

C O U N T Y O F S A N M A T E O

County Manager's Office

Date: March 13, 2001

TO: Honorable Board of Supervisors

FROM: John L. Maltbie, County Manager

SUBJECT: San Mateo County Cares! Survey Results

RECOMMENDATION

Accept the second report on the San Mateo County Cares! Survey Results for the period of March through December 2000

Background and Discussion

In July 1999, the Board of Supervisors implemented a customer feedback form and process that would secure regular and timely feedback from customers, use customer feedback to build on strengths and make identified improvements and demonstrate that the County cares about our customers and the services we provide. The process and survey form were developed by a subcommittee composed of representatives from County departments and staff from my office and Supervisor Hill's office.

Second Reporting Period

For the second reporting period (March through December 2000), a total of 4,995 responses were received. The first reporting period (September 1999 through February 2000) generated 3,576 responses. Departments providing direct service to the public and to outside agencies were asked to participate. Surveys were made available by County departments in English and Spanish. Information Services, which provides automation, phone and radio services to other County departments, also submitted survey results this reporting period. Data is also available now for a number of departments that did not implement the process for the first reporting period due to workload and staffing issues (Elections, Tax Collector, Library). Distribution methods and response rates varied from department to department depending on services provided and the way in which surveys were made available to customers.

Survey Questions

The survey asked customers to rate the following areas, as well as Overall Satisfaction, for services received:

- a. Response Time
- b. Courtesy of Staff

- c. Knowledge of staff assisting you
- d. Helpfulness of verbal and written information
- e. Staff availability
- f. Information about the process
- g. Appropriate follow-up

In addition, it asked customers to provide comments regarding unsatisfactory service, suggestions to improve services and employees who should be recognized. A complete set of survey results and customer comments are available for review in my office

Overall Satisfaction Summary

Attachment A summarizes the Overall Satisfaction rating for each participating department. An average of 91.4% of survey respondents rated overall satisfaction as good or excellent across all services. This represents an increase of 1.4 percentage points from the previous reporting period.

Departmental Review and Action Steps

The report provides graphs of overall satisfaction ratings by department, as well as a summary of each department's survey distribution and collection methods, internal review processes and action steps taken to address poor ratings and comments regarding unsatisfactory service.

Next Reporting Period

The next reporting period will be from January through June 2001. The Board will receive semi-annual reports on customer survey results. These results will be actively used by department managers for purposes of improving County services to the public. Customer/client satisfaction ratings are also used to track service quality under the "How Well We Do It" category of performance measures developed as part of Outcome-Based Management.

cc: Department Heads

ATTACHMENT A: SUMMARY OF SURVEY RESULTS					
March to December 2000	OVERALL SATISFACTION				Total # of
Department/Service Provided	Excellent	Good	Fair	Poor	Responses
ADMINISTRATION & FISCAL					
Assessor-County Clerk-Recorder	52 6%	23 1%	12 8%	11 5%	92
Assessor-County Clerk-Recorder -Elections	85 0%	14 0%	0 9%	0 0%	126
Controller's Office	57 9%	35 8%	6 3%	0 0%	99
Employee & Public Svcs - Animal Licensing	90 0%	10 0%	0 0%	0 0%	10
Employee & Public Svcs - Public Safety	88 9%	11 1%	0 0%	0 0%	18
Employee & Public Svcs - Revenue Svcs	69 2%	15 4%	0 0%	15 4%	13
Tax Collector	85 4%	7 3%	7 3%	0 0%	41
Information Services	71 4%	28 6%	0 0%	0 0%	140
CRIMINAL JUSTICE					
Coroner's Office	0 0%	100 0%	0 0%	0 0%	1
District Attorney - Consumer Fraud	60 0%	20 0%	10 0%	0 0%	14
District Attorney - Family Support	67 0%	16 0%	11 0%	5 0%	56
District Attorney - Public Administrator	92 9%	0 0%	7 1%	0 0%	14
Probation	68 6%	29 4%	2 0%	0 0%	51
Sheriff's Office	53 6%	15 9%	4 3%	26 1%	82
ENVIRONMENTAL SERVICES					
Agricultural/Weights and Measures	100 0%	0 0%	0 0%	0 0%	6
Library	78 7%	12 2%	1 2%	0 0%	254
Parks and Recreation	62 9%	30 2%	3 8%	3 1%	199
Planning Division	61 7%	24 0%	4 2%	10 2%	175
HEALTH SERVICES AGENCY					
Aging & Adult - Brown Bag Program	63 4%	34 3%	1 9%	0 5%	227
Aging & Adult - Commission on Disabilities	88 9%	11 1%	0 0%	0 0%	9
Aging & Adult - Public Guardian	50 0%	36 1%	11 1%	2 8%	36
Aging & Adult - Congregate Nutrition Program	0 0%	100 0%	0 0%	0 0%	1
Aging & Adult Meals on Wheels	75 0%	25 0%	0 0%	0 0%	12
Aging & Adult - In-Home Supportive Services (IHSS)	81 2%	17 9%	0.9%	0 0%	117
Aging & Adult - IHSS/Public Authority	100 0%	0 0%	0 0%	0 0%	3
Environmental Health	57 7%	38 1%	3 1%	1 0%	104
Mental Health	46 6%	38 4%	2 0%	1 7%	815
Hospital	58 1%	35 8%	5 4%	0 7%	151
39th Avenue Clinics	43 0%	51 9%	5 1%	0 0%	86
Willow & Belle Haven Clinics	50 0%	33 3%	16 7%	0 0%	19
HUMAN SERVICES AGENCY					
Agency Summary	59 8%	31 1%	5 1%	4 0%	725
Vocational Rehabilitation Services	73 3%	20 0%	3 3%	3 3%	32
District Office-Redwood City Middlefield Rd	59 5%	24 3%	8 1%	8 1%	42
District Office-Belmont Harbor Blvd	64 3%	14 3%	7 1%	14 3%	14
District Office-East Palo Alto	54 1%	40 0%	5 4%	0 5%	210
District Office-Daly City 92nd Street	76 0%	21 3%	0 7%	2 0%	157
District Office-Daly City 90th Street	50 0%	38 2%	8 8%	2 9%	39

Honorable Board of Supervisors
 San Mateo County Cares! Survey Results
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District Office-South San Francisco	75 0%	16 7%	0 0%	8 3%	12
District Office-Location not specified	16 7%	50 0%	33 3%	0 0%	6
Housing Authority	47 2%	35 4%	7 6%	9 7%	147
Opportunities Industrialization Center West	87 5%	0 0%	0 0%	12 5%	8
Resource Centers	63 5%	32 7%	3 8%	0 0%	58
PUBLIC WORKS					
Agency Summary	65 6%	24 8%	6 3%	3 3%	287
Airports	75 0%	22 5%	2 5%	0 0%	41
Engineering/Maps	93 5%	6 5%	0 0%	0 0%	31
Road/Street Sweeping	81 6%	12 2%	6 1%	0 0%	51
Sewer	88 0%	10 0%	2 0%	0 0%	51
Water	33 3%	45 5%	12 1%	9 1%	113



COUNTY OF SAN MATEO

SAN MATEO COUNTY CARES ! SURVEY RESULTS

March 2000 through December 2000

March 2001
Prepared by
County Manager's Office
John L. Maltbie County Manager

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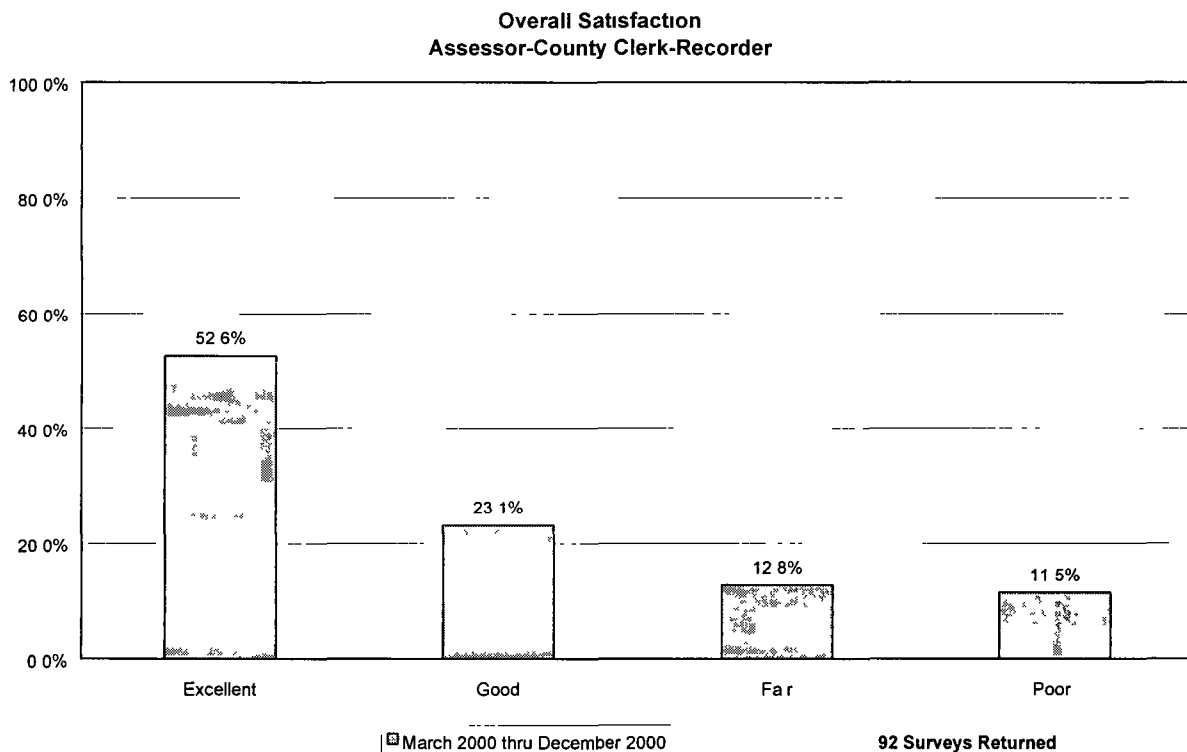
I. ADMINISTRATION AND FISCAL

ADMINISTRATION AND FISCAL Assessor-County Clerk-Recorder

There were a total of 92 surveys received by the Assessor-County Clerk-Recorder (ACR) during the period March through December 2000. A total of 75.7% of the respondents rated satisfaction with ACR services as good or better. Surveys cards were available at the customer service counters in the Assessor County Clerk and Recorder offices. There were several comments that required follow-up. These items were as follows:

- *Staff not pleasant enough and need to be more personable in assisting customers.* Providing excellent public service continues to be a goal for ACR. In this year's business plan, the ACR has included extensive customer-relations training among staff, especially among front-liners.
- *A customer waiting area in County Clerk-Recorder division with plenty of seating.* In the next 3 months, ACR will reconfigure all service areas with the goal of creating a more customer-friendly atmosphere.
- *Faster service and shorter waiting times.* ACR is in the process of enhancing its workforce by filling vacant positions to assist customers. ACR is also in the process of digitizing information that customers can access or research independently. Upon approval by the state, ACR will be offering electronic recording and online marriage licenses and vital records.

The ACR will begin to use the standard San Mateo County Cares! Survey form by the next reporting period. The office would like to use all of its current survey cards before using a new form.



**ADMINISTRATION AND FISCAL
Assessor-County Clerk-Recorder
Elections**

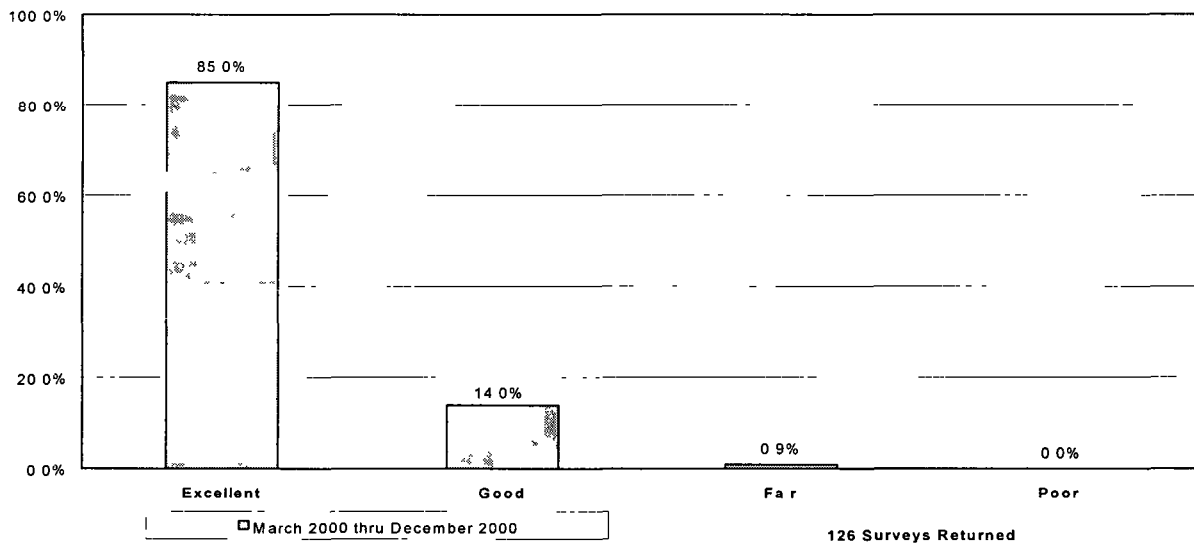
There were a total of 126 surveys received by the Elections Office during the period March through December 2000. A total of 99.0% of the respondents rated satisfaction with Election services as good or better. Surveys were made available at all customer service counters in the Elections Office. Surveys responses requiring follow-up were as follows:

- *Touch Screen Voting Machines (Votronics) should be adjustable for voters' comfort.* The Elections Office is aware of this and has forwarded customers' feedback to Election System & Software (ES&S), an elections management company which has provided software and hardware support to the Elections Office for many years. ES&S has come out with Votronics II which promises to make the voting experience easier and more convenient to voters.
- *Too dark inside voting booths.* The Elections Office is working with ES&S to create better voting booths with enough lighting and space for voters' ease and comfort.
- *Road signs to Tower Road are poor.* This has been a concern for the Elections Office for some time and the office has been working with Public Works to improve the current road signs for customers' safety and convenience. Just recently the Craft Shop installed a new Elections sign with bolder letters at the corner of Polhemus and Tower Road.

In addition to the items identified above, Elections received outstanding marks in courtesy. In general, customers described staff as friendly, prompt, attentive, and knowledgeable. Elections also received very positive feedback on the Votronics. Many voters felt that it was a good voting system—very secure and easy to use.

The Elections Office will begin to use the standard San Mateo County Cares! Survey form by the next reporting period. The office would like to use all of its current survey cards before using a new form.

**Overall Satisfaction
Assessor-County Clerk-Recorder-Elections Services**

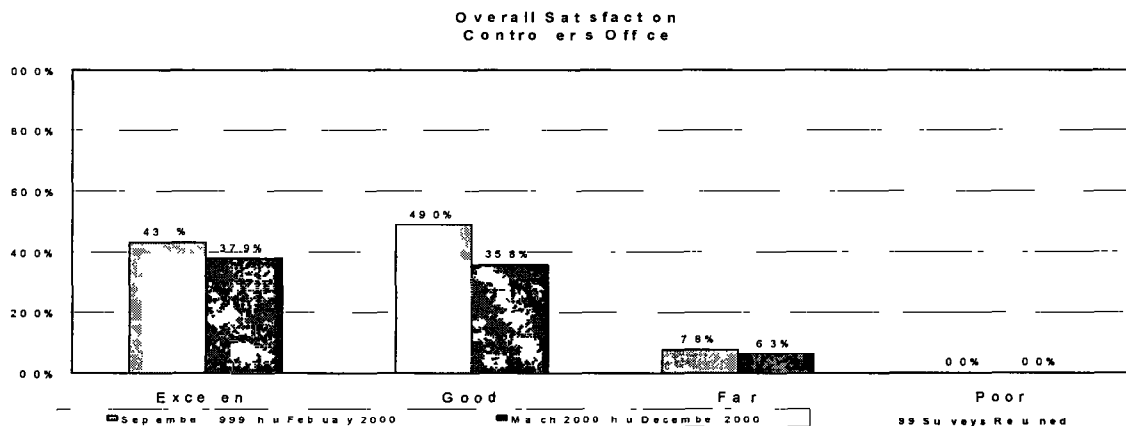


ADMINISTRATION AND FISCAL Controller's Office

The Controller's Office distributed its San Mateo County Cares! Surveys through the U.S. and Pony mail. A total of 494 customer surveys were distributed to customers including Board of Supervisors and staff, County Manager and staff, County Department Heads, County Fiscal Managers and Fiscal staff, IFAS Help Desk callers during the first week of December (randomly selected), County Payroll Supervisors, Clerks and Back-up Clerk, Audit clients for the 99-00 fiscal year (both internal and external), City Finance Directors, Special District Finance Directors and/or General Managers and San Mateo County Office of Education Fiscal staff. In addition to the customer groups listed above, anyone visiting the Controller's Office was able to fill out a survey, which were available at the reception counter. Most survey responses were received via PONY mail. Return postage was provided (in advance) to customers not served by the County's PONY mail system. The Controller's Office received 99 responses with a total of 93.7% of the respondents rating services as good or better. This represents an increase of 1.6 percentage points from the last reporting period. There was a notable increase in the number of employees that were singled out for their delivery of high quality service.

Overall service rankings improved over the last reporting period. Respondents had some concerns in the General Accounting and Property Tax & Special Accounting Divisions. Staffing shortages in the Accounts Payable section of General Accounting (30% or 3 people) caused service marks to weaken. The timing of the survey coincided with the staffing shortages and a developing backlog of work. The disappointing results were predictable. Staffing levels and service quality has stabilized with the return of two veteran employees. The mid-February transfer of a third staff member should resolve this situation. Property Tax service marks reflect the unmet service improvements sought by Cities and Special Districts. The Property Tax Upgrade Project currently underway will address these service requests. When completed, some processes will be automated, the electronic transfer of property tax distributions will be possible, and Tax Book Rate Information will be published on the web.

The March 2000 Customer Satisfaction memo addressed survey concerns related to IFAS training and written procedures for General Accounting functions in IFAS. These are still in development. The project encountered a six-month delay due to the vendor's revised timetable for product release. No further delays are anticipated. Pilot departments will test the new system and contribute to the development of training and support materials in March. Countywide training will begin in June/July. The Controller's Office focus continues to be planned improvements for service process, documentation and software tools.



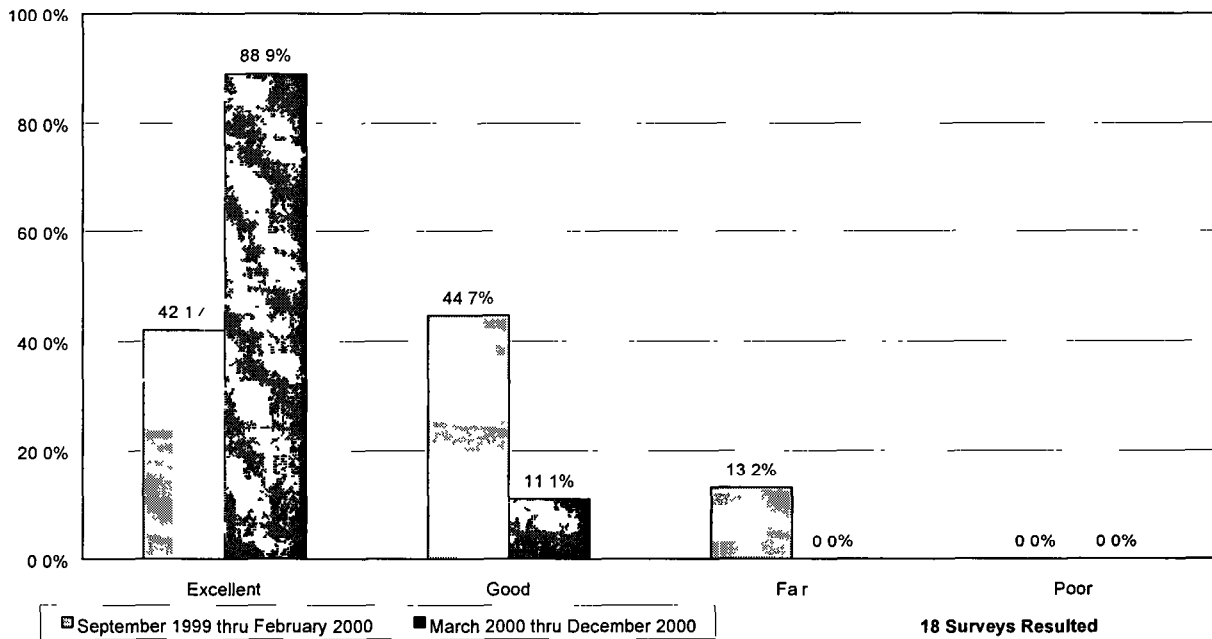
**ADMINISTRATION AND FISCAL
Employee and Public Services
Public Safety Communications**

Surveys were mailed to customers including fire law enforcement and medical transport agencies as well as members of the public who had dialed 9-1-1 during the survey period (March through December). A total of 18 responses were received, 20 less than the previous reporting period. A total of 100% of respondents rated overall satisfaction with services as good or better. This represents an increase of 13.2 percentage points from the previous reporting period. One comment requiring follow up was made regarding the dispatchers resourcefulness for the disabled community. Public Safety Communications will conduct training on resources available to this part of the community.

