



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

County Manager's Office

DATE: March 15, 2007

BOARD MEETING DATE: March 27, 2007

SPECIAL NOTICE/HEARING: None

VOTE REQUIRED: Four-fifths

TO: Honorable Board of Supervisors

FROM: John L. Maltbie, County Manager
Reyna Farrales, Deputy County Manager
Donna Vaillancourt, Human Resources Director

SUBJECT: San Mateo County FY2005-06 STARS Awards

RECOMMENDATIONS:

- (1) Adopt a Resolution approving STARS Award recipients and Honorable Mentions
- (2) Presentation of Resolutions honoring STARS Award recipients
- (3) Approve an Appropriation Transfer Request transferring \$71,500 from Non-Departmental to various accounts to appropriate funds for the STARS Awards

VISION ALIGNMENT:

Commitment: Responsive, effective and collaborative government

Goal(s): 21. County employees understand, support and integrate the County vision and goals into their delivery of services

The San Mateo County STARS Awards contributes to this commitment and goal by recognizing County programs that reflect outstanding customer service or program performance.

BACKGROUND:

A Performance Incentives Workgroup was formed in 2004 to take Outcome-Based Management to "the next level" by developing an incentives program that provides awards to County programs that demonstrate outstanding customer service or program performance. The workgroup's Performance Incentives Program ("San Mateo County STARS") was presented to and approved by the Board of Supervisors on December 5th 2006. San Mateo County STARS enables the County to publicly recognize and highlight those programs that demonstrate outstanding customer service or program performance. San Mateo County STARS also encourages continuous departmental

improvement by communicating successful programmatic and customer service strategies Countywide.

STARS entries were due to the County Manager's Office in January 2007. A STARS Review Committee (a sub-group of the OBM Program/Fiscal Subcommittee) reviewed each entry and is recommending four STARS Award recipients for approval to the Board of Supervisors. Executive Council approved the recommended recipients on February 26th and the Board OBM & Budget Subcommittee approved them on March 12th.

DISCUSSION:

There were a total of eighteen STARS entries – six entries for the Customer Service Award and twelve entries for the Program Performance Award. (See attached list of FY2005-06 STARS Entries). The STARS entries include some of the County's most noteworthy programs that significantly impact the efficiency and/or effectiveness of County government. A few entries were truly exceptional, demonstrating outstanding program performance or customer service that is innovative, resourceful and having a significant impact on program and departmental outcomes.

Below is a list of those programs that the STARS Review Committee is recommending to the Board of Supervisors to receive a FY2005-06 STARS Award. Attached to this memo is an overview of each recommended recipient of the award.

Recommendations for STARS Customer Service Award

Category	Recommended Selection	Amount of Award ¹
Service to external customers	Call Center, Department of Child Support Services	\$5,000
Service to internal customers	Medical Center Payment Processing Improvement Project, Treasurer-Tax Collector	\$3,500

Recommendations for STARS Program Performance Award

Category	Recommended Selection	Amount of Award ²
Small Program (less than 30 employees)	Ron Robinson Senior Care Center, San Mateo Medical Center	\$12,500
Large Program (30 or more employees)	Camp Glenwood, Probation Department	\$35,000

The Committee is also recommending the following Honorable Mentions for outstanding program performance:

¹ Recipients of the Customer Service Award could receive up to \$5,000 and Honorable Mention programs could receive up to \$1,000. The Committee determined specific award amounts based upon strength of the entry. The Customer Service Award may be used for any event/training that benefits the selected program's employees.

² Recipients of the Program Performance Award (Small Program category) could be awarded \$10,000 - \$15,000 and recipients in the Large Program category could receive \$20,000 - \$50,000. Honorable Mention programs could receive \$1,000 - \$5,000. The Committee determined specific award amounts based upon strength of the entry. The Program Performance Award must be used for direct program enhancement (that could include any event/training that benefits the selected program's employees).

