



**SAN MATEO COUNTY  
BOARD OF SUPERVISORS  
FINANCE AND OPERATIONS  
COMMITTEE**

**Mark Church, Chair  
Rich Gordon, Vice-Chair**

*Reyna Farrales, Deputy County Manager  
John Beiers, Chief Deputy County Counsel  
400 County Center, Redwood City, CA 94063  
650-363-4571*

TO: Finance and Operations Committee

FROM: Reyna Farrales, Deputy County Manager

SUBJECT: Finance and Operations Committee Meeting—Agenda for November 19, 2007

DATE: October 25, 2007

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**Meeting Date and Time:** Monday, November 19, 2007, 3:00 – 4:00 p.m.

**Place:** Board of Supervisors Conference Room, Office of the Board of Supervisors  
First Floor, 400 County Center, Redwood City, California

1. Call to Order
2. Oral Communications and Public Comment
3. Approval of the Minutes for the Finance and Operations Committee Meeting of October 31, 2007 (attachment)
4. County STARS Awards (Peter Bassett)
5. Budget Study Session (Reyna Farrales)
6. Other Business
7. Adjourn

*A COPY OF THE SAN MATEO FINANCE AND OPERATIONS COMMITTEE AGENDA PACKET IS AVAILABLE FOR REVIEW AT THE CLERK OF THE BOARD'S OFFICE, HALL OF JUSTICE, 400 COUNTY CENTER, FIRST FLOOR. THE CLERK OF THE BOARD'S OFFICE IS OPEN MONDAY THRU FRIDAY 8 A.M. - 5 P.M., SATURDAY AND SUNDAY – CLOSED.*

*MEETINGS ARE ACCESSIBLE TO PEOPLE WITH DISABILITIES. INDIVIDUALS WHO NEED SPECIAL ASSISTANCE OR A DISABILITY-RELATED MODIFICATION OR ACCOMMODATION (INCLUDING AUXILIARY AIDS OR SERVICES) TO PARTICIPATE IN THIS MEETING, OR WHO HAVE A DISABILITY AND WISH TO REQUEST AN ALTERNATIVE FORMAT FOR THE AGENDA, MEETING NOTICE, AGENDA PACKET OR OTHER WRITINGS THAT MAY BE DISTRIBUTED AT THE MEETING, SHOULD CONTACT MARIE PETERSON, FINANCE AND OPERATIONS COMMITTEE CLERK, AT LEAST 72 HOURS BEFORE THE MEETING AT (650) 363-4634 AND/OR [mpeterson@co.sanmateo.ca.us](mailto:mpeterson@co.sanmateo.ca.us). NOTIFICATION IN ADVANCE OF THE MEETING WILL ENABLE THE COUNTY TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING AND THE MATERIALS RELATED TO IT. ATTENDEES TO THIS MEETING ARE REMINDED THAT OTHER ATTENDEES MAY BE SENSITIVE TO VARIOUS CHEMICAL BASED PRODUCTS.*

If you wish to speak to the Committee, please fill out a speaker's slip. If you have anything that you wish distributed to the Committee and included in the official record, please hand it to the Deputy County Manager who will distribute the information to the Supervisors and staff.



**SAN MATEO COUNTY  
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## **DRAFT ACTION MINUTES**

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**Meeting Date and Time:** October 31, 2007, 3:30 p.m.

**Place:** County Manager Conference Room, Office of the County Manager  
First Floor, 400 County Center, Redwood City, California

### **1. Call to Order / Roll Call:**

Committee Chair Mark Church called the meeting to order at 3:40 p.m. In addition to Committee members Mark Church and Rich Gordon, the following individuals were present:

John Beiers, County Counsel  
Reyna Farrales, County Manager's Office  
Jim Saco, County Manager's Office  
Joanne Ward, County Manager's Office  
Christine Hollender, County Manager's Office  
John Ferreira, Cal Fire  
Scott Jalbert, Cal Fire  
Kathleen Lineberry, Cal Fire

Edwin Chan, Board of Supervisors  
Andrew Berthelsen, Board of Supervisors  
Paula Duarte, Board of Supervisors  
Eric Pawlowsky, Board of Supervisors  
Martha Poyatos, LAFCo  
Dick Axen, Highlands Community Association  
Cary Wiest, Highlands Community Association

### **2. Oral Communications:**

Reyna Farrales introduced Marie Peterson who will be providing support to the Committee.

