

**FY 2004-06 Final Budget Hearing
ATTACHMENT A**

SUMMARY - POSITION CHANGES

DEPARTMENT	DESCRIPTION	CLASSIFICATION	ADD	DEL
County Counsel	To backfill for employee on leave	Deputy County Counsel IV	1	
Sheriff's Office	Position reconciliation to MSO	Management Analyst III	1	
	Additional fiscal support	Senior Accountant	1	
	Restore Commissary position	Storekeeper II	1	
	Restore Court Security positions	Deputy Sheriff	2	
	Jail Admissions reorganization	Correctional Officer	2	
	Jail Admissions reorganization	Legal Office Specialist		(2)
	Crime Lab reorganization	Supervising Forensic Specialist		(1)
	Crime Lab reorganization	Criminalist I	1	
Probation Department	Restore Gateway Program cuts	Group Supervisor I	3	
	Restore Camp Glenwood cuts	Group Supervisor II	1	
	Restore Camp Glenwood cuts	Group Supervisor III	1	
Engineering Services	State funding reductions	Associate Engineer		(4)
Road Construction & Operations	State funding reductions	Road Maintenance Worker I		(2)
	State funding reductions	Road Maintenance Worker II		(1)
	State funding reductions	Road Maintenance Supervisor		(1)
	State funding reductions	Utility Worker II		(1)
Construction Services	Increased demand for plumbing svcs	Plumber	1	
Health Services Administration	Children and Youth Services reorg	Community Program Spec II-U	1	
	Transfer from Public Health	Community Program Spec III-U	1	
	Transfer to Public Health	Financial Services Manager II		(1)
	Health Promotion Disease Cntrl reorg	Staff Nurse-U		(1)
Mental Health Services	Children and Youth Services reorg	Mental Health Program Specialist		(1)
	Children and Youth Services reorg	Residential Counselor II		(1)
	Children and Youth Services reorg	Supervising Mental Health Cln-E	1	
	Children and Youth Services reorg	Clinical Services Manager II	1	
Public Health Services	Transfer from Health Services Admin	Financial Services Manager II	1	
	Health Promotion Disease Cntrl reorg	Community Program Specialist I-U		(1)
	Health Promotion Disease Cntrl reorg	Health Services Manager I		(1)
	Health Promotion Disease Cntrl reorg	Medical Services Assistant II	1	
	Health Promotion Disease Cntrl reorg	Public Health Nurse	1	
	Health Promotion Disease Cntrl reorg	Clinics Manager	1	
	Health Promotion Disease Cntrl reorg	Staff Nurse	2	
	Health Promotion Disease Cntrl reorg	Office Specialist	1	
	Health Promotion Disease Cntrl reorg	Patient Services Assistant II	1	
	Children and Youth Services reorg	Program Services Manager I		(1)
	Children and Youth Services reorg	Clinical Services Manager I-Nursing	1	
	Children and Youth Services reorg	Office Assistant II		(1)
	Children and Youth Services reorg	Dietetic Technician	1	
	Transfer to Health Services Admin	Community Program Spec III-U		(1)
	Transfer from Correctional Health	Supervising Physician	1	
Correctional Health Services	Transfer to Public Health	Supervising Physician		(1)
	MH intervention services for inmates	Marriage and Family Therapist II	2	
	MH intervention services for inmates	Psychologist II	1	
	MH intervention services for inmates	Supervising Psychologist-E	1	
	MH intervention services for inmates	Radiology Tech II	1	
	MH intervention services for inmates	Licensed Psych Tech		(1)

DEPARTMENT	DESCRIPTION	CLASSIFICATION	ADD	DEL
San Mateo Medical Center	Position reconciliation to MSO	Health Services Manager I		(1)
	Position reconciliation to MSO	Clinical Services Mgr I-Nursing		(1)
	Position reconciliation to MSO	Management Analyst III		(1)
	Position reconciliation to MSO	Office Specialist		(1)
	Position reconciliation to MSO	Fiscal Office Specialist		(2)
	Position reconciliation to MSO	Medical Office Specialist		(1)
	Position reconciliation to MSO	Medical Office Services Supervisor		(1)
	Position reconciliation to MSO	Hospital Central Services Specialist		(1)
	Position reconciliation to MSO	Staff Nurse		(2)
	Position reconciliation to MSO	Licensed Vocational Nurse		(2)
	Position reconciliation to MSO	Medical Services Assistant II		(1)
	Position reconciliation to MSO	Custodian		(4)
	Position reconciliation to MSO	Charge Nurse-E	1	
	Position reconciliation to MSO	Utility Worker II	1	
Human Services Agency	Child Welfare Services enhancements	Social Worker Supervisor	1	
	Child Welfare Services enhancements	Social Worker II	3	
	Child Welfare Services enhancements	Administrative Secretary II	1	
	Employment Services fiscal support	Accountant II-U	1	
	WIA Rapid Response Program	Job Development Specialist II-U	2	
	Jobs for Youth	Community Worker II-U	2	
	Jobs for Youth	Office Assistant I-U	1	
		TOTAL POSITION CHANGES	48	(41)
		Net Position Changes	7	

**FY 2004-06 Final Budget Hearing
ATTACHMENT B**

REPORT-BACK ITEMS

COUNTY OF SAN MATEO
County Manager/Clerk of the Board

Date: September 10, 2004

TO: Honorable Board of Supervisors
FROM: John L. Maltbie, County Manager
SUBJECT: REPORT BACK: Contribution to Criminal Justice Council

Recommendation

- 1) Maintain County contribution for the Criminal Justice Council at \$45,000 annually
- 2) Beginning in FY 2005-06 reallocate contribution from Memberships and Contributions to departmental budgets participating in Criminal Justice Council

Background

In 1974 the County and cities entered a JPA establishing the Criminal Justice Council (CJC). By doing so, the State Office of Criminal Justice and Planning recognized it as a "region" for the purpose of carrying out the Federal Crime Control Act of 1973. This authorized the CJC to accept grant funds for criminal justice activities within the county.

The JPA set the County contribution at 50% of CJC costs with the balance to come from cities (based on population and assessed value). The County previously contributed \$59,778 to the CJC and then decreased the amount in half in FY 2003-04. However, at the urging of the CJC, your Board agreed to restore a portion of the cut and now the contribution is at \$45,000.

During the FY 2004-05 Budget Hearings, the Criminal Justice Council requested that the County restore the contribution level to \$59,778. In addition, the CJC indicated that since the County reduced its contribution, the organization has experienced a decline in contributions from cities.

After hearing from the CJC, your Board agreed to 1) review the County's contribution to the CJC, 2) review cities contribution levels, and 3) identify a more appropriate means of covering the County's contribution.

Discussion

The cities contribution in FY 2003-04 totaled \$59,788 and in FY 2004-05 it decreased by only \$3,868 or 6%. These reductions were made by two cities: Daly City and Portola Valley. The combined FY 2004-05 contribution for the CJC totals \$100,910, 55% from cities and 45% from County. (Refer to attached spreadsheet for full listing of cities contributions.)

The CJC no longer receives and distributes millions in grant funding. Today it receives about \$144,000 from the State Board of Corrections, with 9% going toward operating expenses. However, it appears the organization's general duties of addressing criminal justice issues continue to be relevant. The CJC facilitates or participates in several countywide task forces and prepares studies relating to narcotics enforcement, juvenile justice, domestic violence and sexual assault.

It is recommended that funding for the CJC remain flat and that beginning in FY 2005-06 departments participating in CJC budget a portion of the contribution. There are currently eight County representatives on the CJC: Sheriff, District Attorney, Courts (2 representatives), Board, County Manager, Private Defender and Probation.

Fiscal Impact

The FY 2004-05 contribution of \$45,000 is included in the County Manager's Office/Memberships and Contributions budget. For FY 2005-06 departments represented on the CJC will contribute in equal shares. Private Defender, Board and County Manager portions will continue to be budgeted under Memberships and Contributions.

Attachment

CRIMINAL JUSTICE COUNCIL
FY 2003-04 vs. FY 2004-05
Contributions

Jurisdiction	FY 2003-04 Actual	FY 2004-05 Budgeted	Change	% Change
Atherton	1,298	1,298	-	-
Belmont	2,316	2,316	-	-
Brisbane	545	545	-	-
Broadmoor	296	296	-	-
Burlingame	3,197	3,197	-	-
Colma	224	224	-	-
Daly City	7,035	3,500	(3,535)	-50%
East Palo Alto	1,493	1,493	-	-
Foster City	3,083	3,083	-	-
Half Moon Bay	1,016	1,016	-	-
Hillsborough	1,981	1,981	-	-
Menlo Park	3,652	3,652	-	-
Millbrae	1,906	1,906	-	-
Pacifica	2,958	2,958	-	-
Portola Valley	666	333	(333)	-50%
Redwood City	6,800	6,800	-	-
San Bruno	3,297	3,297	-	-
San Carlos	2,892	2,892	-	-
San Mateo	8,428	8,428	-	-
South San Francisco	5,765	5,765	-	-
Woodside	930	930	-	-
Total Cities Contribution	59,778	55,910	(3,868)	-6%
Total County Contribution	45,000	45,000	-	-
Total Contributions	104,778	100,910	(3,868)	-4%



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

County Manager's Office

DATE: September 20, 2004

BOARD MEETING DATE: September 28, 2004

TO: Honorable Board of Supervisors
FROM: John L. Maltbie, County Manager
SUBJECT: Status of Countywide Hiring Freeze

Recommendation

Accept this report on the status of the County's Hiring Freeze.

Background

In October 2001, due to the rising State budget deficit and flattening local revenues, the County instituted a hiring freeze. At the time of the freeze, there were 530 vacancies in all County departments, representing a 10.7% vacancy rate. The primary objectives of the freeze were to reduce the likelihood of layoffs should there be a need to reduce our workforce, maintain a vacancy rate of 9% or higher throughout the year and generate salary savings in excess of \$8 million to increase reserves and address short-term needs.

At the time the freeze was implemented, criteria were developed to determine whether or not vacant positions were exempt from the freeze. Among those positions exempted were fully-funded and Non-General Fund positions, emergency service positions, such as Sheriff Patrol, Hospital staff, Hazardous Materials and Bio-terrorism response. All other positions were frozen. A "Request for Exemption" form was created so that departments could request an exemption for positions that didn't meet the standard criteria. In October 2002, the hiring freeze guidelines were modified so that departments could have more flexibility to use short-term solutions such as extra help, work-out-of-class or contractual services to address significant workload issues without filling positions permanently, thereby continuing to keep positions vacant to reduce the likelihood of employee layoffs during budget reductions.

Discussion

The goal of reducing layoffs by keeping the hiring freeze in place continues to be achieved. There were 103 positions recommended for reduction in the 2003-04 budget, and 102 position reductions in this year's 2004-05 Recommended Budget. Only one layoff occurred in 2003 and two in the current year.

For fiscal year ending 2003-04, approximately \$18.2 million of the Salaries and Benefits budgets for all County funds were unspent, representing a 3.7% salary savings rate, about the same savings rate as the prior year. These amounts include permanent, extra help and overtime costs, as well as one-time cashouts and any additional retiree health costs for employees who retired from the County during the fiscal year. Revenue impact and costs related to the use of outside contractual services have not been included.

The number of vacant positions and vacancy rate has dropped since the start of the hiring freeze in October 2001. As of September 10, 2004, there were 390 vacancies, representing a 7.4% vacancy rate. More than half of these vacancies fall in "exempt" categories as defined in the hiring freeze criteria, and 49% are currently being filled with extra help, overtime, work-out-of-class or contractual services as shown in the table below. Exemptions are being approved in cases where there are significant workload issues that can no longer be addressed through use of short-term solutions.

<u>County Agency</u>	<u>Vacant Positions</u>	<u>Use of Extra Help/ Overtime/ Work-Out-of-Class/ Contract/Other</u>	
Administration and Fiscal	50	22	44%
Criminal Justice	62	30	48%
Environmental Services	17	2	12%
Health Services	63	16	25%
San Mateo Medical Center	112	57	51%
Human Services	67	61	91%
Public Works	<u>19</u>	<u>2</u>	<u>11%</u>
Total All County Agencies	390	190	49%

While we did see improvement in the County's financial picture as a result of the final State budget, we need to take the time to review and re-assess our long-term financial needs and determine whether there are sufficient funding sources to sustain ongoing costs. I recommend that the hiring freeze and exemption process continue this fiscal year until at least the mid-year budget review in January when we have six months of actual local revenue data and the Governor has released his budget for FY 2005-06 in January.

Vision Alignment

This impact analysis of the hiring freeze on service delivery keeps the commitment to Responsive, Effective and Collaborative Government and goal number 20: Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

Health Services Agency

DATE: September 10, 2004

TO: Honorable Board of Supervisors
FROM: Charlene A. Silva, Director of Health
SUBJECT: Inpatient Mental Health Treatment Options – Correctional Health

Recommendation

Accept the report-back on inpatient mental health treatment options for county inmates.

Background

Correctional Health is responsible for health and mental health services (including inpatient mental health treatment) for all inmates housed in County facilities. At one time, all inpatient mental health services were provided at the County hospital, when a locked jail ward, no longer available, was operated. In 1994, an inpatient Correctional Treatment Center (CTC) was opened at the Maguire facility. However, in August 1996, the CTC was closed to achieve budget savings. The County entered into a contract with Santa Clara County to place inmates in its CTC. Since that time inpatient mental health treatment for San Mateo County adult inmates has been provided at Santa Clara County.

For many years, the Santa Clara County contract was cost-effective. In FY 2003-04, the charge for a guaranteed bed was \$166 per day. San Mateo County was able to contract for four guaranteed beds and still provide services more cost-effectively than through operating its own CTC. With four beds guaranteed, inpatient treatment beds were always available when required. Actual inpatient usage averaged about 1.7 beds per day. This year, Santa Clara County increased the rate to \$1,190 per day, and were unreceptive to negotiation. Your Board approved a contract on June 29, 2004 for one guaranteed bed at the Santa Clara County jail.

At the June 2004 budget hearings, Health Services committed to exploring alternatives for a better solution than continuing to contract with Santa Clara County.

Health Services staff have attempted to negotiate for a second bed as an interim measure; thus far Santa Clara County has been unable to commit to a second bed for San Mateo County's use.

Discussion

Health Services has developed several options for providing Inpatient Mental Health Services for inmates. Those include: 1) reopening the CTC with county forces; 2) reopening the CTC with contract services; and 3) intervening to reduce the need for CTC services. The third option is recommended.

The recommendation will allow intervention and other efforts to maintain the mental health of inmates without requiring inpatient care. The staffing changes needed for option 3 are shown in the table below:

Position	Number	Funded amt
Marriage and Family Therapist	2	2.0
Psychologist	1	.5
Supervising Mental Health Clinician	1	.5
Radiology Tech	1	.5
Licensed Psych Technician	-1	-1
Extra help staffing for nights & weekends	0	1.4

In addition to these staffing changes, there will be additional expenses whenever more than one inpatient bed is needed. Health Services will work to negotiate an agreement for additional services with Santa Clara County and will also be working with SMMC staff to assure the availability of a back-up alternative. If a contract is successfully negotiated it will be brought to your Board with a recommended source of funding.

Fiscal Impact

Option 3 annual costs total \$905,079. Actual FY 2004-05 costs are projected to be \$740,810, based on a December 1 start-up for staff. Correctional Health's 2004-05 budget already includes costs for one Santa Clara bed and an additional \$200,000 in one-time agency savings carried over from 2003-04; an additional \$175,000 will be transferred within Health Services to cover the Option 3 staffing cost for FY 2004-05. In anticipation of higher costs in Correctional Health for 2004-05, Health Services committed during the recent budget process to redirecting agency resources to cover additional expenses in Correctional Health. Therefore, there is no additional net county cost request associated with this recommendation.

The costs of option 3 are projected to be \$996,829 for FY 2005-06 and \$1,024,953 for 2006-07. During FY 2004-05, agency staff will work to identify ongoing revenues for alternative 3.

Report to the Board of Supervisors Inpatient Mental Health Treatment Options

**Correctional Health
San Mateo County Health Services**



This report was prepared at the direction of the County Manager in response to a request from the Board of Supervisors for an analysis of the options available in providing inpatient mental health services to inmates in the county jail.

Introduction

Correctional Health is responsible for health and mental health services (including inpatient mental health services) for all inmates and juveniles housed in San Mateo County Sheriff and Probation facilities. Inpatient treatment has been provided through several venues over the years. At one time, all inpatient mental health services were provided at the County hospital, when a locked jail ward, no longer available, was operated there. In 1994, Correctional Health opened an inpatient Correctional Treatment Center (CTC) at the Maguire facility. However, in August 1996, the CTC was closed to achieve budget savings. With the closure of the CTC, the County entered into a contract with the County of Santa Clara to place inmates in the CTC operated by its Department of Corrections. Since that time inpatient mental health treatment for San Mateo County adult inmates has been provided at Santa Clara County.

The use of CTC services is measured in terms of available beds. Until June, 2004 San Mateo reserved four beds at Santa Clara in order to assure availability of a bed when it was required. Since that time the number has been reduced to one because of a change in the policies of Santa Clara County and because the rate was increased by 621%, from \$166 to \$1190 per bed, per day. On average San Mateo has used 1.7 beds per day at Santa Clara.

Current Situation

Correctional Health mental health clinicians have serious concerns about patient care with the availability of only one guaranteed inpatient bed. First, if more than one inmate at any time exhibits serious behavior problems stemming from mental illness, there is no backup for inpatient placement. This creates security and treatment concerns for both Correctional Health and the Sheriff's staff. CH staff is meeting with SMMC staff to develop inpatient back-up options in case these are necessary. Second, current standards of care require inpatient treatment in a designated licensed psychiatric facility for persons with serious mental illness who become acutely psychotic. Clinicians also note that there are inmates that could benefit from inpatient care, particularly involuntary medication treatment that can only be delivered in an inpatient setting. Professional staff believe such treatment would lead to better long-term outcomes and lower recidivism rates among the jail population. Finally, staff are concerned about the increasing rates of mental illness among the jail population. Estimates are that the average number of seriously mentally ill inmates has risen about seven per cent annually in recent years.

Analysis of Alternatives

Health Services has evaluated three alternatives to address the issues raised by the current shortage of beds for inpatient mental health treatment for inmates. The alternatives are:

1. Re-open the Correctional Treatment Center in Maguire, to be operated directly by County staff.
2. Re-open the Correctional Treatment Center and hire a contractor to operate the facility
3. Enhance mental health staffing in the jail, with the goal of minimizing the need for inpatient treatment

Any proposal for re-opening the Correctional Treatment Center is a large endeavor which will have implications for other operating departments of the County. Depending on the alternative selected there could be additional work for the Sheriff's Department, Public Works, Employee and Public Services, and the other divisions of Health Services.

In this analysis it is assumed that the smallest efficient size for a CTC is 10 beds. The minimum staffing requirements for a CTC are governed by State regulations. Those minimums are incorporated in the following analysis of alternatives.

Attachment 1 presents a cost comparison of these three alternatives. The following describes the pros and cons of each approach as well as the relative costs.

Option 1: Reopen the CTC as a County-operated facility:

Re-opening the 10-bed CTC would cost nearly \$2.4 million annually based on FY 2004-05 costs. The County would need to hire 18.5 additional FTEs, including 13.75 in Correctional Health and 4.7 in the Sheriff's Department. Two other Bay Area counties might buy four guaranteed beds, providing revenue to offset the total costs of the operation and reducing the net costs to \$1,116,903. However, we have not yet received written assurances from Alameda and Contra Costa counties that they would purchase beds, although such written assurances have been requested. Representatives from these counties have only expressed interest verbally to date. Additional revenue can be expected if other counties need additional treatment services beyond the guaranteed bed(s) at any time. However, no additional revenue has been assumed. The county proposal does not include any estimate for indirect expenses, which could be considerable for an operation of this scale

This is probably the best option in terms of patient treatment effectiveness because it allows the best integration of physical health care with mental health care. It offers the county the most control over treatment options for mentally ill inmates; as a result long-term outcomes such as better mental health outcomes and lower recidivism rates would most likely be enhanced with this option. At least four beds, and likely six beds, would be available for County inmates at any one time.

The drawbacks of this option are as follows:

- Staff recruitment issues – it is already difficult to recruit medical staff, particularly nursing staff, to work in any health care institution, and is more difficult for work in a correctional setting. With nurse-staffing ratio requirements, this option will require at least six registered nurses and three licensed vocational nurses or licensed psychiatric technicians.
- Financial risks – this option is expensive and will require a lengthy start-up period (start-up costs have not been factored into the analysis). In addition, if other counties pull out at any time net expenses will increase more than anticipated. On the other hand, additional revenues due to greater than anticipated utilization by other counties could mitigate the financial risk.

Option 2: Reopen the CTC using a Contractor:

In July 2004, Health Services issued an RFP to four organizations with experience in providing on-site inpatient mental health treatment services to inmates. One contractor responded to the RFP with a proposal. The staffing and costs contained in this proposal are included in the analysis in Attachment 1. No attempt has been made to negotiate lower costs with the contractor.

The contractor's proposal would cost approximately \$3 million annually. Net cost estimates total \$1.8 million, based on the same assumption that other counties would buy four guaranteed beds, thus offsetting the total costs of the program. The County would still need to hire 4.7 FTEs in the Sheriff's department for additional security required for a CTC. The contractor would be responsible for hiring all other staff, 17.2 FTEs according to the proposal.

Option 2 still guarantees that at least four beds would be available for San Mateo County inmates. Thus, like Option 1, it offers the likelihood of better patient outcomes over time. The separation of physical health from mental health is a concern with this option and the outcomes may not be as favorable. However, this option is decidedly less risky for the county. The contractor would assume the risks for recruiting and hiring staff, and it would be easier for the County to discontinue services at any time. Nonetheless, this option still requires hiring county Sheriff staff, and it is more expensive than the proposed county-operated

option. The contractor's proposal includes more administrative staff and expense; somewhat richer staffing; salaries comparable to or higher than county wages (necessary to attract qualified staff); and charges for indirect expenses.

Option 3: Enhanced Mental Health Staffing

Under this option, Correctional Health would add staff to minimize the use of more costly inpatient services. The staff would specifically target inmates most at-risk to need inpatient treatment and intervene to provide services which will reduce the acuity of the inmate. That is, more intensive outpatient-type treatment would be offered to avoid inpatient treatment. A net total of 3.9 budgeted FTE's are added, including a net of four positions and 1.4 FTE extra help as follows:

- Add 2.0 Marriage and Family Therapists
- Add 1.0 Psychologist for behavior therapy (0.5 to be funded at this time)
- Add 1.0 Supervising Mental Health Clinician (0.5 to be funded at this time)
- Delete 1.0 vacant Licensed Psychiatric Therapist
- Add 1.0 Radiologic Technician (0.5 to be funded at this time)
- Add extra help funding for evening and weekend mental health staffing coverage (1.4 FTEs)

As shown in Attachment 1, this option costs \$905,079 annually, based on FY 2004-05 costs. Ideally, Correctional Health would negotiate with Santa Clara County for an additional guaranteed bed under this option. Correctional will also need to continue exploring options for back-up coverage with SMMC staff, especially if Santa Clara is unable to contract for a second bed. Not included in the analysis is the significant cost to the Sheriff's Department for jail guards that may be required if the SMMC backup option is required.

Option 3 involves the fewest financial and staffing risks. Its current costs are lower than the net annual costs for either of the other two options, and there are no revenue risks involved. Option 3 allows Correctional Health to attempt a programmatic approach to ascertain if fewer inmates could be treated in an inpatient setting than has historically been the case. If this approach fails, the County would still be in a position to proceed with re-opening the CTC. However, this option does carry the risks associated with limited inpatient options. There is no way to predict if and when several inmates might need such treatment at the same time. Finally, while there are no revenue risks, there is also no opportunity for cost recovery by providing services to other counties.

Option 3 will also lead to better mental health treatment in the jail for inmates, many of whom become County mental health system clients upon their release. As a result, there may be clinical and financial benefits for the mental health system through improved correctional health services.

Summary and Recommendation

Health Services recommends that the County proceed with Option 3 at this time. The agency will fully evaluate the results of this approach by June of 2005, and offer other alternatives if those are required. A progress report will also be provided at midyear.

Next Steps

The budget and personnel changes required for Option 3 are included in the final budget changes to be considered by the Board of Supervisors at the September budget hearings. Health Services staff will provide a status update to the Board at the Midyear budget hearing. A fuller evaluation will be performed by June 2005. In the meantime, Health Services will continue to explore additional options with other counties and the contractor who responded to the RFP.

Fiscal Impact

Option 3 annual costs total \$905,079. Actual FY 2004-05 costs are projected to be \$740,810, based on a December 1 start-up for staff. Correctional Health's 2004-05 budget already includes costs for one Santa Clara bed and an additional \$200,000 in one-time agency savings carried over from 2003-04; an additional \$175,000 will be transferred within Health Services to cover the Option 3 staffing cost for FY 2004-05. In anticipation of higher costs in Correctional Health for 2004-05, Health Services committed during the recent budget process to redirecting agency resources to cover additional expenses in Correctional Health. Therefore, there is no additional net county cost request associated with this recommendation.

There is no additional appropriation requested for a second Santa Clara bed. If and when that contract is renegotiated an Appropriation Transfer Request (ATR) will be brought to your Board along with the contract amendment. The ATR will address the amount and source of funds.

Option 3 costs are projected to be \$996,829 for 2005-06 and \$1,024,953 for 2006-07. During 2004-05, agency staff will work to identify ongoing revenues for Option 3.

Attachment 1

**Correctional Health
Options for Inpatient Mental Health Care
2004-05 Annual Cost Comparison**

	Option 1 County CTC Ten Beds	Option 2 Telecare Ten Beds	Option 3 Enhanced Staffing No CTC		
			Year 1	Year 2	Year 3
Correctional Health Costs					
Salaries and Benefits	1,442,003	1,720,936			
Pharmaceuticals and Lab	156,500	188,888			
Other Direct Costs	55,000	124,567			
Riese hearings	62,400	62,400			
Indirect Expense	-	325,503			
Total Correctional Health Costs	1,715,903	2,422,294	470,729	562,479	590,603
Cost per Patient Day - CH	470.11	663.64			
FTEs*	13.75	17.20	3.90	3.90	3.90
Santa Clara Contract Charge					
One Guaranteed Beds @ \$1,190/Day			434,350	434,350	434,350
Total Sheriff Costs					
	642,000	642,000	-		
FTE's	4.7	4.7			
Total Costs					
	2,357,903	3,064,294	905,079	996,829	1,024,953
Total FTEs*	18.45	21.90	3.90	3.90	3.90
ADC	10	10	2		
Cost or Charge per Patient Day	646.00	839.53	1,190		
Potential Revenue					
Sell four guaranteed beds @\$850/day	1,241,000	1,241,000	-		
Net Annual Costs	1,116,903	1,823,294	905,079	996,829	1,024,953

*Enhanced staffing option includes extra help.

**Alameda and Contra Costa currently buy 3 beds from Santa Clara. SCC ADC for July-Dec. 2003 was 4.6, excluding SMC.

Note: SCC charge based on total main jail costs per inpatient day, including total mh program costs.



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

Health Services Agency

DATE: August 18, 2004

TO: John L. Maltbie, County Manager
Reyna Farrales, Deputy County Manager
Dennis O'Rourke, Management Analyst

FROM: Charlene A. Silva, Director, Health Services Agency

SUBJECT: Children and Youth Services System of Care

Recommendation

1. Approve the proposed changes in Health Services' children and youth services to provide a Children and Youth System of Care
2. Approve making final budget changes at the Board's budget meeting in September
3. Approve submitting a Salary Ordinance Amendment adding and deleting the positions necessary to implement the plan

Background

Health Services has undertaken a review of children's services and the systems that support those services. The review will enable Health Services to improve its care for children and will support the work and restructuring of children and youth services currently underway in the Human Services Agency and Probation Department. Phase I of the Health Services review is an internal assessment of how services are delivered to children and their families; and Phase II will address how Health Services coordinates services with other County departments.

The internal assessment focuses on the Mental Health Division's Child and Youth System of Care, on Public Health's Family Health Services, and on the Children's Health Initiative.

Discussion

The proposed changes lay the foundation for the development of an integrated system of care for children and youth within Health Services, across division

lines. The proposal deletes four positions and adds five positions. There is a net increase of one position, and that position is funded by a grant and other outside sources. The proposed staffing changes have been reviewed by Employee and Public Services.

The table below summarizes the proposed position changes to support a system of care:

Table of changes to positions		
Position	Action	Division
Residential Counselor	Delete	Mental Health
Program Specialist	Delete	Mental Health
Clinical Services Manager II	Add	Mental Health
Clinical Supervisor	Add	Mental Health
Community Program Spec II	Add	Administration/CHI
Program Services Manager I	Delete	Public Health
Clinical Services Manager I	Add	Public Health
Dietetic Technician	Add	Public Health
Office Assistant	Delete	Public Health

A full reorganization plan for all children and youth services will be prepared for the 2005-06 budget.

Children and Youth Services Reorganization Plan

The Health Services Agency provides services to children throughout the County. Many of the services are targeted to specific vulnerable, at-risk or low-income children and their families; other services are provided to all children in the County.

Under the direction of the County Health Officer, the Health Services Agency has produced *Healthy San Mateo 2010; Health Status Indicators for San Mateo County*. The report uses benchmarks to monitor progress in reducing preventable disease and death, enhancing quality of life, reducing the disparities in health status of populations within our society and improving access to preventive medical services for all. Many of the service indicators are specific to the services provided to children and youth and are considerations in developing an improved system of care.

In response to the April, 2004 Health Disparities Summit, the Board of Supervisors has identified obesity, particularly childhood obesity as an initiative that requires the special attention of a community task force and the Health Services Agency.

In June, 2004 Health Services began the special project of assessment and review of all services provided to children. This project focuses on the services provided to clients/patients of Health Services as well as the services that are provided in conjunction with or support of other County departments, in addition

to community partners. The first phase of the project defines the child and health and mental health services provided by Health Services, in order to document the purpose, intended outcomes, strengths, challenges and interrelationships. Phase I will be complete in the Fall of 2004. In the second phase the project will address the relationship of Health Services to other departments including Human Services, Probation, San Mateo Medical Center and other relevant services.

The goal of this initial reorganization plan is to address immediate needs of Health Services' programs in a context that leverages those changes to improve the longer-term position of Health Services to provide a coordinated system of care for children and youth across division lines.

Mental Health

The plan deletes two positions and adds two positions to improve management and supervisory capacity. The proposed changes will enable Mental Health to better meet federal managed care compliance standards and provides the necessary structure to allow Mental Health to take on expanded responsibility in child abuse treatment and juvenile justice mental health services.

The Children's Mental Health Services section has 142 staff positions, contracts in excess of \$4.6 million and responsibility for Canyon Oaks, an intensive residential treatment facility and program for adolescents. The addition of a Clinical Services Manager and a first-line supervisor will create capacity for managing the existing services array as well as the direct provision of child abuse risk assessment and treatment services for children from infancy through five years of age and the necessary coordination with Child Protective Services.

This plan also addresses an operational difficulty caused by the long-term medical leave of a Clinical Services Manager-I. That absence has led to insufficient oversight and integration of programs. A re-assessment of the proper classification for the position will be undertaken when the status of the incumbent is finally resolved.

The position changes in this Division are:

- Delete one Residential Counselor
- Delete one Program Specialist
- Add one Clinical Supervisor, for the Child Welfare Team
- Add one Clinical Services Manager-II, for the Child and Youth System of Care

Children's Health Initiative

The plan adds one position to make the structure of the Children's Health Initiative more independent so it will be better prepared for an eventual transition

to an operating division within Health Services or, ideally, to the Health Plan of San Mateo.

Responsibility for day-to-day administration will be assigned to the incumbent Community Program Specialist-III. That position will supervise staff, facilitate coalition meetings; provide reports to funders; and monitor contracts for Healthy Kids premiums, community based outreach, enrollment and retention activities, the One-e-App, public charge, and health education activities. The CPS-III will report to a Health Services Manager-I position in Health Administration until the unit is transferred.

A Community Program Specialist-II position will be added to the unit. Funding for the position will be a recent grant from First 5 San Mateo (45%) and private funds (55%). The position will be responsible for all outreach, enrollment and retention activities for Medi-Cal, Healthy Families and Healthy Kids. In addition the position will train certified application assistants, develop Healthy Kids policies and procedures, manage community- and clinic-based use of the One-e-App, design and implement retention strategies, and promote the program to community organizations.

Public Health Family Health Services

The plan deletes two positions and adds two positions. The changes support the development of a System of Care for Children in Health Services. The System of Care will operate across divisions. The Public Health Division will attempt to move from a system that is driven and managed by categorically-funded state program requirements to a system of care that has singular management over a broad scope of children's services.

In order to be responsive to emerging issues, such as Childhood Obesity, there is a need to change the focus of management within the division. The need is to provide a greater clinical perspective in Family Health. The plan deletes a Program Services Manager and adds a Clinical Services Manager-I-Nursing.

The new CSM-I-Nursing position will be responsible for integrating the categorical programs for children. These programs include Child Health and Disability Prevention (CHDP), California Children Services (CCS) the CCS Medical Therapy Unit, Lead Poisoning Prevention, Foster Care relations, Immunization Assistance and Registry, Dental Disease Prevention. The Clinical Services Manager classification is the management classification best suited to lead and manage a unit with a number of nursing and other health professionals.

Management oversight of the nutrition programs of Public Health include the federally-funded Women, Infants and Children (WIC) program, the California Nutrition Network grant funding, and special categorical grants for breastfeeding.

In order to assure that nutrition services are included in a system of care, the manager for Food and Nutrition Services will be assigned management responsibility for the Public Health nutrition programs. The details of the budget requirements and whether to maintain separate budget (appropriation) units will be determined later in the year.

The Women, Infants and Children (WIC) programs is federally funded and staffing for it is determined by the authorized caseload. Staffing and funding authorizations are re-assessed periodically and the caseload target adjusted. In April 2004, the County received notification of an increase of 2300 to the authorized caseload. The WIC staff was able to absorb much of the caseload increase; however, there is a need to increase the staffing by adding a Dietetic Technician position; a vacant Office Assistant position is deleted, with no net change to the number of staff.

As the review of operations proceeds, it may be necessary to bring forward additional changes.

Vision Alignment

This reorganization plan keeps the commitment of ensuring basic health and safety for all and goal number 5: Residents have access to healthcare and preventive care. The reorganization contributes to this commitment and goal by assuring an efficient, predictable and reliable Child and Youth System of Care

Fiscal Impact

The changes to Mental Health will increase its annual expenditures by \$49,000 which will be covered by outside funding sources, including Medi-Cal and Realignment; and there is no net County cost. The changes to the Children's Health Initiative will increase revenue and expenses by \$82,000 annually and will be covered completely with outside funding so that there is no net County cost. The Public Health changes will increase expenses by about \$41,000 annually; all but \$15,000 will be covered by state funding and the balance will be covered by making reductions to services and supplies expenses in Public Health.



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

Health Services Agency

DATE: August 17, 2004

TO: John L. Maltbie, County Manager
Reyna Farrales, Deputy County Manager
Dennis O'Rourke, Management Analyst

FROM: Charlene A. Silva, Director, Health Services Agency
Brian J. Zamora, Director, Public Health Division

SUBJECT: Public Health Clinic and Disease Control Unit reorganization

Recommendation

1. Accept the report to reorganize the Disease Control and Prevention Unit and integrate and expand Public Health Clinics operations within the Edison Clinic at San Mateo Medical Center.
2. Approve making final budget changes to implement the Report at the Board's budget meeting in September.
3. Approve submitting a Salary Ordinance Amendment adding and deleting the positions necessary to implement the report.

Background

Since 1985 the Public Health Division has provided comprehensive HIV services including primary care and social services in the Edison Clinic. In 2002 Public Health began to offer limited sexually transmitted disease (STD) services in the Edison clinic one evening a week. Public Health Communicable Disease staff provides immediate treatment as well as contact tracing and outreach.

In 1997-98 the Communicable Disease Clinics (ie: STD and TB clinics) were transferred from Public Health and integrated into the SMMC primary care clinic system. This transfer was a part of the county's integrated clinics system. There were some successes from that integration: notably, TB clinical care. However STD outreach and treatment has been less successful because it requires ease in access and immediacy in treatment. Those needs are difficult to meet in a primary care system that is appointment focused.

Discussion

The Edison Clinic will be expanding its scope of services beyond HIV/AIDS. This first step provides basic service levels for San Mateo County residents in support of the ultimate goal of establishing a Center of Excellence for Infectious and other Communicable Diseases. Initially, the most important goal will be to expand STD screening, diagnostic and treatment services within the Edison Clinic, while maintaining the quality of HIV/AIDS services currently provided. The AIDS Program's social services will remain linked to this unit.

The other goals of the reorganization are: the enhancement of capacity to monitor and respond to emerging Public Health challenges, including Bioterrorism response capability and disease outbreaks (especially in residential care and institutional settings); the strengthening of medical oversight and support for the Public Health Laboratory and disease control & surveillance programs; and the centralization of administrative support.

The expansion of clinic services will result in additional STD clinic services by increasing the capacity from 800 to 4,000 patient visits annually. In addition, the Edison Clinic staff will see 60-80 patients each month from the Hepatitis/Infectious Disease Clinic at SMMC. They will also be providing all of these treatments for HIV/AIDS clients who may require them.

The reorganization will be supported with staff transfers from within Health Services and will require the addition of four new positions: a Public Health Nurse, a Staff Nurse, a Medical Services Assistant and a Patient Services Assistant. In addition, one Clinic Manager position is added to reflect the additional assigned duties and to be consistent with the structure within the SMMC clinics (an existing Health Services Manager-I will be assigned to work-out-of-classification until retirement in March, 2005; at which time the HSM-I position will be recommended for deletion).