Small Program (less than 30 employees)	Children's Health Initiative, Health Department	\$5,000
Small Program (less than 30 employees)	Employee and Labor Relations, Human Resources Department	\$3,500
Large Program (30 or more employees)	Choices Program, Sheriff's Office/Correctional Health	\$3,500
	Women, Infants and Children Supplemental Nutrition Program Breastfeeding Center, Health Department	\$3,500

STARS Awards Criteria

The STARS Review Committee rated each STARS entry according to specific criteria. For the Customer Service Award, entries had to demonstrate a clear and measurable goal for outstanding or improved customer service; specific customer service improvement strategies; innovation and/or resourcefulness in providing outstanding customer service; and correlation between customer service improvement and program outcomes.

For the Program Performance Award, program entries had to demonstrate significant improvement in performance measure results or a high level of performance over a period of time; significant impact on outcomes; innovation, resourcefulness and/or collaboration in achieving goals; and alignment with County goals and Shared Vision 2010.

FISCAL IMPACT:

On December 5th 2006, the Board of Supervisors appropriated \$100,000 for San Mateo County STARS in the FY2006-07 Adopted Budget. Based on the current recommendations, the actual cost of the program this fiscal year is \$71,500. The remaining balance will be carried over for next fiscal year's STARS awards.

ATTACHMENTS:

- 1) List of FY2005-06 STARS Entries
- 2) Overview of Recommended Recipients of STARS Award
- 3) San Mateo County STARS Brochure

List of FY2005-06 STARS Entries

Customer Service Award Entries

- Senior Parcel Tax Exemptions, Treasurer-Tax Collector
- Free Echeck for property taxes and other County payments, Treasurer-Tax Collector
- Medical Center Payment Processing Improvement Project, Treasurer-Tax Collector
- Call Center, Department of Child Support Services
- Health Insurance and Food Stamps TeleCenter, Human Services Agency
- Service Excellence, Information Services Department

Program Performance Award Entries

- Children's Health Initiative, Health Department
- Biotech Workforce Training Program, Human Services Agency
- Vocational Rehabilitation Services, Human Services Agency
- Fiscal Officers Training Academy, County Manager's Office
- Child Support Services, Department of Child Support Services
- Differential Response, Human Services Agency
- Employee and Labor Relations, Human Resources Department
- Investigations Program – Juvenile Diversion/Intervention/Impact, Sheriff's Office/Mental Health
- Choices Program, Sheriff's Office/Correctional Health
- Ron Robinson Senior Care Center, San Mateo Medical Center
- Camp Glenwood, Probation Department
- Women, Infants and Children Supplemental Nutrition Program Breastfeeding Care Center, Health Department

Overview of Recommended Recipients of FY2005-06 STARS Award

Call Center, Department of Child Support Services

- A program to assist parents about the legal process and their child support responsibilities
- Demonstrates clear and measurable goals for outstanding customer service, namely to reduce the call wait time to less than two minutes, reduce the abandonment rate to less than 10%, and resolve 90% of the calls in the Call Center
- Implemented unique customer service strategies including the development of performance standards for call center staff, a unique recruitment and testing process, job training, referral tracking and call monitoring systems, employee bonus program, and monthly individual and team performance reports

Impact on Outcomes

- The Call Center has achieved exceptionally high customer service ratings during the last five years, even when the annual number of calls increased from 72,000 to over 82,000.
- Customer service improvements at the Call Center have resulted in call wait times averaging less than one minute, the call abandonment rate averaging 5%, and 12% of the calls being referred to caseworkers.

Medical Center Payment Processing Improvement Project, Treasurer-Tax Collector

- A collaborative effort to improve the accurate and timely processing of San Mateo Medical Center payments to increase Medical Center revenue
- Project included collaboration with five County departments, two software vendors, and three outside agencies to achieve payment process improvements

Impact on Outcomes

- Payment process improvements initiated by the Treasurer-Tax Collector have resulted in immediate improvement in Medical Center cash flow and timeliness of deposits, increased interest income, improved controls over cash procedures, reduced manual tracking and processing of payments, and reduced returned mail items by 50%.

