

**SAN MATEO COUNTY STARS AWARDS PROGRAM**  
**Program Performance / Customer Service / Green**  
**2007-08 Entries**

**PROGRAM PERFORMANCE**

- Re-entry Program (Sheriff's Office in partnership with Probation, Correctional Health and Alcohol & Drug Services)
- Healthier Outcomes Through Multidisciplinary Engagement - HOME Team (Health System)
- Employee Health and Fitness Program (Human Resources Department)
- Language Assistance Service Program (Health System)
- Outpatient Medication Safety Program (Health System - SMMC)
- Medication Safety – Bar Coded Medication Administration (Health System -SMMC)
- Community Awareness Project (Probation)

**CUSTOMER SERVICE**

- Recruitment and Selection (Human Resources Department)\*
- Child Safety Seat Education Program (Sheriff's Office)
- EDocuments Web-Based Report Delivery Systems (Tax Collector-Treasurer's Office)

\* Initially submitted as program performance entry, however the STARS Review Team determined that entry was more in alignment with customer service

**GREEN**

- Green Jails Program (Sheriff's Office)
- Personal Computer (PC) Power Management Program (Information Services Department)
- Energy Efficiency Projects (Public Works)
- SMC Energy Watch (Public Works)
- Certifiably Green! Redwood City Human Services Office Seeks Green Business Status (Human Services Agency)
- Departmental Green Team (Human Services Agency)
- Pollution Prevention Program/Coastal Cleanup Day (Health System - Environmental Health)
- Green Meters – Water Meter Bench Re-circulating Tank and Vapor Meter Test Lab (Health System)
- Green Business Program (RecycleWorks, Public Works)

## Green Award

### Program Purpose

Recognize leadership, initiative and creativity by County staff in "greening" their facilities, operations and/or programs and increasing the visibility of climate change actions by San Mateo County government.

### Selection Criteria

- Selected programs must do the following:*
- ☆ Reduce the County's carbon footprint by addressing one or more of the following areas: waste reduction, energy conservation, water conservation, mass transit and/or low or no emissions vehicles, climate change education, or other related areas.
  - ☆ Demonstrate leadership, innovation and/or resourcefulness in "greening" a County facility, program or operation
  - ☆ Have quantifiable environmental benefits such as pounds of CO2 reduced, tons of waste diverted, or gallons of water saved.
  - ☆ Demonstrate collateral benefits such as improved customer service, reduced costs and/or improved program performance

### Submission Requirements

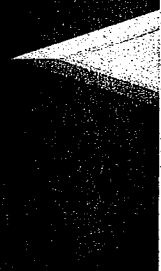
- ☆ Description of department, program or individual(s) that initiated the project and the facility, environment and/or population affected by greening project
- ☆ Statement of pre-greening situation and problem addressed
- ☆ Description of greening activities
- ☆ Measurement of direct environmental benefits
- ☆ Description and measurement of all collateral benefits
- ☆ Plan for sustaining the project
- ☆ Potential to replicate project in other County or public facilities, programs or services

### Award

- ☆ Selected program/project will be awarded up to \$5,000
- ☆ Honorable mention programs/projects will be awarded up to \$1,500
- ☆ Countywide recognition for all selected programs including recognition by the Board of Supervisors, in the Climate Action Plan, on the web page and in press releases
- ☆ Monetary award is based on the impact of the project and may be used for further green projects including, but not limited to, materials, labor and/or staff and client outreach and education



# San Mateo



S T A R S

excellence in service  
and performance



County of San Mateo  
455 County Center  
Redwood City, CA 94063  
Phone: 650-363-7844 Fax: 650-363-4822

### STARS Workgroup

- |                 |                 |                   |
|-----------------|-----------------|-------------------|
| Peter Bassett   | Rocio Kirycczun | Donna Vallancourt |
| Dorothea Curtin | Bob Livengood   | Carolyn Welch     |
| Anita Galang    | Brenda Santos   |                   |

## 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 STARS 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. In 2008, the County added STARS awards for outstanding Employee Suggestions and Green projects.

## Process for Receiving an Award

Call for entries takes place annually in the Summer for the prior fiscal year ending June 30th. For the Customer Service, Program Performance and Green awards, departments self-select programs to submit for recognition. An eligible program is one that provides an ongoing service to the public or internal customers. For the Employee Suggestion award, employees submit the suggestions for recognition.

## Entry Steps:

1. Fill out the official entry form located on the County STARS Intranet site: <http://intranet.co.sanmateo.ca.us/countystars>
2. Notify your department head and/or appropriate staff.
3. Construct your entry based on the criteria and submission requirements found in this brochure as well as online.
4. **Customer Service, Program Performance and Green** entries should be no more than two 8.5x11 pages and must be emailed to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us) by due date; **Employee Suggestion** entries must be submitted online at [www.co.sanmateo.ca.us/hr/EmployeeSuggestions](http://www.co.sanmateo.ca.us/hr/EmployeeSuggestions)
5. A STARS Award Committee 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 and Finance and Operations Committee 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

### 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 program will be awarded up to \$10,000\*
- ☆ Honorable Mention programs receive up to \$2,500\*
- ☆ Countywide recognition for selected programs
- ☆ 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

### 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

- ☆ Selected program will be awarded \$10,000 - \$50,000\*
- ☆ Honorable Mention programs receive \$1,000 - \$10,000\*
- ☆ Countywide recognition for selected programs
- ☆ Recognition by Board of Supervisors
- ☆ Recognition in County budget book
- ☆ Individual letter of recognition

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

## Employee Suggestion Award

### Program Purpose

To encourage and reward employee input that improves efficiency and effectiveness of County government.

### Selection Criteria

Suggestion must contribute to the efficiency, economy or improvement of County operations or services.