Table of changes to positions		
Position	Action	Unit
Public Health Nurse	New Position	Disease Control
Sr. Public Health Nurse	Transfer within Health Services	Disease Control
Staff Physician	Transfer within Health Services	Clinic
Staff Nurse	New Position	Clinic
Staff Nurse	Transfer within Health Services	Clinic
Patient Services Assistant	New Position	Clinic
Medical Services Assistant	New Position	Clinic
Clinic Manager	New Position*	Clinic

* HSM-I position to be deleted in April, 2005

The decision to create the needed capacity within Public Health in collaboration with the SMMC clinics was recommended in a 2002 report to the CEO of the Medical Center and reviewed by the SMMC Board of Directors.

Following approval of the reorganization plan by your office, the necessary changes

will be included in the final budget documents for the September budget hearings and in the Salary Ordinance.

Vision Alignment

This reorganization plan keeps the commitment of ensuring basic health and safety for all and goal number 5: Residents have access to healthcare and preventive care. The reorganization contributes to this commitment and goal by assuring efficient, predictable and reliable clinic services to treat communicable and infectious diseases.

Fiscal Impact

The report makes assumptions about the operations of the reorganized unit. Those assumptions are:

- Salary and benefits increases consistent with those used by the County Manager's office;
- After adjustment in one-time expenses in the first year, minimal growth in services and supplies and other charges;
- No incremental growth in the utilization of the clinical services.

The annualized cost increase of the reorganization for 2004-05 is \$747,000. This cost will be covered with fees-for-service payments, categorical funding (Ryan White Care Act, State Early Intervention Program and Healthcare for the Homeless) and the use of fund balance of about \$682,968. The cost increase in 2005-06 will be \$1,051,000, and will be covered with fees-for-service payments, categorical funding and the use of fund balance of about \$317,032. The cost increase in 2006-07 will be \$1,088,000 and will be covered with fees-for-service payments and categorical funding. There is no additional net county cost.

Approved: _____
John L. Maltbie

CC: Scott Morrow, MD
John Conley
Sam Stebbins, MD
Nancy Steiger
Dennis Israelski, MD
Gina Harrington
Maya Altman
Steve Boles

**Reorganization Plan
Health Promotion and Disease Control
Public Health Division**



John H. Conley
Deputy Director of Public Health
July 30, 2004

**Reorganization Plan
Health Promotion and Disease Control Section
Public Health Division**

The Health Promotion and Disease Control section of the Public Health Division (Health Services Agency) is being reorganized in order to achieve the following goals:

- Expansion of the range and volume of Public Health clinical services, with initial emphasis on expanding services for sexually transmitted diseases (STDs), viral hepatitis and other infectious and communicable diseases, and existing HIV/AIDS services. This goal will be achieved by integrating all stationary and mobile Public Health clinical services.
- Enhanced capacity to monitor and respond to emerging public health challenges (including Bioterrorism response capability) and disease outbreaks. This goal will be achieved by more fully integrating the Public Health community disease control and surveillance programs, including the AIDS Program, Tuberculosis (TB) Control Program, Communicable Disease (CD) Control, and the STD Control Program.
- Strengthened medical oversight and support for the Public Health Laboratory and the community disease control and surveillance programs.
- Centralized clerical and administrative support for all programs within the Health Promotion and Disease Control section.

Overview

Changes in the supervisory structure of the Health Promotion and Disease Control section will improve the ways in which individual programs interact with each other and will make them more efficient and responsive to emerging public health challenges. This reorganization is accomplished by adding only four patient-care/direct service staff positions. Other changes are effected through reassignment of current staff and transfer of three vacant positions from within Health Services.

Health Promotion and Disease Control (managed by a Deputy Director of Public Health) will be comprised of three working groups:

- Disease Control Programs, including the Public Health Laboratory (managed by a Deputy Health Officer);
- Clinical Services, Outreach and Social Services (managed by a Clinics Manager); and
- Health Education, including Community Oriented Health Service (COHS) (managed by a Program Services Manager).

The first year expense of the reorganization for 2004-05 is \$747,000. This cost will be covered with fees-for-service payments, categorical funding, and savings from previous budget years in the amount of \$683,000.

The cost in 2005-06 will be \$1,051,000, and will be covered with fees-for-service payments, categorical funding and savings from previous budget years. The use of fund balance will be about \$317,000.

The cost in 2006-07 will be \$1,088,000 and will be covered with fees-for-service payments, and categorical funding. There will be no additional Net County Cost.

Public Health has identified four revenue enhancement projects to begin in FY 2004-05. These projects include maximizing all claiming opportunities from the Targeted Case Management (TCM)/ Medi-Cal Administrative Activities (MAA) programs; ensuring the capturing of all applicable administrative costs in federal grants; and increasing billing opportunities for services on the Mobile Van and AIDS Clinic. Prior to the transfer of the communicable disease clinics to the Medical Center, patients were asked to participate in the cost of their treatment based on a sliding fee schedule. With the enhancement of the services offered as a result of this reorganization, reinstatement of a fee schedule will be reviewed. Additional funding realized as a result of these initiatives will assist with the cost of this reorganization. Should these initiatives fall short of funding needs, Public Health Realignment will be used to sustain the expanded clinics, which may require adjustments in other areas of Public Health currently funded by realignment.

The sustainability of funding for the reorganization of Health Promotion and Disease Control, and its expanded clinical services, will also be dependent upon close collaboration with funding bodies such as the Centers for Disease Control (CDC), the Health Resources and Services Administration (HRSA), National Institutes of Health (NIH) and the California Department of Health Services, among other government agencies. Support from foundations and other non-government organizations may reasonably be expected, and will be aggressively pursued.

Within the General Fund resources provided to Public Health, disease control will always be a top priority. This report documents the changes necessary to raise the capacity of Public Health to an adequate level.

Disease Control and Surveillance

The ultimate responsibility and statutory authority for disease control and surveillance lie with the County Health Officer and the Board of Supervisors. This public health and safety function is a core mission of Health Services Agency.

The Deputy Health Officer manages this unit and provides both medical oversight and supervision for the county's Communicable Disease Control Officer (Clinical Services Manager I – Nursing), who is responsible for the day-to-day management of the Community Disease Control Programs, including Tuberculosis (TB), Communicable Disease (CD), and Sexually Transmitted Diseases (STD).

Two direct-service staff positions are added to this unit:

- A Senior Public Health Nurse, who will be a working supervisor charged with overseeing the County's response to communicable disease, including food-borne illness outbreaks and Bioterrorism preparedness. This position is transferred from Public Health Administration.
- A Public Health Nurse, who will expand the monitoring of residential care facilities and will improve institutional infection control within those facilities (which include Board and Care Homes, Skilled Nursing Facilities, Schools, Group Homes and Day Care services).

In the past few years, disease outbreaks (E. coli, hepatitis, meningitis, etc.) and infestations (scabies, lice, etc.) have often occurred within residential care and institutional facilities. Public Health staff resources have been insufficient to provide regular inspection and infection control services (monitoring, staff training, corrective action) for all of these institutions in the county. The addition of a Public Health Nurse to provide these services will enhance the ability to prevent or reduce disease outbreaks in these facilities.

In addition, the reorganization will enhance abilities to provide STD counseling and contact tracing, in support of the expanded clinical services described in the next section.

The organizational structure is depicted on Page 3 of the organizational charts (attached). The three-year budget is attached separately.

Public Health Clinics and AIDS Program

This program section is managed by a Clinics Manager. (This position is new, but will be held vacant. A Health Services Manager I will work out-of classification as a Clinics Manager until retirement in March, 2005. At that time the HSM-I position will be deleted and a new Clinics Manager will be recruited.)

The services provided by this section include those provided by the existing AIDS clinic at 39th Avenue in San Mateo, a large mobile clinic which provides outreach and homeless services, and two HIV testing vans. Outreach functions related to these clinical services are also being integrated.

This reorganization results in the integration of all clinics in Public Health, both stationary and mobile. While maintaining the level of services for AIDS/HIV patients, in a stationary clinic on 39th Ave. in San Mateo, the unit will also increase both the range and the volume of services by increasing STD diagnosis and treatment services, and by augmenting staffing for hepatitis and other infectious disease services at the same clinic site, located within the SMMC.

The services to be provided by this unit include:

- HIV primary care;
- STD diagnostic and treatment services (both stationary and mobile);
- Hepatitis and infectious disease services; and,
- AIDS Social Services and Education & Prevention Services.

HIV services will be provided at the same level, although there will be fewer dedicated clinic hours. STD services will be expanded to two 4-hour clinics each week; they will also be available on the HIV testing vans as well as the Mobile Clinic. Hepatitis and Infectious Disease services will be offered in two 4-hour clinics each week.

New positions in this unit are:

- Staff physician. This position is transferred from Correctional Health. It will receive medical supervision from the Chief of Infectious Diseases and AIDS Medicine at San Mateo Medical Center and administrative supervision from the Clinics Manager. Half of this assignment will be dedicated to the medical direction of the mobile clinic (formerly assigned to the Deputy Health Officer) and the balance will be to provide medical care in the Public Health Clinic at 39th Avenue.
- Staff Nurse. This is a new position and necessary to support the expansion of the services provided in the clinic and the mobile clinic.
- Staff Nurse. This position is transferred from the Community Access Project in Health Administration. This part-time nurse/case manager is funded by the Healthcare for the Homeless grant.
- Medical Services Assistant. This is a new position and necessary to provide medical services, including phlebotomy, for patients and support services for medical staff.
- Patient Services Assistant. This is a new position and necessary to support the expansion of the services provided in the clinic.

The unit will have a special relationship with the San Mateo Medical Center. Medical direction for the Clinic will be provided by the SMMC Chief of Infectious Disease and AIDS Medicine. The details of the relationship with SMMC will be included in a formal Memorandum of Understanding. It will include arrangements for appropriate cost and revenue accounting to meet the requirements of fee-for-service and categorical funding sources, and will assure that the clinics comply with SMMC's policies and procedures in licensing, JCAHO compliance, medical records, and other pertinent areas. The Chief of Infectious Disease and AIDS

Medicine will continue to serve as Medical Director of AIDS Program and will be responsible for expanded clinical services. The Chief will continue to serve as chair of the Quality Assurance Committee, serve as a member of the Clinic Operations Committee, participate in pertinent case conference committees and meet regularly with the Deputy Director of Public Health.

The organizational structure of the unit is depicted on Page 4 of the organizational charts (attached). The three-year budget is attached separately.

Public Health Laboratory

There are no changes in staffing of the Laboratory. The reassignment of duties for the Deputy Health Officer enhances medical oversight and support for the Laboratory. All other aspects of the Laboratory remain unchanged at this time. A study of efficiencies in laboratory services in Public Health and at SMMC is underway. It is expected that the results of that study will be completed by the end of summer. The organizational structure is depicted on Page 2 of the organizational charts (attached). The three-year budget is attached separately.

Program Support

This section is managed by the new Financial Services Manager II position. That position is responsible for the administrative support for Public Health.

This unit provides integrated support and oversight of the clerical staff throughout the Health Promotion and Disease Control section. The day-to-day supervision for the nine support staff in the unit is provided by the Medical Office Services Supervisor.

There is no separate budget for this unit because the funding for the staff is included in various categorically funded program budgets.

Other Programs

The other programs of the Health Promotion and Disease Control section of Public Health are Health Education, Epidemiology and Vital Statistics. They are not a part of this reorganization and will be reviewed at a time in the future.

Accountability and Quality Assurance

The success of the reorganization will be ultimately be determined through a regular evaluation of the incidence and prevalence of communicable diseases in the county, as well as a regular assessment of any unmet need for services.

The value of "excellence" in providing services is embraced by this reorganization plan. A program of quality improvement will be the primary tool

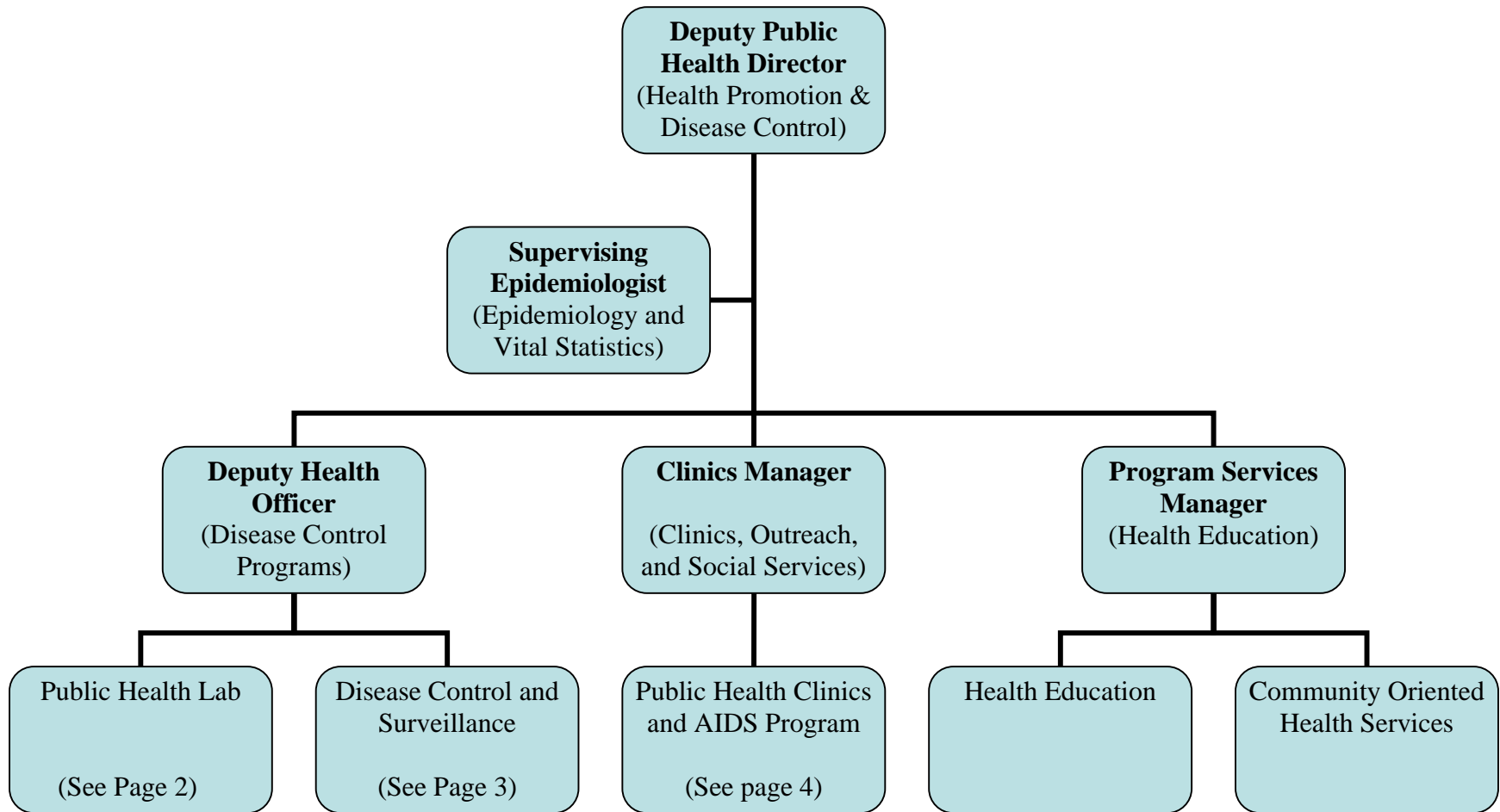
utilized to measure the application of “best practices” and resulting health outcomes for the recipients of services.

The activities of the entire section will be the subject of regular review through a process of Quality Assurance. This process will allow incremental adjustments to the operations of the section as needed in order to maintain and improve a high level of quality services. The current AIDS Program Quality Assurance Program will be expanded into a Quality Assurance Program for the entire section.

Status reports will be prepared and submitted to the Director of Health Services on a quarterly basis. These reports will include information on service utilization during the period, demographic information about service recipients, and estimates of any unmet need for clinical services. This information will aid in determining whether any program adjustments or changes in service delivery should be made in order to better serve county residents.

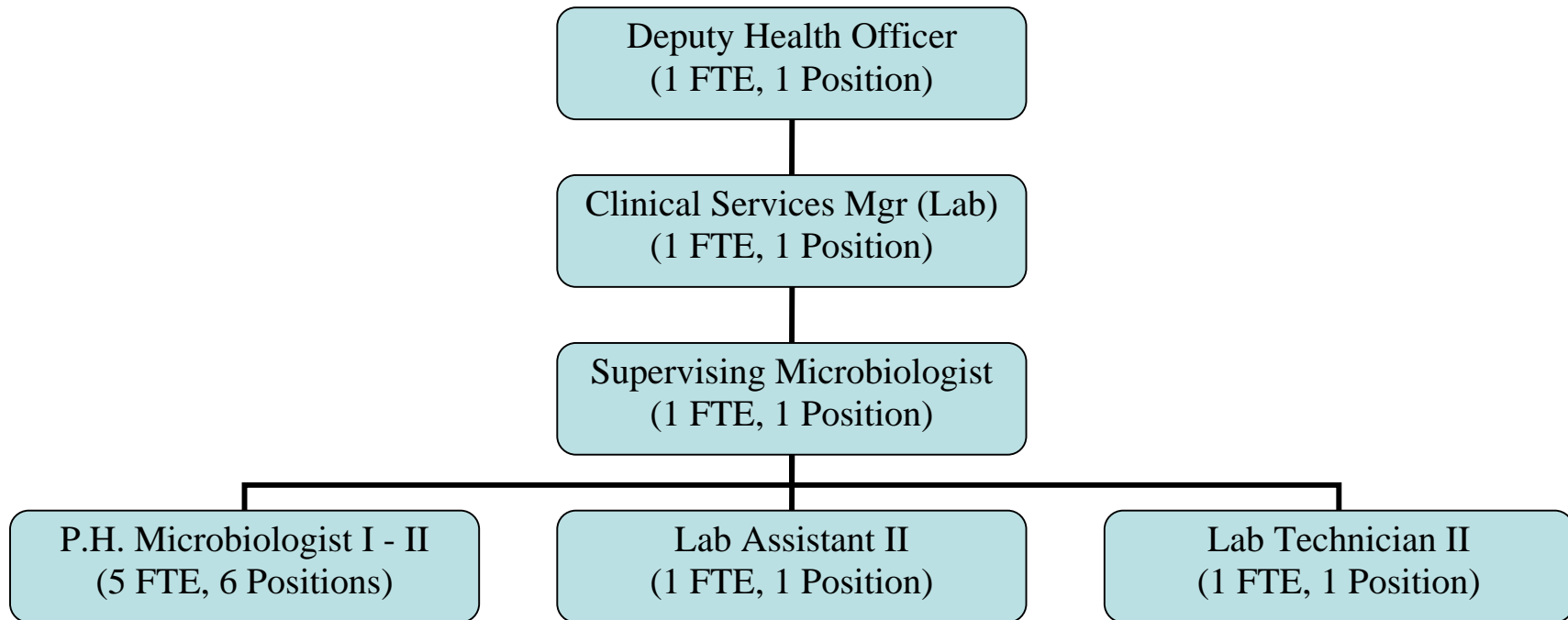
Health Promotion and Disease Control Programs, as recommended

Overview of Program Structure and Management



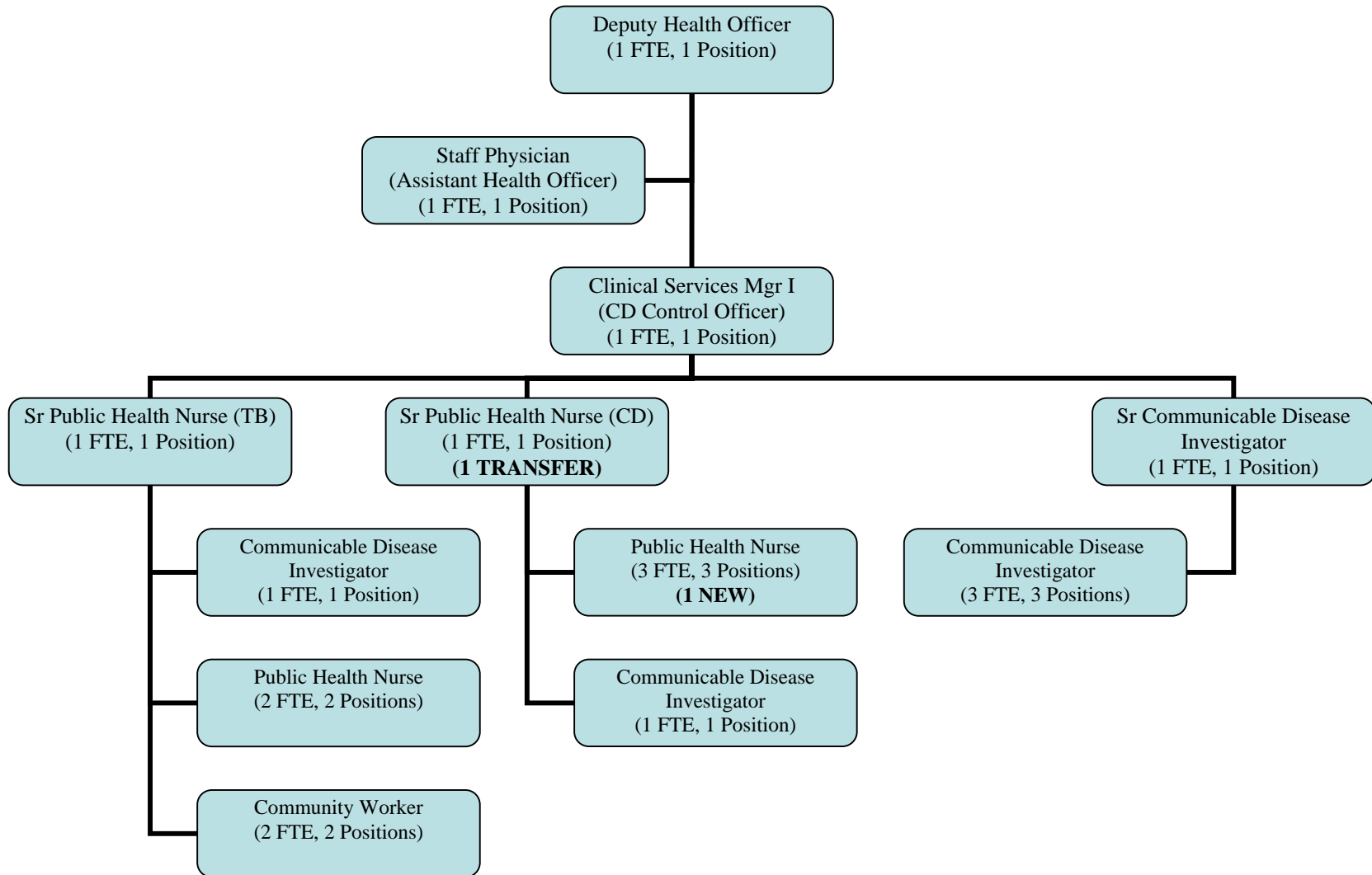
Health Promotion and Disease Control Programs, as recommended

Public Health Laboratory



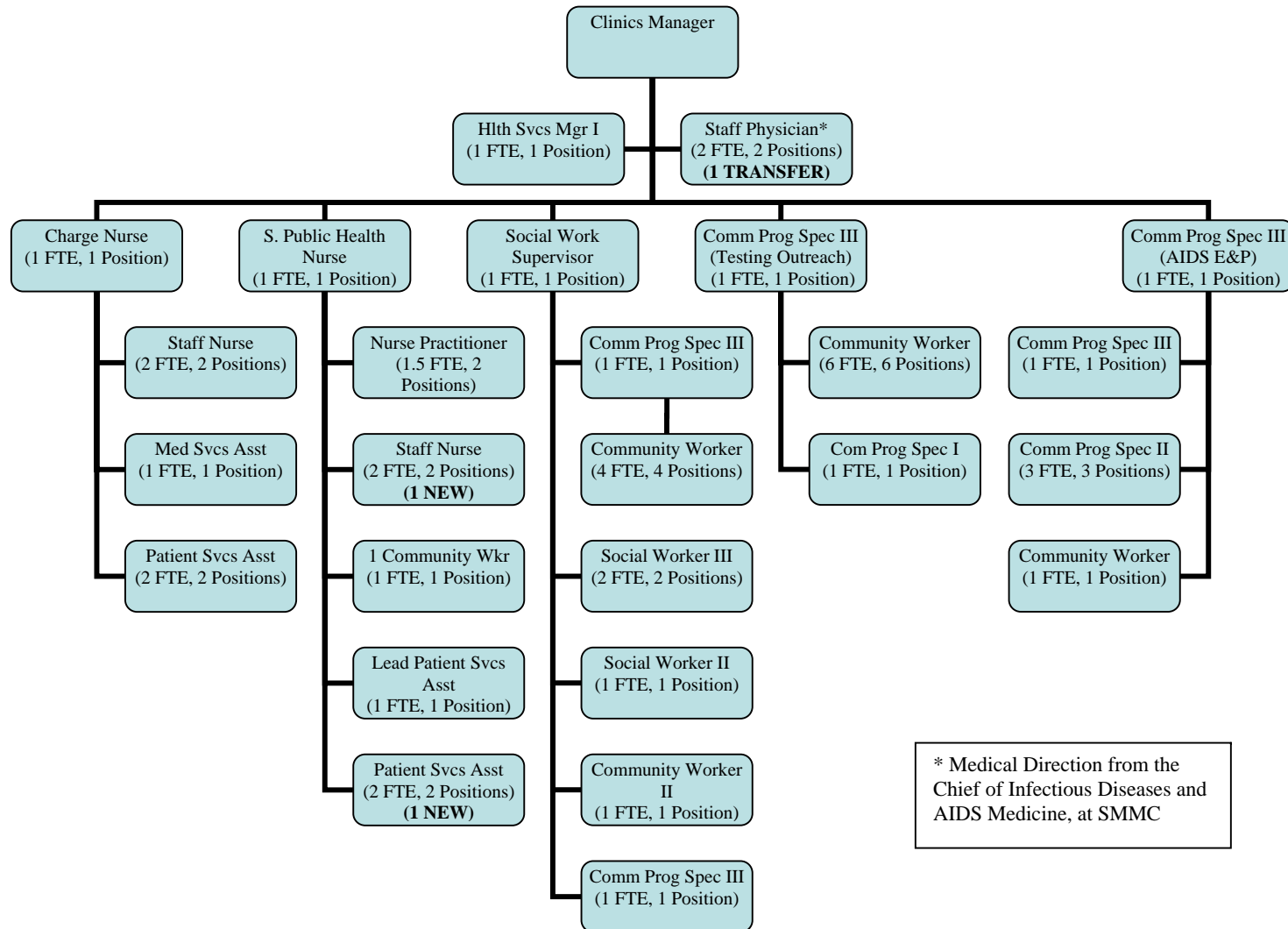
Health Promotion and Disease Control Programs, as recommended

Disease Control and Surveillance



Health Promotion and Disease Control Programs, as recommended

Public Health Clinics and AIDS Program



	62220 Communicable Disease			6400B AIDS Program			62230 Mobile Clinic			XXXXX Hepatology & ID			62300 Public Health Laboratory			TOTALS Reorganized Portion of HP&DC		
	FY04-05RLB	Changes	Total	FY04-05RLB	Changes	Total	FY04-05RLB	Changes	Total	FY04-05RLB	Changes	Total	FY04-05RLB	Changes	Total	FY04-05RLB	Changes	Total
Use of Money and Property	0	0	0	75,000	0	75,000	0	0	0	0	0	0	0	0	0	75,000	0	75,000
Intergovernmental Revenues	1,799,737	0	1,799,737	5,295,077	0	5,295,077	525,000	0	525,000	0	0	0	400,000	0	400,000	8,019,814	0	8,019,814
Charges for Services	26,000	0	26,000	229,260	0	229,260	142,230	0	142,230	0	0	0	504,500	0	504,500	901,990	0	901,990
Interfund Revenue	0	0	0	0	0	0	223,960	0	223,960	0	64,306	64,306	237,500	0	237,500	461,460	64,306	525,766
Miscellaneous Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	1,825,737	0	1,825,737	5,599,337	0	5,599,337	891,190	0	891,190	0	64,306	64,306	1,142,000	0	1,142,000	9,458,264	64,306	9,522,570
Fund Balance	0	299,502	299,502	104,232	7,526	111,758	0	375,940	375,940	0	0	0	0	0	0	104,232	682,968	787,200
TOTAL SOURCES	1,825,737	299,502	2,125,239	5,703,569	7,526	5,711,095	891,190	375,940	1,267,130	0	64,306	64,306	1,142,000	0	1,142,000	9,562,496	747,274	10,309,770
Salaries and Benefits	1,712,478	257,517	1,969,995	2,952,242	(56,780)	2,895,462	996,148	263,650	1,259,798	0	64,306	64,306	921,333	0	921,333	6,582,201	528,693	7,110,894
Services and Supplies	241,135	19,635	260,770	1,388,753	64,306	1,453,059	91,322	90,750	182,072	0	0	0	416,100	0	416,100	2,137,310	174,691	2,312,001
Other Charges	142,371	22,350	164,721	2,252,780	0	2,252,780	128,329	21,540	149,869	0	0	0	200,222	0	200,222	2,723,702	43,890	2,767,592
Fixed Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Financing Uses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gross Appropriations	2,095,984	299,502	2,395,486	6,593,775	7,526	6,601,301	1,215,799	375,940	1,591,739	0	64,306	64,306	1,537,655	0	1,537,655	11,443,213	747,274	12,190,487
Intrafund Transfers	(25,000)	0	(25,000)	(620,735)	0	(620,735)	0	0	0	0	0	0	(124,504)	0	(124,504)	(770,239)	0	(770,239)
Net Appropriations	2,070,984	299,502	2,370,486	5,973,040	7,526	5,980,566	1,215,799	375,940	1,591,739	0	64,306	64,306	1,413,151	0	1,413,151	10,672,974	747,274	11,420,248
Contingencies/Dept Reserves	0	0	0	104,232	0	104,232	0	0	0	0	0	0	0	0	0	104,232	0	104,232
TOTAL REQUIREMENTS	2,070,984	299,502	2,370,486	6,077,272	7,526	6,084,798	1,215,799	375,940	1,591,739	0	64,306	64,306	1,413,151	0	1,413,151	10,777,206	747,274	11,524,480
NET COUNTY COST	245,247	0	245,247	373,703	0	373,703	324,609	0	324,609	0	0	0	271,151	0	271,151	1,214,710	0	1,214,710
Salary Resolution	21.00	3.00	24.00	36.00	0.00	36.00	12.00	5.00	17.00	0.00	0.00	0.00	11.00	0.00	11.00	80.00	8.00	88.00
Funded FTE	20.35	3.00	23.35	35.73	(1.00)	34.73	11.40	4.50	15.90	0.00	1.00	1.00	10.00	0.00	10.00	77.48	7.50	84.98

**Health Promotion and Disease Control Reorganization
Projected Budgets FY2004-05, FY2005-06 & FY2006-07**

	TOTALS		
	FY04-05RLB	FY05-06RLB	FY06-07RLB
Use of Money and Property	75,000	75,000	75,000
Intergovernmental Revenues	8,019,814	8,019,814	8,019,814
Charges for Services	901,990	1,085,590	1,085,590
Interfund Revenue	525,766	708,802	706,659
Miscellaneous Revenue	0	303,075	658,965
Total Revenue	9,522,570	10,192,281	10,546,028
Fund Balance	787,200	421,264	104,232
TOTAL SOURCES	10,309,770	10,613,545	10,650,260
Salaries and Benefits	7,110,894	7,623,313	7,686,631
Services and Supplies	2,312,001	2,376,910	2,495,174
Other Charges	2,767,592	2,783,978	2,921,333
Fixed Assets	0	0	0
Other Financing Uses	0	0	0
Gross Appropriations	12,190,487	12,784,201	13,103,138
Intrafund Transfers	(770,239)	(770,239)	(770,239)
Net Appropriations	11,420,248	12,013,962	12,332,899
Contingencies/Dept Reserves	104,232	104,232	104,232
TOTAL REQUIREMENTS	11,524,480	12,118,194	12,437,131
NET COUNTY COST	1,214,710	1,504,649	1,786,871
Salary Resolution	88.00	88.00	88.00
Funded FTE	84.98	84.98	84.98

AIDS Program, Mobile Clinic & Hepatology/ID

	FY04-05RLB	FY05-06RLB	FY06-07RLB
Use of Money and Property	75,000	75,000	75,000
Intergovernmental Revenues	5,820,077	5,820,077	5,820,077
Charges for Services	371,490	555,090	555,090
Interfund Revenue	288,266	471,302	469,159
Miscellaneous Revenue	0	103,075	213,911
Total Revenue	6,554,833	7,024,544	7,133,236
Fund Balance	487,698	194,496	104,232
TOTAL SOURCES	7,042,531	7,219,041	7,237,468
Salaries and Benefits	4,219,566	4,549,707	4,534,854
Services and Supplies	1,635,131	1,696,877	1,777,588
Other Charges	2,402,649	2,410,691	2,530,320
Fixed Assets	0	0	0
Other Financing Uses	0	0	0
Gross Appropriations	8,257,346	8,657,275	8,842,762
Intrafund Transfers	(620,735)	(620,735)	(620,735)
Net Appropriations	7,636,611	8,036,540	8,222,027
Contingencies/Dept Reserves	104,232	104,232	104,232
TOTAL REQUIREMENTS	7,740,843	8,140,772	8,326,259
NET COUNTY COST	698,312	921,731	1,088,791
Salary Resolution	53.00	53.00	53.00
Funded FTE	51.63	51.63	51.63

62300
Public Health Laboratory

	FY04-05RLB	FY05-06RLB	FY06-07RLB
Use of Money and Property	0	0	0
Intergovernmental Revenues	400,000	400,000	400,000
Charges for Services	504,500	504,500	504,500
Interfund Revenue	237,500	237,500	237,500
Miscellaneous Revenue	0	0	0
Total Revenue	1,142,000	1,142,000	1,142,000
Fund Balance	0	0	0
TOTAL SOURCES	1,142,000	1,142,000	1,142,000
Salaries and Benefits	921,333	886,258	967,400
Services and Supplies	416,100	416,100	436,905
Other Charges	200,222	200,222	210,233
Fixed Assets	0	0	0
Other Financing Uses	0	0	0
Gross Appropriations	1,537,655	1,502,580	1,614,538
Intrafund Transfers	(124,504)	(124,504)	(124,504)
Net Appropriations	1,413,151	1,378,076	1,490,034
Contingencies/Dept Reserves	0	0	0
TOTAL REQUIREMENTS	1,413,151	1,378,076	1,490,034
NET COUNTY COST	271,151	236,076	348,034
Salary Resolution	11.00	11.00	11.00
Funded FTE	10.00	10.00	10.00

62220
Communicable Disease

	FY04-05RLB	FY05-06RLB	FY06-07RLB
Use of Money and Property	0	0	0
Intergovernmental Revenues	1,799,737	1,799,737	1,799,737
Charges for Services	26,000	26,000	26,000
Interfund Revenue	0	0	0
Miscellaneous Revenue	0	200,000	445,055
Total Revenue	1,825,737	2,025,737	2,270,792
Fund Balance	299,502	226,767	0
TOTAL SOURCES	2,125,239	2,252,504	2,270,792
Salaries and Benefits	1,969,995	2,187,348	2,184,377
Services and Supplies	260,770	263,933	280,681
Other Charges	164,721	173,065	180,780
Fixed Assets	0	0	0
Other Financing Uses	0	0	0
Gross Appropriations	2,395,486	2,624,346	2,645,838
Intrafund Transfers	(25,000)	(25,000)	(25,000)
Net Appropriations	2,370,486	2,599,346	2,620,838
Contingencies/Dept Reserves	0	0	0
TOTAL REQUIREMENTS	2,370,486	2,599,346	2,620,838
NET COUNTY COST	245,247	346,842	350,046
Salary Resolution	24.00	24.00	24.00
Funded FTE	23.35	23.35	23.35

**FY 2004-06 Final Budget Hearing
ATTACHMENT C**

**SEPTEMBER REVISIONS
(Final Budget Changes)**

September Revisions:**FY 2004-05 Recommended Budget****1. Community Outreach Initiatives**

As part of the County's ongoing efforts to inform the community of County services, how their tax dollars are spent and what outcomes are achieved, and engage stakeholders in the Shared Vision 2010 process in a collaborative and thoughtful approach, the following initiatives have been added: conduct a five-year update of the Shared Vision 2010 measures and produce a report that incorporates the new measures (\$20,000); produce a County FY 2004-05 annual report (the first in three years) to update the community on new programs, services, current events and the County's Visioning process (\$65,000); and set aside funds to construct next year's State Fair booth exhibits (\$8,000); funding will come from Non-Departmental Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	93,000	0	0	93,000	0

FY 2005-06 Recommended Budget**2. Elimination of one-time Outreach Initiatives**

One-time appropriations added above in FY 2004-05 to update the Shared Vision 2010 report and to construct next year's State Fair booth exhibits are removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(28,000)	0	0	(28,000)	0

September Revisions:
FY 2004-05 Recommended Budget
1. Warehouse Relocation Project

Funding from the Recorder's Modernization Trust Fund will cover costs associated with the Warehouse Relocation Project currently underway at the Tower Road facility in San Mateo. Records previously stored on the first floor of this facility have been moved to a temporary storage location in Foster City. The records will be moved back to the Tower Road facility when the second floor has been remodeled to accommodate these records and files. Funding and appropriations are included for shelving, movers, furniture and rental lease charges (for temporary storage facility).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
212,000	212,000	0	0	0	0

FY 2005-06 Recommended Budget

No change.

