

PERFORMANCE MEASURES REPORT FY 2000-01 YEAR-END FINAL

<i>Agency</i>						
<i>Department</i>	<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
Administration and Fiscal						
Assessor-Clerk-Recorder						
<i>Appraisal Services</i>						
Number of construction appraisals	5,957	7,955	8,879	11,757	8,555	NLM
<i>Business Operations</i>						
Cost to process a change of ownership per year	\$23.33	\$15.92	\$20.95	\$19.21	\$19.74	NLM
County Counsel's Office						
<i>County Counsel</i>						
Percent of clients who rate quality and timeliness of services provided as good or better.	NPT	NPT	95%	N/A	95%	95%
Percentage of contracts renegotiated.	NPT	NPT	TBD	100%	95%	NLM
County Manager's Office						
<i>County Manager's Office</i>						
Number of legislative reports provided to the Board of Supervisors identifying/updating Board on legislative issues affecting County and the number of positive actions taken as a result of the Report.	23 Rpts. / 64 Bd. Actions	19 Rpts. / 76 Bd. Actions	10 Rpts/32 Bd Actions	10 Rpts. / 34 Bd. Actions	20 Rpts. / 65 Bd. Actions	20 Reports / 65 Bd. Actions
Percent of CMO assigned capital projects completed on schedule.	82%	100%	100%	80%	100%	100%
Percent of CMO assigned capital projects completed within budget.	83%	100%	100%	100%	100%	100%

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
Percent of responses to Board requests provided on or before the original due date.		83%	86%	74%	100%	90%	90%
Employee and Public Services							
<i>Copy Center</i>							
Percent of copywork completed by the requested date .		95.5%	97%	97%	97%	97%	NLM
Percent of customers satisfied with the quality of work produced		98%	98%	98%	98.3%	98%	98%
<i>Human Resources</i>							
Control lost time injuries to less than 25% of total reported claims.		24.1%	21%	19%	19%	25%	25%
Percent of customers satisfied with Employee Relations assistance and advice.		94%	94%	94%	94%	94%	94%
Percent of minorities in the County workforce as compared to the percent of minorities in the community workforce.		113%	116%	120%	123%	110%	100%
Percent of probationary employees successfully completing probation period.		96%	95%	95%	95%	95%	95%
Percent of recruitments completed within established timeframes as agreed upon with the hiring department.		96%	96%	96%	96%	96%	96%
<i>Mail Delivery</i>							
Percent of customers satisfied with mail delivery based on timeliness and accuracy.		92%	95%	96.5%	97%	95%	95%

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 2 of 26

<i>Agency</i>							
<i>Department</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	
<i>Public Safety Communications</i>							
Dispatch all high priority calls for service to fire suppression units within 60 seconds from the time a call is received.	89%	93%	95%	95%	90%	92%	
Dispatch all high priority calls for service to law enforcement units within 90 seconds from the time a call is received.	84%	84%	86%	84%	90%	90%	
Dispatch all high priority calls for services to paramedic units within 60 seconds from the time a call is received.	91%	94%	95%	94%	90%	92%	
<i>Purchasing</i>							
Dollars saved by utilizing surplus property instead of new purchases.	\$59,300	\$68,850	\$68,900	\$95,850	\$52,000	NLM	
Percent of customers satisfied with vendor agreements based on the cost and quality of products and speed of delivery.	97%	95%	95%	95%	95%	NLM	
Tons of materials collected for recycling.	415	415.9	636.9	536	500	NLM	
<i>Revenue Services</i>							
Expenditures for revenues collected will not exceed 20%.	15%	14%	16.2%	17%	20%	18%	
Information Services Department							
<i>Information Services</i>							
Percent availability of Internet Server	NPT	99.7%	99.5%	99.9%	99.0%	99.5%	
Percent Mainframe Access	NPT	99.0%	99.2%	99.2%	99.0%	99.0%	

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 3 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
Percent of Data Center Server Availability	NPT	99.3%	99.7%	99.7%	99.6%	99.0%	99.0%
Percent of E-Mail Central Interchange	NPT	93.9%	97.9%	97.9%	99.9%	99.0%	99.0%
Percent of Network Availability	NPT	99.5%	99.6%	99.6%	99.7%	99.5%	99.7%
Percent of User Billings mailed within seven working days from period end	NPT	87.5%	96.5%	96.5%	88.3%	95.0%	95.0%
User billing response within three working days	NPT	96.2%	98.5%	98.5%	98.0%	98.0%	98.0%
User billings resolved within fifteen working days	NPT	81.8%	88.5%	88.5%	90.0%	88.0%	90.0%
San Mateo Co. Employee's Retirement Assoc.							
<i>Retirement</i>							
Funded Ratio		89.9%	92.8%	98.4%	98.4%	95%	97.7%
Market Value of Assets (Millions)		\$1,058	\$1,250	\$1,390	\$1,345	\$1,500	\$1,330
Total Active Members		4,331	4,547	4,687	3,214	4,508	4,784
Total Retirees		3,481	3,996	3,081	4,042	3,650	3,899
Treasurer - Tax Collector							
<i>Treasurer - Tax Collector</i>							
Maintain a pool yield rate to meet or exceed Local Agency Investment Fund (LAIF)		5.93% Pool / 5.69% LAIF	5.67% Pool / 5.34% LAIF	5.58% Pool / 5.67% LAIF	5.66% Pool / 6.11% LAIF	5.38% - Combined Pool / 5.25% LAIF	4.75% Combined Pool / 5.00% LAIF