In addition, efforts have been made to address the items that required follow up for the first reporting period. These items include:

- *Continue to conduct outreach efforts to hire vacant dispatcher positions.* PSC has continued an aggressive campaign for the recruitment, testing and selection processes for hiring dispatchers. Currently PSC has three vacancies with a recruitment open for entry and lateral dispatchers. Additionally, PSC has been successful in hiring per diem personnel to fill shift vacancies when appropriate.
- *Continue to conduct customer service training.* PSC conducts required training for all dispatch personnel monthly. The results of the surveys are shared with staff and methods to improve customer service are provided at that time.

**Overall Satisfaction
Employee & Public Svcs - Public Safety**

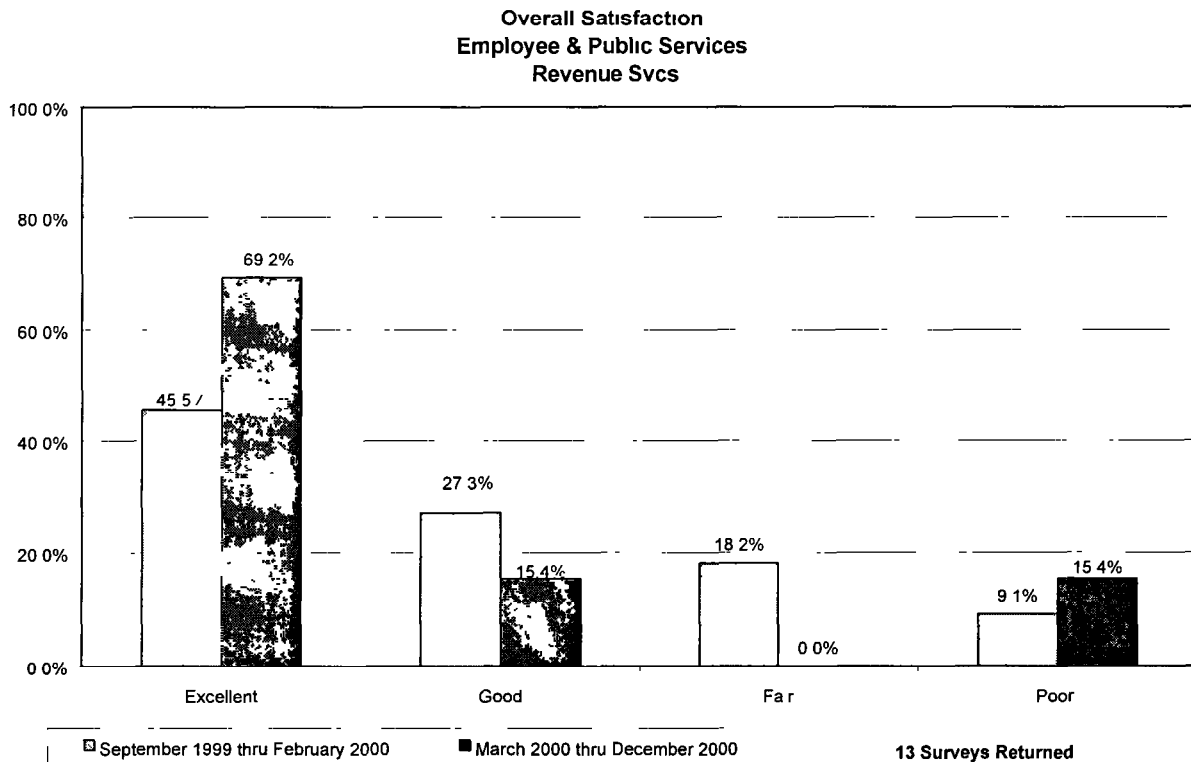


**ADMINISTRATION AND FISCAL
Employee and Public Services
Revenue Services**

Surveys were available in the lobby during the period March through December 2000. There were 13 responses, two higher than the previous reporting period, received by Revenue Services. A total of 84.6% of the respondents rated overall services as good or better. This rating is significantly higher than the 72.8% rating received during the first reporting period (October 1999 through February 2000). The issues raised from the last survey dealt with 1) the collectors becoming defensive when dealing with customers, 2) having more than one window open at all times, and 3) some employees being slow when addressing customer issues. All of these concerns have been addressed and did not show up in the current survey results.

The only issue raised during this reporting period had to do with Revenue Services' credit card process. The following action will be taken to determine if any changes need to be made: review existing procedure with supervisors and leads, evaluate and document if changes need to occur, and train (if necessary) staff on revised procedures.

The positive responses Revenue Services received centered on employees being helpful, responsive, courteous, pleasant, informative, accommodating, friendly, and efficient.



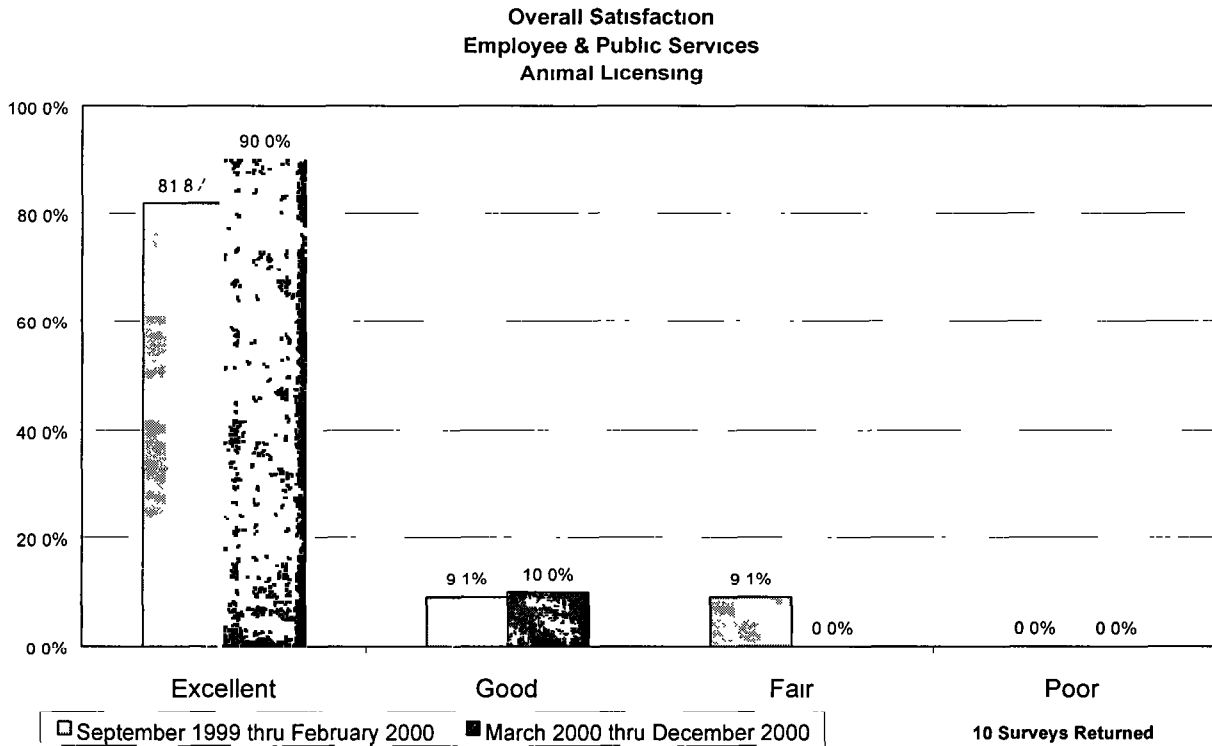
**ADMINISTRATION AND FISCAL
Employee and Public Services
Animal Licensing**

Surveys were available in the lobby during the period March through December 2000. There were 10 responses, one less than in the prior reporting period, received by Animal Licensing. A total of 100% of the respondents rated Animal Licensing's service as good or better. This reflects an increase of 9.1 percentage points from the last reporting period. This increase is due to Animal Licensing addressing the concerns that were reflected in the last reporting period relating to the lack of bilingual staff. Animal Licensing has added an additional bilingual staff position to assist the Spanish-speaking customers.

The only issue raised during this reporting period had to do with the amount of time it takes to process an animal license. The old system (PetNet) utilized by the Animal Licensing group was very slow and researching information was very time consuming. In an effort to address this situation, the following actions have been taken:

- The PetNet software has been replaced with better/faster software (Chameleon)
- All computer hardware upgrades have been completed

Overall, customers identified employees as responsive, courteous, helpful, pleasant, informative, accommodating, friendly, and efficient.

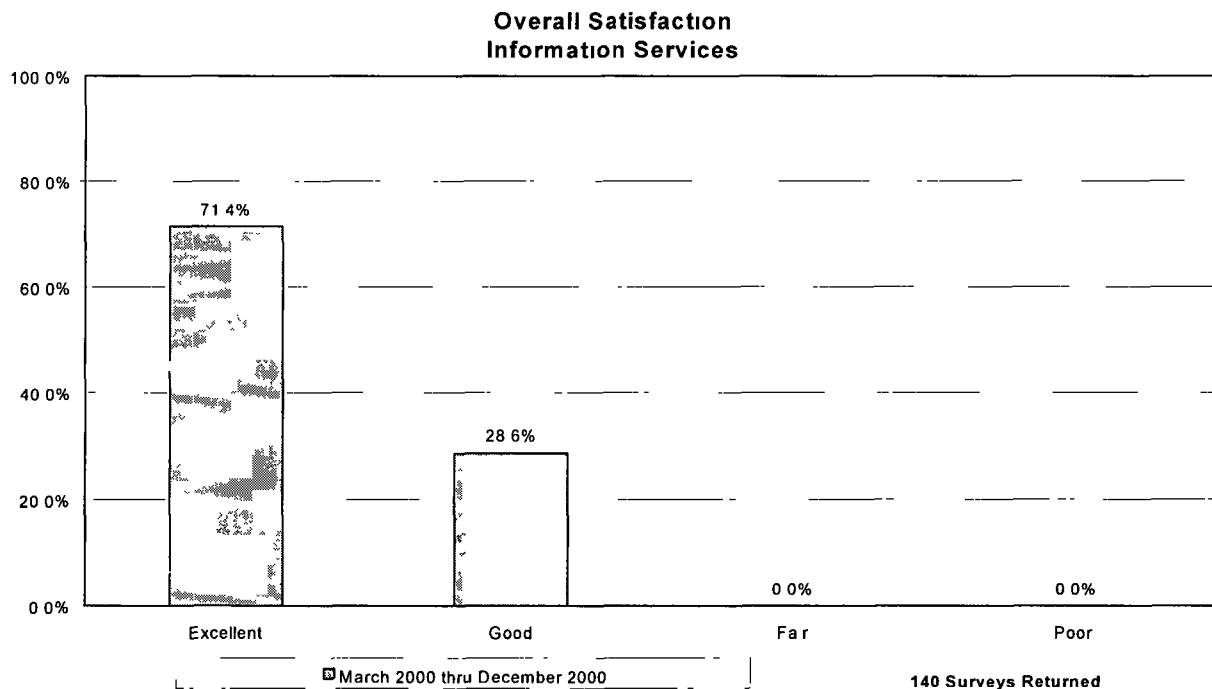


ADMINISTRATION AND FISCAL Information Services Department

There were a total of 600 surveys distributed to departments this reporting period. A total of 140 of these surveys were completed and returned to ISD. Overall, 100% of the respondents rated overall satisfaction with ISD services as good or better. Information Services distributed questionnaires upon the completion of projects or problem resolution to primary customer contacts during sampling period at front desk, with user billing the 2nd week of the second month of the quarter and via Pony mail to every Help Desk call for the sampling period.

There were a few comments and suggestions for areas that ISD can improve service. Most of these can be dealt with on a case-by-case basis with the affected customer. There were a couple of areas where ISD received several comments to improve service overall. Customers appear to be satisfied with the services received from Cardkey administrators; however, the office can be difficult to find for staff not working at the main Redwood City campus. ISD will work with departmental contacts and provide maps as well as hours of service for their staff. Another area with room for improvement is the category of providing information about the process. Various comments regarding this have shown up for several types of services. This will be addressed at a department as well as work team level and will be monitored in the next survey cycles.

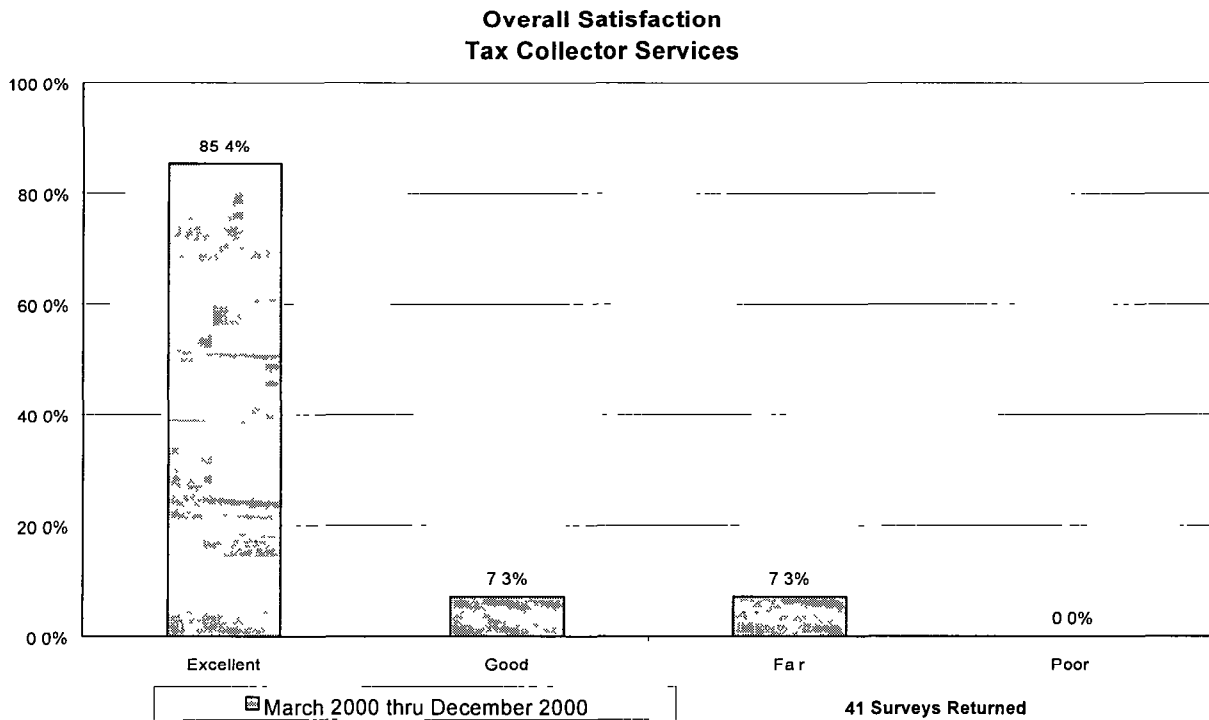
ISD staff also received numerous compliments. These comments reflect a high level of responsiveness, technical skill, and thoroughness.



**AMINISTRATION AND FISCAL
Tax Collector's Office**

San Mateo County Cares! Surveys were available at the Tax Collector's information counter Through December 31 2000 41 surveys were returned of which 92.7% of the respondents rated satisfaction with services as good or better

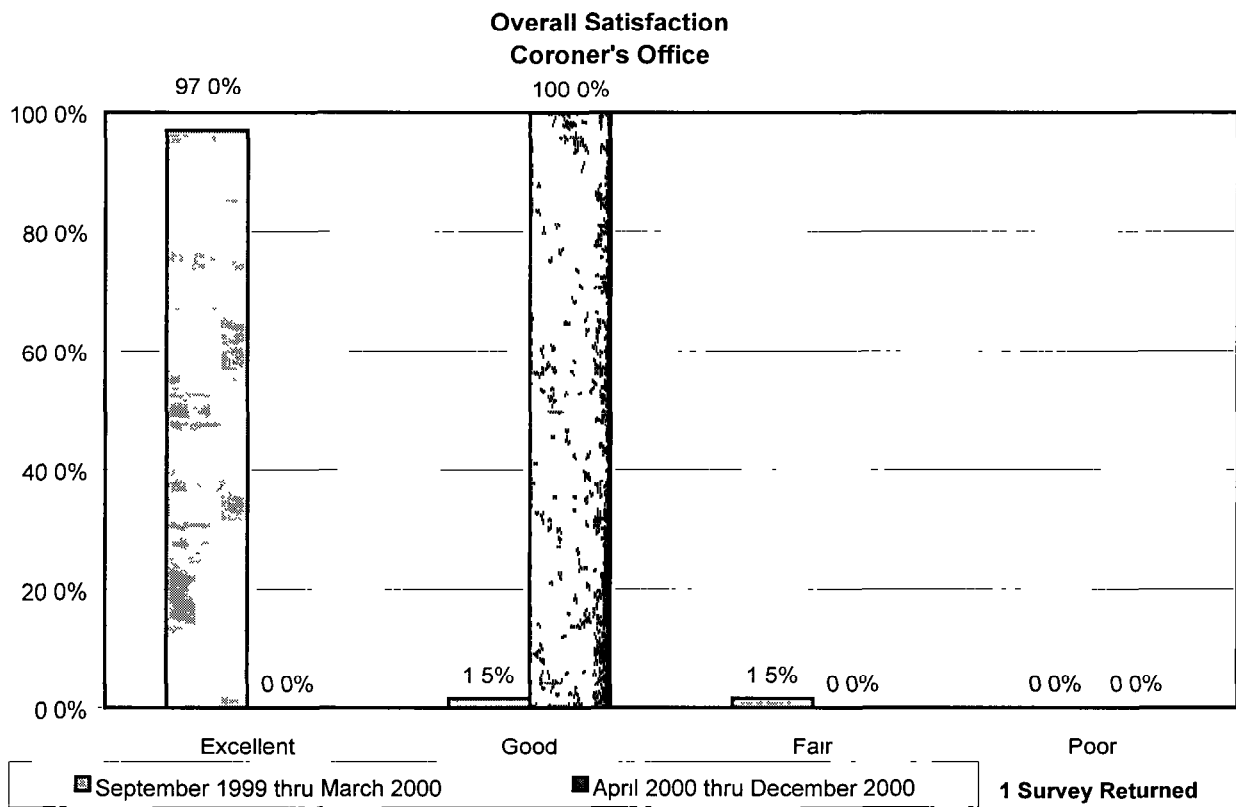
There was only one item that required followed in which the respondent was concerned about the coordination between the Assessor and Tax Collector The Tax Collector's Office will be discussing this issue with the Assessor's staff during their weekly meetings Overall the comments were positive



