



# COUNTY OF SAN MATEO

## FY 2000-01 Year-End Performance Report

September 18, 2001  
Prepared by:  
County Manager's Office

John L. Maltbie, County Manager

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## Report Overview

This FY 2000-01 Year-End Report reflects the performance of County departments for the year ending June 30, 2001. Performance measurement in San Mateo County is a continuous and evolving process. As part of the effort to improve performance reporting, this report includes the following:

- **Highlighted measures grouped into the following areas:**
  - Public Safety
  - Public Health
  - Transportation and Housing
  - Self-Sufficiency
  - Environmental Services
  - Employee Diversity
  - Voter Registration
  
- **Graphs for highlighted measures** to show performance trends over time, as well as a comparison to the same quarter in the prior year. Current year targets are also included in order to show whether year-to-date performance is tracking towards adopted targets.
  
- **A brief analysis of trends** for each of the highlighted measures.
  
- **Two comprehensive reports on all performance measures including those developed as part of the Outcome-Based Management Pilot Process:** A performance measures database has been created to include all measures and related historical and quarterly data. This allows for better tracking and retention of performance information. Reports from the database, which show all measures with three years of historical data (where available), current year actual and adopted/target data and performance targets adopted as part of the FY 2002 Budget, have been included. It is important to note that a number of newer measures do not have historical data, or that baseline data is currently being collected prior to setting performance targets.

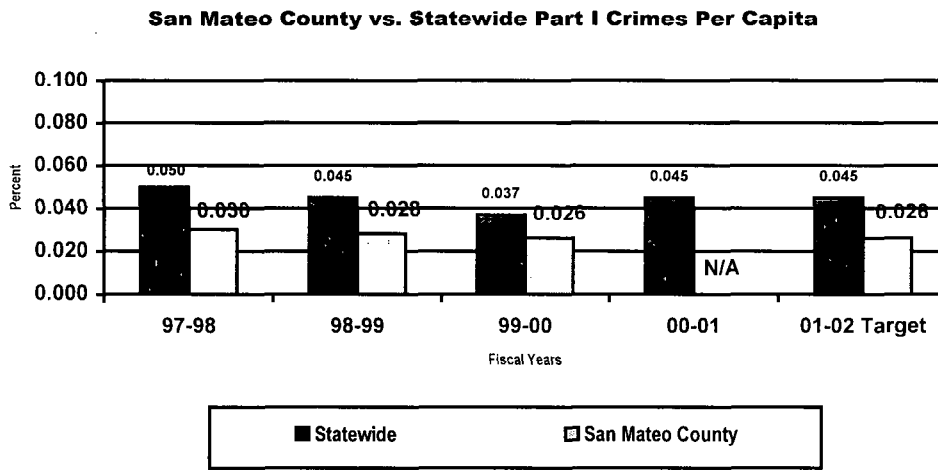
The performance information contained in this report is provided to assist the Board, County departments and other interested parties in making decisions to improve future program performance. As the County implements Outcome-Based Management to align program priorities with the Visioning commitments and goals, more outcome and service quality measures will be developed and monitored so that decisions can be made regarding the allocation of resources towards those services that contribute to achieving the goals identified during the Visioning process.



# I. Public Safety

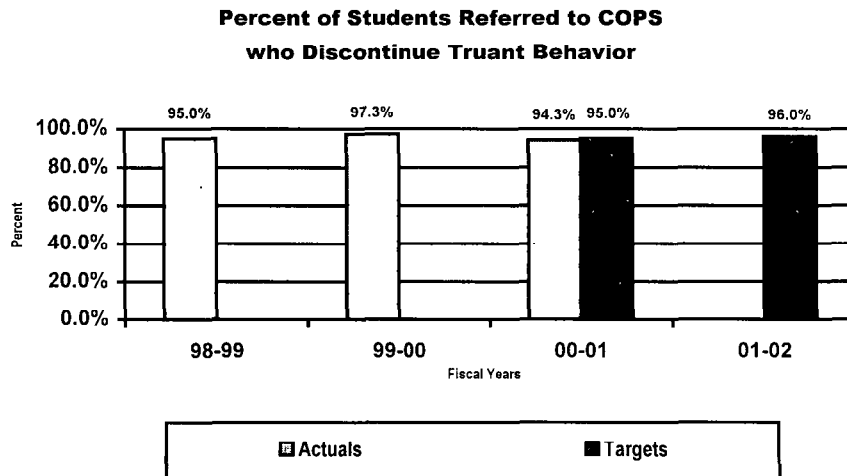
## Crime Rates

Crime rate information is generally reported annually in the third quarter. As a result, information for the 2000 calendar year was not available at the time this report was prepared. However, the number of San Mateo County Part I crimes per capita is anticipated to remain at or near the same level as last year. Part I crimes include homicide, forcible rape, robbery, assault, kidnapping, burglary, motor vehicle theft and arson. As illustrated in the graph below, for the three-year period where data is available (1997-1999), San Mateo County's rate has been approximately 40% below the statewide figures.



## Community Outreach Program Services – Truant Behavior

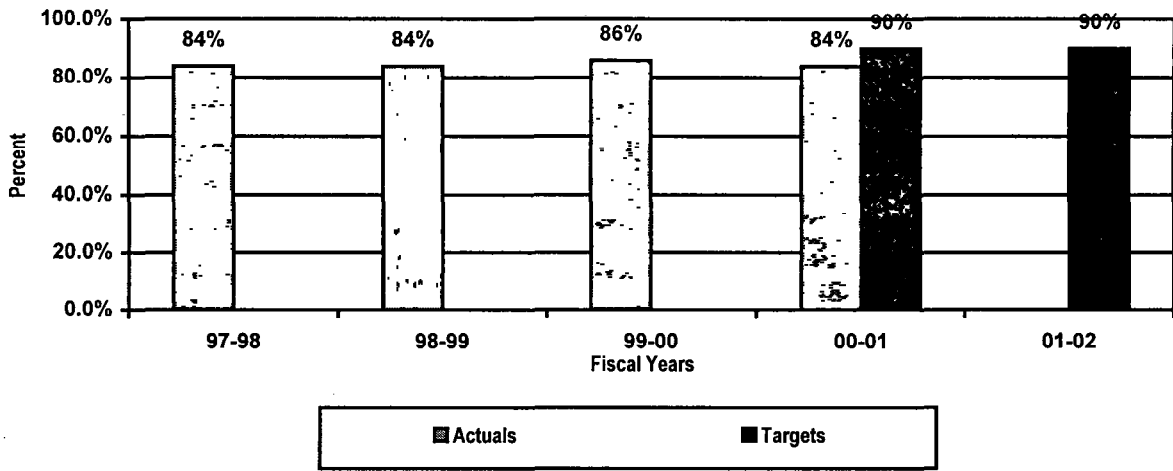
The Community Outreach Program (COPS) is a collaborative program involving Education, Probation and local police which diverts minors referred by local police and schools from becoming involved with the Juvenile Court system. The COPS Program serves at-risk youth through a combination of on-campus supervision and counseling services and community-based treatment services. One of the primary goals of the program is to reduce truant behavior. The program continues to perform very strongly in this area. For FY 2000-01, the percentage of students referred to COPS who discontinued truant behavior was 94.3% (or conversely, a 5.7% recidivism rate).