*An eligible suggestion might:*

- ☆ Reduce costs, duplication, time, waste, or accidents
  - ☆ Generate new revenue or increase existing revenue
  - ☆ Improve procedures, service, working conditions, security, safety, or workflow
  - ☆ Increase productivity
  - ☆ Save time, materials, labor, energy, or money
- Ineligible:*

- ☆ Suggestions within the submitter's own authority to implement
- ☆ Suggestions part of the employee's specific assignment
- ☆ A duplication of an idea previously received or under development prior to receipt of suggestions

### Submission Requirements

- ☆ Description of a problem or issue in your department or program
- ☆ Suggestion for addressing the problem or issue
- ☆ Impact of your suggestion on efficiency and effectiveness of County government
- ☆ Plan for sustaining the effectiveness of your suggestion

### Awards\*

All awards are approved at the discretion of the STARS Award Committee. There is no limit to the number of employee suggestions that can be recognized by the Committee. The award may include a letter of recognition and/or cash award as follows:

**Direct Awards** are for implemented suggestions that increase revenue or result in cost avoidance, a savings in the cost of supplies, equipment, materials or budgeted expense. The increase in revenue and/or reduction in costs must be reflected in the department's requested budget in April as a separate funding adjustment, or as a mid-year Appropriation Transfer Request (ATR) if the suggestion can be implemented in the current fiscal year. *Maximum award: 5% of first year savings not to exceed \$5,000*

**Indirect Awards** are for benefits that cannot be calculated in dollars, including an improvement in a procedure or service to the public; increased efficiency or simplification of work. *Maximum award: \$50*

\* Awards are considered taxable income



## Program Performance Award Official Entry Form

The Program Performance Award recognizes and rewards County programs that show significant improvement in performance measure results or that sustain a high level of performance over a period of time. One program is selected as the recipient of the STARS Program Performance Award each year. Additional programs may be selected for Honorable Mention. Selected programs receive a cash award and County-wide recognition. Additional information about the Program Performance Award and a sample of a completed entry form can be found on the County's intranet website.

Department: Sheriff's Office in Partnership with the Probation Department, Correctional Health Services and Alcohol and Other Drug Services

Program being nominated: Re-entry Workgroup

# of clients/customers served: Residents of San Mateo County

Contact person: Deb Keller Phone: 650-363-4654

Email address: dkeller@co.sanmateo.ca.us

Please attach a list of Program employees and their Pony mail addresses. Also attach a narrative that does **not exceed two pages, 8-1/2 by 11**, with the following information:

1. Describe the program. What are the program services, goals and objectives?
2. Identify the methods used to measure the program's performance, and the process used to gather data.
3. Discuss the program's performance. What specific actions were taken during the year to improve performance measure results or what has been done to sustain a high level of performance?
4. What is the impact of program results on outcomes (at the program, department or County level)?
5. What is the program's plan for sustaining high performance?

Email your entry to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us). The deadline for submissions is Friday, October 31, 2008. Selected programs will be notified and awards will be presented in January.

**Good luck and thank you for your participation!**

## **1. Describe the program. What are the program services, goals and objectives?**

Sheriff Greg Munks, along with the San Mateo County Board of Supervisors and our criminal justice partners, have long recognized that our jail inmates can benefit from post-release programs which address the inmate's alcohol and drug abuse problems, job training needs, and housing issues. The San Mateo County Superior Court has responded by making inmates eligible for early release from jail to residential treatment programs which can provide these services (this is called "modification" of the inmate's sentence). Modification is a complex process, requiring a large commitment of time from the jail staff who are preparing the inmates for re-entry and from the probation officers who must evaluate and approve the inmate's choice of program. As a result, many modifiable inmates served their entire sentence in custody without being placed in a program.

In June 2006, current Assistant Sheriff Trisha Sanchez, Director Ken Pessa, from the Probation Department, and Dr. Rich Hayward from Correctional Health Services co-authored a report on a proposed Inmate Services and Case Management Re-entry Project as initiated by the San Mateo County Board of Supervisors. The Board of Supervisors approved the report and provided funding to expand the Sheriff's Choices Program and its supporting staff, while also adding a dedicated on-site Probation Officer for re-entry work. A defined focus and organizational structure was created on how to work specifically with those inmates eligible for re-entry within the Sheriff's Correctional Facilities in late 2006. In early 2007, the expansion of the Choices pod was coordinated by Lieutenant Randy Randleman, Choices Program Director Shirley Lamarr, Sergeant Dave Titus, and Correctional Officer Jose Santiago, doubling the capacity of the Choices program from 96 to 192 inmates.

Under the direction of the Corrections Division Captain John Quinlan and the Program Services Manager Debra Keller, the Re-entry Workgroup was formed in mid-2007 to implement the re-entry provisions of the project. The Sheriff's Office continues to chair and devote staff time to collecting a comprehensive list of potentially modifiable inmates, who could then be placed in contact with social service agency representatives working in the jail. The dedicated Probation Officer was assigned to monitor the modifiable inmates and work proactively to find treatment programs with available treatment bed space. Regular meetings were established at which all the involved agencies and departments (including Probation, Job Train, Alcohol and Drug Services, Choices, Service League and representatives of the Sheriff's Office) could discuss issues and solve problems cooperatively.

The goals of the Re-entry Workgroup are:

- To assess the needs of the inmate in our County jails early on so they will achieve success upon their release.
- To promote safer communities by breaking the cycle of recidivism.
- To reduce the financial burden on taxpayers by decreasing the number of individuals returning to jail and/or prison, which in turn reduces the high costs that are associated with incarceration.
- To build stronger communities by equipping the formerly incarcerated with opportunities and skills to contribute and give back to the community in positive ways.

The objectives of the Workgroup are:

- To increase the number of participants who successfully complete drug treatment programs and reduce probation violations for failures to complete treatment.
- To decrease jail population by earlier modifications to residential treatment programs.
- Identify outcomes and measure progress by creating a tracking, reporting, and evaluation component of inmate services and case management for re-entry.

## **2. Identify the methods used to measure the program's performance and the process used to gather data.**

Before the Re-entry Workgroup was formed, there was no adequate database of modifiable inmates, nor any systematic tracking of their outcomes. The Workgroup has created a database which records essential data for all modifiable cases. The database provides all parties with an up-to-date list of current inmates who may be modified to treatment programs, keeps track of the release status of these inmates, and permits periodic reviews of released inmates (whether or not they went to a treatment program). It is also used by the Probation Department to review eligible candidates for the Bridges and Pathways Programs.

Staff from the Sheriff's R.O.R. section prepares weekly lists of new modifiable inmates based on a review of sentences determined by the Courts. This list is reviewed by a jail classification officer and the dedicated probation officer to correct errors and oversights. Information about the progress of individual inmates is added during the Workgroup's weekly meetings. Post-release recidivism data is regularly gathered by interrogating the jail's booking database (CJIS) for the current status of released inmates.