II. CRIMINAL JUSTICE

Criminal Justice Coroner's Office

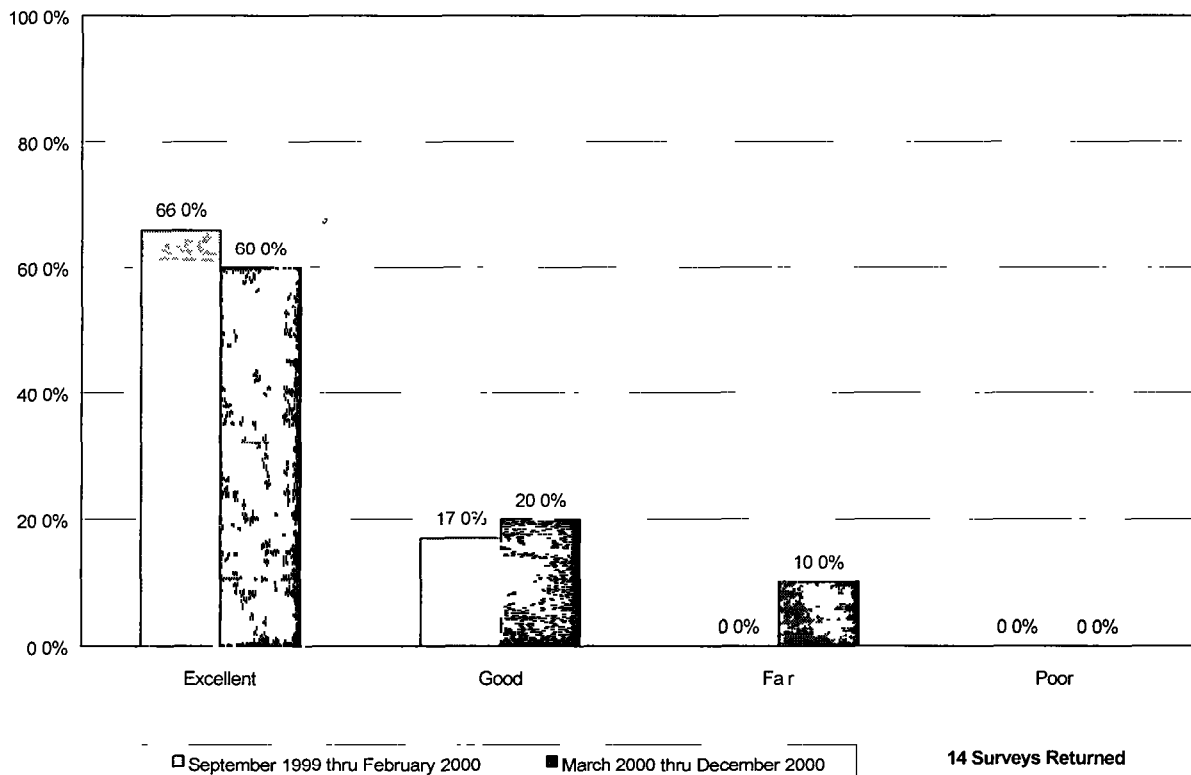
Surveys were distributed to family members of decedents law enforcement and fire department personnel during field calls and were made available in the office from April 1 2000 through December 31 2000 one survey was returned rating overall satisfaction as good All surveys are reviewed by the Deputy Coroner for further review and follow up with staff Given the delicate nature of the work performed the Coroner's Office will follow up with surveys sent to public safety agencies and will continue to look for ways to improve service



**CRIMINAL JUSTICE
District Attorney
Consumer Fraud and
Environmental Protection Units**

There were 330 Customer surveys distributed to clients seeking services and court personnel during interviews. Surveys were sent through the mail and were made available in the lobby of the District Attorney's Office from March 2000 through December 2000. There were 14 responses received of which 80% rated overall satisfaction with services as good or excellent. In the one comment received it was suggested that an envelope should be included with the complaint form. All surveys are reviewed by the District Attorney and then routed to the Chief Deputy District Attorney for further review and follow up with staff. The District Attorney's Consumer Fraud Unit continues to find ways to incorporate suggestions for improved service delivery.

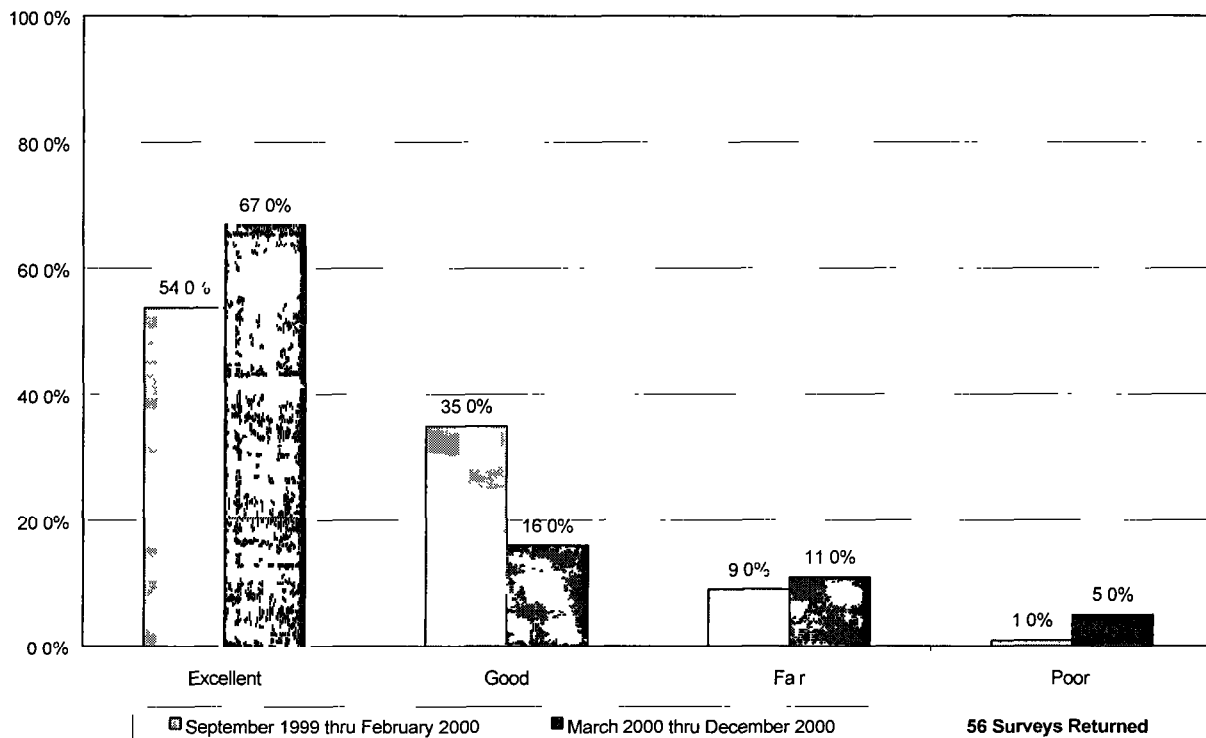
**Overall Satisfaction
District Attorney - Consumer Fraud**



**CRIMINAL JUSTICE
District Attorney
Family Support Division**

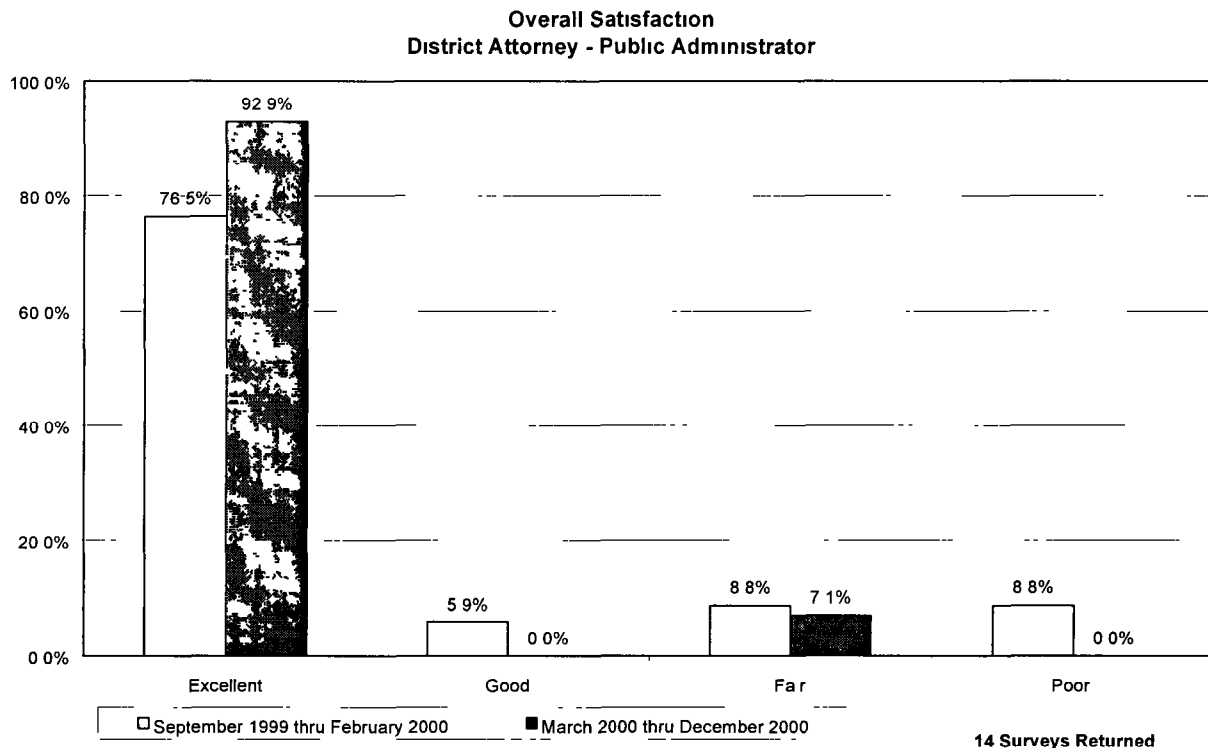
Surveys were provided to clients during personal interviews through the mail and were made available in the lobby of the Family Support Division Office in Redwood City. Of the 160 surveys distributed, 56 had been returned through December 31, 2000, of which 83% of respondents rated overall satisfaction with services as good or better. All surveys were returned to the Family Support Office where the Administrator reviewed them and provided follow-up as necessary. The surveys were then forwarded to the District Attorney for further review. Despite the difficult nature of the work undertaken by Family Support, overall satisfaction is high and the division continues to find ways to improve service delivery.

**Overall Satisfaction
District Attorney - Family Support**



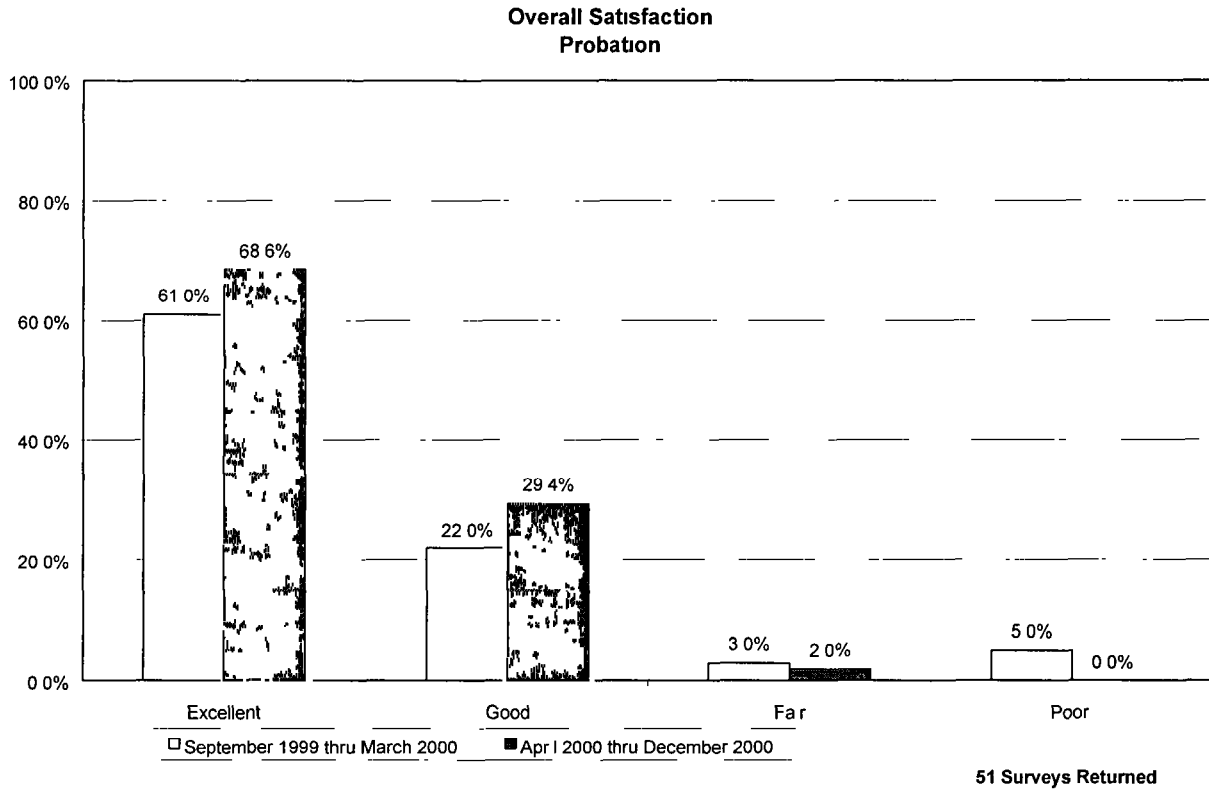
**CRIMINAL JUSTICE
District Attorney
Public Administrator**

A total of 41 Surveys were mailed to attorneys, realtors and heirs to estates. In addition, surveys were available in the Administrative Office from April through December 2000. A total of 14 surveys were returned, with 92.9% of respondents rating overall satisfaction with services as good or better. Six employees were mentioned for excellence in service delivery. All surveys were returned to the Public Administrator's Office for initial review and follow-up and then forwarded to the District Attorney for further review. The Public Administrator's Office is committed to providing professional service to customers and anticipates continued favorable ratings from clients.



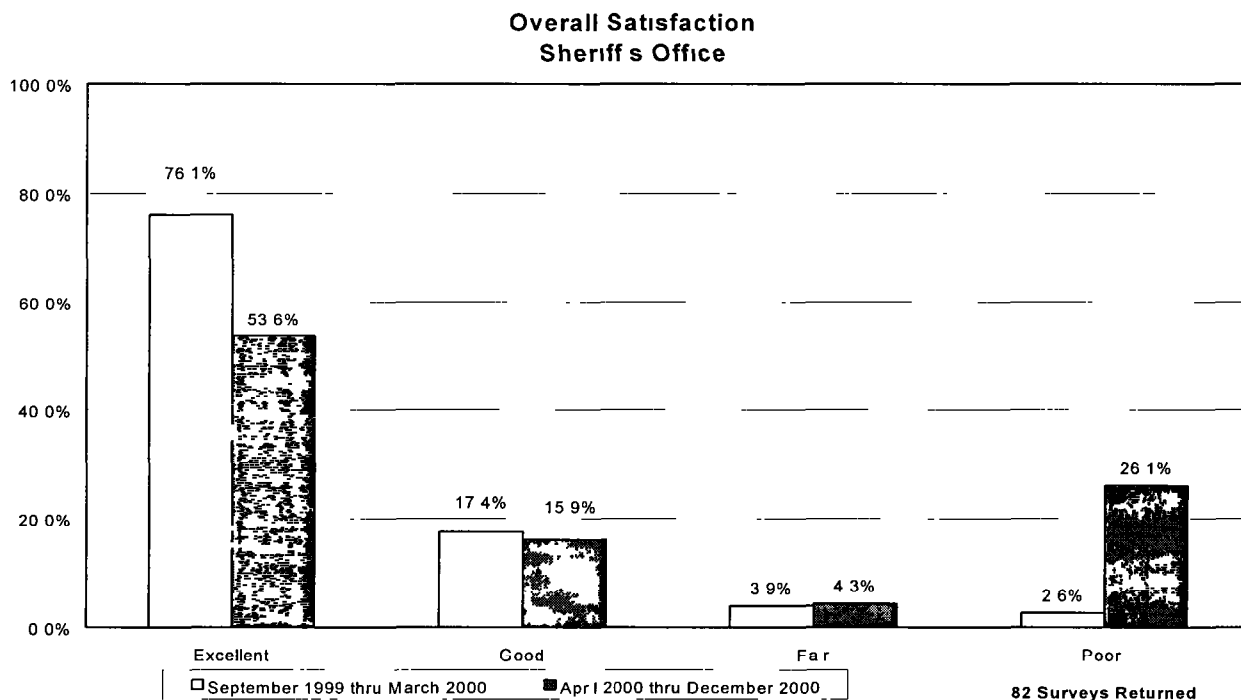
CRIMINAL JUSTICE Probation Department

During the reporting period of April through December 2000 surveys were distributed to parents or guardians of juveniles referred to Probation juveniles referred to Probation adult defendants victims and attorneys Juvenile offenders and their parents or guardians and adult defendants were provided surveys during personal interviews victims were surveyed by mail and surveys were available in the reception areas of each Probation office Camp Glenwood Juvenile Hall and the Private Defender Program Office Through December 2000 51 surveys had been returned 98% of which rated overall satisfaction with services as good or better Several comments and suggestions to improve service were provided and numerous employees were recognized for service provision There were no respondents that requested follow-up during the reporting period Surveys were reviewed by the Chief Probation Officer and then forwarded to the appropriate Deputy Chief Probation Officer for further review and follow up with staff Based on the total responses received the department is satisfied with the results and believes the efforts of its dedicated staff will result in continued high levels of service and customer satisfaction



CRIMINAL JUSTICE Sheriff's Office

Surveys were provided during personal contacts mailed to customers and available in the lobbies of all offices and substations as well as during a series of community-based meetings conducted by the Sheriff's Office during the reporting period. Through December 2000, 82 surveys were returned of which 69.5% rated overall satisfaction with services as good or better. Comments were received which mentioned excellence in several programs and services, identified some areas in which service provision could be improved, and recognized a number of employees for quality service delivery. All surveys were reviewed by the Sheriff and forwarded to the appropriate Captains and Lieutenants for further review and follow-up. The Sheriff's Office plans to continue its leadership role in County law enforcement and provide the County with the highest level of service delivery.

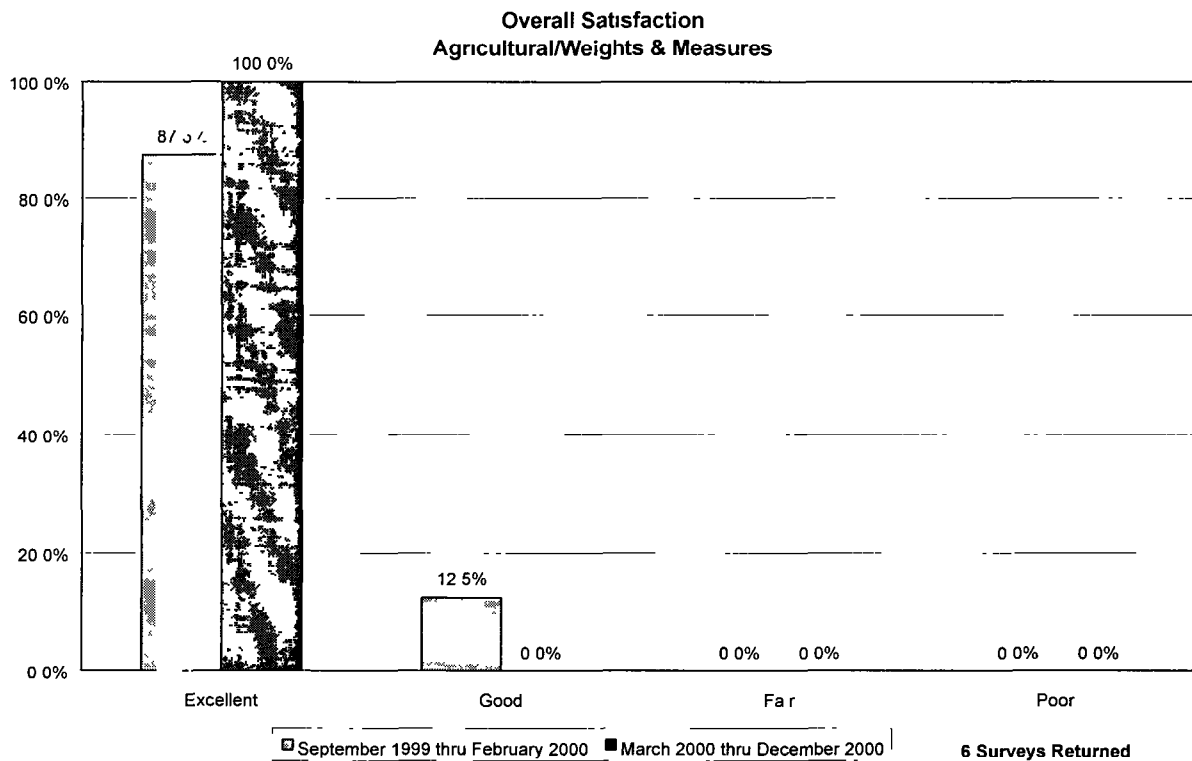


III. ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES Agriculture/Weights and Measures

The Agriculture/Weights and Measures Division continues to provide surveys at the front counters of its Redwood City and Half Moon Bay field offices. In addition, 200 surveys were mailed in conjunction with annual pesticide permit/registration correspondence. All surveys were returned directly to the Agricultural Commissioner/Sealer for review and then routed to the Deputy Commissioner/Sealer for further review and follow-up actions.

