



COUNTY OF SAN MATEO

County Manager's Office

PREPARATION DATE: March 26, 2004

BOARD MEETING DATE: April 6, 2004

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

RECOMMENDATION

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

Background and Discussion

County implementation of the Outcome-Based Management (OBM) system began in December 1999 during the Shared Vision 2010 community process. Since that time, all County departments are required to submit Program Plans and Program Budgets that contribute to the commitments and goals identified by residents of the county. Combined with strategic planning and performance measurement efforts already in existence in many County departments, OBM provides managers and staff with a system of planning, priority-setting, performance measurement and resource allocation so they can effectively operate their programs and make decisions toward improved outcomes for their clients and customers.

Reporting on Headline Measures

There are over 1,200 performance measures published in the County budget. These are monitored by County program staff, and have been developed and organized as follows to provide a balanced perspective on program performance:

- What/How Much We Do (Workload)
- How Well We Do It (Quality)
- Is Anyone Better Off? (Outcomes)

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) and Outcomes (is anyone better off), and serve to provide the reader with a quick assessment of program performance. Two years of historical data and year-end estimates are provided for each Headline Measure, along with a ✓ indicating whether current year performance targets will be met. A brief discussion is also included on trends and factors affecting performance.

Training and Performance Data Reliability

Training managers on using OBM to effectively manage their programs, and increasing the reliability and use of performance data are key priorities in the current year. The first of three training sessions, OBM Basics, was conducted in December 2003, and Performance Measurement and Using Performance Information will be offered in April and June, respectively. In addition, the second Outcome-Based Management session through the County's Management Development/Mentoring Program was done recently in February.

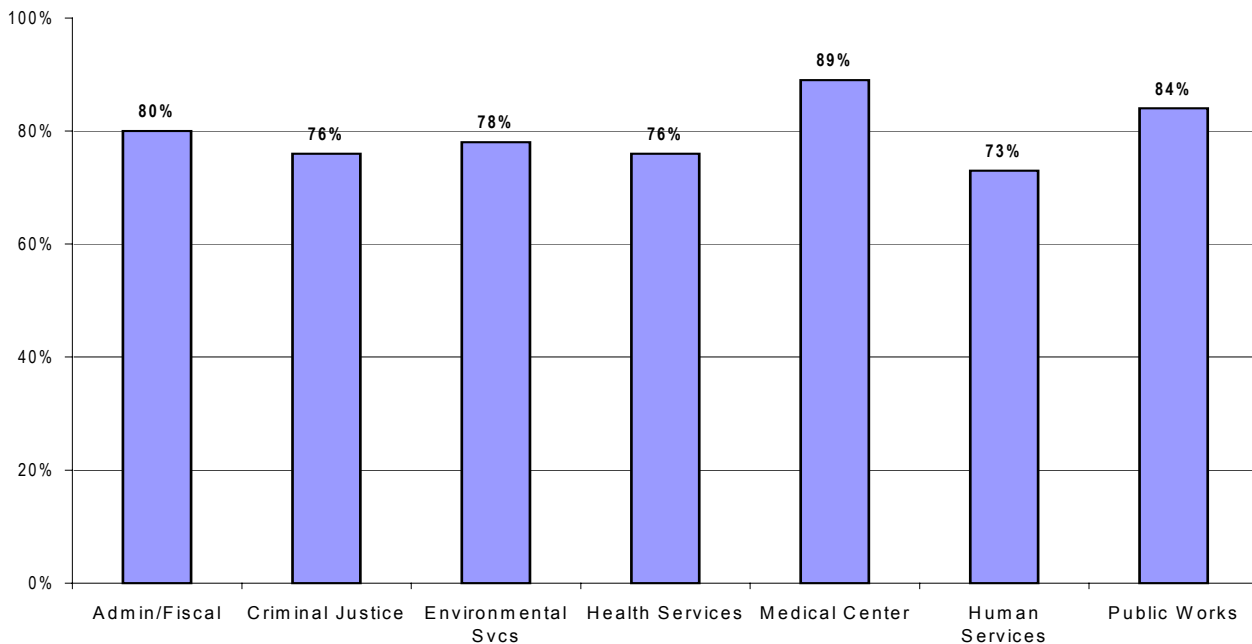
Documentation for the methodology used to collect data for Headline Measures was required in the Countywide Performance Measures database beginning with data submitted for this mid-year report. Documenting data collection practices increases the consistency and accuracy of reported data, provides continuity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

Priorities for the upcoming fiscal year will include working with departments on a process for reviewing performance data reliability, increasing benchmarking efforts, improving customer survey reporting, and continuing to train new and existing managers.

County Summary – Quality and Outcomes Measures Meeting Performance Targets

County programs are estimated to end FY 2003-04 with 78% of Quality and Outcomes measures meeting performance targets. While this represents a four-percentage point improvement over last year, it is important to note that budget reductions have affected the overall performance of County programs. Performance targets are adjusted during budget development to realistically reflect the impact of program reductions. 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.

Estimated FY 2003-04 Quality and Outcomes Measures Meeting Current Year Targets



Vision Alignment and Fiscal Impact

This Performance Report provides information on the progress at mid-year 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 MID-YEAR PERFORMANCE REPORT COUNTY PROGRAMS

John L. Maltbie, County Manager
County Manager's Office
Budget and Analysis Unit
April 6, 2004

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COUNTY SUMMARY

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Training and Performance Data Reliability

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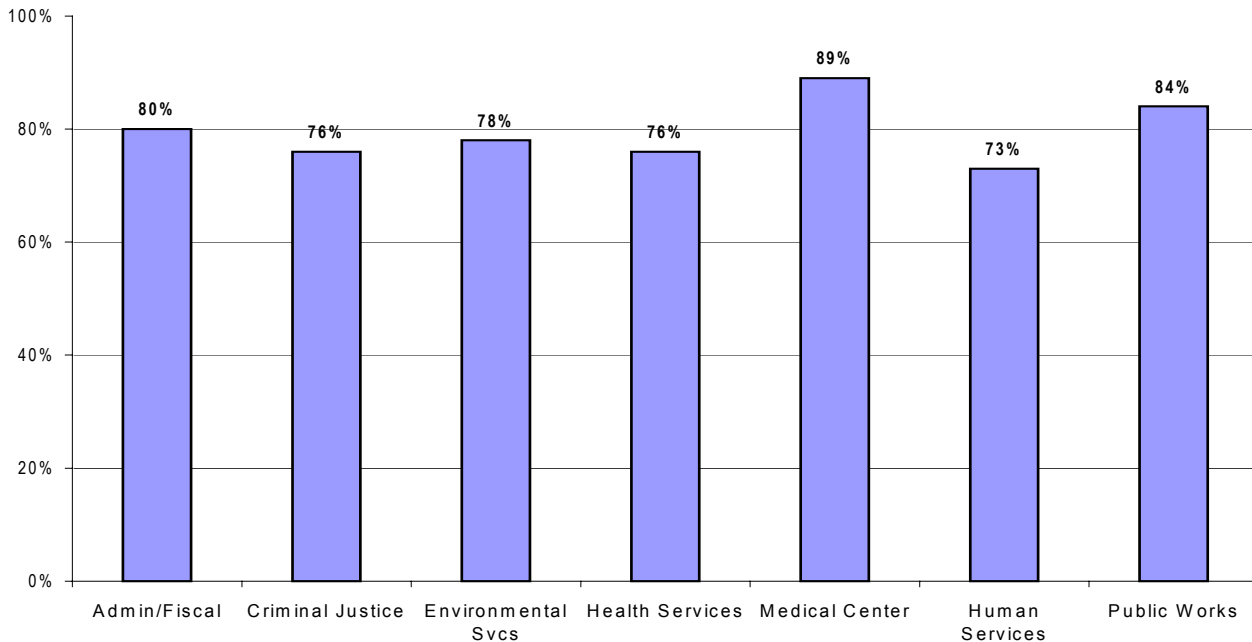
Priorities for the upcoming fiscal year will include working with departments on a process for reviewing performance data reliability, increasing benchmarking efforts, improving customer survey reporting, and continuing to train new and existing managers.

County Summary – Quality and Outcomes Measures Meeting Performance Targets

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reductions have affected the overall performance of County programs. Performance targets are adjusted during budget development to realistically reflect the impact of program reductions. 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.

Estimated FY 2003-04 Quality and Outcomes Measures
Meeting Current Year Targets



Vision Alignment

This Performance Report provides information on the progress at mid-year 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.

ADMINISTRATION AND FISCAL
ASSESSOR-COUNTY CLERK-RECORDER (ACR)

DEPARTMENT MEASURES Assessor-Clerk-Recorder	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Cost per capita	\$24	\$25	\$27	\$26	No
Number of Eligible Voters (in thousands)	474	464	465	463	✓
Number of Eligible Voters <u>Registered</u> (in thousands)	334	334	342	338	✓
Quality and Outcomes measures meeting performance targets	72%	85%	88%	93%	No

Department Summary

The Assessor-County Clerk-Recorder anticipates that 88% of its Quality and Outcomes measures will meet or exceed current year performance targets. The cost per capita will be about \$27 at year-end, slightly exceeding the current year 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%.

The Assessor-County Clerk-Recorder will accomplish the following in the current year:

- Provide marriage licenses and other forms online
- Expand eRecording activities
- Improve time lag between residential sales and assessment noticing
- Implement Peninsula Democracy Corps to assist in the recruitment and training of election day poll workers
- Collaborate with League of Women Voters and other organizations to expand voter registration

Over the next two years, priorities will include:

- Improving timelines of Assessment Roll
- Enhancing technology, including voting system, imaging project and eGovernment initiatives
- Improving internal and external communication
- 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 Estimate	2004 Target	Target Will Be Met
Administration and Support costs as percentage of total departmental budget	N/A	5.5%	6.2%	6.2%	✓
Percent of information technology service requests resolved within 24 hours	99%	98%	100%	100%	✓

Program Discussion: Assessor-Clerk-Recorder Administration and Support is expected to meet current year performance targets for both Headline Measures. Costs of the Program will represent about 6% of the Department's total costs by fiscal year-end. This amount has remained relatively stable during the last few years. Of the information technology departmental requests received in the current year, 100% are anticipated to be resolved within 24 hours, representing a two-percentage point increase from the prior year. The Program has provided staff training sessions in the areas of technology, financial reporting and community outreach initiatives. In addition, it has worked with other program staff to implement eGovernment initiatives and technology upgrades. 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 Estimate	2004 Target	Target Will Be Met
Percent of supplemental assessments noticed within 120 days of event	42%	67%	68%	60%	✓
Median days from residential sale to notice of supplemental assessment	76	45	40	45	✓

Program Discussion: Appraisal Services is expected to meet current year performance targets for both Headline Measures. The amount of time to process supplemental property assessments continues to improve. Appraisal Services projects that it will be able to issue 68% of supplemental assessment notices within 120 days of recording, which exceeds the target of 60%. The goal of sending supplemental notices to property owners within 45 days of residential sale will be achieved within 40 days. Program accomplishments include implementing Automated Valuation Models that contribute to the accuracy of calculating property values, working closely with outside agencies and property owners, streamlining internal work processes, and offering staff training. Over the next two years, priorities will include additional process improvements and improved coordination with Recorder staff.

PROGRAM HEADLINE MEASURES <u>ACR County Clerk-Recorder</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of documents electronically recorded	1%	1%	2%	2%	✓
Percent of survey respondents rating services good or excellent	88%	95%	92%	91%	✓

Program Discussion: County Clerk-Recorder is expected to meet current year performance targets for both Headline Measures. 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 92% of customer survey respondents rate services 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 and providing an automated caller distribution system. Over the next two years, priorities will include continued staff development, improved customer service and enhanced technology, including expanding e-Government initiatives and eRecording.