### **3. Approval of the Minutes for the Finance and Operations Committee Meeting of September 12, 2007**

The minutes of September 12, 2007 were approved.

### **4. Fire Funding – Proposed County Service Areas (Reyna Farrales)**

The Committee heard a description of the four proposed County Service Areas (North, South, East and Coastside). Discussion centered on parcel tax assessment, funding and the election/ballot process. A map indicating the proposed Service Areas was presented to the Committee.

Martha Poyatos briefed the Committee on the election process and timeline on the formation of the proposed County Service Areas. John Ferreira presented on the effects of a brownout and state funding. Scott Jalbert discussed the operations during a brownout. Dick Axen suggested using the County's writer to create a poll that could be used to approach voters and focus groups on the possibility of a measure.

The Committee requested that the following be considered: possible polling, setting a meeting with the County Manager on potentially moving forward with some other structure around fire and include in the meeting the possibility of a parking tax. The Committee would like information on the separation of general fund versus raising money for the operating deficit (capital vs. operating).

### **5. Board Study Session on Structural Budget Deficit (Reyna Farrales)**

The Board requested a study session at the final budget hearing in September. A draft outline was prepared and presented to the Committee. An afternoon study session with the Board of Supervisors was suggested for November 27, 2007. The Committee requested staff to check the calendars of the other Board members before scheduling the study session. Staff was asked to look at the possibility of scheduling the afternoon meeting in December.

**6. Year-End County Performance Report – Fiscal Year 2006-07 (Reyna Farrales)**

Staff requested feedback on the format used for the performance report. The Committee suggested circulating the report one month in advance of the Board meeting, which would give the members time to review the report more thoroughly.

**7. Other Business**

There was no discussion.

**8. Adjournment**

The meeting was adjourned at 4:48 p.m.



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**

County Manager's Office

**DATE:** November 6, 2007

**BOARD MEETING DATE:** November 19, 2007

**SPECIAL NOTICE/HEARING:** None

**VOTE REQUIRED:** Majority

**TO:** Board Finance and Operations Committee  
**FROM:** Reyna Farrales, Deputy County Manager  
**SUBJECT:** San Mateo County FY2006-07 STARS Awards

**RECOMMENDATIONS:**

Approve recommended selections for the FY 2006-07 STARS Awards and submit them for final approval to the Board of Supervisors

**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:**

Approved by the Board of Supervisors in December 2006, San Mateo County STARS enables the County to publicly recognize and highlight those programs that successfully incorporate Outcome-Based Management (OBM) by meeting program goals, demonstrating innovation and collaboration, and achieving outstanding results. San Mateo County STARS also encourages continuous departmental improvement by communicating successful programmatic and customer service strategies Countywide.

Given the success of the inaugural STARS Awards last year, the second annual STARS Awards cycle was launched this summer and entries were due to the County Manager's Office by September 21<sup>st</sup>. A STARS Review team made up of representatives from County departments met in October to review each program entry and to recommend STARS Awards for approval to Executive Council. On October 22,

Executive Council approved the recommended STARS Award selections and submitted them for approval to the Board Finance and Operations Committee.

**DISCUSSION:**

There were a total of thirteen STARS entries – seven entries for the Customer Service Award and six entries for the Program Performance Award. (See attached list of FY2006-07 STARS entries). The STARS entries included 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 are the programs that Executive Council is recommending to the Board Finance and Operations Committee for a FY2006-07 STARS Award. Attached to this memo are copies of the selected program entries (not including Honorable Mentions).

Recommended Customer Service Award Recipient	Amount of Award*
<b>Open Access East Palo Alto Project, Health Department</b>	<b>\$7,500</b>

\*The Customer Service Award is \$3,500 to \$10,000. The amount awarded is based on number of program employees. Award may be used for any event/training that benefits the selected program’s employees.

Recommended Program Performance Award Recipient	Amount of Award*
<b>Gang Intelligence and Investigations Unit, Sheriff’s Office</b>	<b>\$35,000</b>

\*The Program Performance Award is \$10,000 to \$50,000. The amount awarded is based upon strength of the entry. Award may be used for direct program enhancement which could include any event/training that benefits the selected program’s employees.

Recommended Honorable Mentions	Amount of Award*
<b>Bridges Program, Probation Department</b>	<b>\$7,000</b>
<b>Adult Dental Program, San Mateo Medical Center</b>	<b>\$7,000</b>

\*The Honorable Mention Award (for program performance) is \$1,000 to \$10,000. The amount awarded is based upon strength of the entry. Award may be used for direct program enhancement which could include any event/training that benefits the selected program’s employees.