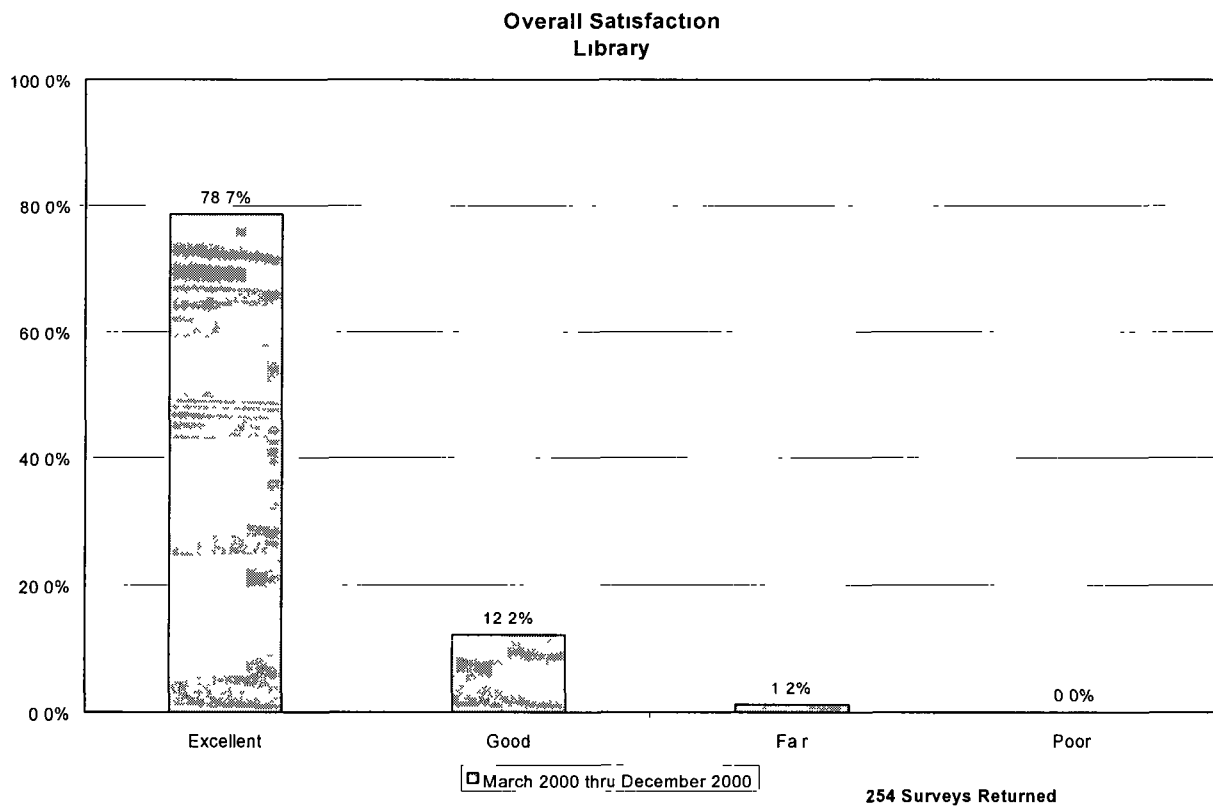
For the period of March through December 2000, a total of 6 surveys were returned. All respondents rated overall satisfaction with services as excellent. There were no comments made requiring follow-up. As a result of a comment made during the previous survey cycle, the department has developed a checklist of required information for the Restricted Material Permit Notice of Intent.



ENVIRONMENTAL SERVICES Library

This is the first period in which the Library has reported out on customer satisfaction. Surveys were made available at each of the twelve libraries that make up the County Library system. A total of 254 surveys were received including 22 surveys from respondents on-line. Over 90% of consumers gave an overall rating of excellent or good for services received. Only 1.2% rated overall services as fair and there were no poor ratings.

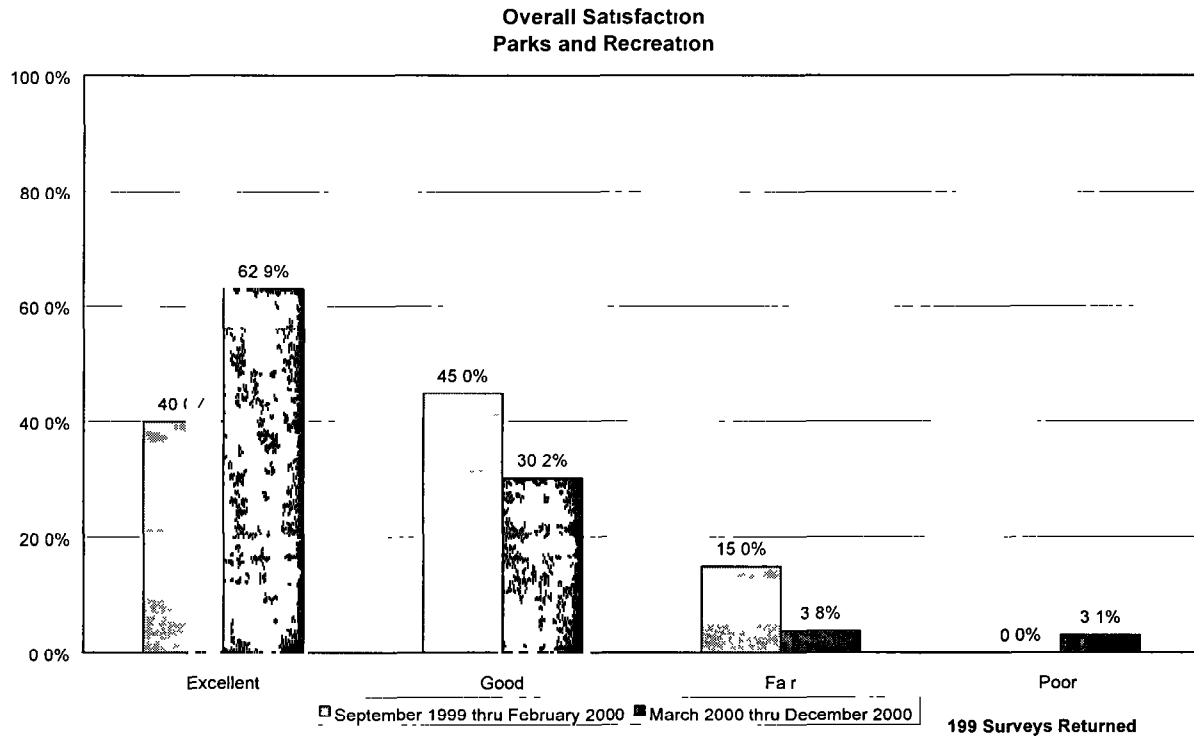
Comments from the libraries varied from site-to-site. There were numerous comments recognizing staff for outstanding service. Results will be reviewed by the Library staff for follow-up action.



ENVIRONMENTAL SERVICES Parks and Recreation

The Parks and Recreation Division distributed 2 000 customer surveys during this survey period They were placed at park kiosks offices and gatehouses They were also handed out to park visitors by staff and sent to those who made park reservations A total of 199 surveys were returned during this period

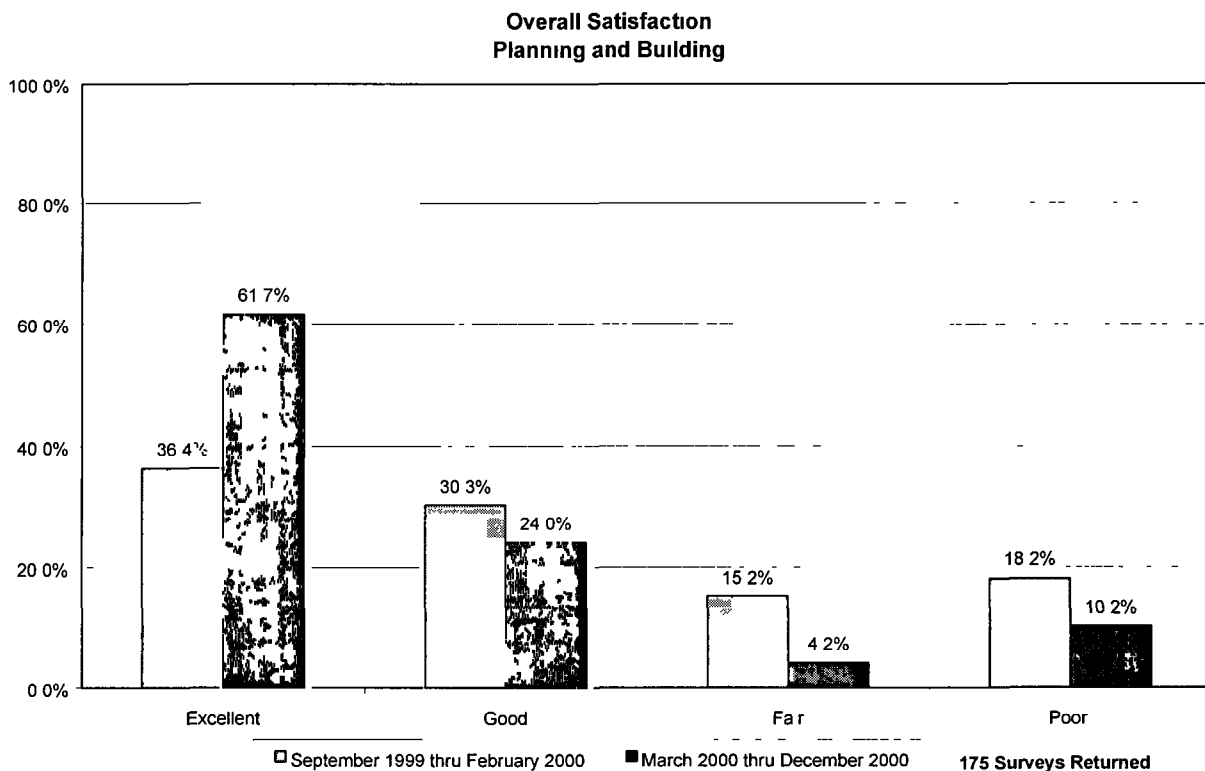
Respondents rated overall satisfaction as good or excellent 93% of the time Only 7% rated service as fair or poor Staff courtesy knowledge and helpfulness were the most highly rated areas of the survey Two areas of dissatisfaction stood out this period The areas reported are similar to information gained from previous surveys and includes poor printed materials and poor facility conditions The facilities most often mentioned as poor were restrooms and showers at Memorial Park and roadway conditions at various parks Both of these issues are listed as high priority capital projects on the department s 2000/01 capital projects list but no funding is currently available Alternative funding is being explored for these improvements The other item of dissatisfaction is the park s printed materials specifically maps The Department has budgeted \$20 000 to begin revising and reprinting these materials Staff has begun the brochure redesign project and several new publications will be available within the next six months



ENVIRONMENTAL SERVICES Planning and Building Division

Since September 1999 the Planning and Building Division has been distributing surveys. During this reporting period the scope of distribution was expanded to include a survey form being attached to every building permit receipt issued at the Building Counter, handed to each customer the staff greeted in the lobby or at the Planning Counter, included with certificates of occupancy and letters of decision sent to owners and applicants, and provided in the waiting area lobby, sign-in area and Planning Building Counters. To improve the response rate, return postage was provided for those surveys that were mailed out. The department is also investigating the possibility of providing a survey form on its web site.

A total of 175 surveys were returned with 86% rating overall satisfaction as good or excellent and 14% rating services as fair or poor. The majority of results and comments from the surveys identified long waiting times and lack of staff. However, there were numerous comments recognizing several employees for their excellent service. As a result of comments from the previous survey period, the Department made several changes including the addition of a full-time front counter Building Permit Technician to assist with building permit applications. The Current Planning Section has also evaluated the reserve counter planner duties and has implemented a more responsive plan to have the reserve planner assist the other counter planners when waiting times increase for planning services. Also, the receptionist is now monitoring applicant check-in times and alerts supervisors when back-up assistance is needed. As a result of these changes, the average customer wait time has been reduced to approximately 13 minutes.



IV. HEALTH SERVICES AGENCY

The Health Services Agency surveyed clients from the following programs

- Clinics – 39th Avenue / Belle Haven / Willow
- Hospital and Ancillary Services
- Mental Health
- Environmental Health
- Aging & Adult Services
 - In-Home Supportive Services
 - Public Authority
 - Brown Bag Program
 - Public Guardian
 - Congregate Nutrition Program
 - Meals on Wheels
 - Commission on Disabilities

A total of 765 surveys were returned. The programs will be continuously reviewed to improve return rates. Approximately 94% of the surveys returned indicated that services were either excellent or good. This does not include returns from Mental Health Youth and Caregivers, which uses federally mandated survey instruments that collect data in a somewhat different format.

Public Health Prenatal to Three and the AIDS Program administer customer surveys every January and the results are reported at the end of the third quarter. North County Health Center, Daly City Youth Health Center and the South San Francisco Health Center reported results in the last report and will survey again for the next cycle.

In the last report, the AIDS Program responses indicated concerns with the wait times, lack of waiting room space and a TV at the Edison Clinic, as well as the availability and timeliness of HIV testing in the jails. The concern with wait times was an issue when patients had multiple appointments to see different providers at the same site. Staff has since worked to decrease wait times at clinics by making appointments as close together as possible. A television with a VCR for showing educational tapes has been installed in the Edison Clinic and the AIDS program has developed an arrangement with Correctional Health to assist in HIV testing, shortening the testing time.

Issues requiring follow up in Public Health included the wait list for California Children Services (CCS) Medical Therapy Unit (MTU), the turnover of therapists in the MTU, the complexity of the CCS program and delays experienced in receiving therapy services. The CCS Program Therapy Assessment (TA) has been streamlined so that there is virtually no delay getting to a TA and therapy staffing is now full. The wait list has been reduced to only a few clients. Program staff continues to make changes in the therapy process to provide a better service. While 99% of the Pre to Three program clients rated services as good or excellent last period, a theme emerged from the comments indicating that some clients felt rushed in contacts with staff. Since then, management and supervisors have given staff support around trying to reach as many clients as possible while maintaining the same high quality of individual interactions with the clients.



HEALTH SERVICES

Clinics – 39th Avenue / Willow Clinic / Belle Haven

Ninety-four percent of all respondents at the 39th Avenue Clinics and 83.3% of respondents at the Willow and Belle Haven Clinics gave excellent or good ratings. The clinics at Willow and Belle Haven were surveyed in March 2000. Surveys were available in Spanish and English to patients at the front desk with a return bin. Staff also encouraged patients to participate. However, only four surveys at Willow and fourteen at Belle Haven were returned. The Clinics are planning to place posters in English and Spanish encouraging patients to participate to increase the return rate.

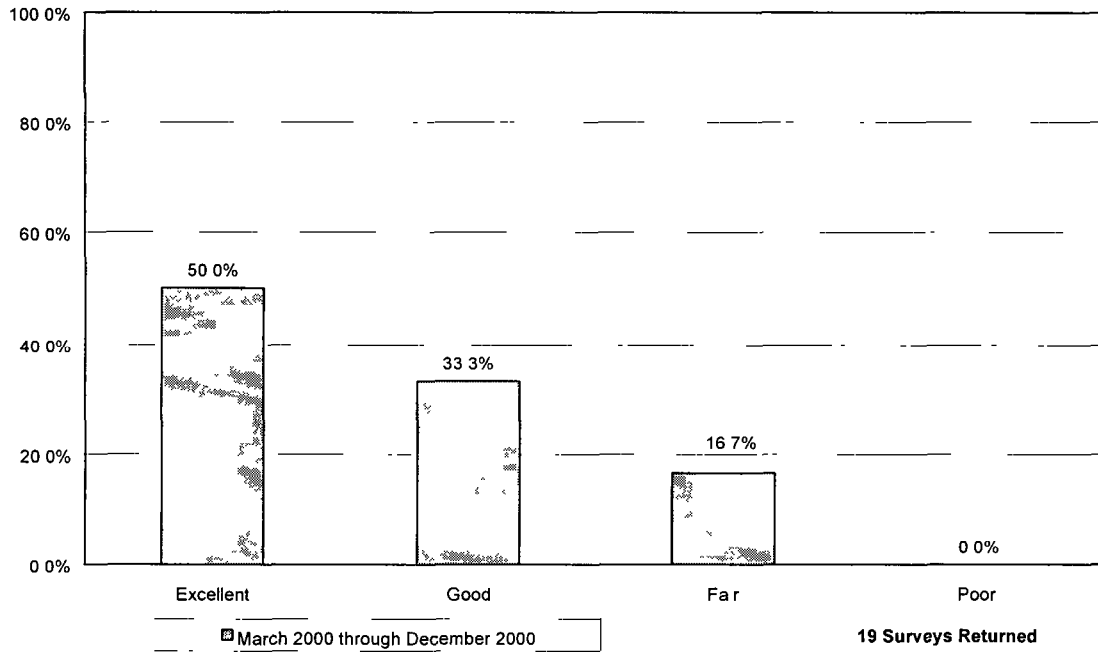
Areas of concern include access to services (telephone access and registration) and wait time for appointments. The phone system was also the subject of the 1999 Grand Jury Report. Willow has installed a new phone system to handle the high volume of calls and is attempting to hire staff specifically assigned to phones. The triage/screening nurse's function has been streamlined to handle drop-ins more efficiently and the staff continuously reviews ways to improve patient flow. Willow has requested an additional computer in the Dental Clinic area so that patient waiting for dental and optometry appointments may be registered separately and improve patient flow. Management and staff have been working to decrease the wait time for phone calls, but the number of calls received is so large that some delays are inevitable. In addition, the Outpatient Services Quality Management Committee is presently conducting a wait-time study to identify problem areas to make recommendations for improvement. Staff continues to discuss ways to improve patient flow.

Wait times for all Clinics are also measured in the Performance Measures report and have shown improvement in the second quarter with 57% of the patients being seen within 30 minutes of their appointment time. This is an increase of 7% over the first quarter actuals. Continuous review of wait times will take place.