PROGRAM HEADLINE MEASURES <u>ACR Elections</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of eligible voters registered to vote – North Fair Oaks	55%	55%	57%	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%	No
Percent of registered voters who voted in last election – San Mateo County	37%	54%	24%*	58%	No

* Voter turnout for November 2003 election only

Program Discussion: Elections is expected to meet current year performance targets for two of its four Headline Measures. 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 57% of eligible voters are registered to vote, which is an improvement from the prior year but still lower than the countywide rate. 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. 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 Estimate	2004 Target	Target Will Be Met
Cost per invoice processed	\$4.57	\$1.70	\$1.28	\$1.28	✓
Cost per capita	\$5.05	\$7.31	\$7.70	\$8.07	✓
Quality and Outcomes measures meeting performance targets	82%	91%	69% *	91% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Department Summary

The Controller's Office anticipates that 69% of its Quality and Outcomes measures will meet or exceed current year performance targets. The cost per invoice was reduced since departments are now responsible for processing invoices \$500 or less. The cost per capita is anticipated to come in lower than target since not all Property Administration Grant Program appropriations will be utilized this fiscal year.

The Controller's Office will accomplish the following in the current year:

- Begin Phase I of the Automated Time Keeping and Scheduling Project (ATKS)
- Prepare and publish the Popular Annual Financial Report (PAFR) "Financial Highlights"
- Generate additional revenue of \$25 million for the General Fund through its audit recommendations
- Begin work on upgrading the County's payroll system
- Increase direct deposit participation
- Begin testing IFAS 7i software upgrade
- Publish 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
- Improving communication with customers, including providing accurate, timely and helpful reports
- Decreasing costs and increasing efficiencies
- Enhancing resources by working with departments to identify operational efficiencies
- Continuing to increase use of direct deposit by employees

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Controller Administration</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of performance measures met	63%	70%	70%	83%	No
Percent of customer survey respondents rating Controller Services as good or excellent	96%	95%	92%	90%	✓

Program Discussion: Controller Administration is expected to meet current year performance targets for one of its two Headline Measures. It is anticipated that 70% of all performance measures will meet target by year-end, 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 fewer general accounting electronic transactions. An overall customer satisfaction rating of 92% is expected. Program staff has been working to test the IFAS 7i software upgrade, publish the Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) and conduct operational audits in an effort to realize revenue 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 Estimate	2004 Target	Target Will Be 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%	100%	98%	✓

Program Discussion: Controller Information Systems is expected to meet current year performance targets for both Headline Measures. During the year, 3,800 Help Desk calls are anticipated, with 100% of customer survey respondents rating assistance as good or excellent. IFAS availability during business hours continues to be 100%. The Controller Information System (CIS) will continue to test the IFAS 7i software upgrade and should be ready for full implementation in the upcoming fiscal year.

PROGRAM HEADLINE MEASURES <u>General Accounting</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of transactions processed electronically	N/A	62%	65%	67%	No
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 is expected to meet current year performance targets for one of its two Headline Measures. The percent of transactions processed electronically will come in slightly under the current year target of 67%. The total dollar amount of audit adjustments is significantly lower than prior years. The one-time adjustments pertaining 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 Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR). Over the next two years, priorities will include continuing to improve the production of the CAFR and PAFR, working with the Controller Information Systems to upgrade the IFAS accounting system and improving internal work processes.

PROGRAM HEADLINE MEASURES <u>Internal Audit</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be 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	\$25,229	-	✓

Program Discussion: Internal Audit is expected to exceed 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 Estimate	2004 Target	Target Will Be Met
Percent of customer survey respondents rating services as good or excellent	100%	100%	98%	98%	✓
Percent of payroll checks issued correctly	99.9%	99.9%	99.9%	100%	✓

Program Discussion: Payroll Services is expected to meet current year performance targets for both Headline Measures. A total of 98% of customer survey respondents are anticipated to rate the 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 18,000 checks will be 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 Estimate	2004 Target	Target Will Be Met
Percent of customer survey respondents rating Property Tax services good or excellent	N/A	76%	88%	90%	No
Percent of apportionments issued electronically	0%	0%	0%	100%	No

Program Discussion: Property Tax/Special Accounting is not expected to meet current year performance targets for both Headline Measures. The 88% customer satisfaction rating is below target but represents a 12-percentage point improvement from the prior fiscal year. The issuance of electronic apportionments is not anticipated to occur until next fiscal year.

During the current year, Program staff, along with Internal Audit, 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 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 Estimate	2004 Target	Target Will Be Met
Cost per case	\$3,897	\$3,246	\$4,123	\$4,093	No
Cost per capita	\$6.54	\$7.98	\$8.24	\$7.85	No
Percent of litigation cases won or resolved with approval from client	N/A	89%	92%	90%	✓
Percent of customers rating legal services good or excellent (reported biannually)	94%	N/A	97%	96%	✓
Quality and Outcomes measures meeting performance targets	75%	80%	100%	80%	✓

Department Summary

The County Counsel's Office anticipates that 100% of its Quality and Outcomes measures will meet or exceed current year targets. Performance is estimated to improve by 20 percentage points from the prior year. The percent of litigation cases won or resolved has increased to 92%. The cost per case will be at \$4,123, which exceeds the current year's target primarily due to increased salaries and benefits and a decline in the number of cases. It is anticipated that the total number of cases will not exceed 1,200 in the current year, representing a decrease from the prior year's actual of 1,440 cases and the current year's cost per case target of \$1,395.

The County Counsel's Office conducted its third comprehensive customer satisfaction survey in Fall 2003. The Office continues to provide timely, expert and professional legal advice to its customers. Overall 97% of customer survey respondents rated services as good or excellent, representing a three-percentage point improvement from the FY 2001-02 survey, with customers noting significant improvement in providing creative solutions to difficult problems. The Office intends to conduct the survey at two-year intervals.

Over the next two years, priorities will include:

- Improving communication with clients and response times
- 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 Estimate	2004 Target	Target Will Be Met
Cost per capita	\$8.85	\$7.87	\$7.68	\$6.43	No
Quality and Outcomes measures meeting performance targets – ALL County Programs	69%	74%	78% *	89%*	No
Quality and Outcomes measures meeting performance targets – CMO/Clerk of Board	72%	83%	69% *	82% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Department Summary

The County Manager/Clerk of the Board anticipates that 69% of its Quality and Outcomes measures will meet or exceed 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 next fiscal year. A change in methodology for calculating this measure also contributed to this significant variance.

The cost per capita will be about \$7.68. This figure has increased due to the transfer of the Memberships and Contributions budget to the County Manager/Clerk of the Board budget as well as mid-year adjustments to reflect increased salaries and benefits costs. Of the Quality and Outcomes performance measures for all County Programs, 78% will meet or exceed current year targets. This represents a four-percentage point increase from the prior fiscal year, but falls short of current year targets due partly to Countywide reductions in resources as well as changes to performance data collection and methodology.

The County Manager/Clerk of the Board will accomplish the following in the current year:

- Conduct legislative training sessions
- Provide Fiscal Officers Training Academy (FOTA) sessions in the areas of budget development and position control
- Review and update fiscal/financial policies
- Improve performance measurement documentation
- Hold Outcome Based Management debriefing sessions with departments
- Improve budget and performance monitoring through internal process changes and training
- Implement new Assessment Appeals and Boards and Commissions recruitment systems
- Continue representation of the County's interests at the State and Federal levels

Over the next two years, priorities will include:

- Improving performance data reliability, budget monitoring and countywide policies
- Coordinating activities related to the Youth Services Center
- Implementing Program Assessments
- Increasing use of benchmarking with other jurisdictions
- Continuing to renegotiate leases at lower rates
- Developing procedures for new Assessment Appeals and Boards and Commissions systems

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Clerk of the Board</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of agendas completed accurately	91%	88%	95%	90%	✓
Percent of Board agenda items published online	81%	93%	98%	98%	✓

Program Discussion: Clerk of the Board is expected to meet current year performance targets for both Headline Measures. It is anticipated that 95% of agendas will be completed accurately, representing an increase of seven percentage points from the prior fiscal year. This measure has improved since the Clerk of the Board is now fully staffed and trained. The percent of agenda items published online is also anticipated to reflect an increase from the previous fiscal year. 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 anticipates processing 1,000 agenda items, 1,800 assessment appeals filings and 20 Boards and Commissions recruitments. All agendas are 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 Estimate	2004 Target	Target Will Be Met
Percent of budgets exceeding appropriations at year-end	1.0%	1.4%	1.4%	0%	No
Number of key performance data certified for reliability	N/A	N/A	0	10	No

Program Discussion: County Management is not expected to meet current year performance targets for both Headline Measures. The goal of having no budgets exceeding appropriations at year-end will not be met since the San Mateo Medical Center (SMMC) is anticipated to be \$3M over budget. Non-Departmental Reserves will be used to cover this shortfall, which will be 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, the Program facilitated and coordinated a legislative workshop, provided three Fiscal Officers Training Academy (FOTA) classes with operating departments, and will provide at least two Outcome-Based Management training classes. Over the next two years, priorities will include the offering of additional FOTA sessions and improving performance data reliability.

PROGRAM HEADLINE MEASURES Special Services (Real Property/Capital Projects)	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Monthly cost of County leased space	\$2.04	\$2.08	\$2.03	\$1.90	No
County average market rate (square feet)	\$2.83	\$2.18	\$2.13	\$2.20	Benchmark
Percent of capital projects on schedule	100%	100%	100%	90%	✓
Percent of capital projects within budget	100%	67%	100%	90%	✓

Program Discussion: Special Services is expected to meet current year performance targets for two of its three Headline Measures. This Program manages 400,000 square feet of leased facility space at an average cost of \$2.03, lower than the prior year and the countywide average rate of \$2.13. During the current fiscal year, staff has worked to negotiate new leases including the Burlingame Health 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 now on target. 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 Estimate	2004 Target	Target Will Be Met
Cost per County Employee	\$1,597	\$1,731	\$1,488	\$1,640	✓
Employees Residing in San Mateo County	64%	64.1%	64%	64%	✓
Quality and Outcomes measures meeting performance targets	78%	83%	82%	82%	✓

Department Summary

Employee and Public Services (EPS) anticipates that 82% of its Quality and Outcomes measures will meet or exceed current year targets. The cost per County employee is anticipated to be \$1,488, representing a decrease from the prior year due to the number of employees added for the Burlingame Health Care facility and cost saving measures achieved by the department. The employees residing in San Mateo County continues to remain stable at 64%.

EPS will accomplish the following in the current year:

- Administer a second Management Development/Mentoring Program
- Provide online benefits and retirement information
- Begin payroll/personnel system upgrade
- Conduct over 40 recruitments for the Burlingame Health Care facility
- Enhance the EPS website
- Conduct succession planning program for dispatchers
- Install software to interface Computer Aided Dispatch (CAD) system with Sheriff's Records Management system
- Provide purchasing and payroll system training
- Upgrade system technologies for Copy Center, Public Safety Communications and Revenue Services

Over the next two years, priorities will include:

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

Headline Measures Discussion

PROGRAM HEADLINE MEASURES EPS Administration and Support	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be 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%	90%	90%	✓

Program Discussion: EPS Administration and Support is expected to meet current year performance targets for all Headline Measures. A total of 100% of Non-Profit Partnerships are anticipated to rate overall services as good or excellent. Personnel/Payroll customers will be surveyed in April 2004 and it is anticipated that the 90% current year target will be met. The percent of Information Technology (IT) problems resolved within 24 hours continues to be 98% or higher. During the year, Program staff has provided training to departmental personnel/payroll specialists, completed the pilot of the online requisition/certification system for use by departments in hiring and promoting personnel, and completed the design and testing of the County's payroll system upgrade. Over the next two years, priorities include expanding technology, implementing new programs and activities and expanding partnerships.

