Construction (8470B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	902,792	332,780	9,320,960	25,900,000	16,579,040	20,000,000	(5,900,000)
Use of Money and Property	554	1,082	—	—	—	—	—
Intergovernmental Revenues	—	9,923,375	38,740,287	3,071,802	(35,668,485)	—	(3,071,802)
Miscellaneous Revenue	17,508	51,274	25,000	—	(25,000)	—	—
Other Financing Sources	56,859,607	7,031,157	9,961,791	7,578,760	(2,383,031)	400,000	(7,178,760)
<b>Total Revenue</b>	<b>57,780,462</b>	<b>17,339,669</b>	<b>58,048,038</b>	<b>36,550,562</b>	<b>(21,497,476)</b>	<b>20,400,000</b>	<b>(16,150,562)</b>
Fund Balance	11,715,653	19,981,290	5,921,031	2,868,444	(3,052,587)	—	(2,868,444)
<b>Total Sources</b>	<b>69,496,115</b>	<b>37,320,959</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
<b>Requirements</b>							
Services and Supplies	1,862,956	1,145,500	5,120,614	1,200,000	(3,920,614)	300,000	(900,000)
Fixed Assets	47,032,925	23,907,186	58,740,904	37,944,006	(20,796,898)	20,100,000	(17,844,006)
Other Financing Uses	618,944	347,242	107,551	275,000	167,449	—	(275,000)
<b>Gross Appropriations</b>	<b>49,514,825</b>	<b>25,399,928</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>49,514,825</b>	<b>25,399,928</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
Non-General Fund Reserves	19,981,290	11,921,031	—	—	—	—	—
<b>Total Requirements</b>	<b>69,496,115</b>	<b>37,320,959</b>	<b>63,969,069</b>	<b>39,419,006</b>	<b>(24,550,063)</b>	<b>20,400,000</b>	<b>(19,019,006)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Other Capital Construction Fund (8450B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	477,429	375,399	25,000	—	(25,000)	—	—
Use of Money and Property	42,688	47,157	—	—	—	—	—
Other Financing Sources	—	66,296,655	155,440,291	60,000,000	(95,440,291)	—	(60,000,000)
<b>Total Revenue</b>	<b>520,117</b>	<b>66,719,211</b>	<b>155,465,291</b>	<b>60,000,000</b>	<b>(95,465,291)</b>	<b>—</b>	<b>(60,000,000)</b>
Fund Balance	3,741,742	3,746,283	10,045,669	—	(10,045,669)	—	—
<b>Total Sources</b>	<b>4,261,859</b>	<b>70,465,494</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
<b>Requirements</b>							
Services and Supplies	34,012	13,700	10,644,464	—	(10,644,464)	—	—
Fixed Assets	513,434	66,374,255	154,460,291	60,000,000	(94,460,291)	—	(60,000,000)
Other Financing Uses	—	—	406,205	—	(406,205)	—	—
<b>Gross Appropriations</b>	<b>547,446</b>	<b>66,387,955</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>547,446</b>	<b>66,387,955</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
Contingencies/Dept Reserves	96,788	129,744	—	—	—	—	—
Non-General Fund Reserves	3,617,625	3,947,794	—	—	—	—	—
<b>Total Requirements</b>	<b>4,261,859</b>	<b>70,465,494</b>	<b>165,510,960</b>	<b>60,000,000</b>	<b>(105,510,960)</b>	<b>—</b>	<b>(60,000,000)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Real Property Services (1220B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	446,165	507,799	518,663	486,444	(32,219)	501,037	14,593
Charges for Services	5,805	30,458	—	—	—	—	—
Interfund Revenue	3,727,865	3,138,620	3,196,564	3,443,768	247,204	3,443,768	—
Miscellaneous Revenue	66,051	49,179	—	—	—	—	—
<b>Total Revenue</b>	<b>4,245,886</b>	<b>3,726,056</b>	<b>3,715,227</b>	<b>3,930,212</b>	<b>214,985</b>	<b>3,944,805</b>	<b>14,593</b>
Fund Balance	823,212	1,061,469	1,179,077	1,189,747	10,670	1,189,747	—
<b>Total Sources</b>	<b>5,069,098</b>	<b>4,787,525</b>	<b>4,894,304</b>	<b>5,119,959</b>	<b>225,655</b>	<b>5,134,552</b>	<b>14,593</b>
<b>Requirements</b>							
Salaries and Benefits	841,110	966,312	1,336,786	1,223,471	(113,315)	1,257,018	33,547
Services and Supplies	266,894	177,410	475,677	566,009	90,332	545,878	(20,131)
Other Charges	21,172,817	21,377,050	22,012,972	23,658,894	1,645,922	23,660,277	1,383
Other Financing Uses	26,967	26,229	26,413	25,792	(621)	25,586	(206)
<b>Gross Appropriations</b>	<b>22,307,788</b>	<b>22,547,002</b>	<b>23,851,848</b>	<b>25,474,166</b>	<b>1,622,318</b>	<b>25,488,759</b>	<b>14,593</b>
Intrafund Transfers	(18,300,159)	(18,938,554)	(19,916,706)	(21,543,954)	(1,627,248)	(21,543,954)	—
<b>Net Appropriations</b>	<b>4,007,629</b>	<b>3,608,448</b>	<b>3,935,142</b>	<b>3,930,212</b>	<b>(4,930)</b>	<b>3,944,805</b>	<b>14,593</b>
Contingencies/Dept Reserves	1,061,469	1,179,077	959,162	1,189,747	230,585	1,189,747	—
<b>Total Requirements</b>	<b>5,069,098</b>	<b>4,787,525</b>	<b>4,894,304</b>	<b>5,119,959</b>	<b>225,655</b>	<b>5,134,552</b>	<b>14,593</b>
<b>Net County Cost</b>	<b>0</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	5.0	6.0	6.0	6.0	—	6.0	—
Funded FTE	5.0	6.0	6.0	6.0	—	6.0	—

## Public Safety Communications (1240B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	2,688,515	2,688,515	2,688,515	2,688,515	—	2,688,515	—
Charges for Services	7,547,295	7,949,589	8,176,591	8,782,565	605,974	9,556,549	773,984
Interfund Revenue	9,925	8,448	—	—	—	—	—
Miscellaneous Revenue	140,026	74,854	107,500	132,500	25,000	117,500	(15,000)
<b>Total Revenue</b>	<b>10,385,761</b>	<b>10,721,405</b>	<b>10,972,606</b>	<b>11,603,580</b>	<b>630,974</b>	<b>12,362,564</b>	<b>758,984</b>
Fund Balance	4,544,531	3,283,200	7,403,917	3,965,344	(3,438,573)	1,907,438	(2,057,906)
<b>Total Sources</b>	<b>14,930,292</b>	<b>14,004,605</b>	<b>18,376,523</b>	<b>15,568,924</b>	<b>(2,807,599)</b>	<b>14,270,002</b>	<b>(1,298,922)</b>
<b>Requirements</b>							
Salaries and Benefits	14,558,439	15,316,428	17,204,467	17,024,099	(180,368)	16,995,695	(28,404)
Services and Supplies	1,601,178	1,220,961	5,716,382	3,216,653	(2,499,729)	2,351,699	(864,954)
Other Charges	943,529	1,005,875	1,321,701	1,297,508	(24,193)	1,314,740	17,232
Fixed Assets	—	—	75,000	75,000	—	25,000	(50,000)
Other Financing Uses	36,477	50,722	53,188	65,683	12,495	67,141	1,458
<b>Gross Appropriations</b>	<b>17,139,623</b>	<b>17,593,986</b>	<b>24,370,738</b>	<b>21,678,943</b>	<b>(2,691,795)</b>	<b>20,754,275</b>	<b>(924,668)</b>
Intrafund Transfers	(380,729)	(344,902)	(350,000)	(563,908)	(213,908)	(579,908)	(16,000)
<b>Net Appropriations</b>	<b>16,758,894</b>	<b>17,249,084</b>	<b>24,020,738</b>	<b>21,115,035</b>	<b>(2,905,703)</b>	<b>20,174,367</b>	<b>(940,668)</b>
Contingencies/Dept Reserves	1,047,068	1,047,068	1,907,438	1,907,438	—	1,907,438	—
<b>Total Requirements</b>	<b>17,805,962</b>	<b>18,296,152</b>	<b>25,928,176</b>	<b>23,022,473</b>	<b>(2,905,703)</b>	<b>22,081,805</b>	<b>(940,668)</b>
<b>Net County Cost</b>	<b>2,875,670</b>	<b>4,291,547</b>	<b>7,551,653</b>	<b>7,453,549</b>	<b>(98,104)</b>	<b>7,811,803</b>	<b>358,254</b>
Salary Resolution	75.0	78.0	78.0	78.0	—	78.0	—
Funded FTE	75.0	78.0	78.0	78.0	—	78.0	—



## Message Switch (1940B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	467,206	489,639	489,640	489,640	—	491,002	1,362
Interfund Revenue	501	—	525	525	—	525	—
<b>Total Revenue</b>	<b>467,707</b>	<b>489,639</b>	<b>490,165</b>	<b>490,165</b>	<b>—</b>	<b>491,527</b>	<b>1,362</b>
Fund Balance	1,055,550	1,201,176	2,348,146	2,073,883	(274,263)	2,073,883	—
<b>Total Sources</b>	<b>1,523,257</b>	<b>1,690,815</b>	<b>2,838,311</b>	<b>2,564,048</b>	<b>(274,263)</b>	<b>2,565,410</b>	<b>1,362</b>
<b>Requirements</b>							
Services and Supplies	391,672	384,571	747,165	530,642	(216,523)	530,642	—
Other Charges	201,503	197,953	211,931	66,863	(145,068)	68,225	1,362
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	87,328	87,328	87,328	—
<b>Gross Appropriations</b>	<b>593,176</b>	<b>582,525</b>	<b>959,096</b>	<b>684,833</b>	<b>(274,263)</b>	<b>686,195</b>	<b>1,362</b>
Intrafund Transfers	(214,297)	(141,079)	(194,668)	(194,668)	—	(194,668)	—
<b>Net Appropriations</b>	<b>378,879</b>	<b>441,446</b>	<b>764,428</b>	<b>490,165</b>	<b>(274,263)</b>	<b>491,527</b>	<b>1,362</b>
Contingencies/Dept Reserves	1,144,379	1,249,369	2,073,883	2,073,883	—	2,073,883	—
<b>Total Requirements</b>	<b>1,523,257</b>	<b>1,690,815</b>	<b>2,838,311</b>	<b>2,564,048</b>	<b>(274,263)</b>	<b>2,565,410</b>	<b>1,362</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Agriculture / Weights and Measures (1260B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	153,633	153,633	—	153,633	—
Licenses, Permits and Franchises	590,213	626,751	737,900	740,420	2,520	742,940	2,520
Fines, Forfeitures and Penalties	7,400	9,625	—	—	—	—	—
Intergovernmental Revenues	3,708,880	3,846,369	3,446,896	3,446,896	—	3,446,896	—
Charges for Services	78,392	84,428	122,200	127,200	5,000	132,200	5,000
Interfund Revenue	1,204	1,192	831	831	—	831	—
Miscellaneous Revenue	12,087	20	—	—	—	—	—
<b>Total Revenue</b>	<b>4,398,177</b>	<b>4,568,385</b>	<b>4,461,460</b>	<b>4,468,980</b>	<b>7,520</b>	<b>4,476,500</b>	<b>7,520</b>
Fund Balance	934,150	943,321	1,113,868	1,148,545	34,677	546,924	(601,621)
<b>Total Sources</b>	<b>5,332,327</b>	<b>5,511,706</b>	<b>5,575,328</b>	<b>5,617,525</b>	<b>42,197</b>	<b>5,023,424</b>	<b>(594,101)</b>
<b>Requirements</b>							
Salaries and Benefits	5,517,868	5,547,993	6,454,389	6,343,680	(110,709)	6,451,922	108,242
Services and Supplies	552,282	622,578	1,241,728	1,214,423	(27,305)	601,627	(612,796)
Other Charges	601,891	605,317	654,562	733,053	78,491	754,726	21,673
Other Financing Uses	158,530	34,902	8,865	8,961	96	9,154	193
<b>Gross Appropriations</b>	<b>6,830,570</b>	<b>6,810,790</b>	<b>8,359,544</b>	<b>8,300,117</b>	<b>(59,427)</b>	<b>7,817,429</b>	<b>(482,688)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>6,830,570</b>	<b>6,810,790</b>	<b>8,359,544</b>	<b>8,300,117</b>	<b>(59,427)</b>	<b>7,817,429</b>	<b>(482,688)</b>
Contingencies/Dept Reserves	512,247	512,247	512,247	546,924	34,677	546,924	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>7,342,817</b>	<b>7,323,037</b>	<b>8,871,791</b>	<b>8,847,041</b>	<b>(24,750)</b>	<b>8,364,353</b>	<b>(482,688)</b>
<b>Net County Cost</b>	<b>2,010,491</b>	<b>1,811,331</b>	<b>3,296,463</b>	<b>3,229,516</b>	<b>(66,947)</b>	<b>3,340,929</b>	<b>111,413</b>
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	30.0	30.0	29.8	29.8	—	29.8	—



## Structural Fire (3550B)

### Structural Fire Protection Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	7,471,463	6,641,467	10,106,668	10,597,401	490,733	11,112,379	514,978
Use of Money and Property	188,760	161,598	162,483	162,483	—	162,483	—
Intergovernmental Revenues	2,386,069	2,431,807	2,697,900	2,954,150	256,250	3,216,806	262,656
Charges for Services	247,379	94,254	305,500	305,500	—	305,500	—
Miscellaneous Revenue	265,637	41,483	454,613	454,613	—	454,613	—
Other Financing Sources	—	—	252,856	—	(252,856)	—	—
<b>Total Revenue</b>	<b>10,559,308</b>	<b>9,370,608</b>	<b>13,980,020</b>	<b>14,474,147</b>	<b>494,127</b>	<b>15,251,781</b>	<b>777,634</b>
Fund Balance	10,193,064	9,566,102	7,910,241	8,107,240	196,999	4,725,764	(3,381,476)
<b>Total Sources</b>	<b>20,752,372</b>	<b>18,936,710</b>	<b>21,890,261</b>	<b>22,581,387</b>	<b>691,126</b>	<b>19,977,545</b>	<b>(2,603,842)</b>
<b>Requirements</b>							
Services and Supplies	—	—	—	—	—	—	—
Other Charges	17	19	26	21	(5)	21	—
Other Financing Uses	11,186,252	11,026,450	17,446,696	17,855,603	408,907	17,861,948	6,345
<b>Gross Appropriations</b>	<b>11,186,269</b>	<b>11,026,469</b>	<b>17,446,722</b>	<b>17,855,624</b>	<b>408,902</b>	<b>17,861,969</b>	<b>6,345</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>11,186,269</b>	<b>11,026,469</b>	<b>17,446,722</b>	<b>17,855,624</b>	<b>408,902</b>	<b>17,861,969</b>	<b>6,345</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	9,566,102	7,910,241	4,443,539	4,725,763	282,224	2,115,576	(2,610,187)
<b>Total Requirements</b>	<b>20,752,372</b>	<b>18,936,710</b>	<b>21,890,261</b>	<b>22,581,387</b>	<b>691,126</b>	<b>19,977,545</b>	<b>(2,603,842)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Fire Protection Services (3580B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	1,411,743	2,007,584	2,309,886	5,299,436	2,989,550	5,299,436	—
Intergovernmental Revenues	—	113,874	—	298,755	298,755	—	(298,755)
Charges for Services	—	160,689	—	—	—	—	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	6,652	40,783	—	—	—	—	—
Other Financing Sources	11,186,252	11,026,450	17,446,695	17,855,603	408,908	17,861,948	6,345
<b>Total Revenue</b>	<b>12,604,647</b>	<b>13,349,380</b>	<b>19,756,581</b>	<b>23,453,794</b>	<b>3,697,213</b>	<b>23,161,384</b>	<b>(292,410)</b>
Fund Balance	253,289	253,289	252,856	—	(252,856)	—	—
<b>Total Sources</b>	<b>12,857,936</b>	<b>13,602,669</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
<b>Requirements</b>							
Salaries and Benefits	(42,116)	415	415	—	(415)	—	—
Services and Supplies	10,391,921	10,933,587	16,166,566	16,911,805	745,239	16,915,205	3,400
Other Charges	607,754	247,922	624,937	670,424	45,487	673,102	2,678
Fixed Assets	1,325,008	1,846,920	2,570,532	5,858,837	3,288,305	5,560,082	(298,755)
Other Financing Uses	322,080	320,969	646,987	12,728	(634,259)	12,995	267
<b>Gross Appropriations</b>	<b>12,604,647</b>	<b>13,349,814</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>12,604,647</b>	<b>13,349,814</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
Non-General Fund Reserves	253,289	252,856	—	—	—	—	—
<b>Total Requirements</b>	<b>12,857,936</b>	<b>13,602,669</b>	<b>20,009,437</b>	<b>23,453,794</b>	<b>3,444,357</b>	<b>23,161,384</b>	<b>(292,410)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## County Service Area #1 (3560B)