A representative from each selected program (not including Honorable Mentions) will make a brief (3-5 minute) presentation summarizing the information contained in their STARS entry at the November 19<sup>th</sup> Board Finance and Operations Committee meeting.

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:**

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 \$56,500. The remaining balance will be carried over for next fiscal year's STARS awards.

**ATTACHMENTS:**

- 1) List of FY2006-07 STARS Award Entries
- 2) Program entries – recommended STARS Award recipients
- 3) San Mateo County STARS Brochure

## FY 2006-07 STARS Entries

### STARS Customer Service Award

- Relationship Manager Program, Information Services Department
- Household Hazardous Waste Program, Health Department
- Public Health Laboratory, Health Department
- Office of Vital Statistics Electronic Death Registry System, Health Department
- Open Access East Palo Alto Project, Health Department
- Cultural Diversity Program, Human Services Agency
- Health Care Interpreter Network, San Mateo Medical Center/ISD

### STARS Program Performance Award

- Gang Intelligence and Investigation Unit, Sheriff's Office
- Adult Dental Program, San Mateo Medical Center
- Core Competency Development Program, County Manager's Office
- Employee Health and Fitness Program, Human Resources
- Partners for Safe and Healthy Children, Health Department/HSA
- Bridges Program, Probation Department



## 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  
Program being nominated: Sheriff's Office Gang Intelligence & Investigation Unit  
In conjunction with the Countywide Gang Task Force  
# of clients/customers served: The Citizens of the County of San Mateo  
Contact person: Sergeant Tom Gallagher Phone: 650 -372-3215  
Email address: tgallagher@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, September 21, 2007. Selected programs will be notified and awards will be presented in December.

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

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

On August 8, 2005, the Countywide Issues Sub-Committee of the San Mateo County Police Chief's and Sheriff Association met to develop an on-going strategy to address the increase in gang violence throughout San Mateo County. It was determined that the gang problem wasn't limited to certain cities or geographic areas, but widespread, touching just about every city and community in San Mateo County. It was further determined that an on-going, coordinated effort was needed throughout San Mateo County to get control of the problem. A proposal was developed to form a Countywide Gang Task Force (CGTF) involving every law enforcement agency in San Mateo County, including state and federal agencies operating in the county.

The mission of the Countywide Gang Task Force is to:

- 1) Restore order to all neighborhoods impacted by gang activity.
- 2) Proactively enforce all laws, codes, and ordinances.
- 3) Reduce the chances of violent and life threatening behavior.
- 4) Treat each contact professionally and legally.
- 5) Administratively search every high-risk gang member on active probation and/or parole.
- 6) Identify current gang members, substantiate gang membership of new members, and confirm gang affiliation to those that have not met established gang identification standards.
- 7) Enhance probation and parole conditions for probationers and parolees who are affiliated with gangs.
- 8) Debrief each gang member arrested to gain intelligence information on criminal activity.
- 9) Validate new gang members and update information on established gang members.
- 10) Work with the District Attorney's Office to vertically prosecute gang members as appropriate.

On September 27, 2005, The San Mateo County Board of Supervisors approved the creation of a Sheriff's Gang Intelligence and Investigation Unit (GIU). This unit consists of one Sheriff's Sergeant, two Sheriff's Detectives, one Intelligence Analyst, one Probation Services Manager, one Deputy District Attorney and two local police agency Detectives. The main goals of the unit are:

- 1) To become the centralized clearing-house of gang related programs, gang member information and provide a confidential hot line to report gang members and activities.
- 2) To conduct long-term investigations that target criminal street gangs by using a combination of traditional and non-traditional techniques (wire taps, surveillance, etc.) to identify, prosecute and dismantle criminal organizations in both state and federal courts.
- 3) To be the full-time support system for the newly formed Countywide Gang Task Force. The Gang Intelligence Unit compiles viable administrative searches for the field enforcement component of the Countywide Gang Task Force, collects and maintains all the gang member validation records, interviews/debriefs selective gang members, assists with day-to-day operations in the command post and oversees and maintains record keeping and administrative reports for the Countywide Gang Task Force.
- 4) To offer gang training to law enforcement, including to assist the Probation Department with the Community Awareness Project, which works with schools and community leaders to encourage development of pro-social activities for "at risk" youth.