**3. Discuss the program's performance. What specific actions were taken during the year to improve performance measure results or what has been done to sustain a high level of performance?**

The Re-entry Workgroup has been fully operational since late 2007. Between January 1 and September 15 of 2008, the Re-entry Workgroup placed 120 inmates into treatment programs. This is over three times the number of inmates who were placed in programs under the old system (which continues to operate: individual probation officers still arrange for inmates from their caseload to be modified to programs). The Workgroup expects to place 160 inmates over the course of a full year. Inmates are being released to treatment programs an average of 100 days before their sentenced release date. To date, this has resulted in a savings of over 12,000 jail-days; the savings over a full year will be approximately 16,000 jail-days.

The Sheriff's Office has set a performance measure target of 32,000 jail-days per year to be saved by using custody alternatives programs (the Sheriff's Work Program, electronic monitoring, and similar programs). The Re-entry Workgroup, a new program, will provide an additional saving of approximately 16,000 jail-days per year thereby exceeding the Department's target.

**4. What is the impact of program results on outcomes (at the program, department or County level)?**

*Reduced jail overcrowding:* The inmates who were placed into programs by the Re-entry Workgroup were released an average of 100 days earlier than if they had served their full sentence—saving over 12,000 jail-days in the past nine months. As the estimated daily cost for housing an inmate in the jail is \$110 per day, the Workgroup's placements have saved \$1,320,000 in jail housing costs.

*Reduced recidivism:* Inmates placed in programs by the Workgroup have shown a significant reduction in recidivism when compared to inmates not placed by the Workgroup, at both 90 and 180 days after release. After 180 days, only 20% of inmates who had been placed in treatment programs by the Workgroup had been rebooked in the County Jail. By comparison, 38% of the modifiable inmates who were never placed in a program had been rebooked. Of note is the fact that inmates placed in programs were rebooked on less serious charges (e.g. probation violations rather than new crimes). Other studies have shown that in the long run, the recidivism rate at the County jail approaches 70%. Though the Workgroup's results cannot be compared to that figure until more time has passed, the early results are promising.

*Enhanced in-custody programs:* Early in 2007, the Sheriff doubled the size of the Choices Program, which provides in-custody treatment for inmates with substance abuse issues and helps prepare them for re-entry into the community. By making early release a real possibility, the Re-entry Workgroup's effort shows these inmates that their progress toward recovery can lead to a concrete benefit for themselves. Between January 1 and September 15 of 2008, the Workgroup placed 49 men and 16 women from the Choices Program in treatment programs.

*Shared Vision 2010:* The Workgroup's efforts help fulfill the County's goals # 7 "Maintain and enhance the public safety of all residents and visitors", # 21 "County employees understand, support and integrate the County vision and goals into their delivery of services", and #22 "County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County."

*Sheriff's Office Re-entry Program objectives:* The Workgroup is fulfilling the Sheriff's Office program objective to "increase the number of Maguire jail bed days saved using custody alternative programs: help prepare the existing inmate population for re-entry into the community by planning with the Service League, Correctional Health Services, and other community-based agencies, to determine the components of a successful re-entry program."

**5. What is the program's plan for sustaining high performance?**

The Re-entry Workgroup will:

- Continue to collect and disseminate data so that the members of the group can carry out their work of preparing inmates for early release.
- Maintain liaison with residential treatment programs, so more beds are available for eligible inmates.
- Invite provider representatives to discuss the particular challenges they face in serving these clients.
- Extend outreach efforts to those inmates who now decline to take advantage of the Re-entry program. This could result in up to 160 additional releases to programs per year.
- Seek additional Probation Department support if the caseload of modifiable inmates becomes too large for the single dedicated probation officer to oversee.
- Continue to address the need for dedicated residential treatment bed space by reporting out on the bottleneck that is occurring in our Corrections Division facilities.

## **Re-entry Work Group Project Team List**

### Sheriff's Office

Greg Munks – Sheriff  
Trisha Sanchez- Assistant Sheriff  
John Quinlan- Captain, Corrections Division  
Randy Randleman- Lieutenant , OES  
Debra Keller- Program Services Manager Sheriffs Office (Chair)  
Lisa Williams- Lieutenant, Commander of Women's Correctional Center  
Dave Titus- Sergeant, Classification  
Jose Santiago- Correctional Officer  
Mel Palaby- Correctional Officer  
Charles Tyson- Legal Office Specialist  
Kathleen Irvine- Legal Office Specialist Supervisor  
Pamela Glembot- Correctional Officer  
Jessica Caballero- Correctional Officer  
Tamaron Stewart- Legal Office Specialist

### Health Department

Charlene Silva – Director  
Stephen Kaplan- Director, Alcohol and Other Drug Services (AOD) Behavioral Health and Recovery Services  
Clara Boyden-Special Programs Manager, Alcohol and Other Drug Services (AOD) County of San Mateo, Behavioral Health and Recovery Services (BHRS)  
Shirley Lamarr- Correctional Health Services: Choices Director  
Rich Hayward – (Retired) Correctional Health Services Choices Director  
Susan Kole- Correctional Health Services Director

### Probation Department

Loren Buddress, Chief  
Ken Pessa- Director, Adult Services  
Rich Hori- Program Services Manager  
Laura Melendy- Probation Officer

### Community Partners

Alonzo Emery- Job Train  
Mike Nevin – The Service League of San Mateo County, Executive Director  
Karen Franconi- The Service League of San Mateo County, Director  
Diana Mitchell- The Service League of San Mateo County  
Phillip Whitely- The Service League of San Mateo County

### Board of Supervisors

Adrienne Tissier  
Rose Jacobs-Gibson



## Program Performance Award Official Entry Form

The Program Performance Award recognizes and rewards County programs that show significant improvement in performance measure results or that sustain a high level of performance over a period of time. One program is selected as the recipient of the STARS Program Performance Award each year. Additional programs may be selected for Honorable Mention. Selected programs receive a cash award and County-wide recognition. Additional information about the Program Performance Award and a sample of a completed entry form can be found on the County's intranet website.