PROGRAM HEADLINE MEASURES EPS Copy Center	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be 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	\$170,000	\$150,000	✓

Program Discussion: EPS Copy Center is expected to meet current year performance targets for all Headline Measures. A total of 98% of customer survey respondents are anticipated to rate the quality and timeliness of jobs completed as good or excellent. During the year, the Copy Center anticipates saving departments \$170,000 when compared to using external vendors, a \$20,000 increase in savings over the target. The Copy Center has negotiated new leases for two copy machines at a reduced price. 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 Estimate	2004 Target	Target Will Be 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%	90%	80%	✓

Program Discussion: EPS Human Resources is expected to meet current year performance targets for both Headline Measures. A total of 95% of customer survey respondents are anticipated to rate services as good or excellent. Client satisfaction with new hires after six months is anticipated to be 90%, higher than both the prior year and current year target. 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 Health 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 Estimate	2004 Target	Target Will Be Met
Percent of customer survey respondents rating services as good or excellent	98%	99%	95%	95%	✓
Percent of customer survey respondents rating Mail Services <u>timeliness</u> as good or excellent	97%	98%	95%	95%	✓
Percent of customer survey respondents rating Mail Services <u>accuracy</u> as good or excellent	93%	92%	81%	90%	No
Dollars saved using Mail Services vs. U.S. Mail	\$605,864	\$678,912	\$700,000	\$600,000	✓

Program Discussion: EPS Mail Services is expected to meet current year performance targets for three of its four Headline Measures. A total of 95% of customer survey respondents are anticipated to rate timeliness and overall services as good or excellent. Ratings pertaining to accuracy are anticipated to be below target because the County continues to receive a high percentage of incorrectly addressed mail. A more thorough screening process and audits are being performed. The dollars saved using Mail Services versus U.S. Mail will be \$700,000, representing an increase from the prior fiscal year. During the current fiscal year, Mail Services has reduced or consolidated afternoon mail pickup/delivery routes while maintaining twice a day service to key locations. Over the next two years priorities will include increasing efficiencies and exploring new technologies.

PROGRAM HEADLINE MEASURES EPS Public Safety Communications	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of 9-1-1 callers rating overall satisfaction with services as good or excellent	96%	96%	100%	98%	✓
Percent of emergency service providers rating overall satisfaction with services as good or excellent	100%	100%	90%	99%	No
Percent of high priority <u>Police</u> calls dispatched within established time frames	83%	82%	83%	82%	✓
Percent of high priority <u>Fire</u> calls dispatched within established time frames	94%	94%	94%	95%	No
Percent of high priority <u>Medical</u> calls dispatched within established time frames	94%	93%	94%	95%	No

Program Discussion: EPS Public Safety Communications (PSC) is expected to meet current year performance targets for two of its five Headline Measures. It is anticipated that 94% of high priority medical and fire calls and 83% of police calls will be dispatched within established timeframes. Customer satisfaction remains high with 100% of 9-1-1 customer survey respondents anticipated to rate services as good or excellent, exceeding the current year's target of 98% and last year's actual by four percentage points. Customer satisfaction ratings from emergency service providers will not meet the current year's target but remain high with 90% rating services as good or excellent. The lower number of survey responses received from emergency services providers contributed to the fluctuation in data.

During the year, staff will handle over 600,000 calls and complete the first phase of Emergency Fire Dispatch by providing training to over 30 public safety dispatchers. Staff will also streamline the dispatcher recruitment process, develop and install a software interface between the Computer Aided Dispatch (CAD) system and the Sheriff's Records Management system, and support 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 Estimate	2004 Target	Target Will Be Met
Percent of customer survey respondents rating quality of the goods and/or services as good or excellent	86%	93%	96%	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	\$3,200,000	\$2,200,000	✓
Dollars saved through Purchase Orders	\$4,039,781	\$3,956,097	\$3,850,000	\$3,100,000	✓

Program Discussion: EPS Purchasing is expected to meet current year performance targets for all Headline Measures. Dollars saved through vendor agreements and purchase orders will total \$7 million, exceeding the current year's \$5 million

target. A total of 96% of customer survey respondents are anticipated to rate the quality of goods and/or services provided by Purchasing as good or excellent, exceeding the current year target as well as last year's actual. A total of 96% of survey respondents are anticipated to rate 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 have 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 Health Care facility, and auctioned surplus vehicles to nonprofit organizations. Over the next two years, Purchasing will continue to provide customers with assistance and training and enhance efficiencies by initiating additional Countywide vendor agreements.

PROGRAM HEADLINE MEASURES EPS Revenue Services – Animal Licensing	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of fees collected by the due date	90%	86%	90%	90%	✓
Animals licensed in the County as percentage of animals licensed in comparable agencies	N/A	134%	138%	139%	No

Program Discussion: EPS Revenue Services-Animal Licensing is expected to meet current year performance targets for one of its two Headline Measures. A total of 54,500 animal licensing bills will likely be issued in the current year. About 90% of fees will be collected by the due date, representing an increase of four percentage points from the prior year. The percent of animals licensed in the County as compared to other agencies may come in slightly under target, however will exceed prior year actual. There are currently 53,500 dogs licensed in the County. During the year, staff has 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 with a pilot with San Carlos and developing an online payment process for animal licenses.

PROGRAM HEADLINE MEASURES EPS Revenue Services - Collections Unit	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Collections rate	47%	42%	47%	42%	✓
Cost of collections ratio	16%	17%	17%	17%	✓

Program Discussion: EPS Revenue Services-Collections is expected to meet current year performance targets for both Headline Measures. The collections rate is still high, exceeding current year target as well as prior year actual. The cost of collections ratio will come in on target at 17%. It is anticipated that \$17.8 million will be collect in the current year. During the fiscal year, Revenues Services has installed an automatic phone dialing system to help increase collections, 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 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 Estimate	2004 Target	Target Will Be Met
Cost per capita	\$45	\$40	\$40	\$54	✓
Cost per County employee	N/A	\$6,237	\$5,021	\$6,839	✓
Quality and Outcomes measures meeting performance targets	43%	82%	76% *	91% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Department Summary

The Information Services Department (ISD) anticipates that 76% of its Quality and Outcomes measures will meet or exceed current year 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. For the most part, Project Management measures have been excluded from calculation since most measures are still in data development and have no baseline information. However, project management standards have been developed and training provided to staff.

ISD will accomplish the following in the current year:

- Complete the Countywide Information Technology Strategic Plan
- Block over 1.2 million Spam e-mails
- Update computer server and workstation anti-software virus software
- Maintain IT availability 99% of the time
- Develop a "spare" pool of some of the more common networking equipment
- Initiate technology refresh program to allow County to leverage its collective purchasing power to obtain more favorable pricing for computer purchases
- Work with San Mateo Medical Center (SMMC) to upgrade communications infrastructure for the SMMC's core system
- Continue management of Electronic Document Management System and Geographic Information System (GIS) applications

Over the next two years, priorities will include:

- Completing implementation of project management standards, including refining process for obtaining project management statistics
- Communicating with customers to prioritize IT projects and keep projects on track
- Maintaining high network and server availability
- Promoting IT security
- Combining similar services
- Continuing to explore reduction of cost of IT support

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Information Technology Availability</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be 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%	86%	95%	No

Program Discussion: ISD Information Technology Availability is expected to meet current year performance targets for one of its two Headline Measures. The goal to have 98.8% of Information and Technology services available will be met. It is anticipated that 99.9% of IT services will be available in FY 2003-04. A total of 86% of customer survey respondents are projected to rate IT availability necessary to perform job functions as good or excellent. This rating is similar to last year's, however lower than the current year's projection of 95%. Program staff continue to work closely with departments to ensure IT availability and reduce costs. Over the next two years, the Program will focus on: maintaining network availability; promoting IT security; reducing costs; combining like services, including using the County's microwave network to add redundancy to voice and data line and reducing use of lease line services by implementing Voice over IP technology (which transmits voice conversations over data network, thus reducing the need for separate voice line) and promoting reduction of IT costs.

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

Program Discussion: ISD Project Management is expected to meet current year performance targets for both Headline Measures. 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. It is anticipated that 40 projects will be completed during the current year, 10 of these projects are cross-departmental. The percent of projects completed meeting primary project goals is anticipated to be at 70% by year-end. This is higher than the industry standard of 60%. A total of 80% of customer survey respondents are anticipated to rate the services provided by Project Management staff as good or excellent. Over the next two years, priorities will include implementation of project management goals, refinement of obtaining project management statistics and improving communication with departments.

TREASURER-TAX COLLECTOR

DEPARTMENT MEASURES Treasurer – Tax Collector	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Cost per tax bill	\$4.37	\$3.70	\$3.70	\$4.80	✓
Cost per capita	\$5.52	\$6.69	\$6.29	\$6.85	✓
Quality and Outcomes measures meeting performance targets	70%	92%	90%	91%	No

Department Summary

The Treasurer-Tax Collector anticipates that 90% of its Quality and Outcomes measures will meet or exceed current year targets. The cost to produce bills has decreased to \$3.70. The Office anticipates mailing 380,000 tax bills, representing at least \$1.1 billion in collections. Ninety-eight percent of tax payments are deposited within five days of receipt. The cost per capita will likely be under target since some technology projects are currently on hold pending further analysis.

The Treasurer-Tax Collector will accomplish the following in the current year:

- Develop an e-Check payment process to allow taxpayer to use their checking account instead of a credit card
- Develop a browser based intranet application website that incorporates all tax rolls
- Continue to work with the Assessor's Office and Controller's Office to improve tax collection systems and processes
- Outperform the State's Local Agency Investment Fund
- Maintain or improve Tax Collector's collection rate
- Work with departments to develop a universal scan line to facilitate bill payment processing
- Continue to improve communication with investment partners including offering pool participants electronic reporting

Over the next two years, priorities will include:

- Enhancing tax system capabilities to allow faster generation of bills
- Exploring converting checks into an electronic transaction file
- Reducing duplicative tax bills
- Continuing investment staff training and education
- Upgrading the Treasurer's Office CASHnet system
- Improving services provided to pool participants, including improving and enhancing comprehensive financial reports and spreadsheets

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Tax Collector</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Dollars collected (all tax rolls)	\$1.136B	\$1.185B	\$1.1B	\$915M	✓
Secured Collection Rate: County	98%	99%	98%	98%	✓
Secured Collection Rate: Statewide Average	97%	97%	97%	97%	Benchmark

Program Discussion: Tax Collector is expected to meet current year performance targets for both Headline Measures. The Staff plan on collecting at least \$1.1B in property taxes. A firmer estimate will be available in April. The housing market continues to be strong so collections could be as high as the prior years. The collection rate for secured taxes is projected at 98%, down slightly from the prior year. However, the County's collection rate is better than the statewide average. Over the next two years, priorities will include improving performance, reducing duplicative tax bills and refinement of existing processes.

PROGRAM HEADLINE MEASURES <u>Treasurer</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of customer survey respondents rating services good or excellent	100%	100%	95%	92%	✓
County Pool 3 yield rate	4.04%	3.40%	2.75%	2.75%	✓
Local Agency Investment Fund (LAIF) yield rate	3.43%	1.88%	2.25%	2.25%	Benchmark

Program Discussion: Treasurer is expected to meet current year performance targets for both Headline Measures. A total of 95% 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 the first half of fiscal year 2003 was 3.00%. These numbers were earned in an environment where the two-year treasury traded in an approximate yield range of 1.25%-1.80%. In addition, the fund maintained a highly competitive time rated total rate of return. The Fund has continued to provide well above average earnings in comparison to similar funds with like securities. With the influx of new bond issues and completion of the 2003 tax season, maintaining these earnings will be extremely difficult. In addition, the uncertainty regarding when the Fed will raise rates and ambiguity regarding county and city dollars due from the State, makes it difficult if not prudent to extend the Fund's duration at this time. Priorities over the next couple of years include improving cash forecasting, streamlining the cash handling/collection process and continuing to communicate with customers.

CRIMINAL JUSTICE

DISTRICT ATTORNEY'S OFFICE

District Attorney/Public Administrator	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Cost per case	\$894	\$741	\$677	\$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%	57%	57%	✓
Quality and Outcomes measures meeting performance targets	100%	100%	100%	89%	✓

Department Summary

The District Attorney's Office anticipates that 100% of its Quality and Outcomes measures will meet or exceed current year targets. The cost per case is lower than the prior year and is projected to achieve the current year target based on vacant attorney positions that result in lower overall expenditures for the department. Victim services provided by the Victim Center remain effective with 96% of victims receiving services. Through the Victim Center, the DA's Office is now able to make contact with all victims of crime, including unsolved crimes. As Public Administrator staff have gained experience in the past couple years, the time it takes to close a case has dropped, with a projected 100% of cases closed within 12 months in the current year.