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 4 of 26

<i>Agency</i>	<i>Actuals</i>		<i>Final Year-End</i>		<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>						
Criminal Justice						
District Attorney						
<i>Criminal Division/Public Administrator</i>						
Complete disposition of Public Administrator cases	9.15 months	13.65 months	10.59 months	13.2 months	10-12 months	10-12 months
Number of days between case referral and filing decisions in vertical cases.	21	22.5	20	12.4 days	22	22
Percentage of cases in which Inspector's investigation is initiated within 30 days of receipt of case.	NPT	NPT	100%	100%	100%	100%
Percentage of time that review of consumer and/or environmental complaints are responded to within one week of date of receipt.	98.3%	96.6%	87.36%	98.7%	95%	95%
Percentage of time that Sexual Assault Unit attorneys attend interviews of children victims of sexual assault at the Sexual Assault Forensic Evaluation (SAFE) Center.	NPT	NPT	75%	88.1%	90%	90%
Percentage of time that victims in violent felony cases are contacted within ten days of pretrial and final disposition.	NPR	80%	95%	100%	95%	95%
Probation Department						
<i>Administrative Services</i>						
Provide mandatory updated harassment, non-discrimination and violence in the workplace training to all Probation staff by the end of FY 2000-01.	N/A	N/A	157 trained	376 trained	388 trained	NLM

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 5 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>							
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	
<i>Adult Division</i>							
Increase the number of Drug Court graduates demonstrating improvements in at least one of the following categories: health, employment, or living situation.	NPR	187 of 250 or 75%	107 of 121 or 88%	246 of 250 or 98%		225 of 250 or 90%	NLM
New crimes committed by probationers while on supervised probation (recidivism).	NPR	623 of 6,700 or 9.3%	647 of 6,649 or 9.7%	969 of 7,670 or 12.6%		837 out of 8,000 or 9.3%	803 out of 7,953 or 10.1%
Reported post-treatment use of alcohol/drugs (recidivism) by Drug Court Graduates (12 months).	NPR	NPR	11.5 of 151 or 7.6%	0 of 250 or 0%		10 of 250 or 4%	NLM
<i>Juvenile Institutions</i>							
Maintain a ratio of less than 3% between the annual number of violent incidents and the annual number of Juvenile Hall detention days, based on the average daily population	NPR	49 of 67,763 or .07%	85 of 74,516 or .11%	80 of 66,281 or 12%		85 of 77,380 or .11%	66 of 60,380 or .11%
Probationers successfully completing the Camp Glenwood Program.	85%	94%	117 of 134 or 87%	90 of 97 or 93%		122 of 139 or 88%	NLM
Probationers successfully completing the Weekend Work Program.	448 of 492 or 91%	422 of 462 or 91%	411 of 443 or 93%	499 of 530 or 94%		437 of 460 or 95%	701 of 738 or 95%
Reported felony recidivism rate for Camp Glenwood Aftercare participants (12 months).	NPR	NPR	27 of 68 or 39%	31 of 112 or 28%		12 of 788 or 15%	NLM
Reported misdemeanor recidivism rate for Camp Glenwood Aftercare participants (12 months)	NPR	NPR	37 of 99 or 37%	35 of 112 or 31%		27 of 78 or 35%	NLM
<i>Juvenile Services Division</i>							
Number and percentage of students referred to the Community Outreach Program Services who discontinue truant behavior	NPR	1,694 of 1,784 or 95%	1,644 of 1,684 or 97.6%	1,863 of 1,976 or 94.3%		1,425 of 1,500 or 95%	1,680 of 1,768 or 95%

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 6 of 26

Agency

<i>Department</i>	<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
	<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>
Number of San Mateo High School District students referred to Community Outreach Program Services (COPS).	1,782	1,784	1,242	1,976	1,500	1,761
Provide quarterly, on-site monitoring of TANF program service providers to ensure compliance with the Comprehensive Youth Services Act and proper expenditure of TANF funds.	N/A	N/A	28 visits or 2 per each of the 14 providers 50%	27 visits to 11 providers or 61%	56 visits or 4 per each of the 14 providers 100%	NLM
Reduce the number of children requiring costly services in group home settings through collaborative and comprehensive "wraparound" services in homes or less costly placements.	NPR	NPR	From 14 to 4	33 to 18 or 45%	From 20 to 4	NLM
Reported recidivism rate of Drug Court graduates (12 months).	NPR	2 of 15 or 13%	7 of 59 or 12%	13 of 65 or 20%	13 of 60 or 21%	NLM