Department: San Mateo County Health Department  
Program being nominated: Healthier Outcomes Through Multidisciplinary Engagement  
(HOME Team)  
# of clients/customers served: 83 (as of October 2008)  
Contact person: Nina Rhee, Management Analyst Phone: 650-573-2932  
Email address: nrhee@co.sanmateo.ca.us

Please attach a list of Program employees and their Pony mail addresses. Also attach a narrative that does **not exceed two pages, 8-1/2 by 11**, with the following information:

1. Describe the program. What are the program services, goals and objectives?
2. Identify the methods used to measure the program's performance, and the process used to gather data.
3. Discuss the program's performance. What specific actions were taken during the year to improve performance measure results or what has been done to sustain a high level of performance?
4. What is the impact of program results on outcomes (at the program, department or County level)?
5. What is the program's plan for sustaining high performance?

Email your entry to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us). **The deadline for submissions is Friday, October 31, 2008.** Selected programs will be notified and awards will be presented in January.

**Good luck and thank you for your participation!**



**Describe the program. What are the program services, goals and objectives?**

Background

The Healthier Outcomes through Multidisciplinary Engagement (HOME) Team launched in July 2007 is a joint project of the San Mateo County's Health Department, Medical Center (SMMC), Human Services Agency, Health Plan of San Mateo and the Silicon Valley Community Foundation. Using a multidisciplinary approach, the program synthesizes best practices and experiences to address the complex needs of individuals who frequently utilize the San Mateo Medical Center Emergency Department (SMMCED) as their primary source of health care. The HOME Team members are the Social Work Supervisor, Public Health Nurse, Community Worker and Social Worker. HOME Team's goal is to improve access to care by connecting the frequent users of the SMMCED to appropriate primary care, achieve improved client well-being through better management of complex health and social needs, and reduce the demand on the SMMCED. Eligibility criteria for HOME Team services is that the client: 1) Has had seven or more SMMCED visits in the past 12 months; 2) Is a San Mateo County resident; and 3) Is not receiving Targeted Case Management (TCM) services from another program.

HOME Team's objective is to: Work with the client to identify and prioritize complex health care needs to create an individualized service plan. Through its case management, HOME Team provides advocacy to eliminate health care insurance and service barriers; medication management and education; social service linkage and brokerage to San Mateo County Behavioral Health and Recovery Services (BHRS) and other community-based programs.

**Identify the methods used to measure the program's performance, and the process used to gather data.**

Program evaluation is a departmental collaboration between HOME Team, Health Policy and Planning (HPP), and the SMMC. Evaluation activities include the collection of baseline data such as emergency department visits, eligibility for Social Security and Supplemental Security Insurance, and the need for housing assistance. In addition, an analysis comparing pre and post emergency department utilization by targeted clients is conducted to yield any basic cost and potential cost avoidance information. HPP is conducting an analysis to examine individual level changes utilizing Epi-Info, an epidemiological program.

**Discuss the program's performance. What specific actions were taken during the year to improve performance measure results or what has been done to sustain a high level of performance?**

Since July 2007, HOME Team has successfully demonstrated a dramatic decrease in emergency department visits and an increase in primary care visits. For the quarter following 1 year of enrollment, 29 clients experienced a decrease in visits to the emergency department by 50%. For visits to primary care clinics, data indicate a sharp increase in follow-up visits for the quarter following six months of enrollment (90 vs. 151) which demonstrates successful management of chronic medical conditions.

Overall, data indicate a 59% increase in MediCal enrollment ensuring a connection to medical professionals for ongoing medical evaluation, care and follow-up. HOME Team has successfully addressed several basic needs such as housing, food and transportation. Twenty-four percent of the chronically homeless clients have received subsidized housing. HOME Team was able to meet minimal nutritional needs by providing food vouchers. HOME Team also provided over 350 transportation vouchers to medical and social service appointments and to jobs. Furthermore, HOME Team clients experienced a 60% increase in income through enrollment in governmental assistance programs and by securing employment.

**What is the impact of program results on department level outcomes and County goals?**

HOME Team was designed in line with San Mateo County's Shared Vision 2010. HOME Team strives to ensure basic health by improving access to healthcare and preventive care and by helping the most vulnerable aged, disabled and mentally ill. To date, HOME Team has screened over 220 individuals and served 83 of the county's most challenging clients. Furthermore, HOME Team addresses several medical services recommendations outlined in the *Health Management Associates Assessment of Strategic Priorities for San Mateo Health Services*. Priorities include caring for the underserved population, increasing access to health care, increasing enrollment for medical insurance, and improving access to specialty care clinics. HOME Team also supports the goals of the San Mateo County Housing Our People Effectively (HOPE) Plan to end homelessness. By securing a contract with Alcohol and other Drug Services, HOME Team is serving the chronically homeless population and to date has successfully housed 6 individuals in permanent housing. HOME Team addresses other housing needs through a two year contract with Shelter Network for access to an emergency bed funded by the San Mateo Health Foundation.

The most noticeable impact HOME Team has made on a county level is the overall cost avoidance to the medical system. For example, for the quarter prior to HOME Team enrollment, 29 clients accrued medical emergency department charges totaling \$149,684. For the quarter following 1 year of enrollment, these same 29 clients accrued a total of only \$45,898.

**Plan for sustaining high performance**

As a result of HOME Team's ability to successfully monitor and demonstrate success, the Silicon Valley Community Foundation recently awarded HOME Team an extension of support for 2 years. Scheduled reports to the Foundation as well as HOME Team's quarterly steering committee meetings with representatives from Aging and Adult Services, SMMC, BHRS, Public Health Services, Health Plan of San Mateo, Hospital Consortium of San Mateo County, and Human Services Agency ensures its continued high performance and quality assurance. The steering committee provides feedback on current practices, recommendations for future directions and support for its continued success. Further collaboration in the Ron Robinson Senior Care Clinic Interdisciplinary Team Case Conference Meetings, BHRS Field Crisis Meetings, and Homeless Outreach Team Meetings also allows for continued best practices for HOME Team clients.

2008 Program Performance Award Application  
Healthier Outcomes Through Multidisciplinary Engagement (HOME)

The HOME Team staff are: (Pony #: AAS-321)

Tammy Siu - Social Work Supervisor  
Kenneth Stephenson - Social Worker  
Jan Manders - PHN  
Gloria Mariscal - Community Worker

The manager over the program is Chris Rodriguez -- Health Services Manager



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Department: Human Resources

Program being nominated: Recruitment and Selection Division

# of clients/customers served: 10,000+ (County Employees and Applicants)

Contact person: Dee Williams-Ridley Phone: 650-363-4541

Email address: dwilliams-ridley@co.sanmateo.ca.us

Please attach a list of Program employees and their Pony mail addresses. Also attach a narrative that does not exceed two pages, 8-1/2 by 11, with the following information:

1. Describe the program. What are the program services, goals and objectives?
2. Identify the methods used to measure the program's performance, and the process used to gather data.
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Email your entry to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us). The deadline for submissions is Friday, October 31, 2008. Selected programs will be notified and awards will be presented in December.

