



County of San Mateo

Funded Measure A Initiatives **Fiscal Years 2013-14 & 2014-15**

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Information Services Department (ISD)- Section 1

Measure A Proposals Budget Unit 1800B

✓ Core Service Agencies - Performance Management System

FY 2013-14	FY 2014-15	Total Positions
\$300,000	\$25,000	0

✓ Technology Infrastructure and Open Data

FY 2013-14	FY 2014-15	Total Positions
\$3,230,000	\$3,230,000	0

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ No requested changes



COUNTY OF SAN MATEO
Members Memorandum
County Manager's Office



DATE: April 29, 2013
BOARD MEETING DATE: May 7, 2013
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

TO: Honorable Board of Supervisors
FROM: John L. Maltbie, County Manager
SUBJECT: Measure A Report: Core Service Agencies and Thrive Alliance

RECOMMENDATION:

Direct staff to budget \$325,000 in the FY 2013-15 budget for a coordinated case management and performance reporting system for the Core Services Agencies, defer a decision on additional funding for the Cores until July and allocate no additional funding for Thrive Alliance of Nonprofits.

BACKGROUND:

The community's eight Core Service Agencies have received direct funding from the County for more than 25 years to provide a safety net of services. Located throughout San Mateo County, the Cores provide emergency services including food, transportation, shelter referrals, housing assistance and client advocacy. The Cores work closely with County departments to provide individuals and families with much needed support to stabilize living situations.

San Mateo County consistently has among the highest housing costs in the State and Nation. As a result, housing instability and homelessness is chronic for low income households.

You will recall that in 2009, 2012 and again in 2013, your Board approved a \$500,000 matching contribution to the Silicon Valley Community Foundation Food and Shelter grant program. In 2012, the Food and Shelter grants were awarded to 19 agencies, including the eight core service agencies, to provide food assistance and shelter services. The awardees served more than 11,644 clients, including providing 43,005 shelter bed nights.

The 30 proposals for the \$1 million in 2013 Food and Shelter grants for San Mateo County are currently under review by the Foundation and the County. This year, as was the case in past years, priority will be given to the eight Core Service Agencies. With one exception, all the Core Service Agencies have again applied for this grant funding

which will be awarded in July. The Food and Shelter grants are supplemental to any direct funding provided to community based organizations by the County.

DISCUSSION:

Computer Software and Develop Coordinated System \$325,000

We recommend tentatively allocating \$300,000 in Measure A funds in FY 2013/14 and \$25,000 in FY 2014/15 for the development of a coordinated case management system to be used by all the Core agencies. This funding will cover one-time software and development costs for a system that will provide countywide performance reporting and financial information for all eight core service agencies. As a condition of the award of the Measure A funds, your Board may wish to request that the Core agencies prepare a plan for the selection and implementation process for the coordinated computer system, as well as project the ongoing costs associated with the support, training and maintenance for such a computer system. Finally, such a plan should consider how a coordinated computer system might also be scaled and made available to all of the nonprofit partners the County contracts with to ensure an integrated system for case management, financial data and performance reporting.

Rental Housing Assistance \$310,000 and Self-Sufficiency Financial Education \$75,000

The Core Service Agencies have requested \$310,000 in additional funds for rental assistance in FY 2013/14 and \$50,000 for financial education and legal aid support. Since these are exactly the type of services to be funded by the \$1 million joint County and Community Foundation grants early in July, we recommend deferring any decision on this request until after the grant awards are announced. We will return to your Board in July with a recommendation that addresses housing needs, financial education and the desire of the Board to leverage County funds.

No Additional Funds for Thrive Alliance

Staff does not recommend Measure A funding for Thrive Alliance. Thrive is a membership organization of more than 150 nonprofits, business, government and community leaders working to improve the quality of life in the County through a strong nonprofit sector. In fact, several County departments currently pay membership fees to belong to Thrive and/or have service contracts with the organization totaling more than \$40,000, combined over the past two years. For example, the Human Services Agency (HSA) recently contracted for \$22,000 to convene a Hunger Issues Summit and additional work to develop new strategies to increase CalFresh participation. No new umbrella contract is required, as County departments will continue to work with Thrive Alliance when they are an appropriate service provider.

FISCAL IMPACT:

It is tentatively recommended that \$325,000 in Measure A funds be appropriated in the FY 2013-14 through FY 2014-15 budgets to develop an automated case management and financial tracking system for the Core Services Agencies. The funds would be used for one-time system acquisition and development costs. .

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
One-time computer software purchase and system development	\$300,000	\$25,000
TOTAL	\$300,000	\$25,000

Cumulative Measure A Funds tentatively approved to Date

Proposal	FY 2013/14	FY 2014/15
Parks Department (Note - one-time capital projects not included in FY 14/15 funding)	\$5,266,208	\$1,766,208



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



DATE: July 26, 2013
BOARD MEETING DATE: August 6, 2013
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

TO: Honorable Board of Supervisors
FROM: John L. Maltbie, County Manager
SUBJECT: Measure A Report Back: Open Data and Network Infrastructure

RECOMMENDATION:

Direct staff to authorize Measure A funding to:

- 1) Create an Open Data Portal and Performance Dashboards in the amount of \$460,000; and
- 2) Upgrade and improve the County wired and wireless networks to better support new technology such as Cloud Computing, Voice Over IP, Public WiFi Access, Disaster Readiness, new online solutions in the amount of \$6,000,000.

BACKGROUND:

Open Data and Performance dashboards are important initiatives that are necessary to improve access to data and enhance government transparency and accountability. On January 29, 2013, the Board of Supervisors passed Resolution No. 072343 directing the County Manager and Chief Information Officer to develop an Open Data Policy and reporting process. The Resolution stated the County's commitment to transparency in government by declaring that all Departments would designate a liaison and provide appropriate Departmental data sets for inclusion on the County's Open Data Portal. The Open Data Policy was created and published on March 7, 2013.

The communication network infrastructure (wiring, routers, telephone pbx's, data switches, etc.) are critical components to deliver data and voice across applications and support technology services such as data, internet, radio, and phones services.. The communication network is effectively the road that transports all the various technologies. What we have in the county currently is a very small road in very poor condition. By upgrading the network we will have a well-designed and high capacity transportation system capable of supporting much more traffic.

DISCUSSION:

Projects Proposed for Measure A Funding

The projects proposed for Measure A funding will provide better access to public data and a better designed network.

- **Open Data and Performance Dashboards- \$460,000**
Currently, county data is either difficult to access or situated in different locations. The Open Data Project will enable internal partner departments and external public to access, view, and

work with county data. It will also be the visual performance dashboard for how well county departments are meeting their stated goals. Information Services Department (ISD) will maintain the contract for Software as a Service (SaaS) provider, Socrata, to maintain the system and will also assist departments in training and technical advice on how to use the system. Departments will train staff to upload public data to the site. The data that will be available on the site (data.smcgov.org) will be a valuable resource for the public and departments to share and collaborate on data analyses. Additionally the Open Data site will provide the building blocks for the creation of community generated applications via Hack-a-thons and other community volunteer coding events. The Performance Dashboards will provide a valuable tool for departments to track and illustrate the performance of various programs to deliver services and achieve measureable goals.

- Upgrade Communications Network- \$6,000,000**
 Due to the age of the current network equipment (switches, routers, firewalls, etc.) and the design of the network, the capacity to provide good data service daily is limited. These limitations significantly impact the ability of ISD and Departments to implement new technology and solutions. A robust, stable and high bandwidth network is a critical factor in the success of all county departments, both for the operations of the current IT system and for new projects presently under implementation. The current network system is outdated, and therefore not capable of supporting the availability needed, nor is it designed to support a high quality of services of the new cloud, virtual, public WiFi, and mobile technologies that are currently under development. The result of the recommended upgrade will be a new high capacity and resilient network designed to support current and future technologies.

If the recommendation to authorize Measure A funds to implement these projects are approved then funding for equipment and supplemental staff to implement these projects will be included in the FY 2013-14 and FY 2014-15 Recommended Budgets.

Approval of this request supports the County’s Shared Vision 2025 goal of a Collaborative Community by creating an Open Data platform, Performance Dashboards, and a new Communications Network, all of which will support a more transparent government.

PERFORMANCE MEASURE(S):

Measure	FY 2012-13 Actual	FY 2017-18 Projected
# of datasets available on the Open Data Platform	20	200
Core network speed	10G	100G
# of WiFi access sites	50	300

FISCAL IMPACT:

It is recommended that Measure A funding be used to fund the creation of an Open Data Portal, Performance Dashboards, and modern Communication Network Infrastructure.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Open Data and Performance Dashboards	\$230,000	\$230,000
Network Communications Network	\$3,000,000	\$3,000,000
TOTAL	3,230,000	\$3,230,000

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
Agreement with Seton Medical Center	\$11,500,000	TBD
Court Appointed Special Advocates (CASA)	\$100,000	\$100,000
Coastside Response Coordinator	\$30,000	\$30,000
Veterans Services	\$100,000	\$100,000
Mental Health System Care for Adults	\$2,198,794	\$1,397,588
Bicycle Coordinator	\$80,000	\$75,500
Sam Trans	\$5,000,000	\$5,000,000
School Safety	\$473,219	\$473,219
Prevention and Early Intervention	\$3,989,139	\$5,325,874
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$43,170,340	\$25,132,048

Sheriff's Office-Section 2

Measure A Proposals

Budget Unit 3000B

✓ **Coastside Response Coordinator**

FY 2013-14	FY 2014-15	Total Positions
\$30,000	\$30,000	0

✓ **School Safety**

FY 2013-14	FY 2014-15	Total Positions
\$473,219	\$473,219	2

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ **No requested changes**



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: July 8, 2013
Board Meeting Date: July 23, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors
From: John L. Maltbie, County Manager
Subject: Measure A Report: Coastside Response Coordinator

RECOMMENDATION:

Direct Staff to appropriate Measure A funding of \$30,000 in the FY 2013-14 and FY 2014-15 Recommended Budget to fund a District Coordinator for the San Mateo County Coastside.

BACKGROUND:

In August 2012, the Silicon Valley Community Foundation (SVCF) released the "Tsunami-Preparedness Assessment Report." The report identified several areas of improvement with specific focus on the need to enhance the County's readiness and ability to respond to disasters on the Coastside.

DISCUSSION:

The SVCF's assessment determined, and County and City officials agreed, that a dedicated District Coordinator for the Coastside is necessary in order to improve our response plan during a disaster. Preparing the San Mateo County Coastside to respond to disasters will involve multi-agency coordination to develop formal plans and relationships that include all Coastside partners. The District Coordinator will meet with various groups, such as the Chambers of Commerce Community Emergency Assistance Program (CEAP), Coastside CERTs, the Medical Reserve Corps, and Puente de la Costa Sur in order to unify these resources to provide a systematic approach to compliance issues of emergency management.

Additionally, because of the geographic isolation of the Coastside, a natural disaster has the potential to shut down all access points to the coast and prevent the County from providing services and supplies to Coastside residents. This further increases their vulnerability and our need to have a strong, effective, and ready plan of action for when a disaster takes place.

Assigned to the Sheriff's Office of Emergency Services and working out of the Sheriff's Office sub-station in Half Moon Bay, the District Coordinator will be responsible for developing an aggressive community tsunami education plan, re-establishing the Community Emergency Response Team (CERT) Program, completing and implementing an Operational Tsunami Annex report, and addressing the limited amount of emergency supplies on the Coastsides.

PERFORMANCE MEASURE(S):

Measure	FY 2012-13 Actual	FY 2013-14 Projected
Percent of Emergency Operational and Mitigation Plans updated and completed	20%	80%
Number of disaster preparedness training exercises and drills	1	6
Number of Community Emergency Response Teams established and trained on the Coastsides	1	3

FISCAL IMPACT

It is recommended that \$30,000 in Measure A funds be appropriated for the FY 2013-14 and FY 2014-15 budgets to fund one District Coordinator for the Coastsides. The position will cost \$119,000 per year and will be shared by the Sheriff's Office through this Measure A request, the City of Half Moon Bay, and SVCF. Each agency has committed to providing \$30,000 a year for FY 2013-14 and FY 2014-15.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
District Coordinator - Coastsides	\$30,000	\$30,000

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
Prevention and Early Intervention	\$3,989,139	\$5,325,874
School Safety	\$473,219	\$473,219
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359

Proposal	FY 2013/14	FY 2014/15
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$24,161,546	\$18,428,960



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: June 18, 2013
Board Meeting Date: July 9, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors
From: John L. Maltbie, County Manager
Subject: Measure A Report Back: School Safety

RECOMMENDATION:

Direct Staff to budget \$473,219 in Measure A funds in the FY 2013-14 budget and \$473,219 in the FY 2014-15 budget for two Deputy Sheriff's to be assigned to the Community Policing Unit's School Resource Officer Program for a total Measure A request of \$946,438.

BACKGROUND:

As a result of the December 2012 shooting at Sandy Hook Elementary School that claimed 27 lives; your Board, at the January 15 and February 12 Measure A workshop, brought up the issue of school safety within San Mateo County. Specifically, your Board was interested in the number of existing officers in schools as well as the associated costs and if those costs are being shared with the schools and / or cities.

Additionally, on April 29, the county held a School Safety forum called "Beyond Newtown: How to Ensure Safe Schools and Communities." Organized by U.S. Representative Jackie Speier, the purpose of the forum was to bring together community stakeholders in order to discuss solutions on how to prevent and respond to violence in schools. As a result of the forum, three task forces were formed to address school safety planning, information sharing between stakeholders, and school related mental health services.

DISCUSSION:

Community Oriented Policing Services (COPS) is a philosophy that promotes organizational strategies which support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. One of the techniques used in COPS is the development of a School Resource Officer program. The San Mateo County Sheriff's Office has built a comprehensive Community Policing Unit (CPU) that currently consists of five Deputy Sheriffs and one Sergeant. The CPU

manages the Community Alliance to Revitalize Our Neighborhoods (CARON) program, the Youth Diversion program, the Sheriff's Activities League (SAL) program, and a School Resource Officer (SRO) Program.

The SRO Program assigns deputies to schools in an effort to create and maintain a safe learning environment. The School Resource Officers (SROs) work with the school administrators, parents, and other community based organizations to provide education to students and their parents on crime and illegal drug use prevention and safety. In addition, the SROs investigate crime and activities associated with criminal behavior, provide security and crowd control for school functions, and may conduct home visits. Currently, the SRO Program serves a total of 50 schools and over 19,000 students annually and includes 19 schools located in the unincorporated area and 31 schools in the cities of Half Moon Bay, Millbrae, Portola Valley, San Carlos, and Woodside (see attached).

Data suggests that engaging the community in COPS has reduced crime in those areas. Furthermore, experts agree that a SRO present on campus is in an ideal position to break the culture of silence that has existed in many of our schools. The SRO builds trust in the school by connecting with students through educational, recreational, and school safety programs; which can lead to increased crime reporting and prevention.

The addition of two Deputy Sheriff's / SROs will assist in alleviating the excessive workload on the CPU / SRO Program and provide additional school safety preparation. The deputy will work with the CPU / SRO Program throughout the County, thereby reducing the ratio of schools to deputies from 10 to 1 to 7 to 1 and allowing each SRO to focus on the School Safety Plans for each school they are assigned to. This deputy will also be assigned to help with the SAL/CARON programs that target North Fair Oaks, East Menlo Park and the Coastside of San Mateo County. The Deputy will augment the work already done by the Deputies assigned to the Community Policing Unit. This Deputy will work at events like Safe Streets, movie nights, Citizen's Academies, Neighborhood Watch meetings and other community events that occur in both the unincorporated areas as well as the contract cities. The Deputies will also conduct lunch time soccer programs, teach Drug Abuse Resistance Education (DARE) as well as Gang Resistance and Education Training (GREAT) at the schools.

PERFORMANCE MEASURE(S):

Measure	FY 2012-13 Actual	FY 2013-14 Projected
Number of existing school safety plans that are in accordance with the County Office of Education standards	0	40
Average number of hours per week each School Resource Officer is on their assigned campuses	16	24

FISCAL IMPACT:

It is recommended that \$473,219 in Measure A funds be appropriated for the FY 2013-14 and FY 2014-15 budgets to fund two Deputy Sheriff's / SROs for a total Measure A request of \$946,438. Additionally, the Sheriff's Office will be applying for a grant award through the United States Department of Justice, COPS Program. The total grant award is \$125,000 over three years and will be used to partially offset the cost of the two Deputy Sheriff's / SROs.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
School Safety	\$473,219	\$473,219

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
County Fire Engine and Vehicle Replacement Fund	2,000,000	1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$16,295,688	\$9,549,867

Attachment I

City / Unincorporated	Name of School
Half Moon Bay	Half Moon Bay High Hatch Elementary Cunha Intermediate Sea Crest Elementary (Private) Pilarcitos Alternative High
Millbrae	Mills High School Taylor Middle School Spring Valley Elementary Meadows Elementary Green Hills Elementary St. Dunstons Elementary Lomita Park Elementary School Millbrae Montessori Calvary Lutheran School
San Carlos	Arundel School Brittan Acres School Central Middle School Heather School San Carlos Charter Learning Center Tierra Linda Middle School White Oaks School Saint Charles School (Private) Arbor Bay School (Private) West Bay High School (Private)
Woodside / Portola Valley	Woodland School (Private) Woodside Elementary Woodside High Woodside Priory (Private) Kings Mountain Elementary Corte Madera Middle. Ormondale Elementary

City / Unincorporated	Name of School
Unincorporated	Highlands Elementary Gateway School Infant Building Pescadero Elementary Pescadero High Pescadero Middle La Honda Elementary Pescadero Pre-School Early Learning Academy Clifford Magnet Fair Oaks Elementary Garfield Charter Everest High School St. Francis Holy Family School El Granada Elementary Farallone View Elementary Wilkinson School (Private) Snyapse School The Peninsula School

County Library-Section 3

Measure A Proposals

Budget Unit 3700B

✓ Library Capital Needs

During the San Mateo County Budget Hearings on September 18, 2013, the Board approved an additional \$500,000 for funding Non-County library facilities. Non-County libraries such as those in South San Francisco and Daly City are eligible for funding to support library facility remodels or design and/or fiscal and operating planning for new library facilities. All funding requires a 1:3 city or local library match for use of these funds.