**Public Safety Dispatch to Law Enforcement Units - Response Times**

Of the 4,020 total calls received by Public Safety Dispatch during the fiscal year, 3,372 or 84% were dispatched to law enforcement units within 90 seconds from the receipt of the call, which is 2 percentage points lower than the FY 1999-2000 year-end actuals. This measure continues to be below the 90% target. The division is providing additional training in 2001 that will focus on call answering to improve performance in this area. A new law dispatch manager and more bilingual dispatching staff have or are in the process of being hired.

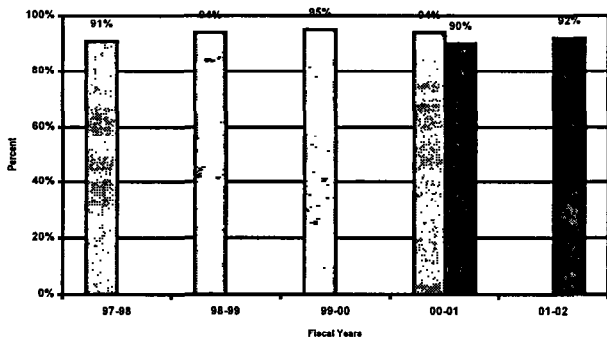
**Law Enforcement Units Dispatched Within 90 Seconds**



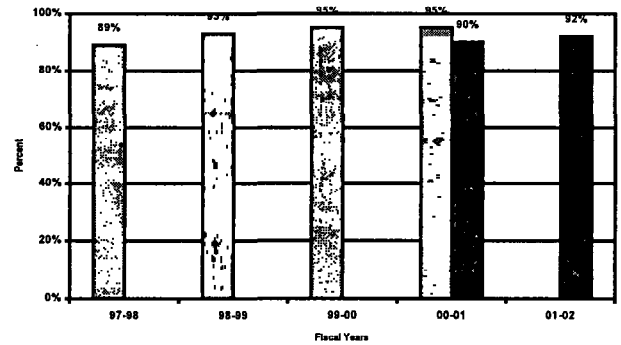
**Public Safety Dispatch to Paramedic and Fire Suppression Units - Response Times**

There were 27,859 paramedic calls and 39,985 fire suppression calls dispatched in FY 2000-01. Of the paramedic calls received, 94% were dispatched within 60 seconds and of the fire calls received, 95% were dispatched within 60 seconds. Both measures exceed their 90% targets.

**Paramedic Calls Dispatched Within 60 Seconds**



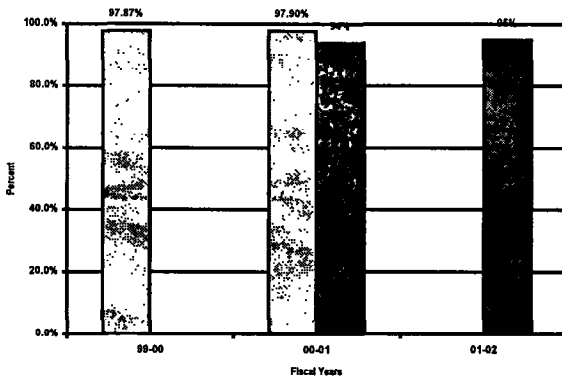
**Fire Calls Dispatched Within 60 Seconds**



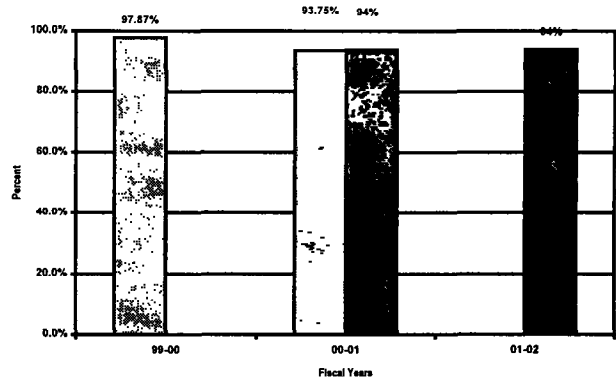
**Paramedic First Responder and Ambulance Response Times**

Response time standards were met by paramedic first response services 97.9% of the time, which exceeded the target of 94%. Response times for ambulance services were on target, meeting standards 93.75% of the time. Current standards are 6:59 minutes for paramedic first response and 12:59 minutes for

**Paramedic First Responder Calls Meeting 6:59 Minute Response Standard**



**Ambulance Calls Meeting 12:59 Minute Response Standard**



ambulance.

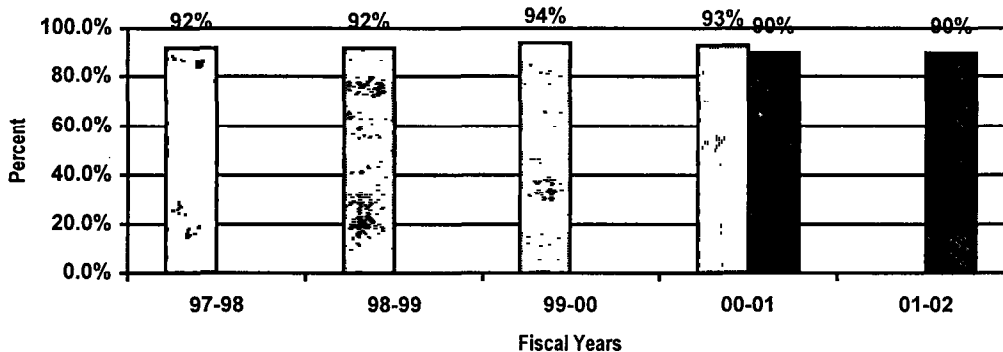
**Office of Emergency Services - Response Times**

The Office of Emergency Services responded to 100% of the 12 hazardous materials, fire and police incidents during the second quarter within one hour of notification. The office has responded to all incidents within this time standard for the last three fiscal years.

**CA Department of Forestry (CDF) Response Times**

CDF responded to an average of 518 calls for assistance this year, including fires, medical assists, hazardous material incidents and public service calls. Of these calls, 482 or 93% had response times within established Emergency Medical Services (EMS) criteria, exceeding the target of 90%.