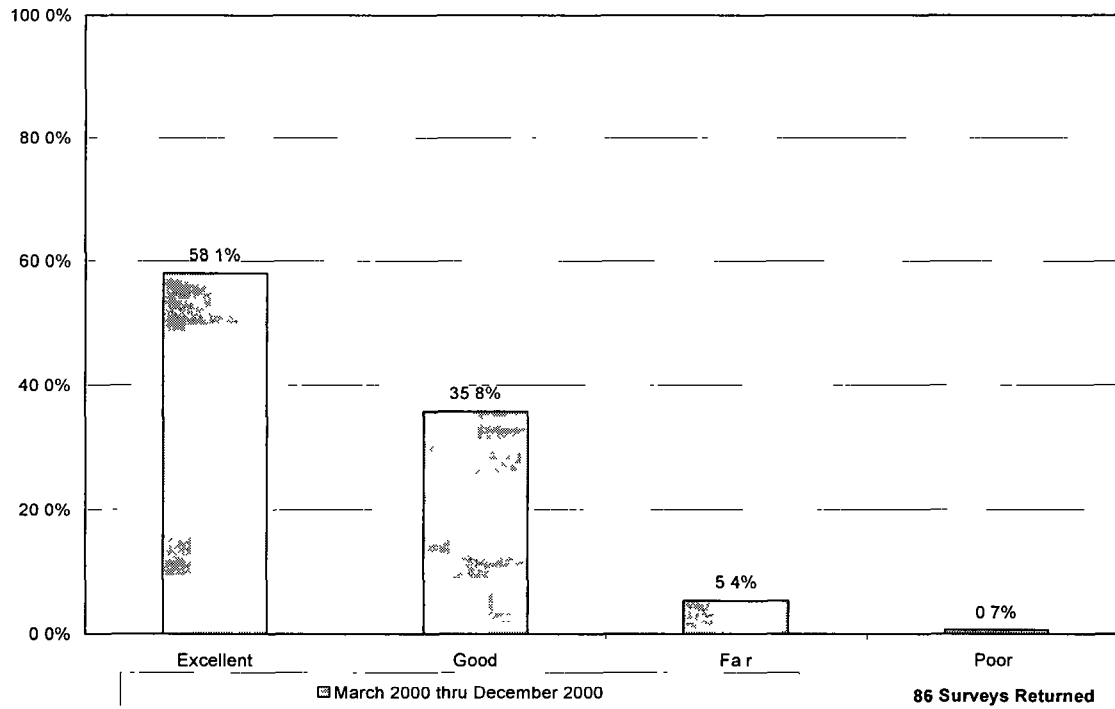
All of the Community Health Center Clinics at 39th Avenue were surveyed during the month of March 2000. The Family Health Center located on the 3rd floor consists of Pediatrics, Primary Care, and OB/GYN services. The Medical Clinic and Surgical Specialty are located on the 2nd floor of Outpatient Services. Five hundred surveys were distributed in March 2000, half in English and half in Spanish. Total responses received from patients was 86. The surveys were made available to patients at each of the clinic's registration counters. Clinic staff encouraged all patients to participate in the survey. Areas of concern indicated by comments focused primarily on access, including calling clinics and registration. Clinic management has worked with staff to improve these areas, however, because of the volume of phone calls, complaints regarding delays in the phone system continue to be received. The registration process is being addressed by attempting to pre-register patients prior to their clinic visits. Pre-registration can reduce an average registration time from 5-8 minutes to 3-5 minutes. Overall, there were more positive comments such as compassionate, efficient, helpful, excellent, courteous, and friendly. Negative comments were consistent with what clinic staff have already identified as areas needing improvement, such as access to services and the wait-time for an appointment.



**Overall Satisfaction
Willow & Belle Haven Clinics**



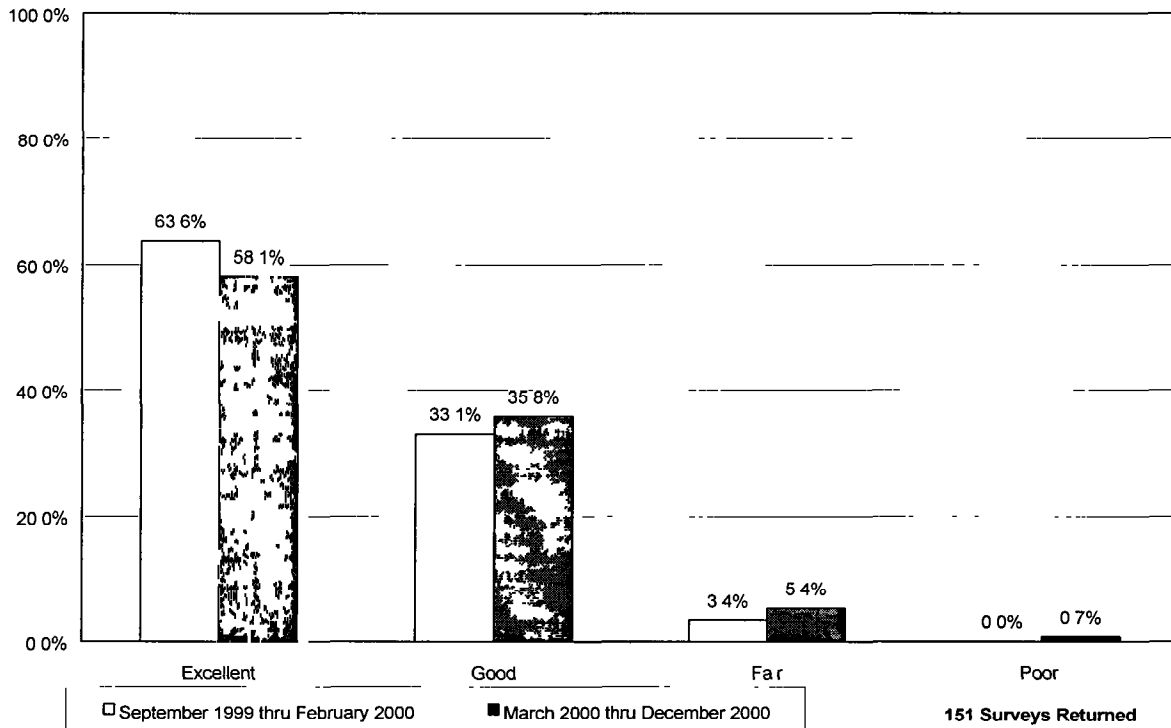
**Overall Satisfaction
39th Avenue Clinics**



HEALTH SERVICES Hospital and Ancillary Services

All Hospital services including ancillary services were surveyed which included the following Inpatient Medical/Surgical Inpatient Psychiatric Inpatient Special Care Long-Term Care Psychiatric Emergency Services Emergency Department Endoscopy/Short Stay Surgeries Physical and Occupational Therapy Laboratory Pharmacy Radiology Admitting Business Office and Food/Nutrition Services The surveys were distributed during the month of November Total distributed were 1 200 half in English and half in Spanish Unfortunately only 151 were returned A review will take place as to how the return rate can be increased Surveys were available in all care areas Ninety-four percent of all respondents rated services as excellent or good Overall there was a 27% increase in the number of responses and there were more positive than negative comments There were no trends identified by the negative comments

**Overall Satisfaction
San Mateo County General Hospital**

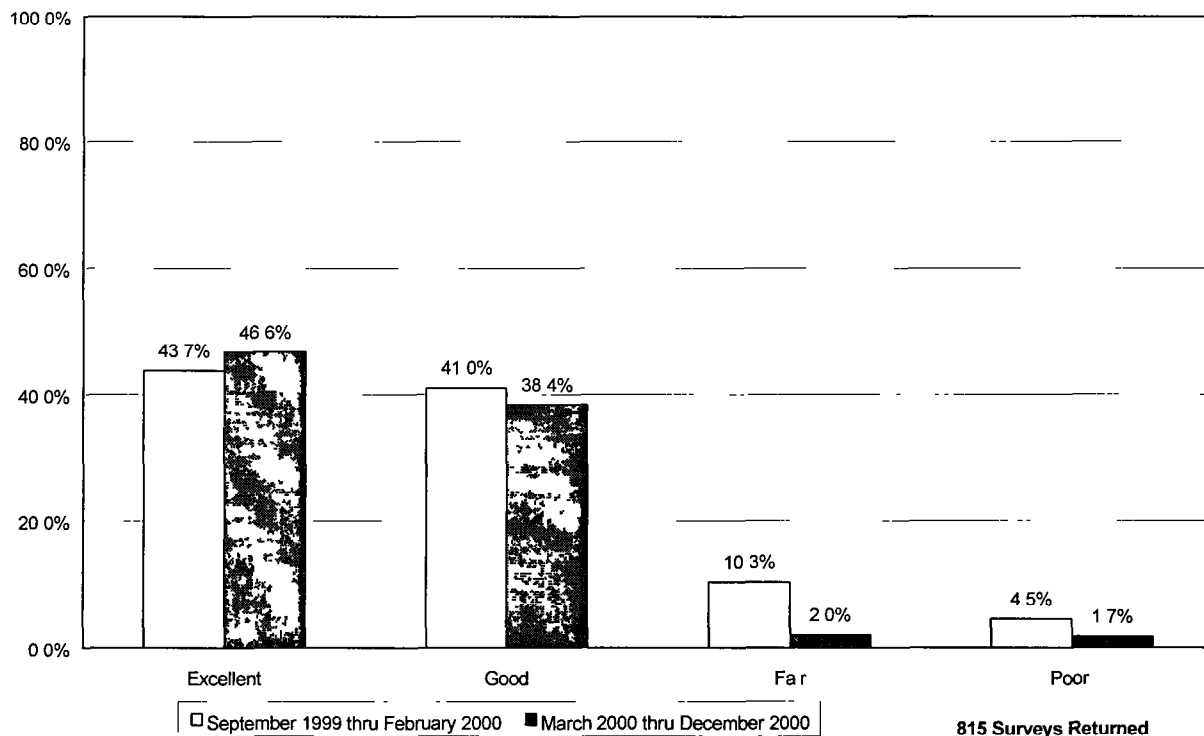


HEALTH SERVICES Mental Health

Results from the last report were discussed at the department leadership meeting as well as at individual adult unit meetings. Adult clients had rated the statement "staff believe I can grow, change and recover" less highly than other statements. In this reporting period, the positive client rating of that statement has increased 3.9%. While not statistically significant, this may indicate that staff efforts to improve in this area are beginning to produce results. In the last report, caregivers and youth tended to indicate that they were less satisfied with the amount of services that they received (21% and 56% respectively). In this report, those numbers have changed to 27% and 51%. These data will also be used in department discussions to improve services.

Overall ratings of satisfaction with Mental Health Services continues to be high, ranging from 81% to 90% for all three groups of customers. There were some exceptions. Youth tend to be less satisfied with the amount of help that they received. Adults indicated slightly lower satisfaction rates for staff sensitivity to cultural/ethnic background and understanding written materials received. Parents and caregivers gave slightly lower ratings in two areas. These were the extent to which the program has met their needs and being satisfied with the amount of help received. These data will be presented to managers in order to determine areas of further discussion with staff and for future training topics.

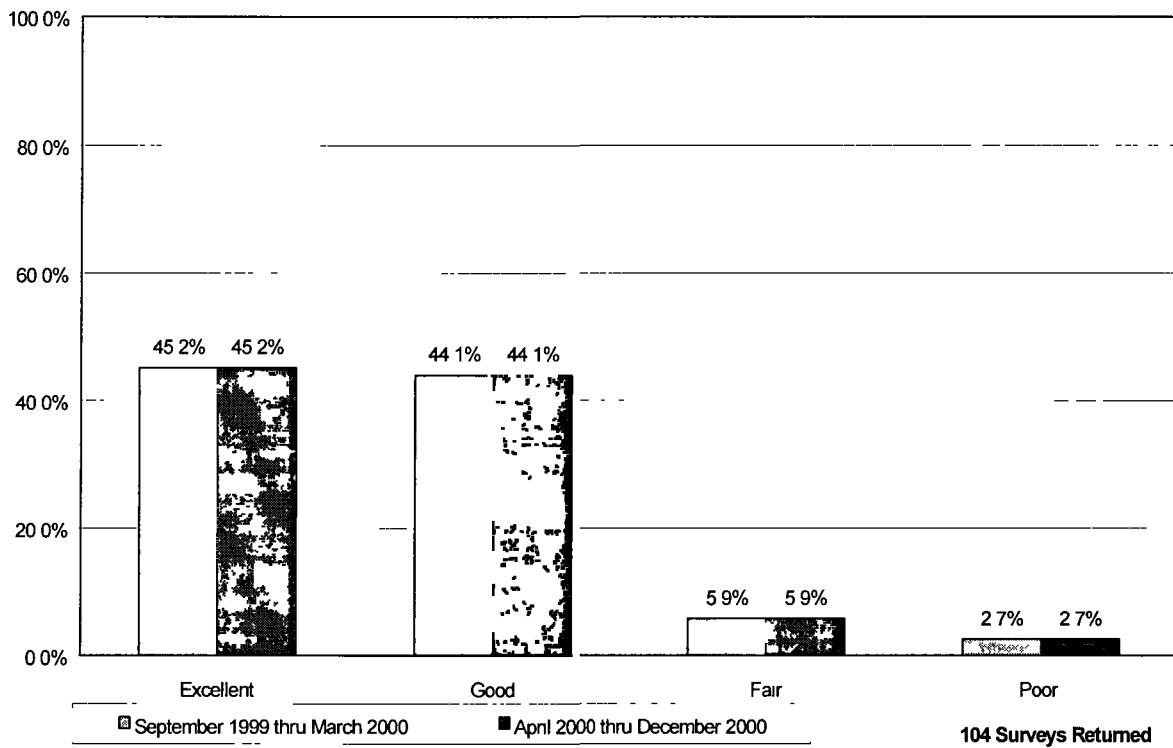
**Overall Satisfaction
Mental Health**



HEALTH SERVICES ENVIRONMENTAL HEALTH

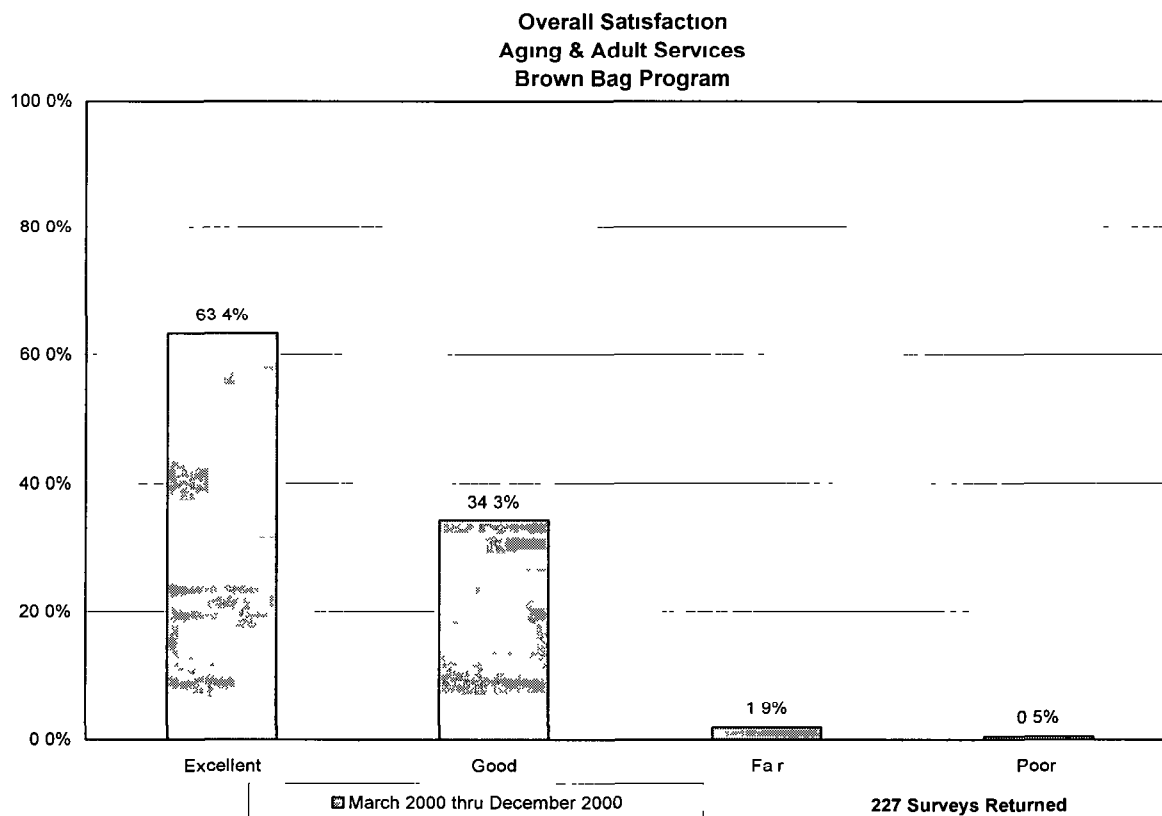
Staff availability was identified as an issue in the last report. A coverage policy has been implemented to ensure that a program supervisor is always available to assist the public as needed. There were not comments on the lack of staff availability in this reporting period and ninety-six percent of all respondents rated services as excellent or good. Surveys were available during this reporting period on the Internet site as well as at the front counter. No areas needing responses have been identified.

**Overall Satisfaction
Environmental Health**

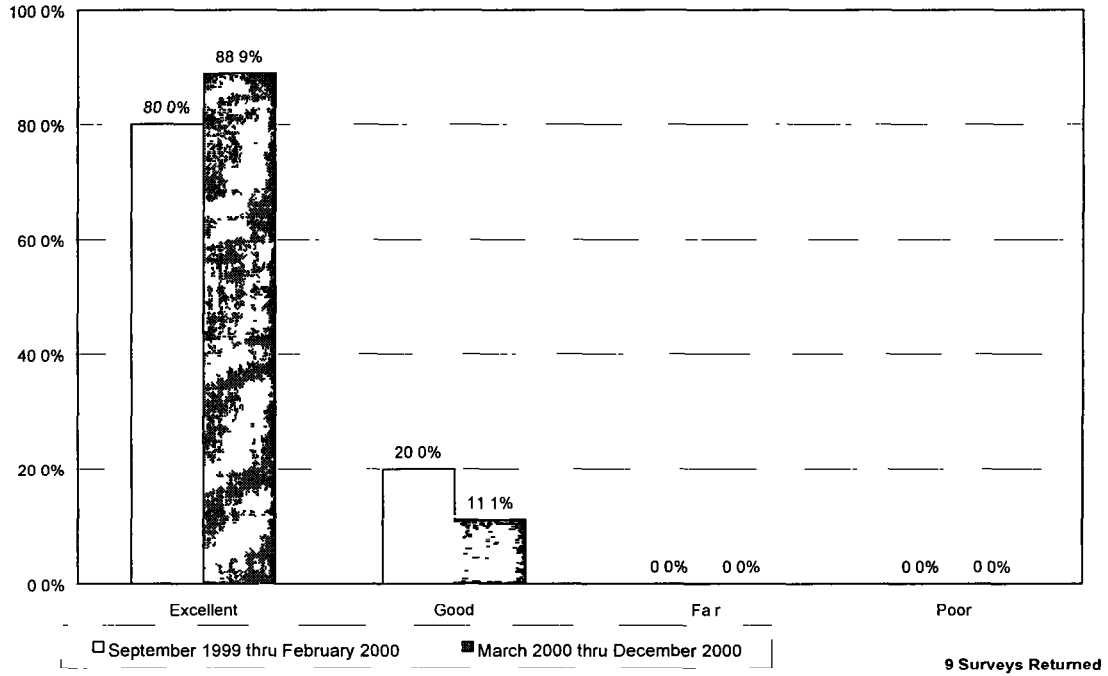


HEALTH SERVICES AGING & ADULT SERVICES

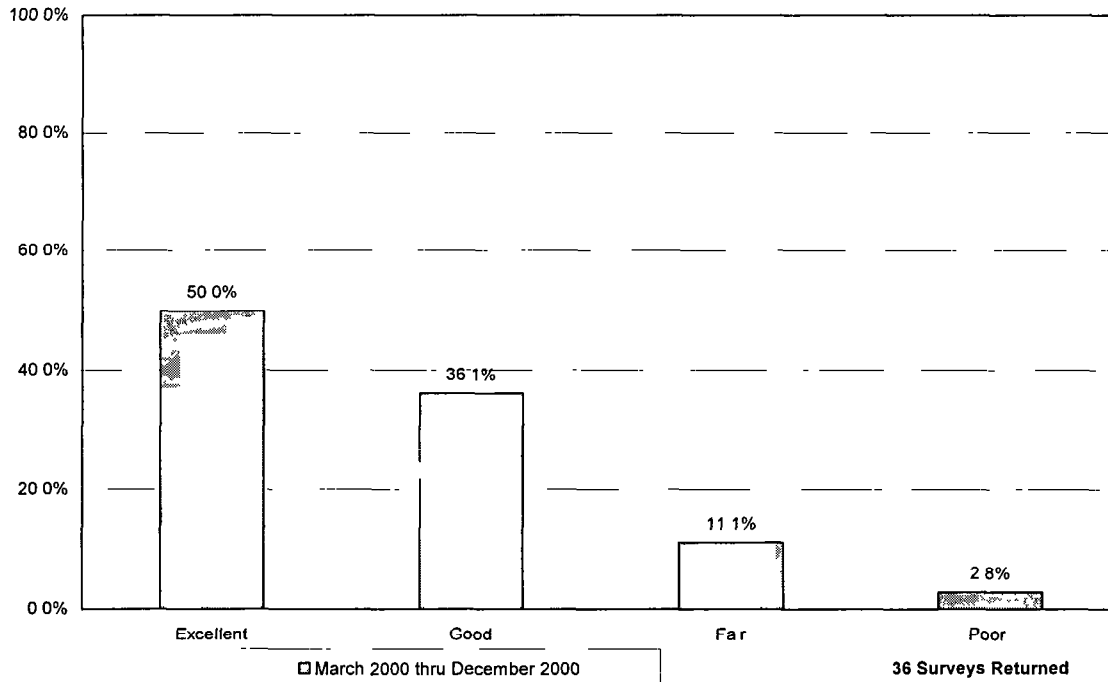
In overall satisfaction 97% of Aging and Adult clients rated services to be excellent or good. The Public Guardian had two areas of some concern: response time and helpfulness of written information. The Managers will be working on these issues. Overall the Public Guardian had a slightly lower satisfaction rate compared to the other programs. Comments from the Nutrition Program contained issues with the expiration dates of foods distributed which appears to be a misunderstanding of the dates stamped. This was also mentioned in the previous report. Staff has provided additional education to those receiving the products and the comments in this area has subsided slightly. Efforts will continue. The Congregate Nutrition Program is also funding grants for four pilot programs to address issues raised in the previous report of ambiance, hospitality and menu choices at senior congregate nutrition sites. The Public Authority is also recruiting staff to assist with telephone coverage as that had been an identified area during the previous reporting period. Some confusion still exist for those completing surveys for the In-Home Supportive Services Program and Public Authority. The Survey document has been changed to indicate the program name on the actual instrument however comments continue to show some confusion and additional efforts will need to be made.