FY 2013-14	FY 2014-15	Total Positions
Original Allocation \$2,000,000	\$0	0
September Add \$500,000	\$0	0
Total \$2,500,000	\$0	0

✓ Library Summer Reading Programs

FY 2013-14	FY 2014-15	Total Positions
\$328,300	\$206,300	0



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: May 22, 2013
Board Meeting Date: June 4, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: Measure A funding for Library Facilities in East Palo Alto, North Fair Oaks, Pacifica and Half Moon Bay

RECOMMENDATION:

Direct staff to appropriate \$2 million in the FY 2013/14 budget to support library facility remodels or design and/or fiscal and operating planning for new library facilities in East Palo Alto, North Fair Oaks, Pacifica and Half Moon Bay and require a 1:3 city or local library match for use of these funds.

BACKGROUND:

At the February 12, 2013 Measure A Board Workshop, the Board of Supervisors' expressed interest in supporting access to library services and improving library facilities. The communities identified included East Palo Alto, North Fair Oaks, Pacifica, and Half Moon Bay.

As our communities continue to evolve, so have our libraries. Easy access to library services and flexible, welcoming community spaces are required to accommodate citizen needs. Libraries now focus on providing customers with intuitive spaces that meet the needs of a variety of age groups. Utilizing technology for greater efficiencies is also a part of this model. Successful libraries provide spaces that meet customer expectations and community learning needs and take advantage of labor saving technologies. A one-time investment of Measure A money to help fund the design and the financing and operations planning needed to develop new or remodeled library facilities in Half Moon Bay, Pacifica, East Palo Alto and North Fair Oaks, will help these communities provide libraries that meet the needs of current and future customers.

DISCUSSION:

East Palo Alto Library

The East Palo Alto Library is part of the San Mateo County Library (SMCL) system and operates out of the County-owned facility located at 2415 University Avenue in East Palo Alto. The 7,680 square foot facility is open six days per week and is a source for books, magazines, newspapers and information in multiple languages. Patrons can access computers connected to a high speed network and the library also provides free Internet and wireless access to users with laptop tablets and mobile devices. These devices are also available for check out. A broad range of programs designed to respond to the informational, education and cultural needs of the community are offered to children, teens and adults including story times, author readings, lectures, films, exhibits, dance and musical performances. Educational programming includes homework help assistance, computer and workforce development training, and literacy services for children, families and adults. The existing facility is heavily used and the space is in need of significant interior improvements including:

- Update service points, including location and functionality of the service desk, self-check equipment and the addition of an Automated Material Handling System.
- Improve the layout and shelving of the Children's and Family Place to provide a playful, age-appropriate space that encourages exploration and excitement for reading and learning.
- Create a Teen Spot as a place for teens to read, learn and study with their peers.
- Update the furniture and space dedicated to public computers to focus on flexibility and adaptable solutions for the future.
- Replacement of shelving to allow for greater flexibility and to attractively display popular collections library in order to enhance the browsing experience.
- Paint and re-carpeting, to create an updated, welcoming atmosphere and to define library zones

North Fair Oaks

Library service in unincorporated North Fair Oaks is offered at the Fair Oaks Library in the County-owned facility located at 2510 Middlefield Road, Redwood City. The city of Redwood City manages the delivery of these services on behalf of the San Mateo County Library (SMCL) which also provides \$265,000 in annual operating support. The 3,518 square foot facility is open five days per week and offers a full range of library services including books, magazines, newspapers and information in multiple languages; access to computers connected to a high speed network and free Internet and wireless access; programs for children, teens and adults designed to respond to the

informational, educational and cultural needs of the community; and educational programming including homework help assistance, computer and workforce development training, and literacy services for children, families and adults. The existing facility is heavily used and not able to adequately meet the demand for collections, programs, computers, seating and family literacy and learning spaces.

The North Fair Oaks Community Center is adjacent to the Library and is owned and operated by Redwood City with maintenance provided by the County. A variety of community and social services are provided at the Center, which is an older building with limited large group meeting areas and no technology infrastructure.

Demand for services and meeting space exceeds the current capacity of both the North Fair Oaks Library and the Community Center. Redwood City, the County and the SMCL need to jointly plan how they will meet the current and future library and community needs of North Fair Oaks residents. .

Pacifica Library

The current two Pacifica Libraries are part of the San Mateo County Library (SMCL) system. The City of Pacifica, in partnership with SMCL, Friends of the Pacifica Library and the Pacifica Library Foundation has been exploring opportunities to construct a new library. The community has expressed consistent concerns with accessibility and overcrowding in the two small branches (Sharp Park Library 6,080 sq. ft. and Sanchez Library, 4,444 sq. ft.) and desires more of every key resource including programs, collections, seating, technology and meeting/learning spaces.

To date, activities related to the construction of a new single library have included the development of a Library Building Program, Conceptual Design and Cost Model Plan for a future new library located at the City's Beach Boulevard development site. Thus far, the process has included engaging the public in four community charrettes to collect input on functional needs, layout and design. The resulting Conceptual Design calls for a 36,500 square foot facility that includes space for library activities, community functions, accommodations for City Council meetings, underground parking and space for a small commercial operation at an estimated cost of \$33 million.

In 2012, the Pacifica City Council accepted the report and has directed city staff to identify next steps including the development of a financing plan for the facility which will identify various sources of funds such as donations, sponsorships, sale of current library land, and a possible bond measure in November 2014. Recent polling indicates that there is strong support for a new library but further outreach is needed to ensure voter approval.

Half Moon Bay Library

The Half Moon Bay Library is part of the San Mateo County Library (SMCL) system and has served the residents of Half Moon Bay and the surrounding unincorporated Coastside area for over 30 years. This facility provides service to a 270 square mile area that was once served by three libraries, two of which were closed in 1978 following the passage of Proposition 13. The library, originally constructed in 1971 serves the residents of Half Moon Bay and ten small unincorporated communities that line the coast including: Montara, Moss Beach, Princeton, El Granada, Miramar, King's Mountain, La Honda, Loma Mar, San Gregorio and Pescadero.

Since its opening, the population served by the library has grown from 4,320 to over 29,000. The overall service population is expected to grow by 25% by the year 2020, and is expected to reach an estimated 36,000 people. At 7,825 square feet, the existing facility is inadequate and unable to accommodate the range of service needs required in today's library environment.

In 1999, recognizing the growing community needs for space and programs, SMCL and the City of Half Moon Bay agreed to support a needs assessment and facility planning process. At that same time, during development of the SMCL JPA Agreement, the County made a commitment to pay half the cost of construction for a new library in Half Moon Bay. As outlined in the Library JPA Agreement, Section IV. Financial Provisions, F. Half Moon Bay Facility:

In the event the City of Half Moon Bay decides to either replace or significantly remodel and expand the Half Moon Bay Library, the County agrees to contribute 50% of the costs associated with any such replacement or remodeling in recognition that approximately 50% of the population served by the Half Moon Bay Library comes from unincorporated areas. If there is a significant change in the unincorporated area population either by annexation to the City of Half Moon Bay or incorporation of a new city, then the County contribution to the remodel or expansion of the Half Moon Bay Library will be renegotiated by the County and the City of Half Moon Bay. Any budget for such facility construction must be mutually agreed to by the County Board of Supervisors and the Half Moon Bay City Council prior to the County making this contribution.

In 2002, an architectural consulting firm was hired by Half Moon Bay to conduct a Site Feasibility Study and develop Conceptual Design Plans for a new library. The resulting Conceptual Design Plan, based on specifications in the State Library Bond Act of 2000, recommended the construction of a new 33,600 square foot library. In 2004, the City of

Half Moon Bay and San Mateo County Library applied for State funding through the Library Bond Act. Half Moon Bay's grant proposal received the highest rating for the third and final round of grants, but bond funds were exhausted and the Half Moon Bay Library project was not funded.

Community polling in 2010 showed that the library is the most valued community service. The Half Moon Bay City Council recently prioritized strategic goals for the next three to five years and the construction of a larger, better equipped library that meets current needs and standards was included as a top priority.

The City of Half Moon Bay and SMCL are currently updating the Library Building Program, Conceptual Design and Conceptual Cost Model for a future library located at the current site. Although costs for a new library are not yet in place, it is projected that the new library will cost an estimated \$30-\$35 million.

FISCAL IMPACT:

It is recommended that \$2 million in Measure A funds be tentatively approved to support facility remodels or design and/or fiscal and operating planning for new library facilities in four communities: Half Moon Bay, Pacifica, East Palo Alto and North Fair Oaks. To access these funds, a city or local library match of \$1 for every \$3 in Measure A funds would be required. Each community or local library could access up to \$500,000 in Measure A money.

The Measure A funds must be committed to a specific project and the city and/or local library match money must be allocated by June 30, 2014. Measure A funds that have not been matched or committed by June 30, 2014 will be re-allocated to the other cities or libraries that have committed and provided a match for their full \$500,000 allocation. It is recommended that \$2 million be budgeted in FY 2013/14 and any unspent balance be re-appropriated in FY 14/15.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Library Facilities in East Palo Alto, North Fair Oaks, Pacifica and Half Moon Bay	\$2,000,000	Balance of unspent \$FY 13/14/ funds

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
Pescadero Area Mobile Health Van	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$500,000	\$700,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$6,767,388	\$3,043,567



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: May 31, 2013
Board Meeting Date: June 18, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: Measure A Report: Library Reading Programs

RECOMMENDATION:

Direct Staff to appropriate Measure A funding of \$328,300 in the FY 2013-14 Recommended Budget and \$206,300 in the FY 2014-15 Recommended Budget to expand and support summer reading programs at 32 public libraries and the San Mateo County Library bookmobile.

BACKGROUND:

At the February 12, 2013 Measure A Board Workshop, the Board of Supervisors' expressed interest in supporting library reading programs.

Libraries are the center of early literacy and lifelong learning in local communities. They provide a continuum of programs and services that begin in early childhood. Reading proficiency and literacy in children and teens is a strong predictor of educational attainment and future success. To succeed in school and life, children and young adults need ongoing opportunities to learn and practice essential skills. This is especially true during the summer months.

The Peninsula Library System (PLS) is a consortium of 35 public and community college libraries in San Mateo County working together to provide innovative and cost effective service to community members. Public library members include the San Mateo County Library (consisting of the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the county), Burlingame, Daly City, Menlo Park, Redwood City, San Bruno, San Mateo City and South San Francisco (see attached map). The PLS mission is to strengthen local libraries through cooperation, enabling them to provide better service to their diverse communities. All PLS libraries encourage

and support lifelong learning and educational achievement by offering annual summer reading programs.

DISCUSSION:

San Mateo County is home to approximately 160,000 children and youth under the age of 18. Despite declining state and local funding, libraries continue to partner with our cities, schools and community organizations to make an impact on children and their families, building critical literacy skills to prepare young children for school and life success.

Studies have shown that children can lose an average of two months of instruction during the summer months, or roughly 22% of what they learned during the school year. This is a significant problem for our children especially since 42% of San Mateo County 3rd graders are already not reading at grade level and 3rd graders who can't read on grade level are four times less likely to graduate by age 18 than a proficient reader. According to one researcher, "Summer reading setback is one of the most important factors contributing to the reading achievement gap between rich and poor children".

Students who participate in summer reading programs are more likely to read at their grade level or higher than those that don't participate. At present, only 19,000 or 12% of all county children and teens are participating in library summer reading programs and of those only an average of 44% are completing the program. Enhancing Library Summer Reading Programs for children and teens would help address this critical issue by encouraging reading and learning during the summer months.

In order to address summer learning loss among children and teens in San Mateo County, PLS Libraries propose a comprehensive summer reading initiative:

1. Increase summer reading participation and completion rates
 - Update and develop a compelling reading program that addresses low participation and completion rates
 - Expand outreach to the community with emphasis on at risk children and their parents and caregivers
 - Create an appealing campaign and expand marketing using innovative and effective methods
 - Develop an interactive online option that engages children and families, tracks reading progress, and sends program updates
2. Advance literacy and academic performance by engaging children, teens and families in reading and enrichment activities
 - Implement updated, evidence based summer enrichment programs to all communities
 - Provide incentivized parent/family education workshops regarding the importance of reading

- Elevate the program to a more critical level through the endorsement or requirement of schools
 - Expand summer volunteer/mentoring programs such as the Reader Leader program where teens are paired with young children to help improve reading
3. Increase library use
- Increase the collection of summer reading books at all locations and on the bookmobile
 - Create and circulate a collection of digital summer reading materials and devices

This initiative would allocate resources to the Peninsula Library System, to enhance and expand the June – August 2014 and June – August 2015 summer reading programs at all 32 public libraries and the bookmobile. Summer reading participation will be increased in 2014 to 32,000 or 20% of children in the county, and again in 2015, bringing the total participation to 48,000 children or 30% of children in San Mateo County. Completion rates will also be increased to 50% in 2014 and 60% in 2015. Results will be tracked to assess the impact of the program, and a final survey of parents will provide information on the percentage that would indicate their child's interest in reading improved and/or reading level improved during the summer. Ultimately these efforts will decrease summer learning loss and increase children's access to books and interest in reading.

FISCAL IMPACT:

It is recommended that \$534,600 in Measure A funds be approved to redesign and expand summer reading programs for the next two years at all 32 public libraries and the bookmobile. Other funding sources contributing to this program include the libraries, Friends of the Library and Foundations, and other community donations in the amount of \$300,000 per year. It is recommended that \$328,300 be budgeted in FY 2013-14 and \$206,300 be budgeted in FY 2014-15.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Summer Reading Program	\$328,300	\$206,300

Cumulative Measure A funds tentatively approved to date total \$8,767,388 in FY 2013-14 and \$3,043,567 in FY 2014-15 and are itemized in the table on the next page.

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
Library Capital Needs	\$2,000,000	0
Pescadero Area Mobile Health Van	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$500,000	\$700,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$8,767,388	\$3,043,567

Planning and Building Department-

Section 4

Measure A Proposals

Budget Unit 3800B

✓ North Fair Oaks General Plan Implementation

FY 2013-14	FY 2014-15	Total Positions
\$3,403,500	\$3,080,000	0

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ Consultant to study Planning and Building Fees

During the San Mateo County Budget Hearings on September 18, 2013, the Board approved \$100,000 for a consultant to study Planning and Building Fees.

FY 2013-14	FY 2014-15	Total Positions
\$100,000	\$0	0



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



DATE: April 29, 2013
BOARD MEETING DATE: July 9, 2013
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

To: Honorable Board of Supervisors

From: John Maltbie, County Manager

Subject: North Fair Oaks - Measure A Funding Request

RECOMMENDATION:

- A. Direct staff to budget \$3,403,500 in Measure A funds in FY 2013-14 budget and \$3,080,000 in the FY 2014-15 budget to:
- 1) Redesign and make safety improvements to Middlefield Road, at a cost of approximately \$12.5 million over 4 years.
 - 2) Construct North Fair Oaks entry signage at four locations, Middlefield Road at the crossing of MacArthur Avenue, 5th Avenue just south of Spring Street, Middlefield Road near Encina Avenue, and 5th Avenue at El Camino Real, at a total estimated cost of \$12,000.
 - 3) Install eight anti-dumping/illegal dumping reporting signs along the Dumbarton/Southern Pacific rail corridor, at a total cost of \$4,000.
 - 4) Fund community outreach and engagement activities related to implementation of the North Fair Oaks Community Plan for three years, in the amount of \$80,000/year.
 - 5) Fund site preparation for a bike-share pod at Fair Oaks Community Center/North Fair Oaks Library, in the amount of \$7,500.
- B. Direct the County Manager to include a construction schedule and financing plan for the Measure A projects as part of the FY 2013-15 Recommended Budget.

BACKGROUND:

The Board of Supervisors adopted the North Fair Oaks Community Plan in 2011. The Plan establishes goals and policies to improve land use, transportation, health and wellness, and other conditions in the North Fair Oaks Community. The adopted Plan is now in the implementation stage, and the Planning and Building Department, in

conjunction with Public Works, Housing, Health, and other partners, is working on measures to achieve the goals of the Plan.