September Revisions:
FY 2004-05 Recommended Budget
1. Reappropriation of Projects

The following projects in progress at end of FY 2003-04 will be reappropriated: Burlingame Long Term Care, Public Works Hazardous Waste, Human Services Call Center, Cardkey upgrades and Budget System software maintenance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	240,091	(240,091)	0	0	0

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. **Additional State Grant Funding**

State grant funds (from tobacco tax receipts) have been included for various programs including Preschool for All (PFA) Demonstration Project and Children's Health Initiative. The PFA Demonstration Project will phase in voluntary access for up to 70% of the 4 year olds in two school districts in the County within three years and develop resources to implement countywide implementation within seven years. Appropriations will cover contracts, grant awards and Extra Help. Since appropriations for the Children's Health Initiative were already included in the Recommended Budget, Reserves have been adjusted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,441,840	1,309,570	0	132,270	0	0

FY 2005-06 Recommended Budget

2. **Continuation of Grant Funding**

Rollover of prior year grant funding for various projects is included with the exception of Children's Initiative and portions of PFA Demonstration Project and School Readiness Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,191,840	1,041,000	0	150,840	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. One-time Allocation of Funds for New Child Support Officer Training

The Department of Child Support Services has a need for child support training for a new class of Child Support Officers. This revision appropriates funds for a limited term contract using salary savings from vacant positions. There is no net change to the recommended budget and no Net County Cost impact associated with this change.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(19,968)	0	0	0	0
0	19,968	0	0	0	0

FY 2005-06 Recommended Budget

2. Eliminate One-Time Allocation of Funds for New Child Support Officer Training

The transfer of available funds from Salaries and Benefits for a short-term training contract has been reversed. The appropriation in Services and Supplies has been eliminated and a corresponding amount has been added back to Salaries and Benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,968	0	0	0	0
0	(19,968)	0	0	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. **One-time Allocation of Funds for New Child Support Officer Training**

The Department of Child Support Services has a need for child support training for a new class of Child Support Officers. This revision appropriates funds for a limited term contract using salary savings from vacant positions. There is no net change to the recommended budget and no Net County Cost impact associated with this change.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(19,968)	0	0	0	0
0	19,968	0	0	0	0

FY 2005-06 Recommended Budget

2. **Eliminate One-Time Allocation of Funds for New Child Support Officer Training**

The transfer of available funds from Salaries and Benefits for a short-term training contract has been reversed. The appropriation in Services and Supplies has been eliminated and a corresponding amount has been added back to Salaries and Benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,968	0	0	0	0
0	(19,968)	0	0	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. Initiate Countywide Street Crime Enforcement Team Pilot Project

Establishes a pilot Countywide Street Crime Enforcement Team which will service gang-afflicted areas in North County, South County, and East Palo Alto, working with adjacent jurisdictions. This will be a 3-agent team, with no new positions added. The Sheriff's Office will staff one position internally through re-assignment of an existing Deputy in South County gang investigation. The other two positions of a Deputy and Sergeant were in place but unfunded in the East Palo Alto street enforcement unit. Agents from other police departments are expected to participate in this initiative. This pilot program is funded through the one-time use of year-end Fund Balance. The program will be evaluated prior to the FY 2005-06 budget to determine its success and sources of on-going revenue will be identified. The Sheriff's use of Fund Balance for this program is included in the countywide summary of final Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
313,092	313,092	0	0	0	0

2. Jail Admissions Reorganization

On the two Night Teams at the Maguire Facility, two cashiering Legal Office Specialist (LOS) positions will be replaced with two Correctional Officer positions. This can be accomplished without layoffs as there are two vacant LOS positions which will be eliminated. Two Correctional Officer positions will be added. The Correctional Officer positions are more flexible and can be used in a wider variety of admissions assignments. The net cost is covered by year end Fund Balance from the prior year, and will be budgeted regularly starting in FY 2005-06. The Sheriff's use of Fund Balance for this reorganization is included in the countywide summary of final Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
91,690	91,690	0	0	0	0

3. Restore Two Court Security Deputies

Due to the final structuring of the State Budget, it will be possible to restore two Perimeter Security Deputy positions which were tentatively eliminated in the June Recommended Budget. Two Deputy positions providing perimeter security for Northern Court and Central/Hillcrest Courts are restored, and matching Trial Court funding is added. There is no Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
119,470	119,470	0	0	0	2

4. Add One Senior Accountant for Fiscal and Budget Support

The Sheriff's Office has grown considerably over the last decade, adding new programs and units totalling over \$10M, but staffing in support services has shrunk, and total administrative expenditures have dropped from 5% of total budget to 4.3% of total budget. Fiscal assignments and projects are regularly submitted late or not completed to the normal high standards of the department. The Sheriff will use year-end Fund Balance to fund a Senior Accountant to assist with budget monitoring, budget preparation and research, contracting standardization for costing, participation in the Countywide fee standardization project, and many other important undertakings. The Sheriff's use of Fund Balance for this position addition is included in the countywide summary of final Fund Balance. Beginning FY 2005-05 the position will be funded by increased revenue anticipated from the federal Southwest Border Initiative.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
122,506	122,506	0	0	0	1

5. Crime Lab Position Reorganization

A vacant position of Supervising Forensic Specialist will be eliminated. The following two changes will also be made: an existing Forensic Specialist will receive 10% Lead pay differential and a position of Criminalist I will be added. The additional Criminalist position is needed to

address workload issues in other lab services. The Forensic Specialists will then report to the Lead, under the supervision of a Supervising Criminalist . This change results in no increase in Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	(1)
0	0	0	0	0	1

6. Restore One Inmate Commissary Storekeeper

With expansion of the Evercom telephone services offering inmates pre-paid phone cards, and the steadily increasing number of inmates at all facilities, it is not possible to reduce one of the current six staff. A Storekeeper position which was eliminated in the June Recommended Budget will be restored. Revenue from the Inmate Welfare Fund will cover the cost of this position. There is no Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
53,890	53,890	0	0	0	1

7. Cost Recovery for Investigative Services Provided to the City East Palo Alto

At the time of the June Recommended Budget hearings, negotiations were still underway to address costs associated with Investigative Services provided by the Sheriff's Office for the City of East Palo Alto. At that time a \$90,000 gap existed. The program costs were included in the department's budget with the understanding that offsetting revenue and/or reductions would be made in September following agreement with the City. East Palo Alto has agreed to increase contract reimbursement by \$45,000 to partially cover the remaining gap. The Sheriff's Office will close the remainder of this gap for FY 2004-05 by using year-end fund balance also in the amount of \$45,000. The contract for FY 2005-06 will be reviewed with the City to determine the City's ability to finance investigation and their desire for continued Sheriff's services. There is a net reduction of \$90,000 to the Sheriff's Office budget with this package. The Sheriff's Fund Balance contribution for this program is included in the countywide summary of final Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
90,000	0	0	0	(90,000)	0

8. Adjustments to Homeland Security Grants

Unexpended roll-over funds which were projected and budgeted in the Spring for the June Recommended Budget, have been adjusted down to reflect final remaining expenses and revenues. There is no Net County Cost for the grants adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(70,797)	(70,797)	0	0	0	0

9. Add Funding for a Radio for the Countywide Narcotics Task Force (CNTF) Airplane

A one-time purchase of a radio will be made for the CNTF airplane. Funding will come from a variety of sources as the airplane is used by a number of agencies for surveillance and apprehension. There is no Net County Cost associated with this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
55,000	55,000	0	0	0	0

TOTAL FY 2004-05 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
774,851	684,851	0	0	(90,000)	4

FY 2005-06 Recommended Budget

10. Initiate Countywide Street Crime Enforcement Team Pilot Project

The expenses and fund balance utilized in FY 2004-05 for this pilot program have been eliminated. The program will be evaluated prior to the FY 2005-06 budget to determine its success and sources of on-going revenue will be identified.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(313,092)	(313,092)	0	0	0	0

11. Eliminate One-Time Funding for a Radio for the Countywide Narcotics Task Force (CNTF) Airplane

The funds for a one-time purchase of a radio for the CNTF airplane have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(55,000)	(55,000)	0	0	0	0

TOTAL FY 2005-06 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(368,095)	(368,095)	0	0	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. Reinstate Three Group Supervisor Positions in the Community Schools

The County Office of Education has agreed to pay for three part-time Group Supervisor I positions for supervision in the Community Schools. These positions were deleted in the June Recommended Budget to achieve the department's Net County Cost target. Now with offsetting revenue, these positions are added back.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
230,905	230,905	0	0	0	3

2. Reinstate Two Group Supervisor Positions to Maintain Unit at Camp Glenwood

One Group Supervisor II and one Group Supervisor III were eliminated in the Recommended Budget with the planned closure of a unit at Camp Glenwood. To prevent an increase in out-of-county placements at a higher County cost, the unit will remain open. Sufficient Temporary Aid to Needy Families (TANF) revenue to offset the position costs has been identified and added to the budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
162,515	162,515	0	0	0	2

TOTAL FY 2004-05 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
393,420	393,420	0	0	0	5

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Adjustment to Animal Licensing Transfer

Animal Licensing revenue transferred to Animal Control for use in the countywide program is reduced based on year-end actuals. Animal Control has reduced extra-help appropriation by a corresponding amount.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(691)	691	0	0	0

FY 2005-06 Recommended Budget

2. Elimination of One-time Animal Licensing Adjustment

An adjustment in Animal Licensing revenue and corresponding reduction in appropriation made in FY 2004-05 is restored.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	691	(691)	0	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. Loan to Kings Mountain Fire Brigade

The Structural Fire fund will provide a one-time loan to the Kings Mountain Fire Brigade toward the purchase of a new fire engine to be funded from Reserves. The loan will be repaid over a 20 year period at the rate of \$5,000 per year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	100,000	0	(100,000)	0	0

FY 2005-06 Recommended Budget

2. Elimination of Funding to Kings Mountain Fire Brigade

A loan provided to the Kings Mountain Fire Brigade in FY 2004-05 toward the purchase of a new fire engine is eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(100,000)	(100,000)	0	0	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. Project Reductions

State funding for transportation projects has been reduced resulting in fewer projects and associated workload for the Engineering Program. Costs will be reduced by eliminating four vacant Associate Engineer positions to offset the reduction in revenue. Funds for Retiree Health will be appropriated. In the past, anticipated salary savings from vacant positions were used to cover these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(384,140)	(384,140)	0	0	0	(4)

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Road Maintenance and Construction Project Reductions

The reduction in State funding and the decline in gasoline tax proceeds coupled with continued increases in Salary and Benefit costs has resulted in less funding available for road maintenance and construction projects. The Road Maintenance unit will be reduced by one crew which contains five vacant positions. As a result, maintenance areas will be redefined. The Computerized Maintenance Management System (CMMS) was not fully implemented by the end of FY 2003-04 and an appropriation has been added to complete the project. CMMS will assist in scheduling preventive maintenance and customer responses which is critical due to reduced staffing levels. Funding for Retiree Health, work out of class and Overtime will be appropriated as previous salary savings from vacant positions were used to cover these costs. Increases to Engineering Services accounts as well as construction project reductions have been made to reflect current experience. An appropriation has been added for structures and improvements for the emergency roof repair at Grant Yard.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(434,351)	0	0	(434,351)	(5)
0	434,351	0	0	434,351	0

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Plumbing Services

Plumbing services continue to be in high demand and the unit has been using Extra Help and contract services to meet the demand. In the last twelve months there has been a significant increase in the amount paid out for small, new plumbing installations, plumbing repairs and small fire sprinkler projects. Workload is anticipated to increase with aging facilities as well as new facilities coming on line. A plumber on staff will improve response time, accountability and service to our customers with no additional cost. One new Plumber position has been added effective September 2004. Reductions in contract appropriation will be used to fully offset the cost of the new position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	88,541	0	0	0	1
0	(88,541)	0	0	0	0

FY 2005-06 Recommended Budget

2. Plumbing Services

Appropriation has been added for to complete the annualized cost of the new Plumber position added in the prior year. Contract appropriation has been reduced to fully offset additional costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
	22,631				
	(22,631)				

September Revisions:**FY 2004-05 Recommended Budget****1. Computerized Maintenance Management System**

This adds the balance of implementation costs to be carried forward for the Computerized Maintenance Management System.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	25,178	(25,178)	0	0	0

2. Property Tax Shift to State

As a result of AB 2115, 40% of the property taxes from the Sewer and Sanitation Districts and 10% of the property taxes from the Flood Control, Lighting and Drainage Districts and County Service Areas will be shifted to the State. The reduced funding will result in less maintenance being performed in the Districts. The Program will recommend an increase in Sewer Service Charges in order to continue the Capital Replacement Plan.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(419,058)	(193,511)	0	(225,547)	0	0

3. Sewer Reimbursement Costs

The Town of Woodside reimburses the County for costs incurred for sewer treatment and transmission. Revenue has been added to reflect this reimbursement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,000	0	0	15,000	0	0

4. Franchise Fee Revenue

Franchise Fee revenue from Browning Ferris Industries (BFI) has been added for services provided in the CSA 8 area.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
62,904	0	0	62,904	0	0

TOTAL FY 2004-05 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(341,154)	(168,333)	(25,178)	(147,643)	0	0

FY 2005-06 Recommended Budget

No change.

September Revisions:
FY 2004-05 Recommended Budget
1. Staffing Adjustments

Several staffing adjustments have been made, with a combined result of no change in total positions or Net County Cost. In conjunction with the Agencywide reorganization of the Children and Youth Services System of Care, one Community Program Specialist II is added to the Children's Health Initiative (CHI) Program, with funding to come through First 5 San Mateo and foundation grants. With termination of the State-funded Youth Social Marketing program, a Community Program Specialist III is transferred in from Public Health to avoid a layoff situation at San Mateo Medical Center (SMMC) and will be funded by an anticipated increase in Realignment Sales Tax. A Financial Services Manager II is transferred to Public Health. As part of the Agencywide reorganization of Health Promotion and Disease Control (HPDC), a Staff Nurse is transferred from the Community Access Program (CAP) to the Public Health Mobile Clinic.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
45,940	45,940	0	0	0	0

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Emergency Medical Services (EMS) for Children Grant

Additional State grant funding will enable updating and expansion of the EMS for Children Program. The focus will be on site visits to three pediatric critical care centers, training paramedics in pediatric emergency care and development programs for children with special health care needs such as those who are non-verbal, are dependent on medical equipment, or have terminal illness.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
75,000	75,000	0	0	0	0

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Children and Youth Services System of Care

As part of the Agencywide reorganization of the Children and Youth Services System of Care, two vacant positions are deleted and two new positions are added in order to provide more effective oversight of children's mental health services and staff. The deleted positions are a Mental Health Program Specialist and a Residential Counselor II; the new positions to be added are a Supervising Mental Health Clinician and a Clinical Services Manager. These revisions, which produce no overall change in the number of positions, will result in more effective oversight of children and youth mental services and staff. The net increase in salary cost is funded by an estimated increase in Realignment Sales Tax - Mental Health revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
49,644	49,644	0	0	0	0

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Health Promotion and Disease Control (HPDC) Reorganization

The Health Services Agency is reorganizing HPDC to integrate and expand Public Health operations within the Edison Clinic at the San Mateo Medical Center. This will include establishment of a Center for Excellence for infectious and other communicable diseases with an initial emphasis on STD screening, diagnostic, and treatment services. The table below reflects the full Agencywide impact of the reorganization, which also includes position and funding changes to Health Services Administration and Family Health Services. Agencywide, this initiative represents a net staffing increase of four positions, which are fully offset by Medi-Cal fees-for-services and categorical grant funding with no additional Net County cost. The new positions include one Public Health Nurse, one Staff Nurse, one Patient Services Assistant, and one Medical Services Assistant. In addition, a Clinical Services Manager will be added, offset by deletion of a Health Services Manager I position next Spring. A separate Board Report on the initiative is included in the final Budget Hearing packet.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
714,360 ⁽¹⁾	575,936	0	0	(138,424)	4

⁽¹⁾Includes \$524,087 in Fund Balance. Final Fund Balance adjustments can be found in Attachment D of the Final Budget packet.

2. Children and Youth Services System of Care

The Health Services Agency has undertaken a comprehensive review of children's health services programs and the systems that support those services. The proposed changes are designed to produce an improved system of care by: 1) addressing concerns identified in the *Healthy San Mateo 2010* report and Health Disparities Summit; 2) improving management and supervisory capacity in youth mental health services; 3) providing a more independent structure within the Children's Health Initiative (CHI); 4) better integrating categorical funding programs and bringing greater clinical perspective to Family Health Services programs; and 5) accommodating caseload growth in the Women, Infants, and Children (WIC) program. The table below reflects the full Agencywide impact of the reorganization, which also includes position and funding changes to Health Services Administration and Mental Health Youth Services. Although the bulk of the adjustments occur in the Family Health Services program of Public Health, the figures also include related funding adjustments in the Health Services Administration and Mental Health Youth Services programs. Agencywide, the total cost of approximately \$173,000 and one net additional position are fully offset by First 5 San Mateo and private funding, plus State funding in the Child Health and Disability Prevention Program (CHPDP) and WIC with no additional Net County Cost. A separate Board Report on this initiative is included in the Final Budget Hearing packet.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
172,560	172,560	0	0	0	1

3. Staffing Reassignments

A Financial Services Manager II is transferred from Health Services Administration to Public Health, along with Realignment revenues to cover the cost, to focus on Public Health revenue enhancement and budget issues. In addition, a Supervising Physician is transferred from Correctional Health to California Childrens Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,140	275,564	0	0	138,424	2

4. Purchase of Laboratory Equipment

The purchase of Laboratory additional Public Health Laboratory equipment will reduce lab turnaround on certain tests from one week to 1-2 days, enabling physicians to start specific patient treatments sooner. Funding is from an estimated increase in State Medi-Cal revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,000	150,000	0	0	0	0

5. Eliminate Youth Social Marketing Program

The State has terminated funding for the Youth Social Marketing Program. A vacant Community Program Specialist and related Services and Supplies appropriations have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(155,000)	(155,000)	0	0	0	(1)

TOTAL FY 2004-05 SEPTEMBER REVISIONS⁽²⁾

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
885,788	885,788	0	0	0	6

⁽²⁾This table represents the total FY 2004-05 September Revisions to Budget Unit 6200B Public Health only. As indicated above, the descriptions of Funding Adjustments 1 and 2 reflect Agencywide figures for those initiatives.

FY 2005-06 Recommended Budget**6. Health Promotion and Disease Control (HPDC) Reorganization**

Appropriations are increased to reflect full-year funding of the reorganization implemented in FY 2004-05. The costs of \$303,775 are covered by anticipated increased Medi-Cal revenue as a result of revenue enhancement activities being pursued within Public Health.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
303,775	303,775	0	0	0	0

7. Deletion of Capital Equipment Purchases

One-time Laboratory capital purchases from FY 2004-05 have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(150,000)	(150,000)	0	0	0	0

TOTAL FY 2005-06 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
153,775	153,775	0	0	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. Enhance Mental Health Staffing

Inmate mental health services have been provided through a contract for four beds at the Santa Clara County Correctional Treatment Center (CTC) for inmate placement. Following a recent rate increase of over 600% per bed, the Health Services Agency has explored alternate service delivery options including: 1) reopening the San Mateo County CTC, which was closed in 1996 due to budget constraints, using County employees; 2) reopening the County CTC with contract services; and 3) enhancing mental health staffing to enable intervention and other efforts aimed at maintaining the mental health of inmates without requiring inpatient care. Option 3 is being recommended. This includes a net increase of four staff—addition of two Marriage and Family Therapist II positions, one Psychologist II, one Supervising Psychologist, and a Radiology Technician II, partially offset by deletion of a vacant Licensed Psychology Technician. The estimated cost for FY 2004-05 is \$740,814 based on a December startup. Of this amount, \$200,000 in available Fund Balance will be transferred to Correctional Health from Health Services Administration, Intrafund Transfers will provide an additional \$175,125 to be achieved through internal savings throughout the Agency, and the remaining balance of \$365,685 reflects the previously budgeted Net County Cost share. Note that the Fund Balance transfer, which is shown in the Countywide Summary of Final Fund Balance—Schedule D, is included in the table below to show the total cost of this initiative. A separate Board Report on this initiative is included in the Final Budget Hearing packet.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
200,000	375,125	(175,125)	0	0	4

2. Staffing Reassignments

A vacant Supervising Physician is transferred to the California Children's Services program in Public Health and the appropriation is moved to drugs and pharmaceuticals.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	(1)

TOTAL FY 2004-05 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
200,000	375,125	(175,125)	0	0	3

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Updated Revenue Estimates - SB855 and SB1732

Earlier funding estimates are revised to more conservatively estimate anticipated revenue from certain sources such as SB 855 (Disproportionate Share Hospital Payments) and SB 1732 (Construction Renovation Reimbursement Program), resulting in a decrease of approximately \$2.7 million. In order to balance to zero Net County Cost, a number of expenditure reductions are being made including reductions in contracted services and delayed capital purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,710,138)	(2,710,138)	0	0	0	0

2. Position Reconciliation to Master Salary Ordinance

June Revisions included preliminary adjustments within Salaries and Benefits that are now being updated based on additional information. Staffing level adjustments and reconciliation of budgeted positions to the Master Salary Ordinance result in a reduction of 16 vacant positions. Position reductions are offset by increased appropriations for Overtime and Extra Help expenses, with no increase in Net County Cost. Revenue consists of reduced Contractual Allowances and fees for drug and pharmaceutical sales.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
198,868	198,868	0	0	0	(16)

3. Reduction in Medical Marijuana Funding

The Medical Marijuana clinical study was initiated over five years ago and is near completion. The General Fund contribution for this project has been reduced from the current funding level of \$428,000 to \$250,000, which should sustain the project through January 2005. An adjustment to WELL Program revenue has been made pending identification of solutions to address the reduced funding level for this project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(178,000)	0	0	0	0	0
178,000	0	0	0	0	0

TOTAL FY 2004-05 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,511,270)	(2,511,270)	0	0	0	(16)

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Women and Children's Services Center

FY 2004-05 capital project funding of \$2 million for the Women and Children's Services Center Project needs to be appropriated in Other Financing Uses so that the Public Works Department can charge for reimbursement from this budget unit to the County's Capital Projects Fund as costs are incurred. Fixed Assets is reduced by \$2 million and Other Financing Uses is increased by a like amount to appropriately account for this project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,000,000	2,000,000	0	0	0	0
(2,000,000)	(2,000,000)	0	0	0	0

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Use of Reserves for Automation Needs

One-time use of Agency Reserves will be used to fund the following: aging servers and network equipment, a new server for the Imaging Project, contractual services for the installation of a power supply in the data center, and redesign of the Agency's intranet site.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	166,000	0	(166,000)	0	0

2. Implement Recommendations Related to Child Welfare Services

In response to the Grand Jury and Blue Ribbon Committee recommendations for Child Welfare Services the following will be implemented: increase core training to social workers, add one Social Worker Supervisor, three Social Worker IIs, and one Administrative Secretary II to lower caseloads to 25 cases per worker and support the centralized administration of countywide functions in the Central Region. Policies and procedures to support staff will be implemented through a user friendly online Child Welfare Services Handbook, and funding is increased for County Counsel legal services including training for staff and representation in Court. Reserves and Federal funding will be utilized in FY 2004-05, ongoing funding solutions will need to be examined.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
106,319	906,397	0	(800,078)	0	5

3. Increase Funding for SAFE Harbor Renovations

The Office of Housing has been awarded one-time Proposition 46 funding for the upgrade and renovation of the SAFE Harbor emergency shelter. Renovations will include: upgrading of shelter beds, reorganizing space to provide more privacy and secure storage, and creating private offices for counseling and treatment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,000,000	1,000,000	0	0	0	0

4. Increase in Grant Funding for Employment Services

Grants from the Department of Labor, the Walter S. Johnson Foundation, and the William and Flora Hewlett Foundation will be used to fund employment services including: client assessment, orientation, training and internships, customized training for dislocated workers in the biotechnology field, employment training in life sciences, and the addition of an unclassified Accountant II position to administer and track this grant funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
484,914	484,914	0	0	0	1

5. Increase in Workforce Investment Act (WIA) Funding for Adults, Dislocated Workers and Youth

An increase in the Workforce Investment Act (WIA) allocation and rollover from the prior year will be used to increase employment services provided at the One-Stop PeninsulaWorks Centers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
777,218	777,218	0	0	0	0

6. Add Two Job Development Specialist Positions for the WIA Rapid Response Program

Two unclassified Job Development Specialist II positions will be added due to an increase in the Workforce Investment Act (WIA) allocation for the Rapid Response Program, which provides lay-off assistance and lay-off aversion services to employees and employers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
262,961	262,961	0	0	0	2

7. Add Two Community Workers and One Office Assistant Position for the Jobs for Youth Program

Two unclassified Community Worker II positions and one unclassified Office Assistant II are added to provide comprehensive youth employment services, particularly in East Palo Alto and the Coastside. Funding is being provided by TANF Incentive Funds and through a reduction in appropriation for extra-help.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
95,714	95,714	0	0	0	3

8. Extension of Funding for Homeless Services

The State has approved an extension of funding for the CSAT Homeless Grant for an additional three months through December 2004. This funding will provide services to 75-100 homeless persons residing at three shelters in San Mateo County including assessments, case management, treatment and linkages to transitional housing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
69,000	69,000	0	0	0	0

9. Use of Tobacco Funds

Unexpended Tobacco Master Settlement Funds are appropriated for services in support of tobacco education, prevention, and cessation efforts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
24,757	24,757	0	0	0	0

TOTAL FY 2004-05 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,820,883	3,786,961	0	(966,078)	0	11

FY 2005-06 Recommended Budget**10. Eliminate One-time Costs for Automation Needs**

One-time costs budgeted in FY 2004-05 to fund the following: aging servers and network equipment, a new server for the Imaging Project, contractual services for the installation of a power supply in the data center, and redesign of the Agency's intranet site is eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(166,000)	(166,000)	0	0	0	0

11. Eliminate One-time Funding for SAFE Harbor Renovations

One-time funding awarded in FY 2004-05 for renovations to the SAFE Harbor emergency shelter is eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,000,000)	(1,000,000)	0	0	0	0

12. Eliminate One-time Grant Funding for Homeless Services

Grant funding provided by the State for homeless services is eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(69,000)	(69,000)	0	0	0	0

13. Eliminate One-time Tobacco Funds

Additional one-time Tobacco Master Settlement Funds for services in support of tobacco education, prevention and cessation efforts is eliminated in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(24,757)	(24,757)	0	0	0	0

TOTAL FY 2005-06 SEPTEMBER REVISIONS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,259,757)	(1,259,757)	0	0	0	0

September Revisions:

FY 2004-05 Recommended Budget

1. Update State Budget Impact

Intergovernmental Revenues and Reserves were reduced by \$23,108,554 in the Recommended Budget based on estimated impact of the Governor's May Revision. This estimate has been updated based on the final State budget. Impact is now estimated at \$6,227,322, mainly due to the agreement reached with local governments. The County's loss from the VLF/property tax swap for each of the next two years is \$6,704,877, offset by \$477,555 in additional revenue as described in County Manager's Report #12. Intergovernmental Revenues are increased and Reserves are restored to reflect this updated estimate.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,881,232	0	0	16,881,232	0	0

2. Adjustments to Reserves and Contingencies

Reserves are increased by \$45,000 from revenues to be received from the City of East Palo Alto for investigative services provided by the Sheriff's Office. Reserves are reduced to fund community outreach activities in the County Manager's Office (\$93,000) and to increase General Fund Contingencies budget unit (8100B) to meet the 3% contingencies requirement of the County Reserves Policy (\$440,578).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	(488,578)	(488,578)	0

FY 2005-06 Recommended Budget

No change.

September Revisions:

FY 2004-05 Recommended Budget

1. Increase in Contingencies - County Reserves Policy

Non-Departmental Reserves are reduced in order to increase this budget unit to meet the 3% contingencies requirement of the County Reserves Policy.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	440,578	440,578	0

FY 2005-06 Recommended Budget

No change.

**FY 2004-06 Final Budget Hearing
ATTACHMENT D**

FINAL FUND BALANCE ADJUSTMENTS

Budget Unit ID	Budget Unit Name	AMOUNT Final Fund Balance Adjustment	Description of Change
1100B	Board of Supervisors	\$ 2,403	Return to General Fund Reserves
1200B	County Manager's Office	195,989	Increase Services and Supplies by \$78,767 for County Memberships and Contributions to cover School Vending Machine program, Homework Centers - San Carlos, and CPA 2000 Homework Centers - Ravenswood; and increase Real Property's Services and Supplies by \$117,222 to cover contract expenses (unspent portion will be returned to departments/customers at year-end)
1300B	Assessor-Clerk-Recorder	297,580	Increase various Salaries and Benefits and Services and Supplies accounts to reflect reappropriation of Property Tax Administration Grant Program funding for assessment automation contracts and legal costs (\$196,260); recording system upgrade (\$46,452); and Elections contracts and poll worker academy expenses (\$54,868)
1400B	Controller's Office	(32,657)	Increase revenues to reflect accounting services provided to SamCERA (\$16,890) and special districts (\$15,767)
1500B	Tax Collector/Treasurer	352,496	Increase Salaries and Benefits by \$24,000 to cover comp time cashouts; increase Services and Supplies by \$207,500 to reappropriate Property Tax Administration Grant Program funding in professional contracts account to cover property system upgrades as well as additional appropriations general office expenses; and set aside remaining \$120,996 in Reserves
1600B	County Counsel	235,807	Increase Salaries and Benefits by \$186,048 to cover the cost of one Deputy County Counsel approved by the Board of Supervisors on 8/31/04; and increase Services and Supplies by \$59,759 to cover general office supplies and witness/jury fees
1700B	Employee and Public Services	72,214	Increase Services and Supplies to cover increased tuition reimbursements and training expenses and office remodels/reconfiguration in conjunction with Training Division reorganization
1800B	Information Services Department	226,426	Increase Services and Supplies to reflect reappropriation of Department of Child Support Services' ePayments and CJIS projects
1920B	Grand Jury	22,628	Increase Services and Supplies for general office expenses and auditor costs
1940B	Message Switch	10,949	Set aside in Reserves
2510B	District Attorney/Public Administrator	(213,231)	Reduce Reserves
3000B	Sheriff's Office	2,228,277	Increase Reserves (\$79,799); implement pilot countywide Street Crime Enforcement Team (\$313,092); add one Senior Accountant position to provide increased fiscal support, increase extra help and overtime accounts in Salaries and Benefits (\$473,849); increase Services and Supplies (\$1,078,165) and Other Charges (\$238,372) for one-time radio/safety equipment, vehicle replacement and capital projects; and decrease Net County Cost (\$45,000) for Sheriff's investigative services provided the City of East Palo Alto.

Budget Unit ID	Budget Unit Name	AMOUNT Final Fund Balance Adjustment	Description of Change
3210B	Probation Administration	1,126,976	Increase Reserves (\$204,096); set aside funds for transition costs associated with Youth Services Center (\$307,755); purchase Adult Case Management System (\$412,000); and replace computers through the lease-purchase program with Dell Computer (\$203,125).
3500B	Environmental Services Administration	(20,613)	Reduce Services and Supplies (meeting and other departmental expenses) and Salaries and Benefits (benefit adjustments).
3520B	Agricultural Commissioner/Sealer	19,252	Increase Services and Supplies (\$5,252) and Other Charges (\$4,000) for one time expenditures including ISD costs and computer equipment.
3530B	Animal Control Services	66,689	Increase Services and Supplies in anticipation of increasing Peninsula Humane Society (PHS) contract costs. Negotiations are ongoing.
3540B	U.C. Cooperative Extension	1,554	Set aside in Reserves
3570B	Local Agency Formation Commission	26,337	Increase Other Charges for legal services provided by County Counsel.
3800B	Planning and Building	531,062	Set aside in Reserves
3900B	Parks and Recreation	32,188	Increase Services and Supplies for emergency maintenance and one-time projects as needed.
4510B	Administrative Services	85,338	Increase Services and Supplies for one-time technology projects.
4600B	Engineering Services	15,224	Increase Services and Supplies for counter service automation which should result in future cost reductions (General Fund) in County Engineer.
4730B	Facilities Services	2,082,478	Proceeds from the ABAG Power Wind Up Agreement will be used as follows: Increase Other Financing Uses (\$500,574) for transfers to the Capital Projects Fund: CoGeneration Plant at the Maguire Correctional Facility - \$417,230 and Seismic Retrofit Hall of Justice - \$83,344; Increase Other Charges (\$620,000) to cover increased utilities costs for County-owned facilities; and increase Reserves (\$961,904) for future energy savings projects.
5500B	Health Services Administration	205,703	Increase Services and Supplies for contractual anti-rabies quarantine services.
5900B	Environmental Health Services	215,892	Increase Other Charges (\$34,970) and Other Financing Uses-Capital Projects (\$180,922) to continue construction of the permanent Household Waste Collection facility on Tower Road. The project is anticipated to be completed by December 2004.
6100B	Mental Health Services	4,834	Set aside in Reserves
6200B	Public Health Services	524,087	Additional Fund Balance will be used on a short-term basis to cover a portion of the Public Health Clinic and Disease Control Unit reorganization.
6300B	Correctional Health Services	203,822	Increase Services and Supplies for correctional treatment beds and drugs/pharmaceuticals.
7101B	Family Strength	552,937	Set aside in Out-of-Home Placement Collaborative Reserves (\$59,669) and Agency Reserves (\$493,268).
8000B	Non-Departmental Services	4,408,145	Increase Services and Supplies (\$338,572) for reappropriation of technology projects; increase Reserves (\$4,069,573).
	Subtotal General Fund	\$ 13,480,786	

Budget Unit ID	Budget Unit Name	AMOUNT Final Fund Balance Adjustment	Description of Change
3550B	Structural Fire	(35,079)	Reduce Reserves
3560B	County Service Area #1	141,518	Increase Reserves
3700B	County Library	242,422	Increase Reserves
3950B	Fish and Game	1,699	Increase Reserves
3960B	Off-Highway Vehicle License Fees	(8,760)	Reduce Reserves
3970B	Parks Acquisition and Development	2,270,076	Increase Fixed Assets (\$1,670,076) and Services and Supplies (\$600,000) for the following projects: Crystal Springs Trail, Magic Mountain Playground and Captain's House repairs.
3980B	Coyote Point Marina	232,362	Increase Reserves
4520B	Road Construction and Operations	380,282	Increase Reserves (\$25,744) and Services and Supplies for capital projects (\$354,538)
4740B	Construction Services	315,181	Increase Services and Supplies for construction contracts (\$315,181)
4760B	Vehicle and Equipment Services	671,945	Increase Reserves (\$250,727); increases Services and Supplies (\$62,000) and Fixed Assets (\$359,218) to reappropriate projects in progress, upgrade GasBoy Fuel System, increase fuel budget and increase purchase of hybrid vehicles.
4820B	Waste Management	44,758	Increase Reserves
4830B	Transportation Services	265,018	Increase Reserves (\$245,018) and Salaries and Benefits (\$20,000) for administrative leave cashouts.
4840B	Utilities	1,592,395	Increase Reserves (\$1,099,967); increase Services and Supplies (\$299,970) and Fixed Assets (\$192,458) for continuation of capital projects in progress.
4850B	Airports	535,728	Increase Reserves
5630B	Emergency Medical Services Fund	(320,216)	Reduce Reserves
5800B	IHSS Public Authority	(6,238)	Reduce Reserves
6750B	Medical Center Capital Purchases	767,172	Increase Fixed Assets to reappropriate funds for equipment purchases at Burlingame Long Term Care facility.
8050B	Sergeants Retiree Health Trust Fund	(3,096)	Reduce Reserves
8200B	Accumulated Capital Outlay Fund	250	Reappropriate capital projects.
8300B	Courthouse Temporary Construction Fund	302,698	Increase Reserves (\$295,450) and reappropriate balance for capital projects (\$8,248) related to Court facilities.
8400B	Criminal Justice Temporary Contr Fund	(209,804)	Decrease appropriations for Capital Projects (\$175,068) and Capital Reserves (\$34,736).
8500B	Capital Projects Fund	869,144	Fixed Assets have been increased for Countywide energy retrofit projects, the Hall of Justice seismic retrofit and miscellaneous projects not completed by the end of the prior fiscal year.
8900B	Debt Service Fund	7,832,524	Increase Reserves and set aside for Youth Services Center Project.
	Subtotal Non-General Funds	\$ 15,881,979	
	TOTAL ALL FUNDS	\$ 29,362,765	

**FY 2004-06 Final Budget Hearing
ATTACHMENT E**

**BOARD BUDGET REQUESTS
DISTRICT 4**



**COUNTY OF SAN MATEO
OFFICE OF SUPERVISOR ROSE JACOBS GIBSON**

DATE: September 10, 2004
TO: John Maltbie, County Manager
FROM: Rose Jacobs Gibson
SUBJECT: Budget Request for FY 2004-2005, 2005-2006

The September budget revisions are fast approaching. In that regard, I have four specific budget requests that I would like considered to be included in your budget.

**1) National Association of Counties (NACO) County Membership
Request: \$13,508**

I appreciated the threat of a \$50 million state reduction in funding to our county that fortunately did not come to pass. I still do not minimize this or the challenging times that we face, but I hope that you will reconsider our membership in NACO given our current situation. There are many national issues that affect San Mateo County, and NACO has closely monitored and actively lobbied on behalf of counties. The reauthorization of TANF and child welfare programs; probation and law enforcement funding; housing issues and the threat of a reduction in Section 8 vouchers; formulas that may be undertaken to create more equity in homeland security funding; and transportation reauthorization funds – these are all issues of which NACO can provide support for our county. NACO has also been critical in supporting issues faced by urban counties such as ours.

Many departments receive federal funding for their programs and services and closely follow the financial impact of legislation and federal regulations on service delivery. For example, health and human services are heavily funded by the federal government and in the past our county has benefited from NACO's assistance in drafting position and impact statements to prevent potentially harmful regulatory changes. Membership would assist in securing additional resources and much-needed funding for our county. While I understand that we have a lobbyist in Washington DC, I imagine that it would be extremely challenging to monitor all of the legislation that would impact our county given the number of bills pending in Congress.

2) Peninsula Conflict Resolution Center (PCRC) for Bayshore Villa Lease Mediation
Request: \$3,500

I am requesting additional funding to compensate PCRC for its mediation services for the Bayshore Villa in unincorporated Redwood City. This would be a one-time request and would contribute to the prevention of future issues that may arise and would save the county money in the long run. PCRC has been working with the park owner and homeowners towards mediation through a County contract that allowed for six hours of mediation services. As you can imagine, six hours has been hardly enough time to work through the lease issues.

Most importantly, I feel that we have a responsibility to protect vulnerable populations such as the residents of Bayshore Villa. Many are elderly, unemployed, or disabled, facing financial hardship that would prevent them from contributing funds for continued mediation. Meanwhile, many long-time residents have been forced to leave the park due to the unresolved lease issues. I am hopeful that PCRC will be able to assist them towards an agreement.