The District Attorney will accomplish the following in the current year:

- Reduce cost per case
- Double the number of contacts made with all victims of crime, including unsolved crimes
- Provide services to more victims of felony crimes
- Increase to 100% the number of Public Administrator cases closed within 12 months

Over the next two years, priorities will include:

- Maintaining conviction rate at higher than the statewide average
- Reducing average time it takes to close Public Administrator cases
- Ensuring 100% of crime victims are contacted and referred to services

DEPARTMENT OF CHILD SUPPORT SERVICES

Department of Child Support Services	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Cost per child served	\$606	\$630	\$629	\$629	✓
Percent of child support owed that is paid	58%	56%	57%	58%	No
Total amount of child support collected (in millions)	\$31.0	\$29.3	\$29.4	\$30	No
Quality and Outcomes measures meeting performance targets	43%	56%	86%	89%	✓

Department Summary

The Department of Child Support Services (DCSS) anticipates that 86% of its Quality and Outcomes measures will meet or exceed current year targets. 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 and are projected to be about the same this year. The fall off in collections is attributable to the rise in the local unemployment rate combined with a drop in federal tax intercepts. Wage assignments account for about 68% of the child support collected in San Mateo County. These payments peaked in 2000 at over \$17 million and are projected to be about \$15 million this year. When the unemployment rate began rising in 2001, there was a significant increase in intercepts of unemployment payments, which partially offset the loss of wage assignments. A positive trend in collections 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. The Department converted to a new automated system in November 2003. The conversion demanded significant staff time and resulted in a temporary drop in performance, though productivity is expected to return to prior year levels by FY 2004-05.

DCSS will accomplish the following in the current year:

- Complete mandated conversion to new automated system
- Rank among the top counties in the state in child support collections as a percentage of dollars owed
- Rank among the top counties in the state in ensuring that children owed current child support received at least some payment
- Add 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 Estimate	2004 Target	Target Will Be Met
Average cost per dispatched call for service	\$391	\$399	\$452	\$410	No
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	.039	Benchmark
Annual Part 1 crimes per capita - Statewide	.038	.04	.039	.04	Benchmark
Quality and Outcomes measures meeting performance targets	48%	60%	80% *	88% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Department Summary

The Sheriff's Office anticipates that 80% of its Quality and Outcomes measures will meet or exceed current year targets. Performance has 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.

The Sheriff will accomplish the following in the current year:

- Manage a much larger, higher-risk population in the detention facilities
- Provide community safety services, including diversion, contracted services, outreach, and Sheriff's Activities League
- Reduce recidivism rates for participants of the Mentally Ill Offender Crime Reduction Program and the Choices substance abuse program
- Implement a cost-sharing program at the Crime Lab
- Complete implementation of a new Records Management System (RMS) and the LawNet secured law enforcement network
- Launch a collaborative with the San Mateo County Community College District to build a regional law enforcement training academy
- Initiate the Sheriff's Team of Active Retired Seniors (STARS) to support community policing efforts on the coast
- Manage eight countywide Homeland Security grants totaling well 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
- 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 Estimate	2004 Target	Target Will Be 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%	85%	78%	✓

Program Discussion: Sheriff Administrative and Support Services is expected to meet current year 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). 70% of revenue accounts will meet or exceed the budget, which is down by 15 percentage point from the prior year, due in part to decreases in revenue received from the state and federal governments. Customer Satisfaction with the department exceeded the target but is a decrease of seven percentage points from the prior year. 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 Estimate	2004 Target	Target Will Be Met
Number of job applicants fingerprinted through LiveScan or manual printing	7,822	7,302	7,250	7,400	No
Number of criminal warrants cleared by county criminal justice agencies (represents current and prior years)	3,347	8,645	9,100	8,450	✓

Program Discussion: Sheriff Civil and Records Bureau is expected to meet current year performance targets for one of two Headline Measures. Applicant fingerprinting remains close to target. The number has dropped slightly due to reduced County hiring levels. The baseline information on countywide warrants changed in FY 2001-02 due to a new tracking program through Alameda County, which maintains the Automated Warrants System (AWS). The system represents more

reliable data. There are about 28,000 active warrants in San Mateo County (all agencies); 10,150 new warrants were received during the current year, and 9,100 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 Estimate	2004 Target	Target Will Be Met
Detention days saved by using custody alternatives programs	42,453	40,578	72,450	38,750	✓
Annual value of community service work provided by work crews (in thousands)	\$2,234,267	\$2,109,059	\$2,018,334	\$2,485,000	No

Program Discussion: Sheriff Custody Programs is expected to meet current year performance targets for one of two Headline Measures. The Sheriff's Work Program (SWP) has an average daily number of inmates of 373, up slightly from the prior year (361). The number of hours and value of Fire Safe Team is now being tracked, with an average daily population of 14. Community agencies receive a total of just over \$2 million in annual services by Custody Alternatives program inmates, for a total of 310,513 hours. The annual value of community service work provided is less than prior years due to the closure of the Women's Honor Camp, which previously provided laundry and food prep services for the Maple Street homeless shelter. The number of hours for SWP and Fire Safe crews is stable. 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 Estimate	2004 Target	Target Will Be 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%	20%	10%	No
Percent of cleared cases submitted for prosecution	33%	47%	44%	44%	✓

Program Discussion: Sheriff Investigations Bureau is expected to meet current year performance targets for two of three Headline Measures. Annual total cases assigned for investigation have been about 9% above projection (6,358). A number of these cases have been cleared via suspect identification. The total number of investigation reports prepared and submitted to the District Attorney for prosecution is estimated to be 1,255, or about 44% of the total assigned caseload. Bureau staff have closed the remaining cases in one manner or another. The percent of cases cleared is projected to be on target, despite a caseload that has 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 is 20%. 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 and 95% are projected to have completed the program by year-end.

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 Estimate	2004 Target	Target Will Be Met
Average daily population managed at the Maguire Correctional Facility	846	826	930	875	No
Number of escape attempts	3	2	2	3	✓

Program Discussion: Maguire Correctional Facility is expected to meet current year performance targets for one of two Headline Measures. With the closure of the Men’s Correctional Center at the beginning of the current fiscal year, average daily population (ADP) at Maguire has risen significantly. As of this report, the ADP has been hovering just under 1,000 inmates, exceeding the Board of Corrections rated capacity.

The impact of this increase in ADP is reflected in the number of assaults by inmates with a year-end estimate of almost 100, compared to less than 50 last year. The level of violent and “dangerous to self and others” inmate classifications is rising significantly in the main jail, which follows Bay Area, statewide and national trends, and is reflective of general societal and economic trends noted by experts. However, there were no escapes. Two 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 Estimate	2004 Target	Target Will Be Met
Number of investigation cases submitted for prosecution	223	199	180	180	✓
Number of submitted cases filed by the District Attorney or Attorney General's Office	212	199	165	165	✓
Vehicle theft reduction effectiveness: Percent of statewide vehicles registered in SMC	3%	3%	2.3%	2.9%	Benchmark
Vehicle theft reduction effectiveness: Percent of statewide vehicle theft occurring in SMC	1%	1%	1%	1%	✓

Program Discussion: Multi-Jurisdictional Services is expected to meet current year performance targets for all Headline Measures. It is anticipated that the District Attorney will accept for prosecution 92% of cases submitted by the combined task forces (narcotics, vehicle theft, high-tech crime and cargo theft) during the year. Vehicle theft enforcement effectiveness is slightly lower than previous years. 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 Estimate	2004 Target	Target Will Be Met
Percent of Operational Area (JPA) customers rating OES support as good or excellent in annual customer survey	92%	100%	90%	90%	✓
Annual Bomb Squad calls for service	320	216	225	200	✓

Program Discussion: Sheriff OES is expected to meet current year performance targets for both Headline Measures. Ninety percent of OES customers are expected to rate Bureau services as good or excellent. The year-end estimate for Bomb Squad call-outs is 225, with 128 classified as "high threat." Ninety-five percent of OES call-outs will be responded to within one hour of paging, exceeding the target of 80%. The number of call-outs is down significantly from the peak in FY 2001-02 as the public's fear level following the events of September 11th, 2001 has subsided. These numbers could climb again if there were another significant terrorism incident in the United States.

The annual FTE hours contributed by volunteers to Emergency Services programs is projected to be 21,730 hours which outpaces the target of 20,050 hours. This translates into a savings of \$813,571 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 Estimate	2004 Target	Target Will Be Met
Percent of probationary employees successfully completing training	98%	95%	96%	95%	✓
Percent of new hires who are female and/or minority officers	54%	57%	30%	45%	No

Program Discussion: Sheriff Office of Professional Standards is expected to meet current year 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 Estimate	2004 Target	Target Will Be Met
Average cost per dispatched call	\$330	\$399	\$452	\$410	No
Annual Part I crimes per capita: San Mateo County	.026	.027	.027	.027	✓
Annual Part I crimes per capita: Bay Area Counties	.037	.037	.037	.039	Benchmark
Annual Part 1 crimes per capita – Statewide	.038	.04	.039	.04	Benchmark

Program Discussion: Sheriff Patrol Bureau is expected to meet current year performance targets for one of two Headline Measures. The projected cost per dispatched call for service is \$452, a 13% increase. This is primarily due to increases in retirement costs. The number of dispatched calls for service is higher than in prior years, but is projected to be less than the target 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 affects the number of patrol officers on the street. Response times for priority service calls range from 3:30 minutes in urban areas, 11:48 minutes in suburban areas and 25:18 minutes in rural areas. Coastside response times vary and have increased 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 Estimate	2004 Target	Target Will Be Met
Number of staff/public injuries during transportation details	3	6	4	7	✓
Number of courtroom incidents requiring physical intervention	18	15	14	16	✓

Program Discussion: Sheriff Transportation and Court Security is expected to meet current year performance targets for both Headline Measures. During FY 2002-03, there were 30,449 inmate transportation details, with about 1,268 inmates transported per unit Deputy. A slight increase of 31,000 inmate transportation details is projected in the current year, bringing the number per transportation Deputy to 1,500. There have been no escapes. 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 Estimate	2004 Target	Target Will Be Met
Probation average annual service cost	\$282	\$320	\$404	\$404	✓
Percent of juvenile population on probation	2.3%	2.0%	2.3%	2.3%	✓
Quality and Outcomes measures meeting performance targets	81%	59%	65%	59%	✓

Department Summary

The Probation Department anticipates that 65% of its Quality and Outcomes measures will meet or exceed current year targets. Performance increased by six 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 87% of the targets for Hillcrest and Camp Glenwood. Seventy-three percent of Juvenile programs are expected to achieve their targets, while only 57% 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.

The Probation Department will accomplish the following in the current year:

- Prepare for implementation of the Court-supported use of Electronic Monitoring for low-risk juvenile offenders
- Continue review of existing risk-assessment tools to better serve adult and juvenile populations
- Maintain 0% recidivism rates for Drug Court and Bridges programs and kept Deferred Entry of Judgment recidivism rates to 6%
- Ensure 94% of youth in detention attended daily programming
- Increase success rate by 8 percentage points for minors on the furlough program who remain in education/vocational programs 90 days following release
- Increase the number of clients served by juvenile intensive services and maintained or improved success rates, including zero Placement Aftercare participants requiring re-placement
- Increase the percent of juvenile probationers on supervision successfully completing probation without a new law violation from 84% to 87%

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 Estimate	2004 Target	Target Will Be Met
Restitution dollars collected from defendants on behalf of victims	\$583,046	\$744,803	\$625,000	\$625,000	✓
Percent of customer survey respondents rating service good or excellent	97%	77%	70%	90%	No

Program Discussion: Probation Administration is expected to meet current year performance targets for one of two Headline Measures. The department has continued to place a priority on victim restitution since the Victim Center was transferred to the District Attorney's Office in 2002. The percent of customer survey respondents rating services good or better is lower than the prior year as the result of low response rates. The department places a high value on customer/stakeholder input, but has utilized alternative methods of attaining such input. Community meetings and face-to-face meetings have generated thoughtful input and suggestions, much of it positive, but the low number of traditional survey responses results in a lower customer satisfaction rate. The department has reviewed its processes for distributing and collecting the Cares survey and is working to increase the number received. Over the next two years, priorities will include staff development and improved internal communication; identifying alternative funding sources; ensuring continued progress towards a new Youth Services Center; and maintaining current services levels with reduced resources.