### County Service Area #1 Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,884,145	4,093,024	4,071,492	4,270,039	198,547	4,477,131	207,092
Use of Money and Property	90,626	81,797	44,872	44,872	—	44,872	—
Intergovernmental Revenues	12,475	12,499	12,283	12,283	—	12,283	—
Charges for Services	92,064	92,064	90,000	90,000	—	90,000	—
Miscellaneous Revenue	126	17	49,175	49,175	—	49,175	—
<b>Total Revenue</b>	<b>4,079,436</b>	<b>4,279,401</b>	<b>4,267,822</b>	<b>4,466,369</b>	<b>198,547</b>	<b>4,673,461</b>	<b>207,092</b>
Fund Balance	6,781,504	7,610,440	8,755,996	8,848,630	92,634	7,832,479	(1,016,151)
<b>Total Sources</b>	<b>10,860,940</b>	<b>11,889,841</b>	<b>13,023,818</b>	<b>13,314,999</b>	<b>291,181</b>	<b>12,505,940</b>	<b>(809,059)</b>
<b>Requirements</b>							
Services and Supplies	3,236,232	2,955,855	4,778,794	5,382,426	603,632	5,382,426	—
Other Charges	15	85	300	94	(206)	94	—
Fixed Assets	14,253	8,990	950,000	100,000	(850,000)	100,000	—
Other Financing Uses	—	168,916	—	—	—	—	—
<b>Gross Appropriations</b>	<b>3,250,501</b>	<b>3,133,845</b>	<b>5,729,094</b>	<b>5,482,520</b>	<b>(246,574)</b>	<b>5,482,520</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>3,250,501</b>	<b>3,133,845</b>	<b>5,729,094</b>	<b>5,482,520</b>	<b>(246,574)</b>	<b>5,482,520</b>	<b>—</b>
Non-General Fund Reserves	7,610,440	8,755,996	7,294,724	7,832,479	537,755	7,023,420	(809,059)
<b>Total Requirements</b>	<b>10,860,940</b>	<b>11,889,841</b>	<b>13,023,818</b>	<b>13,314,999</b>	<b>291,181</b>	<b>12,505,940</b>	<b>(809,059)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Department of Housing (7900B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	12,733,356	11,429,776	82,987,047	28,880,740	(54,106,307)	28,880,740	—
Use of Money and Property	3,988,072	4,032,841	4,075,500	2,918,550	(1,156,950)	2,918,550	—
Intergovernmental Revenues	131,179,958	146,932,210	172,071,215	157,242,516	(14,828,699)	152,270,219	(4,972,297)
Charges for Services	132,185	241,962	265,000	155,000	(110,000)	155,000	—
Interfund Revenue	2,418,654	3,339,762	1,480,603	2,494,540	1,013,937	2,911,768	417,228
Miscellaneous Revenue	1,021,210	581,085	5,554,898	2,237,275	(3,317,623)	2,237,275	—
<b>Total Revenue</b>	<b>151,473,435</b>	<b>166,557,635</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
Fund Balance	838	—	—	—	—	—	—
<b>Total Sources</b>	<b>151,474,273</b>	<b>166,557,635</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
<b>Requirements</b>							
Salaries and Benefits	9,149,727	10,059,354	10,855,090	14,300,717	3,445,627	14,455,350	154,633
Services and Supplies	3,230,678	3,958,028	3,634,931	4,373,245	738,314	4,400,412	27,167
Other Charges	139,475,038	152,540,254	261,944,242	180,954,659	(80,989,583)	170,517,790	(10,436,869)
<b>Gross Appropriations</b>	<b>151,855,443</b>	<b>166,557,636</b>	<b>276,434,263</b>	<b>199,628,621</b>	<b>(76,805,642)</b>	<b>189,373,552</b>	<b>(10,255,069)</b>
Intrafund Transfers	(95,263)	—	(10,000,000)	(5,700,000)	4,300,000	—	5,700,000
<b>Net Appropriations</b>	<b>151,760,180</b>	<b>166,557,636</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
Contingencies/Dept Reserves	—	(1)	—	—	—	—	—
<b>Total Requirements</b>	<b>151,760,180</b>	<b>166,557,635</b>	<b>266,434,263</b>	<b>193,928,621</b>	<b>(72,505,642)</b>	<b>189,373,552</b>	<b>(4,555,069)</b>
<b>Net County Cost</b>	<b>285,907</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	67.0	70.0	71.0	77.0	6.0	77.0	—
Funded FTE	67.0	70.0	70.6	76.6	6.0	76.6	—

## Housing and Community Development (7920P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	12,733,356	11,429,776	82,987,047	28,880,740	(54,106,307)	28,880,740	—
Intergovernmental Revenues	4,487,343	15,959,890	40,420,235	11,334,291	(29,085,944)	6,361,994	(4,972,297)
Charges for Services	132,185	241,962	265,000	155,000	(110,000)	155,000	—
Interfund Revenue	2,418,654	3,339,762	1,480,603	2,494,540	1,013,937	2,911,768	417,228
Miscellaneous Revenue	137,569	114,632	95,423	1,088,575	993,152	1,088,575	—
<b>Total Revenue</b>	<b>19,909,107</b>	<b>31,086,021</b>	<b>125,248,308</b>	<b>43,953,146</b>	<b>(81,295,162)</b>	<b>39,398,077</b>	<b>(4,555,069)</b>
Fund Balance	838	—	—	—	—	—	—
<b>Total Sources</b>	<b>19,909,945</b>	<b>31,086,021</b>	<b>125,248,308</b>	<b>43,953,146</b>	<b>(81,295,162)</b>	<b>39,398,077</b>	<b>(4,555,069)</b>
<b>Requirements</b>							
Salaries and Benefits	3,211,734	3,793,107	4,446,472	5,409,217	962,745	5,563,850	154,633
Services and Supplies	434,397	475,052	644,346	676,045	31,699	703,212	27,167
Other Charges	16,644,984	26,817,863	130,157,490	43,567,884	(86,589,606)	33,131,015	(10,436,869)
<b>Gross Appropriations</b>	<b>20,291,115</b>	<b>31,086,022</b>	<b>135,248,308</b>	<b>49,653,146</b>	<b>(85,595,162)</b>	<b>39,398,077</b>	<b>(10,255,069)</b>
Intrafund Transfers	(95,263)	—	(10,000,000)	(5,700,000)	4,300,000	—	5,700,000
<b>Net Appropriations</b>	<b>20,195,852</b>	<b>31,086,022</b>	<b>125,248,308</b>	<b>43,953,146</b>	<b>(81,295,162)</b>	<b>39,398,077</b>	<b>(4,555,069)</b>
Contingencies/Dept Reserves	—	(1)	—	—	—	—	—
<b>Total Requirements</b>	<b>20,195,852</b>	<b>31,086,021</b>	<b>125,248,308</b>	<b>43,953,146</b>	<b>(81,295,162)</b>	<b>39,398,077</b>	<b>(4,555,069)</b>
<b>Net County Cost</b>	<b>285,907</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	19.0	22.0	23.0	29.0	6.0	29.0	—
Funded FTE	19.0	22.0	22.6	28.6	6.0	28.6	—

## Housing Authority (7930P)

### Housing Authority Fund (Information Only) FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	3,988,072	4,032,841	4,075,500	2,918,550	(1,156,950)	2,918,550	—
Intergovernmental Revenues	126,692,615	130,972,320	131,650,980	145,908,225	14,257,245	145,908,225	—
Miscellaneous Revenue	883,641	466,453	5,459,475	1,148,700	(4,310,775)	1,148,700	—
<b>Total Revenue</b>	<b>131,564,328</b>	<b>135,471,614</b>	<b>141,185,955</b>	<b>149,975,475</b>	<b>8,789,520</b>	<b>149,975,475</b>	<b>—</b>
<b>Total Sources</b>	<b>131,564,328</b>	<b>135,471,614</b>	<b>141,185,955</b>	<b>149,975,475</b>	<b>8,789,520</b>	<b>149,975,475</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	5,937,993	6,266,247	6,408,618	8,891,500	2,482,882	8,891,500	—
Services and Supplies	2,796,281	3,482,976	2,990,585	3,697,200	706,615	3,697,200	—
Other Charges	122,830,054	125,722,391	131,786,752	137,386,775	5,600,023	137,386,775	—
<b>Gross Appropriations</b>	<b>131,564,328</b>	<b>135,471,614</b>	<b>141,185,955</b>	<b>149,975,475</b>	<b>8,789,520</b>	<b>149,975,475</b>	<b>—</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>131,564,328</b>	<b>135,471,614</b>	<b>141,185,955</b>	<b>149,975,475</b>	<b>8,789,520</b>	<b>149,975,475</b>	<b>—</b>
<b>Total Requirements</b>	<b>131,564,328</b>	<b>135,471,614</b>	<b>141,185,955</b>	<b>149,975,475</b>	<b>8,789,520</b>	<b>149,975,475</b>	<b>—</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	48.0	48.0	48.0	48.0	—	48.0	—
Funded FTE	48.0	48.0	48.0	48.0	—	48.0	—

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# Administration and Fiscal Services

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## County Attorney's Office (1600B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	118,908	118,908	—	118,908	—
Charges for Services	5,150,336	4,785,694	5,071,018	4,720,595	(350,423)	4,761,595	41,000
Interfund Revenue	1,117	1,833	—	—	—	—	—
Miscellaneous Revenue	479,058	782,206	749,355	999,553	250,198	999,553	—
Other Financing Sources	8,575	2,475	—	—	—	—	—
<b>Total Revenue</b>	<b>5,639,085</b>	<b>5,572,209</b>	<b>5,939,281</b>	<b>5,839,056</b>	<b>(100,225)</b>	<b>5,880,056</b>	<b>41,000</b>
Fund Balance	6,198,469	6,617,538	6,684,535	6,878,802	194,267	6,653,075	(225,727)
<b>Total Sources</b>	<b>11,837,554</b>	<b>12,189,747</b>	<b>12,623,816</b>	<b>12,717,858</b>	<b>94,042</b>	<b>12,533,131</b>	<b>(184,727)</b>
<b>Requirements</b>							
Salaries and Benefits	13,806,616	14,339,006	15,123,903	15,009,653	(114,250)	15,338,673	329,020
Services and Supplies	1,051,938	1,540,430	1,519,287	1,641,539	122,252	1,641,732	193
Other Charges	730,123	623,975	812,589	699,699	(112,890)	722,155	22,456
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	24,442	22,399	26,005	24,025	(1,980)	24,526	501
<b>Gross Appropriations</b>	<b>15,613,120</b>	<b>16,525,810</b>	<b>17,481,784</b>	<b>17,374,916</b>	<b>(106,868)</b>	<b>17,727,086</b>	<b>352,170</b>
Intrafund Transfers	(2,320,202)	(2,990,885)	(2,890,885)	(2,971,248)	(80,363)	(2,971,248)	—
<b>Net Appropriations</b>	<b>13,292,919</b>	<b>13,534,925</b>	<b>14,590,899</b>	<b>14,403,668</b>	<b>(187,231)</b>	<b>14,755,838</b>	<b>352,170</b>
Contingencies/Dept Reserves	6,742,366	6,359,639	6,542,666	6,653,075	110,409	6,322,322	(330,753)
<b>Total Requirements</b>	<b>20,035,285</b>	<b>19,894,564</b>	<b>21,133,565</b>	<b>21,056,743</b>	<b>(76,822)</b>	<b>21,078,160</b>	<b>21,417</b>
<b>Net County Cost</b>	<b>8,197,730</b>	<b>7,704,817</b>	<b>8,509,749</b>	<b>8,338,885</b>	<b>(170,864)</b>	<b>8,545,029</b>	<b>206,144</b>
Salary Resolution	49.0	49.0	49.0	50.0	1.0	50.0	—
Funded FTE	49.0	49.0	48.2	49.8	1.6	49.8	—



## Board of Supervisors (1100B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—	—	—
Miscellaneous Revenue	—	2,950	—	—	—	—	—
<b>Total Revenue</b>	<b>—</b>	<b>2,950</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>—</b>	<b>2,950</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	4,411,997	4,534,342	5,043,155	4,924,497	(118,658)	4,972,117	47,620
Services and Supplies	194,174	216,567	357,008	380,562	23,554	353,597	(26,965)
Other Charges	316,165	265,717	460,351	419,085	(41,266)	459,872	40,787
Other Financing Uses	14,829	13,584	15,325	14,570	(755)	14,875	305
<b>Gross Appropriations</b>	<b>4,937,165</b>	<b>5,030,210</b>	<b>5,875,839</b>	<b>5,738,714</b>	<b>(137,125)</b>	<b>5,800,461</b>	<b>61,747</b>
Intrafund Transfers	—	(9,550)	(76,937)	(76,937)	—	(76,937)	—
<b>Net Appropriations</b>	<b>4,937,165</b>	<b>5,020,660</b>	<b>5,798,902</b>	<b>5,661,777</b>	<b>(137,125)</b>	<b>5,723,524</b>	<b>61,747</b>
<b>Total Requirements</b>	<b>4,937,165</b>	<b>5,020,660</b>	<b>5,798,902</b>	<b>5,661,777</b>	<b>(137,125)</b>	<b>5,723,524</b>	<b>61,747</b>
<b>Net County Cost</b>	<b>4,937,165</b>	<b>5,017,710</b>	<b>5,798,902</b>	<b>5,661,777</b>	<b>(137,125)</b>	<b>5,723,524</b>	<b>61,747</b>
Salary Resolution	22.0	22.0	22.0	22.0	—	22.0	—
Funded FTE	22.0	22.0	22.0	22.0	—	22.0	—

## County Manager/Clerk of the Board (1200D)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,422,236	11,504,485	14,876,215	34,294,390	19,418,175	8,344,390	(25,950,000)
Use of Money and Property	33,110	31,084	—	—	—	—	—
Intergovernmental Revenues	1,720,883	2,057,810	2,814,365	1,768,740	(1,045,625)	1,593,740	(175,000)
Charges for Services	265,906	316,728	55,250	55,250	—	55,250	—
Interfund Revenue	237,628	47,610	20,900	20,900	—	20,900	—
Miscellaneous Revenue	127,370	240,224	586,073	595,422	9,349	597,276	1,854
Other Financing Sources	—	44,815	99,390	146,235	46,845	147,030	795
<b>Total Revenue</b>	<b>4,807,134</b>	<b>14,242,757</b>	<b>18,452,193</b>	<b>36,880,937</b>	<b>18,428,744</b>	<b>10,758,586</b>	<b>(26,122,351)</b>
Fund Balance	3,920,702	3,302,646	4,463,206	6,485,827	2,022,621	6,485,827	—
<b>Total Sources</b>	<b>8,727,836</b>	<b>17,545,403</b>	<b>22,915,399</b>	<b>43,366,764</b>	<b>20,451,365</b>	<b>17,244,413</b>	<b>(26,122,351)</b>
<b>Requirements</b>							
Salaries and Benefits	13,669,100	13,563,275	13,847,869	14,769,127	921,258	14,781,984	12,857
Services and Supplies	7,607,001	15,138,557	22,661,334	38,685,771	16,024,437	14,287,472	(24,398,299)
Other Charges	1,420,298	1,812,990	1,718,764	3,098,734	1,379,970	1,625,838	(1,472,896)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	36,079	231,646	233,312	212,523	(20,789)	211,357	(1,166)
<b>Gross Appropriations</b>	<b>22,732,477</b>	<b>30,746,468</b>	<b>38,461,279</b>	<b>56,766,155</b>	<b>18,304,876</b>	<b>30,906,651</b>	<b>(25,859,504)</b>
Intrafund Transfers	(2,917,351)	(3,180,742)	(1,807,790)	(1,807,790)	—	(1,807,790)	—
<b>Net Appropriations</b>	<b>19,815,125</b>	<b>27,565,726</b>	<b>36,653,489</b>	<b>54,958,365</b>	<b>18,304,876</b>	<b>29,098,861</b>	<b>(25,859,504)</b>
Contingencies/Dept Reserves	3,721,081	4,100,392	3,665,472	5,934,976	2,269,504	5,934,976	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>23,536,206</b>	<b>31,666,119</b>	<b>40,318,961</b>	<b>60,893,341</b>	<b>20,574,380</b>	<b>35,033,837</b>	<b>(25,859,504)</b>
<b>Net County Cost</b>	<b>14,808,370</b>	<b>14,120,716</b>	<b>17,403,562</b>	<b>17,526,577</b>	<b>123,015</b>	<b>17,789,424</b>	<b>262,847</b>
Salary Resolution	70.0	63.0	56.0	60.0	4.0	60.0	—
Funded FTE	70.0	63.0	55.9	59.9	4.0	59.9	—