The North Fair Oaks Community Plan contains more than 300 policies, most of which require some form of implementation. Implementation measures vary in type and in timeline: in the medium term, they include the drafting and adoption of new implementing regulations; in the longer term, some measures require further study and analysis of issues identified in the Plan; and a number of direct improvements to infrastructure and other physical changes can be undertaken in the short term, given sufficient resources. Some implementation steps are ongoing and open-ended.

The most significant short- to medium-term implementation measures include the following:

Zoning Amendments. The North Fair Oaks Community Plan incorporates a set of land use changes, adopted by the Board of Supervisors, that modify the allowed intensities and mix of uses in various parts of the community, establish new design guidelines, and define the nature and extent of development in North Fair Oaks. However, these land use changes only establish the broad, outside parameters of allowed uses; a complete, detailed set of new zoning regulations is required to fully implement these changes. There are many possible variants of new zoning regulations, new zoning tools, and precise land use requirements that could be adopted to implement the broader land use categories incorporated in the Plan, while still remaining consistent with the Plan's goals and policies.

Zoning amendments are the single most important immediate implementation component of the Community Plan. The amendments are required to directly implement a number of the policies in the Plan, and also to facilitate subsequent implementation efforts. Zoning amendments require significant time, effort, and community involvement in the process. The Planning Department is currently working on the zoning amendments, in conjunction with a Zoning Work Group made up of community members and local stakeholders. The amendments are targeted for completion in approximately 1 to 1.5 years (June – October 2014).

Parking Study and Parking Strategies. The Planning and Building Department is working with a consultant team on a study of parking issues in North Fair Oaks, and identification of appropriate new strategies to address the area's existing and anticipated parking problems. The study will be completed in July 2013, at which point the Planning Department will begin the process of reviewing the recommendations of the study with the community, identifying which policies are appropriate and feasible, determining appropriate methods to implement them, and moving forward with Planning Commission and Board of Supervisors review of the recommended strategies. After completion of the study, the review and adoption process will take between 6 months and 1 year (December 2013 – July 2014).

Parks Analysis, Creation, and Maintenance. By any measure, North Fair Oaks suffers from a shortage of park and recreational space, and the Community Plan commits to

addressing this shortfall. The Trust for Public Land (TPL), a locally-based national non-profit with significant expertise and demonstrated success in creating public urban parks, has committed to work with the North Fair Oaks community for at least 6 months, and possibly for a longer term, to help advance ongoing park creation efforts, identify additional park and recreation space, help identify and obtain funding for park creation and maintenance, and provide technical assistance in all aspects of park development. The initial 6-month phase of work with TPL begins in June 2013, and may be extended in 6-month or 1-year increments after that time; the full extent of the work is to be determined, depending on findings of the initial phase.

Longer-term implementation efforts that will require additional time and resources, and have no immediate deadline, include:

Community-Wide Greening and Low-Impact Development Improvements. Compared to adjacent communities, portions of North Fair Oaks, particularly the northern and western portions, have very little tree canopy, and very little green space of any kind. The Community Plan prioritizes creation of an urban greening strategy, to include tree planting, additional vegetation, and other greening measures. In addition, in conjunction with sewer and storm drain improvements, installation of various natural groundwater capture systems, including bioswales, filtration catchment basins, permeable pavers, and other measures, particularly in publicly controlled areas, could significantly improve groundwater infiltration and reduce flooding in North Fair Oaks, as well as helping filter contaminants from groundwater before it enters local streams or the bay. This measure requires a comprehensive study, strategy, and funding source prior to implementation. The Planning Department is monitoring grant opportunities that could support this work.

Community-Wide Bicycle and Pedestrian Improvements. The Community Plan identifies a number of routes in North Fair Oaks that are appropriate for bicycle and pedestrian improvements, particularly improvements to bicycle routes that connect to routes identified in the County bicycle plan, and routes that provide alternatives to Middlefield Road. Some routes, such as improvements to Semicircular Road, funded by an OBAG grant obtained by the Planning and Public Works Departments, are underway; others, such as improvements to Middlefield Road, may be funded in conjunction with other work. However, improvements to other streets will require identification of funding that is not currently available, as well as prioritization of improvements in conjunction with Public Works.

Large-Scale Improvements to Stormwater Systems in North Fair Oaks. Portions of North Fair Oaks experience significant flooding during heavy rains, and changes to the existing stormwater system are required to address this issue. However, improvements require coordination between multiple jurisdictions, and upgrades to portions of the system that are outside of the County's control. Hence, these improvements will require a long-term, multijurisdictional effort.

Each of the above items could be prioritized and addressed more rapidly than currently anticipated, should the Board of Supervisors choose to prioritize and fund any specific measure.

DISCUSSION:

Projects Proposed for Measure A Funding

The projects proposed for Measure A funding will advance the implementation of the North Fair Oaks Community Plan, adopted by the Board of Supervisors in 2011. The Community Plan includes a number of policies and programs intended to achieve the goals incorporated in the Plan, including policies focused on comprehensive bicycle, pedestrian, and circulation improvements, community cohesiveness and identity, neighborhood cleanup, and community outreach and participation. The five projects total an estimated \$12,563,500 to be incurred over 2 to 4 years.

1) Middlefield Road Redesign and Improvements Fund - \$12,300,000

Middlefield Road is the “main street” of North Fair Oaks, a principle shopping and service destination, the primary north-south route through the community, and a crucial component of community identity. Currently, portions of Middlefield Road have narrow, impeded, and/or damaged sidewalks, few street amenities, and no bike lanes. The streetscape is unattractive, the street is difficult to traverse for bicyclists, pedestrians, and persons with mobility challenges, and Middlefield Road is the single most dangerous stretch of road in the unincorporated County for bicyclists and pedestrians. The Community Plan identifies a number of improvements to Middlefield Road, consistent with the County’s recently adopted Complete Streets policy and related General Plan amendments. Potential changes to Middlefield Road include improved sidewalks, installation of street trees, bicycle lanes, traffic-calming bulb-outs, improved pedestrian crossings, and potential reconstruction of a portion of Middlefield Road as a three-lane roadway with one middle turn lane and one through lane in either direction, freeing up significant space on either side for pedestrian and bicycle amenities and streetscape improvements.

This Measure A proposal is for creation of a Middlefield Road fund, to be funded in four annual installments of \$3.3 million in the first year and \$3 million in each successive year, for a total of \$12.3 million to support analysis, design, public outreach, and ultimate installation of the selected improvements, as well as funding immediately needed safety improvements to the entrance to the new South County Health Clinic. The fund would support the following components:

Middlefield Road Comprehensive Improvements: Analysis, Design, and Public Outreach. While the Community Plan describes a number of improvements to Middlefield Road, the final configuration of these improvements could take many forms. Determination of the ultimate improvements will require engineering analysis, presentation of options to the community for review and input through a transparent, extensive public outreach process, design of the ultimately selected improvements, and subsequent phased installation. The analysis, public outreach,

and design phase of the improvements would be funded from the first installment of the Middlefield Road Fund, at an estimated cost of \$500,000.

South County Health Clinic Entrance and Intersection Improvements. Regardless of the ultimate configuration of improvements to Middlefield Road, immediate safety improvements are needed at the entrance to the new South County Health Clinic, at Redwood Junction on Middlefield Road. The new clinic, which will be completed in 2013, is a landmark project in North Fair Oaks, serving a significant number of North Fair Oaks residents, as well as clientele from other parts of the County. Currently, the entrance to the clinic, approximately at Middlefield and Northside Avenue, is entirely unsignalized, with pedestrian, bicyclists and automobiles entering and leaving Middlefield Road from the clinic entrance, Northside Avenue, and Pacific Avenue, and traveling unimpeded in both directions on Middlefield Road, a mix of multimodal interaction which is difficult and dangerous for all users. The pavement and sidewalk crossing the Dumbarton Rail tracks at the clinic entrance are also in poor condition and difficult for clinic clientele, who often arrive by bicycle or on foot, and may be handicapped or otherwise mobility-challenged, as well as transporting children in strollers. The proposed improvements will fund installation of new traffic signals and installation of pavement treatments across the rail tracks, resulting in an immediately safer and more accessible intersection and entrance for all users, at an estimated cost of \$1.3 million, to be funded from the first installment of the Middlefield Road Fund.

Installation of Comprehensive Improvements to Middlefield Road. After analysis, community process, and design, the Department of Public Works will begin phased installation of the selected improvements, using the remaining approximately \$10 million of the Middlefield Road fund, beginning in years 3 and 4 of the process.

2) North Fair Oaks Entry Signage, Four Locations - \$12,000

One goal of the North Fair Oaks Community Plan, consistent with the expressed goals of the community, is to strengthen North Fair Oaks' identity as a community, by enhancing the awareness and visibility of North Fair Oaks as a distinct, cohesive place. Placement of welcome signs at key entry locations in North Fair Oaks, an explicit implementation component of the Plan, would further this goal. Four signs, each stating "Welcome to the North Fair Oaks Community," would be located at: Middlefield Road at the crossing of MacArthur Avenue; 5th Avenue, just south of Spring Street; Middlefield Road near Encina Avenue, and; 5th Avenue at El Camino Real. The cost of the signs would vary from \$1,000 to \$5,000, depending on location, for a total cost of approximately \$12,000.

3) Installation of Anti-Illegal Dumping Signage on Dumbarton Spur Line - \$4,000

The North Fair Oaks community has consistently expressed a desire to address ongoing illegal dumping of materials, including construction waste, used household items, and other trash on the Dumbarton Spur/Southern Pacific rail right-of-way extending through North Fair Oaks from approximately Charter Street to Marsh Road. One solution supported by the community is installation of signs at

locations frequently used for dumping. These signs would not only warn against illegal dumping, but, importantly, would provide information on how to report dumping either in process, or already having taken place. Eight signs are proposed, on the intersection of the Dumbarton Rail line and the following streets: Stanford, Warrington, Oakside, 2nd (two signs, one on each side of the crossing), 7th, 8th, and 9th. Each sign would cost approximately \$500, for a total cost of \$4,000.

4) Communications Coordination and Materials - \$240,000

Communications Coordination funding will support community liaison work, ensuring that the community has a consistent and comprehensible way to receive outreach and to participate in the Plan and implementation. This work will also include coordinating work by different implementation groups and planning and overseeing activities all communications events. This work will begin with the development of a comprehensive communications strategy and include maintenance of contact databases, preparation of outreach materials, contact with appropriate departments or agencies and identifying participants for workgroups. The overall goal of this work, which will be done by a combination of contract and County staff, is to ensure that information is shared with the community in a timely and transparent manner and there is communitywide input throughout the implementation process. The estimated cost of this work is \$60,000 a year for staff and \$20,000 a year for materials to a total of \$240,000.

5) Site Preparation for Bike-Share Pod at Fair Oaks Community Center/North Fair Oaks Library - \$7,500

As part of the broader Bay Area Air Quality Management District's Bay Area Bike-Share program, Alta Bike Share, the project contractor, has proposed potential locations for bike-share "pods," which are locations for shared bicycle storage and rental, in unincorporated County territory, including one pod at County Center. Another potential site is at the North Fair Oaks Community Center/North Fair Oaks Library/HSA Building site on Middlefield Road. This site may be included in Phase I of the rollout of bike-share pods; if not, it will be part of Phase II. In order to make the location feasible, the County will need to remove a portion of existing concrete median, and repave the space of the former median with asphalt, at an approximate cost of \$7,500.

If Measure A funds are authorized to construct these five projects, staff will bring construction and financing schedules, and/or more detailed budgets, as appropriate, to the Board for consideration with the Recommended budget.

The North Fair Oaks Community Council considered the proposed planning and implementation projects proposed for Measure A funding at a public meeting on Thursday, June 27, 2013 and voted 3-1-1 to recommend that the Board of Supervisors authorize Measure A funding to support the projects indicated above.

This North Fair Oaks – Measure A Funding request contributes to the Shared Vision 2025 outcome of a Collaborative Community by improving land use, transportation, health, and wellness in the community through collaborative efforts from Planning and Building, Public Works, Housing, Health and Community partners to achieve the goals of the North Fair Oaks Community Plan for a healthier, safer, and more livable community.

PERFORMANCE MEASURES:

Measure	FY 2013-14 Projected	FY 2017-18 Projected
% of Signage Projects Completed on time and within budget	100%	N/A
% of Middlefield Road Projects Completed on time and within budget	N/A	100%

FISCAL IMPACT:

It is recommended that \$3,403,500 in Measure A funds be appropriated for the FY 2013-14 budget and \$3,080,000 in Measure A funds be appropriated for the FY 2014-15 budget to fund implementation of the five projects described in this document for a total Measure A request of \$12,563,500. The County Manager will bring back a construction and financing schedule for the five projects to the Board for consideration during the FY 2013-14 and FY 2014-15 Recommended Budget Hearings.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000

Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$16,295,688	\$9,549,867

Parks Department-Section 5

Measure A Proposals

Budget Unit 3900B

✓ Parks Department Operations and Maintenance

Variance from Request: The Initial Measure A proposal outlined an on-going need for \$1,766,208 for Parks Operations and Maintenance as a standalone Parks Department. Further analysis from the Parks Department realized the true costs associated with a standalone Parks Department which includes funding for a Parks Director. The table below reflects these differences.

FY 2013-14	FY 2014-15	Total Positions
\$2,066,208	\$2,066,208	7

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ Contribution to Parks Foundation

During the San Mateo County Budget Hearings on September 18, 2013, the Board approved a \$100,000 contribution to the San Mateo County Parks Foundation. The funds will be used to provide administrative support to the Foundation so that Executive staff resources can be spent on fund raising and development activities.

FY 2013-14	FY 2014-15	Total Positions
\$100,000	\$0	0



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: March 25, 2013

Board Meeting Date: April 23, 2013

Special Notice / Hearing: None

Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: San Mateo County Parks Strategic Plan and Measure A Funding

RECOMMENDATION:

- A. Approve the San Mateo County Parks Strategic Plan 2013 to 2018.
- B. Direct staff to include seven additional positions in the Parks FY 2013/14 Proposed Budget to re-establish a stand-alone Parks Department, staff Devil's Slide and begin implementation of the Strategic Plan recommendations. For FY 2014/15, direct the Parks Department to develop an Operations Plan to be brought to the Board in early 2014.
- C. Direct staff to budget Measure A funds in the amount of \$1,766,208 for the new positions, associated costs and major maintenance work in the FY 2013/14 budget.
- D. Direct staff to budget up to \$3.5 million for Parks capital projects in the FY 2013/14 budget.

BACKGROUND:

At the July 31, 2012 Board of Supervisors' workshop on Parks, the Board directed the Parks Division to prepare a new five year Strategic Plan and formed a subcommittee of Supervisors Horsley and Pine to work with staff on the project. Over the past years, budget reductions have reduced staffing at some Park facilities and resulted in deferral of many maintenance projects.

The Division, in conjunction with the County Manager's Office, has prepared a 2013 to 2018 San Mateo County Parks Strategic Plan (Plan). Development of the Plan included public, stakeholder, and staff input and surveys, benchmarking with similar organizations, review of capital, maintenance, and operational needs, and identification of customer needs and expectations. The Plan was available on the Division's website and a brochure was developed and printed to advertise the undertaking.

The initial draft of the “Vision, Goals and Strategies” section of the Plan was reviewed by the Parks and Recreation Commission on December 6, 2012. At the meeting, comments were received and it was decided that additional time for public outreach and comment was needed. The revised Plan was reviewed and approved by the Parks and Recreation Commission on March 7, 2013 with the assistance of Supervisors Horsley and Pine. A copy of the Final Draft is available on the County Parks website at <http://smcgov.org/ParksStrategicPlan2013>, in the County Manager’s Office and at the Department of Public Works and Parks reception area.

The San Mateo County Parks Strategic Plan is organized into four themes with associated goals:

- **Stewardship** – Open all currently closed facilities, address all maintenance backlogs and stay up to date on all maintenance activities throughout the park system
- **Community Engagement** – Improve partnerships with Friends and other stakeholder groups
- **Environmental Literacy** – Enhance the visitor experience through more robust educational and interpretive programs
- **Fiscal Management** – Increase Parks revenue

The Strategic plan outlines a vision for the Parks System; the next step is developing an implementation plan. Prior year budget reductions have taken a toll on our Park System, but our implementation plan should not be to used to restore past staffing models and management practices without analyzing all options. Therefore, using the Strategic Plan goals as a guide, the first assignment for the new Parks Director will be to develop a fiscally sustainable Operations Plan for San Mateo County Parks. The Operations Plan will evaluate new revenue and facility management options and incorporate the agile organization concepts adopted by the Board into the staffing plan. It will also include a prioritized maintenance project list and equipment and vehicle replacement time lines and include details on capital projects for the five years starting in FY 2014/15. The Plan will be a road map for balancing all the Strategic Plan goals – environmental stewardship, community engagement, visitor experience and fiscal sustainability.

The Operating Plan will be reviewed by the Parks Commission and brought to your Board for consideration in the spring of 2014. Budget recommendations for the Parks Department in FY 2014/15 will be developed based on the opportunities and needs identified in the Operations Plan.

DISCUSSION:

To begin implementation of the Parks Strategic Plan, it is recommended that seven positions and associated operating expenses be added to the Parks Department in the FY 2003/14 budget. The new positions include:

- A Parks Director and Executive Secretary to re-establish a stand-alone Parks Department
- Two Rangers and a Natural Resource Manager to support operations improvements and maintenance work
- Two Rangers for Devil's Slide.