3) Medical Errors Summit/Workshop
Request: \$20,000

As you know, the recent sentinel event at the San Mateo Medical Center has raised many concerns regarding medical errors and the quality of care that we provide to our county's residents. I believe that there is more education, outreach, and collaboration that should be conducted with respect to medical errors, which occur nationwide more often than we could imagine.

I have talked to Nancy Steiger about having the county sponsor a Medical Errors Summit or Workshop, inviting countywide hospitals to participate. The summit would cost approximately \$20,000. We would seek grant funding from foundations as well to help cover the costs of the event. The Hospital Consortium may also be interested in supporting the summit.

4) Day Laborer Center, North Fair Oaks
Request: \$15,000-\$25,000

The Sheriff's Office has estimated that a day laborer center would cost approximately \$40,000. We have already secured funding totaling \$10,000: Danforth Foundation \$5,000, North Fair Oaks merchants \$5,000. The merchants are still working to find more funding for this project and are hopeful they will receive additional support.

As you know, this has been an ongoing issue faced by North Fair Oaks as well as cities such as San Mateo. I have stressed to the North Fair Oaks merchants that this is a community issue and that we should work together to seek and contribute funding. If the County would include funding for the day laborer center in the budget, I would like to approach the City of Redwood City with you to ask if they would be willing to match the county amount or fund a portion of the cost.

I appreciate your consideration of my budget requests and would be happy to discuss any questions that you may have.

**FY 2004-06 Final Budget Hearing
ATTACHMENT F**

**FY 2003-04 YEAR-END
PERFORMANCE REPORT**



COUNTY OF SAN MATEO

County Manager's Office

PREPARATION DATE: September 21, 2004

BOARD MEETING DATE: September 28, 2004

TO: Honorable Board of Supervisors
FROM: John L. Maltbie, County Manager
SUBJECT: FY 2003-04 Year-End County Performance Report

RECOMMENDATION

Accept the FY 2003-04 Year-End Report on the Performance of County Programs.

Background and Discussion

Countywide implementation of Outcome-Based Management (OBM) began in 2000 when the Shared Vision 2010 community process was underway. OBM is the management system that was implemented to track the progress of all County programs toward achieving the long-term commitments and goals identified through the Shared Vision process.

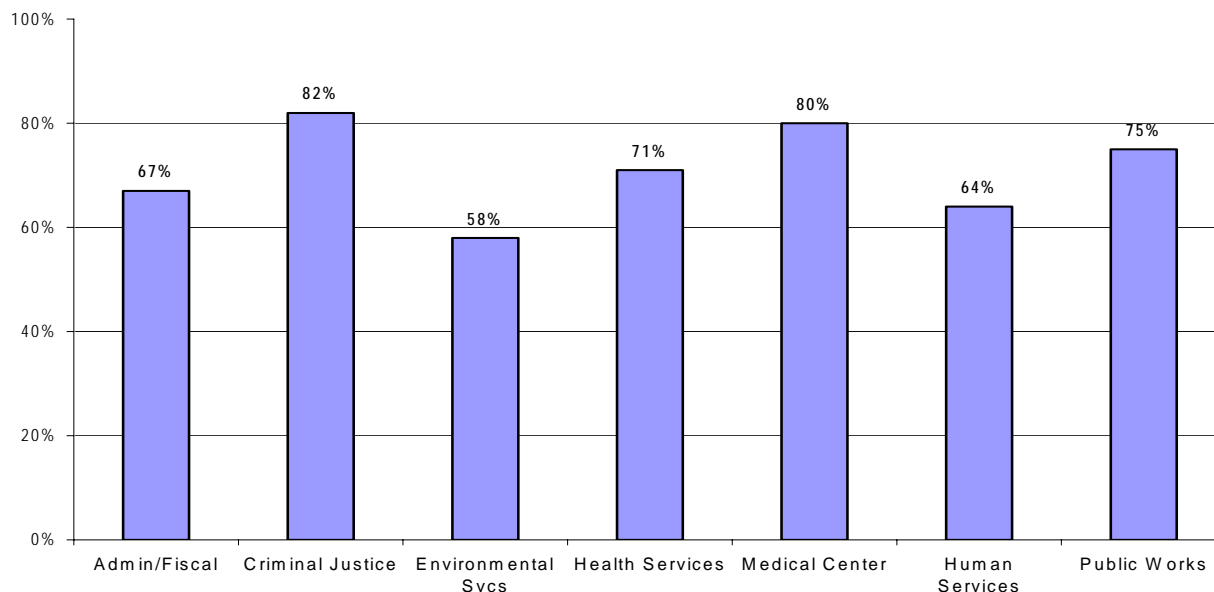
Significant efforts have been made by departments over the last four years to align programs and existing planning processes, develop and refine performance measures, and improve data reporting capabilities so that better decisions can be made toward improved program outcomes and goal achievement. Training of program managers on the preparation of program plans and budgets and the development and use of performance measures has been and will continue to be conducted. Performance information for the key Headline Measures of each program, including customer survey results, is reported to the Board on a regular basis.

Performance reports are prepared at mid-year and year-end to communicate the progress of programs toward achieving performance targets established during budget development. Each program has a minimum of two Headline Measures that have been selected from measures of Quality (how well we do it) and Outcomes (is anyone better off?), and serve to provide the reader with a quick assessment of program performance. This year-end report contains two years of historical data and year-end actuals for each Headline Measure, along with a ✓ indicating whether current year performance targets were met. A brief discussion is also included on trends and factors affecting performance. Any adjustments to performance targets for FY 2004-05/2005-06 based on actual performance experience in FY 2003-04 will be made in the Adopted Budget published in early November.

County Summary – Quality and Outcomes Measures Meeting Performance Targets

County programs ended FY 2003-04 with 69% of Quality and Outcomes measures meeting performance targets. This represents a five-percentage point decrease from last year. Budget reductions have affected the overall performance of County programs, and a change in the way this measure is calculated also contributed to the decrease. Only those measures that are meeting current year performance targets will be counted; progress from the prior year is now excluded. The most common trend is seen in lower customer satisfaction ratings when compared to the previous year. A summary of agency/department performance as well as a discussion of Headline Measures for each County program is included in this report.

Year-End FY 2003-04 Quality and Outcomes Measures Meeting Performance Targets



Training and Performance Data Reliability

Training managers on using OBM to effectively manage their programs, and increasing the reliability and use of performance data through documentation and program reviews, continue to be key priorities in the new fiscal year. OBM Basics and Performance Measurement classes were conducted in FY 2003-04. These two classes will be repeated and the following added in FY 2004-05: Managing with Data, Work Planning, Process Mapping, Cost/Benefit Analysis, and Budget Development Overview. In addition, an Outcome-Based Management session will be provided to the County's third group of Management Development/Mentoring Program participants.

Documentation for the methodology used to collect data for Headline Measures was required in the Countywide Performance Measures database beginning in FY 2003-04. Documenting data collection practices increases the consistency and accuracy of reported data, provides continuity when there is turnover in staff, and makes the information more reliable for decision-making purposes.

Countywide Program Reviews

Given what is now a permanent environment where local governments are expected to keep performing better at a lesser price, it is critical for the County to establish ongoing reviews of its programs to determine if they are

effective and well managed. A Countywide Program Review Plan has been developed by the OBM Program/Fiscal Subcommittee and reviewed by Executive Council for recommendation to the Board Performance/Budget/Audit Subcommittee. The first pilot round of reviews will be done in October-December for one program selected by each department.

The purpose and scope of these reviews are:

- To determine whether programs are contributing effectively to the County's mission and goals
- To use a peer review approach to provide individual program managers with objective observations and suggestions on how to better manage program performance
- To report on Countywide needs for improved management of programs

Managers and staff of programs to be reviewed will be provided with the Program Review Plan and Checklist prior to peer review so that they can perform their own self-assessment. It is expected that each review and report will take 4-6 weeks to complete, and that all programs will be reviewed over a five-year period. A Countywide needs report that will recommend general program management improvements based on the 2004-05 reviews will be prepared by February 2005.

Vision Alignment and Fiscal Impact

The Mid-Year and Year-End County Performance Reports provide information on the progress for all County programs and services in the current fiscal year, and therefore contributes to all Shared Vision 2010 commitments and goals. Training new and existing managers on using OBM and specifically on measuring performance directly contributes to Goal 21: County employees understand, support and integrate the County vision and goals into their delivery of services. There is no fiscal impact related to acceptance of this report.



SAN MATEO COUNTY

FY 2003-04 YEAR-END PERFORMANCE REPORT COUNTY PROGRAMS

John L. Maltbie, County Manager
County Manager's Office
Budget and Analysis Unit
September 28, 2004

TABLE OF CONTENTS

[PAGE](#)

COUNTY SUMMARY	9
ADMINISTRATION AND FISCAL	11
Customer Satisfaction Survey Results	11
ASSESSOR-COUNTY CLERK-RECORDER (ACR)	14
Department Summary	14
ACR Administration and Support	15
ACR Appraisal Services	15
ACR County Clerk-Recorder	16
ACR Elections	16
CONTROLLER'S OFFICE	17
Department Summary	17
Controller Administration	18
Controller Information Systems (CIS)	18
General Accounting	19
Internal Audit	19
Payroll Services	20
Property Tax/Special Accounting	20
COUNTY COUNSEL	21
COUNTY MANAGER/CLERK OF THE BOARD	22
Department Summary	22
Clerk of the Board	23
County Management	23
Special Services (Real Property/Capital Projects)	24
EMPLOYEE AND PUBLIC SERVICES (EPS)	25
Department Summary	25
EPS Administration and Support	26
EPS Copy Center	26
EPS Human Resources	27
EPS Mail Services	27
EPS Public Safety Communications	28
EPS Purchasing	28
EPS Revenue Services – Animal Licensing	29
EPS Revenue Services - Collections Unit	29
INFORMATION SERVICES DEPARTMENT (ISD)	30
Department Summary	30
Information Technology Availability	31
Project Management	31
TREASURER-TAX COLLECTOR	32
Department Summary	32
Tax Collector	33
Treasurer	33

CRIMINAL JUSTICE 34

- Customer Satisfaction Survey Results..... 34
- DISTRICT ATTORNEY'S OFFICE 36
- DEPARTMENT OF CHILD SUPPORT SERVICES 37
- SHERIFF'S OFFICE 38
 - Department Summary..... 38
 - Administrative and Support Services 39
 - Civil and Records Bureau 39
 - Custody Programs 40
 - Investigations Bureau 40
 - Maguire Correctional Facility 41
 - Multi-Jurisdictional Services..... 41
 - Office of Emergency Services (OES)..... 42
 - Office of Professional Standards 42
 - Patrol Bureau 43
 - Transportation and Court Security 43
- PROBATION DEPARTMENT 45
 - Department Summary..... 45
 - Probation Administration 46
 - Adult Alternatives Services 46
 - Adult Court Services 47
 - Adult Supervision Services 47
 - Camp Glenwood 48
 - Juvenile Hall 48
 - Juvenile Intensive Services..... 49
 - Juvenile Prevention and Court Services 49
 - Juvenile Supervision Services 50
- CORONER'S OFFICE 51
 - Department Summary..... 51
 - Coroner Investigations 51
 - Coroner Pathology..... 52

ENVIRONMENTAL SERVICES AGENCY (ESA)..... 53

- AGENCY SUMMARY..... 53
 - Customer Satisfaction Survey Results..... 54
- ENVIRONMENTAL SERVICES ADMINISTRATION 56
- FIRE PROTECTION 56
- COUNTY SERVICE AREA # 1 57
- ANIMAL CONTROL 57
- AGRICULTURAL COMMISSIONER/SEALER 58
 - Administration and Support..... 58
 - Consumer Protection 58
 - Environmental Protection..... 58
- PARKS AND RECREATION..... 59
 - Administration and Support..... 59
 - Operations and Maintenance..... 59
 - Coyote Point Marina 60
- PLANNING AND BUILDING 60
 - Administration and Support..... 60
 - Development Review Services 60

Long Range Planning Services.....	61
HEALTH SERVICES.....	62
HEALTH SERVICES AGENCY SUMMARY	62
Customer Satisfaction Survey Results.....	63
HEALTH SERVICES ADMINISTRATION	66
EMERGENCY MEDICAL SERVICES.....	66
AGING AND ADULT SERVICES	67
Conservatorship Program	67
Community-Based Programs	67
IHSS Public Authority	68
ENVIRONMENTAL HEALTH	68
Housing and Vector Control	68
Land Use / Water	68
Hazardous Materials Program.....	69
Retail Food Inspection.....	69
FOOD AND NUTRITION SERVICES	70
MENTAL HEALTH	70
Mental Health Administration.....	70
Mental Health Youth Services.....	71
Mental Health Adult Services	71
PUBLIC HEALTH.....	72
Health Promotion and Disease Control.....	72
Family Health Services.....	72
CORRECTIONAL HEALTH	73
Correctional Health Medical Services	73
Choices Program.....	73
Correctional Mental Health Services.....	74
SAN MATEO MEDICAL CENTER (SMMC)	75
SAN MATEO MEDICAL CENTER SUMMARY	75
Customer Satisfaction Survey Results.....	76
HUMAN SERVICES AGENCY (HSA).....	78
Agency Summary	78
Customer Satisfaction Survey Results.....	79
Program Support	79
Community Capacity Building.....	80
Economic Self-Sufficiency	80
Family Strength.....	81
PUBLIC WORKS.....	82
Agency Summary	82
Customer Satisfaction Survey Results.....	83
Administrative Services.....	87
Engineering Services	87
Road Construction	88
Road Maintenance.....	89
Facilities Services	90

Construction Services 90
Vehicle and Equipment Services 91
Waste Management..... 92
Transportation Services..... 92
Flood Control and Utilities..... 93
Airports 94



COUNTY SUMMARY

Background and Discussion

Countywide implementation of Outcome-Based Management (OBM) began in 2000 when the Shared Vision 2010 community process was underway. OBM is the management system that was implemented to track the progress of all County programs toward achieving the long-term commitments and goals identified through the Shared Vision process. Significant efforts have been made by departments over the last four years to align programs and existing planning processes, develop and refine performance measures, and improve data reporting capabilities so that better decisions can be made toward improved program outcomes and goal achievement. Training of program managers on the preparation of program plans and budgets and the development and use of performance measures has been and will continue to be conducted. Performance information for the key Headline Measures of each program, including customer survey results, is reported to the Board on a regular basis.

Performance reports are prepared at mid-year and year-end to communicate the progress of programs toward achieving performance targets established during budget development. Each program has a minimum of two Headline Measures that have been selected from measures of Quality (how well we do it) and Outcomes (is anyone better off?), and serve to provide the reader with a quick assessment of program performance. This year-end report contains two years of historical data and year-end actuals for each Headline Measure, along with a ✓ indicating whether current year performance targets were met. A brief discussion is also included on trends and factors affecting performance. Any adjustments to performance targets for FY 2004-05/2005-06 based on actual performance experience in FY 2003-04 will be made in the Adopted Budget published in early November.

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The purpose and scope of these reviews are:

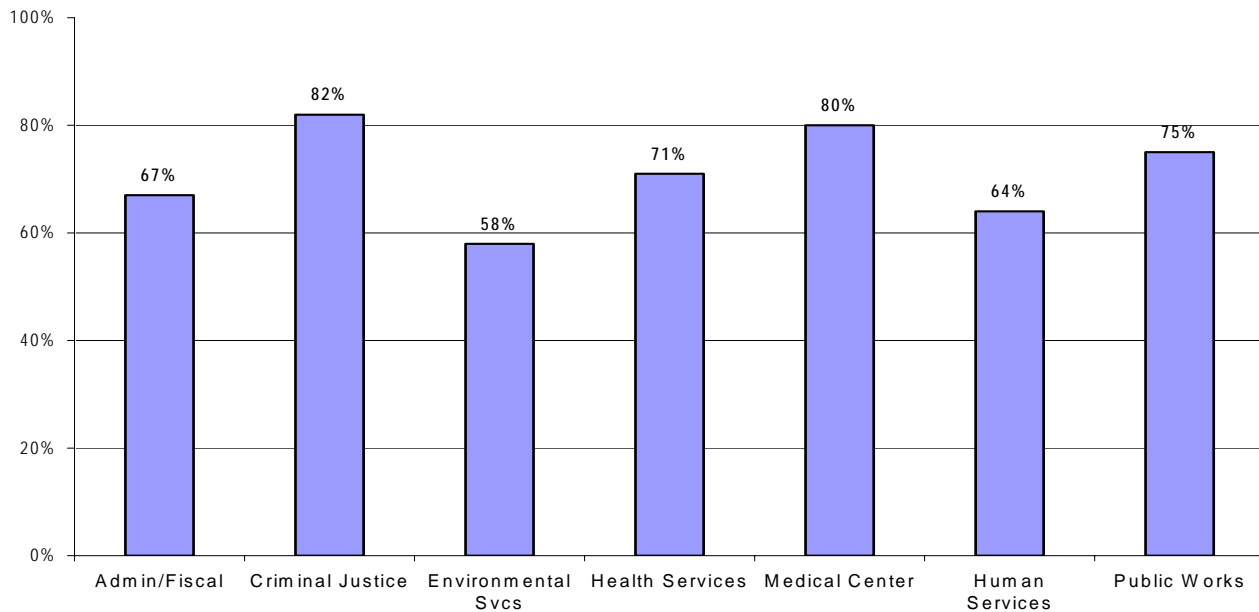
- To determine whether programs are contributing effectively to the County's mission and goals
- To use a peer review approach to provide individual program managers with objective observations and suggestions on how to better manage program performance
- To report on Countywide needs for improved management of programs

Managers and staff of programs to be reviewed will be provided with the Program Review Plan and Checklist prior to peer review so that they can perform their own self-assessment. It is expected that each review and report will take 4-6 weeks to complete, and that all programs will be reviewed over a five-year period. A Countywide needs report that will recommend general program management improvements based on the 2004-05 reviews will be prepared by February 2005.

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Year-End FY 2003-04 Quality and Outcomes Measures Meeting Performance Targets



Vision Alignment and Fiscal Impact

The Mid-Year and Year-End County Performance Reports provide information on the progress for all County programs and services in the current fiscal year, and therefore contributes to all Shared Vision 2010 commitments and goals. Training new and existing managers on using OBM and specifically on measuring performance directly contributes to Goal 21: County employees understand, support and integrate the County vision and goals into their delivery of services. There is no fiscal impact related to acceptance of this report.

ADMINISTRATION AND FISCAL

Customer Satisfaction Survey Results

The Assessor, Controller, County Counsel, County Manager/Clerk of the Board, Employee and Public Services, Information Services and Treasurer-Tax Collector received a total of 1,246 surveys during FY 2003-04, with 97% of respondents rating overall satisfaction as good or excellent. This represents a seven-percentage point increase from the prior year. The number of survey responses increased by 709 primarily due to the inclusion of all survey data rather than strictly CARES. Departments continue to distribute surveys on a regular basis and implement changes based on customer feedback.

ASSESSOR-CLERK-RECORDER

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	81%	9%	3%	7%	256
2002-03	80%	10%	5%	6%	142
2001-02	64%	14%	7%	16%	88

The Assessor-Clerk-Recorder received 256 surveys with 90% of respondents rating overall satisfaction as good or excellent, representing the same level of customer satisfaction as in FY 2002-03. The number of surveys increased by 114 or 80%. Employees encourage customers to fill-out survey cards following services rendered and instruct them to either place completed cards in a drop box or respond by mail. Poor ratings/negative comments were primarily concerning the frequent malfunction of a property research web application, which has since been corrected with a new research application using GIS is now in place to facilitate information/property research. Continued efforts will be made to train staff on customer service and team building skills.

CONTROLLER

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	64%	31%	6%	0%	127
2002-03	53%	42%	5%	0%	112
2001-02	58%	38%	4%	1%	111

The Controller's Office received 127 surveys with 95% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction remained the same and the number of survey responses increased by 15 or 13%. Surveys were mailed, picked up in the lobby area and made available on the Internet. The following overall satisfaction (good or excellent) ratings were received by Controller programs: Administration 100%; Controller Information Systems 100%; Internal Audit 100%; General Accounting 88%; Payroll Services 100%; and Property Tax 91%. Property Tax improved ratings by 15 points. Improvements in this area have included making the Property Tax Rate Book available online. Other improvements for the Office have included working with the Treasurer's Office to ensure timely deposit permits and refinement of the Year-end Close Process by meeting with County Fiscal Officers, distributing information via e-mail and streamlining the encumbrance process. In addition, the Office is spearheading a pilot project with the Menlo Park Fire District to allow the organization access to IFAS. If successfully completed, other agencies will be given access to the County's IFAS system. During the upcoming fiscal year, the Controller's Office will prepare General Accounting/Accounts Payable written policies and procedures and upgrade IFAS.

COUNTY COUNSEL

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	75%	23%	2%	0%	79

The County Counsel's Office received 79 surveys with 98% of respondents rating overall satisfaction as good or excellent. A total of 193 surveys were sent out in Fall 2003, representing a 41% response rate. A marked improvement from the previous surveys was seen in the area of providing creative solutions to difficult problems. The next survey will be conducted in Fall 2005.

COUNTY MANAGER/CLERK OF THE BOARD

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	75%	25%	0%	0%	99

The County Manager's Office received 99 surveys with 100% of respondents rating overall satisfaction as good or excellent. Surveys were distributed to the Board of Supervisors, members of the public requesting research services and training participants. The surveys were also available in the lobby area. Feedback received was positive. The trainings conducted included: Outcome-based Management Basics, Budget System, Performance Measurement, Budget Development, Position Control and mini-tutorial on Fund Balance. The County Manager's Office will continue to provide training opportunities to fiscal officers and program managers in FY 2004-05.

EMPLOYEE AND PUBLIC SERVICES

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	64%	28%	5%	2%	643
2002-03	65%	23%	9%	3%	166
2001-02	52%	35%	11%	2%	224

Employee and Public Services (EPS) received 643 surveys with 92% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction increased by four percentage points and the number of survey responses reported increased by 477. The following overall customer satisfaction (good or excellent) ratings were received by EPS programs/units: Public Safety Communications 96%, Animal Licensing 81%, Collections 77%, Administration (payroll/personnel and non-profits) 100%, Recruitment 95%, Training, Safety, and Health and Fitness Services 95%, Mail Services 97%, Purchasing 92% and Copy Center 100%. For the most part, survey responses were positive. Staff believes that the ratings/customer feedback received for Animal Licensing and Collections were due primarily to current market conditions. However, staff will continue to review customer comments and address any issues.

INFORMATION SERVICES DEPARTMENT

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	86%	14%	0%	0%	8
2002-03	58%	35%	4%	3%	72
2001-02	56%	37%	6%	2%	220

The Information Services Department received eight surveys with 100% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction has improved by seven percentage points. However, the number of survey responses decreased by 64. Surveys are distributed on a continuous basis for Card Key and Production Services customers and during a two-week "window" for Business Systems, Desktop Support, Help Desk, User Billing, Network, Telephone, Radio Services and Records Center customers. A total of 120 surveys were distributed, for a response rate of 7%. There were no negative comments since ISD implemented an automated process to follow up with customers and help identify potential problems early in the fiscal year.

TREASURER-TAX COLLECTOR

Fiscal Year	<i>Overall Satisfaction</i>				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	73%	27%	0%	0%	34
2002-03	55%	46%	0%	0%	35
2001-02	87%	13%	0%	0%	75

The Treasurer-Tax Collector received a total of 34 surveys with 100% of customer survey respondents rating services provided as good or excellent. The Treasurer received 31 surveys and the Tax Collector received three. Compared to the prior year, overall satisfaction is at the same level and the number of survey responses decreased by one. Surveys were available in the lobby and mailed to 60 pool participants. Customers requested refinements to investment reports and wire transfers, which are in the process of being addressed. Since FY 2001-02 the Treasurer-Tax Collector has responded to survey improvement suggestions by providing a PC in the tax office for customer's to make web payments, refining the e-Gov tax payment processes to include e-check and credit cards on the web, updating website as well as developing detailed brochures outlining and explaining all areas of property tax in both English and Spanish. Additional improvements made as a result of customer feedback include the installation of a direct telephone line for credit card payments in the Treasurer's lobby.

ASSESSOR-COUNTY CLERK-RECORDER (ACR)

DEPARTMENT MEASURES Assessor-Clerk-Recorder	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per capita	\$24	\$25	\$28	\$26	
Number of Eligible Voters (in thousands)	474	464	465	463	✓
Number of Eligible Voters <u>Registered</u> (in thousands)	334	334	341	338	✓
Quality and Outcomes measures meeting performance targets	72%	85%	67% *	93% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Department Summary

Overall the Assessor-County Clerk-Recorder ended FY 2003-04 with 67% of its Quality and Outcomes measures meeting or exceeding current year performance targets. The cost per capita is at \$28, slightly exceeding the current year performance target. This is primarily due to the costs associated with three elections. About 74% of eligible voters are registered to vote, representing a higher percentage than the statewide average of 70%.

During FY 2003-04, the Department accomplished the following:

- Provided marriage licenses and other forms online
- Expanded eRecording activities
- Improved time lag between residential sales and assessment noticing
- Implemented Peninsula Democracy Corps to assist in the recruitment and training of election day poll workers
- Collaborated with League of Women Voters and other organizations to expand voter registration

Over the next two years, priorities will include:

- Improving and expanding community partnerships
- Developing and expanding new technologies including new voting system, imaging project and eGovernment initiatives
- Improving timelines of Assessment Roll
- Continuing staff development
- Improving financial control and reporting, including reviewing fees and cost recovery formulas

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>ACR Administration and Support</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Administration and Support costs as percentage of total departmental budget	N/A	6%	6%	6%	✓
Percent of information technology service requests resolved within 24 hours	99%	98%	92%	100%	

Program Discussion: One of the two Headline Measures met current year targets. Costs of the Program represent about 6% of the Department's total costs. This amount has remained relatively stable during the last few years. Of the information technology departmental requests received in the current year, 92% were resolved within 24 hours, representing a decrease from the prior year. Some of the IT problems identified could not be resolved within a day due to ordering of replacement parts. During the year, Program initiated eGovernment initiatives in every division, offered online programs, added new security efforts to protect IT environment and introduced new cash handling procedures. Over the next two years, priorities will include improvement of technology support and financial control and reporting.

PROGRAM HEADLINE MEASURES <u>ACR Appraisal Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of supplemental assessments noticed within 120 days of event	42%	67%	75%	60%	✓
Median days from residential sale to notice of supplemental assessment	76	45	36	45	✓

Program Discussion: Both Appraisal Services Headline Measures exceeded current year performance targets. The amount of time to process supplemental property assessments continues to improve with 75% of supplemental assessments noticed within 120 days of events. This represents an increase of eight percentage points compared to FY 2002-03 and 33 percentage point increase compared to FY 2001-02. The goal of sending supplemental notices to property owners within 45 days of residential sale average 36 days. During the year, Program staff implemented an Automated Valuation Models that contributed to the accuracy of calculating property values, worked closely with outside agencies and property owners, streamlined internal work processes and continued to provide the City and County Finance Officers with assessment roll information and estimates. Over the next two years, priorities will include additional process improvements to continue to distribute supplemental assessments within 120 days of event, improve customer satisfaction and provide accurate assessment roll information and estimates.

PROGRAM HEADLINE MEASURES <u>ACR County Clerk-Recorder</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of documents electronically recorded	1%	1%	2%	2%	✓
Percent of survey respondents rating services good or excellent	88%	95%	90%	91%	

Program Discussion: One of the two County Clerk-Recorder Headline Measures met the current year target. The eRecording project has enabled the recording of various high volume documents from government and private entities. However, eRecording initiatives still face legislative barriers. There has been no agreement on electronic recording for the actual transfer of property. The real savings and service delivery gains await the acceptance of full property transfer measures. During the current fiscal year, the Office began receiving electronic files of vital statistics from Public Health. A total of 90% of customer survey respondents rated services provided by the Clerk-Recorder as good or excellent. While this figure has dropped from the prior year, it is a significant improvement from the 71% rating received in FY 2000-01. Since that time, the Office has made great strides in training staff, provided an automated caller distribution system, upgraded the recording system, preserved historical recording through re-generation project and offered marriage license application online. Over the next two years, priorities will include improving customer service and enhancing technology, including expanding e-Government initiatives and eRecording.

PROGRAM HEADLINE MEASURES <u>ACR Elections</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of eligible voters registered to vote – North Fair Oaks	55%	55%	55%	57%	
Percent of eligible voters registered to vote – San Mateo County	70%	72%	74%	73%	✓
Percent of registered voters who voted in last election – North Fair Oaks	18%	30%	16%*	32%	
Percent of registered voters who voted in last election – San Mateo County	37%	54%	24%*	58%	

* Voter turnout for November 2003 election only

Program Discussion: One of the four Headline Measures exceeded current year performance targets. Of the eligible voters in the County, 74% are registered to vote, exceeding the current year's target as well as prior year's actual. In North Fair Oaks, however, only 55% of eligible voters are registered to vote. Voter turnout for the November election was 24% countywide. The October Recall Election had a voter turnout of 57%, slightly higher than the prior year's Gubernatorial Election. A similar trend was seen in the North Fair Oaks area. The number of registered voters and voter turnout is anticipated to increase in FY 2004-05 due to the Presidential Election, which historically sees higher voter turnout. During the year, the Elections Office conducted three major elections, prepared all ballots in three languages, installed a voter hotline, and recruited, trained and placed 2,000 poll workers. Over the next two years, priorities will include continued community outreach and education in an effort to increase voter participation.

CONTROLLER'S OFFICE

Controller's Office	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per invoice processed	\$4.57	\$1.70	\$1.37	\$1.28	
Cost per capita	\$5.05	\$7.31	\$7.69	\$8.07	✓
Quality and Outcomes measures meeting performance targets	82%	91%	70% *	91% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Department Summary

Overall the Controller's Office ended FY 2003-04 with 70% of its Quality and Outcomes measures meeting or exceeding current year performance targets. The cost per invoice is slightly higher than the current year target, however it reflects a reduction from prior year actuals since the Controller's Office is now responsible for processing invoices \$500 or less. The cost per capita is slightly lower than the current year target.

During FY 2003-04, the Department accomplished the following:

- Began Phase I of the Automated Time Keeping and Scheduling Project (ATKS)
- Prepared and published the Popular Annual Financial Report (PAFR) "Financial Highlights" and Comprehensive Annual Financial Report (CAFR)
- Generated additional revenue of \$25 million for the General Fund through its audit recommendations
- Began work on upgrading the County's payroll system
- Began testing IFAS 7i software upgrade
- Published the County's Property Tax Rate Book online

Over the next two years, priorities will include:

- Enhancing technology and training, including implementing the IFAS 7i upgrade and completing payroll system upgrade and property tax upgrade
- Actively participate in the Requirements and Implementation Phase of the Automated Time Keeping and Attendance Process
- Continuing to provide quality and accessible County financial information for the public such as the CAFR and PAFR
- Decreasing costs and increasing efficiencies
- Enhancing resources by working with departments to identify operational efficiencies

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Controller Administration</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of performance measures met	63%	70%	70%	83%	
Percent of customer survey respondents rating Controller Services as good or excellent	96%	95%	94%	90%	✓

Program Discussion: Controller Administration met current year performance targets for one of its two Headline Measures. Overall 70% of all program performance measures met target, maintaining the same percentage as the prior year but coming in lower than the current year's target due to postponement of IFAS training and electronic processing of apportionments until the next fiscal year as well as fewer general accounting electronic transactions. An overall customer satisfaction rating of 94% was achieved. During the year, staff tested IFAS 7i software, published the Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) and conducted operational audits in an effort to realize revenue and/or savings. Over the next two years, priorities will include management of technology projects including the accounting system (IFAS) upgrade and Property Tax system upgrade, improved communication, financial information and service delivery, and maximization of County revenues.

PROGRAM HEADLINE MEASURES <u>Controller Information Systems (CIS)</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Help Desk customers rating assistance as good or excellent	89%	100%	100%	90%	✓
Percent of total available hours IFAS is up during business hours	100%	100%	99.9%	98%	✓

Program Discussion: Controller Information Systems exceeded current year performance targets for both Headline Measures. During the year, 3,918 Help Desk calls were received, with 100% of customer survey respondents rating assistance as good or excellent. IFAS availability during business hours continues to exceed 99%. During the year, staff tested the new 7i configuration for the County's financial system and began preparing training tools for system users and produced the CAFR and PAFR with support from the Controller's General Accounting Program. The Controller Information System (CIS) will implement the IFAS 7i software upgrade in the upcoming fiscal year.

PROGRAM HEADLINE MEASURES <u>General Accounting</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of transactions processed electronically	N/A	62%	64%	67%	
Total dollar amount of audit adjustments	\$91,151,000	\$56,505,000	\$12,000,000	Not to exceed \$13,000,000	✓

Program Discussion: General Accounting met current year performance targets for one of its two Headline Measures. The percent of transactions processed electronically came in slightly under the current year target of 67%. Target should be met once IFAS 7i software is available. Audit adjustments totaled \$12 million in FY 2003-04. This is lower than the two previous fiscal years since the one-time adjustments relating to the San Mateo Medical Center general ledger, accrued retiree health benefits and GASB 34 requirements have been resolved. During the fiscal year, the Program has recognized efficiencies by outsourcing some processes and managing those contracts, including preparation of the A-87 indirect cost allocation plan. Program staff worked on the CAFR and PAFR and improved vendor database. Over the next two years, priorities will include continuing to improve the production of financial reports, minimizing audit adjustments by improving internal work processes and working with the Controller Information Systems to upgrade the IFAS accounting system.

PROGRAM HEADLINE MEASURES <u>Internal Audit</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Dollars saved for every dollar spent on internal and operational audits – County	\$4.12	\$6.15	\$32.23	\$2.94	✓
Dollars saved for every dollar spent on internal and operational audits – National Association of Local Government Auditors Benchmark	\$2.94	\$2.94	\$2.94	\$2.94	Benchmark
Dollar value of new revenue/cost savings generated from audit recommendations (efficiency/effectiveness audits) (in thousands)	\$2,787	\$2,509	\$2,544	-	✓

Program Discussion: Internal Audit exceeded current year performance targets for both Headline Measures. Internal Audit returns far exceed the industry standard of \$2.94. Program staff helped the County generate \$25.2 million in revenue enhancements and cost savings from operational audits, primarily from an audit of Educational Revenue Augmentation Fund (ERAF) receipts, which generated \$24.8 million for the General Fund. This significantly contributed to positive results in both Headline Measures. Other audits included grants, San Mateo County Transportation Authority and San Mateo County Expo Center. The Program also handles state reporting requirements for certain public safety programs and coordinates and processes the remittance of fines, fees and forfeitures to the state. Over the next two years, Program staff will continue to identify revenue enhancements and cost savings, improve auditing processes and provide training for staff.

PROGRAM HEADLINE MEASURES <u>Payroll Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating services as good or excellent	100%	100%	99%	98%	✓
Percent of payroll checks issued correctly	99.9%	99.9%	99.9%	100%	✓

Program Discussion: Payroll Services met or exceeded current year performance targets for both of its Headline Measures. A total of 99% of customer survey respondents rated services provided by Payroll staff as good or excellent. This percentage is slightly lower than the prior year's rating of 100%. Program staff continues to issue checks accurately. A total of 157,000 payroll checks were processed during the fiscal year. Program staff has been working with the Employee and Public Services Department to upgrade the County's payroll system, which includes replacing social security numbers with system generated numbers. The percent of time card transactions processed electronically has increased to 25% since the Information Services Department and Public Works stand-alone time entry software systems are interfaced with the County's payroll system. The electronic processing of timecards should increase in the next few years with the implementation of an automated time keeping and scheduling process (ATKS). Payroll staff has worked with Government Finance Officers Association (GFOA) to develop business requirements, develop and release a Request for Proposal (RFP) and send RFP to prospective vendors. Over the next two years, the Payroll Program will continue to work on ATKS activities and increase direct deposit, which is currently at 93%.

PROGRAM HEADLINE MEASURES <u>Property Tax/Special Accounting</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating Property Tax services good or excellent	N/A	76%	90%	90%	✓
Percent of apportionments issued electronically	N/A	N/A	N/A	100%	

Program Discussion: Property Tax/Special Accounting met current year performance targets for one of its Headline Measures. The 90% customer satisfaction rating is significantly higher than the FY 2002-03 rating of 76%. During the year, staff identified "excess" Educational Revenue Augmentation Fund (ERAF) receipts in the amount of \$37.5 million, conducted a fee study that generated an additional \$261,000 in special charges and taxes, began work on Phase II of the Roll Extension project which will automate the property tax apportionment process and prepared and posted the Property Tax Rate Book online. Over the next two years, the Property Tax and Special Accounting Program will automate processes, distribute information electronically, work with the City and County Finance Officers to identify and analysis property tax issues and continue to work with the Assessor and Tax Collector to improve tax process and help protect and enhance revenues for cities, special districts and the County.

COUNTY COUNSEL

DEPARTMENT MEASURES County Counsel	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per case	\$3,897	\$3,246	\$3,111	\$4,093	✓
Cost per capita	\$6.54	\$7.98	\$7.88	\$7.85	✓
Percent of litigation cases won or resolved with approval from client	N/A	89%	98%	90%	✓
Percent of customers rating legal services good or excellent (reported biannually)	94%	N/A	98%	96%	✓
Quality and Outcomes measures meeting performance targets	75%	80%	80%	80%	✓

Department Summary

Overall the County Counsel's Office ended FY 2003-04 with 80% of its Quality and Outcomes measures meeting or exceeding current year performance targets. The percent of litigation cases won or resolved has increased from 89% in FY 2002-03 to 98% in FY 2003-04. The cost per case is at \$3,111 and the number of cases is at 1,379, representing a decrease of 61 cases compared to FY 2002-03. The County Counsel's Office conducted its third comprehensive customer satisfaction survey in Fall 2003. Overall 97.5% of customer survey respondents rated services as good or excellent, representing a four-percentage point improvement from the FY 2001-02 survey, with customers noting significant improvement in providing creative solutions to difficult problems. The Office will conduct the survey at two-year intervals.