## County Executive's Office / Clerk of the Board (1200B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,422,236	11,504,485	14,876,215	34,294,390	19,418,175	8,344,390	(25,950,000)
Intergovernmental Revenues	1,720,883	2,057,810	2,814,365	1,768,740	(1,045,625)	1,593,740	(175,000)
Charges for Services	201,343	117,257	55,250	55,250	—	55,250	—
Interfund Revenue	—	—	20,900	20,900	—	20,900	—
Miscellaneous Revenue	75,897	181,435	586,073	595,422	9,349	597,276	1,854
Other Financing Sources	—	44,815	99,390	146,235	46,845	147,030	795
<b>Total Revenue</b>	<b>4,420,359</b>	<b>13,905,802</b>	<b>18,452,193</b>	<b>36,880,937</b>	<b>18,428,744</b>	<b>10,758,586</b>	<b>(26,122,351)</b>
Fund Balance	3,920,702	3,302,646	3,665,472	5,934,976	2,269,504	5,934,976	—
<b>Total Sources</b>	<b>8,341,061</b>	<b>17,208,448</b>	<b>22,117,665</b>	<b>42,815,913</b>	<b>20,698,248</b>	<b>16,693,562</b>	<b>(26,122,351)</b>
<b>Requirements</b>							
Salaries and Benefits	11,426,233	12,397,405	13,715,301	14,643,647	928,346	14,656,504	12,857
Services and Supplies	6,918,056	14,493,835	22,264,500	38,341,709	16,077,209	13,943,410	(24,398,299)
Other Charges	1,057,555	1,487,145	1,468,764	3,017,425	1,548,661	1,544,529	(1,472,896)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	18,421	214,143	214,980	212,523	(2,457)	211,357	(1,166)
<b>Gross Appropriations</b>	<b>19,420,264</b>	<b>28,592,528</b>	<b>37,663,545</b>	<b>56,215,304</b>	<b>18,551,759</b>	<b>30,355,800</b>	<b>(25,859,504)</b>
Intrafund Transfers	(1,085,223)	(566,010)	(1,807,790)	(1,807,790)	—	(1,807,790)	—
<b>Net Appropriations</b>	<b>18,335,041</b>	<b>28,026,518</b>	<b>35,855,755</b>	<b>54,407,514</b>	<b>18,551,759</b>	<b>28,548,010</b>	<b>(25,859,504)</b>
Contingencies/Dept Reserves	3,721,081	3,302,646	3,665,472	5,934,976	2,269,504	5,934,976	—
<b>Total Requirements</b>	<b>22,056,122</b>	<b>31,329,164</b>	<b>39,521,227</b>	<b>60,342,490</b>	<b>20,821,263</b>	<b>34,482,986</b>	<b>(25,859,504)</b>
<b>Net County Cost</b>	<b>13,715,062</b>	<b>14,120,716</b>	<b>17,403,562</b>	<b>17,526,577</b>	<b>123,015</b>	<b>17,789,424</b>	<b>262,847</b>
Salary Resolution	51.0	54.0	56.0	60.0	4.0	60.0	—
Funded FTE	51.0	54.0	55.9	59.9	4.0	59.9	—

## County Management (1210P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	2,125,645	4,360,985	6,331,773	1,334,650	(4,997,123)	1,034,650	(300,000)
Intergovernmental Revenues	—	195,595	175,000	175,000	—	—	(175,000)
Charges for Services	102,557	28,642	—	—	—	—	—
Interfund Revenue	—	—	20,900	20,900	—	20,900	—
Miscellaneous Revenue	18,147	7,490	—	—	—	—	—
<b>Total Revenue</b>	<b>2,246,348</b>	<b>4,592,713</b>	<b>6,527,673</b>	<b>1,530,550</b>	<b>(4,997,123)</b>	<b>1,055,550</b>	<b>(475,000)</b>
Fund Balance	3,920,702	3,302,646	3,665,472	5,934,976	2,269,504	5,934,976	—
<b>Total Sources</b>	<b>6,167,050</b>	<b>7,895,359</b>	<b>10,193,145</b>	<b>7,465,526</b>	<b>(2,727,619)</b>	<b>6,990,526</b>	<b>(475,000)</b>
<b>Requirements</b>							
Salaries and Benefits	9,077,012	9,703,098	10,755,392	11,776,679	1,021,287	11,756,280	(20,399)
Services and Supplies	4,100,992	4,845,231	9,027,501	3,172,383	(5,855,118)	2,918,012	(254,371)
Other Charges	685,096	965,658	871,917	854,116	(17,801)	875,576	21,460
Reclassification of Expenses	—	—	—	—	—	—	—
Other Financing Uses	18,421	105,428	106,994	105,620	(1,374)	105,311	(309)
<b>Gross Appropriations</b>	<b>13,881,522</b>	<b>15,619,415</b>	<b>20,761,804</b>	<b>15,908,798</b>	<b>(4,853,006)</b>	<b>15,655,179</b>	<b>(253,619)</b>
Intrafund Transfers	(1,084,723)	(566,010)	(1,607,790)	(1,607,790)	—	(1,607,790)	—
<b>Net Appropriations</b>	<b>12,796,799</b>	<b>15,053,404</b>	<b>19,154,014</b>	<b>14,301,008</b>	<b>(4,853,006)</b>	<b>14,047,389</b>	<b>(253,619)</b>
Contingencies/Dept Reserves	3,721,081	3,302,646	3,665,472	5,934,976	2,269,504	5,934,976	—
<b>Total Requirements</b>	<b>16,517,880</b>	<b>18,356,050</b>	<b>22,819,486</b>	<b>20,235,984</b>	<b>(2,583,502)</b>	<b>19,982,365</b>	<b>(253,619)</b>
<b>Net County Cost</b>	<b>10,350,830</b>	<b>10,460,692</b>	<b>12,626,341</b>	<b>12,770,458</b>	<b>144,117</b>	<b>12,991,839</b>	<b>221,381</b>
Salary Resolution	40.0	43.0	45.0	49.0	4.0	49.0	—
Funded FTE	40.0	43.0	45.0	49.0	4.0	49.0	—

## Clerk of the Board (1215P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	67,812	47,750	72,750	72,750	—	72,750	—
Charges for Services	98,786	88,614	55,250	55,250	—	55,250	—
Miscellaneous Revenue	52,750	1,120	52,000	52,000	—	52,000	—
<b>Total Revenue</b>	<b>219,348</b>	<b>137,484</b>	<b>180,000</b>	<b>180,000</b>	<b>—</b>	<b>180,000</b>	<b>—</b>
<b>Total Sources</b>	<b>219,348</b>	<b>137,484</b>	<b>180,000</b>	<b>180,000</b>	<b>—</b>	<b>180,000</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	601,785	803,402	748,072	742,709	(5,363)	750,273	7,564
Services and Supplies	142,957	422,261	750,086	755,994	5,908	755,994	—
Other Charges	120,324	44,064	70,704	90,406	19,702	89,328	(1,078)
Other Financing Uses	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>865,066</b>	<b>1,269,727</b>	<b>1,568,862</b>	<b>1,589,109</b>	<b>20,247</b>	<b>1,595,595</b>	<b>6,486</b>
Intrafund Transfers	(500)	—	(100,000)	(100,000)	—	(100,000)	—
<b>Net Appropriations</b>	<b>864,566</b>	<b>1,269,727</b>	<b>1,468,862</b>	<b>1,489,109</b>	<b>20,247</b>	<b>1,495,595</b>	<b>6,486</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>864,566</b>	<b>1,269,727</b>	<b>1,468,862</b>	<b>1,489,109</b>	<b>20,247</b>	<b>1,495,595</b>	<b>6,486</b>
<b>Net County Cost</b>	<b>645,218</b>	<b>1,132,243</b>	<b>1,288,862</b>	<b>1,309,109</b>	<b>20,247</b>	<b>1,315,595</b>	<b>6,486</b>
Salary Resolution	4.0	4.0	4.0	4.0	—	4.0	—
Funded FTE	4.0	4.0	4.0	4.0	—	4.0	—

## Special Projects and Grants (1217P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	246,592	7,093,500	8,294,442	32,759,740	24,465,298	7,309,740	(25,450,000)
Intergovernmental Revenues	1,653,071	1,814,465	2,566,615	1,520,990	(1,045,625)	1,520,990	—
Miscellaneous Revenue	5,000	14,500	202,208	202,208	—	202,208	—
<b>Total Revenue</b>	<b>1,904,662</b>	<b>8,922,465</b>	<b>11,063,265</b>	<b>34,482,938</b>	<b>23,419,673</b>	<b>9,032,938</b>	<b>(25,450,000)</b>
<b>Total Sources</b>	<b>1,904,662</b>	<b>8,922,465</b>	<b>11,063,265</b>	<b>34,482,938</b>	<b>23,419,673</b>	<b>9,032,938</b>	<b>(25,450,000)</b>
<b>Requirements</b>							
Salaries and Benefits	76	78,176	236,640	236,640	—	236,640	—
Services and Supplies	2,067,364	9,016,476	11,412,803	33,331,612	21,918,809	9,381,496	(23,950,116)
Other Charges	198,517	215,714	244,313	1,749,979	1,505,666	250,106	(1,499,873)
<b>Gross Appropriations</b>	<b>2,265,957</b>	<b>9,310,366</b>	<b>11,893,756</b>	<b>35,318,231</b>	<b>23,424,475</b>	<b>9,868,242</b>	<b>(25,449,989)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>2,265,957</b>	<b>9,310,366</b>	<b>11,893,756</b>	<b>35,318,231</b>	<b>23,424,475</b>	<b>9,868,242</b>	<b>(25,449,989)</b>
<b>Total Requirements</b>	<b>2,265,957</b>	<b>9,310,366</b>	<b>11,893,756</b>	<b>35,318,231</b>	<b>23,424,475</b>	<b>9,868,242</b>	<b>(25,449,989)</b>
<b>Net County Cost</b>	<b>361,295</b>	<b>387,901</b>	<b>830,491</b>	<b>835,293</b>	<b>4,802</b>	<b>835,304</b>	<b>11</b>

## Project Development Unit (1230P)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	50,000	50,000	250,000	200,000	(50,000)	—	(200,000)
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	—	158,325	331,865	341,214	9,349	343,068	1,854
Other Financing Sources	—	44,815	99,390	146,235	46,845	147,030	795
<b>Total Revenue</b>	<b>50,000</b>	<b>253,140</b>	<b>681,255</b>	<b>687,449</b>	<b>6,194</b>	<b>490,098</b>	<b>(197,351)</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>50,000</b>	<b>253,140</b>	<b>681,255</b>	<b>687,449</b>	<b>6,194</b>	<b>490,098</b>	<b>(197,351)</b>
<b>Requirements</b>							
Salaries and Benefits	1,747,360	1,812,730	1,975,197	1,887,619	(87,578)	1,913,311	25,692
Services and Supplies	606,742	209,866	1,074,110	1,081,661	7,551	887,849	(193,812)
Other Charges	53,617	261,709	281,830	310,536	28,706	316,929	6,393
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	—	108,715	107,986	106,903	(1,083)	106,046	(857)
<b>Gross Appropriations</b>	<b>2,407,719</b>	<b>2,393,020</b>	<b>3,439,123</b>	<b>3,386,719</b>	<b>(52,404)</b>	<b>3,224,135</b>	<b>(162,584)</b>
Intrafund Transfers	—	—	(100,000)	(100,000)	—	(100,000)	—
<b>Net Appropriations</b>	<b>2,407,719</b>	<b>2,393,020</b>	<b>3,339,123</b>	<b>3,286,719</b>	<b>(52,404)</b>	<b>3,124,135</b>	<b>(162,584)</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>2,407,719</b>	<b>2,393,020</b>	<b>3,339,123</b>	<b>3,286,719</b>	<b>(52,404)</b>	<b>3,124,135</b>	<b>(162,584)</b>
<b>Net County Cost</b>	<b>2,357,719</b>	<b>2,139,880</b>	<b>2,657,868</b>	<b>2,599,270</b>	<b>(58,598)</b>	<b>2,634,037</b>	<b>34,767</b>
Salary Resolution	7.0	7.0	7.0	7.0	—	7.0	—
Funded FTE	7.0	7.0	6.9	6.9	—	6.9	—

## CMO Revenue Services (1270B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	33,110	31,084	—	—	—	—	—
Charges for Services	64,563	199,471	—	—	—	—	—
Interfund Revenue	237,628	47,610	—	—	—	—	—
Miscellaneous Revenue	51,474	58,789	—	—	—	—	—
<b>Total Revenue</b>	<b>386,775</b>	<b>336,955</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Fund Balance	—	—	797,734	550,851	(246,883)	550,851	—
<b>Total Sources</b>	<b>386,775</b>	<b>336,955</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	2,242,867	1,165,869	132,568	125,480	(7,088)	125,480	—
Services and Supplies	688,945	644,722	396,834	344,062	(52,772)	344,062	—
Other Charges	362,743	325,845	250,000	81,309	(168,691)	81,309	—
Other Financing Uses	17,658	17,503	18,332	—	(18,332)	—	—
<b>Gross Appropriations</b>	<b>3,312,213</b>	<b>2,153,940</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
Intrafund Transfers	(1,832,129)	(2,614,731)	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,480,084</b>	<b>(460,792)</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
Contingencies/Dept Reserves	—	797,746	—	—	—	—	—
Non-General Fund Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>1,480,084</b>	<b>336,955</b>	<b>797,734</b>	<b>550,851</b>	<b>(246,883)</b>	<b>550,851</b>	<b>—</b>
<b>Net County Cost</b>	<b>1,093,309</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	19.0	9.0	—	—	—	—	—
Funded FTE	19.0	9.0	—	—	—	—	—



## Assessor-County Clerk-Recorder (1300B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	681,758	5,748,014	20,000	30,000	10,000	40,000	10,000
Charges for Services	18,216,981	13,776,099	16,941,712	12,952,521	(3,989,191)	17,067,887	4,115,366
Interfund Revenue	1,834	66,860	5,160,409	2,129,614	(3,030,795)	2,017,256	(112,358)
Miscellaneous Revenue	723,642	80,336	22,000	38,000	16,000	34,000	(4,000)
<b>Total Revenue</b>	<b>19,624,215</b>	<b>19,671,309</b>	<b>22,144,121</b>	<b>15,150,135</b>	<b>(6,993,986)</b>	<b>19,159,143</b>	<b>4,009,008</b>
Fund Balance	3,362,107	2,261,217	3,862,026	2,693,782	(1,168,244)	1,431,006	(1,262,776)
<b>Total Sources</b>	<b>22,986,322</b>	<b>21,932,526</b>	<b>26,006,147</b>	<b>17,843,917</b>	<b>(8,162,230)</b>	<b>20,590,149</b>	<b>2,746,232</b>
<b>Requirements</b>							
Salaries and Benefits	27,986,026	29,791,815	30,476,434	29,664,043	(812,391)	31,330,433	1,666,390
Services and Supplies	10,103,267	12,545,227	16,981,271	7,738,920	(9,242,351)	8,883,743	1,144,823
Other Charges	2,436,790	2,477,716	2,812,045	3,077,690	265,645	3,149,341	71,651
Fixed Assets	2,918,026	2,923,689	10,246,902	—	(10,246,902)	—	—
Other Financing Uses	574,153	634,076	1,378,077	1,383,928	5,851	570,431	(813,497)
<b>Gross Appropriations</b>	<b>44,018,262</b>	<b>48,372,522</b>	<b>61,894,729</b>	<b>41,864,581</b>	<b>(20,030,148)</b>	<b>43,933,948</b>	<b>2,069,367</b>
Intrafund Transfers	(6,989,499)	(12,911,088)	(18,717,734)	(6,098,184)	12,619,550	(4,822,761)	1,275,423
<b>Net Appropriations</b>	<b>37,028,763</b>	<b>35,461,434</b>	<b>43,176,995</b>	<b>35,766,397</b>	<b>(7,410,598)</b>	<b>39,111,187</b>	<b>3,344,790</b>
Contingencies/Dept Reserves	1,431,006	1,431,006	1,431,006	1,431,006	—	1,431,006	—
<b>Total Requirements</b>	<b>38,459,769</b>	<b>36,892,440</b>	<b>44,608,001</b>	<b>37,197,403</b>	<b>(7,410,598)</b>	<b>40,542,193</b>	<b>3,344,790</b>
<b>Net County Cost</b>	<b>15,473,447</b>	<b>14,959,914</b>	<b>18,601,854</b>	<b>19,353,486</b>	<b>751,632</b>	<b>19,952,044</b>	<b>598,558</b>
Salary Resolution	155.0	156.0	161.0	161.0	—	161.0	—
Funded FTE	155.0	156.0	161.0	161.0	—	161.0	—