The estimated total cost of these new positions and associated operating expenses is \$1,066,208.

Measure A funds are recommended as the funding source for the highest priority maintenance work in the Parks. It is estimated that about \$700,000 is needed in FY 2013/14, but a final, refined dollar amount will be brought to the Board in the Recommended Budget.

Parks staff have identified over \$20 million in capital projects needed over the next five years with annual costs of \$3.5 to \$4.5 million a year. While these projects and costs will be prioritized in the Operations Plan, it is recommended that up to \$3.5 million in Measure A funds be allocated in FY 2013/14 for the highest priority projects related to visitor safety. Recommendations on specific capital projects and their associated costs will be brought to your Board in Five Year Capital Plan as part of the Recommended Budget.

FISCAL IMPACT:

It is recommended that \$1,766,208 in Measure A funds be appropriated in the FY 2013/14 budget for the seven new Parks Department positions and associated operating costs and the highest priority maintenance work. For FY 2014/15, budget recommendations will be developed based on the Park Operations Plan prepared by the new Parks Department Director and brought to your Board in early 2014. Up to an additional \$3.5 million for Parks capital projects in FY 2013/14 is also recommended for appropriation from Measure A funds

Measure A Funds recommended in this Report:

• Parks Department	\$1,766,208
• Parks Capital Projects	<u>\$3,500,000</u>
Total	\$5,266,208

Cumulative Measure A funds tentatively approved to Date: 0

Department of Public Works (DPW)- Section 6

Measure A Proposals Budget Unit 4500D

✓ Bicycle & Pedestrian Coordinator

FY 2013-14	FY 2014-15	Total Positions
\$80,000	\$75,500	0

September Budget Hearings Measure A Funded Changes /Adds - Board of Supervisors

✓ No requested changes



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: July 2, 2013
Board Meeting Date: July 23, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: Measure A Report Back: Countywide Bicycle and Pedestrian Coordinator

RECOMMENDATION:

Direct staff to budget \$80,000 in the FY 2013-14 and \$75,500 in the FY 2014-15 budget to fund 50% of a full time Countywide Bicycle and Pedestrian Coordinator position, balance of the funds to be provided by the City/County Association of Governments of San Mateo County (C/CAG) and the San Mateo County Transit Authority. C/CAG will oversee and house the position.

BACKGROUND:

The County of San Mateo does not have a full-time countywide Bicycle and Pedestrian Coordinator. C/CAG, the countywide transportation planning and funding agency, currently employs a transportation planner/program manager who performs some bicycle and pedestrian coordinator functions, but is not dedicated full time to this work. The bicycling community in the County has requested a dedicated liaison to promote and coordinate bike and pedestrian programs throughout San Mateo County.

DISCUSSION:

The San Mateo County Bicycle and Pedestrian Coordinator would promote bike and pedestrian friendly transportation options throughout the County. The Coordinator's duties would include:

- Helping coordinate multi-jurisdiction bike and pedestrian projects
- Be a resource for the 21 jurisdictions on bicycle and pedestrian matters
- Serve as the liaison with the pedestrian and bicycle community
- Be the single point of contact for San Mateo Countywide bicycle and pedestrian funding programs
- Be a point of contact for bicycle and pedestrian related questions and direct inquiries to appropriate jurisdictions/departments

- Alert city and county staff to available and upcoming funding or training opportunities
- Share and promote best practices for the development of bicycle and pedestrian infrastructure design and implementation
- Work with city and County staff on the build out and implementation of the recently adopted San Mateo County Comprehensive Bicycle and Pedestrian Plan.

The Coordinator will join the C/CAG staff and be housed in the C/CAG offices. C/CAG will report back to the Board in June of 2014 and June of 2015 on the Coordinator's accomplishments.

PERFORMANCE MEASURE(S):

Measure	FY 2013-14 Projected	FY 2014-15 Projected
Number of funding sources administered	1	1
Number of bicycle and pedestrian program inquiries responded to	50	50
Number of cross jurisdictional coordination activities completed	2	2
Number of training/safety workshops promoted or conducted	5	5
Number of public outreach workshops completed	2	2
Number of external available funding opportunities disseminated	3	3

FISCAL IMPACT:

It is recommended that \$80,000 in Measure A funds be appropriated for the FY 2013-14 budget and \$75,500 of Measure A funds be appropriated for the FY 2014-15 budget. The County will leverage funds from C/CAG in the amount of \$72,750 and from the San Mateo County Transit Authority in the amount of \$60,000 to support this position over the two year funding period.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Bike and Pedestrian Coordinator	\$80,000	\$75,500

Cumulative Measure A funds tentatively approved to date total \$24,161,546 in FY 2013-14 and \$18,428,960 in FY 2014-15 and are itemized in the table on the next page.

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
School Safety	\$473,219	\$473,219
Prevention and Early Intervention	\$3,989,139	\$5,325,874
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$24,161,546	\$18,428,960

Health System- Section 7

Measure A Proposals

Budget Unit 5000D

✓ Coastside Medical Services

FY 2013-14	FY 2014-15	Total Positions
\$551,180	\$402,359	4

✓ Mental Health System of Care for Adults

Variance from Request: Further analysis from the Health System showed that annual appropriations outlined in the original proposal needed to be adjusted. The table below reflects these differences.

FY 2013-14	FY 2014-15	Total Positions
\$2,655,322	\$1,405,289	2

✓ Prevention and Early Intervention - At Risk Children

Variance from Request: Further analysis from the Health System showed that annual appropriations outlined in the original proposal needed to be adjusted. The difference reflects the actual costs for the services approved by the Board. The table below reflects these differences.

FY 2013-14	FY 2014-15	Total Positions
\$2,645,381	\$3,648,185	17

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ No requested changes



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: May 9, 2013
Board Meeting Date: June 4, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors
From: John L. Maltbie
Subject: Measure A Report: Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio

RECOMMENDATION:

Direct Staff to appropriate Measure A funding of \$551,180 in the FY 2013-14 Recommended Budget and \$402,359 in the FY 2014-15 Recommended Budget to provide mobile health care services in Pescadero, La Honda, Loma Mar and San Gregorio.

BACKGROUND:

Pescadero, La Honda, Loma Mar and San Gregorio are small, rural communities with limited access to health care. The low-income, often Spanish speaking residents of these communities are particularly isolated from primary health care services.

DISCUSSION:

This initiative would allocate resources to the San Mateo Medical Center's Coastside Clinic. Funds would be used to purchase a mobile clinic van and host a bilingual provider team that would serve Pescadero, La Honda, Loma Mar and San Gregorio. The half-time team would consist of a Physician, Medical Assistant, Patient Services Assistant and Community Worker/driver.

This initiative was developed in partnership with Puente, a local Community Resource Center serving the San Mateo County South Coast. Puente would provide supplemental community health workers to reach out to the community, engage residents in need of care and bring them into the mobile clinic.

The optimal venue to provide medical care to these communities in the long term is to establish a permanent physical presence if there is sufficient demand. A clinic is a preferable option in particular for patients requiring more frequent lab work or complex care. However, there is currently no available space suitable to operate a clinic in

Pescadero, and the use of a mobile van will still meet the needs of those patients lacking primary care who have uncomplicated medical problems. A future clinic space could be included in other construction projects such as the re-building of the Pescadero fire station. At the time the County moves forward with plans to build the Pescadero fire station, an operating plan and cost benefit analysis of the clinic add-on will be prepared. Given the immediate limitations of space availability, a mobile clinic is the best solution to meet the current medical needs of the community.

The use of a mobile clinic to provide regular primary care to patients is a new concept for the Health System. The Health System currently utilizes mobile clinics to provide medical services that meet the immediate care needs of patients. This initiative would offer primary care in hard to reach communities in an effort to treat chronic disease and provide preventative medical services. The goal is to provide care to 500 new patients and improve the health of the target population. Ultimately these efforts will reduce morbidity and mortality and may also reduce emergency department utilization and hospitalization.

PERFORMANCE MEASURE(S):

Measure	FY 2012-13 Actual	FY 2013-14 Projected	FY 2014-15 Projected
Number of patients brought into care at the mobile clinic	0	200	500
% of mobile clinic patients that receive mammograms according to screening guidelines	0%	62%	77%
% of mobile clinic patients that control LDL cholesterol as a result of LDL screenings received according to screening guidelines	0	43%	62%
Cost per patient*	N/A	\$1006	\$805

**Cost per patient includes staff services only; the capital costs of the mobile clinic are not included.*

FISCAL IMPACT:

It is recommended that \$953,739 in Measure A funds be appropriated in the FY 2013-14 through FY 2014-15 budgets for this proposal. The funds would be used to purchase a mobile clinic van for \$350,000 and provide health care services in Pescadero, La Honda, Loma Mar and San Gregorio. Ongoing costs to staff the mobile clinic are estimated at \$201,180 in the first year due to ramp-up time to establish service, and \$402,359 annually thereafter, escalating with medical inflation each year.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359

Cumulative Measure A funds tentatively approved to date total \$6,216,208 in FY 2013-14 and \$2,641,208 in FY 2014-15 and are itemized in the table on the next page.

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$500,000	\$700,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$6,216,208	\$2,641,208



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: July 11, 2013
Board Meeting Date: July 23, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: Measure A Report Back: Mental Health System of Care for Adults

RECOMMENDATION:

Direct staff to budget \$2,698,794 in the FY 2013-14 budget and \$1,397,588 in the FY 2014-15 budget to support collaboration between County services and provide alternatives to incarceration for adults with mental illness and/or substance use problems

BACKGROUND:

Over the past year, the Health System has embarked on a series of discussions with stakeholders to respond to the plight of families struggling with a mentally ill relative in crisis. While there are resources for people in crisis, it can be very difficult for a family member to get their loved one into mental health treatment until and unless the relative so deteriorates that the police or an ambulance must be called.

Recognizing the dilemma this creates for family members, last year Health System staff members worked with NAMI-SMC family member representatives, the Sheriff's Office, Probation, local police, the District Attorney, and the Private Defender to develop recommendations to address this issue. The plan is outlined in the paper distributed to the Board of Supervisors dated February 5, 2013, *Fine-tuning SMC Alternatives to Incarceration for People with Mental Illness and/or Substance Use Problems: Consensus Recommendations for Strategies*.

In response to the Board's direction, and with additional input from stakeholders, the Health System has moved forward already on one of the recommendations, the creation of an outreach team to families whose relatives' mental state is deteriorating significantly. This team was funded with Mental Health Service Act dollars.

DISCUSSION:

The Health System is requesting funding from Measure A to implement three additional recommendations identified in the multi-stakeholder discussions completed last year related to mental illness response:

- Creation of a Mental Health Respite Center;
- Expansion of SMART; and
- Early Review of Mentally Ill People in Jail for Alternative Dispositions

Creation of a Mental Health Respite Center

As noted above, the Health System has already implemented a pre-crisis outreach team for families. Behavioral Health and Recovery Services worked with NAMI-SMC and Mateo Lodge to develop the Family Assertive Support Team (FAST) to respond to families who are concerned about a relative whose mental health condition is deteriorating. The team will respond to requests from family members and police to assess a client or potential client in the field instead of requiring the individual to be brought to the team.

For many individuals served by FAST, it is anticipated the need for a place to take some people to de-escalate the situation and give respite to the family. Police officers also have asked for a program for people with mental illness that police can use in lieu of taking them to psychiatric emergency services or jail. Thus, it is recommended that Measure A funds be used to create a Mental Health Respite Center through contracted services where people with a mental illness that is not an immediate danger to themselves or others can stay for a short period of time to stabilize and enter long-term treatment. A ten bed facility could serve 365 adults a year.

In addition to requesting Measure A support for the acquisition and operating costs of the Mental Health Respite Center, where there is opportunity the Health System will seek funding available via SB 82 that appropriates money to expand the capacity of counties to respond to persons experiencing a mental health crisis. The state has allocated \$142.5 million state general fund appropriation for facility acquisition and \$54 million in ongoing funds for staffing.

Expansion of SMART

Secondly, it is recommended that Measure A funds be allocated to expand the San Mateo County Mental Health Assessment and Referral Team (SMART) contract. In response to law enforcement requests, SMART provides a trained paramedic response and diversion to other appropriate resources when individuals are experiencing behavioral health emergencies. In the six years the program has been operating, serving nearly 5,000 people, fewer than 9% have been served more than once, confirming that the program has a broad reach. Nearly half of the clients present with symptoms of depression and anxiety. The largest age groups served are ages 15-24

and 45-54. At least 18% of SMART clients either are not transported after medical clearance, evaluation and intervention in the field, or they are transported to an appropriate service/housing provider.

Unfortunately, right now SMART only responds to 47% of calls due to capacity limitations. Expansion of the SMART contract from the current 12 hour a day, 7 day a week schedule to 2 overlapping, 12 hour a day, 7 day a week teams would increase the percentage of behavioral health calls responded to by SMART from 47% to 90%. If the mental health respite center is also funded through Measure A, the proportion of clients diverted will increase, because the SMART paramedics will rely on it as a valuable “safe” alternative to psychiatric emergency services and jail.

Early Review of Mentally Ill People in Jail for Alternative Dispositions

Thirdly, families complain that there is no help for those who fall through the cracks of the mental health safety net and end up in jail. The Health System and our criminal justice partners have implemented a number of successful early intervention programs to reduce incarceration of people with serious mental illness. Still, 35% of the Correctional Behavioral Health caseload in the jail is comprised of people with some history in local treatment services, and on average every day one person is admitted to jail who has history in local BHRS treatment services. While most of these people (79%) are discharged within 6 days, a significant number of mentally ill people with relatively minor charges are held in jail for months while their competence to stand trial on these minor charges is determined. Sometimes they are incarcerated for periods longer than their sentence on the misdemeanor charge would have been.

After reviewing cases with local police, the District Attorney, Private Defender, Probation, and the Sheriff, the Health System believes there are some mentally ill people with nonviolent, low level misdemeanor charges where a disposition would occur more quickly and public safety would be preserved if information about the client’s community treatment providers, support system and service plan were available early on to the court (with client consent). Provision of this information has the potential to substantially improve the follow up for court appearances and other requirements for clients who are linked to case management, housing, medication support, or conservatorship, and their support system is informed of the behavioral issues that led to the client’s arrest.

This proposal would utilize Measure A funds to create a pilot program to test an organized system for reviewing the cases of seriously mentally ill people upon admission to jail and providing information to the court before disposition decisions have to be made. The goal during the two year pilot period would be to reduce the mentally ill population of the jail by linking individuals to committed community supervision and support. This would require an unclassified Correctional Behavioral Health staff person

inside the jail to work with an unclassified BHRS staff “navigator” outside the jail to research each case, discuss cases with community providers, and put together the necessary information and service commitments such that a package could be provided to Probation Court Services within one business day. This structure would also increase understanding of the mentally ill people admitted to jail who are not previously known to BHRS so that the division can improve its strategies for diverting them away from activities that lead to arrest.

PERFORMANCE MEASURE(S):

Measure	FY 2013-14 Projected	FY 2014-15 Projected
Diversion from Psychiatric Emergency Services	N/A	50%
Percentage of SMART responses that result in diversion from the Emergency Department / Psychiatric Emergency Services / Jail to other appropriate resources	18%	25%
Percentage of mentally ill people admitted to jail on misdemeanor charges released within six (6) days	80%	90%

FISCAL IMPACT:

It is recommended that \$2,698,794 in Measure A funds be appropriated for the FY 2013-14 budget and \$1,397,588 in Measure A funds be appropriated for the FY 2014-15 budget. The Health System has the potential to leverage funds from state and federal sources in the amount of \$495,837 in FY 2013-14 and \$783,464 in FY 2014-15. Attached is a detailed breakout of the costs of each individual proposal and the funding source.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Mental Health System of Care	\$2,698,794	\$1,397,588

Cumulative Measure A funds tentatively approved to date total \$24,161,546 in FY 2013-14 and \$18,428,960 in FY 2014-15 and are itemized in the table on the next page.

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
School Safety	\$473,219	\$473,219
Prevention and Early Intervention	\$3,989,139	\$5,325,874
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$24,161,546	\$18,428,960

Attachment I

Proposal	Agency	FY 2013-14 Measure A Funds	Other Funds	FY 2014-15 Measure A Funds	Other Funds
Respite Center	Health System	\$2,400,000	0	\$1,100,000	\$100,000
SMART	Health System	\$65,839	\$495,837	\$64,633	\$683,464
Criminal Justice Collaborative Review	Health System	\$232,955	0	\$232,955	0
Sub-Total Measure A		\$2,698,794		\$1,397,588	
Sub Total Other Funds		\$495,837			\$783,464
Total FY 2013-14		\$3,194,631	Total FY 2014-15		\$2,181,052



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: June 13, 2013
Board Meeting Date: July 9, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors
From: John L. Maltbie, County Manager
Subject: Measure A Report Back: Prevention and Early Intervention for Children At-Risk of Abuse, Trauma, or Mental Illness

RECOMMENDATION:

Direct staff to budget \$3,989,139 in the FY 2013-14 budget and \$5,325,874 in the FY 2014-15 budget to improve collaboration between County services and schools in order to prevent mental illness, emotional disturbance and substance use among children and youth, intervene early, and avert crises.