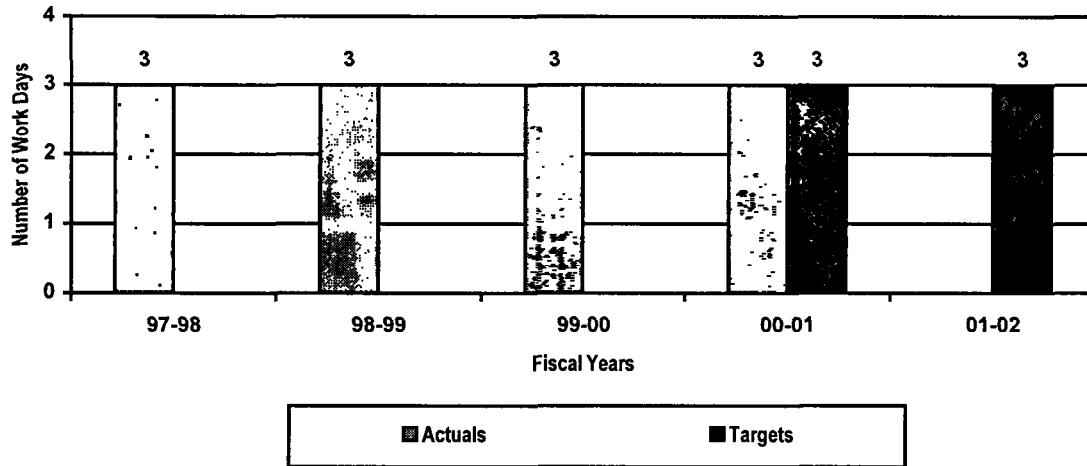
**CA Dept of Forestry Response to Fire and Emergency Medical Service Calls Within Established EMS Time Standards**



### Graffiti Cleanup

The average response time for the year to clean up graffiti after receiving notification was three days which meets the annual target.

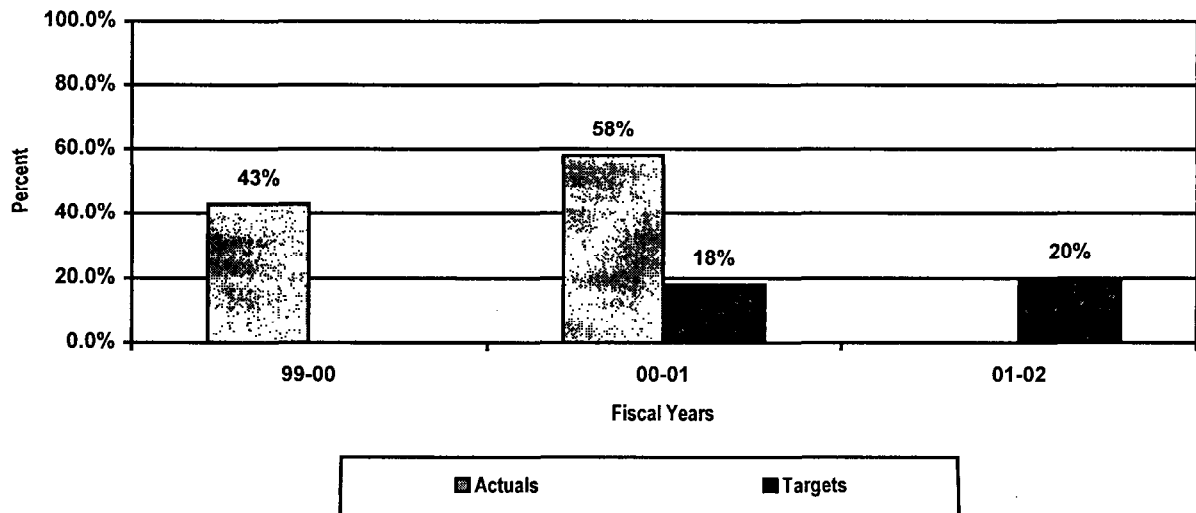
**Average Number of Days to Clean Up Graffiti  
After Receiving Notification**



### Animals Licensed after Citations Issued

This measure was developed as part of the Outcome-Based Management pilot process. The Peninsula Humane Society (PHS) reports that of the 549 citations issued for "no license", 317 or 58% resulted in the application and issuance of pet licenses. This increases public safety since acquiring a license requires that the animal be given a rabies shot. PHS also reports that of the 8,703 animals impounded, 1,762 or 21% were returned to their owners, exceeding the target of 7%.

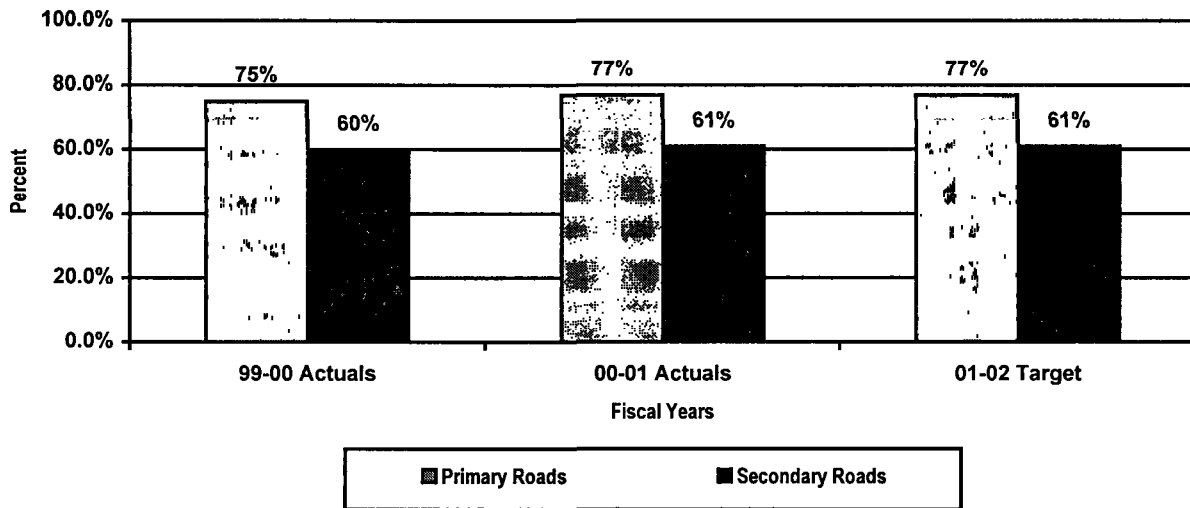
**Percent of Animals Licensed After Being Cited  
for a "No License" Violation**



### Smoothness of County Maintained Roads

This measure was developed as part of the Outcome-Based Management process. At year end, Public Works met targets for maintaining both primary and secondary roads within established Pavement Condition Index (PCI) which is an indicator of the smoothness and traveling condition of roads. This represents an improvement from the prior year.

**Smoothness of County Roads - Percent of County Maintained Road Miles with Pavement Condition Index (PCI) Greater than Established Baseline**