PROGRAM HEADLINE MEASURES <u>Adult Alternatives Services</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Met
Percent of Adult Alternative Programs graduates completing probation without committing new crimes - Total	83%	59%	82%	82%	No
Percent of Domestic Violence Probationers receiving positive post-treatment prognosis	87%	60%	60%	80%	No

Program Discussion: Probation Adult Alternative Services is not expected to meet current year performance targets for both Headline Measures. The percent of Adult Alternative Programs graduates completing probation without committing new crimes will meet the current year target. The probationers under Intensive Supervision have seen a success rate of 41%, 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, 91% success for sex/violent offender programs, and 80% success for Domestic Violence caseloads.

The impact of frozen and lost positions during the first half of the reporting period 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 Estimate	2004 Target	Target Will Be Met
Percent of judges expressing satisfaction with Court Services	80%	49%	81%	84%	No
Percent of reports not requiring remedial action (modification due to technical errors)	90%	97%	98%	97%	✓

Program Discussion: Probation Adult Court Services is expected to meet current year 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 81%). 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 number of judges responding to the survey has decreased as fewer now receive reports from the department, affecting the success rate.

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 Estimate	2004 Target	Target Will Be Met
Number of CAST Probationers per staff	N/A	583	640	621	✓
Percent of offenders completing probation without new law violations - Total	71%	88%	91%	90%	✓

Program Discussion: Probation Adult Supervision Services is expected to meet current year 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 risen from 66% to 75%. 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.

So far the percent of offenders completing probation without a new law violation for CAST caseloads remains high at 91%. 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 Estimate	2004 Target	Target Will Be Met
Percent of minors successfully completing the residential Glenwood Program without a sustained new felony	85%	85%	85%	82%	✓
Percent of minors remain in programs 90 days following release	75%	82%	90%	90%	✓

Program Discussion: Camp Glenwood is expected to meet current year 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 eight 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, however it is projected that 90% of camp residents will complete four self-improvement programs in the current year. 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 Estimate	2004 Target	Target Will Be Met
Dollar value of community service work, community care and weekend work programs (in thousands)	\$141	\$242	\$241	\$191	✓
Dollar value of savings in Juvenile Hall operation cost due to use of home supervision (in thousands)	\$962	\$744	\$1,037	\$780	✓

Program Discussion: Juvenile Hall is expected to meet current year 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 and will beat the target, which had been reduced due to lower anticipated participation. The number of wards on Home Supervision has 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 Estimate	2004 Target	Target Will Be Met
Percent of program participants not committing new crimes	91%	86%	92%	86%	✓
Percent of Crossroad participants not placed in high level placement	N/A	93%	87%	88%	No

Program Discussion: Probation Juvenile Intensive Services is expected to meet current year performance targets for one of two Headline Measures. Overall, the percent of intensive program participants not committing new crimes increased by six percentage points to 92%. All programs have either maintained or improved on their recidivism rates, with particular success in the placement and placement aftercare program which have 98% and 97% of participants, respectively, not committing new law violations. In addition, 100% of placement aftercare participants have completed the program without re-placement. The percent of Crossroads participants not placed in high-level placement dropped by six percent, however, the number of Crossroads participants not requiring high level placement has increase by 22 nearly doubling the target of 53. 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 Estimate	2004 Target	Target Will Be Met
Percent of youth released from custody at intake	19%	36%	51%	40%	✓
Percent of Intake diversion clients completing programs with no new law violations	80%	89%	85%	85%	✓

Program Discussion: Probation Juvenile Prevention and Court Services is expected to meet current year performance targets for both Headline Measures. The Juvenile Assessment and Referral Center collaborates with the Human Services Agency and Mental Health to provide intake clients immediate and appropriate services. The Center team makes 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, 186 youth are expected to be diverted, which is up from 164 in the prior year. 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 Estimate	2004 Target	Target Will Be Met
Staff to client ratio: General Supervision	73	74	70	66	No
Percent of probationers successfully completing probation	79%	84%	87%	75%	✓

Program Discussion: Probation Juvenile Supervision Services is expected to meet current year 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 a caseload of approximately 70 clients, officers typically see each client two times per month. While the target staffing ratio is lower than what is being achieved, the average caseload per Probation Officer has been reduced by four.

The percent of probationers successfully completing probation without a new law violation has increased. 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.

CORONER'S OFFICE

DEPARTMENT MEASURES Coroner's Office	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Cost per Investigation	\$1,031	\$989	\$994	\$994	✓
Quality and Outcomes measures meeting performance targets	100%	100%	100%	91%	✓

Department Summary

The Coroner's Office anticipates that 100% of its Quality and Outcomes measures will meet or exceed current year 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 78% 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.

The Coroner will accomplish the following in the current year:

- Improve response time for Investigators
- 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 Estimate	2004 Target	Target Will Be 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 (reported annually)	94%	100%	93%	93%	✓

Program Discussion: Coroner Investigations is expected to meet current year 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) improves 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 Estimate	2004 Target	Target Will Be Met
Percent of reported deaths for which autopsies are conducted	22%	15%	20%	22%	✓
Percent of deaths ready for release in one day	95%	95%	95%	95%	✓

Program Discussion: Coroner Pathology is expected to meet current year performance targets for both Headline Measures. The percent of reported deaths for which autopsies are conducted has increased, but remains on target. The Pathology division is working 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 remains quick at 100% 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 Estimate	2004 Target	Target Will Be Met
Agency cost per resident for services: Unincorporated County	\$174	\$216	\$244	\$244	N/A
Agency cost per resident for services: Library Services	\$46	\$49	\$55	\$55	N/A
Agency cost per resident for services: Countywide Services	\$29	\$25	\$30	\$30	N/A
Number of park and open space acres in county: County Parks	15,369	14,164	14,149	14,149	N/A
Number of park and open space acres in county: All Jurisdictions including County Parks	101,628	100,718	100,718	100,718	N/A
Quality and Outcomes measures meeting performance targets	75%	71%	78% *	94% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Agency Summary

The Environmental Services Agency (ESA) anticipates that 78% of its Quality and Outcomes measures will meet or exceed current year performance targets. 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.

ESA will accomplish the following in the current year:

- Agriculture, Weights and Measures – Greater efficiency due to improved computer technology, expanded awareness of pest prevention activities, and increased inspection services
- Animal Control – Implementation of a new contract with the Peninsula Humane Society
- Parks and Recreation – A restructuring of services and resources concentrated in areas that park visitor use most due to budget reductions, and completion of several special projects
- Planning and Building – Upgrades in automation to improve permit processing, increased applicant compliance with the requirements of the storm water pollution control program, and completion of the Housing Element of the General Plan

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

Headline Measures Discussion

ENVIRONMENTAL SERVICES ADMINISTRATION

PROGRAM HEADLINE MEASURES <u>Environmental Services Administration</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be 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%	93%	93%	✓

Program Discussion: ESA Administration is expected to meet current year performance targets for both Headline Measures. Staff has focused efforts in the current year on streamlining everyday operating procedures throughout the Agency, and completing the ESA Policies and Procedures Manual. Administration also continues community outreach efforts to increase Agency visibility. 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 Estimate	2004 Target	Target Will Be 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%	93%	95%	No
Percent of plan reviews completed within 10 working days of submittal of all required documents	75%	89%	90%	90%	✓

Program Discussion: ESA Fire Protection is expected to meet current year performance targets for one of its two Headline Measures. California Department of Forestry (CDF) staff expect to come in just under target for response times and is projecting a figure of 93%, slightly below the standard set by the County of 94%. This is due to the widespread and rural nature of the unincorporated area resulting in varying response times. The percent of plan reviews completed within 10 working days of submittal of all required documents is expected to meet 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 Estimate	2004 Target	Target Will Be 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%	92%	98%	No
Average Response time for Sheriff's priority CAD dispatch calls (in minutes)	4	5	6	4.9	No

Program Discussion: CSA #1 is not expected to meet current year performance targets for both Headline Measures. Staff expects to come in under the target of 98% for fire and EMS called responded to within the time criteria established and is projecting a figure of 92%, slightly below the standard set by the County of 94%. This is due to the widespread and rural nature of the CSA #1 area resulting in varying response times. The average response time for Sheriff emergency response calls is also projected to fall below target. This increase is due to a policy of driving "code blue" in only exceptional cases. 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 Estimate	2004 Target	Target Will Be Met
Percent of adoptable animals adopted	99%	97%	99%	99%	✓
Percent of animals returned to owner	14%	15%	15%	19%	No

Program Discussion: ESA Animal Control is expected to meet current year performance targets for one of its two Headline Measures. Staff expects to reach the target of 99% of adoptable animals adopted. The percent of animal returned to owner is projected to come in under target. 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, and a new three-year contract between PHS, the County and the cities was implemented in the current year. 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 Estimate	2004 Target	Target Will Be 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%	95%	95%	✓

Program Discussion: Both Headline Measures are expected to meet current year targets. High staff turnover in recent years has created a challenge in ensuring that staff receive adequate training and hold all state professional licenses. This is reflected in the fluctuation of the data. Agriculture, Weights and Measures Administration has focused its efforts on outreach to stakeholders to identify customer needs, and a number of technology program improvements have been made 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 Estimate	2004 Target	Target Will Be Met
Percent of agricultural businesses in compliance with state regulations or standards	96%	96%	94%	94%	✓
Percent of businesses in compliance with weights and measures consumer protection requirements	93%	95%	80%	80%	✓

Program Discussion: Both Headline Measures are projected to meet current year targets. The Consumer Protection Program includes a variety of agricultural and weights and measures regulatory inspection services. The decrease projected 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 Estimate	2004 Target	Target Will Be Met
Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	95%	95%	96%	96%	✓
Number of interceptions of harmful pests subject to state quarantine actions	583	2,123	1,500	1,000	✓

Program Discussion: Both Headline Measures are expected to meet current year targets. 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 Estimate	2004 Target	Target Will Be Met
Number of park reservation calls taken	3,102	3,794	3,100	3,100	✓
Percent of Customer Survey respondents rating services good or excellent	95%	90%	90%	90%	✓

Program Discussion: ESA Parks and Recreation Administration and Support is expected to meet current year performance targets for both Headline Measures. Though the number of reservation calls is expected to come in on target, the number will be 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 is expected to remain steady. The focus for Parks Administration in the current year 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 Estimate	2004 Target	Target Will Be Met
Number of visitors	2,103,629	1,939,762	2,100,000	2,100,000	✓
Number of volunteer hours	29,252	24,100	30,000	26,000	✓

Program Discussion: ESA Parks and Recreation Operations and Maintenance is expected to meet current year performance targets for both Headline Measures. Staff has developed strategies that address recent budget reductions and has focused on identifying the essential functions necessary to keep parks running, and on the facilities with the highest number of users. Additionally, park volunteer hours is expected to exceed 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.