BACKGROUND:

San Mateo County has a long history of strong inter-agency collaboration between the Health System-Behavioral Health and Recovery Services, Probation, Human Services Agency-Children and Family Services (HSA-CFS) and schools and districts focusing on children and youth at risk of adverse psychological, health and social outcomes and their families. The strength of these efforts has been primarily directed toward students in special education with serious emotional problems and with students at seven schools served via family resource centers. This collaboration has resulted in one of the lowest out of home placement rates in the state, innovative programs such as Pre to 3 and Partners for Safe and Healthy Children and the coordination of services at the Youth Services Center. The joint planning and coordination between the agencies occurs through the Children and Youth System of Care (CYSOC) committee structure.

Among the CYSOC partners significant resources are devoted to the early identification, intervention and treatment of children and families with the highest risks and needs in the County. Although substantial resources are dedicated to school age children and their families, there is more we could do to prevent the problems of untreated mental illness, emotional disturbance and substance use that result in school failure, broken families, and criminal justice involvement. There are few resources for children and youth who stand at the precipice of, but have not yet fallen into, special education, the Child Welfare System, or criminal activity. The schools and the County have not been

organized to address the behavioral health and social support needs of students who are developing problems but flying just beneath the radar.

Members of the Board of Supervisors and many others participating in the initial hearings on Measure A commented on the importance of prevention, early intervention and treatment of mental health problems among children and youth. This strong advocacy was in part a reaction to the tragedy that occurred at Sandy Hook elementary school and the desire to do everything possible to prevent such incidents in San Mateo County. In March, the County Manager asked CYSOC to address this issue. CYSOC included the County Office of Education and the Sheriff's Office in the development of these recommendations.

DISCUSSION:

The Children and Youth System of Care (CYSOC) committee consisting of BHRS, HSA, Probation and now the County Office of Education is proposing to build on our strong partnership and take our collaborative efforts to the next level by expanding our prevention, early intervention and treatment capacity to ensure that children and youth in San Mateo County have the best opportunity to be successful in school and achieve optimal mental health. We have taken a systems approach representing a new way of doing business by establishing more formal linkages between county services and our education partners in the planning, implementation and evaluation of these services. In consideration of these recommendations CYSOC has proposed evidenced based and/or promising practices and identified financial leveraging through federal and education funds.

As a planning framework for discussing and evaluating the recommendations, CYSOC adopted the School Mental Health and Response to Intervention framework that focuses on: what should be available to all students (primary prevention), what will some students need (early intervention), and what will a few students need (treatment). In addition, an initial meeting was held with the School/Behavioral Health Task Force as follow up from the School Safety Summit in April. Below are CYSOC's recommendations for prevention, early interventions and treatment. All of these recommendations were vetted with the School Safety Summit's Mental Health Supports for Schools Task Force. The future focus of the task force will be to implement the approved recommendations and to improve the collaboration and communication between schools, districts and the County.

For prevention, CYSOC recommends:

- Parenting Project to provide intensive parent training and support for addressing emotional health and other problems that come up for parents of adolescents
- Youth Mental Health First Aid to assist school personnel in early identification and intervention
- HSA-CFS Supportive Hotline with StarVista to provide easy access to services
- Family Resource Center Expansion to broaden access to future early intervention and family supports referred by school personnel
- School, Police and Community Collaborative-East Palo Alto

- County Office of Education (COE) Coordinator/Liaisons to connect school-based family needs to the appropriate County services

For early intervention, CYSOC recommends:

- Pre-3/Partners enhancement to meet the demand for services to more young mothers many of whom are vulnerable and have serious mental health challenges
- Early Onset Bi-Polar Intervention to allow students with bi-polar disorder to remain in school and avoid serious disruptions to them and the schools

For treatment, CYSOC recommends:

- Trauma Related Interventions to expand capacity to meet the needs of children and youth with serious trauma experiences
- Psychiatric Emergency Case Management to provide immediate support to children, youth and families experiencing a serious mental health crisis
- Residential Substance Use Treatment to prevent youth from entering the juvenile justice or child welfare systems due to their substance use
- Expansion of Outpatient Mental Health and Substance Use Treatment Services to provide better access to services for students who are experiencing problems but are not seriously emotionally disturbed

To deliver these recommended services and to strengthen the collaboration between BHRS, HSA, Probation and Education, we are recommending that Measure A partially fund a School/CYSOC Coordinator through the County Office of Education and six part-time regional liaisons. The county-wide coordinator would attend CYSOC meetings, coordinate with school district administrative teams in the planning and implementation of the recommendations, secure school funding, and participate in evaluation of the efforts. The stipend liaisons would work with the appropriate BHRS community services area manager and the HSA-CFS manager to facilitate service delivery at the local school level. Furthermore, CYSOC is considering adopting the Field Crisis Team model, currently used by law enforcement, BHRS and others to collaborate on adults with complex conditions, for children and youth. To ensure that the Measure A funded programs meet the desired outcomes, CYSOC will assume responsibility for monitoring ongoing progress, developing and implementing course corrections, and reporting to the CMO.

PERFORMANCE MEASURE(S):

Measure	FY 2013-14 Projected	FY 2014-15 Projected
Number of truancy, suspensions and expulsion	Data development	Data development
Knowledge about and recognition of mental health problems by school personnel and student peers	Data development	Data development
Number of hotline calls referred to and receiving services	Data development	Data development

Measure	FY 2013-14 Projected	FY 2014-15 Projected
Percentage of school personnel referring students with emotional issues	Data development	Data development
Percent of students exhibiting positive student behaviors	Data development	Data development
Number of families on waitlist for Pre to 3 services	50	20
Number of referrals from WIC to home visiting programs for identified high risk parent	4	40
Number of youth ages 15-29 screened, assessed, and treated for bipolar disorder	0	15
Percent of youth receiving hospitalization for behavioral health conditions	Data development	Data development
Percent of transitional age youth who receive at least 1 clinical follow up within 7 days after leaving Psychiatric Emergency Services	Data development	Data development
Number of youth successfully completing treatment	Data development	Data development
Percent of students that receive timely outpatient behavioral health services	Data development	Data development
Percent of school districts that are being supported in meeting the behavioral health needs of students	Data development	Data development

FISCAL IMPACT:

It is recommended that \$3,989,139 in Measure A funds be appropriated for the FY 2013-14 budget and \$5,325,874 of Measure A funds be appropriated for the FY 2014-15 budget. The Health System and the Human Services Agency are able to leverage funds from state and federal sources in the amount of \$1,239,924 in FY 2013-14 and \$1,653,232 in FY 2014-15. The County Office of Education is providing matching funds in the amount of \$56,250 in FY 2013-14 and \$75,000 in FY 2014-15. Attached is a detailed breakout of the costs of each individual proposal and the funding source.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Prevention and Early Intervention	\$3,989,139	\$5,325,874

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$16,295,688	\$9,549,867

Attachment I

Proposal	Agency	FY 2013-14 Measure A Funds	Other Funds	FY 2014-15 Measure A Funds	Other Funds
Parenting Project	BHRS	\$30,000	0	\$40,000	0
Youth Mental Health First Aid	BHRS	\$242,871	0	\$323,828	0
HSA-CFS Supportive Hotline	HSA	\$430,500	0	\$591,220	0
Family Resource Center Expansion	HSA	\$840,427	\$452,538	\$1,120,569	\$603,383
School, Police and Community Collaborative- East Palo Alto	BHRS	\$82,500	0	\$110,000	0
Pre-3/Partners Enhancement	BHRS	\$217,629	\$172,370	\$290,173	\$229,827
	Family Health	\$405,059	\$135,020	\$540,079	\$180,027
Early Onset Bi- Polar Intervention	BHRS	\$297,549	\$2,450	\$396,733	\$,3,267
Trauma Related Interventions	BHRS	\$438,900	\$37,500	\$575,000	\$50,000
Psychiatric Emergency Case Management	BHRS	\$184,329	\$108,171	\$245,772	\$144,228
Residential Substance Use Treatment	BHRS	\$225,000	\$56,250	\$300,000	\$75,000

Proposal	Agency	FY 2013-14 Measure A Funds	Other Funds	FY 2014-15 Measure A Funds	Other Funds
Expansion of Outpatient Behavioral Health Services	BHRS	\$493,125	\$275,625	\$657,500	\$367,500
Coordination between schools and County: COE Director and Liaisons	County Office of Education	\$101,250	\$56,250	\$135,000	\$75,000
Sub-Total Measure A		\$3,989,139		\$5,325,874	
Sub Total Other Funds			\$1,296,174		\$1,728,232
Total FY 2013-14 \$5,285,313			Total FY 2014-15 \$7,054,106		

Human Services Agency (HSA)-Section 8

Measure A Proposals

Budget Unit 7000D

✓ Court Appointed Special Advocates (CASA) for Foster Care

FY 2013-14	FY 2014-15	Total Positions
\$100,000	\$100,000	0

✓ East Palo Alto Homeless Shelter Operating Expenses

FY 2013-14	FY 2014-15	Total Positions
\$700,000	\$500,000	0

✓ Homeless Outreach Teams

FY 2013-14	FY 2014-15	Total Positions
\$150,000	\$150,000	0

✓ Prevention and Early Intervention - At Risk Children

Variance from Request: Further analysis from HSA showed that annual appropriations outlined in the original proposal needed to be adjusted. The difference reflects the actual costs for the services approved by the Board. The table below reflects these differences.

FY 2013-14	FY 2014-15	Total Positions
\$1,270,927	\$1,711,789	12

✓ Veterans Services

FY 2013-14	FY 2014-15	Total Positions
\$100,000	\$100,000	0

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ CORE Agencies Emergency Housing Assistance

During the San Mateo County Budget Hearings on September 18, 2013, the Board approved \$385,000 for Emergency Housing Assistance services that would be provided by the CORE agencies.

FY 2013-14	FY 2014-15	Total Positions
\$385,000	\$0	0

✓ CORA - Legal Expenses

During the San Mateo County Budget Hearings on September 18, 2013, the Board approved \$75,000 for an addendum to the agreement with Community Overcoming Relationship Abuse (CORA) to help fund client legal expenses.

FY 2013-14	FY 2014-15	Total Positions
\$75,000	\$0	0



COUNTY OF SAN MATEO

County Manager/Clerk of the Board



DATE: July 15, 2013
BOARD MEETING DATE: July 23, 2013
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

TO: Honorable Board of Supervisors
FROM: John L. Maltbie, County Manager
SUBJECT: Measure A Proposal – Court Appointed Special Advocates (CASA)

RECOMMENDATION:

Direct staff to budget \$100,000 in Measure A funds in Fiscal Years 2014 and 2015, for a total request of \$200,000, for an agreement with CASA to train additional mentors and advocates, increase the number of foster children served from 220 to 360 by September 30, 2015, resulting in a reduction of unexcused absences and improvement in academic performance.

BACKGROUND:

Foster children are the most vulnerable in the county, are the most isolated and at-risk, and are concentrated in the most impoverished parts of the county. The research demonstrates that foster children are more likely to have developmental delays, lower cognitive functioning, behavioral and emotional problems, and mental illness. All of these are factors that lead to poor juvenile and adult outcomes in the form of increased rates of incarceration, homelessness, school dropout, and unemployment, which impose enormous costs on the County. National research demonstrates that successful adults from severely challenging childhoods had at least one stable, positive adult supporter during their childhood. CASA currently trains community volunteers who provide each child with one-on-one mentoring and advocacy on an ongoing basis. CASA works closely with the Juvenile Court, Children and Family Services (HSA), Probation, Behavioral Health and Recovery Services (Health System), schools, and numerous other community partners.

DISCUSSION:

Less than one half of foster children in San Mateo County have the benefit of a CASA volunteer. The number of dependent children in the county is increasing, from 525 cases in FY2010 to over 634 for FY2013. These children come from all regions of the county, but are concentrated in the lower socio-economic cities.

CASA has a strong track record of providing volunteers who, on average, spend ten hours per month and over two years with their child. After a child's case is closed, CASAs also often serve as a child's positive permanent connection – a policy priority at the federal, state, and county level – that can prove elusive for this challenged and isolated population.

CASA of San Mateo County's approach to mentoring is evidence-based. Research on mentoring that incorporates evidence-based best practices has repeatedly shown that a consistent, positive adult in the life of a child is associated with improved self-esteem; improved relationships with peers and adults; greater school connectedness and academic performance; and reduced substance abuse and violence. CASA of San Mateo County exceeds national standards for mentoring best practices with rigorous screening, 30 hours of training, a structured program, professional supervision and support of CASAs, frequency of meetings between CASAs and their children, and duration of the relationship.

CASA will use Measure A funds to build on its strong record of success to provide a consistent, caring adult for a significant number of additional foster children in the County. While CASA's program is cost effective at \$2,500 to support a foster child for a year, its growth goal will require additional funds. These funds will be used to hire a .75 FTE Recruitment and Training professional who can assist in the recruitment, background screening, and training needed to increase the number of new CASA volunteer trainings from two annually to five in FY2014 and five in FY2015 (8 English, 2 Spanish). Concurrently, the CASA Board is evaluating other pathways to increase capacity to recruit, train, and support additional volunteers to meet the strategic goal of providing a CASA volunteer for every foster child in the County who needs one.

Performance Measure(s):

Measure	Baseline	FY2013-14 Goal	FY 2014-15 Goal
Number of children who will be assigned to work with a CASA volunteer	220	300	360
Average number of hours each child will receive in mentoring and advocacy from their CASA volunteer per month.*	10 hours of service per month per volunteer	10 hours of service per month per volunteer	10 hours of service per month per volunteer
Children working with a CASA for a year or more will decrease their unexcused absences by 10% as compared to the baseline year. <i>(Note: This is a new measure. In FY 13-14 CASA will establish a data collection method and an attendance baseline.)</i>	To be established in FY 13-14	Baseline year	10% decrease
Children working with a CASA for a year or more will improve their academic performance, as measured by report cards, by 10% as compared to the baseline year. <i>(Note: This is a new measure. In FY 13-14 CASA will establish a data collection method and a performance baseline.)</i>	To be established in FY 13-14	Baseline year	10% improvement

* CASA assignments will happen throughout the grant year, but last, on average, for 25 months.

FISCAL IMPACT:

It is recommended that \$100,000 in Measure A funds be appropriated for Fiscal Years 2014 and 2015, for a total request of \$200,000, for an agreement with CASA to train additional mentors and advocates, increase the number of foster children served from 220 to 360 by September 30, 2015, resulting in a reduction of unexcused absences and improvement in academic performance.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Court Appointed Special Advocates	\$100,000	\$100,000

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
School Safety	\$473,219	\$473,219
Prevention and Early Intervention	\$3,989,139	\$5,325,874
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$24,161,546	\$18,428,960



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: April 25, 2013
Board Meeting Date: May 7, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: Measure A Report: Homelessness in San Mateo County

RECOMMENDATION:

Direct staff to budget \$1,500,000 in the FY 2013-14 through FY 2014-15 budgets to provide operating support to the East Palo Alto Homeless Shelter and to expand Homeless Outreach Teams

BACKGROUND:

The countywide 2013 Homeless Census conducted the night of January 23rd counted 2,276 homeless people living in San Mateo County. That count includes 977 people that were in shelters that evening and almost 1,300 that were not sheltered. The count also showed a rise in the number of unsheltered homeless living in encampments and vehicles in the following communities: East Palo Alto, Redwood City, Half Moon Bay/Coastside, Pacifica, South San Francisco and San Bruno.

The following table illustrates the number of unsheltered homeless people in the communities that saw an increase in numbers in the 2013 homeless count and their percent share of the total unsheltered homeless population in the County.

Homeless One-Day Street/Unsheltered Count Data on January 23, 2013		
Area	Number of Unsheltered Homeless People	Percent of Total Unsheltered Count
East Palo Alto (94303)	119	9%
Half Moon Bay/Coastside (94018,19,37,38)	112	9%
Pacifica (94044)	150	12%
Redwood City (94061,62,63,64,65)	307	24%

	Number of Unsheltered Homeless People	Percent of Total Unsheltered Count
San Bruno (94066)	101	8%
South San Francisco (94080,83)	172	13%
All Other Areas of the County	339	25%
TOTAL	1,300	100%

There are three homeless shelters in San Mateo County. Safe Harbor, located in South San Francisco, has 90 total beds, 30 emergency and 60 transitional. The Maple Street Shelter in Redwood City has 76 beds and the seasonal shelter in East Palo Alto has 40 beds. The East Palo Alto Shelter, operated since 2009 by Project WeHOPE, is closed half of the year, so there is no shelter facility for East Palo Alto from mid-April through mid-November. Fortunately, this year, additional funding has been secured to keep the East Palo Alto shelter open through June 30th. Inn Vision Shelter Network also provides a few additional shelter beds located throughout the County.

All the shelter beds in San Mateo County are generally occupied every evening. Thus, there is no excess capacity at any of the shelters and there are areas, specifically Pacifica, Half Moon Bay and other coastside communities that do not have any shelter programs.

The County provides operational funding support for all these shelter programs through the Human Services Agency. Safe Harbor and Maple Street do significant fund raising, so the County contribution is approximately 25% of their operating budgets. The County is the major funder for the East Palo Alto Shelter, but WeHOPE plans to do fund raising for operations in the near future.