## Appraisal Services (1310P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	8,409,866	8,902,319	7,834,000	9,334,000	1,500,000	10,834,000	1,500,000
Miscellaneous Revenue	17,116	58,004	4,000	20,000	16,000	16,000	(4,000)
<b>Total Revenue</b>	<b>8,426,982</b>	<b>8,960,323</b>	<b>7,838,000</b>	<b>9,354,000</b>	<b>1,516,000</b>	<b>10,850,000</b>	<b>1,496,000</b>
Fund Balance	2,134,006	1,959,383	2,776,701	2,253,073	(523,628)	1,431,006	(822,067)
<b>Total Sources</b>	<b>10,560,988</b>	<b>10,919,706</b>	<b>10,614,701</b>	<b>11,607,073</b>	<b>992,372</b>	<b>12,281,006</b>	<b>673,933</b>
<b>Requirements</b>							
Salaries and Benefits	16,478,756	18,023,663	18,671,024	19,089,833	418,809	19,504,930	415,097
Services and Supplies	4,111,661	3,322,695	6,532,212	1,379,310	(5,152,902)	1,487,119	107,809
Other Charges	1,385,363	1,355,065	1,671,085	1,532,774	(138,311)	1,571,294	38,520
Fixed Assets	2,874,083	2,608,878	9,246,902	—	(9,246,902)	—	—
Other Financing Uses	384,769	384,955	800,898	792,314	(8,584)	362,115	(430,199)
<b>Gross Appropriations</b>	<b>25,234,632</b>	<b>25,695,256</b>	<b>36,922,121</b>	<b>22,794,231</b>	<b>(14,127,890)</b>	<b>22,925,458</b>	<b>131,227</b>
Intrafund Transfers	(4,109,963)	(7,936,573)	(14,433,730)	—	14,433,730	—	—
<b>Net Appropriations</b>	<b>21,124,669</b>	<b>17,758,683</b>	<b>22,488,391</b>	<b>22,794,231</b>	<b>305,840</b>	<b>22,925,458</b>	<b>131,227</b>
Contingencies/Dept Reserves	1,431,006	1,431,006	1,431,006	1,431,006	—	1,431,006	—
<b>Total Requirements</b>	<b>22,555,675</b>	<b>19,189,689</b>	<b>23,919,397</b>	<b>24,225,237</b>	<b>305,840</b>	<b>24,356,464</b>	<b>131,227</b>
<b>Net County Cost</b>	<b>11,994,687</b>	<b>8,269,983</b>	<b>13,304,696</b>	<b>12,618,164</b>	<b>(686,532)</b>	<b>12,075,458</b>	<b>(542,706)</b>
Salary Resolution	107.0	107.0	112.0	112.0	—	112.0	—
Funded FTE	107.0	107.0	112.0	112.0	—	112.0	—

## Administration and Support (1320P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	—	—	—	—	—	—	—
Interfund Revenue	1,834	1,996	—	—	—	—	—
<b>Total Revenue</b>	<b>1,834</b>	<b>1,996</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Fund Balance	—	1,834	—	—	—	—	—
<b>Total Sources</b>	<b>1,834</b>	<b>3,830</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	2,093,576	2,344,354	2,331,415	2,246,548	(84,867)	2,277,994	31,446
Services and Supplies	60,743	79,886	76,287	91,146	14,859	99,741	8,595
Other Charges	60,863	64,531	74,758	73,889	(869)	75,676	1,787
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>2,215,183</b>	<b>2,488,771</b>	<b>2,482,460</b>	<b>2,411,583</b>	<b>(70,877)</b>	<b>2,453,411</b>	<b>41,828</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>2,215,183</b>	<b>2,488,771</b>	<b>2,482,460</b>	<b>2,411,583</b>	<b>(70,877)</b>	<b>2,453,411</b>	<b>41,828</b>
<b>Total Requirements</b>	<b>2,215,183</b>	<b>2,488,771</b>	<b>2,482,460</b>	<b>2,411,583</b>	<b>(70,877)</b>	<b>2,453,411</b>	<b>41,828</b>
<b>Net County Cost</b>	<b>2,213,349</b>	<b>2,484,941</b>	<b>2,482,460</b>	<b>2,411,583</b>	<b>(70,877)</b>	<b>2,453,411</b>	<b>41,828</b>
Salary Resolution	9.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	9.0	10.0	10.0	10.0	—	10.0	—

## Elections (1330P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Intergovernmental Revenues	681,758	5,748,014	20,000	30,000	10,000	40,000	10,000
Charges for Services	4,181,480	787,266	4,472,212	583,121	(3,889,091)	3,775,174	3,192,053
Interfund Revenue	—	—	650,000	650,000	—	650,000	—
Miscellaneous Revenue	706,260	13,183	18,000	18,000	—	18,000	—
<b>Total Revenue</b>	<b>5,569,498</b>	<b>6,548,463</b>	<b>5,160,212</b>	<b>1,281,121</b>	<b>(3,879,091)</b>	<b>4,483,174</b>	<b>3,202,053</b>
Fund Balance	1,178,101	300,000	957,572	264,956	(692,616)	—	(264,956)
<b>Total Sources</b>	<b>6,747,599</b>	<b>6,848,463</b>	<b>6,117,784</b>	<b>1,546,077</b>	<b>(4,571,707)</b>	<b>4,483,174</b>	<b>2,937,097</b>
<b>Requirements</b>							
Salaries and Benefits	6,413,293	6,416,822	6,728,346	5,655,357	(1,072,989)	6,839,494	1,184,137
Services and Supplies	5,433,696	6,928,176	7,741,390	5,723,153	(2,018,237)	6,736,491	1,013,338
Other Charges	515,204	541,296	504,158	813,655	309,497	832,876	19,221
Fixed Assets	43,943	51,535	—	—	—	—	—
Other Financing Uses	11,909	63,568	267,219	281,693	14,474	27,806	(253,887)
<b>Gross Appropriations</b>	<b>12,418,045</b>	<b>14,001,397</b>	<b>15,241,113</b>	<b>12,473,858</b>	<b>(2,767,255)</b>	<b>14,436,667</b>	<b>1,962,809</b>
Intrafund Transfers	(2,879,536)	(4,974,515)	(4,284,004)	(6,098,184)	(1,814,180)	(4,822,761)	1,275,423
<b>Net Appropriations</b>	<b>9,538,509</b>	<b>9,026,883</b>	<b>10,957,109</b>	<b>6,375,674</b>	<b>(4,581,435)</b>	<b>9,613,906</b>	<b>3,238,232</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>9,538,509</b>	<b>9,026,883</b>	<b>10,957,109</b>	<b>6,375,674</b>	<b>(4,581,435)</b>	<b>9,613,906</b>	<b>3,238,232</b>
<b>Net County Cost</b>	<b>2,790,910</b>	<b>2,178,419</b>	<b>4,839,325</b>	<b>4,829,597</b>	<b>(9,728)</b>	<b>5,130,732</b>	<b>301,135</b>
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

## County Clerk-Recorder (1340P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	5,625,635	4,086,514	4,635,500	3,035,400	(1,600,100)	2,458,713	(576,687)
Interfund Revenue	—	64,864	4,510,409	1,479,614	(3,030,795)	1,367,256	(112,358)
Miscellaneous Revenue	266	9,149	—	—	—	—	—
<b>Total Revenue</b>	<b>5,625,901</b>	<b>4,160,527</b>	<b>9,145,909</b>	<b>4,515,014</b>	<b>(4,630,895)</b>	<b>3,825,969</b>	<b>(689,045)</b>
Fund Balance	50,000	—	127,753	175,753	48,000	—	(175,753)
<b>Total Sources</b>	<b>5,675,901</b>	<b>4,160,527</b>	<b>9,273,662</b>	<b>4,690,767</b>	<b>(4,582,895)</b>	<b>3,825,969</b>	<b>(864,798)</b>
<b>Requirements</b>							
Salaries and Benefits	3,000,401	3,006,976	2,745,649	2,672,305	(73,344)	2,708,015	35,710
Services and Supplies	497,167	2,214,470	2,631,382	545,311	(2,086,071)	560,392	15,081
Other Charges	475,359	516,824	562,044	657,372	95,328	669,495	12,123
Fixed Assets	—	263,275	1,000,000	—	(1,000,000)	—	—
Other Financing Uses	177,475	185,553	309,960	309,921	(39)	180,510	(129,411)
<b>Gross Appropriations</b>	<b>4,150,402</b>	<b>6,187,098</b>	<b>7,249,035</b>	<b>4,184,909</b>	<b>(3,064,126)</b>	<b>4,118,412</b>	<b>(66,497)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>4,150,402</b>	<b>6,187,098</b>	<b>7,249,035</b>	<b>4,184,909</b>	<b>(3,064,126)</b>	<b>4,118,412</b>	<b>(66,497)</b>
<b>Total Requirements</b>	<b>4,150,402</b>	<b>6,187,098</b>	<b>7,249,035</b>	<b>4,184,909</b>	<b>(3,064,126)</b>	<b>4,118,412</b>	<b>(66,497)</b>
<b>Net County Cost</b>	<b>(1,525,499)</b>	<b>2,026,570</b>	<b>(2,024,627)</b>	<b>(505,858)</b>	<b>1,518,769</b>	<b>292,443</b>	<b>798,301</b>
Salary Resolution	20.0	20.0	20.0	20.0	—	20.0	—
Funded FTE	20.0	20.0	20.0	20.0	—	20.0	—

## Controller's Office (1400B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Use of Money and Property	65	83	—	—	—	—	—
Intergovernmental Revenues	253,564	176,447	504,080	504,080	—	504,080	—
Charges for Services	2,630,711	2,470,506	2,171,447	2,525,915	354,468	2,541,874	15,959
Interfund Revenue	49,288	70,482	9,368	81,280	71,912	83,345	2,065
Miscellaneous Revenue	82,207	113,611	64,000	44,000	(20,000)	44,000	—
<b>Total Revenue</b>	<b>3,015,836</b>	<b>2,831,128</b>	<b>2,748,895</b>	<b>3,155,275</b>	<b>406,380</b>	<b>3,173,299</b>	<b>18,024</b>
Fund Balance	2,340,287	2,891,926	2,907,204	3,016,718	109,514	2,737,358	(279,360)
<b>Total Sources</b>	<b>5,356,123</b>	<b>5,723,054</b>	<b>5,656,099</b>	<b>6,171,993</b>	<b>515,894</b>	<b>5,910,657</b>	<b>(261,336)</b>
<b>Requirements</b>							
Salaries and Benefits	9,400,609	10,078,992	10,963,643	10,957,926	(5,717)	11,201,653	243,727
Services and Supplies	2,593,634	2,698,675	4,348,259	4,614,727	266,468	4,357,535	(257,192)
Other Charges	1,832,675	1,842,840	2,680,465	1,721,423	(959,042)	1,737,417	15,994
Reclassification of Expenses	—	—	—	—	—	—	—
Other Financing Uses	199,536	195,160	203,447	201,408	(2,039)	199,793	(1,615)
<b>Gross Appropriations</b>	<b>14,026,454</b>	<b>14,815,667</b>	<b>18,195,814</b>	<b>17,495,484</b>	<b>(700,330)</b>	<b>17,496,398</b>	<b>914</b>
Intrafund Transfers	(531,086)	(693,056)	(2,046,267)	(1,982,792)	63,475	(1,993,454)	(10,662)
<b>Net Appropriations</b>	<b>13,495,368</b>	<b>14,122,612</b>	<b>16,149,547</b>	<b>15,512,692</b>	<b>(636,855)</b>	<b>15,502,944</b>	<b>(9,748)</b>
Contingencies/Dept Reserves	1,373,076	1,796,844	2,153,904	2,737,358	583,454	2,737,358	—
<b>Total Requirements</b>	<b>14,868,444</b>	<b>15,919,456</b>	<b>18,303,451</b>	<b>18,250,050</b>	<b>(53,401)</b>	<b>18,240,302</b>	<b>(9,748)</b>
<b>Net County Cost</b>	<b>9,512,321</b>	<b>10,196,401</b>	<b>12,647,352</b>	<b>12,078,057</b>	<b>(569,295)</b>	<b>12,329,645</b>	<b>251,588</b>
Salary Resolution	51.0	53.0	53.0	55.0	2.0	55.0	—
Funded FTE	51.0	53.0	53.0	55.0	2.0	55.0	—

## Administration (1411P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Interfund Revenue	1,282	1,294	1,294	1,294	—	1,294	—
Miscellaneous Revenue	—	1,800	—	—	—	—	—
<b>Total Revenue</b>	<b>1,282</b>	<b>3,094</b>	<b>1,294</b>	<b>1,294</b>	<b>—</b>	<b>1,294</b>	<b>—</b>
Fund Balance	2,142,202	2,891,926	2,675,094	2,204,216	(470,878)	1,972,033	(232,183)
<b>Total Sources</b>	<b>2,143,484</b>	<b>2,895,020</b>	<b>2,676,388</b>	<b>2,205,510</b>	<b>(470,878)</b>	<b>1,973,327</b>	<b>(232,183)</b>
<b>Requirements</b>							
Salaries and Benefits	1,623,303	1,659,551	1,893,827	1,896,470	2,643	1,940,387	43,917
Services and Supplies	287,100	222,063	464,776	559,179	94,403	327,004	(232,175)
Other Charges	376,635	321,755	340,625	388,390	47,765	395,676	7,286
Reclassification of Expenses	(32,154)	(24,700)	(30,892)	(36,950)	(6,058)	(38,807)	(1,857)
Other Financing Uses	199,536	195,160	203,447	201,408	(2,039)	199,793	(1,615)
<b>Gross Appropriations</b>	<b>2,454,421</b>	<b>2,373,830</b>	<b>2,871,783</b>	<b>3,008,497</b>	<b>136,714</b>	<b>2,824,053</b>	<b>(184,444)</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>2,454,421</b>	<b>2,373,830</b>	<b>2,871,783</b>	<b>3,008,497</b>	<b>136,714</b>	<b>2,824,053</b>	<b>(184,444)</b>
Contingencies/Dept Reserves	1,373,076	1,615,259	1,972,033	1,972,033	—	1,972,033	—
<b>Total Requirements</b>	<b>3,827,497</b>	<b>3,989,089</b>	<b>4,843,816</b>	<b>4,980,530</b>	<b>136,714</b>	<b>4,796,086</b>	<b>(184,444)</b>
<b>Net County Cost</b>	<b>1,684,013</b>	<b>1,094,069</b>	<b>2,167,428</b>	<b>2,775,020</b>	<b>607,592</b>	<b>2,822,759</b>	<b>47,739</b>
Salary Resolution	6.0	7.0	8.0	8.0	—	8.0	—
Funded FTE	6.0	7.0	8.0	8.0	—	8.0	—

## Internal Audit (1421P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Fund Balance	—	—	—	181,871	181,871	181,871	—
<b>Total Sources</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>181,871</b>	<b>181,871</b>	<b>181,871</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	1,082,783	968,071	1,372,665	1,356,159	(16,506)	1,386,706	30,547
Services and Supplies	17,824	15,844	89,811	95,980	6,169	94,799	(1,181)
Other Charges	46,959	28,852	39,798	41,082	1,284	41,921	839
Reclassification of Expenses	1,061	871	1,151	931	(220)	955	24
<b>Gross Appropriations</b>	<b>1,148,627</b>	<b>1,013,638</b>	<b>1,503,425</b>	<b>1,494,152</b>	<b>(9,273)</b>	<b>1,524,381</b>	<b>30,229</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>1,148,627</b>	<b>1,013,638</b>	<b>1,503,425</b>	<b>1,494,152</b>	<b>(9,273)</b>	<b>1,524,381</b>	<b>30,229</b>
Contingencies/Dept Reserves	—	181,585	181,871	181,871	—	181,871	—
<b>Total Requirements</b>	<b>1,148,627</b>	<b>1,195,223</b>	<b>1,685,296</b>	<b>1,676,023</b>	<b>(9,273)</b>	<b>1,706,252</b>	<b>30,229</b>
<b>Net County Cost</b>	<b>1,148,627</b>	<b>1,195,223</b>	<b>1,685,296</b>	<b>1,494,152</b>	<b>(191,144)</b>	<b>1,524,381</b>	<b>30,229</b>
Salary Resolution	8.0	8.0	7.0	7.0	—	7.0	—
Funded FTE	8.0	8.0	7.0	7.0	—	7.0	—