During FY 2003-04, the Department accomplished the following:

- Represented the County before the Public Utilities Commission (PUC) regarding the Pacific Gas & Electric (PG&E) transmission lines
- Drafted various ordinances including Whistleblower and Bed and Breakfast Homes
- Spearheaded implementation of HIPAA rules to ensure privacy of medical information
- Continued representation of County's interest in appeal of judgment regarding the County's financial privacy regulations
- Finalized retirement litigation with savings of hundreds of millions of dollars to County and the Retirement System
- Provided legal support for acquisition of the Burlingame Long Term Care
- Provided ongoing legal advice for the update of the San Mateo County Local Coastal Program and the Devil's Slide Improvement Project

Over the next two years, priorities will include:

- Providing training on legal issues to clients
- Assessing risks as early in the litigation process as possible
- Providing periodic updates to clients regarding progress on matters
- Providing expert and professional legal advice
- Developing closer working relationships with clients
- Providing continued legal education training for staff

COUNTY MANAGER/CLERK OF THE BOARD

DEPARTMENT MEASURES County Manager / Clerk of the Board	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per capita	\$8.85	\$7.87	\$7.43	\$6.43	
Quality and Outcomes measures meeting performance targets – ALL County Programs	69%	74%	69%*	89%*	
Quality and Outcomes measures meeting performance targets – CMO/Clerk of Board	72%	83%	50% *	82% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Department Summary

Overall County Manager/Clerk of the Board ended FY 2003-04 with 50% of its Quality and Outcomes measures meeting or exceeding current year targets. While customer satisfaction ratings remain high and continue to exceed targets, other Quality and Outcomes measures did not meet established targets. This has been partly due to the 0% targets set for budgets exceeding appropriations and use of Non-Departmental Reserves, which were not met, and the deferral of performance data review efforts to FY 2004-05. A change in methodology for calculating this measure also contributed to this significant variance.

The cost per capita is at \$7.43, representing a decrease from the prior year due to cost saving measures. However, the amount did not meet the current year target primarily because there was a mid-year adjustment to cover increased salaries and benefits costs. Of the Quality and Outcomes performance measures for all County Programs, 69% met or exceeded current year targets. This represents a five percentage point decrease from the prior fiscal year and falls short of current year target due partly to Countywide reductions in resources as well as changes to performance data collection and methodology.

During FY 2003-04, the Department accomplished the following:

- Conducted legislative and media training sessions
- Provided Fiscal Officers Training Academy (FOTA) sessions in the areas of budget development and position control
- Provided OBM Basics and Performance Measurement training sessions for program managers
- Improved performance measurement documentation
- Held Outcome Based Management debriefing sessions with departments
- Provided additional documents online
- Improved budget and performance monitoring through internal process changes and training
- Continued representation of the County's interests at the State and Federal levels

Over the next two years, priorities will include:

- Continuing training of departments on legislative, media, budget and performance
- Improving performance data reliability, budget monitoring and Countywide policies
- Coordinating activities related to the Youth Services Center
- Conducting Program Reviews
- Continuing to renegotiate leases at lower rates
- Enhancing or replacing existing budget system
- Improving Assessment Appeals and Boards and Commissions systems

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Clerk of the Board</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of agendas completed accurately	91%	88%	100%	90%	✓
Percent of Board agenda items published online	81%	93%	92%	98%	

Program Discussion: One of the two Headline Measures exceeded current year performance targets. All agendas were completed accurately, exceeding the current year target by 10 percentage points and last year's actual by 12 percentage points. This measure has improved since the Clerk of the Board is now fully staffed and trained. Ninety-two percent of agenda items were published online, representing a slight decrease from last year's 93% and the current year target of 98%. This target will be adjusted in FY 2004-05. Most departments submit their items electronically to the Clerk of the Board, making it easier to publish online. The items that are difficult to publish include those that are submitted after due date or from outside agencies. During the fiscal year, the Clerk of the Board prepared 27 agendas and processed 1,000 agenda items, 1,900 assessment appeals filings and 17 Boards and Commissions recruitments. All agendas were posted by the Friday before the scheduled Board meeting. Over the next two years staff will continue to work on refining agenda process and implementing new Assessment Appeals and Boards and Commissions systems.

PROGRAM HEADLINE MEASURES <u>County Management</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of budgets exceeding appropriations at year-end	1.0%	1.4%	2.9%	0%	
Number of key performance data certified for reliability	N/A	N/A	N/A	10	

Program Discussion: County Management did not meet current year performance targets for both Headline Measures. The goal of having no budgets exceeding appropriations at year-end was not met since the San Mateo Medical Center (SMMC) received \$7.1 million from the General Fund. Non-Departmental Reserves were used to cover this shortfall, which was reflected as additional borrowing against the Medical Center's operating line of credit with the General Fund. Efforts are underway to determine an adequate level of General Fund contributions toward indigent health care costs. More frequent budget monitoring meetings are also being conducted with the Medical Center CFO and his staff to ensure that steps are being taken to manage costs and collect revenue during the year.

Efforts to review performance data reliability have been put on hold until a joint process is developed with departments next fiscal year. Improvements in performance data documentation have been realized. Departments are now required to complete methodology worksheets for all Headline Measures, which include the following information: formula/equation, collection process, variables, technical definition, data sources and what constitutes progress for the measure. During the fiscal year, staff facilitated and coordinated a legislative workshop, improved internal process for budget monitoring, worked on various legislative matters including realignment, housing and child care pilot, provided three Fiscal Officers Training

Academy (FOTA) classes with operating departments, and provided two Outcome-Based Management and performance measurement training classes for program managers. Over the next two years, priorities will include offering additional training sessions, improving performance data reliability and benchmarking, developing financial policies and user fee analysis, and promoting the County's interests at the State/Federal levels.

PROGRAM HEADLINE MEASURES <u>Special Services (Real Property/Capital Projects)</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Monthly cost of County leased space	\$2.04	\$2.08	\$2.14	\$1.90	
County average market rate (square feet)	\$2.83	\$2.18	\$2.07	\$2.20	Benchmark
Percent of capital projects on schedule	100%	100%	100%	90%	✓
Percent of capital projects within budget	100%	67%	0%	90%	

Program Discussion: Special Services met current year performance targets for one of its three Headline Measures. This Program manages 400,000 square feet of leased facility space at an average cost of \$2.14, slightly higher than the County average market rate of \$2.07. During the current fiscal year, staff has worked to negotiate new leases including the Burlingame Long Term Care facility and Health Insurance TeleCenter as well as renegotiate existing leases at lower rates, i.e., Probation's Bridges Program in Redwood City and Human Services Harbor Blvd. facilities. The Program also administers the Youth Services Center Project. The loan received from the General Fund has been repaid with bond proceeds. The project is currently 12% over budget due to increased cost of materials. Efforts are underway to bring costs back down to original \$125 million budget. Project completion date is scheduled for September 2006. Over the next two years, priorities will include continued renegotiation of leases at lower rates and project administration during construction of the new Youth Services Center.

EMPLOYEE AND PUBLIC SERVICES (EPS)

DEPARTMENT MEASURES Employee and Public Services	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per County Employee	\$1,597	\$1,731	\$1,507	\$1,640	✓
Employees Residing in San Mateo County	64%	64%	64%	64%	✓
Quality and Outcomes measures meeting performance targets	78%	83%	74% *	82% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Department Summary

Overall Employee and Public Services (EPS) ended FY 2003-04 with 74% of its Quality and Outcomes measures meeting or exceeding current year targets. The cost per County employee totaled \$1,507, representing a decrease from the prior year primarily due to the number of employees added for the Burlingame Long Term Care facility and cost saving measures achieved by the Department. The employees residing in San Mateo County continues to remain stable at 64%.

During FY 2003-04, the Department accomplished the following:

- Administered a second Management Development/Mentoring Program
- Enhanced EPS website to include benefits and retirement information
- Conducted 40 recruitments to fill 276 positions at Burlingame Long Term Care
- Completed online personnel requisition/certification system pilot
- Implemented a Health Care Flexible Spending Account
- Installed an automatic phone dialing system for a more efficient and effective way of contacting debtors and increasing collections
- Implemented the dispatch component of a state-of-the-art trunked radio system
- Standardized dispatch protocols for law enforcement mutual aid communications delivery
- Served as the only Public Safety Communications representative on a statewide Homeland Security Committee
- Installed a software interface between the Computer Aided Dispatch (CAD) System and the Sheriff's Records Management System
- Conducted succession planning program for dispatchers
- Upgraded system technologies for Copy Center, Public Safety Communications and Revenue Services

Over the next two years, priorities will include:

- Enhancing technology and revenue, including completion of payroll system upgrade
- Implementing new programs and expanding partnerships
- Providing assistance and training
- Increasing revenues for departments through the collections process
- Improving dispatching call processing times
- Expanding web-based services
- Improving employee retention and development
- Reducing liabilities and increasing efficiencies

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>EPS Administration and Support</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of technology problems resolved within 24 hours	94%	98%	98%	95%	✓
Percent of customers rating services as good or excellent – Nonprofit Partnerships	N/A	100%	100%	90%	✓
Percent of customers rating services as good or excellent – Personnel/Payroll customers	N/A	100%	100%	90%	✓

Program Discussion: All Headline Measures exceeded current year targets. The percent of Information Technology (IT) problems resolved within 24 hours continues to be 98%. Customer satisfaction continues to be high with 100% of non-profit agencies and personnel/payroll customers surveyed rating services provided by EPS staff as good or excellent. During the year, EPS Administration has conducted education and training sessions on a quarterly basis for over 40 personnel/payroll on various payroll transactions and offered a Position Control course through the County Fiscal Officers Training Academy. Currently 31% of non-profit agencies participate in County programs, such as training, recruitment and purchasing. Over the next two years, priorities for this program will be to expand online services, upgrade the personnel/payroll system and continue to provide outreach and education to non-profit agencies in an effort to expand partnerships.

PROGRAM HEADLINE MEASURES <u>EPS Copy Center</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating the <u>quality</u> of jobs completed good or excellent	99%	100%	98%	98%	✓
Percent of customer survey respondents rating the <u>timeliness</u> of jobs completed good or excellent	98%	100%	98%	98%	✓
Dollars saved by using Copy Center vs. external vendors	\$195,079	\$162,547	\$146,762	\$150,000	

Program Discussion: Two of the three Headline Measures met current year targets. A total of 98% of customer survey respondents rated the quality and timeliness of jobs completed as good or excellent. During the year, the Copy Center saved departments \$146,762 when compared to using external vendors. This amount is slightly under current year target since the value of work processed decreased going from \$575,621 in FY 2002-03 to \$489,840 in FY 2003-04. This decline is due to departmental budget reductions, greater use of websites and e-mail. Over the next two years, Copy Center priorities include increasing efficiencies and exploring new technologies such as online job ordering.

PROGRAM HEADLINE MEASURES <u>EPS Human Resources</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating overall services good or excellent	85%	100%	95%	85%	✓
Percent of clients satisfied with new hires after six months	N/A	87%	91%	80%	✓

Program Discussion: Both Headline Measures exceeded current year targets. A total of 95% of customer survey respondents rated services as good or excellent, exceeding the target by 10 percentage points. Client satisfaction with new hires after six months is at 91%, higher than both the prior year (four percentage points) and current year target (11 percentage points). During the year, staff implemented a second Management Development/Mentoring Program, expanded the Safe Driver education program, conducted over 40 recruitments to fill 276 positions at the Burlingame Long Care facility, implemented a Health Care Flexible Spending Account, and redesigned New Employee Welcome to a half day format as well as implemented an intranet-based presentation for Benefits and Retirement options. Over the next two years priorities will include reducing liabilities and protecting resources by providing training, expanding technology, and improving employee retention and development.

PROGRAM HEADLINE MEASURES <u>EPS Mail Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating services as good or excellent	98%	99%	97%	95%	✓
Percent of customer survey respondents rating Mail Services <u>timeliness</u> as good or excellent	97%	98%	97%	95%	✓
Percent of customer survey respondents rating Mail Services <u>accuracy</u> as good or excellent	93%	92%	81%	90%	
Dollars saved using Mail Services vs. U.S. Mail	\$605,864	\$678,912	\$754,817	\$600,000	✓

Program Discussion: Of the four Headline Measures, three or 75% exceeded current year targets. A total of 97% of customer survey respondents rated timeliness and overall satisfaction with services as good or excellent. Overall 81% of customer survey respondents rated Mail Services accuracy as good or excellent. This lower than anticipated rating was due to the high percentage of incorrectly addressed mail from the U.S. Postal Service. The Mail Services staff audits mail after sorting for delivery and the most recent audit of 4,300 pieces of mail indicated a 98.7% accuracy rate. The dollars saved using Mail Services versus U.S. Mail is \$754,817, representing an 11% increase from the prior fiscal year. During the year Mail Services also improved service delivery of certified mail by the local US post office. Over the next two years, Mail Services will continue to increase efficiencies and explore new technologies.

PROGRAM HEADLINE MEASURES EPS Public Safety Communications	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of 9-1-1 callers rating overall satisfaction with services as good or excellent	96%	96%	99%	98%	✓
Percent of 9-1-1 callers rating overall satisfaction with services as good or excellent	96%	96%	99%	98%	✓
Percent of emergency service providers rating overall satisfaction with services as good or excellent	100%	100%	94%	99%	
Percent of high priority <u>Police</u> calls dispatched within established time frames	83%	82%	86%	82%	✓
Percent of high priority <u>Fire</u> calls dispatched within established time frames	94%	94%	94%	95%	
Percent of high priority <u>Medical</u> calls dispatched within established time frames	94%	93%	93%	95%	

Program Discussion: Three of the six Headline Measures exceeded current year targets. Overall 94% of high priority fire, 93% of medical and 86% of police calls were dispatched within established timeframes. Customer satisfaction remains high with 99% of 9-1-1 customer survey respondents rating services as good or excellent, representing an increase from the prior year actual. Customer satisfaction ratings from emergency service providers represented 94% of survey respondents rating services as good or better. The lower number of survey responses received from emergency service providers contributed to the fluctuation in data. During the year, staff handled over 630,000 calls, completed the first phase of Emergency Fire Dispatch by providing training to over 30 public safety dispatchers, streamlined dispatcher recruitment process, developed and installed a software interface between the Computer Aided Dispatch (CAD) system and the Sheriff's Records Management system, developed succession planning program for supervising dispatchers, and supported countywide law enforcement by conducting communications coordination for special operations. Over the next two years, PSC priorities will include improving call processing times and improving reliability of the communication center operations.

PROGRAM HEADLINE MEASURES EPS Purchasing	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating quality of the goods and/or services as good or excellent	86%	93%	94%	90%	✓
Percent of customer survey respondents rating timeliness in obtaining the goods and/or services as good or excellent	82%	63%	96%	70%	✓
Dollars saved through Vendor Agreements	\$2,749,675	\$3,236,806	\$3,154,474	\$2,200,000	✓
Dollars saved through Purchase Orders	\$4,039,781	\$3,956,097	\$3,855,468	\$3,100,000	✓

Program Discussion: All Headline Measures exceeded current year targets. Dollars saved through vendor agreements and purchase orders totaled \$7 million, exceeding the current year's \$5 million target. A total of 94% of customer survey respondents rated the quality of goods and/or services provided by Purchasing as good or excellent, exceeding the current

year target by four percentage points as well as last year's actual by one percentage points. A total of 96% of survey respondents rated timeliness in obtaining goods/and or services as good or excellent, representing a 33-percentage point increase from the prior year. Improvements are a result of training and communicating with departments about purchasing procedures. During the year, Program staff provided training for more than 80 departmental purchasing representatives, assisted the Controller's Office to enhance the County's accounting system to better assist departments in initiating procurement requests, renegotiated several Countywide contracts, assisted departments in obtaining environmentally friendly products, identified surplus property for the Burlingame Long Term Care facility, and auctioned surplus vehicles to non-profit organizations. Over the next two years, Purchasing will continue to provide customers with assistance and training relating to purchasing polices and use of systems as well as enhance efficiencies by initiating additional Countywide vendor agreements.

PROGRAM HEADLINE MEASURES <u>EPS Revenue Services – Animal Licensing</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of fees collected by the due date	90%	86%	83%	90%	
Animals licensed in the County as percentage of animals licensed in comparable agencies	N/A	134%	138%	139%	

Program Discussion: A total of 54,500 animal licensing bills were issued in FY 2003-04, with 83% of fees collected by the due date, representing a slight decrease from the prior year and current year target. The percent of animals licensed in the County as compared to other agencies come in slightly under target, however the County licenses 39% more animals than other comparable agencies. This represents an increase of four percentage points from the prior year. During the year, staff worked with County veterinarians to provide licensing information, provided web-page link to cities and implemented an outreach program to increase the number of licensed animals in the County. Over the next two years priorities will include expanding outreach and developing an online payment process for animal licenses which should increase the percent of fees collected by due date.

PROGRAM HEADLINE MEASURES <u>EPS Revenue Services - Collections Unit</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Collections rate	47%	42%	53%	42%	✓
Cost of collections ratio	16%	17%	18%	17%	

Program Discussion: One of the two Headline Measures exceeded current year target. Revenue Services collections rate remains high, exceeding current year target and prior year actual by 11 percentage points. The cost of collections ratio is at 18% or \$3.4 million, slightly higher than the 17% target. A total of \$18.4 million was collected in FY 2003-04. During the fiscal year, Revenues Services handled over 60,000 accounts valued at \$34.7 million, contacted all debtors within five days, installed an automatic phone dialing system to help increase collections, updated website, completed contract with Franchise Tax Board to use as a collections resource, expanded the use of bilingual billing information and developed performance standards for all positions in the Program. Over the next two years Revenue Services priorities will be to minimize costs and increase revenue for County departments by implementing a new online payment system and improving the use of technology to support Program goals by piloting a direct payment deposit with the Treasurer's Office.

INFORMATION SERVICES DEPARTMENT (ISD)

DEPARTMENT MEASURES Information Services Department	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per capita	\$45	\$40	\$39	\$54	✓
Cost per County employee	N/A	\$6,237	\$4,933	\$6,839	✓
Quality and Outcomes measures meeting performance targets	43%	82%	56% *	91% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Department Summary

Overall the Information Services Department (ISD) ended FY 2003-04 with 56% of its Quality and Outcomes measures meeting or exceeding current year performance targets. The cost per capita is under target due to savings generated from vacancies and other cost saving measures. The cost per County employee is under target due to cost saving measures implemented by the department and the addition of employees at the Burlingame Health Care facility.

During FY 2003-04, the Department accomplished the following:

- Completed Countywide Information Technology Strategic Plan
- Blocked over 1.2 million Spam e-mails
- Updated computer server and workstation anti-software virus software
- Maintained IT availability 99.9% of the time
- Developed a "spare" pool of some of the more common networking equipment
- Initiated technology refresh program to allow County to leverage its collective purchasing power to obtain more favorable pricing for computer purchases
- Worked with San Mateo Medical Center (SMMC) to upgrade communications infrastructure for the SMMC's core system
- Continued management of Electronic Document Management System (EDMS) and Geographic Information System (GIS) applications

Over the next two years, priorities will include:

- Promoting IT web-based security
- Continuing to explore reduction of cost of IT support
- Completing implementation of project management standards
- Communicating with customers to prioritize IT projects and keep projects on track
- Maintaining high network and server availability

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Information Technology Availability</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Information and Technology services available	100%	99%	99.9%	98.8%	✓
Percent of user satisfaction with Information Technology availability necessary to perform job functions rated as good or excellent	69%	86%	93%	95%	

Program Discussion: One of the two Headline Measures exceeded current year performance target. The goal to have 98.8% of Information and Technology services available has been met with 99.9% availability. A total of 93% of customer survey respondents rated IT availability necessary to perform job functions as good or excellent. This rating is higher than last year's 86%, however lower than the current year target of 95%. Program staff continue to work closely with departments to ensure IT availability and reduce costs. During the year, Program staff installed anti-virus protection on the County's 4,000 plus computers and implemented a technology refresh program to leverage the County's collective purchasing power for PC acquisition. Over the next two years, the Program will focus on: maintaining network availability; promoting IT security; and reducing costs.

PROGRAM HEADLINE MEASURES <u>Project Management</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of completed projects meeting primary project goals	N/A	N/A	52%	70%	
Percent of customer survey respondents rating satisfaction with delivered projects good or excellent	N/A	N/A	100%	80%	✓

Program Discussion: One of the two Headline Measures exceeded current year performance target. Countywide project management standards were developed and implemented in the last half of FY 2002-03. Since there is no baseline information, a trend has not been established. There were 23 projects completed during the current year, six of these projects were cross-departmental. The percent of projects completed meeting primary project goals came in at 52% by year-end, higher than the industry standard of 28%. This percentage is based on customer ratings. However, 100% of customer survey respondents rated the services provided by Project Management staff as good or excellent. During the year, staff completed procedures and systems to track Program goals and trained ISD staff on the process. Over the next two years, priorities will include implementation of project management goals, training staff and improving communication with departments.

TREASURER-TAX COLLECTOR

DEPARTMENT MEASURES Treasurer – Tax Collector	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per tax bill	\$4.37	\$3.70	\$10.59	\$4.80	
Cost per capita	\$5.52	\$6.69	\$5.62	\$6.85	✓
Quality and Outcomes measures meeting performance targets	70%	92%	70% *	91% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Department Summary

Overall the Treasurer-Tax Collector ended FY 2003-04 with 70% of its Quality and Outcomes measures meeting or exceeding current year performance targets. The cost to produce bills has increased to \$10.59 due to revised formula. Rather than simply calculating salary and benefits costs, the formula now includes all the Tax Collector's Office costs divided by number of tax bills. The Office generated 349,000 tax bills, representing at least \$1.24 billion in collections. Ninety-six percent of tax payments are deposited within five days of receipt. The cost per capita was under target since some technology projects are currently on hold pending further analysis.

During FY 2003-04, the Department accomplished the following:

- Developed an e-Check payment process to allow taxpayer to use their checking account instead of a credit card
- Improved access to data and long-term storage capabilities through digital imaging of deposits
- Developed a browser based intranet application website that incorporates all tax rolls
- Increased the number of accounts for existing pool participants from 961 to 1,057
- Continued to work with the Assessor's Office and Controller's Office to improve tax collection systems and processes
- Outperformed the State's Local Agency Investment Fund
- Achieved high property tax collection rates
- Worked with departments to develop a universal scan line to facilitate bill payment processing
- Continued to improve communication with investment partners including offering pool participants electronic reporting

Over the next two years, priorities will include:

- Streamlining collection and deposit process
- Maintaining accurate cash flow forecasting
- Communicating to depositing departments refined policies and procedures regarding submitting deposit permits in a timely manner
- Continuing investment staff training and education
- Upgrading, enhancing or replacing the Treasurer's Office CASHnet system
- Continuing to improve and enhance comprehensive financial reports and spreadsheets via e-mail

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Tax Collector</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Dollars collected (all tax rolls)	\$1.136B	\$1.185B	\$1.24B	\$915M	✓
Secured Collection Rate: County	98%	99%	99%	98%	✓
Secured Collection Rate: Statewide Average	97%	97%	97%	97%	Benchmark

Program Discussion: Tax Collector met current year performance targets for both Headline Measures. The Office collected \$1.24 billion in property taxes, representing an increase compared last year's \$1.19 billion. The collection rate for secured taxes remained flat at 99%, which is higher than the statewide average of 97%. The unsecured collection rate is at 97%, lower by one percentage point compared to last year and two percentage points under the current year target. However, this rating is still higher than the statewide average of 95%. During the year, staff developed a browser-based intranet application website which incorporates all tax rolls, met with other revenue collecting departments to develop a universal scan line, developed a payment option known as eCheck, collaborated with the Assessor and Controller on the Roll Extension Project to extend the new Secured tax roll each September and run apportionment reports for the Controller. Over the next two years, priorities will include refining property tax systems and improving performance.

PROGRAM HEADLINE MEASURES <u>Treasurer</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating services good or excellent	100%	100%	100%	92%	✓
County Pool 3 yield rate	4.04%	3.40%	2.84%	2.75%	✓
Local Agency Investment Fund (LAIF) yield rate	3.43%	2.17%	1.52%	2.25%	Benchmark

Program Discussion: The Treasurer's Office met current year performance targets for both Headline Measures. A total of 100% of survey respondents rated overall satisfaction as good or excellent. Customer feedback has prompted the department to provide more payment options and online tax information. Average earnings for Pool 3 for FY 2003-04 was 2.84%, well above the current year performance target of 2.75%. These numbers were earned in an environment where the two-year treasury traded in an approximate yield range of 1.25%-1.80%. The Fund has continued to provide well above average earnings in comparison to similar funds with like securities. Pool balances have increased due to additional revenue processing of Medical Center payments, conversion from checks to electronic transfers, accepting paying agent responsibilities for four general obligation bonds and one Certificate of Participation. With the influx of new bond issues and completion of the FY 2003-04 tax season, maintaining these impressive earnings will be extremely difficult. During the year, staff also increased the number of accounts for existing participants from 961 to 1,045 and improved access to data and long-term storage capabilities through digital imaging of deposits. Priorities over the next couple of years include outperforming LAIF, upgrading or replacing CASHnet system, and continuing to communicate with customers.

CRIMINAL JUSTICE

Customer Satisfaction Survey Results

Criminal Justice departments received a total of 610 surveys during FY 2003-04. These departments include: Department of Child Support Services (DCSS), Coroner's Office, District Attorney's Office, Probation Department and Sheriff's Office. Ninety percent of respondents rated overall satisfaction as good or excellent, which is same overall satisfaction rating received in the prior year. The total number of survey responses received increased by 289 or 90%. DCSS and the District Attorney's Office mail their surveys while others make them available in the lobby areas. For the most part, customer feedback was positive.

District Attorney (Public Administrator)

<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	38%	50%	13%	0%	10
2002-03	41%	28%	7%	24%	30
2001-02	90%	7%	1%	2%	31

The Public Administrator received 10 surveys with 87.5% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction increased by 19 percentage points and the number of survey responses decreased by 20. The significant percentage change occurred in those rating overall service as poor. That number fall by 24 percentage points to zero. Deputy Public Administrators continue to distribute surveys to everyone involved with an estate during the administration period. The surveys are mailed at the time the estate is closed. The response rate is approximately 20% because the majority of survey recipients have previously received, completed, and returned the surveys from prior estates (cemeteries, funeral homes, realtors, etc.). No comments were provided on the responses received, however the area requiring the most attention is information about the process and appropriate follow-up.

Department of Child Support Services

<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	45%	27%	12%	16%	313
2002-03	58%	27%	5%	10%	258
2001-02	52%	27%	7%	14%	460

The Department of Child Support Services received 323 surveys with 85% of respondents rating overall satisfaction as good or excellent. Overall satisfaction remained flat, however the number of survey responses increased by 55. There were 4,841 surveys sent to customers who either contacted the department in person or via telephone, for a 6.4% response rate. Most of the comments received from customers were positive. Custodial parties returned just under 70% of the surveys. Positive comments about services provided were found on 78% of the surveys. Negative comments generally addressed two issues: lack of consistent payments and the perception that the processes take too long. All surveys are reviewed and a monthly report is provided to management and supervisory staff. This report includes information related to positive and negative comments and/or suggestions provided by customers. Follow-up measures are taken to ensure appropriate customer service is provided. Surveys are available in the lobby and in interview booths. Ten lobby customers and ten call center customers are randomly selected and mailed surveys daily.

Sheriff's Office

<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	84%	15%	1%	1%	155
2002-03	88%	10%	1%	1%	92
2001-02	68%	8%	3%	21%	71

The Sheriff's Office received 155 surveys with 98.7% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction increased by .7% percent and the number of survey responses increased by

63. Many of the community policing programs, such as bicycle safety, car seat inspections, SAL and the school resource officers received the most written comments. Of the specific customer satisfaction questions, "Knowledge of Staff Assisting You" and "Courtesy of Staff" received the highest ratings (85.6 and 85.7% Excellent, respectively), while the lowest was "Helpfulness of Written Information" (66.7% Excellent).

Probation Department					
<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	67%	33%	0%	0%	16
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	74%	24%	2%	0%	93

The Probation Department received 16 surveys with 100% of respondents rating overall satisfaction as good or excellent. Response rates for customer survey requests remain low given the nature of the work, but the department's emphasis on customer satisfaction and input remains high. In addition to CARES, the Probation Department seeks input from stakeholders on an on-going basis to improve services and meet customer needs.

Coroner's Office					
<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	60%	32%	4%	4%	106
2002-03	72%	28%	0%	0%	20
2001-02	71%	21%	6%	2%	66

The Coroner's Office received 106 surveys with 91.8% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction decreased by 8 percentage points. The number of surveys received increased by 94. The rise in survey response rate is due to a stable workforce following a period of transition and increased attention placed on customer input.

DISTRICT ATTORNEY'S OFFICE

District Attorney/Public Administrator	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per case	\$894	\$741	\$725	\$677	
Percent of victims provided services by the Victim Center	N/A	95%	96%	95%	✓
Percent of Public Administrator cases closed within 12 months	65%	67%	100%	62%	✓
Percent of felony cases where victim services are provided	48%	55%	58%	57%	✓
Quality and Outcomes measures meeting performance targets	100%	100%	88%	90%	

Department Summary

Eighty-eight percent of Quality and Outcomes measures for the District Attorney's Office met or exceeded targets. The department missed its target of 90% because the cost per case was higher than anticipated. The 2004 target was set using an incorrect CPI rate making the target unachievable given rising employee costs. The trend for cost per case remains favorable, with costs per case 23% lower than two years ago. Victim services provided by the Victim Center remain effective with 96% of victims receiving services. Through the Victim Center, the DA's Office makes contact with all victims of crime, including unsolved crimes. The trend for victim services provided for felony cases remains favorable. The percent served since the move of the Victim Center has increased by 17%. The percent of Public Administrator cases closed within 12 months has jumped from 67% to 100% as staff have gained experience. Additionally, there have been more small states, which are easier to administer and generally close within a shorter time frame.

During FY 2003-04, the Department accomplished the following:

- Reduced cost per case
- Increased the number of contacts made with all victims of crime, including unsolved crimes
- Provided services to more victims of felony crimes
- Ensured 100% of Public Administrator cases are closed within 12 months

Over the next two years, priorities will include:

- Maintaining conviction rate at higher than the statewide average
- Ensuring at least 90% of Public Administrator cases are closed within 12 months
- Ensuring 100% of crime victims are contacted and referred to services
- Reducing gang proliferation by prosecuting 100% of gang-related cases referred to the District Attorney's office

DEPARTMENT OF CHILD SUPPORT SERVICES

Department of Child Support Services	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per child served	\$606	\$630	\$619	\$629	✓
Percent of child support owed that is paid	58%	56%	60%	58%	✓
Total amount of child support collected (in millions)	\$31.0	\$29.3	\$30	\$30	✓
Quality and Outcomes measures meeting performance targets	43%	56%	83%	89%	

Department Summary

Eighty-three percent of Quality and Outcomes measures for the Department of Child Support Services met or exceeded targets. This is lower than the target of 89%, but still an increase of 33% over the prior year. Child support collections are closely tied to the health of the county economy. After peaking at \$31.0 million in FY 2001-02, collections dropped to \$29.3 million last year but experienced a slight up-tick toward the end of FY 2003-04 as the economy began to turn around. The collections turnaround is in part due to staff becoming comfortable with a new automation system. The department converted to the new system in November 2003, taking significant staff time and resulting in a temporary drop in performance. Productivity has now returned to prior levels. An additional positive trend is the increase in child support paid by credit card. When a phone payment option was added to the automated system, collections from credit cards increased by 578%, from \$8,700 a month to an average of \$59,000 a month.

During FY 2003-04, the Department accomplished the following:

- Collected \$30 million in child support
- Completed mandated conversion to new automated system
- Ranked among the top counties in the state in child support collections as a percentage of dollars owed
- Ranked among the top counties in the state in ensuring that children owed current child support received at least some payment
- Added phone payment option to the automated system resulting in increased collection rates

Over the next two years, priorities will include:

- Increasing the percent of cases that receive some payment of current support to over 80%; 57% for those on arrears
- Maintaining child support case processing, including utilization of eBusiness projects to streamline workflow and improve customer service
- Increasing public awareness of paternal responsibilities

SHERIFF'S OFFICE

DEPARTMENT MEASURES Sheriff's Office	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Average cost per dispatched call for service	\$391	\$399	\$452	\$410	
Annual Part 1 crimes per capita - San Mateo County	.026	.027	.027	.0287	✓
Annual Part 1 crimes per capita - Bay Area Counties	.037	.037	.037	.038	Benchmark
Annual Part 1 crimes per capita - Statewide	.038	.04	.04	.04	Benchmark
Quality and Outcomes measures meeting performance targets	48%	60%	80%	62%	✓

Department Summary

Eighty percent of Quality and Outcomes measures for the Sheriff's Office met or exceeded targets. Performance improved by 20 percentage points from the prior year. The number of calls for service has remained relatively flat from the prior to current year, however the cost of salaries and benefits for Sheriff's Deputies has increased, resulting in a higher average cost per dispatched call for service. Crimes per capita in San Mateo County have been better than expected and continue to be better than seen statewide. San Mateo County remains 33% below the statewide average in crimes per capita and 27% below Bay Area crime rates. The inmate population at the Maguire Correctional Facility has risen to an all time high of an average daily population (ADP) of just under 1,000 inmates and has not abated despite the opening of the 45-bed Minimum Security Transitional Facility to house lower-risk offenders. The number of assaults against staff and other inmates has more than doubled, a result of jail overcrowding. The Office of Professional Standards saw less progress in its staffing and training measures due to fewer new hires and reduced funding.

During FY 2003-04, the Department accomplished the following:

- Managed a larger, higher-risk population in the detention facilities
- Provided community safety services, including diversion, contracted services, outreach, and Sheriff's Activities League
- Reduced recidivism rates for participants of the Mentally Ill Offender Crime Reduction Program and the Choices substance abuse program
- Implemented a cost-sharing program at the Crime Lab
- Completed implementation of a new Records Management System (RMS) and the LawNet secured law enforcement network
- Launched a collaborative with the San Mateo County Community College District to build a regional law enforcement training academy
- Initiated the Sheriff's Team of Active Retired Seniors (STARS) to support community policing efforts on the coast
- Managed eight countywide Homeland Security grants totaling over \$3 million

Over the next two years, priorities will include:

- Reducing assaults at the Maguire Correctional Facility
- Working with the Courts to reduce jail overcrowding through alternatives to incarceration and rapid transfer of inmates to State prison when sentenced there
- Managing countywide homeland security-based grants through the Office of Emergency Services
- Conducting community policing and outreach

- Hiring ethnically diverse officers and providing enhanced bilingual services to specific communities
- Financing and constructing a new Regional Police Training Academy at the College of San Mateo campus
- Integrating the new Records Management System department-wide
- Achieving Crime Lab accreditation
- Exploring opportunities for regionalization of services
- Maintaining effective security for the San Mateo Medical Center

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Administrative and Support Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of budget allocated to Administrative Services	4.7%	5.0%	4.3%	4.9%	✓
Percent of customer satisfaction respondents rating services good or excellent	75%	98%	99%	78%	✓

Program Discussion: Sheriff Administrative and Support Services met performance targets for both Headline Measures. The percent of department budget devoted to administrative services remains below 5%. The administrative cost per employee also remains lower than projected (\$7,269). 79% of revenue accounts met or exceeded the budget, which is down by six percentage points from the prior year, due largely to decreases in revenue received from the state and federal governments. Customer satisfaction with the department exceeded the target and remains high with 99% of respondents reporting satisfaction with service delivery. Over the next two years, priorities will include completing implementation of the radio replacement, LawNet and Records Management System projects; establishing a regional law enforcement training academy; and retaining core services in the face of resource reductions.

PROGRAM HEADLINE MEASURES <u>Civil and Records Bureau</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of job applicants fingerprinted through LiveScan or manual printing	7,822	7,302	6,743	7,400	
Number of criminal warrants cleared by county criminal justice agencies (represents current and prior year warrants)	3,347	8,645	11,997	8,450	✓

Program Discussion: The Sheriff's Civil and Records Bureau met the performance target for one of two the Headline Measures. The number of job applicants fingerprinted has dropped due to reduced County hiring levels. This measure is not a good reflection of overall program performance and has been revised in the FY 2004-05 budget. Warrants-cleared is a better indicator of performance and has increased by 28% over the prior year. There are approximately 28,000 active warrants in San Mateo County (all agencies); 10,150 new warrants were received during the current year, and 11,997 warrants were cleared. The database appears to be slowly growing, without adequate police resources to serve the old warrants. Over the next two years, priorities will include exploration of a countywide warrant detail in collaboration with the Police Chiefs Association to address the growing number of warrants in the system. The detail would be convened periodically to do a countywide "sweep" and serve outstanding warrants.

PROGRAM HEADLINE MEASURES <u>Custody Programs</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Detention days saved by using custody alternatives programs	42,453	40,578	32,215	38,750	
Annual value of community service work provided by work crews	\$2,234,267	\$2,109,059	\$2,409,071	\$1,984,255	✓

Program Discussion: Sheriff Custody Programs met performance targets for one of two Headline Measures. The drop in the number of jail beds saved by using custody alternatives programs like the Sheriff's Work Program (SWP) and Electronic Monitoring is due a change in data collection methodology and does not reflect a significant drop in the number of participants. In fact, the average daily number of inmates of participating in SWP is up from the prior year from 369 to 423. The number of hours and value of Fire Safe Team is now being tracked, with an average daily population of 14. Community agencies receive well over \$2 million in annual services by Custody Alternatives program inmates, for a total of 344,153 hours. Over the next two years, priorities will include easing overcrowding issues at Maguire through the use of custody alternatives; maintaining a stable workforce of female officers at the Women's Correctional Center; and improving inmate services by partnering with local non-profit organizations and promoting participation in the Bridges and Choices programs.