**Good luck and thank you for your participation!**

**I. Program Description**

The mission of the Recruitment and Selection Division of Human Resources is to provide innovative, responsive, fair and consistent recruitment, selection services to county departments, employees and job applicants and to ensure the county employs a qualified and diverse workforce. The Recruitment and Selection Division aligns its service delivery to the changing priorities and staffing trends of county departments, public sector best practices, industry specific challenges, and the available workforce. We emphasize collaboration with department subject matter experts, hiring managers and by establishing strategic partnerships with public sector HR organizations, and associations. We focus on excellence in selection practices by developing testing tools that are both content valid and cost effective. Our program services and priorities support the economic climate of our organization and the Shared Vision 2010 goal of responsive, effective and collaborative government.

*Major services provided by the Recruitment and Selection Division include:*

- Recruitment and Screening Activities
- Test Development and Administration
- Interview Training
- Candidate Feedback and Informational Sessions
- Employee Transition & Job Placement Services
- Career Counseling
- Participation in Youth Mentoring Programs
- Career Fairs
- Internal Consulting Services on Workforce Planning and Staffing
- Advertising and Marketing of County Employment Opportunities and Benefits

**II. Program Performance Measurement**

The effectiveness and efficiency of the Recruitment and Selection Division is measured through overall customer satisfaction feedback on new hires upon 6 months of service, percent of management and non-management positions filled through promotions and time to hire. The division tracks employee turnover, the increase in qualified applicants for county positions, it surveys customers on recruitment planning, test development and administration. Additionally, a workforce planning report is issued annually to customers providing department specific recruitment and retention statistics. This report tracks data for the past two fiscal years highlighting the number of recruitments completed and applications received and provides a department specific analysis on recruitment, retention and retirement trends to assist departments in workforce planning.

**III. Performance Results**

Performance feedback from department managers and supervisors for fiscal years 2005-2006 and 2006-2007 indicated a good and consistent level of satisfaction with new hires after 6 months. The following table illustrates how the percent of clients satisfied with new hires this fiscal year has surpassed the previous year by 6 percentage points.

Fiscal Year	2005-2006	2006-2007	2007-2008
Percent of clients satisfied with new hires after six months.	89%	89%	95%

The increase in clients satisfied with new hires after 6 months is a direct indicator that county departments are receiving the most highly qualified applicants and that the competitive testing processes utilized are measuring talent effectively. Not only are the testing processes measuring talent effectively they are both content valid and cost effective, key factors in good test development.

The Recruitment and Selection Division conducts over 445 recruitment processes and receives over 13,000 applications annually. While, these statistics are significant, the division's major focus is on improving service delivery and streamlining the recruitment process. As a result, the division piloted two exam process improvement strategies designed to significantly shorten the time to hire, reduce recruitment costs, and minimize the loss of productivity when conducting oral board panels. The division implemented a Training and Experience Evaluation (T&E) process and a Single component Written Examination process. Both examination tools: 1) effectively assess the knowledge, skill and

ability of test-takers, 2) eliminate the need for lengthy panel boards, 3) can be used repeatedly without decreasing test re-test reliability, 4) decrease the time to hire by up to 38%, and 5) will reduce test development and administration cost significantly over time.

The following table illustrates the results of 4 pilot examinations utilizing T & E testing and single component written testing:

Pilot	Type of Test	# Panel	Total # of days	Approx. Weeks	Reduction in time to hire
Test 1	Written & Oral	3-6	54 days	7 weeks	
Test 1	Written Only	0	42 days	6 weeks	22%
Test 2	Written & Oral	3-6	53 days	7 weeks	
Test 2	T&E	0	38 days	5 weeks	28%
Test 3	Written & Oral	3-6	61 days	8 weeks	
Test 3	T&E	0	41 days	5 weeks	33%
Test 4	Written & Oral	3-6	53 days	7 weeks	
Test 4	Written	0	33 days	4 weeks	38%

#### **IV. Program Impact on Outcomes**

The Recruitment and Selection Division plays a critical role in preparing the county's workforce for future job promotions, opportunities and career growth. By providing training and expert consultative services to employees, supervisors and managers on how to prepare effectively for Civil Service examinations and counseling on career ladders and job requirements, employees are able to position themselves for future promotional opportunities and succeed in a competitive testing process. From FY 2005—06 to 2007—08, over 1,500 new hires were made. Promotions constituted over 77% of all positions filled during that same period. Employee promotions are a key indicator that succession planning efforts are working, that an organization has prepared its employees for future opportunities, and that it is able to retain the knowledge of those leaving.

The Recruitment and Selection Division prides itself in providing a meaningful candidate experience for both current and future employees, one that is much more than making the recruitment and hiring process smooth and streamlined. It's about conducting a fair and impartial process, understanding the need of the individual we've encountered, validating a culture fit and seeing what opportunities can be developed from that exchange. With this approach, the division rarely receives complaints that cannot be resolved at the lowest possible level. Of the 13,000 applications received on an annual basis less than 1% result in appeal to the Civil Service Commission.

#### **V. Plan for Sustaining High Performance**

The Recruitment and Selection Division is committed to sustaining outstanding services to our county departments, and candidates. The following initiatives and strategies have been implemented or are underway in order to ensure that this level of outstanding service is maintained:

- **Focus Group Informational Sessions:** The division has conducted four focus groups with new employees to obtain feed back on the examination process, what attracted them to public sector employment, ways to improve our current candidate experience. The division is currently developing job specific focus groups for hard- to- fill positions or positions with low applicant pools.
- **Examination Process Improvements:** During the summer of 2008 the division completed a full assessment of the exam process from initial request to establishment of the eligible list. The next steps include the evaluation and implementation of the recommended solutions.
- **Recruitment Strategies:** Continue to implement new recruitment strategies to reduce the number of hard-to-fill vacancies, i.e., Recruitment Incentives Programs.