## Payroll Services (1431P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	65	83	—	—	—	—	—
Charges for Services	33,083	33,572	32,766	32,766	—	32,766	—
Miscellaneous Revenue	10,228	2,345	—	—	—	—	—
<b>Total Revenue</b>	<b>43,376</b>	<b>35,999</b>	<b>32,766</b>	<b>32,766</b>	<b>—</b>	<b>32,766</b>	<b>—</b>
Fund Balance	198,085	—	120,361	—	(120,361)	—	—
<b>Total Sources</b>	<b>241,461</b>	<b>35,999</b>	<b>153,127</b>	<b>32,766</b>	<b>(120,361)</b>	<b>32,766</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	1,488,662	1,610,427	1,592,987	1,705,822	112,835	1,726,703	20,881
Services and Supplies	1,430,079	1,412,070	1,615,608	1,930,864	315,256	1,937,259	6,395
Other Charges	1,178,014	1,298,092	1,551,797	572,806	(978,991)	575,304	2,498
Reclassification of Expenses	1,902	1,642	1,945	3,657	1,712	3,818	161
<b>Gross Appropriations</b>	<b>4,098,657</b>	<b>4,322,231</b>	<b>4,762,337</b>	<b>4,213,149</b>	<b>(549,188)</b>	<b>4,243,084</b>	<b>29,935</b>
Intrafund Transfers	—	—	—	—	—	—	—
<b>Net Appropriations</b>	<b>4,098,657</b>	<b>4,322,231</b>	<b>4,762,337</b>	<b>4,213,149</b>	<b>(549,188)</b>	<b>4,243,084</b>	<b>29,935</b>
<b>Total Requirements</b>	<b>4,098,657</b>	<b>4,322,231</b>	<b>4,762,337</b>	<b>4,213,149</b>	<b>(549,188)</b>	<b>4,243,084</b>	<b>29,935</b>
<b>Net County Cost</b>	<b>3,857,196</b>	<b>4,286,232</b>	<b>4,609,210</b>	<b>4,180,383</b>	<b>(428,827)</b>	<b>4,210,318</b>	<b>29,935</b>
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	—

## Controller Information Systems (1432P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	—	5,815	—	8,306	8,306	8,520	214
Interfund Revenue	48,006	69,188	8,074	79,986	71,912	82,051	2,065
Miscellaneous Revenue	—	20,000	20,000	—	(20,000)	—	—
<b>Total Revenue</b>	<b>48,006</b>	<b>95,003</b>	<b>28,074</b>	<b>88,292</b>	<b>60,218</b>	<b>90,571</b>	<b>2,279</b>
Fund Balance	—	—	64,572	442,015	377,443	442,015	—
<b>Total Sources</b>	<b>48,006</b>	<b>95,003</b>	<b>92,646</b>	<b>530,307</b>	<b>437,661</b>	<b>532,586</b>	<b>2,279</b>
<b>Requirements</b>							
Salaries and Benefits	1,183,991	1,228,138	1,294,432	1,276,617	(17,815)	1,292,556	15,939
Services and Supplies	201,751	293,751	884,884	851,292	(33,592)	868,223	16,931
Other Charges	62,359	48,739	598,126	559,093	(39,033)	560,791	1,698
Reclassification of Expenses	28,514	20,995	26,399	30,635	4,236	32,262	1,627
<b>Gross Appropriations</b>	<b>1,476,616</b>	<b>1,591,623</b>	<b>2,803,841</b>	<b>2,717,637</b>	<b>(86,204)</b>	<b>2,753,832</b>	<b>36,195</b>
Intrafund Transfers	(254,598)	(297,337)	(1,429,370)	(1,365,895)	63,475	(1,376,557)	(10,662)
<b>Net Appropriations</b>	<b>1,222,018</b>	<b>1,294,286</b>	<b>1,374,471</b>	<b>1,351,742</b>	<b>(22,729)</b>	<b>1,377,275</b>	<b>25,533</b>
Contingencies/Dept Reserves	—	—	—	442,015	442,015	442,015	—
<b>Total Requirements</b>	<b>1,222,018</b>	<b>1,294,286</b>	<b>1,374,471</b>	<b>1,793,757</b>	<b>419,286</b>	<b>1,819,290</b>	<b>25,533</b>
<b>Net County Cost</b>	<b>1,174,011</b>	<b>1,199,283</b>	<b>1,281,825</b>	<b>1,263,450</b>	<b>(18,375)</b>	<b>1,286,704</b>	<b>23,254</b>
Salary Resolution	6.0	6.0	6.0	6.0	—	6.0	—
Funded FTE	6.0	6.0	6.0	6.0	—	6.0	—

## General Accounting (1441P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	70,051	72,208	79,280	79,280	—	79,280	—
Miscellaneous Revenue	71,979	89,466	44,000	44,000	—	44,000	—
<b>Total Revenue</b>	<b>142,030</b>	<b>161,674</b>	<b>123,280</b>	<b>123,280</b>	<b>—</b>	<b>123,280</b>	<b>—</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>142,030</b>	<b>161,674</b>	<b>123,280</b>	<b>123,280</b>	<b>—</b>	<b>123,280</b>	<b>—</b>
<b>Requirements</b>							
Salaries and Benefits	1,594,051	1,527,542	1,853,409	1,732,934	(120,475)	1,776,493	43,559
Services and Supplies	8,759	23,201	9,987	26,366	16,379	26,381	15
Other Charges	102,638	91,166	72,842	72,552	(290)	74,249	1,697
Reclassification of Expenses	62	111	154	133	(21)	137	4
<b>Gross Appropriations</b>	<b>1,705,510</b>	<b>1,642,020</b>	<b>1,936,392</b>	<b>1,831,985</b>	<b>(104,407)</b>	<b>1,877,260</b>	<b>45,275</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>1,705,510</b>	<b>1,642,020</b>	<b>1,936,392</b>	<b>1,831,985</b>	<b>(104,407)</b>	<b>1,877,260</b>	<b>45,275</b>
Contingencies/Dept Reserves	—	—	—	—	—	—	—
<b>Total Requirements</b>	<b>1,705,510</b>	<b>1,642,020</b>	<b>1,936,392</b>	<b>1,831,985</b>	<b>(104,407)</b>	<b>1,877,260</b>	<b>45,275</b>
<b>Net County Cost</b>	<b>1,563,481</b>	<b>1,480,346</b>	<b>1,813,112</b>	<b>1,708,705</b>	<b>(104,407)</b>	<b>1,753,980</b>	<b>45,275</b>
Salary Resolution	11.0	11.0	11.0	11.0	—	11.0	—
Funded FTE	11.0	11.0	11.0	11.0	—	11.0	—

## Property Tax / Special Accounting (1461P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	253,564	176,447	504,080	504,080	—	504,080	—
Charges for Services	2,527,577	2,358,911	2,059,401	2,405,563	346,162	2,421,308	15,745
Interfund Revenue	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>2,781,142</b>	<b>2,535,358</b>	<b>2,563,481</b>	<b>2,909,643</b>	<b>346,162</b>	<b>2,925,388</b>	<b>15,745</b>
Fund Balance	—	—	47,177	188,616	141,439	141,439	(47,177)
<b>Total Sources</b>	<b>2,781,142</b>	<b>2,535,358</b>	<b>2,610,658</b>	<b>3,098,259</b>	<b>487,601</b>	<b>3,066,827</b>	<b>(31,432)</b>
<b>Requirements</b>							
Salaries and Benefits	2,427,818	3,085,263	2,956,323	2,989,924	33,601	3,078,808	88,884
Services and Supplies	648,120	731,745	1,283,193	1,151,046	(132,147)	1,103,869	(47,177)
Other Charges	66,070	54,237	77,277	87,500	10,223	89,476	1,976
Reclassification of Expenses	614	1,082	1,243	1,594	351	1,635	41
<b>Gross Appropriations</b>	<b>3,142,622</b>	<b>3,872,326</b>	<b>4,318,036</b>	<b>4,230,064</b>	<b>(87,972)</b>	<b>4,273,788</b>	<b>43,724</b>
Intrafund Transfers	(276,488)	(395,719)	(616,897)	(616,897)	—	(616,897)	—
<b>Net Appropriations</b>	<b>2,866,135</b>	<b>3,476,607</b>	<b>3,701,139</b>	<b>3,613,167</b>	<b>(87,972)</b>	<b>3,656,891</b>	<b>43,724</b>
Contingencies/Dept Reserves	—	—	—	141,439	141,439	141,439	—
<b>Total Requirements</b>	<b>2,866,135</b>	<b>3,476,607</b>	<b>3,701,139</b>	<b>3,754,606</b>	<b>53,467</b>	<b>3,798,330</b>	<b>43,724</b>
<b>Net County Cost</b>	<b>84,993</b>	<b>941,249</b>	<b>1,090,481</b>	<b>656,347</b>	<b>(434,134)</b>	<b>731,503</b>	<b>75,156</b>
Salary Resolution	12.0	13.0	13.0	14.0	1.0	14.0	—
Funded FTE	12.0	13.0	13.0	14.0	1.0	14.0	—

## Treasurer - Tax Collector (1500B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	110,850	—	—	—	—	—
Licenses, Permits and Franchises	1,268	1,183	1,550	1,550	—	1,550	—
Use of Money and Property	—	—	—	—	—	—	—
Charges for Services	5,955,075	6,632,209	6,947,226	7,587,374	640,148	8,906,736	1,319,362
Interfund Revenue	79,936	87,757	70,000	70,000	—	70,000	—
Miscellaneous Revenue	73,481	78,074	60,000	60,000	—	60,000	—
<b>Total Revenue</b>	<b>6,109,760</b>	<b>6,910,073</b>	<b>7,078,776</b>	<b>7,718,924</b>	<b>640,148</b>	<b>9,038,286</b>	<b>1,319,362</b>
Fund Balance	2,988,908	3,134,969	3,884,239	1,726,335	(2,157,904)	267,284	(1,459,051)
<b>Total Sources</b>	<b>9,098,668</b>	<b>10,045,042</b>	<b>10,963,015</b>	<b>9,445,259</b>	<b>(1,517,756)</b>	<b>9,305,570</b>	<b>(139,689)</b>
<b>Requirements</b>							
Salaries and Benefits	3,777,557	3,761,395	5,671,906	5,516,119	(155,787)	5,671,424	155,305
Services and Supplies	2,843,467	2,908,914	6,250,789	4,681,839	(1,568,950)	4,539,606	(142,233)
Other Charges	1,538,836	763,456	2,011,607	1,287,034	(724,573)	1,292,623	5,589
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	178,197	173,381	183,295	171,242	(12,053)	170,765	(477)
<b>Gross Appropriations</b>	<b>8,338,058</b>	<b>7,607,146</b>	<b>14,117,597</b>	<b>11,656,234</b>	<b>(2,461,363)</b>	<b>11,674,418</b>	<b>18,184</b>
Intrafund Transfers	(129,703)	(118,031)	(902,626)	(110,000)	792,626	(110,000)	—
<b>Net Appropriations</b>	<b>8,208,354</b>	<b>7,489,116</b>	<b>13,214,971</b>	<b>11,546,234</b>	<b>(1,668,737)</b>	<b>11,564,418</b>	<b>18,184</b>
Contingencies/Dept Reserves	267,284	267,284	267,284	267,284	—	267,284	—
<b>Total Requirements</b>	<b>8,475,638</b>	<b>7,756,400</b>	<b>13,482,255</b>	<b>11,813,518</b>	<b>(1,668,737)</b>	<b>11,831,702</b>	<b>18,184</b>
<b>Net County Cost</b>	<b>(623,029)</b>	<b>(2,288,642)</b>	<b>2,519,240</b>	<b>2,368,259</b>	<b>(150,981)</b>	<b>2,526,132</b>	<b>157,873</b>
Salary Resolution	34.0	34.0	34.0	34.0	—	34.0	—
Funded FTE	34.0	34.0	34.0	34.0	—	34.0	—

## Tax Collector (1510P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	110,850	—	—	—	—	—
Licenses, Permits and Franchises	1,268	1,183	1,550	1,550	—	1,550	—
Charges for Services	2,425,109	2,353,485	1,746,391	2,538,442	792,051	2,736,433	197,991
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	49,361	65,074	60,000	60,000	—	60,000	—
<b>Total Revenue</b>	<b>2,475,738</b>	<b>2,530,592</b>	<b>1,807,941</b>	<b>2,599,992</b>	<b>792,051</b>	<b>2,797,983</b>	<b>197,991</b>
Fund Balance	1,469,948	1,385,859	1,177,313	504,650	(672,663)	162,817	(341,833)
<b>Total Sources</b>	<b>3,945,686</b>	<b>3,916,451</b>	<b>2,985,254</b>	<b>3,104,642</b>	<b>119,388</b>	<b>2,960,800</b>	<b>(143,842)</b>
<b>Requirements</b>							
Salaries and Benefits	2,174,571	2,169,631	2,515,139	2,467,235	(47,904)	2,537,552	70,317
Services and Supplies	1,378,337	1,363,673	2,794,786	2,150,599	(644,187)	2,007,262	(143,337)
Other Charges	324,421	323,615	416,531	438,024	21,493	439,671	1,647
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	70,612	68,872	73,742	68,515	(5,227)	67,815	(700)
<b>Gross Appropriations</b>	<b>3,947,941</b>	<b>3,925,792</b>	<b>5,800,198</b>	<b>5,124,373</b>	<b>(675,825)</b>	<b>5,052,300</b>	<b>(72,073)</b>
Intrafund Transfers	(17,381)	(5,741)	(792,626)	—	792,626	—	—
<b>Net Appropriations</b>	<b>3,930,560</b>	<b>3,920,051</b>	<b>5,007,572</b>	<b>5,124,373</b>	<b>116,801</b>	<b>5,052,300</b>	<b>(72,073)</b>
Contingencies/Dept Reserves	162,817	162,817	162,817	162,817	—	162,817	—
<b>Total Requirements</b>	<b>4,093,377</b>	<b>4,082,868</b>	<b>5,170,389</b>	<b>5,287,190</b>	<b>116,801</b>	<b>5,215,117</b>	<b>(72,073)</b>
<b>Net County Cost</b>	<b>147,690</b>	<b>166,417</b>	<b>2,185,135</b>	<b>2,182,548</b>	<b>(2,587)</b>	<b>2,254,317</b>	<b>71,769</b>
Salary Resolution	15.0	15.0	15.0	15.0	—	15.0	—
Funded FTE	15.0	15.0	15.0	15.0	—	15.0	—

## Treasurer (1520P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	3,529,965	4,278,724	5,200,835	5,048,932	(151,903)	6,170,303	1,121,371
Interfund Revenue	79,936	87,757	70,000	70,000	—	70,000	—
Miscellaneous Revenue	24,120	13,000	—	—	—	—	—
<b>Total Revenue</b>	<b>3,634,021</b>	<b>4,379,481</b>	<b>5,270,835</b>	<b>5,118,932</b>	<b>(151,903)</b>	<b>6,240,303</b>	<b>1,121,371</b>
Fund Balance	1,518,960	1,749,110	2,706,926	1,221,685	(1,485,241)	104,467	(1,117,218)
<b>Total Sources</b>	<b>5,152,981</b>	<b>6,128,591</b>	<b>7,977,761</b>	<b>6,340,617</b>	<b>(1,637,144)</b>	<b>6,344,770</b>	<b>4,153</b>
<b>Requirements</b>							
Salaries and Benefits	1,602,985	1,591,764	3,156,767	3,048,884	(107,883)	3,133,872	84,988
Services and Supplies	1,465,131	1,545,241	3,456,003	2,531,240	(924,763)	2,532,344	1,104
Other Charges	1,214,415	439,841	1,595,076	849,010	(746,066)	852,952	3,942
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	107,586	104,509	109,553	102,727	(6,826)	102,950	223
<b>Gross Appropriations</b>	<b>4,390,117</b>	<b>3,681,354</b>	<b>8,317,399</b>	<b>6,531,861</b>	<b>(1,785,538)</b>	<b>6,622,118</b>	<b>90,257</b>
Intrafund Transfers	(112,322)	(112,289)	(110,000)	(110,000)	—	(110,000)	—
<b>Net Appropriations</b>	<b>4,277,795</b>	<b>3,569,065</b>	<b>8,207,399</b>	<b>6,421,861</b>	<b>(1,785,538)</b>	<b>6,512,118</b>	<b>90,257</b>
Contingencies/Dept Reserves	104,467	104,467	104,467	104,467	—	104,467	—
<b>Total Requirements</b>	<b>4,382,262</b>	<b>3,673,532</b>	<b>8,311,866</b>	<b>6,526,328</b>	<b>(1,785,538)</b>	<b>6,616,585</b>	<b>90,257</b>
<b>Net County Cost</b>	<b>(770,720)</b>	<b>(2,455,059)</b>	<b>334,105</b>	<b>185,711</b>	<b>(148,394)</b>	<b>271,815</b>	<b>86,104</b>
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