Sheriff's Office*Administration & Support Services*Administration

Increase diversity of workforce to 50% of new safety position hires being women and/or of minority ethnic groups.	46%	49%	48%	43.7%	50%	50%
---	-----	-----	-----	-------	-----	-----

Civil Bureau

Number of Family Support Warrants successfully served by Civil Bureau Deputies.	49	79	141	279	130	NLM
Number of first attempt service of domestic violence restraining orders by Civil Unit within five working days.	273	354	454	496	465	NLM
Number of Welfare Fraud Warrants successfully served by Civil Bureau Deputies.	39	19	15	16	15	NLM

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

**Updated during the FY 2001-02 budget process.*

Page 7 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
<u>Narcotics Task Force</u>							
Asset forfeiture revenues secured - total (all distributions).	NPR	NPR	\$637,089	\$426,611		\$410,000	\$440,000
Asset forfeiture revenues secured for CNTF Fund.	NPR	\$207,013	\$228,001	\$215,263		\$200,000	NLM
Number of asset forfeiture cases investigated by new unit.	NPR	62	68	50		50	NLM
Number of narcotics arrests.	267	331	432	372		300	355
<u>Vehicle Theft</u>							
Number of auto theft prevention education classes/events.	NPR	20	30	13		15	NLM
Number of stolen vehicles recovered annually.	NPR	41	58	51		45	NLM
Number of vehicle theft arrests.	50	21	33	24		35	37
Number of vehicle theft assists to local police agencies.	NPR	119	166	80		150	165
Percentage of auto theft change from prior year, per DOJ.	NPR	8.8%	(16.9%)	N/A		(5%)	NLM
Percentage of State vehicle thefts in San Mateo County.	1.3%	1.2%	1.14%	1.3%		1.3%	1.2%
Percentage of State vehicles in San Mateo County.	2.8%	2.9%	2.89%	2.7%		2.8%	2.9%
San Mateo County recovery rate.	90%	88.3%	N/A	93%		86%	NLM
Statewide recovery rate.	87%	85%	N/A	87%		88%	NLM

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 8 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
<i>Custody & Court Services</i>							
<u>Alternate Sentencing</u>							
Average quarterly caseload of pre-trial inmates on Electronic Monitoring	12	7	3	2 avg	8	NLM	
Average quarterly caseload of sentenced inmates on Electronic Monitoring	38.9	50	31.5	18 avg	42	NLM	
Number of inmates placed in Sheriff's Work Program during last 15 days of regular jail sentence per month -	40	60	10	1	40	NLM	
Total EMP caseload and percentage of successful completion.	50.9 / 99%	57 / 97.5%	138.5 / 96%	20 / 99%	50 / 96%	NLM	
<u>Building Security</u>							
Conduct formal and informal training for departments upon request.	NPR	2 sessions	11 sessions	23 sessions	5 sessions	NLM	
Number of incidents investigated to identify and correct any security shortfalls.	NPR	5	15	37	8	NLM	
<u>Inmate Transportation</u>							
Number of inmates transported and number of escapes.	26,841 transports / 0 escapes	27,865 transports / 0 escapes	28,235 transports / 0 escapes	28,711 / 0 escapes	31,000 transports / 0 escapes	29,100 / 0 escapes	
<u>Treatment Programs</u>							
Number of female inmates receiving Domestic Violence Prevention program services and percentage of successful completion.	205 / 94%	196 / 87%	160 / 64%	99 / 100%	130 / 70%	NLM	
Number of jail inmates released to community-based substance abuse programs.	116	87	78	152	120	NLM	

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 9 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
<u>Work Programs</u>							
Estimated value of work hours provided to the community and county by the Sheriff's Work Program and Men and Women's Honor Camps at \$6.50 an hour.		\$2,647,005	\$2,907,412	\$2,703,812	\$2,823,483	\$2,800,500	NLM
Total annual work hours provided by Men's Honor Camp inmates to community agencies and the County.		54,332	57,243	45,500	23,320	55,000	NLM
Total annual work hours provided by Sheriff's Work Program inmates to community agencies and the County.		390,051	400,056	366,995	370,288	459,200	368,000
Total annual work hours provided by Women's Honor Camp inmates to community agencies and the County.		1,120	1,373	3,426	4,276	4,200	NLM
Total number of community and County agencies served by the Sheriff's Work Program and Men and Women's Honor Camps quarterly.		60	59.8	58	49.3 avg	60	NLM
<u>Operations Division</u>							
<u>Cargo Theft</u>							
California Cargo Theft Recovery rate.		NPR	NPR	55%	39%	40%	56%
National Cargo Theft Recovery rate.		NPR	NPR	30%	38%	30%	35%
Number of arrests for cargo theft annually.		NPR	NPR	24	18	15	30
Provide informational training and outreach to San Mateo County freight companies regarding cargo theft operations and prevention strategies.		NPR	NPR	127 companies	55 companies	50 companies	NLM
Provide training to SMC police agencies regarding methods of detecting, investigating and apprehending cargo theft suspects.		NPR	NPR	204 officers	301 officers trained	150 officers	NLM