Ron Robinson Senior Care Center (RRSCC), San Mateo Medical Center

- Provides high-quality, comprehensive health care for older adults in San Mateo County
- Demonstrates clear and measurable goals for outstanding program performance, namely to provide 9,500 clinic visits a year, obtain patient satisfaction scores of 90% or higher, maintain clinic visit time under 60 minutes, and improve patient safety; and

Impact on Outcomes

- RRSCC has met and exceeded its performance goals: clinic volume has increased from 1,062 in 2004 to 2,890 this year, 94% of patients rate the clinic as good or excellent, clinic visits are under 60 minutes, and clinic staff has developed a program to promote increased understanding among patients about their medications.

Camp Glenwood, Probation Department

- Alternative to incarceration in Juvenile Hall for high-risk male juvenile offenders which offers a number of programs to assist youth in addressing criminal and anti-social behavior
- Demonstrates clear and measurable goals for outstanding program performance, namely to reduce recidivism and to promote rehabilitation and reintegration into the community; and
- Offers numerous programs and services to achieve its goals including mental health and substance abuse treatment; Cognitive and Life Skills classes; links to community-based programs after release; and counseling services

Impact on Outcomes

- The percentage of youth who remained in the community without returning to Camp Glenwood or court has been consistently over 82%; 85% to 91% of youth who completed Camp Glenwood did not commit a new law violation the past three years; more youth are graduating from the Camp at approximately 20-22 weeks as a result of concentrated and coordinated transition efforts and case planning

Performance
Incentives
Workgroup

Co-chairs:
Peter Bassett
Donna Vaillancourt

Dorothea Curtin
Jimmy Forbis
Anita Galang
Nancy Hetrick
Bob Livengood
Brenda Santos
Carolyn Welch



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Award Background

Outcome Based Management (OBM) was initiated in 1999 to track the progress of all County programs toward achieving the long-term commitments and goals identified through the Shared Vision 2010 community-wide process. A Performance Incentives Workgroup was formed in 2004 to strengthen the OBM process. The workgroup recommended the development of awards for County programs that demonstrate outstanding customer service and program performance.

Process for Receiving an Award

Call for entries takes place annually in the Fall for the prior fiscal year ending June 30th. Departments self-select programs to submit for recognition that reflect outstanding customer service or program performance. An eligible program is one that provides an ongoing service to the public or internal customers.

Entry Steps:

- 1 Fill out the official entry form located on the County Intranet.
- 2 Construct your entry based on the criteria and submission requirements found in this brochure as well as on-line.
- 3 Your entry must be no more than two 8.5 by 11 pages
- 4 E-mail your entry to the County Manager's Office by due date
- 5 The County's OBM Program/Fiscal Subcommittee will evaluate the entries and make a recommendation on selected programs to the Executive Council. Selected programs will present their entries at an Executive Council meeting.
- 6 Awards will be presented at a Board of Supervisors meeting.

Customer Service Award

★ Program Purpose

To recognize County programs that demonstrate outstanding customer service and to provide a mechanism for elevating and communicating successful customer service strategies countywide.

★ Selection Criteria

Program must:

- Have a clear and measurable goal for outstanding or improved customer service
- Develop and implement specific customer service improvement strategies
- Demonstrate innovation and/or resourcefulness in providing outstanding customer service
- Demonstrate correlation between customer service improvements and program outcomes.

★ Entry Categories

There are two categories for entry:

- Programs that serve internal departments
- Programs that serve external customers

One program will be selected in each category. Additional programs may be selected for Honorable Mention.

★ Submission Requirements

The following information is required for each entry:

- Description of program, services provided, and population served
- Statement of customer service challenge and solution
- Methods used to measure and monitor customer satisfaction
- Impact of customer service improvements on program effectiveness
- Plan for sustaining high levels of customer satisfaction

★ Awards

Selected programs will be awarded up to \$5,000*

Honorable Mention programs receive up to \$1,000*

Countywide recognition for selected programs (Countywide announcement, press release, website posting)

Recognition by Board of Supervisors

Recognition in County budget book

Individual letter of recognition

* Award is based on the number of program employees. Award may be used for any event/training that benefits the selected program's employees.