## Information Services Department (1800B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	4,131,758	2,695,321	11,602,774	11,623,001	20,227	591,269	(11,031,732)
Use of Money and Property	211,602	194,928	198,479	200,435	1,956	200,435	—
Intergovernmental Revenues	2,976,108	2,073,528	14,135,098	12,224,095	(1,911,003)	5,000,000	(7,224,095)
Charges for Services	1,279,939	1,361,161	1,501,472	2,701,419	1,199,947	2,753,102	51,683
Interfund Revenue	10,975,650	8,845,039	11,861,405	13,078,392	1,216,987	13,420,681	342,289
Miscellaneous Revenue	237,352	377,971	—	—	—	—	—
<b>Total Revenue</b>	<b>19,812,409</b>	<b>15,547,948</b>	<b>39,299,228</b>	<b>39,827,342</b>	<b>528,114</b>	<b>21,965,487</b>	<b>(17,861,855)</b>
Fund Balance	13,906,643	14,521,636	9,024,756	7,172,140	(1,852,616)	3,592,580	(3,579,560)
<b>Total Sources</b>	<b>33,719,052</b>	<b>30,069,584</b>	<b>48,323,984</b>	<b>46,999,482</b>	<b>(1,324,502)</b>	<b>25,558,067</b>	<b>(21,441,415)</b>
<b>Requirements</b>							
Salaries and Benefits	29,242,023	28,542,618	33,022,430	31,750,677	(1,271,753)	32,501,695	751,018
Services and Supplies	17,966,829	15,677,389	42,766,422	44,532,328	1,765,906	22,289,017	(22,243,311)
Other Charges	2,811,147	2,820,427	2,790,335	2,716,674	(73,661)	2,756,068	39,394
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	483,733	230,176	57,000	—	(57,000)	—	—
Other Financing Uses	295,774	304,849	308,118	338,205	30,087	340,171	1,966
<b>Gross Appropriations</b>	<b>50,799,506</b>	<b>47,575,459</b>	<b>78,944,305</b>	<b>79,337,884</b>	<b>393,579</b>	<b>57,886,951</b>	<b>(21,450,933)</b>
Intrafund Transfers	(31,602,090)	(26,530,631)	(33,727,642)	(35,930,982)	(2,203,340)	(35,921,464)	9,518
<b>Net Appropriations</b>	<b>19,197,416</b>	<b>21,044,829</b>	<b>45,216,663</b>	<b>43,406,902</b>	<b>(1,809,761)</b>	<b>21,965,487</b>	<b>(21,441,415)</b>
Contingencies/Dept Reserves	14,521,636	9,024,755	3,107,321	3,592,580	485,259	3,592,580	—
<b>Total Requirements</b>	<b>33,719,052</b>	<b>30,069,584</b>	<b>48,323,984</b>	<b>46,999,482</b>	<b>(1,324,502)</b>	<b>25,558,067</b>	<b>(21,441,415)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	135.0	135.0	137.0	137.0	—	137.0	—
Funded FTE	135.0	135.0	136.6	136.6	—	136.6	—



## Business & Fiscal Administration (1810P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	—	—	—	—	—	—	—
Intergovernmental Revenues	—	—	—	—	—	—	—
Charges for Services	393	14,490	2,262	3,170	908	3,235	65
Interfund Revenue	107,365	135,997	75,348	104,296	28,948	106,452	2,156
Miscellaneous Revenue	14,363	39,365	—	—	—	—	—
<b>Total Revenue</b>	<b>122,121</b>	<b>189,853</b>	<b>77,610</b>	<b>107,466</b>	<b>29,856</b>	<b>109,687</b>	<b>2,221</b>
Fund Balance	5,438,673	7,625,910	2,359,108	2,340,407	(18,701)	800,000	(1,540,407)
<b>Total Sources</b>	<b>5,560,794</b>	<b>7,815,763</b>	<b>2,436,718</b>	<b>2,447,873</b>	<b>11,155</b>	<b>909,687</b>	<b>(1,538,186)</b>
<b>Requirements</b>							
Salaries and Benefits	4,066,554	3,459,369	5,062,757	4,830,204	(232,553)	5,120,280	290,076
Services and Supplies	1,505,125	798,361	2,927,977	2,167,103	(760,874)	609,754	(1,557,349)
Other Charges	869,435	634,337	501,268	602,238	100,970	615,673	13,435
Reclassification of Expenses	(5,621,442)	(4,509,190)	(5,852,773)	(5,486,852)	365,921	(5,673,840)	(186,988)
Fixed Assets	—	28,107	—	—	—	—	—
Other Financing Uses	84,521	71,314	53,147	67,376	14,229	68,350	974
<b>Gross Appropriations</b>	<b>904,193</b>	<b>482,298</b>	<b>2,692,376</b>	<b>2,180,069</b>	<b>(512,307)</b>	<b>740,217</b>	<b>(1,439,852)</b>
Intrafund Transfers	(271,057)	(233,256)	(188,278)	(325,130)	(136,852)	(331,202)	(6,072)
<b>Net Appropriations</b>	<b>633,136</b>	<b>249,043</b>	<b>2,504,098</b>	<b>1,854,939</b>	<b>(649,159)</b>	<b>409,015</b>	<b>(1,445,924)</b>
Contingencies/Dept Reserves	—	—	—	800,000	800,000	800,000	—
<b>Total Requirements</b>	<b>633,136</b>	<b>249,043</b>	<b>2,504,098</b>	<b>2,654,939</b>	<b>150,841</b>	<b>1,209,015</b>	<b>(1,445,924)</b>
<b>Net County Cost</b>	<b>(4,927,658)</b>	<b>(7,566,720)</b>	<b>67,380</b>	<b>207,066</b>	<b>139,686</b>	<b>299,328</b>	<b>92,262</b>
Salary Resolution	18.0	18.0	18.0	19.0	1.0	19.0	—
Funded FTE	18.0	18.0	18.0	19.0	1.0	19.0	—

## Client Success (1820P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	515	—	—	—	—	—	—
Charges for Services	37,021	28,547	39,547	31,471	(8,076)	31,957	486
Interfund Revenue	4,266,242	3,816,406	4,222,235	4,445,057	222,822	4,536,012	90,955
Miscellaneous Revenue	33,080	74,287	—	—	—	—	—
<b>Total Revenue</b>	<b>4,336,858</b>	<b>3,919,239</b>	<b>4,261,782</b>	<b>4,476,528</b>	<b>214,746</b>	<b>4,567,969</b>	<b>91,441</b>
Fund Balance	317,513	138,000	138,000	101,323	(36,677)	—	(101,323)
<b>Total Sources</b>	<b>4,654,371</b>	<b>4,057,239</b>	<b>4,399,782</b>	<b>4,577,851</b>	<b>178,069</b>	<b>4,567,969</b>	<b>(9,882)</b>
<b>Requirements</b>							
Salaries and Benefits	8,386,872	8,983,806	9,129,555	9,070,221	(59,334)	9,184,382	114,161
Services and Supplies	79,225	452,351	802,002	546,361	(255,641)	452,811	(93,550)
Other Charges	128,404	179,096	277,371	296,827	19,456	301,802	4,975
Reclassification of Expenses	2,151,731	1,735,327	1,752,697	1,748,284	(4,413)	1,817,292	69,008
Other Financing Uses	7,946	8,129	14,146	15,756	1,610	16,126	370
<b>Gross Appropriations</b>	<b>10,754,177</b>	<b>11,358,708</b>	<b>11,975,771</b>	<b>11,677,449</b>	<b>(298,322)</b>	<b>11,772,413</b>	<b>94,964</b>
Intrafund Transfers	(6,569,717)	(6,384,462)	(7,280,520)	(6,871,679)	408,841	(6,994,180)	(122,501)
<b>Net Appropriations</b>	<b>4,184,459</b>	<b>4,974,246</b>	<b>4,695,251</b>	<b>4,805,770</b>	<b>110,519</b>	<b>4,778,233</b>	<b>(27,537)</b>
Contingencies/Dept Reserves	138,000	88,000	—	—	—	—	—
<b>Total Requirements</b>	<b>4,322,459</b>	<b>5,062,246</b>	<b>4,695,251</b>	<b>4,805,770</b>	<b>110,519</b>	<b>4,778,233</b>	<b>(27,537)</b>
<b>Net County Cost</b>	<b>(331,912)</b>	<b>1,005,006</b>	<b>295,469</b>	<b>227,919</b>	<b>(67,550)</b>	<b>210,264</b>	<b>(17,655)</b>
Salary Resolution	42.0	42.0	44.0	44.0	—	44.0	—
Funded FTE	42.0	42.0	43.6	43.6	—	43.6	—

## IT Operations (1830P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	457,004	627,776	—	—	—	—	—
Use of Money and Property	211,602	194,928	198,479	200,435	1,956	200,435	—
Intergovernmental Revenues	—	346,920	1,514,300	—	(1,514,300)	—	—
Charges for Services	819,421	676,470	666,476	2,361,929	1,695,453	2,403,567	41,638
Interfund Revenue	2,806,729	1,861,545	3,133,946	3,506,302	372,356	3,577,925	71,623
Miscellaneous Revenue	(656)	41	—	—	—	—	—
<b>Total Revenue</b>	<b>4,294,101</b>	<b>3,707,680</b>	<b>5,513,201</b>	<b>6,068,666</b>	<b>555,465</b>	<b>6,181,927</b>	<b>113,261</b>
Fund Balance	2,835,562	2,085,471	2,359,669	1,912,293	(447,376)	911,151	(1,001,142)
<b>Total Sources</b>	<b>7,129,663</b>	<b>5,793,151</b>	<b>7,872,870</b>	<b>7,980,959</b>	<b>108,089</b>	<b>7,093,078</b>	<b>(887,881)</b>
<b>Requirements</b>							
Salaries and Benefits	6,943,079	6,283,646	7,256,527	6,954,208	(302,319)	7,084,426	130,218
Services and Supplies	4,953,070	4,670,111	6,262,832	7,297,310	1,034,478	6,410,512	(886,798)
Other Charges	728,002	827,999	1,036,389	1,222,677	186,288	1,239,456	16,779
Reclassification of Expenses	44,427	58,363	1,597,931	1,535,101	(62,830)	1,581,730	46,629
Fixed Assets	53,854	—	—	—	—	—	—
Other Financing Uses	139,266	156,518	162,937	170,847	7,910	171,632	785
<b>Gross Appropriations</b>	<b>12,861,699</b>	<b>11,996,636</b>	<b>16,316,616</b>	<b>17,180,143</b>	<b>863,527</b>	<b>16,487,756</b>	<b>(692,387)</b>
Intrafund Transfers	(9,116,875)	(7,312,210)	(9,457,301)	(10,667,102)	(1,209,801)	(10,891,787)	(224,685)
<b>Net Appropriations</b>	<b>3,744,824</b>	<b>4,684,426</b>	<b>6,859,315</b>	<b>6,513,041</b>	<b>(346,274)</b>	<b>5,595,969</b>	<b>(917,072)</b>
Contingencies/Dept Reserves	13,596,447	8,399,566	314,302	911,151	596,849	911,151	—
<b>Total Requirements</b>	<b>17,341,272</b>	<b>13,083,992</b>	<b>7,173,617</b>	<b>7,424,192</b>	<b>250,575</b>	<b>6,507,120</b>	<b>(917,072)</b>
<b>Net County Cost</b>	<b>10,211,609</b>	<b>7,290,841</b>	<b>(699,253)</b>	<b>(556,767)</b>	<b>142,486</b>	<b>(585,958)</b>	<b>(29,191)</b>
Salary Resolution	30.0	30.0	30.0	30.0	—	30.0	—
Funded FTE	30.0	30.0	30.0	30.0	—	30.0	—

## Planning & Project Management (1844P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	3,139,867	1,886,143	10,910,289	11,048,576	138,287	—	(11,048,576)
Intergovernmental Revenues	2,976,108	1,726,608	12,620,798	12,224,095	(396,703)	5,000,000	(7,224,095)
Charges for Services	—	77,865	451,840	—	(451,840)	—	—
Interfund Revenue	51,933	1,051	—	—	—	—	—
Miscellaneous Revenue	179,713	75,790	—	—	—	—	—
<b>Total Revenue</b>	<b>6,347,622</b>	<b>3,767,456</b>	<b>23,982,927</b>	<b>23,272,671</b>	<b>(710,256)</b>	<b>5,000,000</b>	<b>(18,272,671)</b>
Fund Balance	4,100,664	3,885,066	3,345,657	2,298,377	(1,047,280)	1,881,429	(416,948)
<b>Total Sources</b>	<b>10,448,286</b>	<b>7,652,522</b>	<b>27,328,584</b>	<b>25,571,048</b>	<b>(1,757,536)</b>	<b>6,881,429</b>	<b>(18,689,619)</b>
<b>Requirements</b>							
Salaries and Benefits	374,245	39,420	328,911	525,561	196,650	552,379	26,818
Services and Supplies	6,814,731	4,842,364	25,430,676	26,268,565	837,889	6,594,070	(19,674,495)
Other Charges	744,457	722,131	486,111	64,742	(421,369)	65,883	1,141
Reclassification of Expenses	140,473	95,810	82,075	53,583	(28,492)	47,330	(6,253)
Fixed Assets	429,878	202,069	57,000	—	(57,000)	—	—
Other Financing Uses	—	—	—	20,545	20,545	20,471	(74)
<b>Gross Appropriations</b>	<b>8,503,784</b>	<b>5,901,794</b>	<b>26,384,773</b>	<b>26,932,996</b>	<b>548,223</b>	<b>7,280,133</b>	<b>(19,652,863)</b>
Intrafund Transfers	(1,464,387)	(1,682,406)	(1,849,208)	(3,243,377)	(1,394,169)	(2,280,133)	963,244
<b>Net Appropriations</b>	<b>7,039,397</b>	<b>4,219,388</b>	<b>24,535,565</b>	<b>23,689,619</b>	<b>(845,946)</b>	<b>5,000,000</b>	<b>(18,689,619)</b>
Contingencies/Dept Reserves	—	—	2,793,019	1,881,429	(911,590)	1,881,429	—
<b>Total Requirements</b>	<b>7,039,397</b>	<b>4,219,388</b>	<b>27,328,584</b>	<b>25,571,048</b>	<b>(1,757,536)</b>	<b>6,881,429</b>	<b>(18,689,619)</b>
<b>Net County Cost</b>	<b>(3,408,889)</b>	<b>(3,433,134)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	1.0	1.0	1.0	1.0	—	1.0	—
Funded FTE	1.0	1.0	1.0	1.0	—	1.0	—

## IT Security (1850P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	114,691	4,584	—	—	—	—	—
Charges for Services	348,110	508,837	256,201	209,900	(46,301)	215,256	5,356
Interfund Revenue	1,594,909	1,231,054	1,593,026	1,898,924	305,898	1,940,317	41,393
Miscellaneous Revenue	1,295	—	—	—	—	—	—
<b>Total Revenue</b>	<b>2,059,004</b>	<b>1,744,475</b>	<b>1,849,227</b>	<b>2,108,824</b>	<b>259,597</b>	<b>2,155,573</b>	<b>46,749</b>
Fund Balance	369,566	232,000	272,615	232,000	(40,615)	—	(232,000)
<b>Total Sources</b>	<b>2,428,570</b>	<b>1,976,475</b>	<b>2,121,842</b>	<b>2,340,824</b>	<b>218,982</b>	<b>2,155,573</b>	<b>(185,251)</b>
<b>Requirements</b>							
Salaries and Benefits	6,106,715	5,771,907	6,816,702	6,100,119	(716,583)	6,201,254	101,135
Services and Supplies	1,479,799	1,742,051	1,819,590	2,376,689	557,099	2,311,549	(65,140)
Other Charges	259,599	356,150	306,869	390,161	83,292	390,613	452
Reclassification of Expenses	1,761,049	1,326,209	1,309,289	1,102,590	(206,699)	1,143,882	41,292
Other Financing Uses	2,302	2,304	3,021	1,566	(1,455)	1,603	37
<b>Gross Appropriations</b>	<b>9,609,464</b>	<b>9,198,622</b>	<b>10,255,471</b>	<b>9,971,125</b>	<b>(284,346)</b>	<b>10,048,901</b>	<b>77,776</b>
Intrafund Transfers	(7,683,584)	(6,424,312)	(7,863,583)	(7,353,203)	510,380	(7,636,751)	(283,548)
<b>Net Appropriations</b>	<b>1,925,879</b>	<b>2,774,309</b>	<b>2,391,888</b>	<b>2,617,922</b>	<b>226,034</b>	<b>2,412,150</b>	<b>(205,772)</b>
Contingencies/Dept Reserves	232,000	232,000	—	—	—	—	—
<b>Total Requirements</b>	<b>2,157,879</b>	<b>3,006,309</b>	<b>2,391,888</b>	<b>2,617,922</b>	<b>226,034</b>	<b>2,412,150</b>	<b>(205,772)</b>
<b>Net County Cost</b>	<b>(270,691)</b>	<b>1,029,834</b>	<b>270,046</b>	<b>277,098</b>	<b>7,052</b>	<b>256,577</b>	<b>(20,521)</b>
Salary Resolution	27.0	27.0	28.0	26.0	(2.0)	26.0	—
Funded FTE	27.0	27.0	28.0	26.0	(2.0)	26.0	—