PROGRAM HEADLINE MEASURES <u>Investigations Bureau</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of first time offenders successfully completing the Juvenile Diversion Program	97%	86%	95%	95%	✓
Percent of youth re-offending within 12 months after completing Diversion Program	13%	21%	16%	10%	
Percent of cleared cases submitted for prosecution	33%	47%	45%	44%	✓

Program Discussion: Sheriff Investigations Bureau met performance targets for two of three Headline Measures. The total number of investigation reports prepared and submitted to the District Attorney for prosecution was 1,114, or about 45% of the total assigned caseload. This is well above the state average of 23%. The percent of cases cleared met the target despite a caseload that nearly doubled. The South and Central County clearance rate was considerably higher than the North County Bureau, which includes San Francisco International Airport. Airport-located crimes often involve parties that are no longer available even a few hours after a crime is reported.

In the area of Juvenile Diversion, the percent of youth re-offending one year after successful program completion was 16%. This remains higher than the target of 10% due to staff reductions. Reduced staffing levels have impacted follow-up home visits that previously contributed to program success. The young people in diversion need steady, intensive and constant case management to be successful, and gaps in staffing prevent this from happening. Despite reduced staffing levels, efforts to ensure program completion by participants have been paying off with 95% of participants completing the program.

Over the next two years, priorities will include the continuance of juvenile diversion, after-care, school crisis intervention and parent education programs; enforcement of the PC 290 sex crime registrants and expanded monitoring and arrests of sexual predators; establishing new funding sources for the Multi-Jurisdictional Task Forces, which beginning in FY 2004-05 will be included in this program; and continuing current efforts to effectively utilize technology and support resources.

PROGRAM HEADLINE MEASURES <u>Maguire Correctional Facility</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Average daily population managed at the Maguire Correctional Facility	846	826	963	875	
Number of escape attempts	3	2	2	3	✓

Program Discussion: Maguire Correctional Facility met current year performance targets for one of two Headline Measures. With the closure of the Men's Correctional Center in July 2003, the average daily population (ADP) at Maguire rose significantly. The ADP was just shy of 1,000 inmates, exceeding the Board of Corrections rated capacity by 28.6%.

The impact of this increase in ADP was reflected in the number of assaults by inmates with 102, compared to 69 the prior year. The level of violent and "dangerous to self and others" inmate classifications rose significantly in the main jail, which follows Bay Area, statewide and national trends, and was reflective of general societal and economic trends noted by experts. There were no escapes. Two facility deficiencies, both related to overcrowding, were noted in the annual Board of Corrections (BOC) facility inspection. Over the next two years, priorities will include the management of increased populations; working collaboratively with the Custody Division, Probation and the Courts to establish alternative custody programs to prevent jail overcrowding; developing formalized procedures for resolving questions concerning identity of subjects during the booking process; reducing complaints through training; and re-emphasizing the procedure for controlling access.

PROGRAM HEADLINE MEASURES <u>Multi-Jurisdictional Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of investigation cases submitted for prosecution	223	199	214	180	✓
Number of submitted cases filed by the District Attorney or Attorney General's Office	212	199	214	165	✓
Vehicle theft reduction effectiveness: Percent of statewide vehicles registered in SMC	3%	3%	2.4%	2.9%	Benchmark
Vehicle theft reduction effectiveness: Percent of statewide vehicle theft occurring in SMC	1%	1%	1.0%	1.2%	✓

Program Discussion: Multi-Jurisdictional Services met performance targets for all Headline Measures. The number of investigative cases submitted by the combined task forces (narcotics, vehicle theft, high-tech crime and cargo theft) for prosecution and subsequently filed by the District Attorney or Attorney General's Office increased over the prior year. Vehicle theft enforcement effectiveness exceeded the target. Over the next two years, priorities will include developing new

or enhanced financing sources for multi-jurisdictional narcotics enforcement; providing education on identity theft and other high tech crime prevention; and maintaining positive relationships with client agencies.

PROGRAM HEADLINE MEASURES <u>Office of Emergency Services (OES)</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Operational Area (JPA) customers rating OES support as good or excellent in annual customer survey	92%	100%	100%	90%	✓
Annual Bomb Squad calls for service	320	216	270	190	✓

Program Discussion: Sheriff OES met performance targets for both Headline Measures. One hundred percent of OES customers rated Bureau services as good or excellent. The total workload for the Bomb Squad was 270 call-outs, up 20% over the prior year. Forty of those call-outs (110), were classified as "high threat." Ninety-nine percent of OES call-outs were responded to within one hour of paging, exceeding the target of 80%. The unit responded to 110% fewer incidents due to workload associated with homeland security grants. The unit responded to all major incidents but responded to less critical incidents on a case-by-case basis.

The annual FTE hours contributed by volunteers to Emergency Services programs was 25,394 hours which outpaced the target of 20,050 hours. This translated into a savings of \$950,751 annually. Over the next two years, priorities will include improving overall emergency preparedness; managing new countywide homeland security equipment and planning grants; assisting neighborhood groups in the development and enhancement of Community Emergency Preparedness Teams (CERTS) and Neighborhood Emergency Preparedness Teams (NERTS); and conducting tabletop and functional exercises in the operational area.

PROGRAM HEADLINE MEASURES <u>Office of Professional Standards</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of probationary employees successfully completing training	98%	95%	98%	95%	✓
Percent of new hires who are female and/or minority officers	54%	57%	43%	45%	

Program Discussion: Sheriff Office of Professional Standards met performance targets for one of two Headline Measures. Performance in this Bureau is largely driven by recruitment and training activities for new hires. Bureau activities have been considerably down due to staffing reductions and the Countywide-hiring freeze. Recruitment efforts for new hire Correctional Officers and Deputies have been postponed or cancelled altogether, and limited hiring took place. Only in the area of lateral transfers from other agencies has hiring been above projections. This has a negative effect on female and/or minority officer hires since the lateral moves are predominately white male police officers who were hired 10-25 years ago. Most mandated training activities were maintained although the partial loss of both POST and STC training reimbursement lowered training activities in some areas. Over the next two years, priorities will include recruitment and retention of a diverse staff;

maintaining training efforts within reduced budgets; and continuing to effectively monitor professional standards of officer conduct and performance.

PROGRAM HEADLINE MEASURES <u>Patrol Bureau</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Average cost per dispatched call	\$330	\$399	\$452	\$410	
Annual Part I crimes per capita: San Mateo County	.026	.027	.027	.028	✓
Annual Part I crimes per capita: Bay Area Counties	.037	.037	.037	.038	Benchmark
Annual Part 1 crimes per capita – Statewide	.038	.04	.04	.041	Benchmark

Program Discussion: Sheriff Patrol Bureau met performance targets for one of two Headline Measures. The cost per dispatched call for service was \$452, a 13% increase. This was primarily due to increases in retirement costs. The number of dispatched calls for service (59,999) was less than prior years due to a reduction in the number of on-view and self-initiated service calls as the result elimination of the Community Police Unit countywide. In addition, to address staffing needs resulting from jail overcrowding, patrol deputies were transferred to the jail. This further affected the number of patrol officers on the street. Response times for priority service calls ranged from 2:64 minutes in urban areas to 9:67 minutes in rural areas. Urban response times have been on a downward trend (from 3:70 in FY 2001-02) while rural response times continue to fluctuate and increased slightly over the prior year due to reduced staffing on the coast.

Total reported Part One crimes including homicide, forcible rape, robbery, assault, burglary, larceny, theft, arson and vehicle theft continue to decline. In 2003, 19,158 Part One crimes were reported, compared to 19,268 in 2002. This is roughly 15-20% lower, per capita, than the surrounding major Bay Area counties. Over the next two years, priorities will include maintaining existing law enforcement services and updating and better utilizing new technology; continuing to establish a temporary rotating pool of Deputies from other non-Post bureaus to help provide shift relief and reduce overtime requirements; improving accountability of Deputies; and addressing issues related to day-worker loitering and homeless encampments.

PROGRAM HEADLINE MEASURES <u>Transportation and Court Security</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of staff/public injuries during transportation details	3	6	3	7	✓
Number of courtroom incidents requiring physical intervention	18	15	12	19	✓

Program Discussion: Sheriff Transportation and Court Security met current year performance targets for both Headline Measures. During FY 2003-04, there were 32,724 inmate transportation details, with about 1,527 inmates transported per

unit Deputy. This represents a 17% increase in transports per deputy over the prior year. There have been no escapes and the number of injuries during transport has been cut in half, with only three reported. Over the next two years, priorities will include working with the Court to find ways of working more efficiently and reducing court security costs and stressing "No injury, no escape" slogan among the Deputies assigned to the Unit.

PROBATION DEPARTMENT

DEPARTMENT MEASURES Probation	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Probation average annual service cost	\$282	\$320	\$346	\$404	✓
Quality and Outcomes measures meeting performance targets	81%	59%	63%	59%	✓

Department Summary

Sixty-three percent of Quality and Outcomes measures for the Probation Department met or exceeded targets. Performance has improved by four percentage points from the prior year. The increase reflects a stabilization of performance measures methodology and more realistic targets. The institutions have been performing well, meeting 75% of the targets for Quality and Outcome measures for Hillcrest and Camp Glenwood. Eighty-one percent of Juvenile programs are expected to achieve their targets and 62% of the Adult programs are expected to achieve their targets. The combination of lost and frozen positions requiring the re-deployment of staff along with the enactment of Proposition 36, which offers chemically dependant defendants a less structured alternative to programs like Drug Court and Bridges, resulted in the decreased populations and affected performance results in the Adult Programs.

During FY 2003-04, the Department accomplished the following:

- Prepared for implementation of the Court-supported use of Electronic Monitoring for low-risk juvenile offenders
- Continued review of existing risk-assessment tools to better serve adult and juvenile populations
- Maintained 0% recidivism rates for Drug Court and Bridges programs and kept Deferred Entry of Judgment recidivism rates to 6%
- Ensured 95% of youth in detention attended daily programming
- Increased success rate by 12 percentage points for minors on the furlough program who remain in education/vocational programs 90 days following release
- Increased the number of clients served by juvenile intensive services and maintained or improved success rates, including zero Placement Aftercare participants requiring re-placement
- Increased the percent of juvenile probationers on supervision successfully completing probation without a new law violation from 84% to 85%, continue the positive trend in this measure of performance

Over the next two years, priorities will include:

- Providing self-improvement programming to 95% of youth detained in the hall and at the camp
- Maintaining current success rates for participants of Juvenile Intensive programs like Juvenile Drug Court, Crossroads, Placement Prevention Program (PIP), Placement Aftercare, and the Prevent Repeat Offender Program (PROP)
- Maintaining current success rates for participants for Adult Drug Court, Bridges, and Deferred Entry of Judgment treatment programs
- Ensuring recidivism rates for probationers under direct supervision remain at current levels or decrease
- Preparing transition plan for the new Youth Services Center
- Implementing new risk assessment tools to better serve adult and juvenile offenders through targeted programs

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Probation Administration</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Restitution dollars collected from defendants on behalf of victims	\$583,046	\$744,803	\$609,847	\$625,000	
Percent of customer survey respondents rating service good or excellent	97%	77%	93%	90%	✓

Program Discussion: Probation Administration met performance targets for one of two Headline Measures. The department continued to place a priority on victim restitution following the transfer of the Victim Center to the District Attorney's Office in 2002. The percent of customer survey respondents rating services good or better increased over the prior year. The department places a high value on customer/stakeholder input. Over the next two years, priorities will include ensuring continued progress towards a new Youth Services Center; staff development and improved internal communication; identifying alternative funding sources; and maintaining current services levels with reduced resources.

PROGRAM HEADLINE MEASURES <u>Adult Alternatives Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Adult Alternative Programs graduates completing probation without committing new crimes - Total	83%	59%	82%	82%	✓
Percent of Domestic Violence Probationers receiving positive post-treatment prognosis	87%	60%	75%	80%	

Program Discussion: Probation Adult Alternative Services met performance targets for one of two Headline Measures. The percent of Adult Alternative Programs graduates completing probation without committing new crimes achieved the current year target. The probationers under Intensive Supervision have seen a success rate of 37%, which is lower than other alternative programs and pulls down the overall performance rate. Intensive Supervision probationers are increasingly the most serious offenders at high risk for re-offense. Lower risk offenders are transferred to the automated caseload (CAST). Other Alternatives programs included in this measure have continued to perform well, including success rates of 100% for Bridges and Drug Court participants, 78% success for sex/violent offender programs, and 72% success for Domestic Violence caseloads.

The impact of frozen and lost positions during can be seen in the success rate of Domestic Violence probationers. Reductions have reduced the unit's ability to deliver services and have resulted in modifications to the operation preventing optimum supervision and treatment monitoring. Over the next two years, priorities will include reducing recidivism rates for Intensive Supervision probationers and maintaining high success rates for the drug treatment and other specialty caseloads.

PROGRAM HEADLINE MEASURES <u>Adult Court Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of judges expressing satisfaction with Court Services	80%	49%	80%	84%	
Percent of reports not requiring remedial action (modification due to technical errors)	90%	97%	98%	97%	✓

Program Discussion: Probation Adult Court Services met performance targets for one of two Headline Measures. As the result of working with the Court to ensure their needs for information are provided in an effective and timely manner, the percent of judges expressing satisfaction with Court Services has increased dramatically over the prior year (from 49% satisfaction to 80%), just shy of the fiscal year target. The number of judges responding to the survey has decreased as fewer now receive reports from the department, affecting the success rate. Modifications to the amount and type of reports provided to the Court have improved the quality and usefulness of the documents. While significant improvement has been made, the target is projected to be off by three percentage points.

The percent of reports requiring remedial correction based on error remains low. This is attributable to staff training as well as frequent communication with the Courts to determine what is needed for them to effectively do their job. In addition, the Adult Division and District Attorney's Office staff recognize that there are areas where the departments can improve inter-departmental operations in the area of processing, filing and routing of court documents. Over the next two years, priorities will include maintaining service quality levels at close to 100% for court reports and maintaining the percent of defendants successfully completing "Pre-Trial Release" at close to 80%.

PROGRAM HEADLINE MEASURES <u>Adult Supervision Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of CAST Probationers per staff	N/A	583	612	621	✓
Percent of offenders completing probation without new law violations - Total	71%	88%	91%	90%	✓

Program Discussion: Probation Adult Supervision Services met performance targets for both Headline Measures. The goal of the Probation Department is to achieve low staffing ratios for Intensive caseloads. Using improved risk assessment tools to identify the most dangerous offenders has allowed for more targeted supervision of the most serious offenders with a higher percentage placed on the automated caseload (Computer Assisted Supervision Team - CAST) system. The percent of total probation caseload on CAST has stabilized at 65%. The downside to placing increasing numbers of probationers on CAST is that inevitably the percent of caseload that falls into the higher-risk offender categories rises and receives no direct supervision or services.

The percent of offenders completing probation without a new law violation for CAST caseloads has dropped by six percentage points to 85%. The department continues to work with the Court to reduce referrals and keep caseloads at a level where supervision can affect change. Over the next two years, priorities will include utilization of improved risk assessment tools to ensure the most appropriate methods of supervision are administered.

PROGRAM HEADLINE MEASURES <u>Camp Glenwood</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of minors successfully completing the residential Glenwood Program without a sustained new felony	85%	85%	91%	82%	✓
Percent of minors remain in programs 90 days following release	75%	82%	94%	90%	✓

Program Discussion: Camp Glenwood met performance targets for both Headline Measures. The key outcomes of the program are "Release without a new sustained felony" and "Continued participation in educational/vocational programs following release." The results of both measures remain positive. Each achieved the target and the percent of minors who remain in programs 90 days following release improved by 12 percentage points. Efforts have been put in place to increase the number and percent of juveniles at the camp who complete self-improvement programs, including life skills, drug and alcohol education, and individual and group counseling. There is no historic data for this measure, which will begin being reported in FY 2004-05; however, 90% of camp residents completed four self-improvement programs in FY 2003-04. Over the next two years, priorities will include lowering recidivism rates further by implementing assessment tools that better identify treatment needs and increasing transitional services in the community during the furlough and aftercare phases; and enhancing vocational education and training for wards to improve job skills and self-esteem while enhancing the probability of employment after release.

PROGRAM HEADLINE MEASURES <u>Juvenile Hall</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Dollar value of community service work, community care and weekend work programs (in thousands)	\$141	\$242	\$218	\$191	✓
Dollar value of savings in Juvenile Hall operation cost due to use of home supervision (in thousands)	\$962	\$744	\$872	\$780	✓

Program Discussion: The Juvenile Hall met performance targets for both Headline Measures. Despite lower referral rates by the Court to the Community Care and Weekend Work Programs, the dollar value of the work provided remains unchanged beating the lowered target, which had been reduced due to lower anticipated participation. The number of wards on Home Supervision increased by over a hundred wards, resulting in savings in Hall detention costs. An Expanded Drug Court Program began in FY 2002-03. The girls who complete the custody phase of that program have been moved to Home Supervision, contributing to the increase in the Home Supervision population. Over the next two years, priorities will include providing self-improvement programming to at least 95% of youth detained in the hall; phasing in a new electronic monitoring program to reduce the hall population; developing multi-agency collaborative youth assessment and treatment plans for children with special needs; and beginning transitional planning to the new youth detention facility.

PROGRAM HEADLINE MEASURES <u>Juvenile Intensive Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of program participants not committing new crimes	91%	86%	92%	86%	✓
Percent of Crossroads participants not placed in high-level placement	N/A	93%	88%	88%	✓

Program Discussion: Probation Juvenile Intensive Services met performance targets for both Headline Measures. The number of clients served increased by 32 and the performance of programs remains high. Overall, the percent of intensive program participants not committing new crimes increased by six percentage points to 92%, with 93% not requiring removal from program or high-level placement. The percent of Crossroads participants not placed in high-level placement dropped by five percent, however, the number not requiring high-level placement increased. The Juvenile Justice Crime Prevention Act funding from the state continues to support the Preventing Repeat Offender Program (PROP) and Intensive In-Home Intervention services. Over the next two years, priorities will include providing quality interventions for youth at-risk for out-of-home placement by utilizing assessment tools that appropriately identify service needs; to maintain successful recidivism rates; and to prevent removal from programs and/or re-placement of participants.

PROGRAM HEADLINE MEASURES <u>Juvenile Prevention and Court Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of youth released from custody at intake	19%	36%	48%	40%	✓
Percent of Intake diversion clients completing programs with no new law violations	80%	89%	95%	85%	✓

Program Discussion: Probation Juvenile Prevention and Court Services met performance targets for both Headline Measures. The Juvenile Assessment and Referral Center collaborates with the Human Services Agency and Mental Health to provided intake clients immediate and appropriate services. The Center team made timely decisions regarding the detention status of minors brought to the Juvenile Hall. The number of youth referred to formal intake has decreased as many of them are deferred from the system at this Center. In FY 2003-04, 178 youth were diverted, which was up from 164 in the prior year. Ninety-five percent of those diverted completed programs with no new law violations. Over the next two years, priorities will include enhancing services to the Court; expanding community services to youth and their families; working with community agencies to identify treatment gaps; training employees to operate and use the new data management system; and implementing non-traditional work hours to provide quality casework and service to clients, partners, and the Court.

PROGRAM HEADLINE MEASURES <u>Juvenile Supervision Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Staff to client ratio: General Supervision	73	74	68	66	
Percent of probationers successfully completing probation	79%	84%	94%	79%	✓

Program Discussion: Probation Juvenile Supervision Services met performance targets for one of two Headline Measures. General Supervision provides supervision services to wards of the Court with emphasis on developing a case plan to ensure satisfactory completion of probation. Deputy Probation Officers review relevant case data and contact the youth and his/her parents (guardians). The child and family members are seen at various locations including home, office, school and other appropriate sites in the community. With an average caseload of 68 clients, officers typically see each client two times per month. While the target caseload per officer was missed by two, the rate has generally stabilized, improving the ability of field officers to effectively management their caseloads.

The percent of probationers successfully completing probation without a new law violation has increased by 10 percentage points. The frequency of contacts, along with the effective use of case plans developed between the supervising Probation Officer and the youth and his/her family has helped target problem areas and address issues before delinquent behavior occurs. The increase in the success rate for probationers can also be attributed to increasing levels of experience of Deputy Probation Officers. Over the next two years, priorities will include improving quality supervision casework practices to maintain a rate of 90% of probationers successfully completing probation without a new law violation. At present, 85% are achieving that goal.

CORONER'S OFFICE

DEPARTMENT MEASURES Coroner's Office	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per Investigation	\$1,031	\$989	\$854	\$982	✓
Quality and Outcomes measures meeting performance targets	100%	100%	100%	91%	✓

Department Summary

One-hundred percent of Quality and Outcomes measures for the Coroner's Office met or exceeded targets. This represents the same level of performance as the prior year. The Coroner's Office has consistently met its targets for performance or shown improvement. The percent of law enforcement calls for service responded to within fifteen minutes has improved to 90% and survey responses indicate Coroner's Office clients and stakeholders, including law enforcement agencies, are satisfied overall with the services that are being provided. In addition, turnaround time for autopsies and clinical inspections has continued to meet or exceed expectations.

During FY 2003-04, the Department accomplished the following:

- Improved response time for Investigators
- Improved efficiencies and reduced the cost per investigation by 16%
- Completed transition to the new Crime Lab facility

Over the next two years, priorities will include:

- Improving the overall quality of services provided
- Collaborating with the County's Office of Emergency Services to be prepared in case of a disaster
- Reviewing the procedures and updating the system for morgue operation

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Coroner Investigations</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of law enforcement calls responded to within fifteen minutes	70%	70%	90%	75%	✓
Percent of survey respondents rating services as good or excellent	94%	100%	96%	93%	✓

Program Discussion: Coroner Investigations met performance targets for both Headline Measures. Overall response time for law enforcement calls for service improved by 20 percentage points. Easy access to Highways 280 and 92 combined with a more central location (now in San Mateo versus Redwood City) improved response times to the coast and north county. This trend is expected to continue in the coming year. Over the next two years, priorities will include utilizing the new crime lab facilities to improve the quality of services provided by implementing a new web-based case management system, and working with the Sheriff's Office to prepare for a disaster in the county.

PROGRAM HEADLINE MEASURES <u>Coroner Pathology</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of reported deaths for which autopsies are conducted	22%	15%	15%	22%	✓
Percent of deaths ready for release in one day	95%	95%	98%	95%	✓

Program Discussion: Coroner Pathology met performance targets for both Headline Measures. The percent of reported deaths for which autopsies were conducted remained below the target. The Pathology division continued to work to maintain or reduce the number of cases receiving autopsy by conducting clinical inspections as appropriate. With recent turnover of the doctors, this approach has been emphasized. The lower number is a reflection of due diligence and effective investigative techniques. Turnaround time for all cases was on target with 100% of pathology cases completed within three days for homicides and 95% within one day for all other cases. Over the next two years, priorities will include exploring areas where in-house testing can be administered to prevent the added time and expense associated with sending out tests; reviewing the procedures and updating the system of morgue operations; and working with the Investigations Division to develop a Disaster Plan.

ENVIRONMENTAL SERVICES AGENCY (ESA)

AGENCY MEASURES Environmental Services Agency (ESA)	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Agency cost per resident for services: Unincorporated County	\$174	\$216	\$246	\$244	N/A
Agency cost per resident for services: Library Services	\$46	\$49	\$52	\$55	N/A
Agency cost per resident for services: Countywide Services	\$29	\$25	\$22	\$30	N/A
Number of park and open space acres in county: County Parks	15,369	14,164	15,576	14,149	N/A
Number of park and open space acres in county: All Jurisdictions including County Parks	101,628	100,718	104,026	100,718	N/A
Quality and Outcomes measures meeting performance targets	75%	71%	58% *	94% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Agency Summary

The Environmental Services Agency (ESA) achieved target for 58% of its Quality and Outcomes measures. The cost per resident measures reflect a mix of services that operate independently of one another and for this reason are not reported as having met or not met target. The Agency measures reporting park acreage reflect an annual count or snapshot and are intended to give the reader a sense of park acreage countywide. Targets are not established for these measures, and therefore are not reported as having met or not met target.

During FY 2003-04, the Agency accomplished the following:

- Agriculture, Weights and Measures – Achieved greater efficiency due to improved computer technology, expanded awareness of pest prevention activities, and increased inspection services including the implementation of the price scanner inspection program
- Animal Control – Implemented a new contract with the Peninsula Humane Society, conducted new training for shelter staff and volunteers in order to improve customer service, and adopted out over 3,800 animals
- Fire Protection Services – Took delivery of a new water tender that will enhance fire protection, conducted over 2,000 hours of training on subjects such as fire control, emergency medical services and hazardous materials, and improved the process for completing building permit plan checks
- Parks and Recreation – Completed a number of special projects including a new playground, ADA improvements and new trail segments, expanded the Division's website which now includes information on all facilities and trails, plus upcoming events, and completed a reorganization to focus on project management, and restructured staffing to concentrate on the most heavily visited park areas
- Planning and Building – Increased applicants' compliance with respect to stormwater pollution control thus minimizing a significant source of pollution to local water bodies, streamlined operations in Development Review to improve permit processing, completed the update of the Housing Element of the General Plan, and began revisions to the Countywide Transportation Plan that includes a "Smart Growth" land use component.

While each Division has identified specific priorities for improving performance within its programs, Agency priorities over the next two years will include:

- Focusing on developing solutions to limited funding by examining new sources of revenue, and investigating ways to maximize efficiencies
- Developing long-range solutions for the provision of animal control services, clearly define roles and responsibilities within the Library JPA, and address issues regarding fire protection services given increasing costs.

Customer Satisfaction Survey Results

A total of 420 surveys were received by Planning and Building, Parks and Recreation, the Agricultural Commissioner/Sealer, Animal Control Services, and the County Library during FY 2003-04, with 91% of respondents rating overall satisfaction as good or excellent. This represents a three percentage point decrease from the prior year and falls slightly below the current year target of 93%. The number of survey responses increased by 233, and is due to the additional surveys received by Animal Control and the County Library which was not included in the prior year. Additional survey responses related to UC Cooperative Extension services, Fire Protection and CSA #1, and Coyote Point Marina will be reported in FY 2004-05.

PLANNING AND BUILDING

Fiscal Year	<i>Overall Satisfaction</i>				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	72%	14%	2%	12%	97
2002-03	74%	16%	5%	5%	85
2001-02	70%	20%	5%	5%	131

The Planning and Building Division received 97 surveys with 86% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction declined by four percentage points and the number of responses increased by 12. The Division attaches surveys to every permit receipt issued, hands out the form at the service counter, and provides access for download through the website. There were several comments regarding long wait times in the Development Review Services unit and as a result of these comments, staff will create an express line for customers picking up permits.

AGRICULTURAL COMMISSIONER/SEALER

Fiscal Year	<i>Overall Satisfaction</i>				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	76%	22%	1%	1%	84
2002-03	76%	22%	2%	0%	63
2001-02	88%	12%	0%	0%	17

The Agricultural Commissioner/Sealer Division received 84 surveys with 98% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction remained at the same level and the number of responses increased by 21. The Division continued to display surveys on the front counters at the Redwood City main office and at the Half Moon Bay field office. Surveys were mailed to various business customers and to pesticide and consumer complainants after their complaint was investigated. Approximately 1,035 surveys were mailed during the past year. Surveys were also redesigned to include a section asking customers to identify priorities, issues or opportunities that they believed might be important in the future. This information was then used as a tool in the development of the Division's priorities.

PARKS AND RECREATION

Fiscal Year	<i>Overall Satisfaction</i>				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	60%	10%	10%	20%	11
2002-03	54%	39%	7%	0%	39
2001-02	63%	33%	2%	2%	380

The Parks and Recreation Division received 11 surveys with 70% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction declined by 23 percentage points and the number of responses decreased significantly. Since it is difficult to get a true gauge on customer satisfaction with such a low number of responses, the Division is reviewing ways in which to increase outreach and solicit more feedback.

ANIMAL CONTROL

<i>Overall Satisfaction - Field Services</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	96%	0%	4%	0%	40
<i>Overall Satisfaction - Client Services</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	96%	0%	4%	0%	60

Animal Control conducted 100 surveys by phone with 96% of respondents rating overall satisfaction as good or excellent in Field Services, and 96% in Client Services. The Peninsula Humane Society conducts random surveys by phone each quarter and discusses concerns customers may have and will provide follow up as needed. There were many comments received in client services expressing how happy clients were with their newly adopted animal.

COUNTY LIBRARY

<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	79%	19%	1%	1%	128

The County Library received 128 surveys with 98% of respondents rating overall satisfaction as good or excellent. Surveys are displayed at public services desks. Suggestions for improvement include informing borrowers on how to access their own account information for items charged out, and providing notification before materials are overdue. Library staff are now working to implement those suggestions.

Headline Measures Discussion

ENVIRONMENTAL SERVICES ADMINISTRATION

PROGRAM HEADLINE MEASURES <u>Environmental Services Administration</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of measures monitored/reviewed within one week after quarterly reporting period	100%	100%	100%	100%	✓
Percent of Customer Survey respondents rating Environmental Services Agency services good or excellent	90%	91%	89%	93%	

Program Discussion: ESA Administration met performance targets for one of its two Headline Measures. The percent of survey respondents rating ESA services as good or excellent decreased by two percentage points from the prior year. This decrease is seen primarily in the Parks and Recreation Division due to the low number of surveys received. A modest decrease appears in the Planning and Building Division. The Agency is looking at ways to increase outreach and solicit more feedback. Staff focused efforts in the prior year on streamlining everyday operating procedures throughout the Agency, and completing the ESA Policies and Procedures Manual. Administration continues community outreach efforts to increase Agency visibility and efforts to increase cost efficiencies and explore new sources of revenue continue.

FIRE PROTECTION

PROGRAM HEADLINE MEASURES <u>Fire Protection Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Fire and Emergency Medical Service calls responded to within time criteria established for medical response by County Emergency Medical Services	89%	96%	92%	95%	
Percent of plan reviews completed within 10 working days of submittal of all required documents	75%	89%	94%	90%	✓

Program Discussion: ESA Fire Protection met performance targets for one of its two Headline Measures. The percent of calls responded to within the established time criteria was 92%. This still exceeds the accepted County standard for an emergency unit to be on the scene in less than 6:59 minutes 90% of the time. The percent of plan reviews completed within 10 working days of submittal of all required documents met target. Fire Protection has focused its efforts training staff on subjects such as fire control, emergency medical services, and hazardous materials. The staff also took delivery of a new water tender. This vehicle will enhance fire protection for residents not served by a fire hydrant system. The Fire Protection Program also began work to upgrade emergency operational equipment including self-contained breathing apparatus, thermal imaging cameras, paramedic LifePack units, and radios.

COUNTY SERVICE AREA # 1

PROGRAM HEADLINE MEASURES <u>County Service Area #1</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Fire and Emergency Medical Service calls responded to within time criteria established for medical response by County Emergency Medical Services	97%	96%	82%	98%	
Average Response time for Sheriff's priority CAD dispatch calls (in minutes)	4	5	5.9	4.9	

Program Discussion: CSA #1 did not meet performance targets for either of its Headline Measures. The percent of calls responded to within the established time criteria for medical responses came in under target at 82%. The accepted County standard is for an emergency unit to be on the scene within 6:59 minutes 90% of the time. However, allowances are made for unincorporated areas that are rural and remote in nature. The accepted time criteria are then 11:59 and 21:59 respectively. Additionally, a change in the statistical methodology was implemented during the third quarter which may have affected results and is being reviewed. The average response time for Sheriff emergency response calls also fell below target. This increase is due to a policy of driving "code blue" in only exceptional cases, and reductions in staffing that impact response times for back up units traveling from surrounding communities. The focus for CSA #1 this year has been on replacing the current fire engine with delivery of the new engine expected in FY 2004-05. Additionally, an automatic external defibrillator has been obtained for the Highlands Recreation District. Community involvement has also been a priority and has included programs to children and informational forum for adults.

ANIMAL CONTROL

PROGRAM HEADLINE MEASURES <u>Animal Control Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of adoptable animals adopted	99%	97%	98%	99%	
Percent of animals returned to owner	14%	15%	14%	19%	

Program Discussion: Animal Control did not meet performance targets for either of its two Headline Measures. The percent of adoptable animals adopted fell just below the target of 99% with an actual of 98%. While most adoptable animals are adopted, the number of cats available for adoption out numbers the demand. Staff continue public education programs regarding spay/neuter campaigns and to publicize adoptions. The percent of animals returned to their owner also fell below the target of 19% with an actual of 14%. This is likely due to the target being set too high as the number of animals entering the shelter and their particular circumstances is largely uncontrollable. Animal Control Services are performed contractually by the Peninsula Humane Society (PHS) for all of San Mateo County. The focus of the Animal Control program has been in the areas of working cooperatively with PHS to examine efficiencies at the shelter, and improve customer service.

AGRICULTURAL COMMISSIONER/SEALER

PROGRAM HEADLINE MEASURES <u>Administration and Support</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Biologist/Standards Specialists who hold all Agricultural and Weights and Measures state professional licenses	50%	50%	60%	60%	✓
Percent of customer satisfaction survey respondents rating services good or excellent	100%	98%	98%	95%	✓

Program Discussion: The Administration and Support Program met performance targets for both of its Headline Measures. High staff turnover in recent years has created a challenge in ensuring that staff receive adequate training and hold all state professional licenses, in spite of this, the Division was able to meet its target of staff that hold all professional licenses. Customer satisfaction remains high and the Division was able to exceed its target by focusing its efforts on outreach to stakeholders to identify customer needs, and implementing a number of technology program improvements to increase efficiencies. These actions should reduce staff time spent completing and verifying reports allowing for additional time to perform field inspection activities.

PROGRAM HEADLINE MEASURES <u>Consumer Protection</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of agricultural businesses in compliance with state regulations or standards	96%	96%	93%	94%	
Percent of businesses in compliance with weights and measures consumer protection requirements	93%	95%	86%	80%	✓

Program Discussion: The Consumer Protection Program met performance targets for one of its two Headline Measures. The Consumer Protection Program includes a variety of agricultural and weights and measures regulatory inspection services. The decrease in the current year compared to prior years for the percent of businesses in compliance with weights and measures consumer protection requirements, is due to the expansion of the price scanner inspection program. It is anticipated that overall business compliance rates will initially decrease, as many businesses have never had an inspection of their retail price scanner system. The Division also conducted inspections of agricultural products to ensure cleanliness, and performed audits of growers selling food products to verify that their produce is in compliance with government standards.

PROGRAM HEADLINE MEASURES <u>Environmental Protection</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	95%	95%	99%	96%	✓
Number of interceptions of harmful pests subject to state quarantine actions	583	2,123	1,474	1,000	✓

Program Discussion: The Environmental Protection Program met performance targets for both of its Headline Measures. The fluctuation seen over time in the number of interceptions of harmful pests subject to state quarantine actions, is likely due to an increase in plant and produce shipments with multiple pests, and more experienced staff, better trained in identifying harmful pests. Environmental Protection staff has focused its efforts on expanding public awareness of pest prevention activities through website improvements, and training to the community. The Program has also continued improvement of employee skill levels and knowledge in pest identification, integrated pest management and alternative methods of pest control.

PARKS AND RECREATION

PROGRAM HEADLINE MEASURES <u>Administration and Support</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of park reservation calls taken	3,102	3,794	3,479	3,100	✓
Percent of Customer Survey respondents rating services good or excellent	95%	90%	70%	90%	

Program Discussion: ESA Parks and Recreation Administration and Support met performance targets for one of its two Headline Measures. Though the number of reservation calls exceeded the target, the number is lower than the prior year. The spike seen in the number of park reservation calls taken in 2003 may have been due to enhancements to the Division's website, and additional staff assigned to receive calls to improve responsiveness. Customer satisfaction decreased by 20 percentage points and is due primarily to the low number of surveys collected. The Division is examining ways to increase outreach and solicit more survey responses. The focus for Parks Administration has been toward implementing a reorganization that structured the parks system into an "area" concept rather than staffing based on individual units. Staff also focused on resources management of parklands, and continued enhancements to the Division's website.

PROGRAM HEADLINE MEASURES <u>Operations and Maintenance</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of visitors	2,103,629	1,939,762	1,753,184	2,100,000	
Number of volunteer hours	29,252	24,100	30,411	26,000	✓

Program Discussion: ESA Parks and Recreation Operations and Maintenance met performance targets for one of its two Headline Measures. The number of visitors at park facilities fell below target due to winter facility closures, overall reduced park usage, an adjustment to collection methodology, and an increases in fees. Park volunteer hours exceeded target due to the promotion of environmental awareness by the Parks staff, an increased awareness by the community to support the native environment, and increased media attention to volunteerism, which resulted in the completion of numerous projects including coordination of public programs, continuing education classes, upkeep of trails, native plant restoration, and invasive plant removal. During the prior year, staff also developed strategies that address recent budget reductions and focused on identifying the essential functions necessary to keep parks running, and on the facilities with the highest number of users.

PROGRAM HEADLINE MEASURES <u>Coyote Point Marina</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Annual number of launch ramp users	975	732	1,038	1,100	
Percent of berth space filled	97%	97%	88%	98%	

Program Discussion: ESA Parks and Recreation Coyote Point Marina did not meet performance targets for either of its two Headline Measures. Although the number of launch ramp users exceeded the prior year figure, the number of launch ramp users fell just short of the target of 1,100 and is likely due to continued dredging activities. The steep decline seen in 2003 was due to the beginning stages of the dredging project, which resulted in the launch ramp being inaccessible for a period of time. The percent of berth space filled also fell below target and may be due to the slower economy. Coyote Point Marina priorities in the prior year included continued marketing of marina facilities and services, development of a capital improvements plan, and completion of Phase I of the dredging project.

PLANNING AND BUILDING

PROGRAM HEADLINE MEASURES <u>Administration and Support</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customers rating Division's services good or excellent	90%	90%	86%	83%	✓
Percent of availability of network during scheduled hours	99%	99%	99%	99%	✓

Program Discussion: ESA Planning and Building Administration and Support met performance targets for both of its Headline Measures. The percent of customer survey respondents rating services good or excellent exceeded its target, and the availability of the network during scheduled hours remained constant at 99%. Emphasis has been placed on maintaining a reliable and progressive automation environment in order to increase customer satisfaction. Additional enhancements have also taken place in the Division's permit processing and tracking system, resulting in increased efficiencies.