**Recruitment & Selection Division – Program Employees**

Pony #: HRD-121 All employees with the exception of Steve Reinhard – Pony#: HOS –316PP

<b><u>Name</u></b>	<b><u>Position</u></b>
Dina Scopesi,	Recruitment & Selection Manager
Lisa Yapching,	Class & Compensation/Workforce Planning Manger
Chet Overstreet,	Management Analyst
Cristina Heinz,	Management Analyst
Jennifer Reyes,	Personnel Technician
Kelly Yip,	Personnel Technician
Michelle Kuka,	Management Analyst
Myla Garcia,	Management Analyst
Myra Yapching,	Management Analyst
Steve Reinhard,	Management Analyst
Steve Rios,	Management Analyst
Ursula Tercero,	Personnel Technician
Yvonne Avidrez,	Management Analyst



## Green Award Official Entry Form

The Green Award recognizes and rewards programs/projects that demonstrate leadership and creativity in "greening" their facilities, operations and/or programs and increasing the visibility of climate change actions by San Mateo County government. Programs that have implemented innovative greening projects are encouraged to submit entries. Additional information about the Green Award can be found on the County's intranet website at <http://intranet.co.sanmateo.ca.us/countystars>.

Department: San Mateo County Sheriff's Office

Program / Project  
being nominated: "Green Jails Program"

Contact person: Captain John Quinlan

Phone: X4452 Email  
address: jquinlan @co.sanmateo.ca.us

Please attach narrative (not to exceed two pages, 8-1/2 by 11) addressing the following:

1. Describe the green project. Who initiated the project? What issue/problem was addressed? How was the issue/problem addressed? What facility, environment and/or population benefited from the greening project?
2. Identify the costs and all environmental, fiscal and organizational benefits of your greening project. How are these benefits measured? Include data supporting the success of your greening project/program. (For assistance with environmental benefit calculations, contact the RecycleWorks staff in the Department of Public Works.)
3. What is the plan for continuing the program or project?
4. How might other departments or public agencies learn from or apply the successes you have achieved?

Email your entry to [stars@co.sanmateo.ca.us](mailto:stars@co.sanmateo.ca.us). The deadline for submission is Friday, October 31, 2008. Selected programs will be notified and awards will be presented in January.

**Good luck and thank you for your participation!**



**1. Describe the green project. Who initiated the project? What issue/problem was addressed? How was the issue/problem addressed? What facility, environment and/or population benefited from the greening project?**

Until recently, San Mateo County's inmates were blowing through 3,000 disposable plastic spoons per day. If you lined these up, they'd reach the top of the Golden Gate Bridge. In one week, you'd have a chain long enough to reach the bottom of the Grand Canyon. They all went to landfill.

Today, San Mateo County's inmates use a reusable, recyclable spork. The inmate is issued the spork along with their cup and bowl with access to soap and water for cleaning and reusing their environmentally friendly dining ware through the length of their stay in San Mateo County's corrections facilities. At the same time inmates began using the spork, Sheriff's corrections staff replaced their styrofoam and plastic dining ware with compostable products including potato based, biodegradable utensils, referred to as "spudware."

In addition to the introduction of the spork and compostable staff dining ware, three other environmental efforts at the jail are included in the Sheriff's "green" efforts. The jails began composting food waste this year – 340 cubic yards a month, an amount that would cover two football fields (one inch deep). The jails are recycling pallets and packaging from deliveries, which used to be discarded, and the recycling proceeds go into the Inmate Welfare Fund which helps fund inmate rehabilitation programs. And the jails are now using "green" cleaning products – environmentally safe cleaners which is important given that Maguire, our largest corrections facility, dumps several hundred gallons of cleaning liquid down the drain each month.

**"San Mateo County is leading the state in green efforts in detention and custody" – Alameda County Environmental Health Agency after conducting a 2008 statewide survey to prepare for green changes in their county jails**

**"I'm very friendly to the earth because I need it to be friendly back to me." – Captain John Quinlan, aka "Captain Green"**

These "green" efforts have been successful under the leadership of Sheriff Greg Munks, headed by Corrections Division Captain John Quinlan with support from the County's "Green Team", Recycle Works, and Food Services. Both Maguire Correctional Facility and Maple Street Correctional Facilities, with a combined custody population of 1,200, participate in the green efforts. This is a program everyone benefits from: the County through savings the program has yielded; the inmates through their ability to participate while in custody in something positive –

civic responsibility in protecting the environment; and future residents who will inherit an earth with a smaller carbon footprint from San Mateo County's correctional facilities.

**2. Identify the costs and all environmental, fiscal and organizational benefits of your greening project. How are these benefits measured?**

The "green jails program" has demonstrated quantifiable benefits. Prior to initiating the reusable spork into the jails, each inmate was issued a polystyrene plastic spoon at each meal, and then it was thrown away. When added up at one cent per spoon we were spending approximately \$1,080 per month for the spoons. The sporks are purchased at 14 cents apiece, but since the inmates are responsible for washing and caring for their now issued spork, after two weeks the spork is paid for -- then savings to the County begins for time served beyond two weeks.



The Maguire Correctional Facility has reduced the amount of trash sent to the landfill by an average of one ton per day by composting. This allowed us to reduce the pick up days of the compactor from twice a week to once a week, saving 50% of our pick up cost for trash.

The program demonstrated resourcefulness when the Commissary staff began taking all cardboard, wood pallets, and aluminum cans to a re-cycling center. The money made from these efforts is deposited in the Inmate Welfare Fund which provides funding for inmate rehabilitation programs. Between May and September 2008, \$1,260 in recycling proceeds has been deposited to the Inmate Welfare Fund.

All cleaning products used by staff and the inmates have been replaced by a one step "green" cleaning solution from Primnova Company. We are saving approximately \$3,000 per month by moving toward the "green" cleaning solution while insuring that environmentally acceptable products are being poured down the drain.

"Greening" a jail does add new challenges. Inmates can turn anything into a weapon, so sporks are checked twice a day, morning and evening. Inmates must wash and reuse them daily. The compost bins brought a potential security threat to the jail, since they are large enough for a man to hide in. Bins are probed with long sticks before they are carted off, which is done only after inmate counts have been completed.

### 3. What is the plan for continuing the program or project?

The Sheriff's Office is committed to the accomplishments reached and will continue to explore and maintain additional opportunities related to protecting the environment. The Department of Public Works has plans to replace all lights in Maguire with low energy bulbs and the Sheriff's Office will be exploring with DPW the possibility of "green" carpet products when replacing carpet in the housing units as part of routine facility maintenance.