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

Crime is very fluid in varied situations and circumstances. For this reason, the Unit uses a multitude of methods to measure performance including: maintaining constant contact with all local law enforcement agencies and monitoring violent crimes, homicides within their jurisdictions and quality of life issues within their respective cities, which impacts the quality of life of the County. The Gang Intelligence and Investigation Unit (GIU) tracks the statistics for gang related crimes and Gang Task Force activities within the County. These performance measures include: gang member validations; field identification cards; crime reports; arrest data along with counts of drugs and weapons seized from our community. The methods of gathering include using the SM CORE (countywide recording sharing system); field contacts with all law enforcement agencies; community feedback via the GIU website and a toll-free tip-line.

## 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 performance of the Gang Intelligence and Investigation Unit and the Gang Task Force has been outstanding. Since January 2007, 97 weapons including 46 firearms and over 8 pounds of illegal drugs were seized; 383 probation and parole searches of repeat violent offenders were completed; 651 gang members contacted - 318 of those validated as new members; and over 450 arrests - the majority on felony charges. The public safety commitment from the local police agencies and respective government leaders, strong community involvement, employee commitment to the Shared Vision 2010 are all critical components to sustaining our high level of performance. The unparalleled commitment, integrity, professionalism and courage by Gang Task Force members is second to none.

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

Since January 2007, the entire County of San Mateo has suffered six homicides which is an un-precedent low number for San Mateo County. According to the District Attorney, James Fox, this may be the lowest homicide rate in 25 years and is attributed to the efforts of the Gang Task Force and GIU. Through the efforts of the Gang Intelligence and Investigation Unit, working in partnership with local law enforcement agencies, several career criminals and repeat violent offenders were taken off the streets of San Mateo County as well as adjacent Bay Area counties and even two non-contiguous counties in the Central Valley. In addition to enforcement and intelligence sharing, key to public safety during FY 2006-07, the GIU completed over 100 community presentations to at-risk offenders, their parents, educators and law enforcement.

The organizational structure of the Gang Task Force deployments, formed in regional teams, involves officers from each city in the County. The multi-jurisdictional approach has proven to be a successful and sustaining model in carrying out the mission and in meeting the Gang Task Force goals. This successful deployment structure was replicated in February 2007 with Operation Safe Street – East Palo Alto, a 30 day emergency response mutual aide deployment by the Sheriff's Office and three police agencies to suppress a sudden rise in violent crime in that city.

The GIU, on behalf of the Countywide Gang Task Force, successfully applied for a federal grant - Project Safe Neighborhood Anti Gang Initiative, which will fund specialized tracking and surveillance equipment, training, as well as overtime reimbursement for GTF deployments in the FY 2007-08. If successful, ongoing funds may be awarded to support San Mateo County's anti-gang efforts and the GIU will ensure the County remains competitive to receive these federal funds.

These significant contributions to the citizens of San Mateo County are in direct correlation with commitments and goals of the Shared Vision 2010 including: #6. Children grow-up healthy in safe and supportive homes and neighborhoods; #7. Maintain and enhance the public safety of all residents and visitors; #8. Help vulnerable people - "at-risk" youth and others - achieve a better quality of life; # 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain; #21. County employees understand, support and integrate the County vision and goals into their delivery of services; #22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.

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

To sustain and improve upon program performance, the Gang Intelligence and Investigation Unit along with the Gang Task Force will:

- 1) Maintain the unparalleled commitment, integrity, professionalism and courage by Gang Task Force members;
- 2) Continue to effectively communicate and collaborate and develop long term strategic approaches to ensure public safety with all law enforcement agencies and the community;
- 3) Increase the amount of community presentations to at-risk youth offenders with an emphasis on parent / community meetings;
- 4) Maintain the open lines of communication with neighboring and non-contiguous counties;
- 5) Increase the amount of training provided to local law enforcement, including surrounding agencies on gang related investigation techniques;
- 6) Continue to improve upon the mission of the Sheriff's Office, commitments and goals of Shared Vision 2010 and respond to the needs of the citizens of the County.
- 7) Seek additional funds to implement anti-gang training to 200 law enforcement officials in the County (the Unit would use STARS program funds for this training.)



## Customer Service Award Official Entry Form

The Customer Service Award recognizes and rewards County programs that demonstrate innovation and/or resourcefulness in providing outstanding customer service. One program is selected as the recipient of the STARS Customer Service 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 Customer Service Award and a sample of a completed entry form can be found on the County's intranet website.