Program Performance Award

★ Program Purpose

To recognize County programs that show significant improvement in performance measure results or that sustain a high level of performance over a period of time.

★ Selection Criteria

Program must:

- Show significant improvement in performance measure results or a high level of performance over a period of time
- Demonstrate significant impact on outcomes
- Demonstrate innovation, resourcefulness and/or collaboration in achieving goals
- Demonstrate alignment with County goals and Shared Vision 2010

★ Entry Categories

There are two categories for entry:

- Large Programs (with 30 or more employees)
- Small Programs (with less than 30 employees)

One program will be selected in each category. Additional programs may be selected for Honorable Mention.

★ Submission Requirements

The following information is required for each entry:

- Description of program services, goals and objectives
- Methods used to measure performance
- Specific actions taken to improve performance measure results
- Impact of program results on department level outcomes and County goals
- Plan for sustaining high performance

★ Awards

Large Program award is \$20,000-\$50,000*

Small Program award is \$10,000-\$15,000*

Honorable Mention programs receive \$1,000-\$5,000*

Countywide recognition for selected programs (Countywide announcement, press release, website posting)

Recognition by Board of Supervisors

Recognition in County budget book

Individual letter of recognition

* Award is based on the size of the program. Award must be used for direct program enhancement which could include any event/training that benefits the selected program's employees.

RESOLUTION NO. _____

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

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**RESOLUTION APPROVING FY2005-06 STARS AWARD RECIPIENTS AND
HONORABLE MENTIONS**

RESOLVED, by the Board of Supervisors of the County of San Mateo, State of California, that

WHEREAS, the Board of Supervisors approved a Performance Incentives Program ("San Mateo County STARS") on December 5th 2006 to recognize and reward County programs that have demonstrated outstanding customer service and program performance; and

WHEREAS, eighteen programs submitted entries for the FY2005-06 San Mateo County STARS Award; and

WHEREAS, a STARS Review Committee reviewed each entry and recommended four STARS Award recipients and four Honorable Mentions for approval to the Board of Supervisors; and

WHEREAS, the recommended STARS Award recipients include: Call Center, Department of Child Support Services; Medical Center Payment Processing Improvement Project, Treasurer-Tax Collector; Ron Robinson Senior Care Center, San Mateo Medical Center; Camp Glenwood, Probation Department; and

WHEREAS, the recommended STARS Honorable Mention recipients include:
Children's Health Initiative, Health Department; Employee and Labor Relations, Human
Resources Department; Choices Program, Sheriff's Office/Correctional Health; Women,
Infants and Children Supplemental Nutrition Program Breastfeeding Center, Health
Department.

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the
Board of Supervisors approve the FY2005-06 STARS Award recipients and Honorable
Mentions.

* * * * *

Resolution

THE BOARD OF SUPERVISORS
COUNTY OF SAN MATEO, STATE OF CALIFORNIA
RESOLUTION HONORING AND COMMENDING

CALL CENTER

Department of Child Support Services

FY2005-06 STARS Award Recipient for Outstanding Customer Service

WHEREAS, on this 27th day of March, two thousand and seven, the Department of Child Support Services' (DCSS) Call Center is honored for outstanding customer service by being named a recipient of the San Mateo County STARS Award; and

WHEREAS, San Mateo County has established an annual award for recognizing and rewarding programs that have demonstrated outstanding customer service and program performance, with the goal of encouraging continuous departmental improvement by communicating successful programmatic and customer service strategies Countywide; and

WHEREAS, THE DCSS CALL CENTER has developed clear and measurable goals for outstanding customer service, namely to reduce the call wait time to less than two minutes, reduce the abandonment rate to less than 10%, and resolve 90% of the calls in the Call Center; and

WHEREAS, THE DCSS CALL CENTER implemented unique customer service strategies including the development of performance standards for call center staff, a unique recruitment and testing process, job training, referral tracking and call monitoring systems, employee bonus program, and monthly individual and team performance reports; and


WHEREAS, THE DCSS CALL CENTER has achieved exceptionally high customer service ratings during the last five years, even when the annual number of calls increased from 72,000 to over 82,000; and

WHEREAS, customer service improvements at THE DCSS CALL CENTER have resulted in call wait times averaging less than one minute, the call abandonment rate averaging 5%, and 12% of the calls being referred to caseworkers,

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to THE DCSS CALL CENTER as a recipient of the STARS Award.