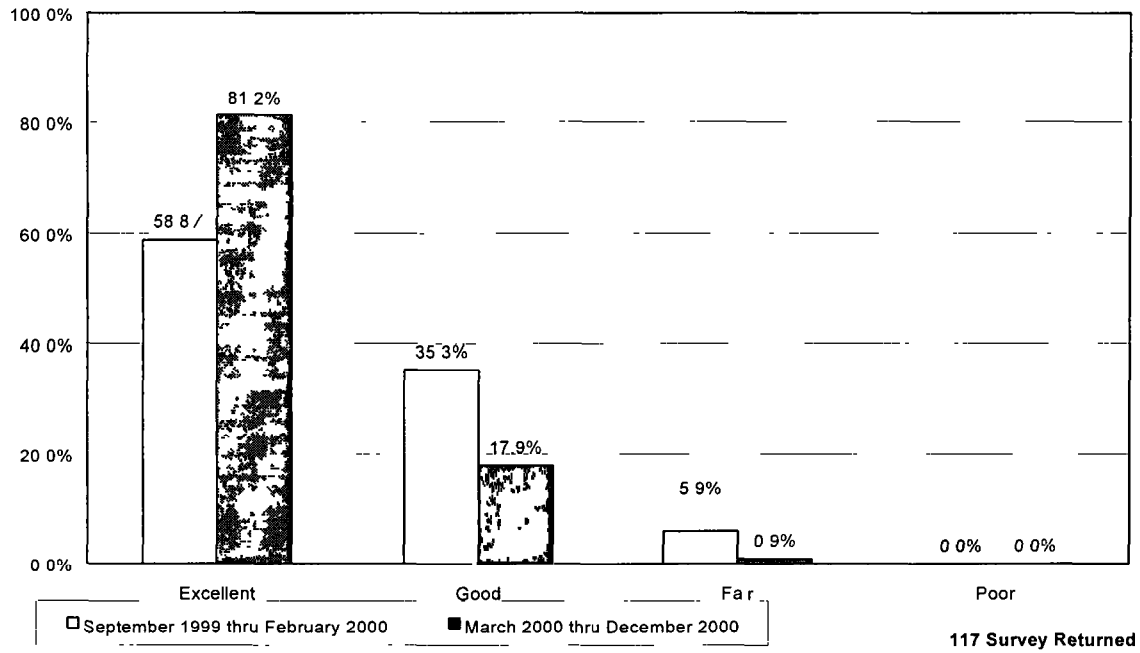
**Overall Satisfaction
Aging & Adult Services
Commission on Disabilities**



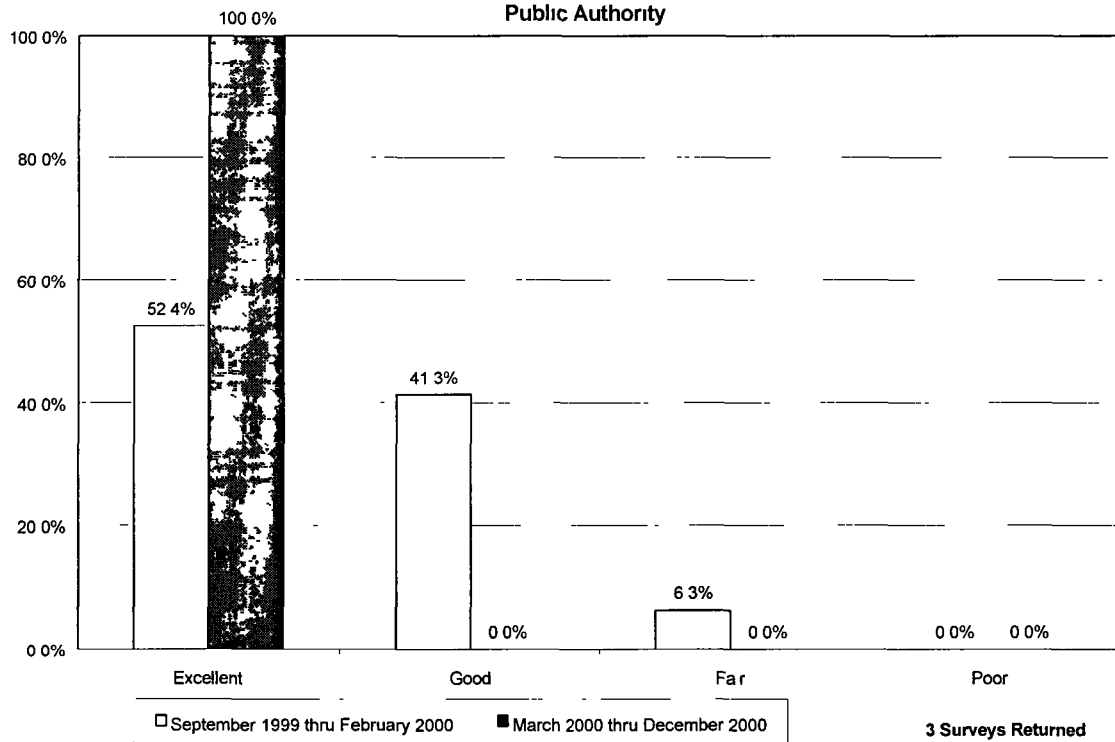
**Overall Satisfaction
Aging & Adult Services
Public Guardian**



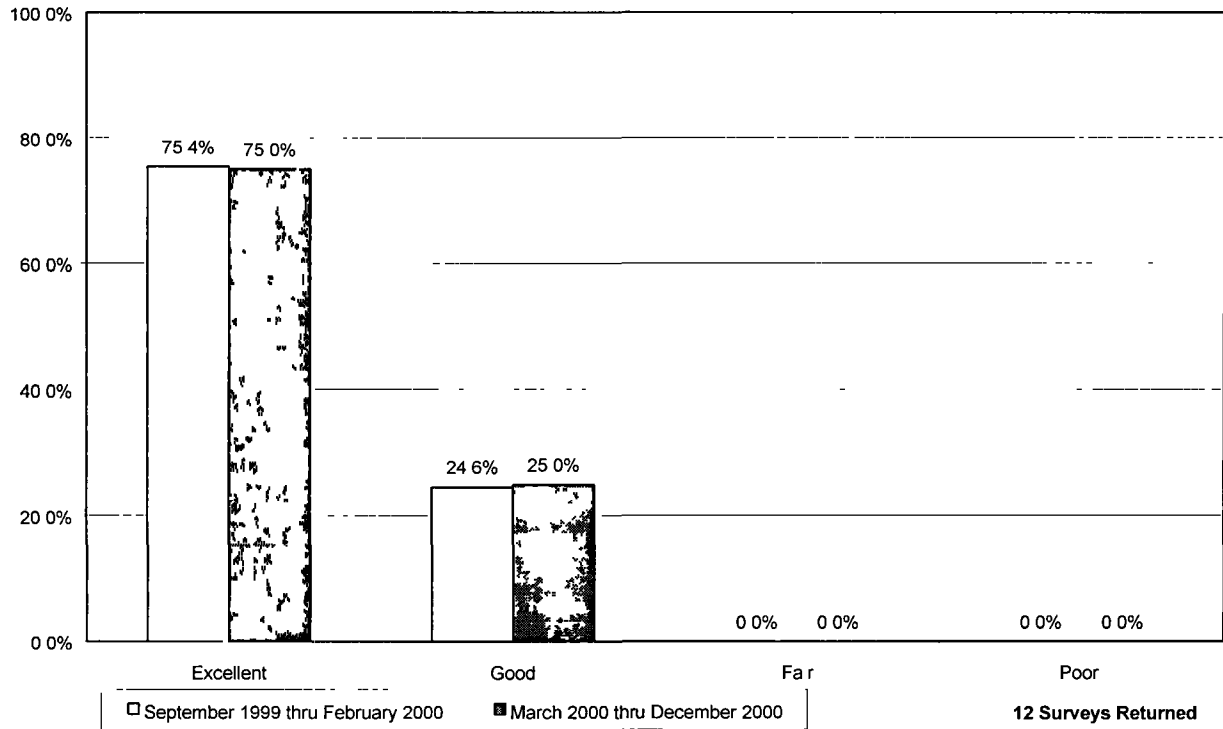
**Overall Satisfaction
Aging & Adult Services
In-Home Supportive Services**



**Overall Satisfaction
Aging & Adult Services
Public Authority**



**Overall Satisfaction
Aging & Adult Services
Meals on Wheels**



V. HUMAN SERVICES AGENCY

The Human Services Agency provided surveys at all counters in its district offices including Redwood City, East Palo Alto Belmont Daly City (2) Menlo Park OICW and South San Francisco Surveys were also mailed to Housing Authority tenants and owners Additionally seven of the Family Resource Centers were added to the distribution Overall satisfaction rates and comments have been broken down by site Customers can return surveys either at the office in which they received services or the surveys may be returned by mail postage prepaid All surveys were returned to the Research Manager for review and any items requiring follow-up are forwarded to District Managers for action

The number of surveys returned increased dramatically during the second period from 253 to 725 The Research and Planning team increased awareness of the surveys by visiting each of the Agency sites to inform new staff and remind existing staff of the importance of the survey Responses were also increased by adding seven of the Family Resource Centers to the distribution Of the 725 surveys returned respondents rated overall satisfaction as excellent or good 90.9% of the time

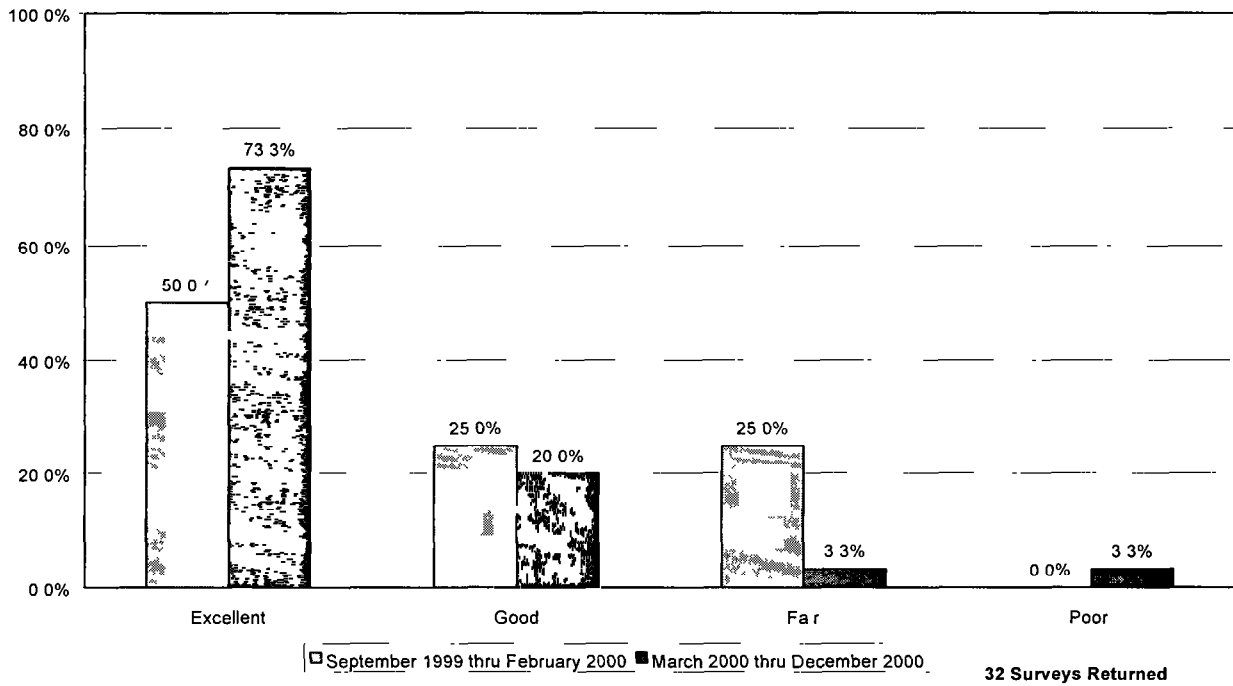
While the Agency fared well in overall satisfaction and there were numerous comments recognizing staff for outstanding service the areas where respondents reported dissatisfaction are similar to information gained from previous surveys and includes the amount of time staff takes to return calls and concerns related to the lack of sensitivity to the clients situation In response to these concerns in November 2000 all HSA staff attended Flight to the Future a seminar in appreciating diversity Additionally the HSA Research and Planning Unit is compiling and analyzing all of the information from the first two survey periods into an Annual Report This report will provide analysis of the surveys with the goal of identifying Agency service strengths and weaknesses This report will include both process and policy recommendations Initial findings suggest that HSA needs to improve staff availability response time information about the process and follow-up

HUMAN SERVICES AGENCY (continued)