To reduce the need for shelter beds and the associated costs of chronic homelessness, the Human Services Agency began contracting with InnVision Shelter Network about three years ago to provide a Homeless Outreach Team (HOT) in Redwood City. The collaborative HOT program brings together community organizations, the Sheriff's Office, the local police department, the City Council, the County Health System, Department of Housing, Alcohol and Other Drug (AOD) Services and local faith communities. The HOT program targets and provides services to individuals who have been living on the streets for at least five years, many of whom suffer from chronic conditions including substance abuse and other behavioural problems, and who require greater support and assistance than a typical temporary shelter can provide. The HOT program goal is to help chronic homeless individuals find and maintain a stable living situation. The County contract funds 1.5 FTEs for the HOT South Team (Redwood City, East Palo Alto and East Menlo Park).

Earlier this year, the Board took steps to help address the gap between the number of unsheltered homeless and the number of available shelter beds in the County. On April

9, 2013, the Board approved allocating up to 25% of the expected \$13 million in Low-Moderate Income Housing Trust Funds (LMTF) the County will receive from the former redevelopment agencies to support the construction and/or renovation of emergency shelters in underserved communities. The balance of the LMTF monies will help fund housing projects meeting specific criteria in cities that lost RDA funding. Families and individuals that are homeless or at risk of becoming homeless are included in the LMTF fund target populations. The Department of Housing is developing the procedures for award of the LMTF money.

DISCUSSION:

Measure A funding is recommended for two proposals to fill geographic gaps in homeless services: expanding the HOT program to the northern part of the County and Coastside and funding year round operation of the East Palo Alto Shelter for the next two years.

Homeless Outreach Expansion: \$300,000 over two years

Staff recommends creating one new HOT program with two FTEs to serve North County and the Coastside and also adding 0.5 FTE to the existing HOT South County team. According to the 2013 count, about 40% of the unsheltered homeless reside on the coastside and in North County. The South County includes over 35% of the unsheltered homeless. Together, the two HOT teams would serve the cities with the largest homeless populations in the County. The City of San Mateo has their own HOT program.

The requested funding would provide 2.5 FTEs, 2 for the new north team and an additional 0.5 FTE for the existing team. The HOT staff is expected to serve a combined total of 100 chronically homeless individuals per year, successfully connecting 45 chronically homeless individuals with permanent housing solutions (either permanent housing of their own, or reunification with family members). The HOT expansion would be implemented through a contract with InnVision Shelter Network and planned in conjunction with local jurisdictions.

East Palo Alto Shelter Operating Support: \$1.2 million over two years

Staff recommends providing operating costs for a year-round emergency shelter (operating seven days a week, minimum of 4pm-8am each day) for up to 40 adults in East Palo Alto. The shelter could continue in the current location or be relocated. Either way, County funding would be used to provide continuous year-round shelter services in East Palo Alto. It is recommended that funding be approved in the June budget for this project, so operation can continue through the summer of 2013. Although the County would provide significant operating support for two years, it is anticipated that a combination of city contributions, grants, foundation support or funds from private donors will help cover future costs of the East Palo Alto shelter operations. Accordingly, the funding request is for \$700,000 in FY 13/14 and \$500,000 in FY 14/15.

PERFORMANCE MEASURES:

Performance Measure	Baseline	FY 2013-14 Target	FY 2014-15 Target
Homeless individuals on HOT list who successfully transition to permanent housing solutions (including reunification with family members)	0	18	45 (cumulative)
Homeless individuals on HOT list successfully engaged in HOT Case Management (meeting at least once per week with a case manager)	0	82	100 (cumulative)
Homeless individuals in East Palo Alto that are housed on a daily basis	0	40	40

FISCAL IMPACT:

It is recommended that \$1,500,000 in Measure A funds be appropriated in the FY 2013-14 through FY 2014-15 budgets for this proposal. The funds would be used to contract with service providers to staff two HOT teams and operate the East Palo Alto shelter, including support services and related facility costs.

Measure A Funds recommended in this Report

Proposal	FY 2013/14	FY 2014/15
Homeless Outreach Teams	150,000	150,000
East Palo Alto Homeless Shelter Operating Expenses	700,000	500,000
TOTAL	\$850,000	\$650,000

Cumulative Measure A Funds tentatively approved to Date

Proposal	FY 2013/14	FY 2014/15
Parks Department (Note - one-time capital projects not included in FY 14/15 funding)	\$5,266,208	\$1,766,208



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: June 13, 2013
Board Meeting Date: July 9, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors
From: John L. Maltbie, County Manager
Subject: Measure A Report Back: Prevention and Early Intervention for Children At-Risk of Abuse, Trauma, or Mental Illness

RECOMMENDATION:

Direct staff to budget \$3,989,139 in the FY 2013-14 budget and \$5,325,874 in the FY 2014-15 budget to improve collaboration between County services and schools in order to prevent mental illness, emotional disturbance and substance use among children and youth, intervene early, and avert crises.

BACKGROUND:

San Mateo County has a long history of strong inter-agency collaboration between the Health System-Behavioral Health and Recovery Services, Probation, Human Services Agency-Children and Family Services (HSA-CFS) and schools and districts focusing on children and youth at risk of adverse psychological, health and social outcomes and their families. The strength of these efforts has been primarily directed toward students in special education with serious emotional problems and with students at seven schools served via family resource centers. This collaboration has resulted in one of the lowest out of home placement rates in the state, innovative programs such as Pre to 3 and Partners for Safe and Healthy Children and the coordination of services at the Youth Services Center. The joint planning and coordination between the agencies occurs through the Children and Youth System of Care (CYSOC) committee structure.

Among the CYSOC partners significant resources are devoted to the early identification, intervention and treatment of children and families with the highest risks and needs in the County. Although substantial resources are dedicated to school age children and their families, there is more we could do to prevent the problems of untreated mental illness, emotional disturbance and substance use that result in school failure, broken families, and criminal justice involvement. There are few resources for children and youth who stand at the precipice of, but have not yet fallen into, special education, the Child Welfare System, or criminal activity. The schools and the County have not been

organized to address the behavioral health and social support needs of students who are developing problems but flying just beneath the radar.

Members of the Board of Supervisors and many others participating in the initial hearings on Measure A commented on the importance of prevention, early intervention and treatment of mental health problems among children and youth. This strong advocacy was in part a reaction to the tragedy that occurred at Sandy Hook elementary school and the desire to do everything possible to prevent such incidents in San Mateo County. In March, the County Manager asked CYSOC to address this issue. CYSOC included the County Office of Education and the Sheriff's Office in the development of these recommendations.

DISCUSSION:

The Children and Youth System of Care (CYSOC) committee consisting of BHRS, HSA, Probation and now the County Office of Education is proposing to build on our strong partnership and take our collaborative efforts to the next level by expanding our prevention, early intervention and treatment capacity to ensure that children and youth in San Mateo County have the best opportunity to be successful in school and achieve optimal mental health. We have taken a systems approach representing a new way of doing business by establishing more formal linkages between county services and our education partners in the planning, implementation and evaluation of these services. In consideration of these recommendations CYSOC has proposed evidenced based and/or promising practices and identified financial leveraging through federal and education funds.

As a planning framework for discussing and evaluating the recommendations, CYSOC adopted the School Mental Health and Response to Intervention framework that focuses on: what should be available to all students (primary prevention), what will some students need (early intervention), and what will a few students need (treatment). In addition, an initial meeting was held with the School/Behavioral Health Task Force as follow up from the School Safety Summit in April. Below are CYSOC's recommendations for prevention, early interventions and treatment. All of these recommendations were vetted with the School Safety Summit's Mental Health Supports for Schools Task Force. The future focus of the task force will be to implement the approved recommendations and to improve the collaboration and communication between schools, districts and the County.

For prevention, CYSOC recommends:

- Parenting Project to provide intensive parent training and support for addressing emotional health and other problems that come up for parents of adolescents
- Youth Mental Health First Aid to assist school personnel in early identification and intervention
- HSA-CFS Supportive Hotline with StarVista to provide easy access to services
- Family Resource Center Expansion to broaden access to future early intervention and family supports referred by school personnel
- School, Police and Community Collaborative-East Palo Alto

- County Office of Education (COE) Coordinator/Liaisons to connect school-based family needs to the appropriate County services

For early intervention, CYSOC recommends:

- Pre-3/Partners enhancement to meet the demand for services to more young mothers many of whom are vulnerable and have serious mental health challenges
- Early Onset Bi-Polar Intervention to allow students with bi-polar disorder to remain in school and avoid serious disruptions to them and the schools

For treatment, CYSOC recommends:

- Trauma Related Interventions to expand capacity to meet the needs of children and youth with serious trauma experiences
- Psychiatric Emergency Case Management to provide immediate support to children, youth and families experiencing a serious mental health crisis
- Residential Substance Use Treatment to prevent youth from entering the juvenile justice or child welfare systems due to their substance use
- Expansion of Outpatient Mental Health and Substance Use Treatment Services to provide better access to services for students who are experiencing problems but are not seriously emotionally disturbed

To deliver these recommended services and to strengthen the collaboration between BHRS, HSA, Probation and Education, we are recommending that Measure A partially fund a School/CYSOC Coordinator through the County Office of Education and six part-time regional liaisons. The county-wide coordinator would attend CYSOC meetings, coordinate with school district administrative teams in the planning and implementation of the recommendations, secure school funding, and participate in evaluation of the efforts. The stipend liaisons would work with the appropriate BHRS community services area manager and the HSA-CFS manager to facilitate service delivery at the local school level. Furthermore, CYSOC is considering adopting the Field Crisis Team model, currently used by law enforcement, BHRS and others to collaborate on adults with complex conditions, for children and youth. To ensure that the Measure A funded programs meet the desired outcomes, CYSOC will assume responsibility for monitoring ongoing progress, developing and implementing course corrections, and reporting to the CMO.

PERFORMANCE MEASURE(S):

Measure	FY 2013-14 Projected	FY 2014-15 Projected
Number of truancy, suspensions and expulsion	Data development	Data development
Knowledge about and recognition of mental health problems by school personnel and student peers	Data development	Data development
Number of hotline calls referred to and receiving services	Data development	Data development

Measure	FY 2013-14 Projected	FY 2014-15 Projected
Percentage of school personnel referring students with emotional issues	Data development	Data development
Percent of students exhibiting positive student behaviors	Data development	Data development
Number of families on waitlist for Pre to 3 services	50	20
Number of referrals from WIC to home visiting programs for identified high risk parent	4	40
Number of youth ages 15-29 screened, assessed, and treated for bipolar disorder	0	15
Percent of youth receiving hospitalization for behavioral health conditions	Data development	Data development
Percent of transitional age youth who receive at least 1 clinical follow up within 7 days after leaving Psychiatric Emergency Services	Data development	Data development
Number of youth successfully completing treatment	Data development	Data development
Percent of students that receive timely outpatient behavioral health services	Data development	Data development
Percent of school districts that are being supported in meeting the behavioral health needs of students	Data development	Data development

FISCAL IMPACT:

It is recommended that \$3,989,139 in Measure A funds be appropriated for the FY 2013-14 budget and \$5,325,874 of Measure A funds be appropriated for the FY 2014-15 budget. The Health System and the Human Services Agency are able to leverage funds from state and federal sources in the amount of \$1,239,924 in FY 2013-14 and \$1,653,232 in FY 2014-15. The County Office of Education is providing matching funds in the amount of \$56,250 in FY 2013-14 and \$75,000 in FY 2014-15. Attached is a detailed breakout of the costs of each individual proposal and the funding source.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Prevention and Early Intervention	\$3,989,139	\$5,325,874

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$16,295,688	\$9,549,867

Attachment I

Proposal	Agency	FY 2013-14 Measure A Funds	Other Funds	FY 2014-15 Measure A Funds	Other Funds
Parenting Project	BHRS	\$30,000	0	\$40,000	0
Youth Mental Health First Aid	BHRS	\$242,871	0	\$323,828	0
HSA-CFS Supportive Hotline	HSA	\$430,500	0	\$591,220	0
Family Resource Center Expansion	HSA	\$840,427	\$452,538	\$1,120,569	\$603,383
School, Police and Community Collaborative- East Palo Alto	BHRS	\$82,500	0	\$110,000	0
Pre-3/Partners Enhancement	BHRS	\$217,629	\$172,370	\$290,173	\$229,827
	Family Health	\$405,059	\$135,020	\$540,079	\$180,027
Early Onset Bi- Polar Intervention	BHRS	\$297,549	\$2,450	\$396,733	\$,3,267
Trauma Related Interventions	BHRS	\$438,900	\$37,500	\$575,000	\$50,000
Psychiatric Emergency Case Management	BHRS	\$184,329	\$108,171	\$245,772	\$144,228
Residential Substance Use Treatment	BHRS	\$225,000	\$56,250	\$300,000	\$75,000

Proposal	Agency	FY 2013-14 Measure A Funds	Other Funds	FY 2014-15 Measure A Funds	Other Funds
Expansion of Outpatient Behavioral Health Services	BHRS	\$493,125	\$275,625	\$657,500	\$367,500
Coordination between schools and County: COE Director and Liaisons	County Office of Education	\$101,250	\$56,250	\$135,000	\$75,000
Sub-Total Measure A		\$3,989,139		\$5,325,874	
Sub Total Other Funds			\$1,296,174		\$1,728,232
Total FY 2013-14 \$5,285,313			Total FY 2014-15 \$7,054,106		



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



DATE: July 10, 2013
BOARD MEETING DATE: July 23, 2013
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

To: Honorable Board of Supervisors
From: John Maltbie, County Manager
Subject: Measure A Report Back: Veterans Services

RECOMMENDATION:

- A. Direct staff to convene a stakeholder planning group to develop a plan for coordination and integration of comprehensive veterans services in San Mateo County, and
- B. Direct staff to budget \$100,000 in Measure A funds in FY 2013-14 and \$100,000 in Measure A funds in FY 2014-15 to implement the veterans services plan, pending Board of Supervisors approval

BACKGROUND:

There are approximately 27,000 veterans in San Mateo County. To support this community, there is a complex array of services available to veterans provided by the federal, state and county government. While some veterans are aware of the services available to them, others may not be able to access these critical services for themselves and their families. This is especially an issue for vulnerable Veterans who may be homeless or in need of safety net services in this County. Based on the 2011 San Mateo County Homeless Census and Survey, approximately 12% (257 people) of all homeless people counted (2,149) were Veterans, a disproportionately large share of the homeless population.

DISCUSSION:

While the services available to veterans are extensive, there is no single entity that works to coordinate and integrate all of the services into a seamless system of care. The proposed stakeholder planning group will consist of the County Manager's Office, Human Services Agency, Health System, Department of Housing, Courts, Veterans Administration and service organizations currently working with veterans in San Mateo

County. The directive of the group will be to develop a system of service delivery that is more integrated and coordinated across providers, allowing veterans to access multiple services seamlessly.

Upon development of a plan, the planning group will present their recommendations to the Board of Supervisors for review and approval. At that point, the funds will be released and implementation will commence. It is expected that the plan will be brought forward to the board in FY 2013-14.

PERFORMANCE MEASURES:

Measure	FY 2013-14 Projected
Veterans Services Stakeholder group convened	Yes
Veterans Services Delivery Plan presented to Board of Supervisors	Yes

FISCAL IMPACT:

The work of the stakeholder planning group will be funded through an existing allocation of funding in the Department of Housing previously identified to support veterans services.

It is recommended that \$100,000 in Measure A funds be appropriated for the FY 2013-14 budget and \$100,000 in Measure A funds be appropriated for the FY 2014-15 budget to fund implementation of the veterans services plan developed by the stakeholder planning group. The County Manager will bring back a veterans services plan to the Board for consideration prior to implementation of the plan and utilization of these Measure A funds.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Veterans Services	\$100,000	\$100,000

Cumulative Measure A funds tentatively approved to date total \$24,161,546 in FY 2013-14 and \$18,428,960 in FY 2014-15 and are itemized in the table on the next page.

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
School Safety	\$473,219	\$473,219
Prevention and Early Intervention	\$3,989,139	\$5,325,874
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$24,161,546	\$18,428,960

Non-Departmental-Section 9

Measure A Proposals

Budget Unit 8000D

✓ **County Fire Engine and Vehicle Replacement Fund**

FY 2013-14	FY 2014-15	Total Positions
\$2,000,000	\$1,500,000	0

✓ **Early Learning and Care Trust Fund**

FY 2013-14	FY 2014-15	Total Positions
\$5,000,000	\$5,000,000	0

✓ **SamTrans - Services to Youth, Elderly, and Disabled**

FY 2013-14	FY 2014-15	Total Positions
\$5,000,000	\$5,000,000	0

✓ **Agreement with Seton Medical Center**

FY 2013-14	FY 2014-15	Total Positions
\$11,500,00	\$TBD	0

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ **No requested changes**



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: May 31, 2013
Board Meeting Date: June 18, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: Measure A County Fire Vehicle Replacement Fund

RECOMMENDATION:

Direct staff to appropriate \$3.5 million in the FY 2013/15 budget to establish a County Fire Vehicle Replacement Fund.