## Applications (1860P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	114,691	4,584	—	—	—	—	—
Charges for Services	348,110	508,837	256,201	209,900	(46,301)	215,256	5,356
Interfund Revenue	1,594,909	1,231,054	1,593,026	1,898,924	305,898	1,940,317	41,393
Miscellaneous Revenue	1,295	—	—	—	—	—	—
<b>Total Revenue</b>	<b>2,059,004</b>	<b>1,744,475</b>	<b>1,849,227</b>	<b>2,108,824</b>	<b>259,597</b>	<b>2,155,573</b>	<b>46,749</b>
Fund Balance	369,566	232,000	272,615	232,000	(40,615)	—	(232,000)
<b>Total Sources</b>	<b>2,428,570</b>	<b>1,976,475</b>	<b>2,121,842</b>	<b>2,340,824</b>	<b>218,982</b>	<b>2,155,573</b>	<b>(185,251)</b>
<b>Requirements</b>							
Salaries and Benefits	6,106,715	5,771,907	6,816,702	6,100,119	(716,583)	6,201,254	101,135
Services and Supplies	1,479,799	1,742,051	1,819,590	2,376,689	557,099	2,311,549	(65,140)
Other Charges	259,599	356,150	306,869	390,161	83,292	390,613	452
Reclassification of Expenses	1,761,049	1,326,209	1,309,289	1,102,590	(206,699)	1,143,882	41,292
Other Financing Uses	2,302	2,304	3,021	1,566	(1,455)	1,603	37
<b>Gross Appropriations</b>	<b>9,609,464</b>	<b>9,198,622</b>	<b>10,255,471</b>	<b>9,971,125</b>	<b>(284,346)</b>	<b>10,048,901</b>	<b>77,776</b>
Intrafund Transfers	(7,683,584)	(6,424,312)	(7,863,583)	(7,353,203)	510,380	(7,636,751)	(283,548)
<b>Net Appropriations</b>	<b>1,925,879</b>	<b>2,774,309</b>	<b>2,391,888</b>	<b>2,617,922</b>	<b>226,034</b>	<b>2,412,150</b>	<b>(205,772)</b>
Contingencies/Dept Reserves	232,000	232,000	—	—	—	—	—
<b>Total Requirements</b>	<b>2,157,879</b>	<b>3,006,309</b>	<b>2,391,888</b>	<b>2,617,922</b>	<b>226,034</b>	<b>2,412,150</b>	<b>(205,772)</b>
<b>Net County Cost</b>	<b>(270,691)</b>	<b>1,029,834</b>	<b>270,046</b>	<b>277,098</b>	<b>7,052</b>	<b>256,577</b>	<b>(20,521)</b>
Salary Resolution	27.0	27.0	28.0	26.0	(2.0)	26.0	—
Funded FTE	27.0	27.0	28.0	26.0	(2.0)	26.0	—

## Grand Jury (1920B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Total Sources</b>							
<b>Requirements</b>							
Salaries and Benefits	—	—	—	—	—	—	—
Services and Supplies	104,991	100,083	123,890	124,289	399	124,292	3
Other Charges	53	227	601	201	(400)	201	—
<b>Gross Appropriations</b>	105,044	100,311	124,491	124,490	(1)	124,493	3
Intrafund Transfers							
<b>Net Appropriations</b>	105,044	100,311	124,491	124,490	(1)	124,493	3
<b>Total Requirements</b>	105,044	100,311	124,491	124,490	(1)	124,493	3
<b>Net County Cost</b>	105,044	100,311	124,491	124,490	(1)	124,493	3

## Retirement Office (2000B)

### Retirement Trust Fund (Information Only) FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Miscellaneous Revenue	7,627,204	8,262,773	9,069,472	9,227,183	157,711	9,393,344	166,161
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Total Sources</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Requirements</b>							
Salaries and Benefits	5,535,407	5,545,932	5,949,295	5,952,017	2,722	6,034,378	82,361
Services and Supplies	1,712,088	2,373,666	2,723,746	2,817,474	93,728	2,899,274	81,800
Other Charges	379,709	343,175	396,431	457,692	61,261	459,692	2,000
Fixed Assets	—	—	—	—	—	—	—
<b>Gross Appropriations</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Total Requirements</b>	<b>7,627,204</b>	<b>8,262,773</b>	<b>9,069,472</b>	<b>9,227,183</b>	<b>157,711</b>	<b>9,393,344</b>	<b>166,161</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
Salary Resolution	23.0	23.0	23.0	23.0	—	23.0	—
Funded FTE	23.0	23.0	22.9	22.9	—	22.9	—



## Human Resources Department (1700D)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	182,172	198,891	437,091	454,575	17,484	454,575	—
Use of Money and Property	2,167	1,501	4,000	2,000	(2,000)	2,000	—
Charges for Services	330,632	469,064	363,258	377,725	14,467	375,564	(2,161)
Interfund Revenue	6,572,294	7,413,379	10,062,669	10,702,043	639,374	11,053,198	351,155
Miscellaneous Revenue	299,059	318,067	278,689	250,263	(28,426)	235,263	(15,000)
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>7,386,324</b>	<b>8,400,903</b>	<b>11,145,707</b>	<b>11,786,606</b>	<b>640,899</b>	<b>12,120,600</b>	<b>333,994</b>
Fund Balance	2,083,845	1,926,018	1,901,389	1,902,232	843	516,345	(1,385,887)
<b>Total Sources</b>	<b>9,470,169</b>	<b>10,326,921</b>	<b>13,047,096</b>	<b>13,688,838</b>	<b>641,742</b>	<b>12,636,945</b>	<b>(1,051,893)</b>
<b>Requirements</b>							
Salaries and Benefits	14,350,083	15,632,159	18,497,489	19,488,745	991,256	19,602,518	113,773
Services and Supplies	1,699,270	2,039,614	3,798,839	4,189,843	391,004	4,282,424	92,581
Other Charges	1,721,102	1,606,759	1,932,697	1,974,854	42,157	2,065,748	90,894
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	80,791	82,931	1,156,661	1,612,062	455,401	314,360	(1,297,702)
<b>Gross Appropriations</b>	<b>17,851,246</b>	<b>19,361,462</b>	<b>25,385,686</b>	<b>27,265,504</b>	<b>1,879,818</b>	<b>26,265,050</b>	<b>(1,000,454)</b>
Intrafund Transfers	(1,274,825)	(1,115,087)	(1,901,063)	(2,434,330)	(533,267)	(2,349,861)	84,469
<b>Net Appropriations</b>	<b>16,576,421</b>	<b>18,246,375</b>	<b>23,484,623</b>	<b>24,831,174</b>	<b>1,346,551</b>	<b>23,915,189</b>	<b>(915,985)</b>
Contingencies/Dept Reserves	553,351	541,586	511,743	516,345	4,602	516,345	—
<b>Total Requirements</b>	<b>17,129,772</b>	<b>18,787,961</b>	<b>23,996,366</b>	<b>25,347,519</b>	<b>1,351,153</b>	<b>24,431,534</b>	<b>(915,985)</b>
<b>Net County Cost</b>	<b>7,659,603</b>	<b>8,461,040</b>	<b>10,949,270</b>	<b>11,658,681</b>	<b>709,411</b>	<b>11,794,589</b>	<b>135,908</b>
Salary Resolution	75.0	76.0	79.0	83.0	4.0	83.0	—
Funded FTE	75.0	76.0	78.9	83.0	4.2	83.0	—

## Human Resources Department (1700B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	182,172	198,891	437,091	454,575	17,484	454,575	—
Charges for Services	319,838	453,517	349,575	360,530	10,955	360,530	—
Interfund Revenue	6,546,347	7,386,583	10,039,568	10,681,204	641,636	11,033,057	351,853
Miscellaneous Revenue	252,085	280,315	213,263	213,263	—	198,263	(15,000)
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>7,300,443</b>	<b>8,319,307</b>	<b>11,039,497</b>	<b>11,709,572</b>	<b>670,075</b>	<b>12,046,425</b>	<b>336,853</b>
Fund Balance	1,875,036	1,783,798	1,891,154	1,887,395	(3,759)	501,508	(1,385,887)
<b>Total Sources</b>	<b>9,175,479</b>	<b>10,103,105</b>	<b>12,930,651</b>	<b>13,596,967</b>	<b>666,316</b>	<b>12,547,933</b>	<b>(1,049,034)</b>
<b>Requirements</b>							
Salaries and Benefits	12,701,453	13,825,754	16,555,546	17,192,498	636,952	17,509,830	317,332
Services and Supplies	1,460,079	1,784,195	3,306,733	3,383,482	76,749	3,491,317	107,835
Other Charges	1,454,333	1,328,150	1,617,912	1,701,846	83,934	1,734,751	32,905
Reclassification of Expenses	(23,000)	(23,000)	(23,000)	(23,000)	—	(23,000)	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	72,665	74,796	1,148,741	1,603,666	454,925	305,788	(1,297,878)
<b>Gross Appropriations</b>	<b>15,665,530</b>	<b>16,989,894</b>	<b>22,605,932</b>	<b>23,858,492</b>	<b>1,252,560</b>	<b>23,018,686</b>	<b>(839,806)</b>
Intrafund Transfers	(1,006,791)	(866,628)	(1,228,921)	(1,738,105)	(509,184)	(1,668,424)	69,681
<b>Net Appropriations</b>	<b>14,658,740</b>	<b>16,123,266</b>	<b>21,377,011</b>	<b>22,120,387</b>	<b>743,376</b>	<b>21,350,262</b>	<b>(770,125)</b>
Contingencies/Dept Reserves	501,508	501,508	501,508	501,508	—	501,508	—
<b>Total Requirements</b>	<b>15,160,248</b>	<b>16,624,774</b>	<b>21,878,519</b>	<b>22,621,895</b>	<b>743,376</b>	<b>21,851,770</b>	<b>(770,125)</b>
<b>Net County Cost</b>	<b>5,984,769</b>	<b>6,521,670</b>	<b>8,947,868</b>	<b>9,024,928</b>	<b>77,060</b>	<b>9,303,837</b>	<b>278,909</b>
Salary Resolution	63.0	64.0	67.0	71.0	4.0	71.0	—
Funded FTE	63.0	64.0	66.9	71.0	4.2	71.0	—

## Employee Benefits & Wellness and HRIM (1720P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Interfund Revenue	2,244,252	2,514,868	3,422,597	3,513,734	91,137	3,600,213	86,479
Miscellaneous Revenue	151,096	171,205	151,096	151,096	—	151,096	—
<b>Total Revenue</b>	<b>2,395,348</b>	<b>2,686,073</b>	<b>3,573,693</b>	<b>3,664,830</b>	<b>91,137</b>	<b>3,751,309</b>	<b>86,479</b>
Fund Balance	—	—	—	—	—	—	—
<b>Total Sources</b>	<b>2,395,348</b>	<b>2,686,073</b>	<b>3,573,693</b>	<b>3,664,830</b>	<b>91,137</b>	<b>3,751,309</b>	<b>86,479</b>
<b>Requirements</b>							
Salaries and Benefits	3,190,877	3,446,097	3,717,286	4,086,735	369,449	4,193,571	106,836
Services and Supplies	204,825	187,456	638,101	741,369	103,268	655,869	(85,500)
Other Charges	268,005	239,758	290,456	315,887	25,431	322,195	6,308
Other Financing Uses	13,234	13,248	12,898	13,674	776	13,959	285
<b>Gross Appropriations</b>	<b>3,676,941</b>	<b>3,886,560</b>	<b>4,658,741</b>	<b>5,157,665</b>	<b>498,924</b>	<b>5,185,594</b>	<b>27,929</b>
Intrafund Transfers	(152,365)	—	—	(468,584)	(468,584)	(401,456)	67,128
<b>Net Appropriations</b>	<b>3,524,576</b>	<b>3,886,560</b>	<b>4,658,741</b>	<b>4,689,081</b>	<b>30,340</b>	<b>4,784,138</b>	<b>95,057</b>
<b>Total Requirements</b>	<b>3,524,576</b>	<b>3,886,560</b>	<b>4,658,741</b>	<b>4,689,081</b>	<b>30,340</b>	<b>4,784,138</b>	<b>95,057</b>
<b>Net County Cost</b>	<b>1,129,228</b>	<b>1,200,486</b>	<b>1,085,048</b>	<b>1,024,251</b>	<b>(60,797)</b>	<b>1,032,829</b>	<b>8,578</b>
Salary Resolution	16.0	17.0	17.0	20.0	3.0	20.0	—
Funded FTE	16.0	17.0	17.0	20.0	3.0	20.0	—

## HR Strategic Support and Partnerships (1710P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	182,172	198,891	437,091	454,575	17,484	454,575	—
Charges for Services	262,766	293,859	288,575	298,175	9,600	298,175	—
Interfund Revenue	1,447,736	1,224,991	1,793,178	1,741,305	(51,873)	1,800,597	59,292
Miscellaneous Revenue	20,600	940	15,500	15,500	—	500	(15,000)
<b>Total Revenue</b>	<b>1,913,273</b>	<b>1,718,681</b>	<b>2,534,344</b>	<b>2,509,555</b>	<b>(24,789)</b>	<b>2,553,847</b>	<b>44,292</b>
Fund Balance	1,121,288	925,559	788,915	560,156	(228,759)	501,508	(58,648)
<b>Total Sources</b>	<b>3,034,561</b>	<b>2,644,240</b>	<b>3,323,259</b>	<b>3,069,711</b>	<b>(253,548)</b>	<b>3,055,355</b>	<b>(14,356)</b>
<b>Requirements</b>							
Salaries and Benefits	3,173,732	3,380,346	4,111,807	4,552,504	440,697	4,701,837	149,333
Services and Supplies	330,040	385,467	1,104,122	787,304	(316,818)	977,553	190,249
Other Charges	641,291	616,550	769,862	816,719	46,857	832,227	15,508
Reclassification of Expenses	(23,000)	(23,000)	(23,000)	(23,000)	—	(23,000)	—
Other Financing Uses	34,627	36,716	37,128	39,822	2,694	40,665	843
<b>Gross Appropriations</b>	<b>4,156,690</b>	<b>4,396,080</b>	<b>5,999,919</b>	<b>6,173,349</b>	<b>173,430</b>	<b>6,529,282</b>	<b>355,933</b>
Intrafund Transfers	(416,564)	(404,269)	(467,768)	(471,268)	(3,500)	(552,768)	(81,500)
<b>Net Appropriations</b>	<b>3,740,125</b>	<b>3,991,811</b>	<b>5,532,151</b>	<b>5,702,081</b>	<b>169,930</b>	<b>5,976,514</b>	<b>274,433</b>
Contingencies/Dept Reserves	501,508	501,508	501,508	501,508	—	501,508	—
<b>Total Requirements</b>	<b>4,241,633</b>	<b>4,493,319</b>	<b>6,033,659</b>	<b>6,203,589</b>	<b>169,930</b>	<b>6,478,022</b>	<b>274,433</b>
<b>Net County Cost</b>	<b>1,207,072</b>	<b>1,849,079</b>	<b>2,710,400</b>	<b>3,133,878</b>	<b>423,478</b>	<b>3,422,667</b>	<b>288,789</b>
Salary Resolution	13.0	13.0	15.0	15.0	—	15.0	—
Funded FTE	13.0	13.0	15.0	15.0	—	15.0	—