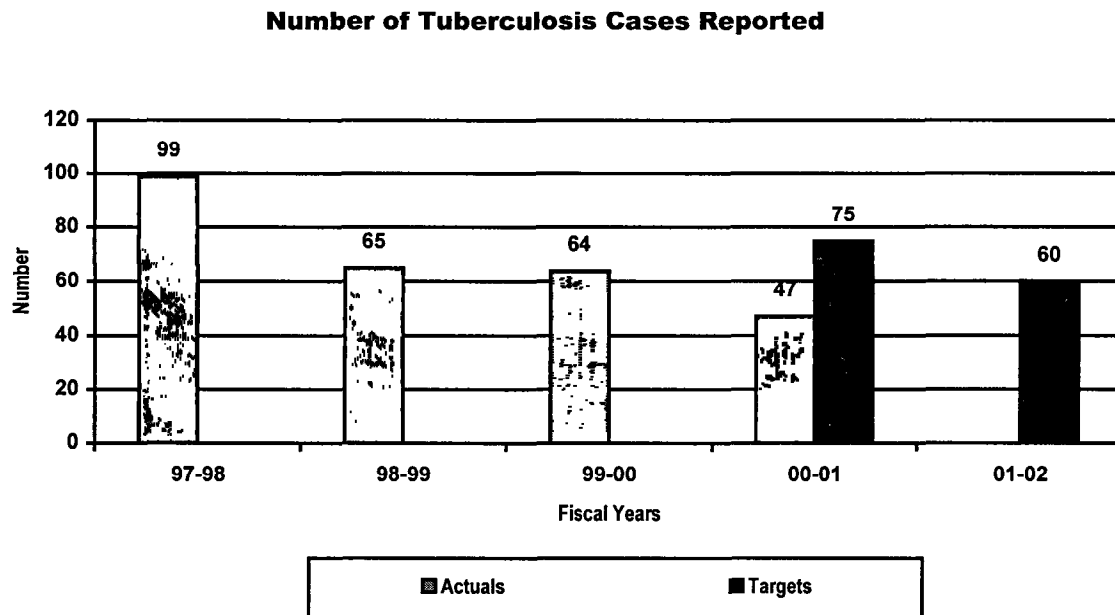




## II. Public Health

### Reported Cases of Tuberculosis

There were twenty-seven active tuberculosis cases reported during the third and fourth quarters resulting in a cumulative total of 47. Lower than the prior year count of 64 and anticipated target of 75. Tuberculosis rates across California and the County are going down.

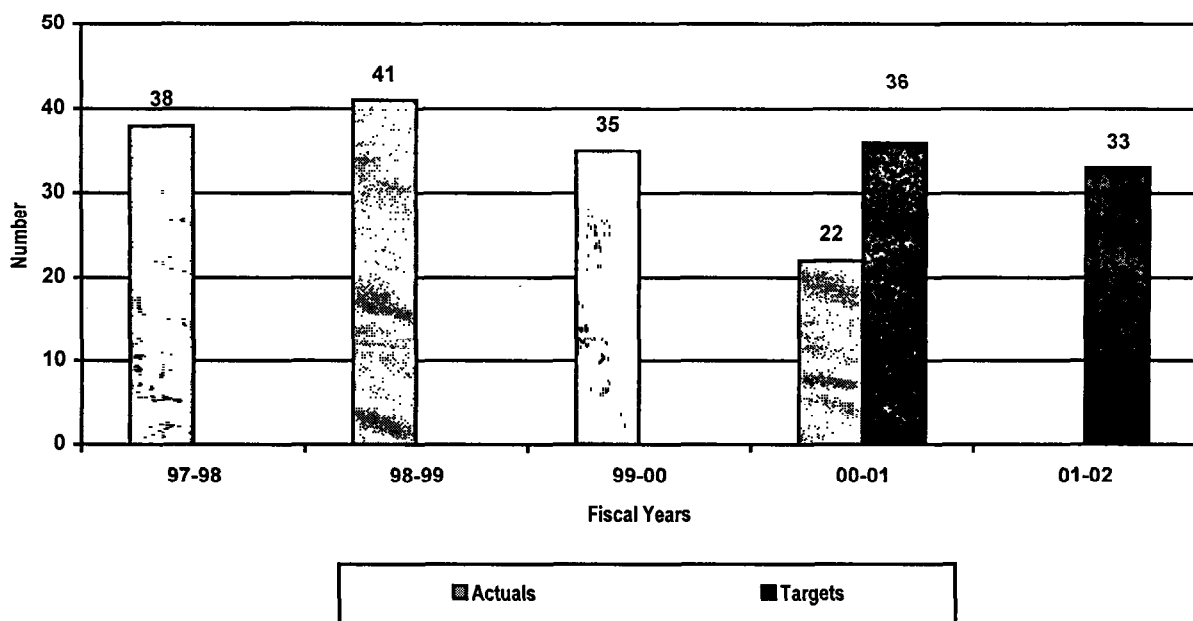


### Reported Cases of AIDS

There were twenty AIDS cases reported during the third and fourth quarters, resulting in a cumulative total of 22 new cases. There is a lag in reporting and the year-end target of 36 is anticipated to be reached. Outreach efforts continue with 2,079 high-risk individuals seeking HIV testing and counseling for the year, slightly below the target. The State Office of AIDS has changed their definition of "high risk" to add a time limit of two years in which high risk behaviors occurred. As a result of this change, the target at year-end is expected to be 2,250, a reduction of 250.



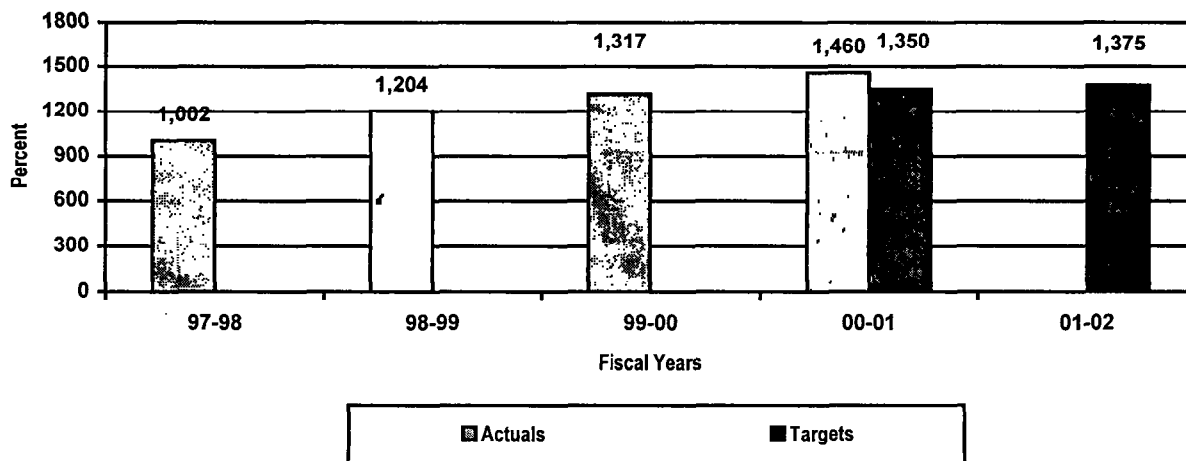
### Number of New AIDS Cases



### Reported Cases of Sexually Transmitted Diseases (STDs)

There were 1,460 STD cases reported for the year, above the target of 1,350. New screening and testing programs as well as more coordination and improved ways of identifying persons at risk has resulting in an increase number of cases reported. Over time, it is expected that this number will decrease with better education and prevention measures.