PROGRAM HEADLINE MEASURES <u>Coyote Point Marina</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Annual number of launch ramp users	975	732	1,000	1,100	No
Percent of berth space filled	97%	97%	95%	98%	No

Program Discussion: ESA Parks and Recreation Coyote Point Marina is not expected to meet current year performance targets for both Headline Measures. Although the number of launch ramp users will exceed the prior year figure, it is anticipated that launch ramp users will fall 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 is also expected to fall below target and may be due to the slower economy. Coyote Point Marina priorities in the current year have 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 Estimate	2004 Target	Target Will Be Met
Percent of customers rating Division's services good or excellent	90%	90%	88%	83%	✓
Percent of availability of network during scheduled hours	99%	99%	99%	99%	✓

Program Discussion: ESA Planning and Building Administration and Support is expected to meet current year performance targets for both Headline Measures. Staff is projecting that customer survey respondents rating services good or excellent will exceed its target and the availability of the network during scheduled hours will remain 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 Estimate	2004 Target	Target Will Be Met
Percent of customer survey respondents rating services good or excellent	90%	89%	80%	80%	✓
Number of building permits finalized	2,307	1,973	2,400	2,400	✓

Program Discussion: ESA Planning and Building Development Review Services is expected to meet current year performance targets for both Headline Measures. Although staff expects to achieve 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. The number of building permits finalized is expected to meet 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 Estimate	2004 Target	Met Target
Percent of projects/permits that implement the County's Visioning Commitments and Goals	80%	100%	99%	98%	✓
Percent of survey respondents rating services good or excellent	80%	94%	87%	87%	✓

Program Discussion: ESA Planning and Building Long Range Planning Services is expected to meet current year performance targets for both Headline Measures. The focus for staff in the current year included completion of the Housing Element of the General Plan, which will 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 AGENCY

AGENCY MEASURES Health Services Agency	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Health Services cost per capita	\$211	\$220	\$226	\$228	✓
Percent of clients with improved quality of life	75%	80%	77%	80%	✓
Quality and Outcomes measures meeting performance targets	63%	80%	76% *	100% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Agency Summary

The Health Services Agency anticipates that 76% of its Quality and Outcomes measures will meet current year targets. The cost of health services per capita is estimated at \$226, a slight increase of approximately 2.7% over last year, which exceeds 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, will fall slightly short of the target; however, the aggregate target includes ratings for Food and Nutrition Services where the customer base has changed dramatically over the past year. If adjusted to compensate for this change, the target would be achieved.

The Health Services Agency will accomplish the following in the current year:

- Health Services Administration—maintain current Net County Cost levels through revenue enhancement strategies and cost reduction/containment initiatives; continue the growth trend in Countywide health insurance enrollments for the Children's Health Initiative including the Healthy Kids, Healthy Families, and Medi-Cal programs; and continue private and public source fund raising efforts for the Healthy Kids Program
- Emergency Medical Services—utilize the EMS data system in evaluating treatments and developing reports to improve patient care and system performance.
- Aging and Adult Services—continue work with the San Mateo Medical Center (SMMC) to enhance the continuum of services and build community placement capacity through the Ron Robinson Senior Care Center and the Burlingame Long Term Care facility; work with the State and the Health Plan of San Mateo in implementing the Long Term Supportive Services Program (LTSSP); and expand Public Authority its advisory committee.
- Environmental Health Services—increase the amount of information available on the website and provide interactive permit forms on the Internet; evaluate the current fee structure and propose new fees such as septic system and domestic water well permits; open the new household hazardous waste site on Tower Road; and implement hand-held inspection program for retail food establishments.
- Food and Nutrition Services—expand communication with revised customer base, develop internal benchmarking standards, evaluate alternative food service software options, and expand client nutritional knowledge through educational programs.
- Mental Health Services—continue prioritized implementation of the MH Strategic Plan, continue to improve billing and collections operations, continue operation of new Canyon Oaks youth facility, reduce utilization of Acute and Psychiatric Emergency Services, and continue implementation of Problem-Focused Treatment Model.
- Public Health Services—strengthen program evaluation capability through use of recently developed KAB (knowledge, attitude, and behavior) surveys, develop capability to capture discrete unduplicated data on clients served, and increase children immunizations through beginning participation in Bay Area Regional Immunization Registry.

- Correctional Health Services—maintain accreditation by the Institute of Medical Quality of the California Medical Association, continue the preparation effort for accreditation at Hillcrest facility, attempt to secure alternative funding for the Options program, and improve recruitment efficiency by streamlining staff clearance procedures.

All Health Services Divisions have identified specific priorities for improving performance within their respective programs. Agencywide priorities over the next two years include:

- Implementing new programs and activities—updating the Agency-wide Strategic Plan; developing and implementing strategies for sustaining the Children’s Health Initiative, implementing the new Robert Wood Johnson-funded Active for Life Initiative; and implementing a new “evidence based practices” initiative to improve mental health service quality and meet new Federal Managed Care requirements.
- Ensuring service coordination with San Mateo Medical Center (SMMC)—completing a Memoranda of Understanding (MOU) with SMMC for Mental Health, Public Health and AIDS, and Aging and Adult Services; developing housing and skilled nursing placement opportunities for mentally ill, aging, and disabled individuals with behavioral problems; and implementing programs to improve psychiatric acute/subacute services and help reduce administrative days in the Medical Center, in conjunction with SMMC, Mental Health, and Aging and Adult Services.
- 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 a Request for Proposal (RFP) and implementation plan for the Mental Health system replacement for HIPAA compliance; enhancing patient information to improve clinical effectiveness; and improving billing functioning and capability.

Headline Measures Discussion

HEALTH SERVICES ADMINISTRATION

PROGRAM HEADLINE MEASURES <u>Health Services Administration</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be 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%	86%	94%	No
Percent of eligible San Mateo County residents enrolled in health insurance: Healthy Families	58%	75%	65%	87%	No
Percent of eligible San Mateo County residents enrolled in health insurance: Healthy Kids	N/A	41%	79%	76%	✓

Program Discussion: Health Services Administration is expected to meet current year performance targets for two of four Headline Measures. The target for increased capacity of health partnerships to address health care needs will be met. For the percent of eligible County residents enrolled in health insurance programs, it is estimated that the target will be met for Healthy Kids through expanded outreach efforts and successful community involvement in increasing enrollments. Medi-Cal

and Healthy Families targets will not be met. A new methodology for these estimates has been developed that raises the number of uninsured eligibles, therefore lowering the percentage. Capturing the percentage of eligibles enrolled as a point-in-time estimate is very difficult and it is proposed that the number of enrollees be used as the measure beginning next year.

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 a projected 74,200 by the end of this year, an increase of approximately 28% overall, with targets being exceeded in each program category. 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 Estimate	2004 Target	Target Will Be Met
Number of 9-1-1 calls for medical response	37,028	41,504	40,000	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 is expected to meet current year performance targets for all Headline Measures. As of mid-year, there were 21,164 calls for 9-1-1 medical response received, slightly above past volume levels that have averaged just under 40,000 over the past three years. On-time responses are expected to continue at 94% for ambulance and 98% for paramedics. Efforts this year have 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 blunt 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 Estimate	2004 Target	Target Will Be Met
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Division	99%	99%	98%	98%	✓
Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization	71%	76%	74%	74%	✓

Program Discussion: Aging and Adult-Conservatorship Program is expected to meet current year 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 76% over the past two years and is estimated to achieve 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 in implementing the Long Term Supportive Services Program (LTSSP); and working with the State and the Health Plan of San Mateo to implement the Long Term Supportive Services Program 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 Estimate	2004 Target	Target Will Be Met
Percent of Adult Protective Services cases that are effectively resolved and stabilized for at least twelve months	82%	86%	85%	85%	✓
Percent of severely impaired clients maintained in an independent setting through case management	81%	82%	80%	80%	✓

Program Discussion: Aging and Adult-Community-Based Programs is expected to meet 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 the Health Plan of San Mateo 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 Estimate	2004 Target	Target Will Be 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%	97%	97%	✓

Program Discussion: The Public Authority (PA) is expected to meet 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 Estimate	2004 Target	Target Will Be Met
Percent of total apartment inventory inspected (Quadrennial Program)	20%	24%	23%	23%	✓
Percent of housing and vector control complaints abated	89%	91%	92%	95%	No

Program Discussion: Environmental Health-Housing and Vector Control is expected to meet current year performance targets for one of two Headline Measures. Staff expects to achieve the current year target for apartment inspections, the goal of which is to inspect approximately one-quarter of the County's units each year. The percent of vector control complaints abated is estimated to be 92%, falling 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 Estimate	2004 Target	Target Will Be Met
Percent of total days that ocean beaches were open for use	97%	94%	96%	97%	No
Percent of customer survey respondents rating services good or excellent	80%	100%	92%	92%	✓

Program Discussion: Environmental Health-Land Use/Water is expected to meet current year performance targets for one of two Headline Measures. Staff expects that open ocean beach days will be slightly below current year target, primarily due to a high number of rainy days that also caused sewage overflows. However, because this measure is based on a number of factors including weather conditions, it is difficult to estimate the actual year-end figures at mid-year. The current year target for customer satisfaction is expected to be met. Efforts are being 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 Estimate	2004 Target	Target Will Be Met
Percent of permitted facilities inspected—CUPA and HMI (Annual Program)	69%	70%	70%	75%	No
Gallons of Household Hazardous Waste diverted from landfill disposal (in thousands)	91,596	109,058	110,000	110,000	✓

Program Discussion: Environmental Health-Hazardous Materials Program is expected to meet current year performance targets for one of two Headline Measures. The inspection rate for permitted facilities is estimated at 70%, falling below current year target. New State requirements have resulted in additional inspection time per business, thus lowering efficiency. Efforts will be 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; the current year target is 110,000 gallons, which is estimated to be met. 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 Estimate	2004 Target	Target Will Be Met
Percent of food establishments cited for major repeat violations	2.0%	0.7%	1.8%	1.8%	✓
Percent of foodborne illness reports responded to within 24 hours	54%*	95%	98%	98%	✓

* 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 is expected to meet current year performance targets for both Headline Measures. 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 Estimate	2004 Target	Target Will Be Met
Percent of customer survey respondents rating services good or excellent	84%	85%	82%*	88%	No
Percent of clients receiving nutrition consultations	41%	41%	22%**	42%	No

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

**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, the projected customer satisfaction rating of 82% for the current clientele falls slightly short of the 88% target. For nutritional consultations, the projected 22% rate achieves the target for the customer base currently being served. To continue providing high quality service to this restructured customer base, staff is focusing its efforts on increased client communication and feedback, improving operational cost-effectiveness, developing internal performance benchmarking standards, exploring food and nutrition software options, and expanding client nutritional knowledge through newsletters and educational programs.

MENTAL HEALTH

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

Program Discussion: Mental Health Administration is expected to meet current year performance targets for all 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. 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, is not expected to be repeated in the current year; however, it is expected that the increased revenue level will be maintained and grow at a rate of two percent over each of the next two years. 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 Estimate	2004 Target	Target Will Be Met
Number of out-of-home placements (group home level Countywide by Mental Health, Probation, and Human Services Agency)	153	163	163	155	No
Percent decrease in sustained criminal charges	74%	57%	70%	70%	✓

Program Discussion: Mental Health Youth Services is expected to meet current year performance targets for one of two Headline Measures. The target for out-of-home placements at the group home level will not be achieved (smaller numbers are better). The treatment needs of younger, more severely disturbed children entering the system 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. Staff estimates that the current year target for decreases in sustained criminal charges will be met.