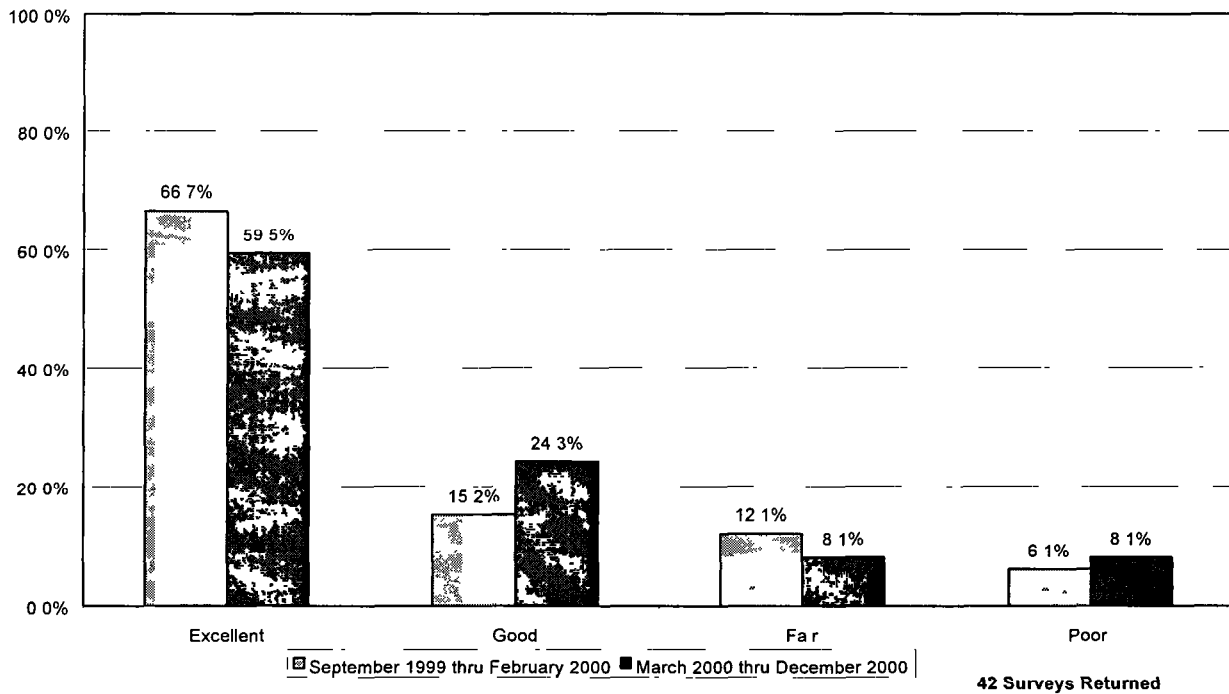


HUMAN SERVICES AGENCY

Overall Satisfaction Vocational Rehabilitation Services

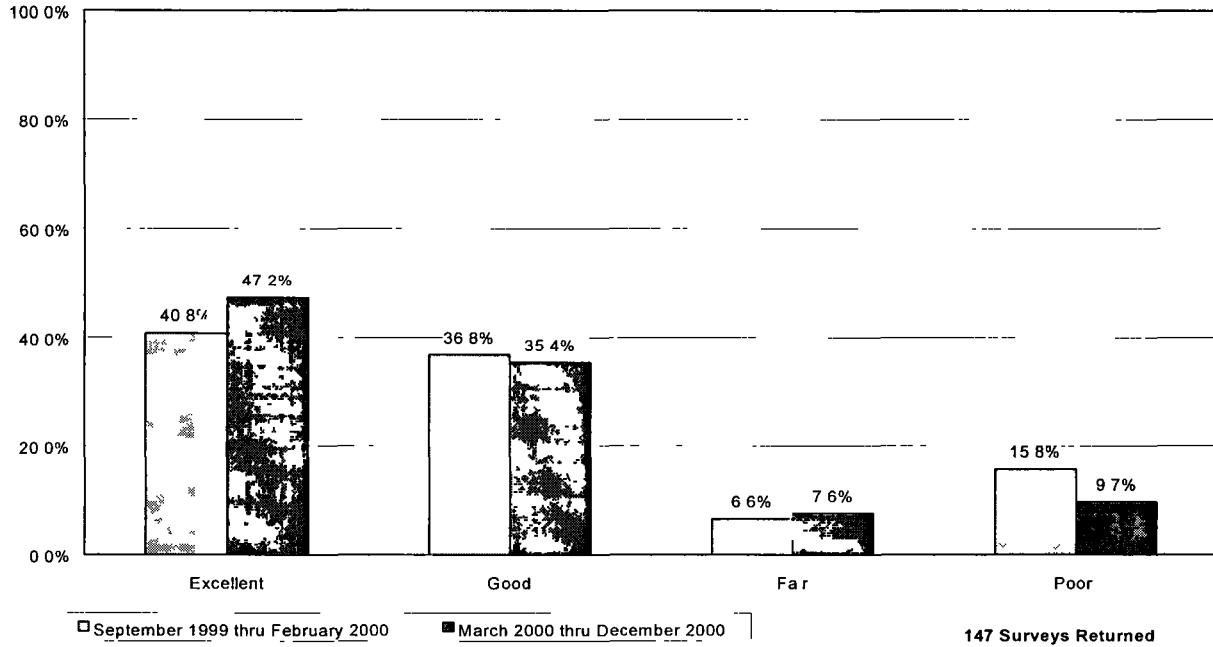


Overall Satisfaction Middlefield Rd Redwood City

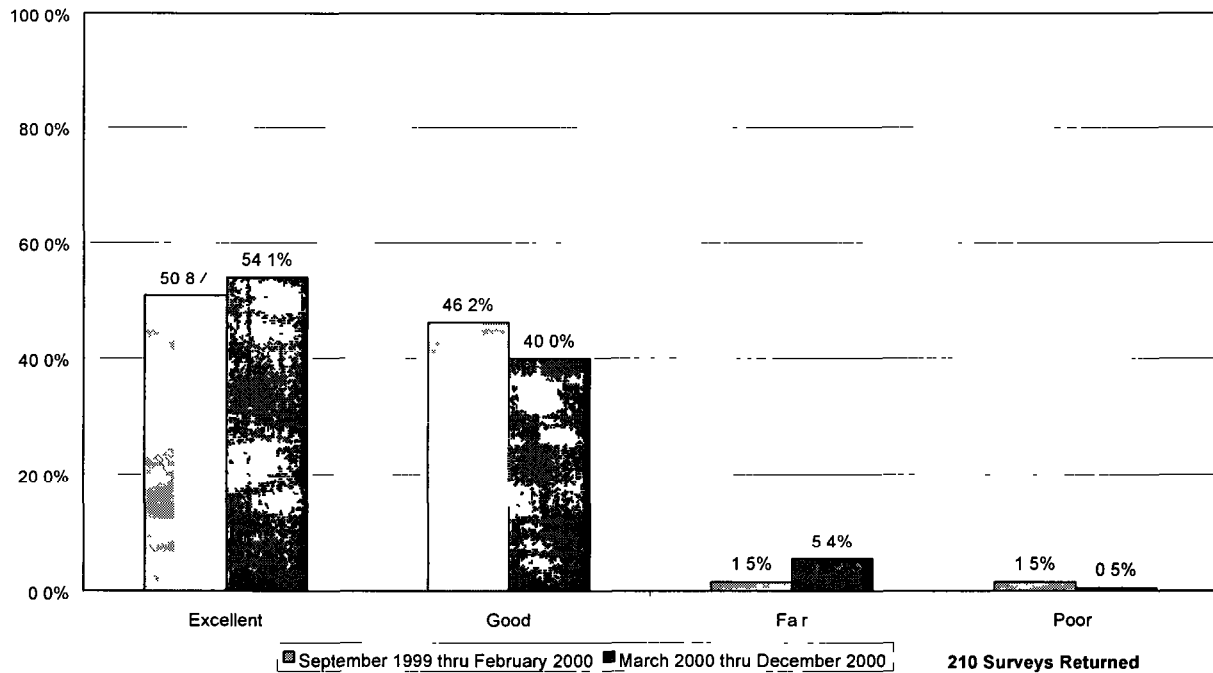


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Overall Satisfaction Housing Authority