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 10 of 26

<i>Agency</i>							
<i>Department</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	
San Mateo County Cargo Theft Recovery Rate.	NPR	NPR	54.5%	71%	55%	58%	
Value of stolen property recovered through Cargo Theft Task Force.	NPR	NPR	\$2,996,529	\$1,110,296	\$3,200,000	\$3,000,000	
<u>Community Policing</u>							
Number of abandoned autos cited or removed in the North Fair Oaks area.	NPR	212	870	1,023	340	NLM	
Number of parking violations enforced in the North Fair Oaks area.	NPR	900	1,204	4,544	4,300	NLM	
Number of times local merchants were assisted in the North Fair Oaks area.	NPR	335	600	804	540	NLM	
Percent of planning completed for expanding services to coastside areas.	N/A	N/A	50%	100%	100%	NLM	
<u>Emergency Services</u>							
Provide each JPA agency with annual training in SEMS, EOC operations, Response and Recovery.	NPR	94 classes	90 classes	82 classes	110 classes	NLM	
Respond to all major HazMat/Fire/Police operations within one hour of notification, 24 hours per day, seven days per week. (Number of incidents and percent of response on time).	77 / 100%	61 / 100%	66 / 100%	52 / 100%	65 / 100%	72 / NLM	
<u>Major Crime Activity</u>							
Arrests by the Street Crime Suppression Team for major street crime violations.	0	33	130	140	135	NLM	
Crime related occurrences responded to by Patrol Deputies both dispatched and on-view.	20,957	20,774	21,940	21,033	22,500	NLM	
FBI Part I crimes in Sheriff's beats.	2,823	2,419	2,534	N/A	3,110	NLM	

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 11 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>							
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	
Outstanding warrant arrests in Sheriff's beats.	NPR	4,407	3,209	N/A	4,650	NLM	
San Mateo County Part I Crimes Per Capita.	0.03	0.028	0.026	N/A	0.027	.025	
Statewide Part I Crimes Per Capita.	0.05	0.045	0.037	N/A	0.045	.036	

Environmental Services

Agricultural Commission/Sealer

Number of fieldworkers contacted through education/outreach efforts.	NPT	153	432	33	200	150	
Number of interceptions of exotic plant pests subject to state quarantine action.	162	270	216	320	200	200	
Number of reported pesticide-related fieldworker illnesses/injuries.	N/A	1	5	1	0	0	
Percent of consumer complaints investigated within 24 hours and resolved to the satisfaction of the consumer.	100%	100%	100%	100%	100%	100%	

County Library

Number of special privilege library cards issued to teachers for educational support efforts.	N/A	411	721	883	700	725	
Percent of materials checked out by people using the self-check service.	28%	33%	34.3%	33.7%	36%	37%	
Percentage increase in time number of visits parents make to the library after enrolling in Raising-a-Reader early literacy program.	NPT	NPT	6%	N/A	35%	40%	

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

**Updated during the FY 2001-02 budget process.*

Page 12 of 26

<i>Agency</i>							
<i>Department</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	
<i>Coyote Point Marina</i>							
Maximize percent of potential occupancy based on total rentable berth space.	88%	89%	88%	95.3%	90%	91%	
<i>Fire Protection</i>							
Complete all plan reviews within 10 working days of submittal of all required documents.	NPT	90.25%	93.8%	90.4%	90%	90%	
Conduct a minimum of three multi-company drills per quarter involving paid and volunteer company of CDF.	N/A	N/A	178%	100%	100%	100%	
Respond to all fire and emergency medical service calls within the areas of County serviced by County Fire in the time criteria established for medical response by County Emergency Medical Services.	91.95%	92%	94%	93%	90%	90%	
Respond to all public requests for inspections, complaints or violations within five working days.	NPT	NPT	97.0%	96.6%	100%	100%	
<i>Local Agency Formation Commission</i>							
Continue to respond to requests for information in a timely manner.	90%	90%	90%	90%	90%	90%	
<i>Parks and Recreation</i>							
Accidents allegedly resulting from deferred maintenance.	0	0	0	0	0	0	
Percent change in number of visitors using park facilities from FY 1995/96 levels.	-19%	-12.5%	-12%	-6.6%	-13%	-11%	
<i>Planning and Building</i>							
Development Review Center customer service rating.	A-	A	B+	B+	A	A	

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 13 of 26

<i>Agency</i>	<i>Department</i>	<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	

Long Range Planning customer service survey rating.

B+ B+ B+ B+ B+ B+ B+

U.C. Cooperative Extension

Percent of retail nursery and general public satisfied with the quality of service and overall services.