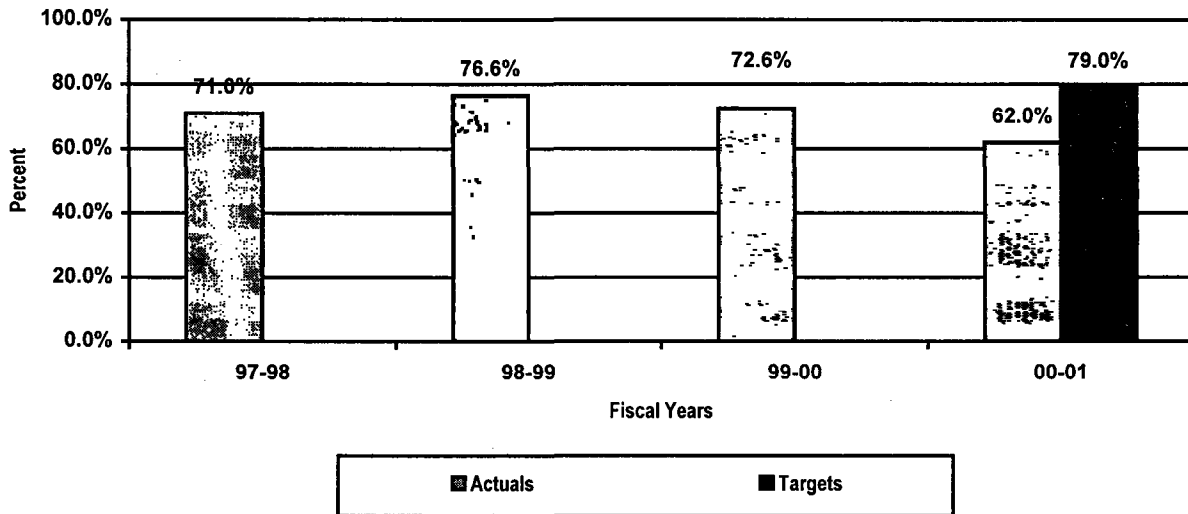
### Number of Reported Sexually Transmitted Diseases



### Percent of Children Immunized At Age Two

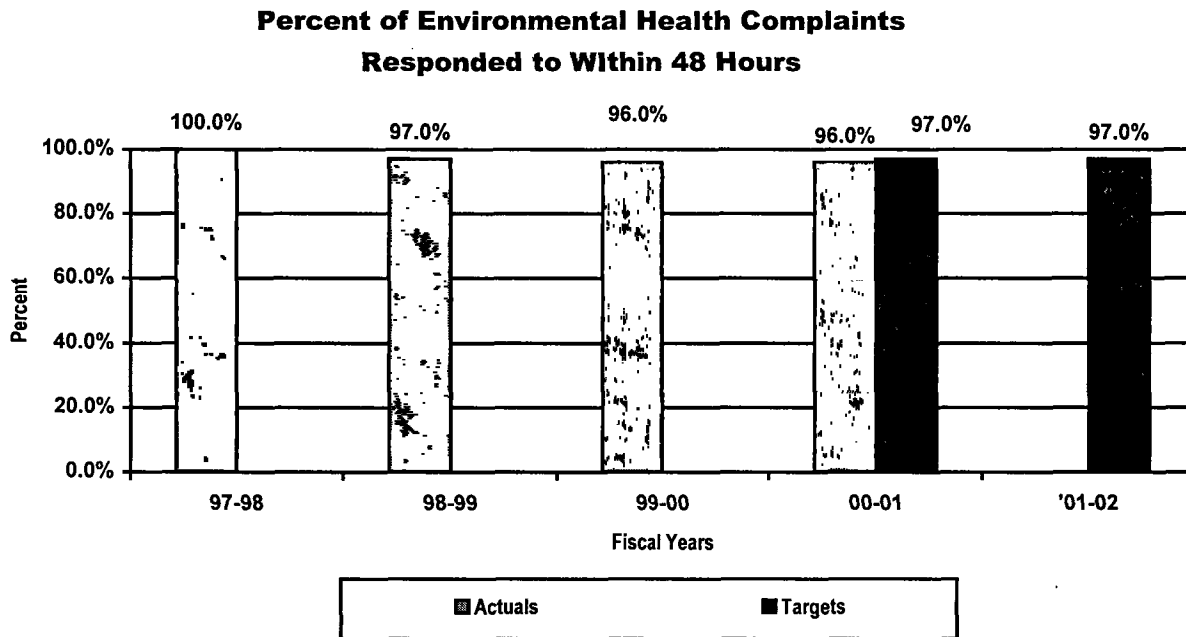
A 17% variance between the projected and year-end average percentages is attributable to the utilization of different database. In years past, immunization data was collected through a kindergarten retrospective study of private and public schools within the County. The projection was based on the kindergarten retrospective study, the actual year-end percentage was taken from monthly vaccine usage reports from the County Clinics. The retrospective study data will be available in the next month. The long-term goal is to meet the 90% Healthy People 2010 objective.

**Countywide Immunization Rates**



### Response Times for Environmental Health Complaints

Of the 1,639 complaints received by Environmental Health during the year, 96% were responded to within 48 hours. Increase in calls and complaints have been received as a result of the increased awareness of food safety as a result of the Viva Mexico incident.



### Community Clinics Waiting Period

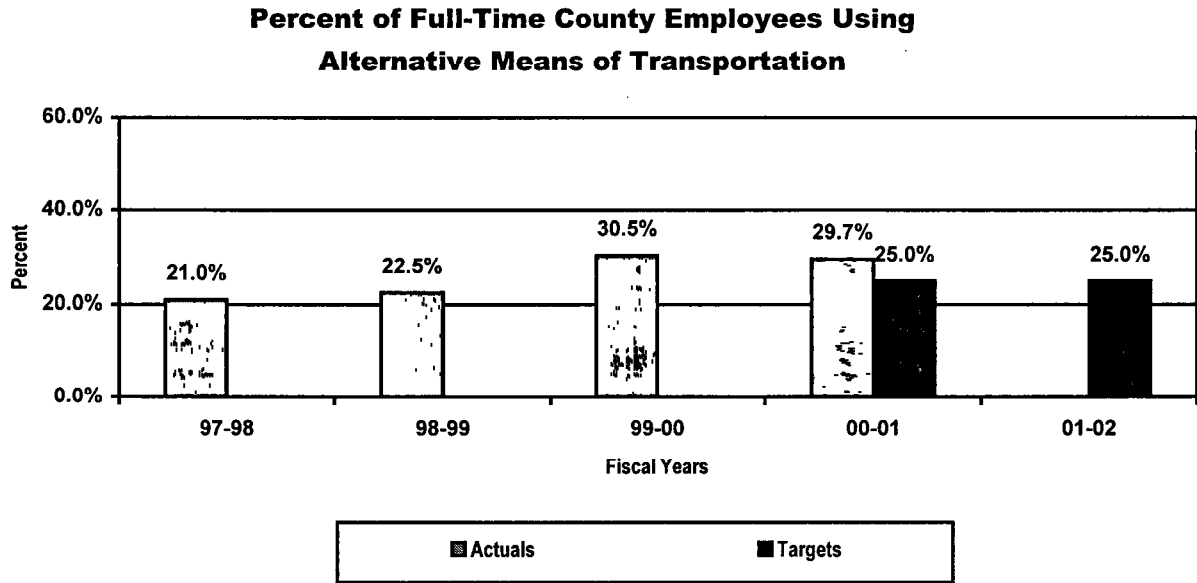
During the third and fourth quarters, 71% and 61%, respectively, of all patients who utilized County community clinics were seen by a provider within 30 minutes of their scheduled appointment time, exceeding the target of 50% for the fiscal year and the first quarter actuals. The year ended with an average of 60% of patients being seen within 30 minutes of the appointment. However, wait times continue to be an issue as indicated by the Customer Surveys. The Clinics will continue to review the patient flow process to determine whether improvements can be made to reduce the amount of time that patients spend waiting.