DATED: March 27, 2007

SUPERVISORS:


ROSE JACOBS GIBSON, PRESIDENT

Resolution

THE BOARD OF SUPERVISORS
COUNTY OF SAN MATEO, STATE OF CALIFORNIA
RESOLUTION HONORING AND COMMENDING

MEDICAL CENTER PAYMENT PROCESSING IMPROVEMENT PROJECT *Treasurer-Tax Collector*

FY2005-06 STARS Award Recipient for Outstanding Customer Service

WHEREAS, on this 27th day of March, two thousand and seven, the Treasurer-Tax Collector is honored for outstanding customer service by being named a recipient of the San Mateo County STARS Award; and

WHEREAS, San Mateo County has established an annual award for recognizing and rewarding programs that have demonstrated outstanding customer service and program performance, with the goal of encouraging continuous departmental improvement by communicating successful programmatic and customer service strategies Countywide; and

WHEREAS, THE TREASURER-TAX COLLECTOR spearheaded an effort to improve the accurate and timely processing of San Mateo Medical Center payments to increase Medical Center revenue; and

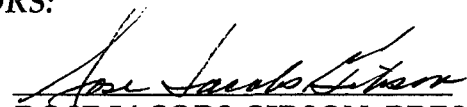
WHEREAS, THE TREASURER-TAX COLLECTOR collaborated with five County departments, two software vendors, and three outside agencies to develop a plan to achieve payment process improvements; and

WHEREAS, payment process improvements initiated by THE TREASURER-TAX COLLECTOR have resulted in immediate improvement in Medical Center cash flow and timeliness of deposits, increased interest income, improved controls over cash procedures, reduced manual tracking and processing of payments, and reduced returned mail items by 50%,

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to THE TREASURER-TAX COLLECTOR as a recipient of the STARS Award.

DATED: March 27, 2007

SUPERVISORS:


ROSE JACOBS GIBSON, PRESIDENT



Resolution

THE BOARD OF SUPERVISORS
COUNTY OF SAN MATEO, STATE OF CALIFORNIA
RESOLUTION HONORING AND COMMENDING

RON ROBINSON SENIOR CARE CENTER *San Mateo Medical Center*

FY2005-06 STARS Award Recipient for Outstanding Program Performance

WHEREAS, on this 27th day of March, two thousand and seven, the Ron Robinson Senior Care Center is honored for outstanding program performance by being named a recipient of the San Mateo County STARS Award; and

WHEREAS, San Mateo County has established an annual award for recognizing and rewarding programs that have demonstrated outstanding customer service and program performance, with the goal of encouraging continuous departmental improvement by communicating successful programmatic and customer service strategies Countywide; and

WHEREAS, RON ROBINSON SENIOR CARE CENTER provides high-quality, comprehensive health care for older adults in San Mateo County; and


WHEREAS, RON ROBINSON SENIOR CARE CENTER has developed clear and measurable goals for outstanding program performance, namely to provide 9,500 clinic visits a year, obtain patient satisfaction scores of 90% or higher, maintain clinic visit time under 60 minutes, and improve patient safety; and

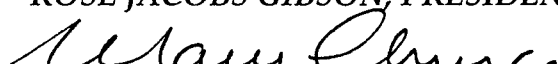
WHEREAS, RON ROBINSON SENIOR CARE CENTER has met and exceeded its performance goals: clinic volume has increased from 1,062 in 2004 to 2,890 this year, 94% of patients rate the clinic as good or excellent, clinic visits are under 60 minutes, and clinic staff has developed a program to promote increased understanding among patients about their medications,

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to RON ROBINSON SENIOR CARE CENTER as a recipient of the STARS Award.