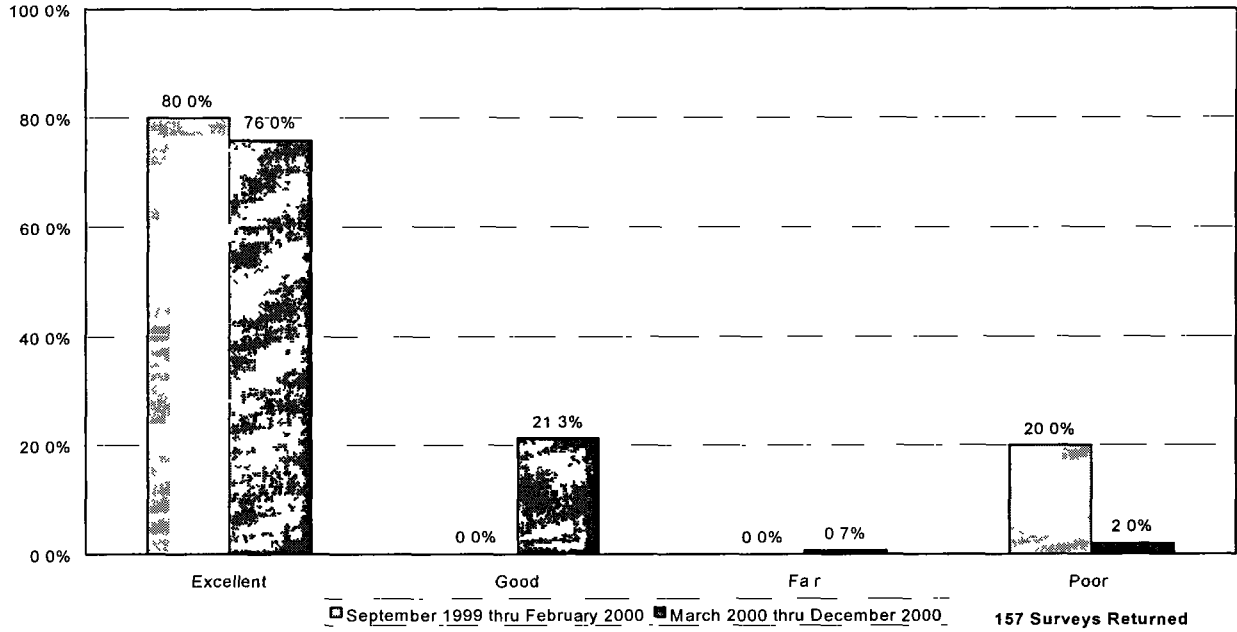


Overall Satisfaction East Palo Alto Office

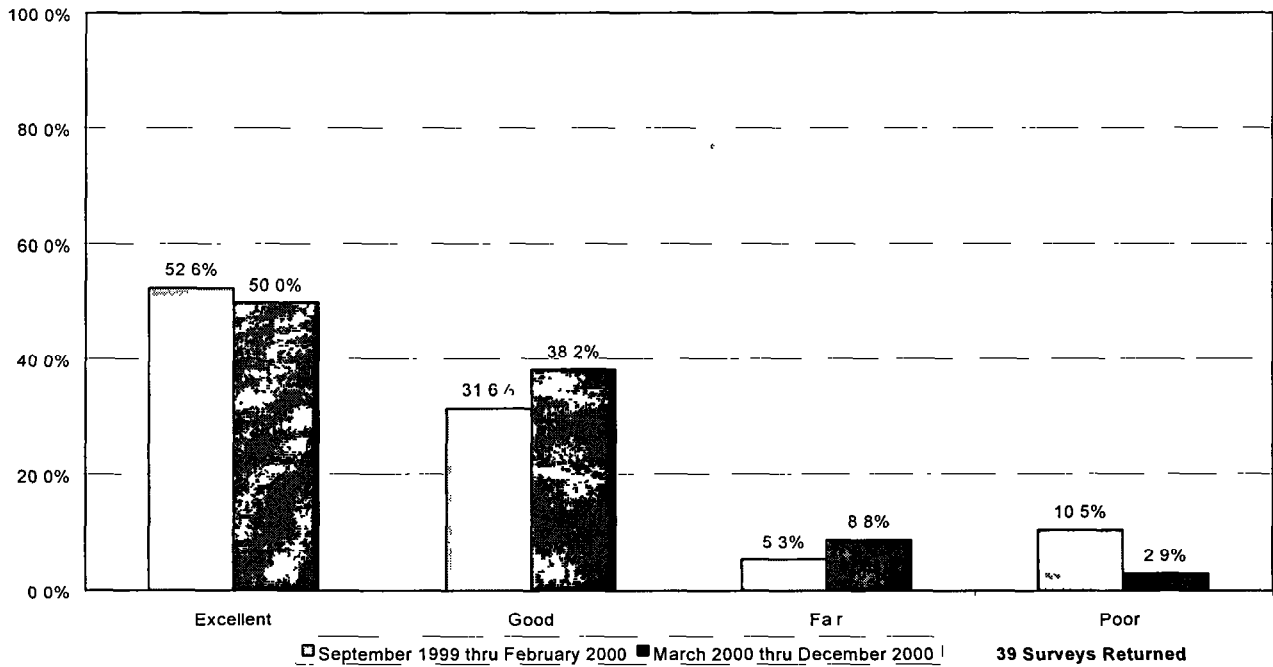


**HUMAN SERVICES AGENCY
(continued)**

**Overall Satisfaction
92nd Street Daly City**

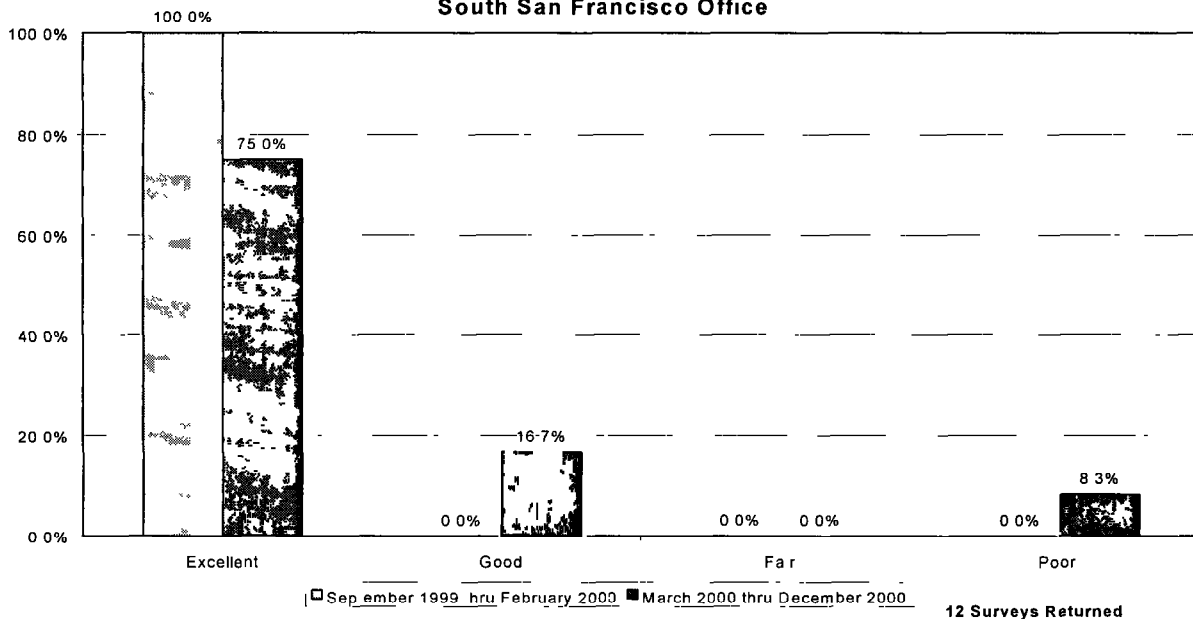


**Overall Satisfaction
90th Street Daly City**

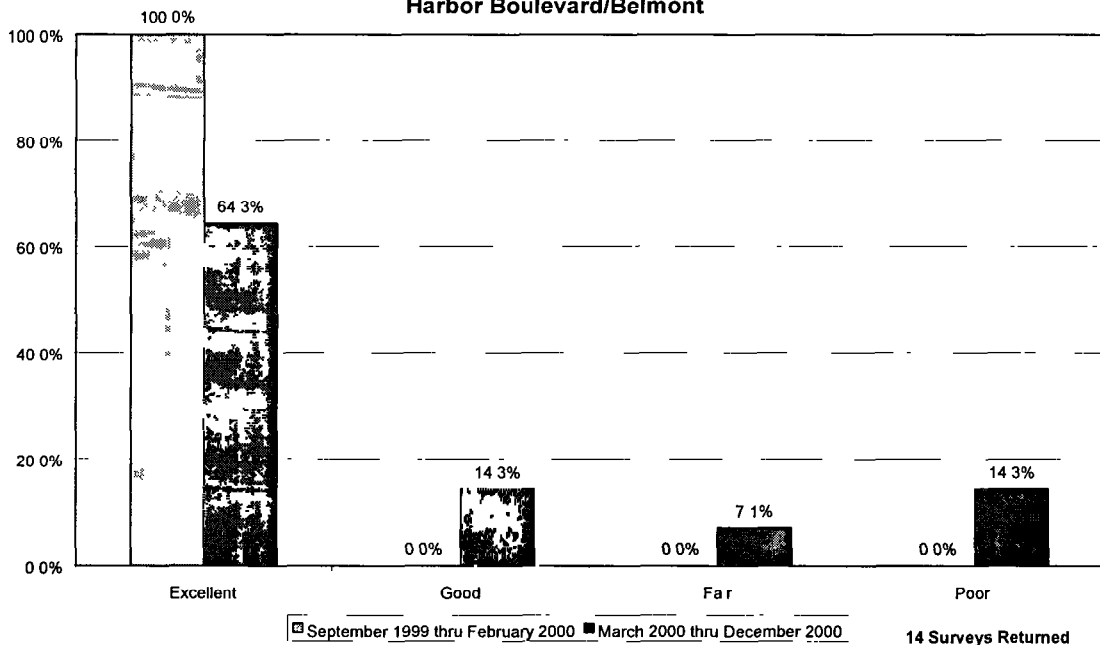


**HUMAN SERVICES AGENCY
(continued)**

**Overall Satisfaction
South San Francisco Office**

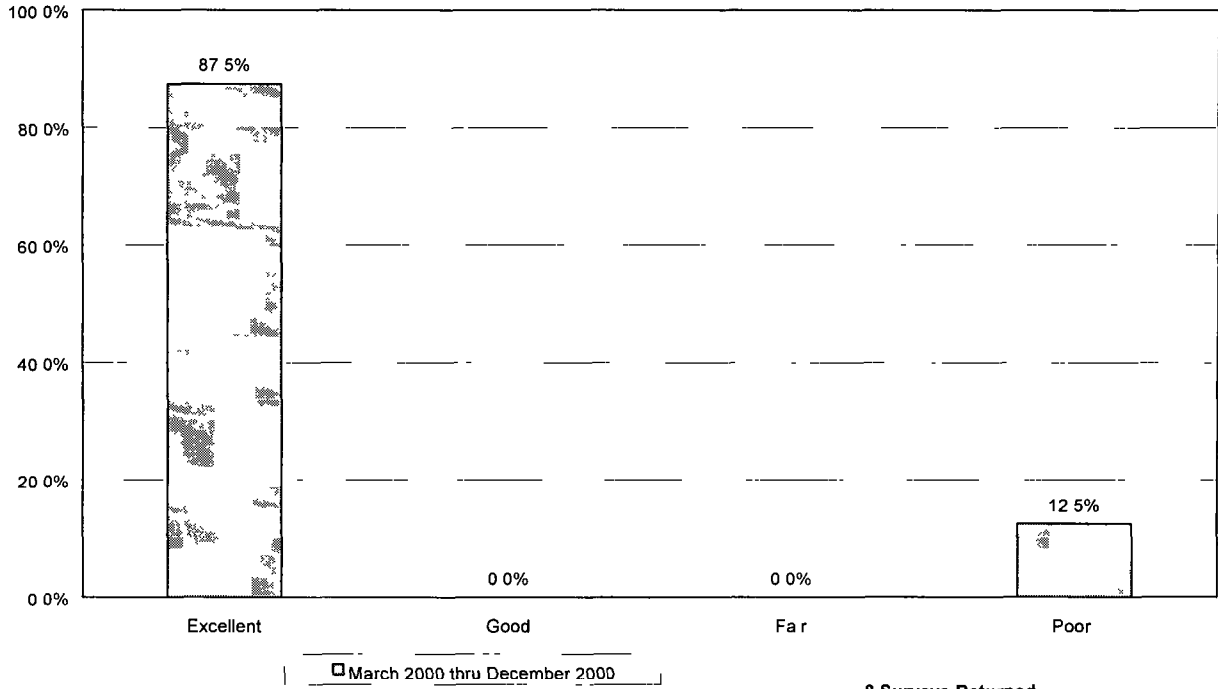


**Overall Satisfaction
Harbor Boulevard/Belmont**

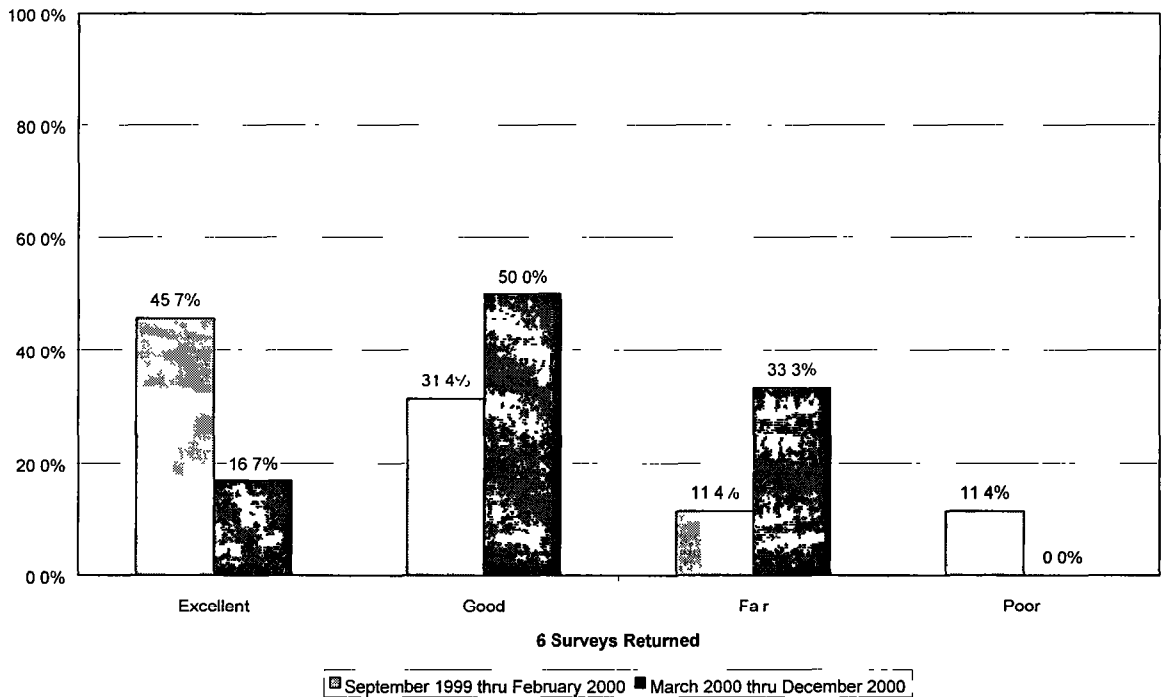


**HUMAN SERVICES AGENCY
(continued)**

**Overall Satisfaction
Opportunities Industrialization Center West (OICW)**

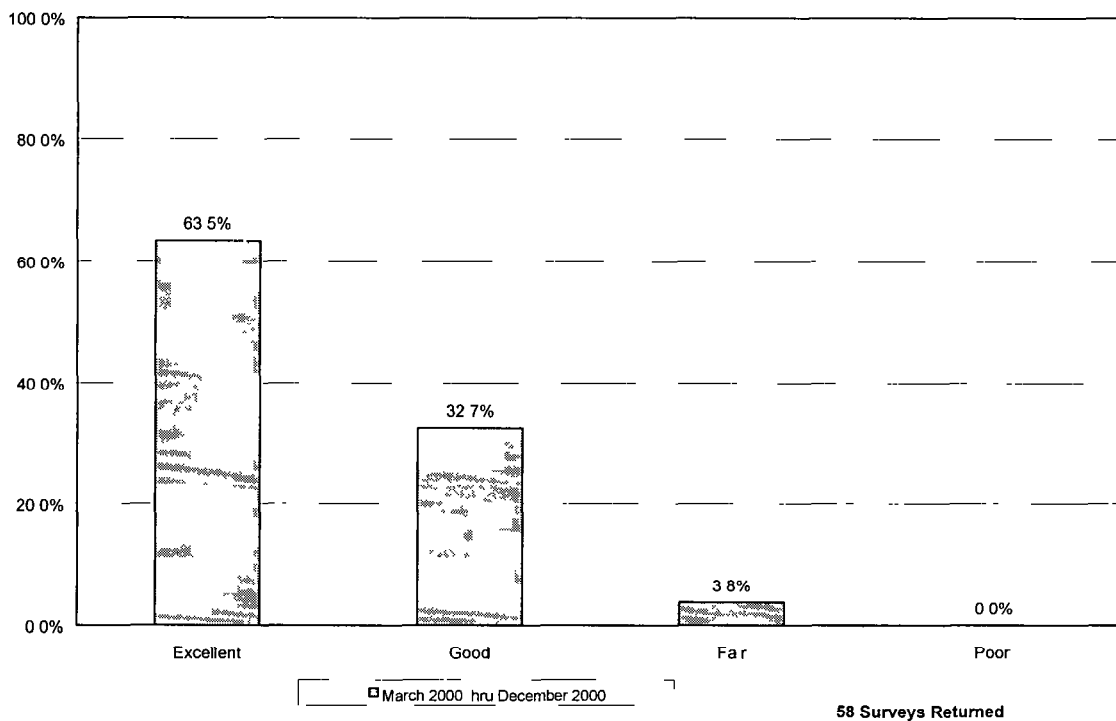


**Overall Satisfaction
District Office - Location Not Specified**



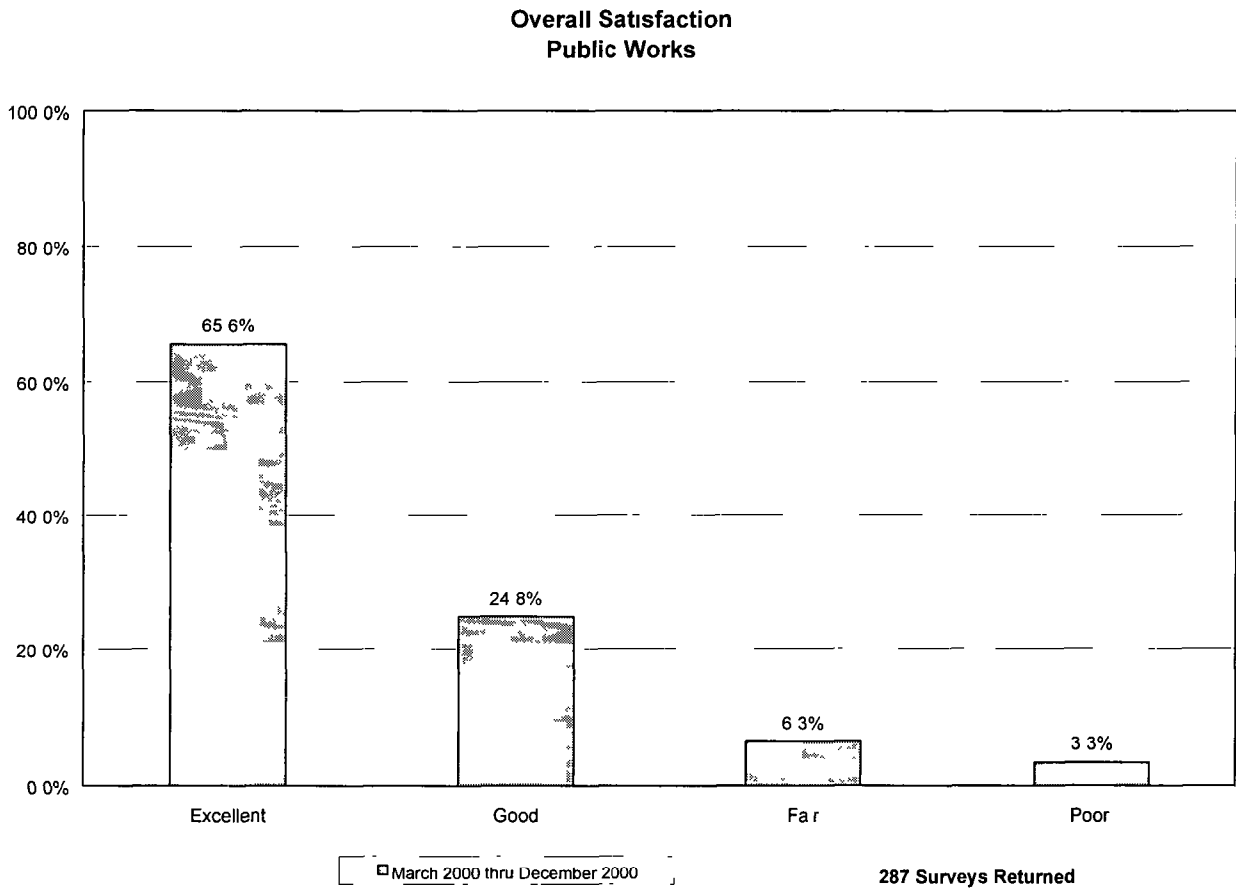
HUMAN SERVICES AGENCY (continued)

Overall Satisfaction Resource Centers Summary



VI. PUBLIC WORKS

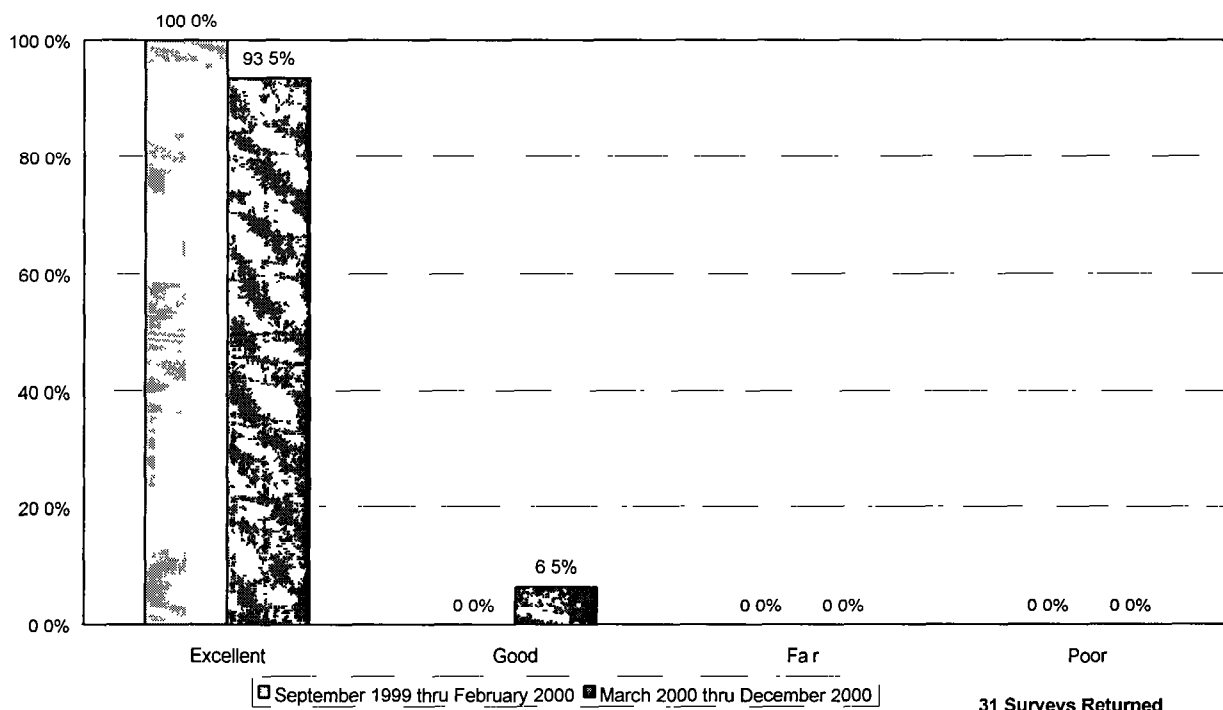
The Department distributed more than 887 surveys and received 287 responses. Services overall were rated excellent or good 90.4% of the time. There were 48 unsatisfactory comments and 55 suggestions to improve services. Most of these comments were in the area of Water services. Overall there were 36 complimentary comments about service and 122 comments recognizing staff for outstanding public service.



PUBLIC WORKS Engineering/Maps

Since November 1999 the Engineering Services Division has been providing customer feedback forms at the Map Checking and Survey Counter located at the Public Works offices at 555 County Center 5th Floor. Upon completion all surveys were routed to the Administrative Services Division Manager. Any items requiring further action such as comments regarding unsatisfactory service or suggestions to improve service were forwarded to the Section Manager-Principal Engineer for further review and follow-up. As of December 2000 there were 31 surveys returned all rating services good or better. There were 5 suggestions to improve service, 6 complimentary comments, and 22 comments recognizing staff for outstanding public service.

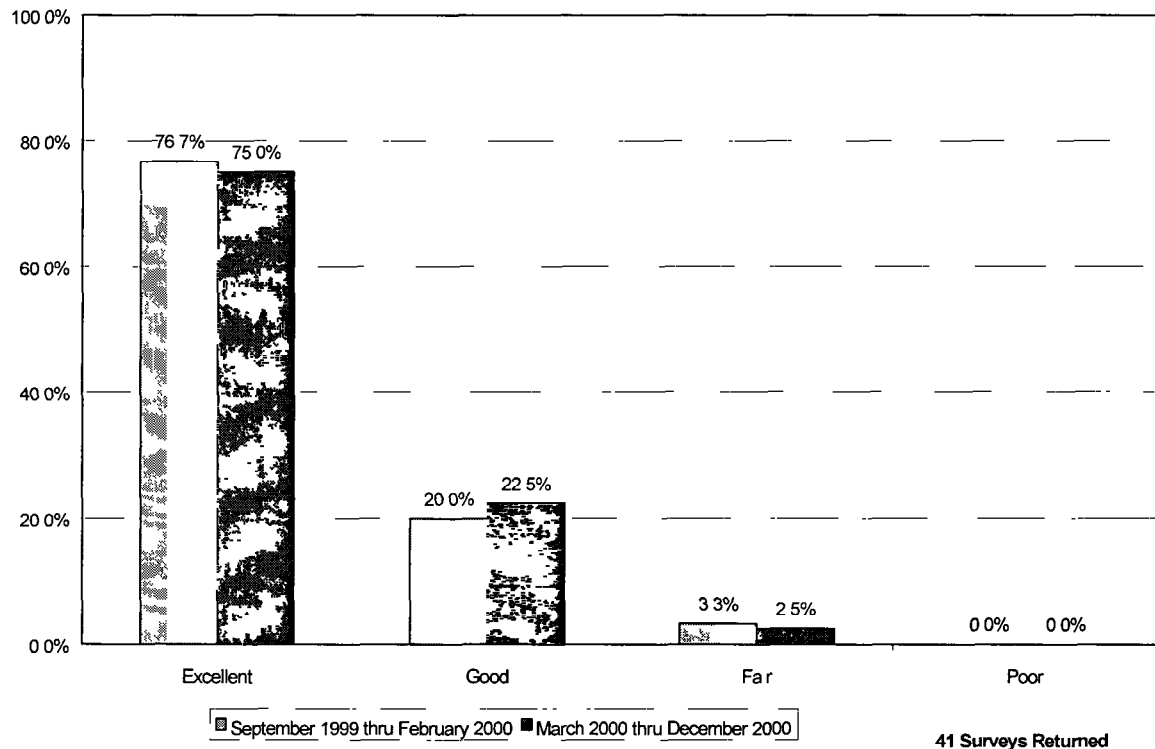
Overall Satisfaction Engineering/Maps



PUBLIC WORKS Airports

The Airports Division mailed out 500 surveys with tenant billings for hangars tie-downs and concessions. Surveys were also made available to the public on customer counters located at the San Carlos and Half Moon Bay Airports. Completed surveys were routed to the Administrative Services Division Manager of Public Works for reporting purposes. Any items requiring further action such as comments regarding unsatisfactory service or suggestions to improve service were forwarded to the Airport Manager for review and follow-up. As of December 2000, 41 surveys were returned. There were 3 comments regarding unsatisfactory service involving hard to remove stickers on parked cars, vandalism and sweeping of paved areas around the hangars and 11 suggestions to improve service. In response to the suggestions, the Department is continuing to explore the feasibility of electronic payments (automatically billed to a credit card) for the monthly Airport fees and the monthly tiedown and hangar fees. In addition, they have increased the frequency of sweeping in the hangar and tiedown areas. There were 4 complimentary comments and 18 comments recognizing staff for outstanding public service.

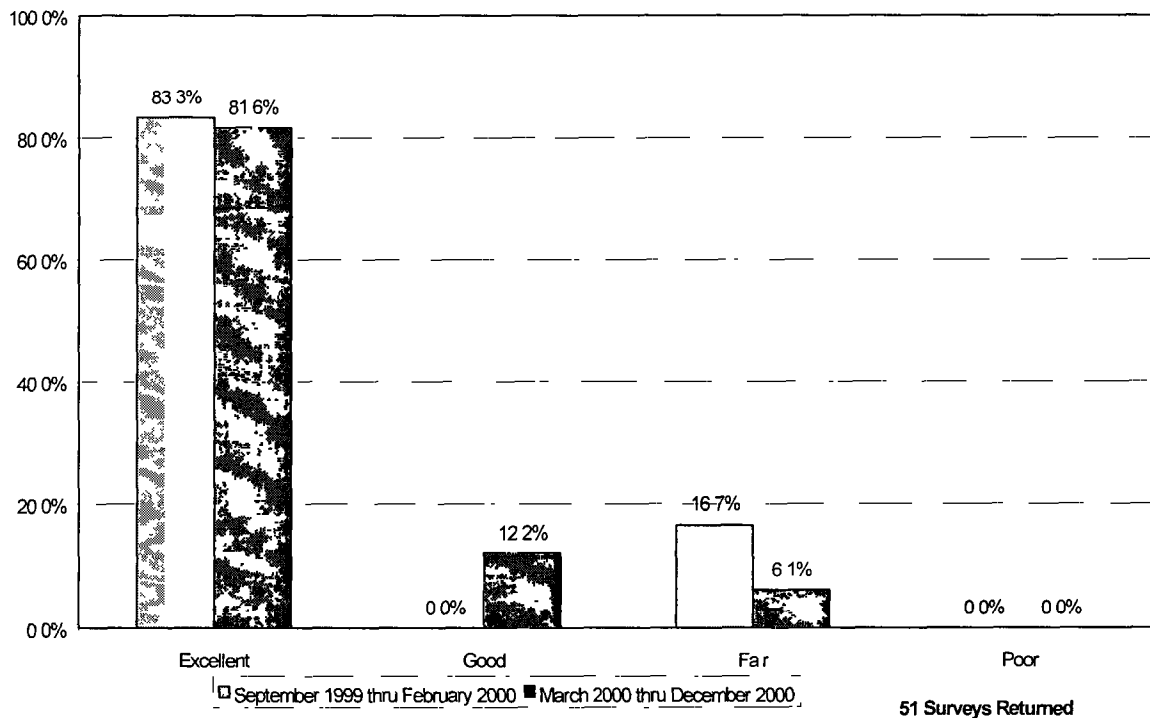
**Overall Satisfaction
Airports**



PUBLIC WORKS Road/Street Sweeping

Since November 1999 the Road Maintenance Division has mailed surveys to customers requesting service and provided surveys in the field. There were 187 surveys distributed and 51 surveys returned. Completed surveys were routed to the Administrative Services Division Manager of Public Works for reporting purposes. Any items requiring further action such as comments regarding unsatisfactory service or suggestions to improve service were forwarded to the Maintenance Division Manager for review and follow-up. There were 6 comments regarding unsatisfactory service and 10 comments with suggestions for improved service. All customers with individual comments requiring attention were immediately contacted and issues were resolved in a timely manner. There were 4 complimentary comments and 35 comments recognizing staff for outstanding public service.

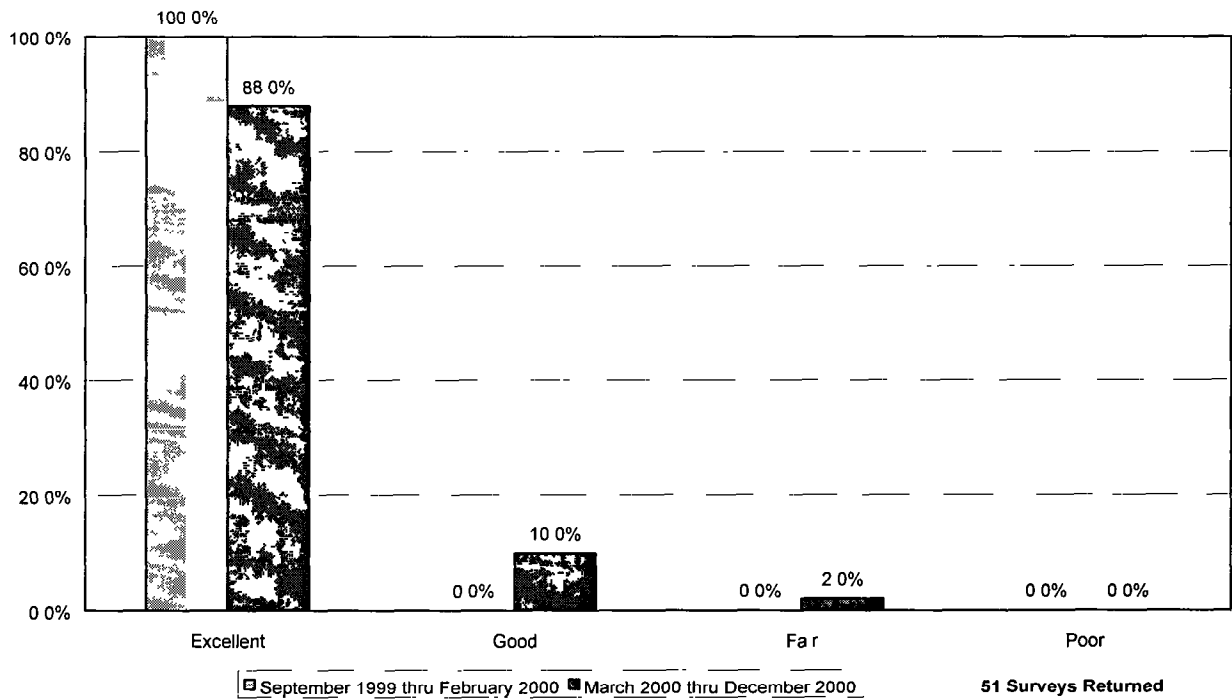
**Overall Satisfaction
Road/Street Requests**



PUBLIC WORKS Sewer Maintenance

Since November 1999 the Sewer Maintenance Division has mailed surveys to customers requesting service and provided surveys in the field. Completed surveys were routed to the Administrative Services Division Manager of Public Works for reporting purposes. Any items requiring further action such as comments regarding unsatisfactory service or suggestions to improve service were forwarded to the Maintenance Division Manager for review and follow-up. The Sewer Maintenance Division distributed 200 surveys and 51 were returned. There were 9 comments regarding unsatisfactory service and 4 comments with suggestions for improved service. There were several comments about customer service in this division. The Department is responding by providing customer service training for staff who answer the phone. There were 7 complimentary comments and 35 comments recognizing staff for outstanding public service.

**Overall Satisfaction
Sewer**



PUBLIC WORKS Water

Surveys were made available to Water customers at service counters and 113 surveys were completed as of December 2000. Surveys were routed to the Administrative Services Division Manager of Public Works for reporting purposes. Any items requiring further action, such as comments regarding unsatisfactory service or suggestions to improve service, were forwarded to the Maintenance Division Manager for review and follow-up. There were 30 comments regarding unsatisfactory service and 24 comments with suggestions for improved service. The Department immediately addressed concerns regarding service and shut off problems. There were 17 complimentary comments and 10 comments recognizing staff for outstanding public service. It should be noted that the East Palo Alto Water District was transferred to California American Water Company in October 2000. Therefore, the Department will no longer be reporting survey results in this area.

Overall Satisfaction Water