100% 100% 100% 100% 100% 100% 100%

Health Services Agency

Aging and Adult Services

Number and percent of positive survey responses indicating increased customer understanding of program options for older adults and people with disabilities.

1,320 / 97.4% 867 / 96% 626 / 97% 525 / 96.8% 850 / 95% 700 / 95%

Percent of calls to the TIES (Teamwork Insuring Elder Support) line in which information and assistance were delivered without intakes to caseload.

99.1% 98.75% 98% 95% 96% 97%

Percent of severely impaired client population who are maintained in an independent setting through case management.

77.9% 74% 78% 80% 74% 78%

Percentage of cases managed by the Public Guardian in which no fiduciary claims were filed against the division.

NPT 99% Qrt. / 99% Annually 99% 99% 99% Qrt. / 96% Annually 99% Qrt. / 96% Annually

Total value of client assets managed by the Public Guardian.

NPR \$43,755,031 \$47,182,480 \$55,767,907 \$48,000,000 \$65,000,000

AIDS Program

Decrease the number of AIDS cases diagnosed (number reported).

38 41 35 22 36 33

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>							
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	<i>FY 2001/02</i>
Increase in the number of high risk individuals seeking HIV testing and counseling.	1,017	2,154	2,406	2,079		2,500	2,000
Percent of clients surveyed rating services good to excellent.	97%	99%	93.5%	96%		95%	95%
<i>Business Administration</i>							
Completion of LAN/WAN installation and connectivity to other county Departments.	85%	100%	100%	100%		Maintenance & Upgrade	Maintenance & Upgrade
Develop priorities of community-based health indicators from the forums, determine baseline measurements and develop strategies to improve community health.	NPR	75%	75%	75%		100%	100%
Hold a series of forums with community leaders regarding community wellness to gather input, increase awareness and the need to share responsibility for overall health improvement.	N/A	8	10	10		6	8
Implementation of the new Health Services Core System.	35%	65%	75%	95%		95%	100%
Percent of timely response to citizens concerns on public health care services.	100%	100%	100%	100%		100%	100%
Timely completion and filing of claims and cost reports required by federal, state and other funding agencies.	90%	95%	95%	95%		100%	100%
<i>Community Health Clinics</i>							
Percent of patients enrolled in the Diabetes Education Program who demonstrate behavior modification in weight management/nutrition measured by a lower cholesterol level.	NPR	NPR	NPR	59%		80%	70%
Percent of patients seen by provider within 30 minutes of their scheduled appointment time.	NPR	NPR	NPR	60%		50%	65%

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 15 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
<i>Correctional Health Services</i>							
Number of inpatient days at San Mateo County General Hospital.		278	308	253	204	250	250
Percent of all inmates booked into the San Mateo County jail who receive a health appraisal by the 14th day of incarceration.		NPR	NPR	NPR	99%	80%	90%
Percent of minors who remain in detention at Hillcrest over 96 hours who receive Health Education services.		NPR	NPR	NPR	100%	100%	100%
<i>Emergency Medical Services</i>							
EMS data system implemented that captures dispatch, emergency ambulance and patient data.		10%	20%	75%	90%	100%	N/A
Illness/Injury Prevention Program in place.		N/A	N/A	25%	50%	100%	100%
Percent of ambulance calls meeting 12:59 minute response time standard.		N/A	N/A	97.87%	93.75%	94%	94%
Percent of paramedic first responder calls meeting new 6:59 minute response time standard.		N/A	N/A	97.87%	97.9%	94%	95%
<i>Environmental Health Services</i>							
Gallons of household hazardous waste diverted from illegal landfill disposal and number of people served.		58,528 gal / 14,632 residents	55,372 gal / 11,169 residents	56,167 gallons / 10,263 residents	74,942 gal / 12,203 residents	47,900 gal / 9,290 residents	78,910 gal / 12,696 residents
Number and percent of inventoried facilities receiving a comprehensive inspection annually.		12,456 / 97%	10,929 / 84.1%	10,501 / 81%	9,971 / 76%	13,000 / 95.8%	13,000 / 95.8%
Number of animals/arthropods tested for transmittable disease in targeted areas.		NPR	825	705	1,196	600	1,000

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 16 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
Number of complaints received and responded to within 48 hours (total complaints).		2,130 / 100%	1,541 / 97%	1,421 / 96%	1,639 / 96%	1,930 / 97%	1,930 / 97%
Number of food facilities listed on the website.		N/A	N/A	91	64	100	---
Number of food-borne illness investigations.		221	157	115	249	154	---
Number of hazardous material emergency responses.		NPR	NPR	41	46	70	70
Number of solid waste inspection/services.		330	345	463	298	350	350
<i>Food and Nutrition Services</i>							
Health Services customers rating the quality services provided by Food Services "Good to Excellent".		90%	88%	75%	84%	90%	90%
Probation Department customers rating the quality services provided by Food Services "Good to Excellent".		N/A	No returns	90%	N/A	83%	83%
Sheriff's Office customers rating the quality services provided by Food Services "Good to Excellent".		Not done	97%	90%	75%	90%	90%
<i>Mental Health Services</i>							
Percent of clients reporting satisfaction with services rendered.		89.6%	85.3%	87.1%	92%	87%	87%
Percent of clients who maintain school attendance in mental health/education programs.		82%	81%	81%	85%	80%	---
Percent of clients who will improve or maintain their level of functioning as measured by a standardized outcome instrument.		NPR	85.6%	81%	82%	85%	83%
Reduce acute/subacute bed days.		62,150	63,801	58,345	51,896	60,773	58,583