BACKGROUND:

County Fire provides fire protection and emergency response services to the unincorporated areas of the County. The County Fire system includes four stations staffed through a contract with CALFIRE and three volunteer companies. The County stations are located in Pescadero, Skylonda, Cordilleras and on Tower Road. These stations and the engines and emergency response vehicles at these stations are owned by the County. The volunteer departments are in Loma Mar, La Honda and Kings Mountain. The volunteer departments own their vehicles, but historically, the County has contributed to the purchase of the volunteer's apparatus. In addition to the County Fire engines, during fire season, CALFIRE has state fire engines and their associated staff based at the Tower Road, Skylonda and Pescadero County Fire stations.

Many of the vehicles in the County Fire and volunteer company fleets are older than the recommended replacement age. The average age of the County fire fleet is 16 years, with the water tenders averaging 27 years. To evaluate apparatus needs and develop a replacement plan for the aging County fire fleet, County Fire has established an apparatus committee. Their report will be completed later this year. But there is an immediate need for three new vehicles. A water tender that is over 35 years old needs to be replaced as do two fire engines that are over twenty years old.

DISCUSSION:

An initial contribution of \$2 million in Measure A money is recommended in FY 2013/14 to establish a County Fire vehicle replacement fund. That amount will cover the estimated costs of the three vehicles needing immediate replacement plus the associated equipment for those vehicles. It is recommended that a placeholder of \$1.5

million in Measure A funds be allocated in FY 2014/15 to continue the fleet replacement process. When the County Fire fleet plan is complete, which we expect to be prior to the final budget hearings in September, this placeholder will be updated with an actual amount based on specific recommended purchases. It is further recommended that County Fire report back annually to your Board on the status of the fire fleet and the equipment replacement effort.

The fleet replacement fund will allow County Fire to start replacing the oldest vehicles this upcoming fiscal year and start implementing their phased replacement plan in the second budget year. Establishing the fund is a step toward significantly reducing the average age of the County Fire fleet. Over time it will also lead to reductions in fleet maintenance costs and provide fire and emergency response vehicles that can be used for the next 10 to 25 years by County Fire staff.

FISCAL IMPACT:

Creation of a County Fire Vehicle Replacement Fund with an initial Measure A contribution of \$2 million in FY 2013/14 and a contribution of \$1.5 million in FY 2014/15 will have no impact on the County General Fund. The total two-year Measure A request is \$3.5 million.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
County Fire Engine and Vehicle Replacement Fund	2,000,000	1,500,000

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
Library Capital Needs	\$2,000,000	0
Pescadero Area Mobile Health Van	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$500,000	\$700,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$8,767,388	\$3,043,567



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: June 11, 2013
Board Meeting Date: June 18, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: Measure A Report Back on Early Learning and Care

RECOMMENDATION:

Direct Staff to appropriate Measure A funding of \$5 million in the FY 2013-14, and an additional \$5 million in the FY 2014-15 Recommended Budget(s) to establish the San Mateo County Early Learning and Care Trust Fund. The expenditure of these funds is contingent upon (1) receipt of matching funds from other community resources; and (2) comprehensive expenditure and program plan recommended by the San Mateo County Office of Education and adopted by the Board of Supervisors.

BACKGROUND:

This year alone the County of San Mateo received \$6.4million in First Five Tobacco Tax funding, approximately \$5.3 million in CalWorks childcare subsidies and expended \$4.7 million on our Pre-to-Three program. These funds are administered by Health System, Human Services Agency, and First Five. Other early care and education funding for low income children comes to the San Mateo County Office of Education (COE) and other county nonprofits, school districts and cities. Yet, this year alone over 3,300 San Mateo County children who qualify for subsidized preschool do not have a space.

DISCUSSION:

The County of San Mateo has a long history of investing in cost-effective prevention programs, recognizing the value of avoiding more costly remediation. The County has also has a long-term vision for its community health and children's well-being. Critical that well-being is the ability to read proficiently by the end of the third grade. Currently, only 58 percent of the County's third graders are proficient readers, with only 40 percent proficiency among Latino, African American and Pacific Islander children. Why is this critical? Because third grade is when children move from learning to read to reading to

learn. Children fall behind, tend to stay behind, thus growing the achievement gap with high costs to the community: significantly lower productivity, diminished ability to compete in a global-knowledge based economy, higher social costs in public benefit usage and ultimately higher health and criminal justice costs.

The Peninsula Partnership Leadership Council (PPLC) consisting of more than 50 community leaders, and growing, from government, education, philanthropy and business have launched an effort to significantly improve early learning and care and school success by:

- Making high-quality preschool universally accessible to all three and four year old children;
- Ensuring 80 percent of all children read at level by the third grade by 2020; and
- Improve quality and accessibility by streamlining the patch-work public child care subsidy system(s).

Recognizing limited resources, the PPLC initiative, will focus on eligible three and four year olds in quality preschools in those districts where third grade reading proficiency is at or below the county average: Bayshore, Brisbane, Cabrillo, Jefferson Elementary, La Honda Pescadero, Pacifica, Ravenswood, Redwood City, San Bruno Park, San Mateo/Foster City and South San Francisco. Estimates are \$40 million annually is needed to fund quality preschool in these districts. This will require optimizing resources, securing new funding and initiating strategies to increase access to affordable high-quality, subsidized childcare.

To initiate this effort \$5 million in each of the next two fiscal years, or \$10 million, will be required to generate the necessary matching funds from philanthropy, business and other government agency resources to begin to make universal quality preschool accessible for all three and four-year old San Mateo County children regardless of income.

PERFORMANCE MEASURE(S):

Measure	FY 2012-13 Actual	FY 2013-14 Projected	FY 2014-15 Projected
Generate matching funds; develop and adopt expenditure and program plan that includes quality improvement for participating districts	Work group established	Bring expenditure and program plan to Board of Supervisors January 2014	Completed

Increase Access to quality child care in participating districts	Reduce by 25 percent number of eligible for subsidized child care in participating districts	Number to be determined	
3 rd grade reading achievement rises in participating districts	Current average		

FISCAL IMPACT:

It is recommended that \$10 million in Measure A funds be appropriated in the FY 2013-14 through FY 2014-15 budgets for this proposal to establish the San Mateo County Early Learning and Care Trust Fund. The funds cannot be expended until (1) matching funds have been secured in an equal or greater amount; and (2) a comprehensive expenditure and program plan has been developed by the County Office of Education and adopted by the Board of Supervisors. It is recommended that \$5 million be budgeted in FY 2013-14 and \$5 million be budgeted in FY 2014-15.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000

Cumulative Measure A funds tentatively approved to date total \$8,767,388 in FY 2013-14 and \$3,043,567 in FY 2014-15 and are itemized on the following page.

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
Library Capital Needs	\$2,000,000	0
Pescadero Area Mobile Health Van	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$500,000	\$700,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$8,767,388	\$3,043,567



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



DATE: July 10, 2013
BOARD MEETING DATE: July 23, 2013
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

To: Honorable Board of Supervisors

From: John Maltbie, County Manager

Subject: Measure A Report Back: SamTrans Subsidy

RECOMMENDATION:

Direct staff to budget \$5 million in Measure A funds in FY 2013-14 and \$5 million in Measure A funds in FY 2014-15 to subsidize service to youth, elderly and the disabled.

BACKGROUND:

The San Mateo County Transit District (SamTrans) provides SamTrans bus service, including Redi-Wheels and Redi-Coast Para-transit services, and the CalTrain commuter rail service. SamTrans bus services directly support routes to community-based safety net and County government services and students commuting to local schools. According to SamTrans, the system serves the neediest residents in the County: 41 percent of riders have an annual income below \$25,000 and 21 percent are elderly or disabled. SamTrans provides essential mobility for more than 6,800 elderly and disabled riders through Redi-Wheels and Redi-Coast Paratransit services.

In 2012, SamTrans fixed bus routes provided 500,000 trips to County services and associated facilities. Redi-Wheels provided more than 70,000 trips directly to County services. These facilities include the Daly City Service Center, the Safe Harbor Homeless Shelter in South San Francisco, Seton Coastside Hospital, the Pacifica Resource Center, San Mateo Medical Center, the County Housing Department, Mills-Peninsula Medical Center, Samaritan House, El Concilio, San Mateo County Peninsula Works offices, Belle Haven Community Center, Human Services Agency offices in East Palo Alto, North Fair Oaks, South San Francisco and Daly City and the County Government Center in Redwood City.

Additionally, San Mateo County Human Services Agency currently has an agreement with Sam Trans to purchase \$1 million in tickets and bus passes annually to serve low-income individuals who have applied for or who are on aid, as well as passes for youth, child welfare cases and for those on juvenile probation. SamTrans provides a 5 percent discount on this purchase.

DISCUSSION:

SamTrans has a \$124 million operating budget, receives funding from the farebox and from Federal, State and local sources, including from a countywide sales tax measure approved by more than 75 percent of the voters in 2004. Nonetheless, SamTrans continues to struggle with a budget shortfall, despite cost-cutting measures. SamTrans has requested \$10 million or a \$5 million annual subsidy for the next two fiscal years to support its services, which include the annual 304,425 Paratransit trips in FY 2012, costing \$13.5 million or \$42.35 per trip. The current FY 2013-14 balanced budget includes \$14.8 million for Paratransit. Para-transit service is required but not funded by the Federal Americans with Disabilities Act (ADA).

SamTrans asserts that it plays an essential role in the delivery of County services by providing the means by which many recipients can go to County facilities. Sam Trans argues that without a subsidy, it would face the elimination of fixed bus routes as well as reductions to others services, including Paratransit.

SamTrans just completed a comprehensive review of its entire fixed-route bus service with the goal of implementing service changes and improvements that would increase ridership and expand the reach of the bus and Paratransit services. SamTrans is undertaking several initiatives to stabilize its funding and to resolve annual structural deficits that have historically exceeded \$10 million. While the scope of the problem is larger than \$5 million request, such an amount will be of significant assistance in providing stability on an interim basis in reducing fiscal pressure to reduce services that would negatively impact County recipients of service.

PERFORMANCE MEASURES:

Measure	FY 2013-14 Projected	FY 2014-15 Projected
Zero trip denials for Paratransit customers	309,651 (1 % increase)	312,747 (1 % increase)*(% change TBD)
Annual bus ridership	12,445,750	

FISCAL IMPACT:

\$10 million: \$5 million in FY 2013-14 and \$5 million 2014-15 to subsidize Paratransit services for the elderly and disabled ensuring access to critical health, human services and safety net providers.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
Subsidy for SamTrans Services	\$5,000,000	\$5,000,000

Cumulative Measure A funds tentatively approved to date total \$24,161,546 in FY 2013-14 and \$18,428,960 in FY 2014-15 and are itemized in the following table:

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
School Safety	\$473,219	\$473,219
Prevention and Early Intervention	\$3,989,139	\$5,325,874
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$24,161,546	\$18,428,960



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



DATE: July 17, 2013
BOARD MEETING DATE: July 23, 2013
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

TO: Honorable Board of Supervisors
FROM: John L. Maltbie, County Manager
SUBJECT: Agreement with Seton Medical Center

RECOMMENDATION:

Adopt a Resolution authorizing an agreement with Seton Medical Center and the Health Plan of San Mateo, for the term of October 1, 2013 through June 30, 2014, in an amount not to exceed \$11,500,000.

BACKGROUND:

Through workshops and other means, the Board of Supervisors has had discussions and gathered information about spending priorities for the use of funds collected through the Measure A one-half cent retail transactions (sales) and use tax. The Measure A sales tax was approved by the voters in November 2012 and the County recently began to collect receipts from the tax. Staff estimates that the Measure A sales tax will generate approximately \$64 million in FY 2013-2014.

In considering the adoption of the Measure A sales tax and the use of proceeds from the tax, the Board of Supervisors has identified as County priorities ensuring that hospitals and emergency rooms are seismically safe and remain open and that long term care beds remain available for low income patients. In particular, the Board stated that it was considering the use of general funds to provide "substantial assistance" to Seton Medical Center to rebuild and meet seismic standards so that it can continue providing critical healthcare services in the community.

DISCUSSION:

Seton Medical Center serves as an important part of the County's health care safety net. County staff recognizes the importance of Seton's mission to provide medical care to underserved residents of the County, including Health Plan of San Mateo (HPSM)/Medi-Cal members and indigent County residents who receive healthcare under the County's Access to Care for Everyone (ACE) program. Seton operates an emergency department and provides a significant number of long term care beds to low income patients. Further, to remain open in the future, Seton must complete significant seismic safety

improvements to its facilities.

In order to assist Seton to continue to deliver health care services at the current levels while it develops a strategic plan to ensure its long term survival as a component of the County's healthcare safety net, staff recommends that this Board enter into an agreement pursuant to which the County will provide to the HPSM, for payment to Seton, \$11 million through the end of the 2013-2014 fiscal year. In exchange, Seton agrees that it will continue to provide safety net services for HPSM and ACE members at current levels, and that it will use no less than \$2 million of the funds received for State-mandated seismic safety work at Seton Medical Center.

Further, Seton agrees that it will retain a consultant satisfactory to the County who will prepare a Strategic Plan that will focus on, among other things, an analysis of, and recommendations for Seton's business lines, including physician specialties and ancillary services; strategies for improving physician recruitment, retention, and alignment; and enhancement of the financial viability of long term care services. Under the agreement, the County will reimburse Seton for half of the cost of the Strategic Plan, up to \$500,000.

After the Strategic Plan has been completed, the parties will meet, review the plan and its recommendations, and discuss a longer-term agreement for services.

Performance Measure(s):

Measure	FY 2011-12 Actual	FY 2012-13 Projected	FY 2013-14 Target
Seton admissions as a % of total hospital admissions for County patients	23.3%	21.9%	≥21.9%
Seton outpatient clinic visits as a % of total outpatient clinic visits for County patients*	12.2%	12.4%	≥12.4%

* CareAdvantage, Medi-Cal, HealthWorks, Access and Care for Everyone (ACE), Healthy Families, Healthy Kids

FISCAL IMPACT:

The term of this agreement is October 1, 2013 through June 30, 2014 and the maximum fiscal obligation is \$11,500,000. Funds in the amount of \$11,500,000 are included in the FY 2013-2014 Budget and these services will be paid for with proceeds from the Measure A sale tax.

Capital Projects-Section 10

Measure A Proposals

Budget Unit 8500D

✓ Buildings and Facilities Infrastructure

FY 2013-14	FY 2014-15	Total Positions
\$4,640,000	\$12,000,000	0

✓ Parks Department Capital Projects

FY 2013-14	FY 2014-15	Total Positions
\$1,716,500	\$1,716,500	0

September Budget Hearings

Measure A Funded Changes /Adds - Board of Supervisors

✓ No requested changes



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: July 22, 2013
Board Meeting Date: August 6, 2013
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors
From: John L. Maltbie, County Manager
Subject: Buildings and Facilities Infrastructure - Measure A Report Back

RECOMMENDATION:

- A. Direct staff to authorize Measure A funding to:
- 1) Construct a new Public Safety Dispatch, Emergency Operations Center and Data Center in the amount of \$16.25 million;
 - 2) Construct new Pescadero Fire Station in the amount of \$6 million;
 - 3) Prepare a cost and financing study for the construction of modern mental health facilities to replace the Cordilleras building in the amount of \$250,000; and
 - 4) Purchase and install 14 Air Blade hand dryer units for a total cost of \$35,000 and install seven vehicle charging stations for a total cost of \$105,000.
- B. Review the recommended construction schedule and financing options for the Measure A projects;
- C. Direct the County Manager to consider including additional projects funded from sources other than Measure A in the FY 2013-18 Five-Year Facilities Capital Plan depending on projected and available funding and staffing.

BACKGROUND:

At the Measure A Workshop on February 15, 2013, your Board requested a list of capital projects that are needed to address deferred maintenance and improve the condition of the County's existing buildings and facilities infrastructure. That list, which includes the estimated total cost of each project over five years is attached to this memorandum as Exhibit A.

Exhibit A includes 11 projects with a total estimated cost of \$381.5 million. Of that total, the recommendation is that Measure A funds be spent to fund or finance the new consolidated Emergency Dispatch and Operations Center and Data Center, the replacement Pescadero Fire Station, prepare a cost and financing study to construct new mental health facilities at Cordilleras, and two small sustainability projects.

In addition to this list of projects, capital projects for the Parks were considered separately by your Board on April 23, 2013. Also, projects funded by the Road Fund, the Utility District Funds and the Airport Funds (all Non-General Funds) are not included in Exhibit A and will be presented to your Board as part of the Department of Public Works FY 2013-15 Recommended Budget.

DISCUSSION:

The projects proposed for Measure A funding will provide modern facilities for County emergency services providers and study the replacement of residential care facilities for mental health clients. In addition, two small sustainability projects are also proposed.

Public Safety Dispatch, EOC and Data Center - \$16.25 million

A new County Emergency Operations Center at the Redwood City County Center is proposed for the corner of Veterans Boulevard and Middlefield Road on land currently used for juror parking. The Center would house Public Safety Dispatch, the Office of Emergency Services, an Emergency Operations Center, the Sheriff Patrol sub-station, and the Data Center. Currently, none of these critical operations are located in a building constructed to “essential services” standards. The new facility would meet these standards and be designed and constructed so that it will remain operational or available for immediate occupancy after a major earthquake. Partial funding in the amount of \$250,000 is included for new furniture that needs to be replaced now and will be moved to the new center when it is constructed. The estimated cost of constructing this new building is \$16.25 million (\$19.2 million including financing costs) and it is projected to be completed by June 2016. This estimate does not include the cost of moving departments or providing additional juror parking to the Courts.