PROGRAM HEADLINE MEASURES <u>Development Review Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating services good or excellent	90%	89%	86%	80%	✓
Number of building permits finalized	2,307	1,973	2,333	2,400	

Program Discussion: ESA Planning and Building Development Review Services met performance targets for one of its two Headline Measures. Although staff achieved the target for customer survey respondents rating services as good or

excellent, this measure indicates a lower level of satisfaction compared to prior years and is due to vacancies and increasingly complex projects resulting in longer wait times for customers. Staff is addressing wait times for customers by introducing an express line for permit pick up. The number of building permits finalized fell slightly below target and suggests that low interest rates and local economic growth are contributing to an increase from the prior year. Other priorities have included improvements in the permitting process through enhanced technology.

PROGRAM HEADLINE MEASURES <u>Long Range Planning Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of projects/permits that implement the County's Visioning Commitments and Goals	80%	100%	98%	98%	✓
Percent of survey respondents rating services good or excellent	80%	94%	0%	87%	

Program Discussion: ESA Planning and Building Long Range Planning Services met performance targets for one of its two Headline Measures. The unit did not distribute surveys and therefore no data is available. The focus for staff included completion of the update of the Housing Element of the General Plan, intended to increase housing supply, especially additions to affordable housing. Staff also began Planning Commission hearings on proposed policy revisions to the Local Coastal Program for the urban Midcoast, which will quantify growth potential and infrastructure capacity, align rate of growth with development constraints, and more precisely designate biological resources and sensitive habitats. In addition, staff began revisions to the Countywide Transportation Plan that includes a "Smart Growth" land use component. This project will encourage new and denser land use patterns along the El Camino corridor that will improve mobility, reduce congestion, and improve air quality throughout the County.

HEALTH SERVICES

HEALTH SERVICES AGENCY SUMMARY

AGENCY MEASURES Health Services Agency	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Health Services cost per capita	\$218	\$221	\$218	\$228	✓
Percent of clients with improved quality of life	75%	80%	85%	80%	✓
Quality and Outcomes measures meeting performance targets	63%	80%	71% *	100% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Agency Summary

The Health Services Agency met current year targets for 71% of its Quality and Outcomes measures. The cost of health services per capita was \$218, exceeding the target amount (lower cost is better). The percentage of clients indicating an improved quality of life, determined by aggregating customer satisfaction survey ratings for several programs across the Agency's Divisions, was 85%, exceeding the 80% target.

The Health Services Agency accomplished the following in the current year:

- Facilitated Bioterrorism/communicable disease response—developed a mass prophylaxis post event plans and led a Countywide response exercise; acquired and continue to manage a local pharmaceutical stockpile;; improved communication capabilities with physicians, emergency responders, medical facilities, and the public by developing a phone bank system capable of handling large volumes of calls; and acquired additional equipment and training for all hospitals in the County through Federal grant funding.
- Increased Countywide health insurance enrollment for children—implemented the Children's Health Initiative Healthy Kids Program to guarantee health insurance for all County children in lower-income families; raised more than \$8 million from private and public funders to implement the program; enrolled nearly 5,000 children in Healthy Kids in the first year of program operation; and helped increase enrollment in Healthy Families by 72% and Medi-Cal by 15% over a two-year period.
- Developed programs to address health disparities—led organization of the Healthy Communities summit, the first County-sponsored conference to focus exclusively on health disparities; and implemented a study of Latino Mental Health Access that was identified as a model program by the State Department of Mental Health.
- Improved Mental Health services—opened Canyon Oaks, a facility for seriously emotionally disturbed youth; improved patient flow through inpatient acute services as a result of collaboration with the San Mateo Medical Center (SMMC) and Aging and Adult Services, helping to reduce administrative days at SMMC; and launched an online education and community resource database "Network of Care," a comprehensive information website for consumers, family members, providers, and interested members of the community.
- Enhanced environmental protection—began implementation of a waste tire program under a State grant; and implemented a new program to address hazardous waste regulation violations more quickly.
- Improved access to health care—began implementation as a State pilot of a uniform assessment for home and community-based services for elders and dependent adults; enhanced the continuum of services available to seniors and adults with disabilities through collaborative work with SMMC, the Ron Robinson Senior Care Center staff, and the Burlingame Long Term care facility; implemented an electronic patient care record system in Emergency Medical

Services; expanded the Correctional Health Choices Program from 104 to 126 beds with no additional counseling staff; and achieved long-term funding for the Prenatal to Three Initiative.

- Updated policy and planning efforts—released “Healthy Plan San Mateo 2010,” and overview of the health status of all County residents; and updated the Agency’s five-year Strategic Plan.

Agency priorities over the next two years include:

- Implementing program improvements—enhancing communicable disease service capacity in Public Health; developing a Correctional Health treatment center or cost-effective alternative for contracted inpatient inmate mental health services; and developing and implementing strategies for sustaining the Children’s Health Initiative in collaboration with the Health Plan of San Mateo, the Hospital Consortium, and other community organizations and funders.
- Reducing health disparities—following up the Healthy Communities Summit by identifying strategies for reducing health disparities and developing an action plan for implementing identified strategies.
- Identifying and implementing new initiatives for pediatric obesity prevention, chronic disease management, and improvements in the Children’s System of Care.
- Ensuring service coordination with San Mateo Medical Center (SMMC)—continuing to work with SMMC on high priority programs including the Ron Robinson Senior Care Center, Long-Term Care, mental health services, expanded communicable disease capacity, and AIDS services; and developing housing and skilled nursing placement opportunities for mentally ill, aging, and disabled individuals with behavioral problems.
- Maximizing revenues and flexibility of available funding—increasing enrollment in Medi-Cal and Healthy Families for eligible Public Health, Mental Health, and Aging and Adult clients; evaluating and developing options for maximizing Medi-Cal billing and claiming in Public Health; expanding strategies for claiming Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues; developing strategies for Prenatal to Three Initiative replacement funding; and enhancing billing and collections activities in Mental Health.
- Improving technology and reporting—developing data linkages among Health Services, SMMC, and the Human Services Agency to integrate client services information; completing implementation for the Mental Health system replacement for HIPAA compliance, enhancing patient information to improve clinical effectiveness, and improving billing functioning and capability; and updating the Agency’s Strategic Plan for information technology.

Customer Satisfaction Survey Results

A total of 2,708 customer satisfaction surveys were received by the Health Services Agency during FY 2003-04, with 97% of respondents rating overall satisfaction as good or excellent. Health Services Administration, Aging and Adult Services, Public Health Services, and Environmental Health Services conduct Cares surveys. In addition, other types of customer satisfaction surveys are administered in Emergency Medical Services, Food and Nutrition Services, and Mental Health Services to meet intergovernmental reporting requirements or individualized program needs.

Administration					
	<i>Overall Satisfaction</i>				
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	55%	40%	5%	0%	20
2002-03	65%	30%	0%	5%	20
2001-02	N/A	N/A	N/A	N/A	N/A

Health Services Administration annually distributes surveys to customers from other Divisions of the Health Services Agency and other County departments. This year, 52 surveys were distributed and 20 were returned, a response rate of 38%. Of these, 95% of customers rated services as good or better. Generally, comments were very positive.

Areas for improvement:

Review of responses indicates a need for providing other Divisions with a better understanding of Administration’s expectations around contract development and processing for approval.

Emergency Medical Services distributed 409 surveys via mail, and 84 were returned, for a response rate of 21%. Services were rated as good or excellent by 92% of respondents.

Aging and Adult Services					
Overall Satisfaction					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	64%	32%	3%	1%	1,025
2002-03	64%	32%	3%	1%	999
2001-02	69%	29%	2%	0%	511

The Aging and Adult Services Division (AAS) received 1,025 Cares survey responses, with 96% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction remained constant and there was a 3% increase in the number of survey responses. This year, AAS began surveying clients for the Multipurpose Senior Services Program (MSSP) and In-Home Supportive Services (IHSS). Most AAS programs received very high ratings with very few negative comments.

Areas for improvement:

- *Congregate Nutrition* — Seniors noted disappointment at the recent change in caterer for this program; they did not want the food provider to change. Ratings of “poor” often applied to service factors such as the respondents table being the last to be served. These issues are being addressed at the Commission on Aging Nutrition Committee meetings, and detailed food services surveys are conducted annually.
- *Brown Bag Program* — A few respondents had negative comments regarding the knowledge and skills of volunteers at the donation sites. Second Harvest Food Bank program staff continue working to improve their services.
- *IHSS Public Authority* — Some participants indicated a need to improve response times to phone messages. The Public Authority has developed systems to cross-train more staff to return messages, and to alternate staff work hours to increase availability during peak call times. The Public Authority will continue to work to improve these services.
- *Response Rate* — Program staff will also work to increase the rate of surveys returned for the MSSP and Public Guardian programs, as only 3% and 1% respectively were returned this year.

Environmental Health					
Overall Satisfaction					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	11%	89%	0%	0%	8
2002-03	17%	83%	0%	0%	7
2001-02	N/A	N/A	N/A	N/A	N/A

Environmental Health received eight Cares survey responses, with a 100% rating of services as good or better.

Areas for improvement:

- Response rate continues to be low. Although a slight improvement over last year, only eight survey responses were received. Currently, Environmental Health includes a message on invoices sent to the regulated businesses encouraging them to visit the Environmental Health website and submit a survey. Surveys are also available at the front desk for the public customers. Past experience indicates that more surveys are returned when they are sent out with the bills, rather than with instruction to visit a website; therefore, this methodology will be pursued next year. Environmental Health will also seek advice from Public Health Education on ways to increase the response rate.

Food and Nutrition Services annually distributes surveys to clients who receive services in the following four programs: Child Care Centers/Head Start, Women’s Correctional Center, Canyon Oaks Youth Center, and Glenwood Boy’s Camp. This year, 358 surveys were distributed and 245 were returned, for a response rate of 68%. Survey respondents for Food and Nutrition Services are typically part of a captive audience, which explains the high response rate. Overall, 79% of surveys returned rated services as good or excellent. The Child Care Centers/Head Start saw improvements over last year.

Areas for improvement:

- *Women's Correctional Center, Canyon Oaks Youth Center, and Glenwood Boy's Camp* — survey results from these programs were lower than expected. The main concern was regarding menu options and diversity in menu choices. Food and Nutrition Services will make changes based on the findings of these surveys. Canyon Oaks Youth Center is a new facility for Food and Nutrition Services, and Glenwood Boy's Camp was not surveyed last year, which may have contributed in the lower than expected satisfaction ratings for these programs.

The Mental Health Services Division is mandated to adhere to specific reporting requirements set forth by the State Department of Mental Health. Therefore, Mental Health survey results do not match directly with questions on the "San Mateo County Cares" survey instrument. For example, these surveys give the option of "neutral" and "not applicable" responses, in addition to asking different questions; these additional response options affect the number of respondents rating services as excellent, good, fair or poor.

Mental Health administers surveys to three groups of consumers: adults that receive mental health services; youth that receive services; and family members of youth that receive services. Overall satisfaction with Mental Health services continues to be high in all three groups. For the adult population, the overall positive endorsement rate is 83.2%, which is consistent with other measures of satisfaction observed in public mental health systems. The aggregate positive endorsement ratings from youth who receive services and from their families was 81%.

Areas for improvement:

- There were no specific areas for improvement noted. However, results from these surveys are presented to Mental Health managers so they can determine issues that might benefit from additional discussion or staff training.

Public Health					
	Overall Satisfaction				
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	72%	2325%	2%	1%	1,655
2002-03	68%	28%	3%	1%	1,653
2001-02	N/A	N/A	N/A	N/A	N/A

Public Health received 1,655 Cares survey responses, with 97% of respondents rating overall satisfaction as good or excellent. Compared to the prior year, overall satisfaction increased slightly by one percentage point and there was an increase of two survey responses received. Overall ratings for both the Health Promotion and Disease Control and the Family Health Services programs were high, 98% and 96% respectively. The open-ended survey comments for Family Health Services were very positive, with most clients extremely grateful for the help that they receive from the staff and indicating that the range of services offered in the unit been instrumental and provided important emotional assistance.

Areas for improvement:

- *Family Health Services*— While most comments were positive, some respondents wanted more time from the staff or that certain programs be maintained.
- *Health Promotion and Disease Control Unit* — No areas of concern were noted.

Headline Measures Discussion

HEALTH SERVICES ADMINISTRATION

PROGRAM HEADLINE MEASURES <u>Health Services Administration</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of current health partnerships indicating an increased capacity to address health needs	N/A	100%	90%	90%	✓
Percent of eligible San Mateo County residents enrolled in health insurance: Medi-Cal	91%	89%	85%	94%	
Percent of eligible San Mateo County residents enrolled in health insurance: Healthy Families	58%	75%	62%	87%	
Percent of eligible San Mateo County residents enrolled in health insurance: Healthy Kids	N/A	41%	73%	76%	

Program Discussion: Health Services Administration exceeded the current year performance target for increased capacity of health partnerships to address health care needs. However, the targets for percentage of eligible County residents enrolled in health insurance programs (Medi-Cal, Healthy Families, and Healthy Kids) were not attained. A new methodology for these estimates has been developed that raises the number of uninsured eligibles, thereby lowering the percentage. Capturing the percentage of eligibles enrolled as a point-in-time estimate is very difficult; beginning next year, the number of enrollees be used as the measure. The success of the insurance enrollment effort is shown by growth in the number of total enrollments from 57,880 in FY 2001-02 to 72,862 at the end of the current year, an increase of approximately 26% overall. The current focus is on lowering Net County Cost through revenue enhancement strategies and cost reduction/containment initiatives, continuing to monitor and identify emerging community health trends, and continuing to increase access to health care for children through the Children's Health Initiative and Healthy Kids programs.

EMERGENCY MEDICAL SERVICES

PROGRAM HEADLINE MEASURES <u>Emergency Medical Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of 9-1-1 calls for medical response	37,028	41,504	40,851	40,000	✓
Percent of EMS calls responded to on time: Ambulance	95%	95%	94%	94%	✓
Percent of EMS calls responded to on time: Fire First Response	98%	98%	98%	98%	✓

Program Discussion: Emergency Medical Services met current year performance targets for all Headline Measures. On-time responses are expected to continue at 94% for ambulance and 98% for paramedics. Efforts this year focused on utilization of the EMS data system in evaluating treatments and developing reports to improve patient care and system performance. EMS conducts customer surveys throughout the year to ascertain the degree of satisfaction with services

provided. A new performance measure is in final development to be used next year in monitoring the percentage of patients with extremity injuries who report pain relief. This will provide a key indicator of the appropriateness of pre-hospital care provided by EMS contractors.

AGING AND ADULT SERVICES

PROGRAM HEADLINE MEASURES <u>Conservatorship Program</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Division	99%	99%	99%	98%	✓
Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization	71%	76%	75%	74%	✓

Program Discussion: Aging and Adult-Conservatorship Program exceeded their performance targets for both Headline Measures. The program continues to operate with virtually no fiduciary claims against the cases being managed. Securing medical consent authorization enables program staff to make medical treatment decisions on behalf of conservatees who cannot make such decisions independently, thus increasing the level of patient care. This rate has increased from 71% to 75% over the past two years, exceeding its current year target. Current priorities are: continuing to work with the Medical Center (SMMC) to enhance the continuum of services and increase community capacity for placements through the Ron Robinson Senior Care Center and the Burlingame Health Care facility, including development of an MOU with SMMC; work with the State and the Health Plan of San Mateo (HPSM) in implementing the Long Term Supportive Services Program (LTSSP) through development of optimal client placement options and pilot insurance enrollment programs.

PROGRAM HEADLINE MEASURES <u>Community-Based Programs</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of Adult Protective Services cases that are effectively resolved and stabilized for at least twelve months	82%	86%	87%	85%	✓
Percent of severely impaired clients maintained in an independent setting through case management	81%	82%	92%	80%	✓

Program Discussion: Aging and Adult-Community-Based Programs exceeded current year performance targets for both Headline Measures. Current efforts are focusing on expanding involvement of seniors and the disabled in program development, including mobility enhancement projects to address needs identified in the Strategic Plan for Accessible Transportation; participating in a State project to educate local institutions on financial abuse issues; increasing community awareness of elder and dependent adult abuse by expanding the Adult Abuse Prevention Collaborative and conducting educational forums; and working with the State and HPSM to implement the Long Term Supportive Services Program through development of optimal client placement options and pilot insurance enrollment programs.

PROGRAM HEADLINE MEASURES <u>IHSS Public Authority</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry	98%	97%	98%	98%	✓
Percent of caregiver survey respondents rating services good or excellent	93%	96%	98%	97%	✓

Program Discussion: The Public Authority (PA) met current year performance targets for both Headline Measures. Consistently high achievement over the past three years indicates success in providing training and other needed services to caregivers, and assisting consumers to find qualified caregivers. Program priorities include continuing to expand advocacy efforts through the PA Advisory Committee, providing expanded screening and training of Registry caregivers, and continuing to expand the provider support network.

ENVIRONMENTAL HEALTH

PROGRAM HEADLINE MEASURES <u>Housing and Vector Control</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of total apartment inventory inspected (Quadrennial Program)	20%	24%	21%	23%	
Percent of housing and vector control complaints abated	89%	91%	92%	95%	

Program Discussion: Environmental Health-Housing and Vector Control did not meet current year performance targets for its two Headline Measures. Apartment inspections, the goal of which is to inspect approximately one-quarter of the County's units each year, fell slightly under target due to an extended illness of one of the team members. Complaints abated were 92%, slightly below the 95% target; several complaints received during the first half of the year will require long term monitoring and coordination with other County agencies before these can be considered to be abated. Current priorities include increasing the amount of information available on the website, including West Nile Virus; expanding surveillance and investigations of Hantavirus, plague, and Lyme disease; and analyzing mosquito control options outside district boundaries.

PROGRAM HEADLINE MEASURES <u>Land Use / Water</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of total days that ocean beaches were open for use	97%	94%	92%	97%	
Percent of customer survey respondents rating services good or excellent	80%	100%	92%	92%	✓

Program Discussion: Environmental Health-Land Use/Water met the current year performance target for customer satisfaction with a 92% rating. The target for the percent of total days that ocean beaches were open for use was not achieved, primarily due to a high number of rainy days that also caused sewage overflows; since this measure is based on a

number of factors including weather conditions, it is difficult to estimate and set targets with a high degree of accuracy. Efforts were focused this year on providing interactive permit forms on the Internet; continuing to evaluate the fee structure including evaluation and proposal of new fees for septic system and domestic water well permits; and using Global Positioning System information to prioritize high impact areas.

PROGRAM HEADLINE MEASURES <u>Hazardous Materials Program</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of permitted facilities inspected—CUPA and HMI (Annual Program)	69%	70%	75%	75%	✓
Gallons of Household Hazardous Waste diverted from landfill disposal (in thousands)	91,596	109,058	112,540	110,000	✓

Program Discussion: Environmental Health-Hazardous Materials Program met current year performance targets both Headline Measures. Efforts have been directed toward working with the State to clarify compliance issues and enhancing standardization protocols.

The success of this Program's educational effort in reducing the disposal of harmful materials in the County's landfills, storm drains, and sanitary sewers is reflected in continued growth in the volume of household hazardous waste being diverted from landfill disposal; 112,540 gallons were diverted this year. Other priorities include completing the Global Positioning project for all permitted wells and increasing the number of permanent collection facilities for household hazardous waste. A new centrally located collection facility is in final development and anticipated to be operational by the summer of 2004.

PROGRAM HEADLINE MEASURES <u>Retail Food Inspection</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of food establishments cited for major repeat violations	2.0%	0.7%	0.4%	1.8%	✓
Percent of foodborne illness reports responded to within 24 hours	54% ⁽¹⁾	95%	97%	98%	

⁽¹⁾Data for response times to foodborne illness reports in 2002 reflect reporting difficulties from the program's database that have since been resolved. Paper records from 2002 indicate an 85% response rate.

Program Discussion: Environmental Health-Retail Food Inspection exceeded the current year performance target for percentage of food establishments cited for major repeat violations, but fell just short of the target for response to foodborne illness reports. Current priorities include ensuring inspection standardization, implementing the pilot hand-held inspection program, working with other counties and the State to promote adoption of a statewide Food Code, coordinating with other jurisdictions to establish standard protocols for temporary events and farmers' markets, and evaluating the need and feasibility of reestablishing the wholesale food inspection program.

FOOD AND NUTRITION SERVICES

PROGRAM HEADLINE MEASURES <u>Food and Nutrition Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of customer survey respondents rating services good or excellent	84%	85%	85% ⁽²⁾	88%	
Percent of clients receiving nutrition consultations	41%	41%	18% ⁽³⁾	42%	

⁽²⁾2004 Estimate is based on surveys from reduced customer base now consisting of Child Care, Sheriff, and Juvenile Probation.

⁽³⁾Nutritional assessment/consultation is given to AIDS Clinic patients and incarcerated juveniles/adults who are on a restricted diet or have been identified through a medical exam conducted upon incarceration.

Program Discussion: Food and Nutrition Services is not expected to meet current year performance targets for both Headline Measures. The customer base of this program has changed significantly over the past year. Recent client deletions include the Medical Center (transferred), the Senior Nutrition program, the Meals on Wheels program, and closure of the Men's Honor Camp by the Sheriff's Office. New customers include the Canyon Oaks youth mental health facility and the San Mateo County Head Start Program. In aggregate, customer satisfaction rating of 85% for the current clientele falls slightly short of the 88% target; customer survey results will be used to develop program changes to improve the ratings. The nutritional consultations measure is being re-defined next year to reflect the number of consultations rather than the percentage, due to the difficulty in comparing the number to total inmate populations.

MENTAL HEALTH

PROGRAM HEADLINE MEASURES <u>Mental Health Administration</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of staff satisfaction	81%	91%	91%	90%	✓
Percent of staff familiarity with mission/strategic initiatives	77%	93%	93%	85%	✓
Percent increase in third party revenues and client fees over prior year	15%	111%	-18%	2%	

Program Discussion: Mental Health Administration met current year performance targets for two of the three Headline Measures. Success of recent staff development activities is reflected in high percentages of staff satisfaction and familiarity with the mental health mission and strategic initiatives being taken. For third party revenue, the very large increase in third party revenues and client fees of 111% achieved last year—through increased insurance billing and more aggressive claiming practices—was atypical and tends to distort multi-year comparisons. The long-range target is an annual growth of 2%. Current program focus is on identifying, prioritizing, and scheduling implementation targets for each component of the Mental Health Strategic Plan; continued improvement of billing and collections operations including creation of a billing and collections manual; and enhancing information systems and data reporting capability.

PROGRAM HEADLINE MEASURES <u>Mental Health Youth Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Average monthly census of out-of-home placements (group home level Countywide by Mental Health, Probation, and Human Services Agency)	153	163	160	155	
Percent decrease in sustained criminal charges	74%	57%	64%	70%	

Program Discussion: Mental Health Youth Services did not meet current year performance targets for its two Headline Measures. While the target for out-of-home placements at the group home level was not achieved (smaller numbers are better), performance does show improvement over the prior year. The target will be revised next year to reflect the changing treatment needs of younger, more severely disturbed children entering the system who are requiring the more restrictive setting of a group home placement.

Clinical staff working with youth in the juvenile system have expressed concern that the current economic climate and increasing family hardship may be influencing family violence trends. During the last year, the number of youth committing serious offenses increased. Youth entering the system have been characterized as younger, more disturbed, and more typically charged with serious offenses including physical and weapon assaults. These more serious criminal charges are less frequently changed by the judges, as seen in the 17 percentage point decline in the rate of charge reductions between 2002 and 2003. This performance measure is under review and will not be classified as a Headline Measure next year.

Current priorities include: efficient operation of the recently opened 12-bed Canyon Oaks facility for seriously emotionally ill adolescents age 12 to 18; maximizing funding for youth services by referring all eligible families to apply for Medi-Cal, Healthy Families, and Healthy Kids; and continued operation of two after-school pilot projects for seriously emotionally disturbed youth in collaboration with the Boys and Girls Clubs in Redwood City and Pacifica.

PROGRAM HEADLINE MEASURES <u>Mental Health Adult Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of acute hospitalization days	12,919	10,222	11,167	12,845	✓
Number of Psychiatric Emergency Services (PES) days	2,862	2,984	3,118	2,863	
Percent of customer survey respondents indicating they have benefited from mental health treatment: Able to deal more effectively with daily problems	93%	90%	96%	92%	✓
Percent of customer survey respondents indicating they have benefited from mental health treatment: Better able to control their life	91%	88%	94%	90%	✓

Program Discussion: Mental Health Adult Services met current year performance targets for three of four Headline Measures. The number of acute hospitalization days favorably meet the target of keeping the number of days below 12,845, but Psychiatric Emergency Services (PES) Days unfavorably exceeded target of keeping number of days below 2,863 (smaller numbers are better for these measures). Staff indicate that decreases in long term hospitalization and length of stay in acute placements may be resulting in more frequent usage of PES. Both customer survey to exceeded their targets. Of

the customers surveyed, 96% of respondents indicated they deal more effectively with daily problems and 94% indicated they are better able to control their lives.

Current efforts are focused on reducing the utilization of Acute Hospital and PES by reviewing Treatment Authorization Requests for private psychiatric utilization by Medi-Cal clients, working with private hospital staff to ensure timely discharges and appropriate placements, and collaborating with the Medical Center to maximize utilization and decrease Administrative Days; increasing staff access to technology including integrated medical records, lab results, and communication with Drug and Alcohol Services; continued implementation of the "Problem-Focused Treatment Model;" and maximizing Medi-Cal eligibility of patients.

PUBLIC HEALTH

PROGRAM HEADLINE MEASURES <u>Health Promotion and Disease Control</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of active clients who have Emergency Room (ER) visits at San Mateo Medical Center (SMMC)	12%	8%	0%	10%	
Percent of customer survey respondents rating services good or excellent	98%	94%	98%	96%	✓

Program Discussion: Public Health-Health Promotion and Disease Control exceeded its current year performance target for customer satisfaction with a rating of 98%. Data for the other Headline Measure—percent of active clients who have Emergency Room (ER) visits at San Mateo Medical Center (SMMC)—is no longer being collected. This measure has been replaced with implementation of the recently developed KAB (knowledge, attitude, and behavior) surveys for all programs, standardizing data collection methodology and establishing a program-wide quality improvement group, and developing the capability to capture discrete (unduplicated) data on clients served.

PROGRAM HEADLINE MEASURES <u>Family Health Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of infants (0-12 months old) served by Family Health Services who are breastfed	73%	76%	77%	76%	✓
Percent of infants (0-12 months old) who are breastfed: Healthy People 2010 Goal	75%	75%	75%	75%	Benchmark
Percent of low-income children up-to-date on immunizations at age two	63%	67%	70%	70%	✓
Percent of low-income children up-to-date on immunizations at age two: Healthy People 2010 Goal	90%	90%	90%	90%	Benchmark

Program Discussion: Public Health-Family Health Services met current year performance targets for both of its Headline Measures (non-benchmark). The national Healthy People 2010 benchmark standard for breastfeeding—75% of infants 0 to 12 months old—continues to be exceeded. For low-income immunizations, the target is being achieved but further work is needed to reach the national Healthy People 2010 benchmark of 90%. With the anticipated participation by SMMC in the Bay Area Regional Immunization Registry, it is expected that this rate will begin to increase by 2% to 3% a year, which

would result in an immunization rate of approximately 88% by the benchmark year of 2010. Current priorities include maximizing child health through early preventive and treatment intervention, supporting efforts to initiate the immunization registry at SMMC, exploring electronic case management systems for programs using paper records, ensuring compliance with Health Insurance Portability and Accountability Act (HIPAA) requirements, and improving staff development and retention.

CORRECTIONAL HEALTH

PROGRAM HEADLINE MEASURES <u>Correctional Health Medical Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of juveniles who receive histories and physicals within 96 hours of incarceration	80%	65%	99%	85%	✓
Percent of adult inmates who receive histories and physicals by the 14th day of incarceration	95%	85%	99%	95%	✓

Program Discussion: Correctional Health-Medical Services exceeded current year performance targets for both Headline Measures. Performance of timely completion of histories and physicals for juveniles who are incarcerated in County facilities is currently 10% above target for juveniles. The increased timely completion percentages are due to changes in workflow; transferring the juvenile exams from a single Nurse Practitioner to RNs who were trained to perform these duties, and doing the health histories for adults at intake rather than ten days later. The rate of completion by the 14th day of incarceration for adult inmates is 4% above target. Current efforts are being focused toward maintaining the medical component of Title 15 standards at all facilities, continuing with preparation of Hillcrest for accreditation, and finalizing development and implementation of staff recruitment and retention plans.

PROGRAM HEADLINE MEASURES <u>Choices Program</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of incidents in Choices Program	0%	0%	0%	0%	✓
Percent of incidents in overall jail population	3%	2%	3%	2%	Benchmark
Percent of Choices participants who complete their GED	3%	3%	4%	9%	
Percent of overall jail population who complete their GED	0.02%	0.03%	0.05%	0.05%	Benchmark

Program Discussion: Correctional Health-Choices Program met current year performance target for no aggressive incidents, but the target for percent of Choices participants completing their GED was not be reached due to the fact that a higher percentage of participants already have a diploma or GED when they enter Choices. Performance by Choices participants for both measures significantly exceeds the benchmark standard of performance measured for the overall County jail population. Priorities include working with the Sheriff's administration and EPS toward improving the efficiency of

staff clearance procedures; and increasing community and funding support through presentations at State forensic conferences and information exchange with other counties.

PROGRAM HEADLINE MEASURES <u>Correctional Mental Health Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of participants completing Lifeskills	82%	83%	83%	57%	✓
Percent of eligible mentally ill inmates entering Options	59%	61%	0%	55%	

Program Discussion: Correctional Health-Mental Health Services met its current year performance target for one of two Headline Measures. The percent of participants completing the Lifeskills program exceeded the current year target. The target for percent of eligible mentally ill inmates entering the Options program will not be reached; the Options program is being terminated this year due to loss of State funding. Current priorities include continuing exploration of means to provide weekend services at Lifeskills and discussing alternative physical space configurations at Maguire that would increase the Lifeskills bed capacity.

SAN MATEO MEDICAL CENTER (SMMC)

SAN MATEO MEDICAL CENTER SUMMARY

DEPARTMENT MEASURES San Mateo Medical Center (SMMC)	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost of indigent health care: Per inpatient day	N/A	\$1,673	\$2,039	\$1,522	
Cost of indigent health care: Per outpatient visit	N/A	\$384	\$468	\$314	
Patient volume: inpatient days	47,634	45,687	44,793	51,361	
Patient volume: outpatient visits	186,259	194,019	204,264	227,399	
Percent of customer survey respondents rating services good or excellent: Hospital	96%	85%	91%	95%	
Percent of customer survey respondents rating services good or excellent: Clinics	89%	87%	92%	90%	✓
Percent of clinic patients who have been assigned a Primary Care Provider	48%	43%	79%	65%	✓
Quality and Outcomes measures meeting performance targets	N/A	83%	80%	89%	

Department Summary

The San Mateo Medical Center (SMMC) met current year targets for 80% of its Quality and Outcomes measures. The cost of indigent health care continues to grow; current targets will not be achieved. Based on an estimated year-end net County contribution to SMMC of \$61.3 million—an increase of 22% from the prior year actual—the total cost of indigent health care was \$2,039 per inpatient day and \$468 per outpatient visit.

Patient fell approximately 13% below target for inpatient days and 10% below the outpatient visits target. The number of clinic visits has grown in each of the past three years, while inpatient visits at the Hospital have trended slightly downward.

The percentage of clinic patients who have been assigned a Primary Care Provider has improved from 48% to 79% over the past three years and has exceeded the current year target. An aggressive program has been implemented to monitor and increase this percentage based on actual doctor-patient relationships rather than automatic computerized assignment.

The San Mateo Medical Center accomplished the following in the current year:

- Opened the Ron Robinson Senior Care Center on March 15, 2004; the Center provides both primary care and complete geriatric assessment of physical and mental health needs. Patient visits are projected to rise to over 13,600 in FY 2004-05.
- Assumed operation of the Burlingame Long Term Care (BLTC) facility on October 15, 2003. With a total of 281 licensed beds, BLTC is projected to reach an average daily census of 249 in FY 2004-05.

- Increased capacity utilization with over 2,100 surgeries, nearly 3,800 discharges, a 13% decrease in administrative days, and 204,000 clinic visits.
- Improved payor mix due to an increase in clinic visits covered by the Healthy Kids Program.
- Continued the “Workforce Engage” program for evaluation of employee satisfaction.
- Began a robust philanthropy initiative with a goal to generate capital contributions of \$12 million.

Priorities over the next two years include:

- Cultivating growth and development—implementing the operational plan for Burlingame Long Term Care; developing and implementing formalized programs for seniors; developing operational plans for labor and delivery services; providing an expanded array of imaging services; further expanding the volume of patients served; and improving customer service.
- Enhancing the utilization of human resources—developing new recruitment strategies and approaches for hard-to-fill positions, and continuing the management training program and communication initiatives.
- Assuring service excellence—improving patient satisfaction levels and refining key clinical indicators.
- Improving quality assessment/utilization management—reducing administrative days; moving to a state of ongoing regulatory readiness; monitoring WELL Program-specific utilization; and conducting evaluations of high cost outsourced services for potential cost reduction and conversion to in-house programs.

Customer Satisfaction Survey Results

A total of 1,724 survey responses were received by SMMC during FY 2003-04, with 92% of respondents rating overall satisfaction as good or excellent. Customer satisfaction survey instruments and rating systems are in transition at the San Mateo Medical Center (SMMC). Cares surveys continue to be used at the clinics in the Ambulatory and Medical Services Division. Other types of customer satisfaction surveys are conducted throughout SMMC based on mandated reporting requirements and individual program priorities. With full implementation of Outcome Based Management in the FY 2004-05 budget, including the development of six new OBM programs, a major goal next year will be to review all customer satisfaction surveys—with a view toward maximizing consistency across the various survey instruments used at the Medical Center.

Hospital, Ancillary, and Long Term Care Services					
	<i>Overall Satisfaction</i>				
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	72%	21%	6%	1%	384
2002-03	62%	24%	11%	3%	144
2001-02	72%	22%	5%	1%	310

Administration and Finance administers an employee satisfaction survey instrument called Workforce Engage that was first implemented in FY 2003-04. Employees are asked to provide feedback related to seven practices of an engaged workforce. These practices have been identified by an external firm working with over 500 organizations. The survey produces an overall score that is the average of scores for each of the seven practices. In FY 2003-04, the overall employee satisfaction rating was 3.52, which exceeded the national average of 3.48. SMMC equaled or surpassed the national average in each of the seven practices. Future year targets have been set at 3.59.

In Patient Care Services, the nationally recognized Patient Evaluation of Performance in California (PEP-C) survey instrument was used in the Medical/Surgical Unit. This survey produces numerical ratings based on a total of 71 questions. Patients are asked to give an overall rating of the hospital from 1 to 10. Staff equates ratings of 9 to 10 as “excellent” and 7 to 8 as “good.” Using the results obtained from 69 customers, an overall satisfaction rating of 82% as good or better was obtained. In the Psychology 3AB unit, an independent survey is administered to all patients with 176 responses received and an overall satisfaction rating of 93% of patients either agreeing or strongly agreeing that they were satisfied with the treatment they received.

In Long Term Care (LTC) Services, customer satisfaction surveys at the SMMC LTC were conducted twice during the fiscal year. With a total of 44 responses received, 98% of customers rated overall services as good or better. At the Burlingame LTC, a survey in June produced 66 responses with an 84% overall satisfaction rating of good or better.

In Ancillary Services, customer satisfaction surveys were conducted in Physical Therapy with 29 responses received and a 100% overall customer satisfaction rating of good or better. Planning is underway for conducting FY 2004-05 customer satisfaction surveys in the Laboratory, Radiology, Pharmacy, Food and Nutrition, and Physical Therapy programs.

Ambulatory and Medical Services

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	62%	30%	7%	1%	1,340
2002-03	61%	26%	10%	3%	1,385
2001-02	54%	35%	6%	5%	487

A total of 1,340 Cares surveys were received by Ambulatory and Medical Services during FY 2003-04, with 92% of respondents rating overall satisfaction as good or excellent, an increase of 5% compared to the prior year. There was a small decrease of 3% in the number of survey responses received. In general, consumers were very satisfied with services provided by the outpatient clinics — overall satisfaction ratings were 94% at the North County and South County clinics, and 83% at the Mid County clinics. On average at all clinics, 66% of patients reported having been seen within 30 minutes, exceeding the 65% target that had been set. In addition, 97% indicated they would recommend the clinics to a family member, up from 94% last year.

Areas for improvement:

- *North County Clinics* — The Clinic Manager will continue to work with staff on improving the number of patients who are seen by a provider within 30 minutes of their appointment time, which ranged from 60% at North County Clinic to 88% at South San Francisco. Related to this, SMMC has received grant money to assess patient flow during the next few months. The number of patients who say they were able to get an appointment for an urgent problem within 2 days declined during the past year, and this also will be addressed system-wide.
- *Mid County Clinics* — Overall patient satisfaction, though up by 4% over the past year, remains lower than most other clinics. At the busiest clinics in the system, 60% of patients were seen by their medical provider within 30 minutes, still below the expected goal, although 81% were seen within 45 minutes; and 54% of respondents were “always” or “usually” able to get an urgent care appointment within 1-2 days. The Clinic Managers will be made aware of these data and follow-up with staff to improve them.
- *South County Clinics* — Fair Oaks was better able (63%) to assist their patients having urgent problems to be seen within two days, but patients waited longer for their scheduled appointments, with only 34% seeing their provider within 30 minutes and 77% within 45 minutes.

HUMAN SERVICES AGENCY (HSA)

AGENCY MEASURES Human Services Agency	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Cost per client receiving services funded by the Human Services Agency	\$962	\$938	\$721	\$987	✓
Average hourly wage at placement for HSA Customers enrolled in training programs	\$15.40	\$16.60	\$15.52	\$17.00	
Quality and Outcomes measures meeting performance targets	30%	74%	64% *	88% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Agency Summary

The Human Services Agency achieved target for 64% of its Quality and Outcomes measures. The cost per client receiving services fell well below its projected target with an actual figure of \$721, and is due to a decrease in operating costs and an increase in clients served. The average hourly wage at placement for HSA Customers enrolled in training programs fell below target due to several factors including outreach by the Agency to a broader audience of at-risk clients, resulting in placements into lower wage jobs and the re-entry of long term unemployed clients who were displaced after 9/11 and have run out of extended benefits. Many of these clients had not been willing to take lower-paying jobs until after their benefits were exhausted. Now that they are reentering the workforce, they are faced with desperate financial situations and are more willing to take significant pay cuts in order to fill immediate needs.