### III. Transportation and Housing

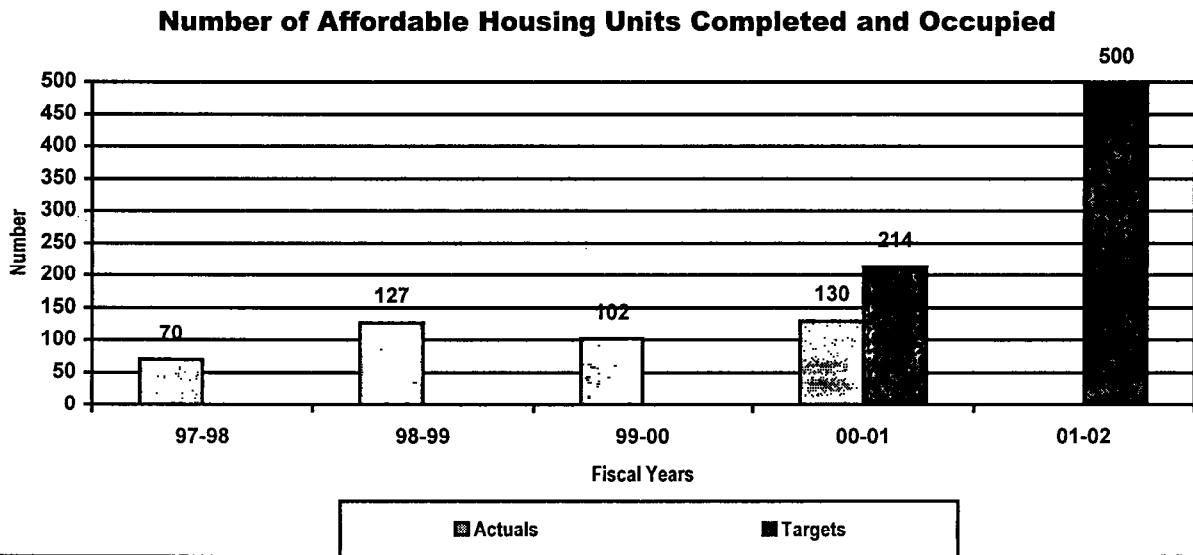
#### Percent of full-time County Employees Using Alternative Means of Transportation

By the end of the fourth quarter 1,039 employees were participants in the Commute Alternatives Program. This level of participation exceeded the target of 25% and indicates the success of ongoing outreach efforts.



#### Number of Affordable Housing Units Completed and Occupied

A total of 130 units were completed this year. A total of 84 units were not completed as scheduled as new construction of Gateway Apartments (65 units) took longer than originally anticipated. Rehabilitation of Light Tree Apartments (6 units), Commercial Avenue Apartments (4 units) and Humboldt House (9 units) was more extensive and took longer than anticipated.

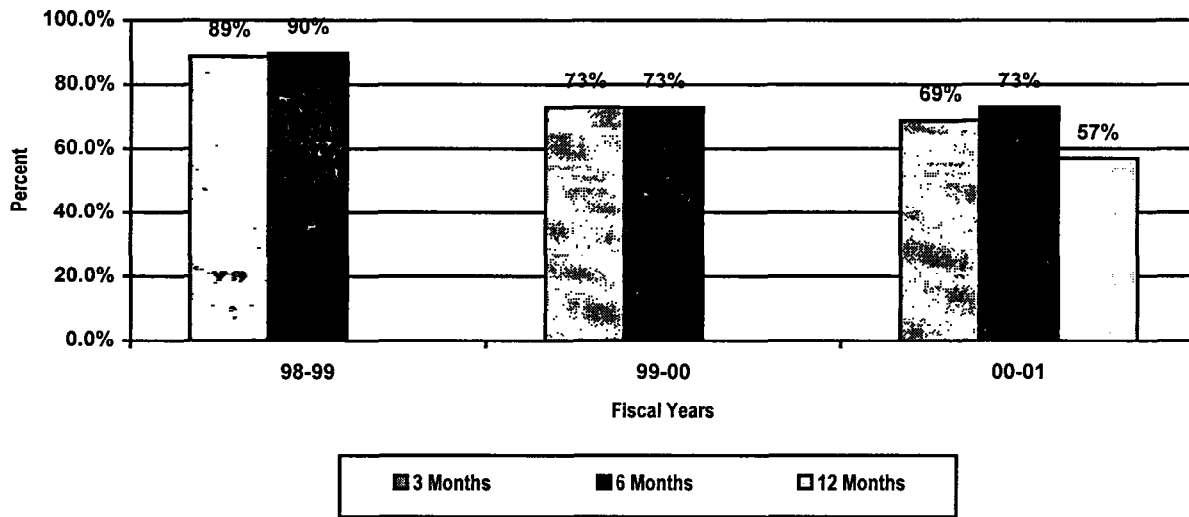


## IV. Self-Sufficiency

### Job Retention for TANF/CalWORKs Employment and Training Participants

Caseloads continue to decrease and as of June 2001 were at 1,535, down from 7,125 in November 1994. While there were a total of 913 placements made during the year exceeding the goal of 818, figures for job retention are slightly below their recommended goals. Consistent with other research, after a sustained period of low unemployment and significant decline in caseloads, most of the remaining participants are individuals with multiple barriers who have more difficulty retaining long term employment. As a result of implementation of OBM, while this measure will continue to be tracked internally at HSA, it is no longer a measure that will be reported out as part of the budget. Performance measures to be reported to show improvement toward self-sufficiency will now include quarterly earnings for HSA customers, PeninsulaWorks participants employed in jobs with benefits six months after hire and CalWORKs and General Assistance participants leaving cash aid with employment.