The Sheriff is strongly committed to the efforts mentioned and is encouraging all staff to explore new ideas in operating a "green jail".

**"Institutions our size have a real impact environmentally and it is particularly satisfying to see the dramatic, positive impact we can have. I fully support the Board of Supervisor's move to "go green" in all County facilities and this is a big step in the Sheriff's Office toward that goal." – Sheriff Greg Munks**

### 4. How might other departments or public agencies learn from or apply the successes you have achieved?

Other agencies have already contacted San Mateo County as they explore their own "greening" efforts. Alameda County Environmental Health Agency conducted a statewide survey on green efforts in jails and concluded that San Mateo County is leading the state in this field. The County's green jail efforts were nationally recognized in a September 15, 2008 National Association of Counties publication "*County News: The Voice of America's Counties*."

The greening efforts have collateral benefits as well. Both Sheriff's staff and County inmates are more educated on environmental issues. The ability to not only encourage staff to participate in recycling and composting, but to include inmates is very rewarding. The majority of the inmates are in custody for not following the rules of society. Increasing their environmental sense of duty and responsibility is far reaching in protecting our planet. The inmates reinforce life skills through the care of their reusable foodware.

Working in a correctional facility, Sheriff's employees are constantly concerned about safety, security, properly applied inmate programs, and protecting the constitutional rights of all. Protecting the community has always been a trademark of the organization. Now we can boast of our ability in also protecting the earth. The amount of trash now being recycled or sent to compost and the environmental protection each inmate is exposed to is a testament to how the San Mateo County Sheriff's Office is adaptable, forward thinking, and is here to protect the community for years to come.

## **Green Jails Program Staff**

### **Sheriff's Office**

Sheriff Greg Munks

Captain John Quinlan, Corrections Division

Lieutenant Larry Schumaker, Maguire Correctional Facility

Lieutenant Lisa Williams, Maple Street Correctional Facilities

Martin Love, Maguire Correctional Facility

Marshall Goodenough, Commissary

### **Health Department**

Jos Bols, Food Services – Health Department

Bill Chentworth, Food Services – Health Department

### **Recycle Works**

Danielle Lee

**COUNTY OF SAN MATEO  
APPROPRIATION TRANSFER REQUEST**

REQUEST NO.  
*ATR 9 030*

DEPARTMENT COUNTY MANAGER'S OFFICE DATE 2/2/09

**1. REQUEST TRANSFER OF APPROPRIATIONS AS LISTED BELOW:**

	C O D E S		AMOUNT	DESCRIPTION
	FUND OR ORG.	ACCOUNT		
From	VARIOUS	VARIOUS	\$55,500.00	REFER TO ATTACHED SPREADSHEET
To	VARIOUS	VARIOUS	\$55,500.00	REFER TO ATTACHED SPREADSHEET

Justification. (Attach Memo if Necessary)

TRANSFER APPROPRIATIONS FROM NON-DEPARTMENTAL TO VARIOUS DEPARTMENTS AS PART OF THE FY2007-08 STARS AWARDS PROGRAM.

DEPARTMENT HEAD  
BY: *Jim Saes* DATE 2/10/09

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

Remarks:

COUNTY CONTROLLER  
BY: *AKS* DATE 2/11/09

3.  Approve as Requested       Approve as Revised       Disapprove

Remarks:

COUNTY MANAGER  
BY: \_\_\_\_\_ DATE \_\_\_\_\_

**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:

Noes and against said resolution:

Supervisors: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Supervisors: \_\_\_\_\_  
\_\_\_\_\_  
Absent Supervisors: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
CHAIRMAN, BOARD OF SUPERVISORS  
COUNTY OF SAN MATEO

\_\_\_\_\_  
Clerk of Said Board

**DISTRIBUTION:**  
WHITE — BOARD OF SUPERVISORS  
GREEN — CONTROLLER  
CANARY — COUNTY MANAGER  
PINK — DEPARTMENT  
GOLDENROD — TREASURER

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**Appropriation Transfer Request (ATR)****STARS Awards Program****FROM**

<b>Fund</b>	<b>Account</b>	<b>Amount</b>	<b>Description</b>
80110	5927	\$ 55,500.00	Program Activity Expense (Non-Departmental)

**TO**

31063	5721	\$ 17,500.00	Meetings and Conference Expense (Re-Entry Program-Sheriff's Office)
57091	5721	17,500.00	Meetings and Conferences Expense (HOME Team-Health System)
17240	5731	5,000.00	Employee Training and Education Expense (Recruitment & Selection-HR)
31021	5459	5,000.00	Misc Other Maintenance Expense (Green Jails-Sheriff's Office)
17210	5927	5,000.00	Program Activity Expense (Employee Health and Fitness-HR)
30522	5732	2,500.00	Trainer and Workshop Expense (Child Safety Education-Sheriff's Office)
47320	5478	1,500.00	Other Contract Maintenance (Energy Efficiency-Public Works)
18120	5858	1,500.00	Other Professional Contract Services (PC Power Management-ISD)

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# Resolution

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

## RE-ENTRY WORKGROUP

### Sheriff's Office

FY 2007-08 STARS Award Recipient for Outstanding Program Performance  
\*\*\*\*\*

WHEREAS, on this 3rd day of March, two thousand and nine, the Sheriff's Re-Entry Workgroup 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, program performance and green efforts, with the goal of encouraging continuous departmental improvement by communicating successful programmatic, customer service strategies and greening initiatives Countywide; and

WHEREAS, THE RE-ENTRY WORKGROUP is a coordinated effort between the Sheriff's Office, Probation Department, Health System (Correctional Health-Choices and Behavioral Health & Recovery Services), Job Train and the Service League of San Mateo; and

WHEREAS, THE RE-ENTRY WORKGROUP has developed clear and measurable goals for outstanding program performance, namely to reduce jail overcrowding, reduce recidivism, enhance in-custody programs, and reduce costs; and

WHEREAS, THE RE-ENTRY WORKGROUP has assisted inmates in preparing for re-entry into the community, reduced jail overcrowding through placements in the Workgroup programs, and avoided jail housing costs in excess of \$1.3 million as a result of early release of inmates participating in the Workgroup treatment programs. Inmates participating in the Workgroup programs have a 13% lower recidivism rate than inmates not participating in the treatment programs.