Pescadero Fire Station Replacement - \$6 million

Staff proposes replacing County Fire Station #59 – Pescadero. This project relocates the existing barracks and apparatus building to a site (to be determined) in the vicinity of Pescadero, east of Butano Creek and constructs a new 7,880 square foot facility. Though the condition of the building is acceptable, the existing barracks are in a floodplain and are threatened annually with interior flooding. In the past, high water has caused mold and plumbing backups at the facility. Additionally, seasonal flooding of the adjacent Butano Creek denies the fire personnel direct access to the Pescadero Community. The estimated cost of \$6 million to construct the new fire station includes demolishing the existing building and the cost of land if a new site is required.

Cordilleras Mental Health Facility Replacement - \$250,000 for a cost and financing plan

Cordilleras is a County-owned 117 bed locked psychiatric facility serving seriously mentally ill residents that is managed by the Health System, Division of Behavioral

Health and Recovery Services (BHRS) through an agreement with Telecare Corporation. The building, which was designed as a hospital for tuberculosis patients decades ago, is deteriorating and is maintained at considerable annual expense. More importantly, the large institutional structure does not support current treatment practices that are effective in promoting recovery for people with serious mental illness. The prevailing best practice for treating persons whose serious mental illness/co-occurring disorder requires a locked level of care in smaller homelike settings rather than a large institution.

Facilities housing 16 or fewer individuals are eligible for federal reimbursement, subject to an amendment to California's current Medicaid waiver. BHRS currently spends approximately \$7 million per year in realignment funding for services provided at Cordilleras, none of which is currently federally reimbursable. BHRS believes that replacing Cordilleras with a campus comprised of smaller facilities has the potential for up to 50% federal reimbursement, and will also provide for more effective programs for seriously mentally ill residents so that they can successfully transition back to community living. Measure A funding in the amount of \$250,000 is requested to develop detailed cost and financing options for a replacement facility. It is expected that funding for this facility will be requested in the FY 2015-17 budget.

Sustainability Projects - \$140,000

Measure A funding for a pilot project to test the cost-effectiveness of blade hand dryers is being requested by the sustainability team. The pilot project installs 14 Air Blade hand dryers, one in each restroom on each floor of County Office Building Two, and in each of the four restrooms in the County Manager's and Board of Supervisors offices. The new units cost \$35/year to maintain, which will be expected to be offset by the savings from no longer purchasing and stocking paper towels in the restrooms. The total CO2 emissions for the Air Blade hand dryers is 3.8g of CO2 per day, versus 12.5g of CO2 per day for manufacturing, transporting, and stocking paper towels. Finally, the Air Blade dryers are more hygienic than paper towels because they use HEPA filtered air and are touch-free. The total cost of installing 14 Air Blade hand dryers is a one-time amount of \$35,000.

In addition, Measure A funds are proposed for the purchase and installation of seven electric vehicle charging stations at County facilities. Four of the stations, all of which will require users to pay for the "charge", will be located at County Center in Redwood City. Two of the County Center stations will be located in public parking areas and two on the upper floors of the garage, where County staff park. Two additional stations will be located at the Health Campus in San Mateo and one will be installed at Tower Road in the motor pool area. The exact location of each station will be determined based on installation costs and optimum access. Each station will cost \$15,000 for a total cost of \$105,000.

Construction Schedule

Part of the challenge of constructing these essential public services buildings over the next five years is that the Department of Public Works normally completes between \$10 and \$15 million in capital projects each year. In order to complete the proposed projects

over the next five years, the Department is planning to add three new Capital Projects Managers in the Capital Projects division. The attached construction schedule (Exhibit B) shows all potential capital projects, including those that are proposed to have a funding source other than Measure A. The construction schedule includes adequate time for planning, design, bidding, pre-construction, construction, and warranty phases.

Financing Options

Another challenge is deciding on the most cost effective strategy to finance the recommended projects. For example, Measure A funds could be used on a pay as you go basis for the Pescadero Fire Station and the Public Safety Dispatch and Emergency Operations Center building. Another strategy would be to finance the construction of both facilities and use Measure A funds to pay the debt service over 10, 20 or 30 years, depending on the length of the bonds. It should be noted that a lease revenue bond financing would need to be at least 20 years in duration but the County could accelerate the payments and pay off the bonds within 10 years. Because of the cost of the Cordilleras project, staff needs to determine the best alternative for financing this project, including use of revenue from other County assets to pay for these facilities.

In Fiscal Year 2012-13, the County budgeted \$29.1 million in annual debt service payments subject to the debt limit of \$72 million (4% of the \$1.8 billion total Adopted Budget). These figures leave the County 59.5%, or \$42.9 million under the debt limit.

The County expects to finance the construction of the new Maple Street Correctional Center with a typical 30-year fixed rate general obligation bond in November 2013. The total estimated cost of the project is \$165 million. However, the capitalization of interest incurred during the construction of the facility and financing costs will bring the total closer to \$200 million. The estimated debt service payments on a \$200 million bond over 30 years, assuming a 5% interest rate would be \$12.9 million per year. Using these assumptions, and basing the 4% debt limit on a \$1.8 billion total Adopted Budget, the County's debt service subject to the debt limit would increase to \$41.4 million per year. This increase in debt would leave the County only 42.6% or \$30.7 million under the debt limit. Exhibit C examines these figures in greater detail.

Though the County anticipates being \$30.7 million under the debt limit following the financing of the Maple Street Correctional Center, it would be imprudent to incur that much debt as it would almost certainly extend the structural deficit beyond 2023 and jeopardize the County's AAA bond rating. With that being said, the County has several options when it comes to funding the construction of the proposed facilities. Three possible options are explained below:

1. The County could fund the construction of the Public Safety Dispatch, Emergency Operations Center and Data Center and the Pescadero Fire Station with Measure A funds on a pay-as-you-go basis.
2. Another option is to finance the two proposed facilities at the same time and use Measure A funds to fund the annual debt service payments. In this scenario, annual debt service payments on the two facilities could be approximately \$3.2

million (10-year amortization schedule), \$2 million (20-year), or \$1.6 million (30-year), assuming a 5% fixed interest rate.

3. A third option is to use other County revenue as well as Measure A funds to either pay-as-you-go or cover debt service.

These figures show that the County can afford to finance the two facilities without exceeding the overall debt limit. However, other considerations such as the County's proposed initiative to use \$50 million in FY 2013-14 and \$10 million in future fiscal years in Excess ERAF to pay down the unfunded pension liability would have an impact on the County's overall cash flow. This initiative would affect the County's ability to use General Fund Reserves to pay for the Public Safety Dispatch/Emergency Operations Center and the Pescadero Fire Station, which is why Measure A funds are being proposed. Finally, the County's future commitment to building a new Animal Shelter with an estimated cost of \$20 million would further impact the County's ability to pay for the construction of the proposed facilities.

Other Major Capital Projects

In addition to the four projects recommended for Measure A funding, there are two categories of major capital projects – replacement facilities and major maintenance of existing facilities to reduce energy use and increase density of use – recommended for potential consideration in the Five Year Facilities Capital Plan. These projects include:

- Replacement Facilities
 - Public Health Laboratory – Projected cost is \$11 million for construction of a new public health laboratory to replace the current outdated facility in the Health Administration building.
 - Animal Shelter at Coyote Point – Discussions with the cities are currently ongoing regarding funding for this project. The total estimated cost is \$20 million.
- Major Maintenance and Restacking of County Office Facilities
 - The Facility Condition Survey needs to be updated in FY 2013-14 at a cost of \$500,000. The new survey will assist the Department of Public Works with identifying the highest priority major maintenance projects. The survey will evaluate all County owned facilities, including Parks facilities.
 - The Department of Public Works recommends spending at least \$4 million per year in major maintenance projects over the next five years to address the existing backlog of deferred maintenance. Specific projects will be identified as part of the facility condition evaluation noted above.
 - County Office Building One (455 County Center) is over 60 years old and is the most expensive building to operate in the County. Mechanical upgrades, seismic improvements and other tenant improvements will reduce operating costs and provide for more efficient use of the space and offer options for moving County staff from leased to owned space. The

- estimated cost of renovating the building is \$15 million, compared to over \$40 million to construct a new building of comparable size.
- County Office Building Two (555 County Center) is not currently used efficiently on all floors. Restacking the building will increase the number of building occupants and allow departments to potentially reduce facility service charge costs if their total square footage is reduced. Tenant improvements at County Office Building Two and moving costs are estimated to cost \$7.5 million.
- Updating the County Center Master Plan for the Redwood City campus to include the new Public Safety Dispatch and Emergency Operations Center building near Veterans Boulevard and potential additional parking and future office space.

Staff will evaluate funding options for these projects and provide a prioritized list to your Board with funding recommendations in the FY 2013-18 Five Year Facilities Capital Plan. The timing and ability of the County to undertake any of these capital projects will depend on a combination of fund availability and staff resources for project management.

Approval of this Recommendation will contribute to the County's Shared Vision 2025 goal of a Healthy Community by ensuring that County residents are served by the state of the art public safety and health care facilities.

PERFORMANCE MEASURE(S):

Measure	FY 2012-13 Actual	FY 2017-18 Projected
Percent of planned capital projects completed	New measure	90%
Percent of County facilities with a Facility Condition Index at or below .05.	70%	95%

FISCAL IMPACT:

It is recommended that Measure A funding be used on a pay-as-you-go basis to construct a new Public Safety Dispatch/Emergency Operations Center, pay for a cost and financing study for a replacement of the Cordilleras Mental Health facility, replace the Pescadero fire station, and fund the sustainability projects. Measure A funds for the construction of the new Cordilleras facility and other major capital projects would be requested in the FY 2015-17 cycle.

Measure A Funds recommended in this Report:

Proposal	FY 2013/14	FY 2014/15
New Mental Health Facilities	\$250,000	\$0
Public Safety Dispatch / EOC / Data Center*	\$2,250,000	\$8,000,000
Pescadero Fire Station*	\$2,000,000	\$4,000,000
Sustainability Projects*	\$140,000	\$0
TOTAL	\$4,640,000	\$12,000,000

*Based on pay-as-you-go basis; Public Safety Dispatch / EOC / Data Center would require an additional \$6 million in FY 2015-16.

Other projects, including construction of the Cordilleras facility, would be considered for the next round of requests for FY 2015-16 and FY 2016-17.

Cumulative Measure A Funds tentatively approved to Date:

Proposal	FY 2013/14	FY 2014/15
Agreement with Seton Medical Center	\$11,500,000	TBD
Court Appointed Special Advocates (CASA)	\$100,000	\$100,000
Coastside Response Coordinator	\$30,000	\$30,000
Veterans Services	\$100,000	\$100,000
Mental Health System Care for Adults	\$2,198,794	\$1,397,588
Bicycle Coordinator	\$80,000	\$75,500
Sam Trans	\$5,000,000	\$5,000,000
School Safety	\$473,219	\$473,219
Prevention and Early Intervention	\$3,989,139	\$5,325,874
North Fair Oaks General Plan Implementation	\$3,403,500	\$3,080,000
County Fire Engine and Vehicle Replacement Fund	\$2,000,000	\$1,500,000
Early Learning and Care Trust Fund	\$5,000,000	\$5,000,000
Library Summer Reading Programs	\$328,300	\$206,300
Library Capital Needs	\$2,000,000	0
Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio	\$551,180	\$402,359
Core Agencies and Thrive One-time Computer software purchase and system development (one-time)	\$300,000	\$25,000
Homeless Outreach Teams (ongoing)	\$150,000	\$150,000
East Palo Alto Homeless Shelter Operating Expenses (ongoing)	\$700,000	\$500,000
Parks Department (Note – One-time capital projects not included in FY 14/15 funding)	\$1,766,208	\$1,766,208
Parks Department Capital Projects (one-time)	\$3,500,000	0
TOTAL	\$43,170,340	\$25,132,048



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: March 25, 2013

Board Meeting Date: April 23, 2013

Special Notice / Hearing: None

Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: San Mateo County Parks Strategic Plan and Measure A Funding

RECOMMENDATION:

- A. Approve the San Mateo County Parks Strategic Plan 2013 to 2018.
- B. Direct staff to include seven additional positions in the Parks FY 2013/14 Proposed Budget to re-establish a stand-alone Parks Department, staff Devil's Slide and begin implementation of the Strategic Plan recommendations. For FY 2014/15, direct the Parks Department to develop an Operations Plan to be brought to the Board in early 2014.
- C. Direct staff to budget Measure A funds in the amount of \$1,766,208 for the new positions, associated costs and major maintenance work in the FY 2013/14 budget.
- D. Direct staff to budget up to \$3.5 million for Parks capital projects in the FY 2013/14 budget.

BACKGROUND:

At the July 31, 2012 Board of Supervisors' workshop on Parks, the Board directed the Parks Division to prepare a new five year Strategic Plan and formed a subcommittee of Supervisors Horsley and Pine to work with staff on the project. Over the past years, budget reductions have reduced staffing at some Park facilities and resulted in deferral of many maintenance projects.

The Division, in conjunction with the County Manager's Office, has prepared a 2013 to 2018 San Mateo County Parks Strategic Plan (Plan). Development of the Plan included public, stakeholder, and staff input and surveys, benchmarking with similar organizations, review of capital, maintenance, and operational needs, and identification of customer needs and expectations. The Plan was available on the Division's website and a brochure was developed and printed to advertise the undertaking.

The initial draft of the “Vision, Goals and Strategies” section of the Plan was reviewed by the Parks and Recreation Commission on December 6, 2012. At the meeting, comments were received and it was decided that additional time for public outreach and comment was needed. The revised Plan was reviewed and approved by the Parks and Recreation Commission on March 7, 2013 with the assistance of Supervisors Horsley and Pine. A copy of the Final Draft is available on the County Parks website at <http://smcgov.org/ParksStrategicPlan2013>, in the County Manager’s Office and at the Department of Public Works and Parks reception area.

The San Mateo County Parks Strategic Plan is organized into four themes with associated goals:

- **Stewardship** – Open all currently closed facilities, address all maintenance backlogs and stay up to date on all maintenance activities throughout the park system
- **Community Engagement** – Improve partnerships with Friends and other stakeholder groups
- **Environmental Literacy** – Enhance the visitor experience through more robust educational and interpretive programs
- **Fiscal Management** – Increase Parks revenue

The Strategic plan outlines a vision for the Parks System; the next step is developing an implementation plan. Prior year budget reductions have taken a toll on our Park System, but our implementation plan should not be to used to restore past staffing models and management practices without analyzing all options. Therefore, using the Strategic Plan goals as a guide, the first assignment for the new Parks Director will be to develop a fiscally sustainable Operations Plan for San Mateo County Parks. The Operations Plan will evaluate new revenue and facility management options and incorporate the agile organization concepts adopted by the Board into the staffing plan. It will also include a prioritized maintenance project list and equipment and vehicle replacement time lines and include details on capital projects for the five years starting in FY 2014/15. The Plan will be a road map for balancing all the Strategic Plan goals – environmental stewardship, community engagement, visitor experience and fiscal sustainability.

The Operating Plan will be reviewed by the Parks Commission and brought to your Board for consideration in the spring of 2014. Budget recommendations for the Parks Department in FY 2014/15 will be developed based on the opportunities and needs identified in the Operations Plan.

DISCUSSION:

To begin implementation of the Parks Strategic Plan, it is recommended that seven positions and associated operating expenses be added to the Parks Department in the FY 2003/14 budget. The new positions include:

- A Parks Director and Executive Secretary to re-establish a stand-alone Parks Department
- Two Rangers and a Natural Resource Manager to support operations improvements and maintenance work
- Two Rangers for Devil's Slide.

The estimated total cost of these new positions and associated operating expenses is \$1,066,208.

Measure A funds are recommended as the funding source for the highest priority maintenance work in the Parks. It is estimated that about \$700,000 is needed in FY 2013/14, but a final, refined dollar amount will be brought to the Board in the Recommended Budget.

Parks staff have identified over \$20 million in capital projects needed over the next five years with annual costs of \$3.5 to \$4.5 million a year. While these projects and costs will be prioritized in the Operations Plan, it is recommended that up to \$3.5 million in Measure A funds be allocated in FY 2013/14 for the highest priority projects related to visitor safety. Recommendations on specific capital projects and their associated costs will be brought to your Board in Five Year Capital Plan as part of the Recommended Budget.

FISCAL IMPACT:

It is recommended that \$1,766,208 in Measure A funds be appropriated in the FY 2013/14 budget for the seven new Parks Department positions and associated operating costs and the highest priority maintenance work. For FY 2014/15, budget recommendations will be developed based on the Park Operations Plan prepared by the new Parks Department Director and brought to your Board in early 2014. Up to an additional \$3.5 million for Parks capital projects in FY 2013/14 is also recommended for appropriation from Measure A funds

Measure A Funds recommended in this Report:

• Parks Department	\$1,766,208
• Parks Capital Projects	<u>\$3,500,000</u>
Total	\$5,266,208

Cumulative Measure A funds tentatively approved to Date: 0