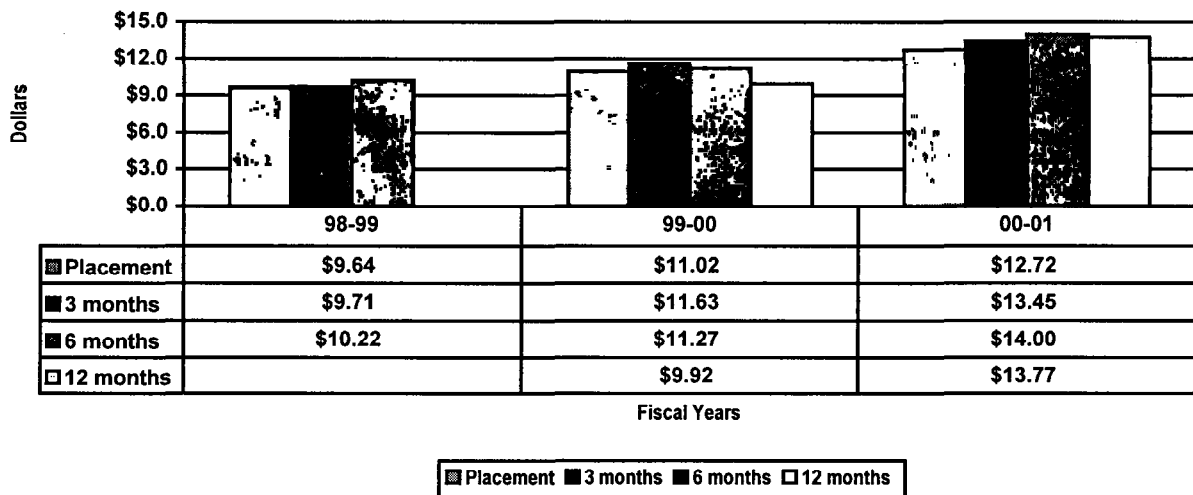
**Sampling of TANF/CalWORKs Participants Still Employed  
at 3 Months, 6 Months and 12 Months**



### Hourly Wage Information for TANF/CalWORKs Employment and Training Participants

Hourly wages at placement and at three, six and twelve months exceed the targeted goals and continue a trend towards higher wages since this information was tracked beginning in FY 1998-99. However, the decline in the economy would suggest a possible slowing or downturn in this area. As a result of implementation of OBM, while this measure will continue to be tracked internally at HSA, it is no longer a measure that will be reported out as part of the budget. Performance measures to be reported to show improvement toward self-sufficiency will now include quarterly earnings for HSA customers, PeninsulaWorks participants employed in jobs with benefits six months after hire and CalWORKs and General Assistance participants leaving cash aid with employment.

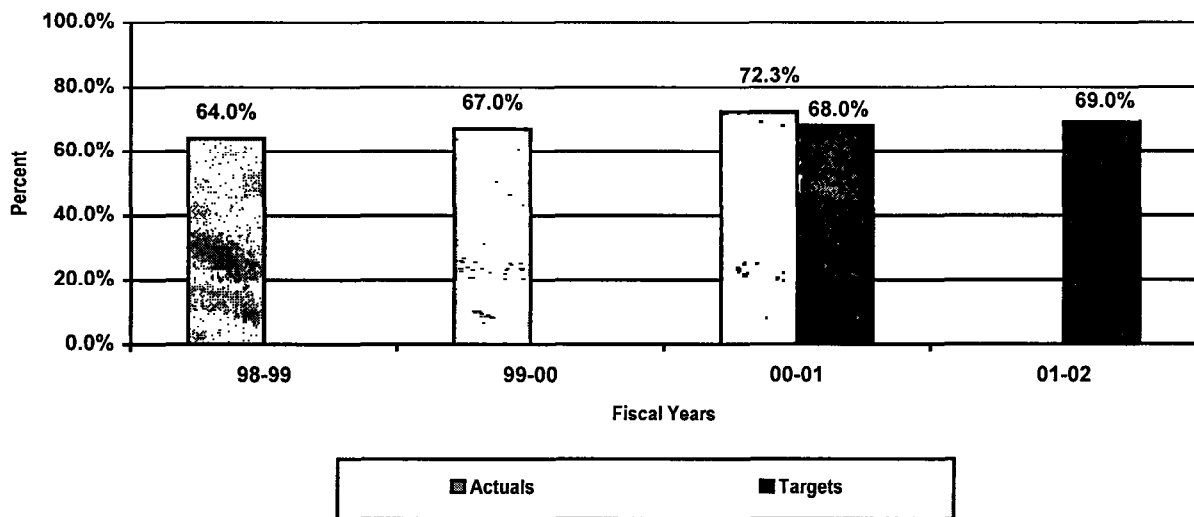
**Sampling of Wages for Employment and Training Participants at Placement, 3 Months, 6 Months and 12 Months**



### Percent of Family Support Cases with Current Child Support Payments

This measure was developed as part of the Outcome-Based Management pilot process. For FY 2000-01, slightly more than two-thirds or 68% of all Family Support cases with orders to pay child support were current with payments, indicating that custodial parents were receiving regular and steady financial income for the care of their children. This percentage represents a slight improvement over the two previous fiscal years and equals the target for FY 2001-02.

**Percent of Cases with Current Child Support Payments Each Quarter**



### Percent of CalWORKs Recipients Returning to Aid Due to Childcare

Of the 103 CalWORKs recipients sampled during the year, 11% came back on aid because they could not afford childcare. This is slightly higher than the target of 10%. It has been anticipated that childcare affordability would be a major barrier to self-sufficiency. Additional information is needed to determine if the recipients "incomed out" of their childcare eligibility and became unemployed in order to be again eligible for childcare.

### Reduction in Alcohol and Drug Use

This measure was developed as part of the Outcome-Based Management pilot process. Data at the year end indicates that 89% or 258 out of 290 of Alcohol and Drug clients contacted either reduced or abstained from alcohol and drug use and 80% or 47 out of 59 clients contacted reduced or abstained at nine months, from the date of intake. This information represents baseline data that will be used in determining future performance targets.

### Criminal Activity Among Alcohol and Drug Clients

This measure was developed as part of the Outcome-Based Management pilot process. Data at the year end indicates that 12% and 22% of Alcohol and Drug clients were detained or incarcerated, or were awaiting charges, trial or sentencing after three and nine months from the date of intake, respectively. This information represents baseline data that will be used in determining future performance targets.



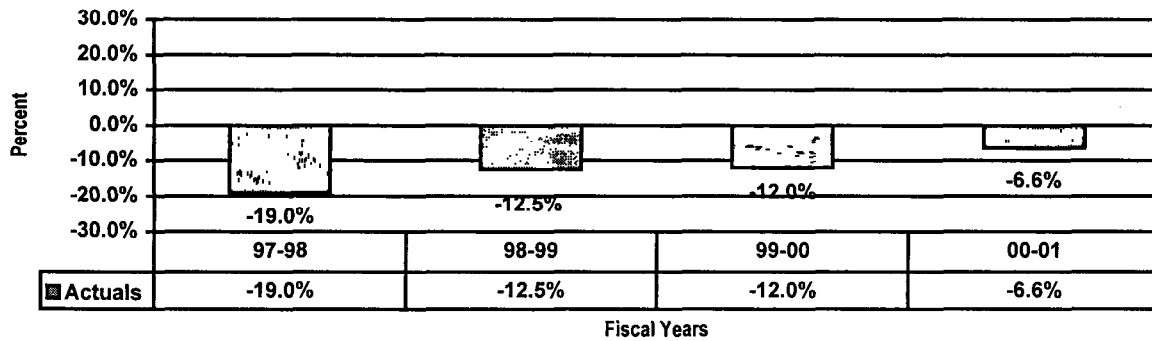


## V. Environmental Services

### Percent Change in Parks Attendance From FY 1995-96 Levels

Attendance figures for the year exceed the target of -13%, though the number of visitors at the various County parks facilities continues to fall below the baseline established in FY 1995-96. Strategies for increasing parks attendance are being developed as part of the Parks and Recreation Division's strategic plan.