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

DATED: March 3, 2009

SUPERVISORS:

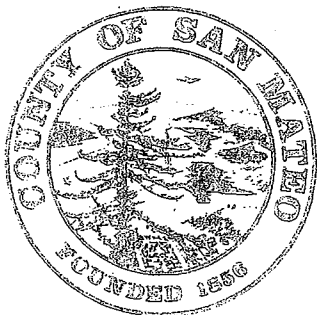
\_\_\_\_\_  
MARK CHURCH, PRESIDENT

\_\_\_\_\_  
CAROLE GROOM

\_\_\_\_\_  
RICHARD S. GORDON

\_\_\_\_\_  
ROSE JACOBS GIBSON

\_\_\_\_\_  
ADRIENNE J. TISSIER



\_\_\_\_\_  
Attest: Deputy Clerk of the Board of Supervisors

# Resolution

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

## HEALTHIER OUTCOMES THROUGH MULTIDISCIPLINARY ENGAGEMENT (HOME TEAM) Health System

FY 2007-08 STARS Award Recipient for Outstanding Program Performance  
\*\*\*\*\*

WHEREAS, on this 3rd day of March, two thousand and nine, the Health System's Healthier Outcomes through Multidisciplinary Engagement (the HOME Team) 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, program performance and green efforts, with the goal of encouraging continuous departmental improvement by communicating successful programmatic, customer service strategies and greening initiatives Countywide; and

WHEREAS, THE HOME TEAM strives to reduce the number of visits to the San Mateo Medical Center (SMMC) Emergency Department by working with clients to identify and prioritize complex health care needs to create an individualized service plan; and

WHEREAS, THE HOME TEAM is a collaborative effort between the Health System, Human Services Agency, Health Plan of San Mateo, and Silicon Valley Community Foundation; and

WHEREAS, through efforts of THE HOME TEAM, there has been a decrease in emergency department visits and an increase in primary care visits; an increase in the number of clients linked to primary health providers and health coverage including over 50% to MediCal, ensuring a connection to medical professionals for ongoing medical evaluation, care and follow-up; an increase in client income through enrollment in governmental assistance programs and by securing employment; and a decrease in costs as a result of cost avoidance to the County's medical system.

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

DATED: March 3, 2009

SUPERVISORS:

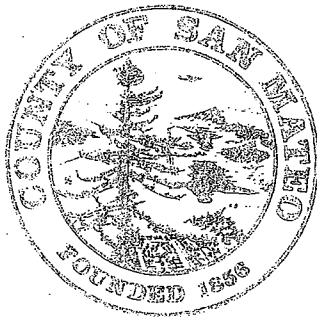
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MARK CHURCH, PRESIDENT

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CAROLE GROOM

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RICHARD S. GORDON

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ROSE JACOBS GIBSON

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ADRIENNE J. TISSIER



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Attest: Deputy Clerk of the Board of Supervisors

# Resolution

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

## RECRUITMENT AND SELECTION PROGRAM Human Resources Department

FY 2007-08 STARS Award Recipient for Outstanding Customer Service  
\*\*\*\*\*

WHEREAS, on this 3rd day of March, two thousand and nine, the Human Resources Department's Recruitment and Selection Program 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, program performance and greening efforts, with the goal of encouraging continuous departmental improvement by communicating successful programmatic, customer service strategies and greening initiatives Countywide; and

WHEREAS, THE RECRUITMENT AND SELECTION PROGRAM provides innovative, responsive, fair and consistent recruitment and selection services to County departments, employees and job applicants; and

WHEREAS, THE RECRUITMENT AND SELECTION PROGRAM has developed clear and measurable goals for outstanding customer service, namely to attract and retain a qualified and diverse workforce, and increase client satisfaction; and

WHEREAS, THE RECRUITMENT AND SELECTION PROGRAM, collaboratively works with County departments to identify opportunities to improve the recruitment process, which has resulted in an increase in satisfaction with new hires rising from 89% in FY 2006-07 to 95% in FY 2007-08. The strategies employed that result in increased customer satisfaction with new hires include improvements to exam processes, which have reduced the time to fill positions by 38%, and facilitation of focus groups with new employees to obtain feedback on the examination process.

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of San Mateo County extends its congratulations to THE RECRUITMENT AND SELECTION PROGRAM as a recipient of the STARS Award.

DATED: March 3, 2009

SUPERVISORS:

\_\_\_\_\_  
MARK CHURCH, PRESIDENT

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CAROLE GROOM

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RICHARD S. GORDON

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ROSE JACOBS GIBSON

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ADRIENNE J. TISSIER



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Attest: Deputy Clerk of the Board of Supervisors



# Resolution

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

## GREEN JAILS PROGRAM Sheriff's Office

FY 2007-08 STARS Award Recipient for Innovative Green Initiatives  
\*\*\*\*\*

WHEREAS, on this 3<sup>rd</sup> day of March, two thousand and nine, the Sheriff's Office Green Jails is honored for outstanding greening efforts 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, program performance and green efforts, with the goal of encouraging continuous departmental improvement by communicating successful programmatic, customer service strategies and greening initiatives Countywide; and

WHEREAS, THE GREEN JAILS PROGRAM has demonstrated leadership and innovation in greening its facilities; and

WHEREAS, THE GREEN JAILS PROGRAM received national recognition by the National Association of Counties in its September 2008 publication: "County News: The Voice of America's Counties";

WHEREAS, THE GREEN JAILS PROGRAM initiated several greening initiatives that reflect environmental stewardship, including 1) introduction of reusable utensils for its 1200 inmate population; 2) increased recycling activities; 3) composting food; and 4) use of green cleaning products; and

WHEREAS, THE GREEN JAILS PROGRAM has generated savings through its greening efforts and contributed to the reduction of the County's carbon footprint by utilizing reusable utensils and compostable diningware, composting food waste equivalent to 340 cubic yards each month, recycling pallets and packaging from deliveries which were previously discarded and by using green cleaning products which are environmentally safe cleaners.

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

DATED: March 3, 2009

SUPERVISORS:

\_\_\_\_\_  
MARK CHURCH, PRESIDENT

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CAROLE GROOM

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RICHARD S. GORDON

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ROSE JACOBS GIBSON

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ADRIENNE J. TISSIER



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Attest: Deputy Clerk of the Board of Supervisors