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 17 of 26

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>							
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>	
Reduce group home placements (maintain at or under 1988-89 baseline of 150/month). Includes California Youth Authority placements alternatives.	133.5	140	141	148.5	140	---	
<i>Public Authority</i>							
Number of IHSS workers who received a minimum of two hours training through the Public Authority during one-year period.	204	144	163	250	275	300	
Percent of consumers defined as being at high risk of institutionalization who are maintained in an independent setting with Public Authority assistance.	95.25%	99%	95%	96%	95%	95%	
Percent of consumers who find an IHSS worker with registry assistance.	98.75%	91%	91.5%	90%	90%	91.5%	
Percent of survey responses indicating satisfaction with quality of registry worker performance (survey to be conducted two months following consumer employment of registry worker).	99%	100%	99.5%	100%	98%	99.5%	
<i>Public Health Services</i>							
Number of active tuberculosis cases reported.	99	65	64	47	75	60	
Number of STD cases reported.	1,002	1,204	1,317	1,460	1,350	1,375	
Percent of children up to date on immunizations at age two.	71%	76.6%	72.6%	62%	79%	---	
Percent of women, Countywide, who receive adequate prenatal care.	85%	84.6%	84.3%	86.1%	87%	---	
Reduce teen pregnancy through Countywide effort and coordination with schools and community-based organizations.	N/A	2% Reduction / 6 Less	24.5% / 57 Less	13% - 29 Less	N/A	---	

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 18 of 26

Agency

Department	Actuals			Final Year-End	Adopted	Adopted*
	Performance Measure	FY 1997/98	FY 1998/99	FY 1999/2000	FY 2000/2001	FY 2001/02

San Mateo County General Hospital

Number and percent of unscheduled returns to a special care unit (e.g. Intensive/Cardiac Care Unit).	NPR	NPR	NPR	4.25 / 6.35%	4 / 7%	4 / 7%
Number of unscheduled transfers/discharges of Crystal Springs/Long Term Care patients to inpatient acute care for evaluation and/or treatment of fractures.	NPR	10 patients	8 patients	2 patients	8 patients	5 patients
Percent of unscheduled returns to Emergency Department within 0-72 hours.	NPR	4%	2.3%	2.07%	3.5%	3.5%

Human Services Agency

Central Administration

Amount of increased revenue due to new sources or revised procedures.	NPR	\$1,379,149	\$3,002,014	\$2,319,129	\$1,750,000	\$1,850,000
Number and percent of completed audits with no major findings.	5 / 100%	5 / 100%	7 / 100%	5 / 80%	5 / 100%	5 / 100%
The amount of cost avoidance, cost savings and overpayments identified for AFDC/CalWORKs, Food Stamps and General Assistance comparison to the cost of the Fraud Investigations Unit.	\$5,014,116 / \$1,085,378 5:1	\$3,997,778 / \$1,385,326 2.8:1	\$4,532,636 / \$1,391,487 3.2:1	\$3,770,161 / \$1,574,709 2.3:1 Savings/Cost	\$4,000,000 / \$1,400,000 3:1	\$4,000,000 / \$1,400,000 3:1 Savings/Cost

Childcare

Number and percent of children in Child Protective Services System utilizing child care services as a protective measure alternative to out-of-home placement.	NPR	81	69 / 59%	71 / 54%	85 / 62%	85 / 62%
Percent of CalWORKs recipients who come back on aid because they cannot afford child care.	NPT	NPT	7%	11%	10%	10%