**Percent Change in Park Attendance from FY 1995-96 Levels**



### Development Review Center Customer Service Rating

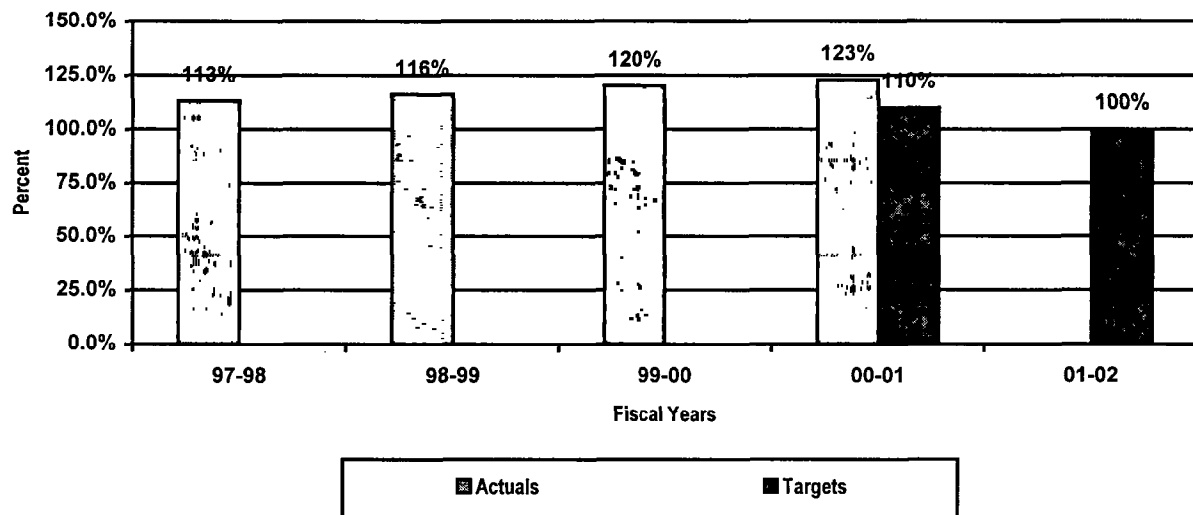
The Development Review Center customer service rating for the fiscal year was a B+, slightly below the projected A rating. Staff believes this is attributed to appropriate follow-up with information and response time; two areas on the survey that did not do as well as other categories, although the average wait time continues to be 13 minutes falling under the established target of 20 minutes. During the past six months, the department successfully installed the County CARES survey form on the department's Internet home page. The plan checker vacancy in the Building Inspection Section was also filled. This enabled the department to minimize reliance on contracted plan checking services and provide better workflow in-house. Management is continuing to monitor and discuss with supervisors the distribution of surveys on a regular basis to increase the response rate and address any unsatisfactory service in a timely manner.

## VI. Employee Diversity

### Minority Representation in County Workforce

San Mateo County continues to exceed the available workforce in its ethnic diversity and gender of employees. This reflects the County's ongoing commitment to providing quality services to its diverse community population. Effective June 30, 2001, combined minority employee representation was 48.1% compared to 38.1% representation in the community workforce. Various initiatives are currently being implemented to increase minority representation in the Officials and Administrators category, such as on-site baccalaureate and masters degree programs and work-out-of-classification opportunities so that employees can gain management experience and visibility.

**% of Minorities in Workforce Compared to % of Minorities in Community Workforce**



## VII. Voter Registration

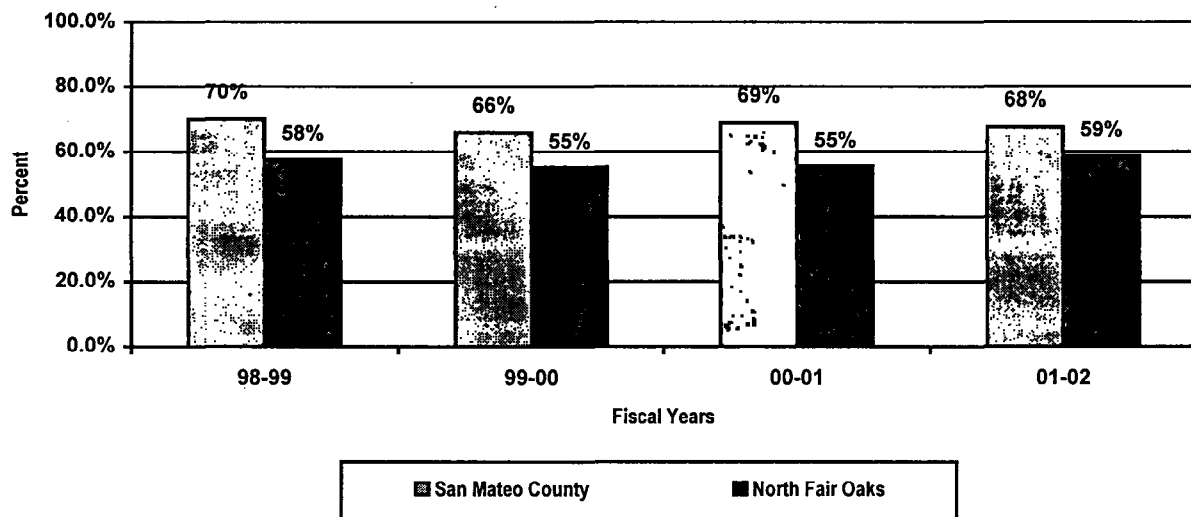
### Percent of Eligible Voters Registered

During the FY 2000-01, 69% of all eligible voters in the County were registered to vote. This is slightly higher than in FY 1999-2000. A total of 55% of the eligible voters in the target area North Fair Oaks were registered to vote. The Elections Office continues to work with the community to increase voter participation. The following activities were conducted during the fiscal year.

- Ongoing voter registration occurring via Department of Motor Vehicles registrations, political party activities in the County and via the 210 registration affidavit sites throughout the County administered by the League of Woman Voters.
- Participated in various community fairs and events to promote and educate citizens on registration and voting. These events included minority communities such as the North Fair Oaks Area and East Palo Alto.
- Engaged public and private clubs and associations in voter education and poll worker.
- Cooperated with the Secretary of State's office in conducting statewide outreach programs.
- Updated and distributed bilingual "Voter Guides" throughout the county.
- Created a San Mateo Elections Web-site with registration information, registration application, and election information.
- Produced and distributed Spanish language voting instructions with absentee ballots and at polling places.
- Initiated a High School Student poll worker program.

As a result of these voter registration activities, there was a large voter turnout for the November 7, 2000 Presidential General Election. In the North Fair Oaks Area, 70.0% of registered voters voted compared to 77.0% Countywide. Both of these measures exceeded the fiscal year targets by 17.5 and 14.5 percentage points.

**Percent of Eligible Voters Registered -  
North Fair Oaks vs. All San Mateo County**



## **ATTACHMENTS**

- 1. Performance Measures Report (Non-Outcome-Based) – FY 2000-01 Year-End**
- 2. Outcome-Based Management Performance Measures Report – FY 2000-01 Year-End**