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 Estimate	2004 Target	Target Will Be Met
Number of acute hospitalization days	12,919	10,222	10,800	12,845	✓
Number of Psychiatric Emergency Services (PES) days	2,862	2,984	3,070	2,863	No
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 is expected to meet current year performance targets for three of four Headline Measures. It is estimated that the number of acute hospitalization days will favorably meet the target of keeping the number of days below 12,845, and that Psychiatric Emergency Services (PES) Days will unfavorably exceed target of keeping number of days below 2,863. 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 ratings measures are expected to exceed 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 Estimate	2004 Target	Target Will Be Met
Percent of active clients who have Emergency Room (ER) visits at San Mateo Medical Center (SMMC)	12%	8%	10%	10%	✓
Percent of customer survey respondents rating services good or excellent	98%	94%	96%	96%	✓

Program Discussion: Public Health-Health Promotion and Disease Control is expected to meet current year performance targets for both Headline Measures. Staff expects to meet the target of no more than 10% of active clients having Emergency Room visits at the Medical Center. Customer satisfaction ratings of 96% are expected, also meeting the current year target. Current priorities include strengthening program evaluation capability by implementing 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 Estimate	2004 Target	Target Will Be Met
Percent of infants (0-12 months old) served by Family Health Services who are breastfed	73%	76%	78%	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%	68%	70%	No
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 is expected to meet current year performance targets for one of two Headline Measures (non-benchmark). The national Healthy People 2010 benchmark standard for breastfeeding—75% of infants 0 to 12 months old—is already being exceeded. For low-income immunizations, 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. Priorities for the year 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 Estimate	2004 Target	Target Will Be Met
Percent of juveniles who receive histories and physicals within 96 hours of incarceration	80%	65%	95%	85%	✓
Percent of adult inmates who receive histories and physicals by the 14th day of incarceration	95%	85%	95%	95%	✓

Program Discussion: Correctional Health-Medical Services is expected to meet current year performance targets for both Headline Measures. Staff estimates timely completion of histories and physicals for juveniles and adults who are incarcerated in County facilities. Performance is running 10% above target for juveniles. The increased timely completion percentages are due to changes in work flow; 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 completion rate by the 14th day of incarceration for adult inmates is meeting the 95% 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 Estimate	2004 Target	Target Will Be Met
Percent of incidents in Choices Program	0%	0%	0%	0%	✓
Percent of incidents in overall jail population	3%	2%	2%	2%	Benchmark
Percent of Choices participants who complete their GED	3%	3%	4%	9%	No
Percent of overall jail population who complete their GED	0.02%	0.03%	0.04%	0.05%	Benchmark

Program Discussion: Correctional Health-Choices Program is expected to meet current year performance targets for one of two Headline Measures (non-benchmark). Staff will meet the current target for no aggressive incidents, but the target for percent of Choices participants completing their GED will not be reached. The current performance by Choices participants for both measures, 0% incidents and 4% GED completion, both significantly exceed 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 Estimate	2004 Target	Target Will Be Met
Percent of participants completing Lifeskills	82%	83%	81%	80%	✓
Percent of eligible mentally ill inmates entering Options	59%	61%	46%	55%	No

Program Discussion: Correctional Health-Mental Health Services is expected to meet current year performance targets for one of two Headline Measures. Staff estimates that the percent of participants completing the Lifeskills program will slightly exceed 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)

DEPARTMENT MEASURES San Mateo Medical Center (SMMC)	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Cost of indigent health care: Per inpatient day	N/A	\$1,673	\$1,769	\$1,522	No
Cost of indigent health care: Per outpatient visit	N/A	\$384	\$406	\$314	No
Patient volume: inpatient days	47,634	45,687	44,862	51,361	No
Patient volume: outpatient visits	186,259	194,019	197,393	227,399	No
Percent of customer survey respondents rating services good or excellent: Hospital	94%	87%	N/A	95%	No
Percent of customer survey respondents rating services good or excellent: Clinics	94%	85%	92%	90%	✓
Percent of clinic patients who have been assigned a Primary Care Provider	48%	43%	69%	65%	✓
Quality and Outcomes measures meeting performance targets	N/A	83%	89%	89%	✓

Department Summary

The San Mateo Medical Center (SMMC) anticipates that 89% of its Quality and Outcomes measures will meet or exceed current year performance targets.

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 \$55.4 million—an increase of \$3 million or 5.7% from the current budget—the total cost of indigent health care is projected at \$1,769 per inpatient day and \$406 per outpatient visit.

Patient volume is estimated to fall approximately 13% below target for both inpatient days and outpatient visits. The number of clinic visits has grown in each of the past three years, while inpatient visits at the Hospital have trended downward. The decline in inpatient visits recently has occurred mostly in Medical/Surgical and primarily reflects both a decrease in surgical volume, plus an increased discharge rate that is indicative of shorter stays and faster turnaround. Customer satisfaction will exceed the current year target at the Clinics; however, data is not available for the Hospital since the previous survey is being replaced by the Patient's Evaluation of Performance in California (PEP C). Data from this new survey tool is expected to be available beginning next year.

The percentage of clinic patients who have been assigned a Primary Care Provider has improved from 48% to nearly 70% over the past three years and is projected to exceed 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.

SMMC will accomplish the following in the current year:

- Assumed the license and begin operation of the Burlingame Health Care facility, a 281-bed Skilled Nursing Facility
- Completed development and began operation of the Ron Robinson Senior Care Center on March 15, 2004
- Reorganized various Clinics operations to improve patient service and operating efficiency
- Completed the initial development phase of the OBM Program by establishing program plans, priorities, and performance measures for six program areas reflecting the SMMC organizational structure
- Conducted the first patient satisfaction survey using the PEP C instrument
- Developed recruiting strategies for meet the new State nurse-to-patient ratios requirements
- Implemented new pharmacy management strategies including the 340B program and formulary review to reduce pharmaceutical costs
- Started operation of a mobile MRI to reduce outsourcing and lower costs
- Continued the development of fiscal strategies to reduce the cost of providing indigent health care

Priorities over the next two years include:

- Enhancing the utilization of human resources—implementing the 360 Degree Evaluation Program for all managers, implementing a management training program focusing on core competencies, and implementing a Physician Orientation Program.
- Improving patient, staff, and physician satisfaction—continuing work with Workforce Engage, implementing an employee recognition program, and implementing the PEP C a patient satisfaction tool.
- Improving Quality Assessment/Utilization Management—broadening the Pharmacy and Therapeutics Committee membership and span of control to include formulary management; reducing Administrative Days by developing the Bridge Program and a pilot program with Shelter Network; and reviewing the outside referral process to ensure proper oversight.
- Ensuring financial strength—developing monthly budget monitoring reports tied to units of service, convening the Stewardship Committee to review cost containment and revenue enhancement ideas, developing a productivity system to adjust scheduling to patient census, continuing to grow new programs and services such as the OB service line, and reducing unused capacity.

HUMAN SERVICES AGENCY (HSA)

AGENCY MEASURES Human Services Agency	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Cost per client receiving services funded by the Human Services Agency	\$962	\$938	\$987	\$987	✓
Average hourly wage at placement for HSA Customers enrolled in training programs	\$15.40	\$16.60	\$15.70	\$17.00	No
Quality and Outcomes measures meeting performance targets	30%	74%	73% *	88% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Agency Summary

The Human Services Agency anticipates that 73% of its Quality and Outcomes measures will meet current year targets, falling below its target of 88%. The cost per client receiving services is expected to achieve its target of \$987. The average hourly wage at placement for HSA Customers enrolled in training programs is projected to fall 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. Another factor may be related to 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 were not 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.

HSA will accomplish the following in the current year:

- Program Support - Strengthen the technological infrastructure with the development of projects including the SHARP Data Warehouse, the Health Information Telecenter, and One eApp
- Community Capacity Building - Provide emergency shelter, increase the availability of affordable housing by 65 units, and secure funding to provide more longer-term transitional and supportive housing for clients with substance abuse and mental health issues
- Economic Self-Sufficiency - Provide a wide range of services through the PeninsulaWorks one-stop employment centers to assist residents in locating and retaining jobs, and strengthening partnerships in high growth career sectors particularly in the healthcare, bioscience, teaching and security industries
- Family Strength - Strengthen 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

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

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Program Support</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of help desk calls responded to within service level commitments: Critical calls	97%	98%	98%	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%	95%	95%	✓

Program Discussion: HSA Program Support is expected to meet current year performance targets for all Headline Measures. Staff is projecting that the percent of help desk calls responded to within service level commitments for both critical and non-critical calls will meet 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 is also expected to meet target with customer feedback generally indicating a high level of satisfaction with services. Priorities for the Program in the current year have 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 continues 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 Estimate	2004 Target	Target Will Be Met
Number of County funded affordable housing units developed and occupied each fiscal year	215	124	65	269	No
Cumulative number of County funded affordable housing units developed and occupied	555	679	744	948	No
Percent of clients needing food who were assisted by Core Service Agencies contracting with the Human Services Agency	96%	96%	96%	96%	✓
Percent of clients needing housing who were assisted by Core Service Agencies contracting with the Human Services Agency	69%	63%	50%	50%	✓

Program Discussion: HSA Community Capacity Building is expected to meet current year performance targets for two of its four Headline Measures. Staff expects that the number of County funded affordable housing units developed and occupied this fiscal year will fall short of its target due to the unpredictability of housing projects, which go through multiple agencies and several levels of review including environmental, design and planning. The Program will complete 65 units this

year including 64 units in Half Moon Bay at Main and Arnold, and one supportive housing unit in East Palo Alto. While, the percent of clients needing food and/or housing and assisted by Core Service Agencies contracting with HSA is expected to meet target, the current year end projection for housing assistance is lower than prior years due to conservative estimates of the number of clients being able to meet the criteria for rental assistance funding. 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 Estimate	2004 Target	Target Will Be Met
Percent of PeninsulaWorks participants employed in jobs six months after hire	78%	89%	89%	82%	✓
Percent of participants leaving cash aid with employment: California Work Opportunity and Responsibility to Kids (CalWORKs)	37%	39%	43%	37%	✓

Program Discussion: HSA Economic Self-Sufficiency is expected to meet current year performance targets for both 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 months but have now stabilized or fallen slightly. The focus for the Economic Self-Sufficiency Program this year 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 Estimate	2004 Target	Target Will Be Met
Percent of children served who did not have a subsequent substantiated referral for abuse or neglect - 6 months	97%	95%	96%	98%	No
Percent of children served who did not have a subsequent substantiated referral for abuse or neglect - one year	96%	95%	97%	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%	70%	75%	No

PROGRAM HEADLINE MEASURES <u>Family Strength</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of clients reducing or abstaining from alcohol and/or drug use at nine months post intake	78%	95%	63%	60%	✓

Program Discussion: HSA Family Strength is expected to meet current year performance targets for three of its five Headline Measures. Staff expect to meet two of three measures that identify children served who did not have a subsequent substantiated referral for abuse or neglect at 6, 12 and 24 months after the first incident. One of two measures for abstinence from alcohol and/or drug use is expected to be met.

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 estimate for clients reducing or abstaining from alcohol and/or drug use at three months post intake is projected to be 70%, slightly below the target of 75%. The estimate for clients reducing or abstaining from alcohol and/or drug use at nine months post intake is projected to exceed target. Both measures are projected to decrease compared to prior years, due to the influx of clients seen through Proposition 36 with more complex treatment issues.

PUBLIC WORKS

AGENCY MEASURES Public Works	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Road service cost per capita in Unincorporated San Mateo County	\$56	\$45	\$49	\$49	✓
Utilities service cost per capita in Unincorporated San Mateo County	\$59	\$79	\$105	\$105	✓
Electricity consumption in County maintained detention facilities (kilowatt hours)	16,875	16,833	16,750	16,750	✓
Electricity consumption in County maintained facilities for office space (kilowatt hours)	10,344	12,302	12,250	12,250	✓
Energy (gas) consumption in County maintained Detention Facilities (therms per 1,000 square feet)	815	899	799	900	✓
Energy (gas) consumption in County maintained facilities for Office Space (therms per 1,000 square feet)	431	496	424	475	✓
Quality and Outcomes measures meeting performance targets	42%	68%	84% *	93% *	No

* Target was established based on including those measures that meet targets as well as those showing progress from the prior year. Beginning in 2004, 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 2004 target and year-end estimates in some departments. This measure will be reviewed and targets adjusted where appropriate during the budget development process.

Agency Summary

Public Works anticipates that 84% of its Quality and Outcomes measures will meet or exceed current year performance targets. While the 93% target for this measure will not be met the Agency continues to gain progress toward its goal. A review of Headline Measures for all Public Works programs and services indicates 76% will meet 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 are expected to meet 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 measure is currently projected to meet target. However, overall actual data at year-end can fluctuate significantly depending on how that one project has progressed.