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

**Updated during the FY 2001-02 budget process.*

<i>Agency</i>		<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Department</i>		<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Performance Measure</i>							
<i>Children and Family Services</i>							
Amount of dollars collected for the Children's Fund by the community liaison.	N/A	N/A	\$45,288	\$123,619		\$45,000	\$50,000
Increase percent of total children in voluntary service programs.	N/A	49%	48%	40%		48%	48%
Number of criminal complaints for abuse/neglect.	388	348	319	342		295	270
Percent of children in school-based services showing improved grades in reading and math.	NPT	NPT	52%	67%		65%	65%
Reduce percent of children who are subject to repeat incidents of abuse and neglect.	4.58%	3%	3.0%	5%		0%	0%
Reduce percent of newly referred children who require out-of-home placement.	4.25%	4.8%	7%	6%		4.5%	4.0%
Reduction of referrals for child abuse/neglect.	NPT	21%	2%	11%		15%	10%
<i>Eligibility Determination</i>							
AFDC/CalWORKs grant savings due to increase in family income.	\$970,535	\$1,367,238	\$1,148,288	\$1,208,141		\$725,000	\$600,000
Average number of hours worked for AFDC/CalWORKs participants with earned income.	Baseline data collected.	35 hours	36 hours	34 hours		20 hours	20 hours
Percent of employable General Assistance cases terminated due to report of employment.	11%	17%	17%	8%		15%	15%
Percent of non-child only AFDC/CalWORKs recipients with job related income.	46.25%	48%	41%	37%		35%	35%
<i>Employment Services</i>							
Number of job placements for employment and training participants.	1,374	1,048	725	913		818	736

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 20 of 26

Agency						
Department	Actuals			Final Year-End	Adopted	Adopted*
Performance Measure	FY 1997/98	FY 1998/99	FY 1999/2000	FY 2000/2001	FY 2000/2001	FY 2001/02
Percent of CalWORKs participants meeting referral work participation rates.	N/A	FG: 42.25% / U: 64%	52%	60%	45%	45%
Retention Statistics						
Percent of AFDC/CalWORKs employment and training participants employed following placement at six months.	NPT	92.75%	73%	73%	75%	75%
Percent of AFDC/CalWORKs employment and training participants employed following placement at three months.	78.5%	92.5%	73%	69%	70%	70%
Percent of AFDC/CalWORKs employment and training participants employed following placement at twelve months.	NPT	NPT	51%	57%	70%	70%
Percent of AFDC/CalWORKs employment and training participants employed following placement at twenty-four months.	NPT	NPT	N/A	N/A	Est. TBD after baseline data gathered.	Est. TBD after baseline data gathered
Wage Information						
Average hourly wage at placement.	\$9.33	\$9.64	\$11.02	\$12.72	\$10.00	\$10.00
Average hourly wage at six months.	NPT	\$9.71	\$11.63	\$14.00	\$10.50	\$10.50
Average hourly wage at three months.	\$9.20	\$10.22	\$11.27	\$13.45	\$10.00	\$10.00
Average hourly wage at twelve months.	NPT	NPT	\$9.92	\$13.77	\$10.50	\$10.50
Average hourly wage at twenty-four months.	NPT	NPT	N/A	N/A	Est. TBD after baseline data gathered.	Est. TBD after baseline data gathered
Office of Housing						
Average number of homeless people on winter/summer night.	Winter: 656 Summer 494	Winter: 650 Summer: 602	Winter: 617 / Summer: 618	Winter: 828 Summer: N/A	Winter: 650 Summer: 600	Winter: 650 Summer: 600

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 21 of 26

<i>Agency</i>						
<i>Department</i>		<i>Actuals</i>		<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
Number and percent of clients achieving self-sufficiency after one-year participation in intensive case management program with limited rent subsidy (HIP/ISSP).	N/A	11/32 34%	36/80 45%	12 / 25%	36 / 75%	36 / 75%
Number and percent of homeless people in transitional housing who move to permanent housing.	56.5%	145 / 62.8%	333 / 64.7%	393 / 65%	300 / 65%	300 / 65%
Number of affordable housing units completed and occupied.	70	127	102	130	214	217
<i>Out-of-Home Placement</i>						
Increase percent of children in non-relative permanent placement who were adopted.	5.7%	9.95%	7%	11%	7.5%	7.5%
Increase ratio of children in family foster homes to children in group homes.	9.5.1 or 95%	9.2.1 or 92%	9.4.1 or 94%	9.5:1 or 95%	9.5:1 or 95%	9.6.1 or 96%
<i>Vocational Rehabilitation</i>						
Gross amount of workcenter revenue (including Food Service Program).	NPR	\$1,091,435	\$1,108,857	\$1,270,863	\$1,274,198	\$1,274,198
Number of Mental Health clients employed.	128	104	725	118	160	160
Public Works						
<i>Administrative Services</i>						
Average time for responding to help requests for solving software and hardware problems.	3.5 hours	1.5 hours	1.67 hours	1.53 hours	2.2 hours	2 hours
Average time to process work authorizations.	3 days	4.9 days	4.3 days	2.6 days	4 days	3.8 days
Percent of performance evaluations that are completed and submitted by the deadline.	61%	68.5%	68.9%	63.7%	77%	78%