During FY 2003-04, the Agency accomplished the following:

- Program Support - Strengthened the technological infrastructure with the development of projects including the SHARP Data Warehouse, the Health Information Telecenter, and One eApp
- Community Capacity Building - Provided emergency shelter, increased the availability of affordable housing by 104 units, and secured funding to provide more longer-term transitional and supportive housing for clients with substance abuse and mental health issues
- Economic Self-Sufficiency - Provided a wide range of services through the PeninsulaWorks one-stop employment centers to assist residents in locating and retaining jobs, and strengthened partnerships in high growth career sectors particularly in the healthcare, bioscience, teaching and security industries
- Family Strength - Strengthened the child welfare system through the Family-to-Family initiative with a focus on team decision making, resource family support, and recruitment of foster families, established a support system for youth leaving foster care that addresses social, employment, housing and treatment needs.

Over the next two years, priorities will include:

- Designing and implementing technologies that support efficient, integrated service delivery
- Continuing work to develop a full range of housing options for people of all ages and income levels
- Cultivating community partnerships to bolster and improve child welfare services
- Implementing Child Welfare Services Redesign
- Promoting maximum employment of County residents through a range of job finding, job retention, and career advancement strategies
- Increasing availability of child care
- Promoting access to preventive and other healthcare services to low-income families

Customer Satisfaction Survey Results

Human Services Agency – All Programs

<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	66%	27%	4%	3%	2,195
2002-03	66%	28%	4%	2%	2,569
2001-02	66%	29%	4%	2%	2,107

User Satisfaction with HSA Information Technology Help Desk Services

<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	87%	12%	0%	0%	2,205

A total of 4,400 surveys were received by the Human Services Agency, with 96% of respondents rating overall satisfaction as good or excellent. This represents an increase from the prior year of two percentage points and a significant increase in the number of surveys collected. This is due to the inclusion of surveys tracking "User Satisfaction with HSA Information Technology Help Desk Services." Concerns expressed in the CARES surveys included comments regarding customer service, wait times, and availability of staff. A summary of these comments is compiled and forwarded to the manager at each site for follow up and action. The Agency utilizes a Contact Outcome form, and each site is required to provide a brief written summary of the follow up contact results.

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Program Support</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of help desk calls responded to within service level commitments: Critical calls	97%	98%	99%	98%	✓
Percent of help desk calls responded to within service level commitments: Non-critical calls	96%	98%	98%	97%	✓
Percent of customer survey respondents rating services good or excellent	94%	94%	93%	95%	

Program Discussion: HSA Program Support met performance targets for two of its three Headline Measures. The percent of help desk calls responded to within service level commitments for both critical and non-critical calls met target indicating that the help desk is able to meet the needs of these call requests, and results in staff being able to maintain their work efficiency. The percent of customer survey respondents rating services good or excellent fell just below target, although customer feedback generally indicates a very high level of satisfaction with services. Priorities for the Program included a focus on staff training to ensure that the delivery of services address client needs and are consistent with policies and procedures. The Program also continued to strengthen its technological infrastructure with the development of projects including the SHARP Data Warehouse, which integrates information from multiple systems to generate reliable program and client data, the Health Information Telecenter for Medi-Cal clients, and One eApp which speeds clients access to services and streamlines worker administrative functions. These systems improve cost effectiveness, increase the availability of accurate and timely information, improve customer response time, and result in better service to clients.

PROGRAM HEADLINE MEASURES <u>Community Capacity Building</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Number of County funded affordable housing units developed and occupied each fiscal year	215	124	104	269	
Cumulative number of County funded affordable housing units developed and occupied	555	679	783	948	
Percent of clients needing food who were assisted by Core Service Agencies contracting with the Human Services Agency	96%	96%	97%	96%	✓
Percent of clients needing housing who were assisted by Core Service Agencies contracting with the Human Services Agency	69%	63%	68%	50%	✓

Program Discussion: HSA Community Capacity Building met performance targets for two of its four Headline Measures. The number of County funded affordable housing units developed and occupied totaled 104 and fell short of the target of 269 due to the unpredictability of housing projects, which go through multiple agencies and several levels of review including environmental, design and planning. The percent of clients needing food and/or housing and assisted by Core Service Agencies contracting with HSA met target. Housing assistance is provided in many forms including referrals to shelters, motel vouchers, financial assistance for Section 8 deposits, move-in costs, and rent. Additional assistance with transportation costs and utility bills, and information and referrals to link clients with community resources is also provided. The rental housing market has generally become more affordable for low-income renters, including those with Section 8 vouchers. Working relationships with landlords have improved, and more are willing to accept Section 8 tenants. Additionally, the Office of Housing is designing a program to encourage home ownership for qualified Section 8 voucher holders. Another priority has been in the area of securing funding to provide more longer-term transitional and supportive housing for clients with substance abuse and mental health issues.

PROGRAM HEADLINE MEASURES <u>Economic Self-Sufficiency</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of PeninsulaWorks participants employed in jobs six months after hire	78%	89%	83%	82%	✓
Percent of participants leaving cash aid with employment: California Work Opportunity and Responsibility to Kids (CalWORKs)	37%	39%	60%	37%	✓

Program Discussion: HSA Economic Self-Sufficiency met year performance targets for both of its Headline Measures. While the economy is slowly recovering, there continues to be a limited number of available jobs. Use of the regional PeninsulaWorks one-stop employment centers mirrors economic conditions. Overall customer visits grew rapidly through July 2003 to peak at more than 10,000 visits per month but have now stabilized or fallen slightly. The focus for the Economic Self-Sufficiency Program has been to continue providing a wide range of services that assist residents in locating and retaining jobs and in strengthening its partnerships in high growth career sectors including bioscience, healthcare, teaching and security industries. The program has also strengthened its employment services for youth and clients served by Vocational Rehabilitation Services.

PROGRAM HEADLINE MEASURES <u>Family Strength</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of children served who did not have a subsequent substantiated referral for abuse or neglect - 6 months	97%	95%	97%	98%	
Percent of children served who did not have a subsequent substantiated referral for abuse or neglect - one year	96%	95%	95%	97%	
Percent of children served who did not have a subsequent substantiated referral for abuse or neglect - two years	93%	93%	97%	94%	✓
Percent of clients reducing or abstaining from alcohol and/or drug use at three months post intake	78%	91%	76%	75%	✓
Percent of clients reducing or abstaining from alcohol and/or drug use at nine months post intake	78%	95%	78%	60%	✓

Program Discussion: HSA Family Strength met performance targets for three of its five Headline Measures. Over the last two years, HSA has performed a review of Children and Family Services operations due in part to the upcoming statewide implementation of the Child Welfare Services (CWS) Redesign. The Redesign is a state mandate to improve child safety, permanence and well being by working with families earlier and more intensively to stabilize risk factors that often lead to a need for higher levels of intervention. As part of this review, information was solicited from staff, foster parents, partner county agencies and community organizations. Improvements have been made as part of the effort toward Redesign, as well as in response to findings and recommendations by the 2002-03 Grand Jury, and the more recent Child Protective Services review by the Joint County/Court Committee. Staff have implemented a number of actions which focus on prevention and early intervention, resulting in changes to policies and procedures. Priorities have included a focus on recruitment and retention of foster families through the Family-to-Family initiative, and strengthening service coordination and integration with other County Departments and the Courts in the areas of out-of-home placement, and for families experiencing domestic violence and child abuse/neglect.

The percent of clients reducing or abstaining from alcohol and/or drug use at three months and nine months post intake met target, even given the influx of clients seen through Proposition 36 with more complex treatment issues and the limitations of available funding.

PUBLIC WORKS

AGENCY MEASURES Public Works	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Road service cost per capita in Unincorporated San Mateo County	\$56	\$45	\$47	\$49	✓
Utilities service cost per capita in Unincorporated San Mateo County	\$59	\$79	\$61	\$105	✓
Electricity consumption in County maintained detention facilities (kilowatt hours)	16,875	16,833	15,154	16,750	✓
Electricity consumption in County maintained facilities for office space (kilowatt hours)	10,344	12,302	13,038	12,250	
Energy (gas) consumption in County maintained Detention Facilities (therms per 1,000 square feet)	815	899	910	900	
Energy (gas) consumption in County maintained facilities for Office Space (therms per 1,000 square feet)	431	496	479	475	
Quality and Outcomes measures meeting performance targets	42%	68%	75% *	93% *	

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2003-04, in order to improve efficiency in calculating this measure for all County programs, only those measures meeting targets have been counted. This resulted in significant variances between the target and year-end actuals in some departments. This measure has been reviewed and targets were adjusted where appropriate during the FY 2004-06 budget development process.

Agency Summary

Public Works achieved targets for 75% of its Quality and Outcomes measures. While the 93% target for this measure has not been met the Agency continues to gain significant progress each year toward its goal. A review of Headline Measures for all Public Works programs and services indicates 70% have met current year targets. The Agency continues to improve and refine its data collection processes and methodologies, which has greatly reduced the total number of performance measures in data development. The two cost per capita measures for Road and Utility services represent overall performance progress for service delivery to unincorporated areas of the County. Both measures have met target. It should be noted that the Utilities Service measure is significantly influenced by the amount of money budgeted and spent in a fiscal year for the Colma Creek Flood Control project.

The conservation of natural resources continues to be a priority and a key contribution toward Shared Vision 2010 Goals. The Agency monitors four performance measures gauging progress in the consumption of natural resources such as electricity and gas. Kilowatt-hours for electricity and therms per thousand square feet are tracked in detention facilities and office space. The volatility of the energy market, the change in service for electricity from ABAG back to PG&E, rapidly increasing costs coupled with internal County controls in place to contain usage have presented challenges in the development of reliable data collection methodologies. The electricity consumption in County maintained detention facilities has gone down mostly due to the closure of the Sheriff's Honor Camp, which had one of the higher per-square-foot usage rates. Electricity usage for most facilities remained stable or increased slightly this year. The new air temperature policy is expected to help with air-conditioning costs. Training employees in the practice of energy conservation will continue to be a priority in the next year. The slightly higher usage in gas in detention facilities can be attributed to the very cold weather in January and February 2004. As an example, the Maguire facility increased usage by over 20% from January and February

2003. Gas consumption in offices is down from last year. This is mostly attributed to the installation of more efficient equipment and the gradual implementation of the new air temperature policy.

During FY 2003-04, the Agency accomplished the following:

- Expanded outreach activities through customer survey processes
- Increased focus on energy efficiency, Green Buildings and recycling of waste from construction
- Addressed the regulatory requirements impacting work in both Road Construction and Operations and Special Districts
- Improved cost effectiveness

Priorities over the next two years will include:

- Maintain customer satisfaction and overall performance in all programs
- Continue to conserve natural resources and maintain and improve the County's infrastructure

Customer Satisfaction Survey Results

Public Works Agency					
<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	79%	18%	2%	1%	964
2002-03	77%	18%	5%	0%	87
2001-02	83%	13%	2%	2%	302

A total of 964 surveys were received by the Agency for Airports, Engineering and Map Services, Road Service Requests, and Sewer Maintenance, Building Services, Construction Services, Facilities (Non-Hospital), Vehicle and Equipment Services, Administrative Services, Waste Management, and Engineering Projects with 97% of respondents rating overall satisfaction as good or excellent. The dramatic increase in the number of responses is due to the inclusion of all surveys distributed to all customers served by the Public Works Agency. Prior year data includes surveys distributed only to the general public. Public Works staff serve other County departments and Programs within the Agency in addition to serving general public customers.

Airports					
<i>Overall Satisfaction</i>					
Fiscal Year	Excellent	Good	Fair	Poor	# of Responses
2003-04	67%	31%	0%	2%	38
2002-03	69%	24%	7%	0%	29
2001-02	88%	12%	0%	0%	17

Airports received a total of 38 surveys with 98% of the respondents rating overall satisfaction as good or excellent. This represents an increase of 5 percentage points from the prior year's 93% rating, and response rates are up with the number of survey responses increasing by 9. Customers with airport accounts as well as transient users are surveyed. Surveys are mailed out with tenant billings and are made available to customers on site. Suggestions are investigated and researched with staff. The most common suggestion was for the County to build more hangars. The Airports Section plans to move forward with a study on financing hangar construction at the San Carlos Airport following the Board of Supervisor's adoption of the finalized Airport Master Plan scheduled for fiscal year 2004-05. The next most often repeated request was for the installation of Automatic Weather Observation Systems (AWOS) at both San Carlos and Half Moon Bay Airports. Airport staff have applied for and received airport improvement grants from the Federal Aviation Administration (FAA) for the installation of AWOS at both airports. Customer feedback included positive comments about Airports employees.

Engineering and Map Services

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	94%	6%	0%	0%	19
2002-03	83%	17%	0%	0%	6
2001-02	100%	0%	0%	0%	1

Engineering and Map Services received a total of 19 surveys, with 100% of the respondents rating overall satisfaction as good or excellent. This rating is the same as the prior year with a shift of 11% percentage points from "good" to "excellent". The Program continues to work towards increasing the number of responses. The number of responses increased significantly during this fiscal year. Surveys were made available to customers in the Engineering Services lobby areas. Customer feedback included positive comments about Engineering Services employees.

Roads – Service Requests

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	74%	23%	3%	0%	61
2002-03	75%	14%	11%	0%	29
2001-02	75%	16%	4%	5%	138

Roads received a total of 61 survey responses related to Service Requests with 97% of the respondents rating overall satisfaction as good or excellent. This represents an increase from the prior year 89% rating. The number of surveys received increased by 32. Surveys are mailed to residents who request service and are handed out by workers in the field. Comments included concerns about response time. To address these concerns staff have been instructed to provide customers with anticipated completion timeframes along with explanations of unanticipated delays. Several customers complimented staff about courteous service and the high quality of work.

Utilities – Sewer Maintenance

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	100%	0%	0%	0%	37
2002-03	87%	13%	0%	0%	23
2001-02	90%	10%	0%	0%	133

The Utilities Section received a total of 37 surveys for Sewer Service, with 100% of the respondents rating overall satisfaction as good or excellent. This rating is similar to the prior year. There was a shift of 13 percentage points from good to excellent responses. The number of surveys received increased by 14. Surveys are mailed to residents who request service and are handed out by workers in the field. Action was taken last year to improve communications with customers by developing a doorknob-hanging form to inform residents prior to scheduled work being done and drafting an informal brochure explaining services provided and contact information. Letters of explanation will be sent to all service area residents as a follow up to the Board of Supervisor's adoption of a new policy on responsibility for lateral lines. Customer feedback included positive comments about the courtesy, efficiency and professionalism of the sewer maintenance crew.

Administrative Services

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	68%	27%	4%	1%	50
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

Administrative Services received a total of 50 surveys related to Agency supportive services for business systems, financial management, contracts, personnel, payroll, safety and training, with 95% of the respondents rating overall satisfaction as good or excellent. This survey is distributed to Agency staff. The survey includes questions about a wide range of supportive services from financial management to business systems support. Customer feedback included positive comments about the high quality of work as well as efficient and courteous service. Program priorities and performance improvement plans are established using survey comments as a guide.

Building Services

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	79%	18%	3%	0%	211
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

Building Services received a total of 211 surveys related to supportive services provided to other County Departments, with 97% of the respondents rating overall satisfaction as good or excellent. Surveys are distributed to occupants of County buildings. Staff handed out about 600 surveys this year in the form of a postcard. Suggestions for improvement are followed up and responded to on an individual basis. Customer feedback included positive comments about friendly, efficient and professional service. Program priorities and performance improvement plans are established using survey comments as a guide.

Construction Services

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	75%	24%	1%	0%	139
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

Construction Services received a total of 139 surveys related to supportive services provided to other County Departments, with 99% of the respondents rating overall satisfaction as good or excellent. Customers of all non-maintenance jobs and projects are surveyed. This includes other County departments and customers within Public Works. Surveys are mailed with copies of completed work orders in a post card format. Suggestions for improvement are followed up and responded to on an individual basis. Customer feedback included positive comments about the quality of work and professional service. Program priorities and performance improvement plans are established using survey comments as a guide.

Engineering Project – Redwood City Area

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	70%	21%	4%	5%	43
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

A total of 43 surveys were received for engineering services provided for the construction of valley gutters on Santa Clara Avenue and west Selby Lane in the Redwood City area, with 91% of the respondents rating overall satisfaction as good or excellent. Most comments related to improving communication and adequately informing residents of work that may impact access to their residence.

Engineering Project – West Menlo Park Area

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	72%	21%	5%	2%	22
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

A total of 22 surveys were received for engineering services provided for the reconstruction of Cedar and Ashton Avenues in the West Menlo Park area, with 93% of the respondents rating overall satisfaction as good or excellent. Most comments related to improving communication and adequately informing residents of work that may impact access to their residence.

Facilities – Non Health and Hospital

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	91%	7%	2%	0%	108
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

Facilities Services for non Health and Hospital sites received a total of 108 surveys related to maintenance and operations services, with 98% of the respondents rating overall satisfaction as good or excellent. Surveys are mailed to maintenance coordinators after service is provided. The number of postcard surveys distributed varies. Surveys are also e-mailed to maintenance coordinators twice a year with 120 surveys going out each time. Suggestions for improvement are given to supervisors who take appropriate action. Customer feedback included positive comments about the quality of work and the efficient and professional service. Program priorities and performance improvement plans are established using survey comments as a guide.

Vehicle and Equipment Services

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	92%	6%	2%	0%	188
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

Vehicle and Equipment Services received a total of 188 surveys related to supportive services provided to other County Departments, with 98% of the respondents rating overall satisfaction as good or excellent. Post card format surveys are placed in all Motor Pool and assigned vehicles and in all trucks and rolling equipment at the Grant Yard shop and service trucks after repairs and routine servicing. Surveys and drop boxes are also available at both Motor Pools. Responses are reviewed with staff and staff follow up on suggestions for improvement. Customer feedback included positive comments about the quality of work and courteous and professional service. Program priorities and performance improvement plans are established using survey comments as a guide.

Waste Management

Fiscal Year	Overall Satisfaction				# of Responses
	Excellent	Good	Fair	Poor	
2003-04	46%	52%	2%	0%	48
2002-03	N/A	N/A	N/A	N/A	N/A
2001-02	N/A	N/A	N/A	N/A	N/A

Waste Management Services received a total of 48 surveys related to Recycling information, with 98% of the respondents rating overall satisfaction as good or excellent. Surveys are mailed annually to RecycleWorks customers. During the fourth quarter of each year callers are asked if they are willing to complete a survey. Surveys are mailed to the first 100 addresses collected. Suggestions for improvement are shared with staff. Program priorities and performance improvement plans are established using survey comments as a guide.

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Administrative Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of hours network is available during business hours	98%	97%	100%	98%	✓
Percent of reimbursable work authorizations fully reimbursed	96%	97%	100%	97%	✓

Program Discussion: Public Works Administrative Services met current year performance targets for both Headline Measures. The Headline Measures represent key administrative support functions in this unit. The percent of hours the network is available remains high. There was a small drop in FY 2003 due to communication device upgrades but there have been no system failures so far this year. The Program expects to maintain this favorable trend in performance by performing all server maintenance during off hours.

Work authorizations are set up as a billing method for work to be done for 1) services between sections and divisions within Public Works, 2) work that is done for other County departments, and 3) work that is done for outside agencies. The second Headline Measure monitors the number of work authorizations in a pending status vs. the number of work authorizations for which reimbursement has been collected in a given timeframe. The unit has successfully recovered costs in a timely manner and expects to maintain this favorable trend by completing work authorizations before the work is done, entering accurate billing information into the document, completing requested service in a timely manner and processing paperwork efficiently.

During FY 2003-04, Administrative Services focused on employee training, administered the Agency restructure, managed and supported the implementation of the Computerized Maintenance Management System (CMMS) for Sewers, Facilities Maintenance and Operations and Road Maintenance/Construction Services and participated in the implementation of various Countywide pilot programs, initiatives and committees. Over the next two years priorities will include achieving an overall customer satisfaction rating of 96% or better, maintaining a network availability rate of 98% or better, and achieving a 96% response rate to information technology service requests responded to within twenty-four hours.

PROGRAM HEADLINE MEASURES <u>Engineering Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of road projects advertised	47%	29%	25%	30%	
Percent of road projects awarded	39%	35%	25%	30%	
Percent of road projects completed	35%	45%	32%	30%	✓
Percent of customer survey respondents rating services good or excellent	95%	100%	100%	92%	✓

Program Discussion: Public Works Engineering Services met current year performance targets for two of the four Headline Measures. The percent of road projects advertised and awarded continues with an unfavorable trend mostly due to the decline in funding, environmental issues or cancellations due to homeowner survey results. Several active and funded

projects have been cancelled or deferred to meet budget reduction targets. The percent of road projects completed depends on the number of projects assigned, funding available and the number of projects cancelled.

Engineering Services provides counter service to customers seeking information related to maps and survey records. The number of surveys returned this year increased and the overall satisfaction level with customer service remains high. Satisfaction ratings vary depending on the nature of projects and any controversy involved.

During FY 2003-04, Engineering Services designed and inspected the construction of road projects throughout unincorporated areas including road construction projects based on the Board's adopted road standard, improved bid prices and reduced administrative time by bundling similar treatment-type projects, managed and completed the County Geographical Information System (GIS) map and integrated the Pavement Management System and GIS. Over the next two years priorities will include maintaining an overall satisfaction rate of 80% or better and maintaining a project completion rate of 50% or better.

PROGRAM HEADLINE MEASURES <u>Road Construction</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of road miles, by type, with Pavement Condition Index (PCI) greater than established baseline - Primary Roads (55 and above)	74%	70%	73%	70%	✓
Percent of road miles, by type, with Pavement Condition Index (PCI) greater than established baseline - Secondary Roads (40 and above)	79%	79%	74%	80%	
Percent of cross culverts in fair or better condition	85%	80%	91%	82%	✓

Program Discussion: Public Works Road Construction met performance targets for two of three Headline Measures. The Pavement Condition Index (PCI) is a numerical value ranging from 0 to 100, with 100 being the best or highest rating of the condition of a road. The PCI is calculated by measuring distresses (cracking, distortions, patches, depressions, and weathering) found within inspection units for the road. Primary Roads are defined as County maintained roads that are major thoroughfares and streets or the only road servicing a particular area. Secondary roads are defined as all other roads. A PCI rating above 55 represents streets that are in "good" or better condition and rating above 40 represents streets that are in "fair" or better condition as defined by the Metropolitan Transportation Commission. PCI values are directly related to the amount budgeted to maintain roads. Each year the amount of money budgeted to maintain roads declines. Given this trend the future PCI levels are expected to decline. For this reporting period, 73% of Primary roads had a PCI rating above 55 and 74% of secondary roads had a rating above 40.

A culvert is a closed, subsurface conveyance (such as a pipe or box) designed to carry runoff or stream flow under a road, trail or other structure. Ratings are as follows: 1) Excellent – no work needed; 2) Good – maintenance needed, light work or recheck; 3) Fair – some repairs may be needed in the future; and 4) Poor – immediate repairs are necessary. The target was met and there is a favorable trend in the percent of cross culverts in fair or better condition as repairs and improvements are made.

During FY 2003-04, Road Construction and Operations completed an equipment operators training program and initiated a new back injury prevention training program. Over the next two years priorities will include maintaining the number and percent of primary road miles with Pavement Condition Index greater than the established baseline and increasing the productive hours in the Road Construction and Operations Program by 5%.

PROGRAM HEADLINE MEASURES <u>Road Maintenance</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of hours spent on unscheduled work: Asphalt, Concrete and Pavement	15%	8%	7%	7%	✓
Percent of hours spent on unscheduled work: Traffic Control (signs and legends)	4%	9%	2%	7%	✓
Percent of hours spent on unscheduled work: Drainage Facilities	2%	2%	3%	2%	
Percent of hours spent on unscheduled work: Vegetation Management	3%	3%	4%	4%	✓
Percent of customer survey respondents rating services good or excellent: Service Requests	92%	89%	96%	90%	✓
Percent of customer survey respondents rating services good or excellent: Street Sweeping	86%	24%	---	75%	Reported Annually

Program Discussion: Public Works Road Maintenance met current year performance targets for four of five Headline Measures with available data. The percent of hours spent on unscheduled work for asphalt, concrete and pavement and traffic control met target. A field inventory was recently completed. Signs that had been damaged, vandalized or had lost reflectivity were reported and scheduled for repair thus reducing the number of unscheduled repairs. Performance remains slightly above target but constant for unscheduled work in vegetation management.

Customer surveys are mailed to residents who have requested service and are also distributed by crews in the field. The current year number of survey responses for service requests is 61 compared to 37 in the prior year. The percent of customer survey respondents rating services good or excellent is 96%, which is an increase from FY 2003. As a result of ongoing staffing shortages the Program has modified customer response and communication procedures in an effort to maintain a high level of customer satisfaction.

Customer surveys for street sweeping are distributed to different unincorporated areas within the County each year based on a multi-year survey plan. The number of survey recipients/residents within an area can vary greatly from one section to another. The number of completed survey responses will vary accordingly. The street sweeping survey was delayed this year due to staffing issues. A survey process will be completed in FY 2004-05. The low satisfaction rate last year was primarily due to parking and litter problems in the surveyed area (North Fair Oaks). Improved customer satisfaction for North Fair Oaks is anticipated as a result of plans for posting sweeping days and citing violators; enforcing the abandoned vehicle ordinance; installing bilingual signs where needed; and participating in a new educational program (Stormwater Pollution Prevention Program) to help address litter problems. A higher satisfaction rating for street sweeping customers is anticipated next year due to the areas to be surveyed as well as increased efforts to maintain regular sweeping schedules.

During FY 2003-04, Road Construction and Operations acquired a new piece of equipment (the Zipper), evaluated the application of an asphaltic emulsion and sand, achieved success in the use of non-toxic clove oil for suppressing weed growth, completed landscaping replacement using native plants and more efficient irrigation systems, completed an equipment operators training program and initiated a new back injury prevention training program. Over the next two years priorities will include maintaining 92% to 97% of hours spent on scheduled maintenance.

PROGRAM HEADLINE MEASURES <u>Facilities Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent below Building Owner's Management Association (BOMA) average operating cost per square feet - Non-Health/Hospital Facilities	5.8%	22.8%	36.2%	5.5%	✓
Percent below Building Owner's Management Association (BOMA) average operating cost per square feet – Health/Hospital Facilities	N/A	N/A	N/A	N/A	Data Development
Percent of total maintenance hours spent on preventive maintenance (does not include Health and Hospital)	---	---	12%	20%	

Program Discussion: Public Works Facilities Services met current year performance targets for one of two Headline Measures with available data. The first two Headline Measures include a review of Building Owner's Management Association (BOMA) data. BOMA is an international organization whose members are involved in commercial real estate. This section receives annual reports and publications which are used to obtain benchmarking data such as the average operating cost per square foot for various types of facilities in both the private and public sectors. Analysts in the Facilities section compare County data with data for similar agencies within the local geographical area. Operating costs continue to be below that of other like jurisdictions with a particularly significant difference in the last two years. Reduced funding levels have impacted services provided. The cost of materials, particularly lumber, copper and steel, has been rising over the last eighteen months. That trend is expected to continue. This combined with the reduction in staffing levels will result in a decline in the condition of facilities with more frequent equipment failures and breakdowns. The transfer of the Health and Hospital maintenance function has presented some challenges in data gathering and analysis. The Facilities Services Section will be working on data collection methodologies and gathering baseline data for next year.

During FY 2003-04, Facilities Maintenance and Operations implemented the Computerized Maintenance Management System (CMMS), published standards for temperature control in County buildings, partnered with Pacific Gas and Electric (PG&E) to explore further energy savings, completed the Building Standards document, provided recycling guidelines and training, supported the opening and maintenance of the Burlingame Long Term Care facility, made progress with the Americans with Disabilities Act (ADA) transition plan, improved security in the North Courts, developed and distributed customer satisfaction surveys and a service level agreement and reinstated and provided training for the Maintenance Coordinator program. Over the next two years priorities include improving the percent of total maintenance hours spent on preventive maintenance by 2%, maintaining facility costs per square foot at 5% below BOMA average and maintaining an overall customer satisfaction rating of 90% or better.

PROGRAM HEADLINE MEASURES <u>Construction Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of work requests completed on time and within budget	94%	97%	93%	96%	
Percent of capital projects completed on time and within budget	58%	77%	56%	82%	
Percent of customer survey respondents rating services good or excellent	97%	98%	99%	97%	✓

Program Discussion: Public Works Construction Services met current year performance targets in one of three Headline Measures. The number of work requests received is on a downward trend. The total number of work requests for this reporting period was 608, which is less than last year and the year before. Budget reductions have impacted this unit as other County departments have postponed several smaller projects to meet their own budget reduction targets. The percent of work requests completed on time and within budget did not meet target. The data collection process is being refined and the methodology is being reevaluated to include only fixed cost jobs which should more accurately reflect projects completed within an estimated budget.

The number of customer survey respondents decreased from 159 to 139. The downward trend for the last two years can be attributed in part to satisfied repeat customers who have already provided complimentary feedback and suggestions. Despite the decline in the number of survey responses, the level of satisfaction remains very high. The unit will maintain this favorable trend by continuing to be responsive to customers and delivering cost effective services.

During FY 2003-04, Construction Services scheduled 608 requests for services and 25 capital improvement projects, completed Americans with Disabilities Act (ADA) upgrades, participated in the opening of the Burlingame Long term Care facility, implemented Project Superintendent pay, developed a field note process, completed the initial phase of the Electrical Apparatus Maintenance Program (EAMP), converted to a direct connect phone system to better communicate with staff. Over the next two years priorities will include achieving a 98% rate of fixed cost jobs completed within budget and maintaining an overall customer satisfaction rating of 98% or better.

PROGRAM HEADLINE MEASURES <u>Vehicle and Equipment Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Ratio of Preventive Maintenance and Scheduled Repair Costs to Unscheduled Repair Costs (Scheduled data)	\$14 : \$1	\$16 : \$1	\$17 : \$1	\$14 : \$1	✓
Vehicle availability rate - percent of time assigned vehicles are available	96%	96%	96%	96%	✓
Vehicle availability rate – percent of time pool vehicles are available	98%	98%	99%	99%	✓

Program Discussion: Public Works Vehicle and Equipment Services met current year performance targets in all Headline Measures. The preventive maintenance ratios in this unit are improving partly because of the integration of data from the automated fueling system (Gasboy) along with system and process improvements made as a result of better cost accounting information. Customer satisfaction with the vehicle availability rate remains high. Loaner vehicles are made available when work needs to be done on assigned vehicles. The Program plans to maintain this favorable trend by delivering responsive service and providing training for staff as technology changes.

During FY 2003-04, Vehicle and Equipment Services implemented several business process recommendations, completed the first phase of the preventive maintenance report modification, installed an automated entry gate at the Belmont Motor pool facility, continued to purchase alternative fuel vehicles and equipment and sponsored classes taught by employees in the areas of welding, vehicle emissions, anti-lock braking systems and hybrid vehicle maintenance. Over the next two years priorities will include maintaining the cost per mile below \$0.29 per gallon, increasing the average miles per gallon by 3% and maintaining an overall satisfaction rating of 99% or better.

PROGRAM HEADLINE MEASURES <u>Waste Management</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent change in AB939 solid waste diversion rate for Unincorporated San Mateo County	10%	12%	-2%	6%	
Percent increase in public awareness in San Mateo County waste prevention, recycling, and resource conservation issues	N/A	N/A	N/A	5%	Data Development

Program Discussion: Public Works Waste Management did not meet the current year performance target for solid waste diversion. The Waste Management section receives a figure from the California Waste Management Board which quantifies waste being disposed or dumped and waste being diverted through recycling, composting or re-use. The measure shows the difference from year to year of diverted waste. In this case, the diversion rate changed from 48% to 47% with the difference being a 2% decrease (the 1% difference between 48% and 47% is divided by 48% resulting in -2.0%). The negative figure is due to the significant decrease in two of the adjustment factors used to calculate the rate (taxable sales and employment). The actual tonnage disposed in landfills this year decreased from last year. This measure is an indicator of the effectiveness of current programs and activities in improving the waste diversion percentage of unincorporated San Mateo County in the pursuit of achieving and maintaining compliance with the California Waste Management Act (AB939) which mandates 50% diversion. The other Headline Measure is currently in data development; the methodology will rely on the number of correct responses received through bi-annual random telephone surveys. Data results are anticipated in FY 2004-05.

During FY 2003-04, Waste Management and Environmental Services expanded usefulness of RecycleWorks through continuous improvements and updates. The Program continued public education campaigns, community events and workshops, compost training, and school presentations and field trips. Over the next two years priorities will include increasing the percent change in the AB939 Solid Waste Diversion Rate for Unincorporated San Mateo County by 6% and maintaining a 15% level of public awareness of RecycleWorks as the Countywide resource for conservation issues.

PROGRAM HEADLINE MEASURES <u>Transportation Services</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of new developments identified in the Congestion Management Program (CMP) implementing transportation demand services	N/A	N/A	N/A	95%	Data Development
Percent participation of County Employees in Commute Alternatives Program in SMCO to other Large Employers (other large company)	25%	25%	24%	25%	Benchmark
Percent participation of County employees in Commute Alternatives Program in SMCO to other large employers (SMCO data)	28%	28%	20%	25%	

Program Discussion: Public Works Transportation Services did not meet current year performance targets for one of three Headline Measures with data. The first measure is being transferred to the County's Planning Division by the City/County Association of Governments (C/CAG). All San Mateo County jurisdictions (cities and the County) are required to notify

C/CAG when they are considering approval of a new or modified development where the number of new trips being generated is 100 or more during the commute period. The form of notification is generally an Environmental Impact Report or some other type of environmental clearance document. That document should indicate what Transportation Demand Measures, if any, are being required for the project as a condition of approval. The Congestion Management and Transportation Planning Unit plans and coordinates improvements to local transportation programs to provide for differing transportation needs of county residents and non-residents alike through the improvement of existing transportation systems and the promotion and expansion of multi-modal transportation alternatives. Only two of the development proposals in the plan have not complied with the Transportation Demand Management requirements. C/CAG continues to work with these projects to assist them in coming into compliance.

The number of County employees participating in the Commute Alternatives Program during this report period is 930: vanpool 42; transit tickets 686; Carpool 175; and bike/walk 27. Overall participation levels remain flat. The total number of participants is down slightly from last year's total of 937. The poor economy has resulted in less traffic congestion making driving to work a more attractive option. The number of participants in the carpool program increased from 155 last year to 175 this year. Vanpool participation has increased from 37 to 42 this year. The number of transit tickets is down from 711 last year to 686 this year. There has been a decrease in the number of people walking and biking to work from 34 to 27. Secure bike lockers were installed this year at various County facilities. There was an increase in biking to work in the first two quarters of the year but a decrease in the last two quarters, which may be due to inclement weather.

During FY 2003-04, Transportation Services increased the County subsidy for transit tickets from \$65 to \$75, provided one-stop shopping for transit tickets, implemented a new Van Pool program and assisted all San Mateo County jurisdictions in qualifying for and securing needed transportation funding for local projects. Over the next two years priorities will include maintaining a difference no greater than 3.5% between County employees in Commute Alternatives Programs compared to employees in other large companies and achieving an overall satisfaction rate of 85% or better for C/CAG assistance in delivery of projects to local jurisdictions.

PROGRAM HEADLINE MEASURES <u>Flood Control and Utilities</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent of streetlights repaired within ten working days	95%	78%	96%	90%	✓
Percent of Colma Creek flood control program under construction or completed	90%	95%	N/A	98%	Data Development

Program Discussion: Public Works Flood Control and Utilities met current year performance targets for one of two Headline Measures. The percent of street light repairs completed within ten days reached 96% bringing performance back on track from last year. The favorable trend was interrupted last year due to weather conditions and a staff electrician out on an extended sick leave. Service levels reverted back to normal once weather conditions improved and the section was fully staffed.

The Colma Creek Zone is financed through a combination of local taxes, certificates of participation, state and federal revenue and is building the Colma Creek Flood Control Project. The project is under construction and the majority of work will be completed in FY 2004-05. The project will provide areas in Daly City, Colma, and South San Francisco with protection for the 50-year flood event (a flood which has a two percent chance of being equaled or exceeded in a given year). Data is being developed for year end FY 2003-04.

During FY 2003-04, Flood Control and Utilities continued work on the Colma Creek Flood Control projects, implemented the Sewer Construction Improvement Plan, improved infrastructure management and implemented natural resource standards.

Over the next two years priorities will include increasing the amount of time spent on scheduled sewer work by 5%, maintaining the number of regulatory violations at zero and achieving an 85% rate of scheduled work for Flood Control.

PROGRAM HEADLINE MEASURES <u>Airports</u>	2002 Actuals	2003 Actuals	2004 Actuals	2004 Target	Target Met
Percent change in total number of hangar and tiedown accounts at San Carlos and Half Moon Bay airports	2.2%	- 6.0%	- 1.0%	- 2.0%	✓
Percent of Aircraft observed operating in compliance with airport noise abatement procedures to total number of aircraft observed	99%	99%	99%	99%	✓

Program Discussion: Public Works Airports met current year performance targets for both Headline Measures. The yearly average percent change in total hangar and tiedown accounts declined by 1.0% from 419 to 415. While demand for aircraft hangars remains very high, the number of tenants canceling outside tiedown spaces continues to increase primarily due to the slow economy. The airports continue to maintain high compliance with noise abatement procedures.

During FY 2003-04, Airports completed the San Carlos Master Plan and associated environmental documents, purchased new equipment to enhance responsiveness and track noise complaints from the community, and completed a renovation and Americans with Disabilities upgrade of restrooms in the Mary Griffin-Ramseur terminal building. Over the next two years priorities will include maintaining a 99% noise abatement compliance rate, achieving an overall customer satisfaction rating of 85% or better and achieving no change in the occupancy rate.