## Risk Management (1730P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	94	39	—	—	—	—	—
Interfund Revenue	1,741,125	1,938,810	2,465,412	3,026,265	560,853	3,137,015	110,750
Miscellaneous Revenue	28,404	32,383	—	—	—	—	—
Other Financing Sources	—	—	—	—	—	—	—
<b>Total Revenue</b>	<b>1,769,623</b>	<b>1,971,231</b>	<b>2,465,412</b>	<b>3,026,265</b>	<b>560,853</b>	<b>3,137,015</b>	<b>110,750</b>
Fund Balance	636,540	825,540	1,074,540	1,299,540	225,000	—	(1,299,540)
<b>Total Sources</b>	<b>2,406,163</b>	<b>2,796,771</b>	<b>3,539,952</b>	<b>4,325,805</b>	<b>785,853</b>	<b>3,137,015</b>	<b>(1,188,790)</b>
<b>Requirements</b>							
Salaries and Benefits	1,570,897	1,806,400	2,354,398	2,692,814	338,416	2,778,027	85,213
Services and Supplies	79,486	61,525	200,569	180,752	(19,817)	202,955	22,203
Other Charges	151,677	123,589	156,155	173,100	16,945	176,384	3,284
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	6,968	6,975	1,081,330	1,531,739	450,409	232,349	(1,299,390)
<b>Gross Appropriations</b>	<b>1,809,029</b>	<b>1,998,489</b>	<b>3,792,452</b>	<b>4,578,405</b>	<b>785,953</b>	<b>3,389,715</b>	<b>(1,188,690)</b>
Intrafund Transfers	(252,405)	(252,257)	(252,500)	(252,600)	(100)	(252,700)	(100)
<b>Net Appropriations</b>	<b>1,556,623</b>	<b>1,746,232</b>	<b>3,539,952</b>	<b>4,325,805</b>	<b>785,853</b>	<b>3,137,015</b>	<b>(1,188,790)</b>
<b>Total Requirements</b>	<b>1,556,623</b>	<b>1,746,232</b>	<b>3,539,952</b>	<b>4,325,805</b>	<b>785,853</b>	<b>3,137,015</b>	<b>(1,188,790)</b>
<b>Net County Cost</b>	<b>(849,540)</b>	<b>(1,050,540)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
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	—

## Talent Acquisition (1740P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	—	110,000	—	—	—	—	—
Interfund Revenue	538,640	717,088	717,088	717,123	35	741,146	24,023
Miscellaneous Revenue	1,551	43,159	—	—	—	—	—
<b>Total Revenue</b>	<b>540,191</b>	<b>870,247</b>	<b>717,088</b>	<b>717,123</b>	<b>35</b>	<b>741,146</b>	<b>24,023</b>
Fund Balance	75,805	—	—	—	—	—	—
<b>Total Sources</b>	<b>615,996</b>	<b>870,247</b>	<b>717,088</b>	<b>717,123</b>	<b>35</b>	<b>741,146</b>	<b>24,023</b>
<b>Requirements</b>							
Salaries and Benefits	2,099,468	2,289,769	2,997,204	2,790,875	(206,329)	2,660,181	(130,694)
Services and Supplies	164,499	302,292	260,792	444,624	183,832	439,324	(5,300)
Other Charges	286,495	264,793	290,002	301,935	11,933	307,733	5,798
Other Financing Uses	17,837	17,857	17,385	18,431	1,046	18,815	384
<b>Gross Appropriations</b>	<b>2,568,299</b>	<b>2,874,712</b>	<b>3,565,383</b>	<b>3,555,865</b>	<b>(9,518)</b>	<b>3,426,053</b>	<b>(129,812)</b>
Intrafund Transfers	—	—	(199,153)	(336,153)	(137,000)	(152,000)	184,153
<b>Net Appropriations</b>	<b>2,568,299</b>	<b>2,874,712</b>	<b>3,366,230</b>	<b>3,219,712</b>	<b>(146,518)</b>	<b>3,274,053</b>	<b>54,341</b>
<b>Total Requirements</b>	<b>2,568,299</b>	<b>2,874,712</b>	<b>3,366,230</b>	<b>3,219,712</b>	<b>(146,518)</b>	<b>3,274,053</b>	<b>54,341</b>
<b>Net County Cost</b>	<b>1,952,303</b>	<b>2,004,465</b>	<b>2,649,142</b>	<b>2,502,589</b>	<b>(146,553)</b>	<b>2,532,907</b>	<b>30,318</b>
Salary Resolution	13.0	13.0	13.0	13.0	—	13.0	—
Funded FTE	13.0	13.0	12.9	13.0	0.2	13.0	—

## Workforce Resources and Diversity (1750P)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Charges for Services	56,979	49,619	61,000	62,355	1,355	62,355	—
Interfund Revenue	574,594	990,827	1,641,293	1,682,777	41,484	1,754,086	71,309
Miscellaneous Revenue	50,434	32,628	46,667	46,667	—	46,667	—
<b>Total Revenue</b>	<b>682,007</b>	<b>1,073,074</b>	<b>1,748,960</b>	<b>1,791,799</b>	<b>42,839</b>	<b>1,863,108</b>	<b>71,309</b>
Fund Balance	41,403	32,699	27,699	27,699	—	—	(27,699)
<b>Total Sources</b>	<b>723,410</b>	<b>1,105,773</b>	<b>1,776,659</b>	<b>1,819,498</b>	<b>42,839</b>	<b>1,863,108</b>	<b>43,610</b>
<b>Requirements</b>							
Salaries and Benefits	2,666,479	2,903,141	3,374,851	3,069,570	(305,281)	3,176,214	106,644
Services and Supplies	681,229	847,455	1,103,149	1,229,433	126,284	1,215,616	(13,817)
Other Charges	106,865	83,459	111,437	94,205	(17,232)	96,212	2,007
<b>Gross Appropriations</b>	<b>3,454,572</b>	<b>3,834,055</b>	<b>4,589,437</b>	<b>4,393,208</b>	<b>(196,229)</b>	<b>4,488,042</b>	<b>94,834</b>
Intrafund Transfers	(185,456)	(210,102)	(309,500)	(209,500)	100,000	(309,500)	(100,000)
<b>Net Appropriations</b>	<b>3,269,116</b>	<b>3,623,953</b>	<b>4,279,937</b>	<b>4,183,708</b>	<b>(96,229)</b>	<b>4,178,542</b>	<b>(5,166)</b>
<b>Total Requirements</b>	<b>3,269,116</b>	<b>3,623,953</b>	<b>4,279,937</b>	<b>4,183,708</b>	<b>(96,229)</b>	<b>4,178,542</b>	<b>(5,166)</b>
<b>Net County Cost</b>	<b>2,545,706</b>	<b>2,518,180</b>	<b>2,503,278</b>	<b>2,364,210</b>	<b>(139,068)</b>	<b>2,315,434</b>	<b>(48,776)</b>
Salary Resolution	13.0	13.0	14.0	14.0	—	14.0	—
Funded FTE	13.0	13.0	14.0	14.0	—	14.0	—

## Shared Services (1780B)

### General Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	2,167	1,501	4,000	2,000	(2,000)	2,000	—
Charges for Services	10,794	15,548	13,683	17,195	3,512	15,034	(2,161)
Interfund Revenue	25,947	26,796	23,101	20,839	(2,262)	20,141	(698)
Miscellaneous Revenue	46,974	37,752	65,426	37,000	(28,426)	37,000	—
<b>Total Revenue</b>	<b>85,882</b>	<b>81,597</b>	<b>106,210</b>	<b>77,034</b>	<b>(29,176)</b>	<b>74,175</b>	<b>(2,859)</b>
Fund Balance	208,809	142,220	10,235	14,837	4,602	14,837	—
<b>Total Sources</b>	<b>294,691</b>	<b>223,817</b>	<b>116,445</b>	<b>91,871</b>	<b>(24,574)</b>	<b>89,012</b>	<b>(2,859)</b>
<b>Requirements</b>							
Salaries and Benefits	1,648,630	1,806,405	1,941,943	2,296,247	354,304	2,092,688	(203,559)
Services and Supplies	239,191	255,419	492,106	806,361	314,255	791,107	(15,254)
Other Charges	266,769	278,608	314,785	273,008	(41,777)	330,997	57,989
Reclassification of Expenses	23,000	23,000	23,000	23,000	—	23,000	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	8,126	8,135	7,920	8,396	476	8,572	176
<b>Gross Appropriations</b>	<b>2,185,716</b>	<b>2,371,568</b>	<b>2,779,754</b>	<b>3,407,012</b>	<b>627,258</b>	<b>3,246,364</b>	<b>(160,648)</b>
Intrafund Transfers	(268,035)	(248,459)	(672,142)	(696,225)	(24,083)	(681,437)	14,788
<b>Net Appropriations</b>	<b>1,917,681</b>	<b>2,123,109</b>	<b>2,107,612</b>	<b>2,710,787</b>	<b>603,175</b>	<b>2,564,927</b>	<b>(145,860)</b>
Contingencies/Dept Reserves	51,843	40,078	10,235	14,837	4,602	14,837	—
<b>Total Requirements</b>	<b>1,969,524</b>	<b>2,163,187</b>	<b>2,117,847</b>	<b>2,725,624</b>	<b>607,777</b>	<b>2,579,764</b>	<b>(145,860)</b>
<b>Net County Cost</b>	<b>1,674,834</b>	<b>1,939,370</b>	<b>2,001,402</b>	<b>2,633,753</b>	<b>632,351</b>	<b>2,490,752</b>	<b>(143,001)</b>
Salary Resolution	12.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	12.0	12.0	12.0	12.0	—	12.0	—



## Non-Departmental Services (8000B)

### All Funds FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Taxes	710,611,523	878,240,130	723,809,973	775,414,015	51,604,042	785,457,319	10,043,304
Licenses, Permits and Franchises	625,625	675,805	617,031	617,031	—	617,031	—
Fines, Forfeitures and Penalties	—	692,680	—	—	—	—	—
Use of Money and Property	18,953,997	18,531,891	18,792,904	18,950,012	157,108	19,108,691	158,679
Intergovernmental Revenues	123,248,338	50,182,989	136,201,519	135,945,597	(255,922)	135,945,597	—
Charges for Services	3,653,776	2,695,122	1,908,438	1,908,438	—	1,908,438	—
Interfund Revenue	7,073,443	7,604,836	5,281,424	5,281,424	—	5,281,424	—
Miscellaneous Revenue	2,440,616	6,465,737	231,843	231,843	—	231,843	—
Other Financing Sources	11,360	21,347,462	—	—	—	—	—
<b>Total Revenue</b>	<b>866,618,677</b>	<b>986,436,650</b>	<b>886,843,132</b>	<b>938,348,360</b>	<b>51,505,228</b>	<b>948,550,343</b>	<b>10,201,983</b>
Fund Balance	544,732,834	509,677,424	720,269,708	572,432,921	(147,836,787)	462,787,383	(109,645,538)
<b>Total Sources</b>	<b>1,411,351,511</b>	<b>1,496,114,074</b>	<b>1,607,112,840</b>	<b>1,510,781,281</b>	<b>(96,331,559)</b>	<b>1,411,337,726</b>	<b>(99,443,555)</b>
<b>Requirements</b>							
Salaries and Benefits	56,921,163	15,117,644	57,690,000	10,740,000	(46,950,000)	10,740,000	—
Services and Supplies	73,557,921	49,047,503	133,580,844	162,270,667	28,689,823	150,915,245	(11,355,422)
Other Charges	136,469,396	25,004,986	148,644,515	130,605,387	(18,039,128)	125,691,855	(4,913,532)
Fixed Assets	27,584,743	32,169,690	65,738,213	65,738,213	—	65,738,213	—
Other Financing Uses	80,282,654	56,898,658	307,510,368	275,207,593	(32,302,775)	176,644,679	(98,562,914)
<b>Gross Appropriations</b>	<b>374,815,877</b>	<b>178,238,482</b>	<b>713,163,940</b>	<b>644,561,860</b>	<b>(68,602,080)</b>	<b>529,729,992</b>	<b>(114,831,868)</b>
Intrafund Transfers	(165,693)	(57,744)	(484,045)	(484,045)	—	(484,045)	—
<b>Net Appropriations</b>	<b>374,650,184</b>	<b>178,180,738</b>	<b>712,679,895</b>	<b>644,077,815</b>	<b>(68,602,080)</b>	<b>529,245,947</b>	<b>(114,831,868)</b>
Contingencies/Dept Reserves	516,138,373	790,945,702	243,745,893	232,162,127	(11,583,766)	232,162,127	—
<b>Total Requirements</b>	<b>890,788,557</b>	<b>969,126,440</b>	<b>956,425,788</b>	<b>876,239,942</b>	<b>(80,185,846)</b>	<b>761,408,074</b>	<b>(114,831,868)</b>
<b>Net County Cost</b>	<b>(520,562,954)</b>	<b>(526,987,634)</b>	<b>(650,687,052)</b>	<b>(634,541,339)</b>	<b>16,145,713</b>	<b>(649,929,652)</b>	<b>(15,388,313)</b>

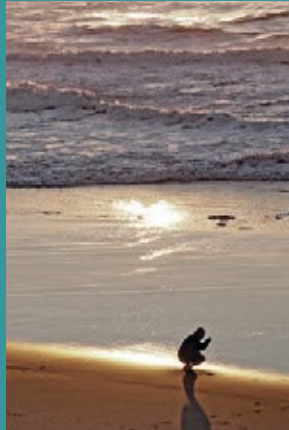
## Debt Service Fund (8900B)

### Debt Service Fund FY 2023-24 & FY 2024-25 Budget Unit Summary

	Actual 2020-21	Actual 2021-22	Revised 2022-23	Recomm 2023-24	Change 2023-24	Recomm 2024-25	Change 2024-25
<b>Sources</b>							
Use of Money and Property	254,656	204,990	—	—	—	—	—
Other Financing Sources	41,563,645	39,627,683	40,923,525	45,989,232	5,065,707	50,004,870	4,015,638
<b>Total Revenue</b>	<b>41,818,301</b>	<b>39,832,673</b>	<b>40,923,525</b>	<b>45,989,232</b>	<b>5,065,707</b>	<b>50,004,870</b>	<b>4,015,638</b>
Fund Balance	24,097,460	24,248,231	24,702,163	24,738,586	36,423	15,807,634	(8,930,952)
<b>Total Sources</b>	<b>65,915,761</b>	<b>64,080,904</b>	<b>65,625,688</b>	<b>70,727,818</b>	<b>5,102,130</b>	<b>65,812,504</b>	<b>(4,915,314)</b>
<b>Requirements</b>							
Services and Supplies	—	—	—	—	—	—	—
Other Charges	41,186,621	39,251,988	40,559,371	45,624,741	5,065,370	49,634,342	4,009,601
Other Financing Uses	480,909	126,753	6,624,237	9,295,443	2,671,206	4,000,000	(5,295,443)
<b>Gross Appropriations</b>	<b>41,667,530</b>	<b>39,378,740</b>	<b>47,183,608</b>	<b>54,920,184</b>	<b>7,736,576</b>	<b>53,634,342</b>	<b>(1,285,842)</b>
Intrafund Transfers							
<b>Net Appropriations</b>	<b>41,667,530</b>	<b>39,378,740</b>	<b>47,183,608</b>	<b>54,920,184</b>	<b>7,736,576</b>	<b>53,634,342</b>	<b>(1,285,842)</b>
Non-General Fund Reserves	24,248,231	24,702,163	18,442,080	15,807,634	(2,634,446)	12,178,162	(3,629,472)
<b>Total Requirements</b>	<b>65,915,761</b>	<b>64,080,904</b>	<b>65,625,688</b>	<b>70,727,818</b>	<b>5,102,130</b>	<b>65,812,504</b>	<b>(4,915,314)</b>
<b>Net County Cost</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>



COUNTY OF  
SAN MATEO



# Glossary of Budget Terms



*Recommended Budget* | FISCAL YEARS 2023-24 / 2024-25



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## GLOSSARY OF BUDGET TERMS

**2 Code of Federal Regulations (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 must 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.

**American Rescue Plan Act (ARPA):** The American Rescue Plan Act, signed into law in March 2021, provides direct financial relief due to the economic impacts of the COVID-19 pandemic.

**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) via a legislative item called a Salary Resolution; 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.

**CARES:** The Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020 and the Coronavirus Response and Consolidated Appropriations Act of 2021 provided fast and direct economic assistance for American workers, families, small businesses, and industries. The CARES Act implemented a variety of programs to address issues related to the onset of the COVID-19 pandemic.

**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.

**Equity:** The goal of just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

**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.

**Federal Emergency Management Agency (FEMA):** The mission of Federal Emergency Management Agency (FEMA) is to support our citizens and first responders to ensure that as a nation we work together to build, sustain and improve our capability to prepare for, protect against, respond to, recover from and mitigate all hazards.

**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) =	<u>2.0</u> [2 x (40/40)]
2 - Part-time position (20 hours a week) =	<u>1.0</u> [2 x (20/40)]
1 - Part-time position (32 hours a week) =	<u>0.8</u> [1 x (32/40)]
FTE Total = (2.0 + 1.0 + 0.8) =	<u>3.8</u>

**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.

**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.

**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.

**Sources:** refers to all revenue and Fund Balance available to finance expenses.

**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.