DATED: March 27, 2007

SUPERVISORS:


ROSE JACOBS GIBSON, PRESIDENT



Resolution

THE BOARD OF SUPERVISORS
COUNTY OF SAN MATEO, STATE OF CALIFORNIA
RESOLUTION HONORING AND COMMENDING

CAMP GLENWOOD Probation Department

FY2005-06 STARS Award Recipient for Outstanding Program Performance

WHEREAS, on this 27th day of March, two thousand and seven, Camp Glenwood is honored for outstanding program performance by being named a recipient of the San Mateo County STARS Award; and

WHEREAS, San Mateo County has established an annual award for recognizing and rewarding programs that have demonstrated outstanding customer service and program performance, with the goal of encouraging continuous departmental improvement by communicating successful programmatic and customer service strategies Countywide; and

WHEREAS, CAMP GLENWOOD is an alternative to incarceration in Juvenile Hall for high-risk male juvenile offenders which offers a number of programs to assist youth in addressing criminal and anti-social behavior; and

WHEREAS, CAMP GLENWOOD has developed clear and measurable goals for outstanding program performance, namely to reduce recidivism and to promote rehabilitation and reintegration into the community; and


WHEREAS, CAMP GLENWOOD offers numerous programs and services to achieve its goals including mental health and substance abuse treatment; Cognitive and Life Skills classes; links to community-based programs after release; and counseling services; and

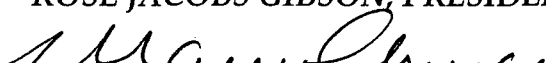
WHEREAS, the percentage of youth who remained in the community without returning to CAMP GLENWOOD or court has been consistently over 82%; 85% to 91% of youth who completed CAMP GLENWOOD did not commit a new law violation the past three years; more youth are graduating from the Camp at approximately 20-22 weeks as a result of concentrated and coordinated transition efforts and case planning,

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to CAMP GLENWOOD as a recipient of the STARS Award.

DATED: March 27, 2007

SUPERVISORS:


ROSE JACOBS GIBSON, PRESIDENT



**COUNTY OF SAN MATEO
APPROPRIATION TRANSFER REQUEST**

REQUEST NO.

DEPARTMENT: *County Manager's Office*

DATE: *3-19-07*

1. REQUEST TRANSFER OF APPROPRIATIONS AS LISTED BELOW:

	C O D E S		AMOUNT	DESCRIPTION
	FUND OR ORG.	ACCOUNT		
From	<i>Various</i>	<i>Various</i>	<i>\$71,500 00</i>	<i>see Attached spreadsheet</i>
To	<i>Various</i>	<i>Various</i>	<i>\$71,500 00</i>	<i>see Attached spreadsheet</i>

Justification. (Attach Memo if Necessary)

*To appropriate funds for the FY2005-06 STARS Awards
(see attached Board memo)*

DEPARTMENT HEAD
BY: *Jim Saco* DATE: *3/19/07*

2. Board Action Required Four-Fifths Vote Required Board Action Not Required

Remarks:

COUNTY CONTROLLER
BY: *N.A.* DATE: *3-19-07*

3. Approve as Requested Approve as Revised Disapprove

Remarks:

COUNTY MANAGER
BY: *J. Smith* DATE: *3-20-07*

DO NOT WRITE BELOW THIS LINE — FOR BOARD OF SUPERVISORS' USE ONLY

BOARD OF SUPERVISORS, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

RESOLUTION TRANSFERRING FUNDS

RESOLUTION NO. _____

RESOLVED, by the Board of Supervisors of the County of San Mateo, that

WHEREAS, the Department hereinabove named in the Request for Appropriation, Allotment or Transfer of Funds has requested the transfer of certain funds as described in said Request; and

WHEREAS, the County Controller has approved said Request as to accounting and available balances, and the County Manager has recommended the transfer of funds as set forth hereinabove:

NOW, THEREFORE, IT IS HEREBY ORDERED AND DETERMINED that the recommendations of the County Manager be approved and that the transfer of funds as set forth in said Request be effected.

Regularly passed and adopted this _____ day of _____, 19____.

Ayes and in favor of said resolution:
Supervisors: _____

Noes and against said resolution:
Supervisors: _____