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 22 of 26

Agency

<i>Department</i>	<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
Percent of personnel action forms affecting pay rates processed and included in next payroll.	98%	100%	100%	100%	99%	99%
<i>Airports</i>						
Average time to complete hangar and customer service requests.	3 days	5.3 days	1.3 days	2.4 days	4 days	4 days
Average time to respond to hangar and customer service requests.	2 days	1.1 days	1.25 days	.95 days	2 days	2 days
Number of hangar and customer service requests.	59	64	63	35	50	50
Number of security actions taken (minor/major)	N/A	82/3	82/9	65/2	70/5	70/5
Percent of customers rating services good or better.	NPT	91%	97.5%	91%	85%	85%
<i>Noise Abatement</i>						
Average time to respond to noise complaints				1.2 working days	2 working days	2 working days
Number of aircraft observed.	3,871	4,409	3,865	4689	4,000	4,000
Number of non-complaint aircraft identified.	25	40	29	48	50	40
<i>Custodial Services</i>						
Percent of customers rating services good or better.	NPT	98.5%	97%	96%	98%	98%
<i>Engineering Services</i>						
Number of budgeted Road Standards and Studies completed.	0	3	1	0	1	1
Number of projects awarded for construction.	N/A	12	12	15	16	21
Response time for traffic control requests.	10 days	8 days	9 days	9 days	10 days	10 days

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

**Updated during the FY 2001-02 budget process.*

Page 23 of 26

Agency

<i>Department</i>	<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
<i>Facilities Maintenance and Operations</i>						
Number of generator failures.	N/A	N/A	0	0	1	1
Number of HVAC failures longer than 24 hours in duration.	N/A	N/A	7	2	10	10
Percent of all maintenance time spent on preventive maintenance.	23.9%	23%	24.2%	17.85%	25%	25%
Percent of all plumbing activities spent on emergency response.	8.8%	7.8%	2.9%	3.41	10%	10%
Percent of customers rating service good or better.	NPT	100%	97%	100%	90%	95%
Percent of total generator related activities spent on preventive maintenance.	74%	80%	76.6%	47.91%	80%	80%
Percent of total heating, ventilation and air conditioning (HVAC) activities spent on preventive maintenance.	51.2%	44%	41.1%	29.0%	50%	50%
<i>Fleet Maintenance and Replacement Services</i>						
Percent of customers rating services good or better.	NPT	95%	96%	99.5%	95%	95%
Percent of total maintenance costs spent on preventive maintenance.	38%	71%	86%	88.3%	85%	85%
Percent of total repair costs for emergencies and unscheduled repairs.	9%	20%	14.8%	11.75%	18%	18%
<i>Special Districts</i>						
Average expenditure for maintenance and operation per water connection.	\$416.88	\$427.00	\$462.00	\$491	\$604	\$0
Average expenditure for maintenance and operations per sewer connection.	\$314.57	\$340.00	\$420.00	\$409	\$425	\$440

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

9/13/01

*Updated during the FY 2001-02 budget process.

Page 24 of 26

<i>Agency</i>						
<i>Department</i>		<i>Actuals</i>		<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>
Average time to respond to reports of street light outages.	7.4 days	5.5 days	7.5 days	7.4 days	5.5 days	5.5 days
Percent of customers rating services good or better.	N/A	100%	99%	100%	99%	99%
Revenue per sewer connection.	\$342.84	\$381.00	\$396.00	\$404	\$356	\$375
Revenue per water connection.	\$493.46	\$547.00	\$613.00	\$647	\$583	\$0
<i>Tower Road Construction</i>						
Average response time to clean up graffiti after receiving notification.	3 days	2.8 days	3 days	3 days	3 days	3 days
Percent of customers rating services good or better.	N/A	99%	94%	96%	98%	98%
Percent of projects completed on time and within budget.	N/A	93%	92%	96%	93%	94%
<i>Transportation Services</i>						
Percent of administrative costs for Transportation System Management (TSM) compared to the total cost of TSM program.	46%	31%	34.4%	40%	30%	30%
Percent of federal dollars offered and obligated.	20%	26.1%	43%	99.3%	90%	95%
Percent of full time County employees using alternative means of transportation.	21%	22.5%	30.5%	29.7%	25%	25%
Percent of project milestones achieved toward the construction of federally funded projects.	40%	58.57%	80%	98.3%	100%	100%
<i>Waste Management/Environmental Services</i>						
Percent of solid waste in unincorporated San Mateo County diverted from land-filling.	34%	33%	26%	36%	45%	50%

NPR = Not previously reported NPT = Not previously tracked N/A = Not available TBD = To be determined

<i>Agency</i>						
<i>Department</i>	<i>Actuals</i>			<i>Final Year-End</i>	<i>Adopted</i>	<i>Adopted*</i>
<i>Performance Measure</i>	<i>FY 1997/98</i>	<i>FY 1998/99</i>	<i>FY 1999/2000</i>	<i>FY 2000/2001</i>	<i>FY 2000/2001</i>	<i>FY 2001/02</i>

Road Fund

Equipment Maintenance Services

Percent of customers rating services good or better.	NPT	95%	96.3%	98.8%	95%	95%
Percent of total maintenance costs spent on preventive maintenance.	38%	71%	86%	90.5%	85%	85%
Percent of total repair costs for emergency and unscheduled repairs.	9%	20%	14.8%	9.5%	20%	20%