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. Baseline data is being gathered and performance data is anticipated by the end of this fiscal year.

Public Works will accomplish the following in the current year:

- Expand outreach activities through customer survey processes

- Address increased energy costs and legislation focused on energy efficiency, recycling and Green Buildings
- Address the requirements of regulatory agencies impacting work in both road maintenance and special districts

Priorities over the next two years will include:

- Implementing the agency organizational restructure
- Continuing conservation of natural resources
- Improving the public input process
- Implementing Asset Management and Preventive Maintenance Systems for Roads, Facilities and Utilities

Headline Measures Discussion

PROGRAM HEADLINE MEASURES <u>Administrative Services</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of hours network is available during business hours	98%	97%	99%	98%	✓
Percent of reimbursable work authorizations fully reimbursed	96%	96%	98%	97%	✓

Program Discussion: Public Works Administrative Services is expected to meet current year performance targets for both Headline Measures. The Headline Measures in this unit represent key administrative support functions. 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. All server maintenance is performed 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 primarily due to work authorizations being completed before the work is done, accuracy of billing information entered into the document, completion of requested service in a timely manner and efficient processing of paperwork.

Over the next two years priorities will include continuation of work on the Computer Maintenance Management System (CMMS), improving document management, streamlining administrative processes, implementing recommendations from the Vehicle and Equipment Services Section Internal Service Fund Study and providing support for the implementation of the Agency organizational restructure.

PROGRAM HEADLINE MEASURES <u>Engineering Services</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of road projects advertised	47%	29%	30%	30%	✓
Percent of road projects awarded	59%	35%	30%	30%	✓
Percent of road projects completed	35%	45%	50%	30%	✓
Percent of customer survey respondents rating services good or excellent	95%	100%	92%	92%	✓

Program Discussion: Public Works Engineering Services is expected to meet current year performance targets for all four Headline Measures. However, there is a downward trend in the number of projects advertised and awarded. Several active and funded projects have been cancelled or deferred to meet budget reduction targets. The Engineering Services Section (ESS) also provides counter service to customers seeking information related to maps and survey records. While the number of customers completing surveys continues to drop, the overall satisfaction level with customer service remains high. Performance for this measure is expected to meet target.

During the current year, 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. Over the next two years priorities will include improvement of the public input process; implementation of the Pavement Management System to assist in the identification of surface preparation projects; improvement in the Pavement Condition Index (PCI); and implementation of the Geographic Information System (GIS).

PROGRAM HEADLINE MEASURES <u>Road Construction</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of road miles, by type, with Pavement Condition Index (PCI) greater than established baseline - Primary Roads (55 and above)	74%	70%	70%	70%	✓
Percent of road miles, by type, with Pavement Condition Index (PCI) greater than established baseline - Secondary Roads (40 and above)	79%	79%	80%	80%	✓
Percent of cross culverts in fair or better condition	85%	80%	90%	82%	✓

Program Discussion: Public Works Road Construction is expected to meet current year performance targets for all 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. For this reporting period, 70% of Primary roads are projected with a PCI rating above 55 and 80% of secondary roads a rating above

40. The number of secondary miles with a PCI rating greater than established baseline is projected to increase from 168 to 170.

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 percent of cross culverts in fair or better condition is increasing as repairs and improvements are made.

During the current year, Road Construction continues to work on the development of a multi-year plan for road and plant improvements, a culvert inspection plan, and a program for rural roads and road standards. These will continue to be priorities over the next two years.

PROGRAM HEADLINE MEASURES Road Maintenance	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of hours spent on unscheduled work: Asphalt, Concrete and Pavement	15%	8%	8%	7%	No
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%	2%	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%	73%	90%	90%	✓
Percent of customer survey respondents rating services good or excellent: Street Sweeping	86%	24%	80%	75%	✓

Program Discussion: Public Works Road Maintenance is expected to meet current year performance targets for five of six Headline Measures. The percent of hours spent on unscheduled work for asphalt, concrete and pavement is slightly higher than target due to winter storm damage in the first half of the year. Time spent on unscheduled work in this area should be significantly less for the remainder of the year. Winter storms also impacted drainage facilities but unscheduled work in this area is expected to be lower in the second half of the year. Unscheduled work for signs and legends is projected to exceed target (i.e. fewer hours spent responding to requests/complaints) primarily due to the use of thermoplastic legends, which eliminates the need for regular painting and reduces the likelihood of unscheduled work. In addition, 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 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 end projection for the number of survey responses for service requests is 50 compared to 37 in the prior year. The percent of customer survey respondents rating services good or excellent is projected at 90%, which is a significant increase from FY 2003. Staffing shortages adversely impacted prior year performance. Customer service ratings have increased with the improvement in staffing levels.

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 number of responses for street sweeping is projected at 50 for the current year compared to 33 last year. The satisfaction rate is expected to increase from 24% last year to 80% this year. 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 this year due to the areas to be surveyed as well as increased efforts to maintain regular sweeping schedules.

During the current year, Road Maintenance will improve service in the areas of: emergency response, street sweeping, permit inspections, complaint investigation, sidewalk maintenance and repair; landscaping for County owned facilities; storm damage prevention and clean-up; culvert maintenance; and road repair. An analysis was conducted and recommendations were made for the development of a maintenance management program. A work team was created to carry out those recommendations. The plan is now in Phase II and remains a priority. The proposed Maintenance Management System is expected to improve the quality of roads within the County, increase customer service, reduce complaints and reduce costs. Over the next two years priorities will include Phase III of the Maintenance Management System; expansion of the Integrated Vegetation Management Program; and expansion and advancement of the ongoing training and development of standards and procedures.

PROGRAM HEADLINE MEASURES Facilities Services	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent below Building Owner's Management Association (BOMA) average operating cost per square feet - Non-Health/Hospital Facilities	N/A	22.8%	5.5%	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)	N/A	N/A	N/A	20%	Data Development

Program Discussion: Public Works Facilities Services is expected to meet current year performance targets for one of three Headline Measures. 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 will compare County data with data for similar agencies within the local geographical area. 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 the current year, Facilities Maintenance and Operations continues to review and implement energy conservation and cost reduction plans. The section has developed written resources for customers and contractors such as the Service Level Agreement and Countywide building standards. Over the next two years priorities will include improved response times and

customer satisfaction ratings; development of Standards for County Buildings Phase II; energy conservation; and improved communication between sections within the Agency.

PROGRAM HEADLINE MEASURES <u>Construction Services</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of work requests completed on time and within budget	94%	97%	90%	96%	No
Percent of capital projects completed on time and within budget	58%	77%	82%	82%	✓
Percent of customer survey respondents rating services good or excellent	97%	99%	98%	97%	✓

Program Discussion: Public Works Construction Services is expected to meet current year performance targets for two of three Headline Measures. The number of work requests received is on a downward trend. The total number of work requests projected for this reporting period is 610, 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 is not expected to meet target by year-end. 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 capital projects assigned to Construction Services is 26, which is an increase from last year. There is an upward trend in the percent of capital projects completed on time and within budget. A reduction in the number of work requests has resulted in the completion of existing capital projects in a timelier manner.

The number of customer survey respondents is projected to decrease from 159 to 100. The downward trend 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. Based on surveys received so far this year the measure is expected to exceed target.

During the current year, Construction Services will continue to expand its customer service base, explore options for publicizing the new standards for County buildings and expand Facility Security Improvement Services. Over the next two years priorities will include continued expansion of potential customer base; exploration of the feasibility of a centralized work-force (all similar trades working within the same section); development of County Building Standards Phase II; and improved technical training for staff.

PROGRAM HEADLINE MEASURES <u>Vehicle and Equipment Services</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Ratio of Preventive Maintenance and Scheduled Repair Costs to Unscheduled Repair Costs (Scheduled data)	\$14 : \$1	\$16 : \$1	\$14 : \$1	\$14 : \$1	✓
Vehicle availability rate - percent of time assigned vehicles are available	96%	96%	96%	96%	✓

PROGRAM HEADLINE MEASURES <u>Vehicle and Equipment Services</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Vehicle availability rate – percent of time pool vehicles are available	98%	98%	99%	99%	✓

Program Discussion: Public Works Vehicle and Equipment Services is expected to meet current year performance targets for 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.

During the current year, Vehicle and Equipment Services has focused on options for alternate fuel vehicles and equipment; refinement of tracking the preventive maintenance program; and partnering with other agencies to provide cost effective technical training. Over the next two years priorities will include the continued use of recycled oil and antifreeze to support the County's commitment to resource conservation; continued replacement of older vehicles and equipment with lower emission types; and upgrade of three plant service facilities.

PROGRAM HEADLINE MEASURES <u>Waste Management</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent change in AB939 solid waste diversion rate for Unincorporated San Mateo County	10%	12%	-2%	6%	No
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 is expected to meet current year performance targets for one of two Headline Measures. 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 is expected to change 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 will decrease 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 the current year, Waste Management and Environmental Services will continue to increase solid waste reduction efforts through continuous improvements and updates to RecycleWorks, public education campaigns, community events and workshops, compost training, and school presentations and field trips. Over the next two years priorities will include maintaining progress in achieving compliance with the California Integrated Waste Management Act (AB939); implementing multi-language outreach; and completion of all required plans and studies related to the Pescadero and Half Moon Bay landfill closures.

PROGRAM HEADLINE MEASURES <u>Transportation Services</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of new developments identified in the Congestion Management Program (CMP) implementing transportation demand services	N/A	80%	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%	No

Program Discussion: Public Works Transportation Services is expected to meet current year performance targets for one of three Headline Measures. 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 projected at 885: vanpool 40; transit tickets 650; Carpool 160; and bike/walk 35. Overall participation continues to be on a downward trend. The total number of participants is down 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 is expected to increase from 155 last year to 160 this year. Vanpool participation has remained stable for the past couple of years. The number of transit tickets is projected at 650 which is below last year's 711. There has been an upward trend in the number of people walking and biking to work. This is likely due to the recent installation of secure bike lockers at various County facilities.

During the current year, Transportation Services is working to increase participation and expand program offerings in the Commute Alternatives Program by increasing transit ticket subsidies and providing one-stop shopping for tickets; implementing the new van pool program; and marketing program benefits to employees. Over the next two years priorities will include stabilized participation and expansion of program offerings in the Commute Alternatives Program; improved planning and implementation of Congestion Management Programs, and promoting the Commute Alternatives Program's positive impact on the environment and the health of commuters.

PROGRAM HEADLINE MEASURES <u>Flood Control and Utilities</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent of streetlights repaired within ten working days	95%	78%	92%	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 is expected to meet current year performance targets for one of two Headline Measures. The percent of street light repairs completed within ten days is expected to reach 92% 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 the current year.

During the current year, Flood Control and Utilities is working on the Colma Creek Flood Control projects, implementing the Sewer Construction Improvement Plan, improving infrastructure management and implementing natural resource standards. Over the next two years priorities will continue to be the completion of various Colma Creek Flood Control projects; implementation of the Sewer Construction Improvement Plan as well as systems and programs to improve infrastructure management; expansion of watershed protection measures; and replacement of equipment in Lighting Districts.

PROGRAM HEADLINE MEASURES <u>Airports</u>	2002 Actuals	2003 Actuals	2004 Estimate	2004 Target	Target Will Be Met
Percent change in total number of hangar and tiedown accounts at San Carlos and Half Moon Bay airports	2.2%	-6.0%	-2.0%	-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 is expected to meet current year performance targets for both Headline Measures. The yearly average percent change in total hangar and tiedown accounts is expected to decline again by 2.0% from 419 to 410. 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 the current year, Airports will increase the amount of available grant funding, enhance the efficiency of the Noise Abatement Program, improve the appearance of airports and expand various programs in the areas of facilities maintenance, customer billing and customer service. Over the next two years priorities will include continued work to increase grant funds; improved efficiency and customer service; improved appearance of the airports; and development of a Capital Improvement Plan for airport funded projects and infrastructure improvements.