Department: Health Department – Behavioral Health and Recovery Services

Program being nominated: The Open Access East Palo Alto Project

# of Program employees: 24

# of clients/customers served: 363 clients as of May 2007

Contact person: Gale Bataille Phone: 650-573-2544

Email address: gbataille@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, services provided, and population served.
2. Describe a particular challenge associated with this program's customer service delivery. How was this challenge addressed?
3. What methods are used to measure and monitor customer satisfaction (if a survey is used, please attach a copy of the survey)?
4. What is the impact of customer service improvements on program outcomes?
5. What is the program's plan for sustaining a high level of customer satisfaction?
6. How might other departments or programs 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 submissions is Friday, September 21, 2007. Selected programs will be notified and awards will be presented in December.

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

## **San Mateo County STARS Application 2007-Customer Service Award Nomination The Open Access East Palo Alto Project**

### **Description of program, services provided, and populations served**

The Open Access East Palo Alto (EPA) Project was one of many steps taken by San Mateo County Behavioral Health and Recovery Services to transform our system to be more aligned to goals of promoting wellness and recovery at all levels of service. The project aims were to improve the equitability and availability of our services to the residents of EPA. Specifically, we hoped to increase the ability of unserved and underserved clients to obtain mental health treatment quickly, to be successfully engaged and retained in treatment, and to experience high levels of satisfaction with the service they received. We hoped to do this by:

- Providing same day access to mental health services. This meant that clients contacting the EPA clinic were encouraged to come into service the same day that they called for help or walked-in for service.
- Creating a welcoming environment. This meant redesigning the look of our clinic and changing how we greeted new clients in order to ensure that clients of all cultural backgrounds and suffering from all types of problems saw the EPA clinic as a place they could go for help.
- Increasing our collaboration with key community partners that had built trust and credibility with EPA residents.

### **Statement of customer service challenges and solution**

As part of the community feedback gathered through the extensive community planning process conducted to respond to the passage of the Mental Health Services Act (MHSA), we heard from EPA clients, service agencies and cultural groups that our systems were confusing and/or difficult to access. Research has shown that successful "initiation" (i.e., seeing clients in need of service for a second appointment within 14 days of their first appointment) and "engagement" (i.e., seeing clients for their third and fourth appointments within 30 days of their second appointment) contributes greatly to treatment effectiveness in work with clients with serious mental illness. In addition, our own data and feedback from consumers, families, and the community suggested we needed to rethink how we make ourselves known and available to clients with serious mental illness. We designed the EPA pilot sought to move away from a system of scheduled assessment appointments to walk-in visits and same day appointments that could strengthen accessibility for clients and referring agencies. This shift required staff training and ongoing support to integrate new process, which included administering two new consumer satisfaction surveys, rearranging work assignments, and reprioritizing the purpose of internal meetings to promote a change to "same day access." This required a high level of commitment and involvement of supervisory and management staff as well as flexibility and openness to change by EPA direct service and support staff.

### **Methods used to measure and monitor customer satisfaction**

The project also required that we think carefully about how to measure the success of this program and if it could be spread to the other mental health clinics in the county. This required a lengthy process of working with the information system to ensure that meaningful indicators of progress could be obtained and working with staff to develop new ways to track our involvement with client's experience of "getting into" our system and whether this contributed to their "engagement" in timely follow-up services.

### **Impact of customer service improvements on programs**

The project start date was May 2006 when the EPA clinic began serving clients on a same day basis. Project successes to date include the following:

## **San Mateo County STARS Application 2007-Customer Service Award Nomination The Open Access East Palo Alto Project**

- *We are serving more clients at the EPA clinic*
  - There has been a 30% increase approximately in caseload at EPA compared to prior to the start of Open Access EPA.
  - The increase in caseload has occurred for both youth and adult clients.
- *Clients receive prompt access to care at the EPA clinic*
  - Between October 2006 and May 2007, new clients were seen on average within 3.8 days for their first appointment, and many clients were seen the same day they contacted our system either by phone or as a walk-in.
  - We also found that new Latino clients (a traditionally underserved group) were seen within 2.7 days for their first appointment and that 47% of new Latino clients were seen the same day they contacted our system.
- *Clients at the EPA clinic had high levels of engagement in services*
  - Between October 2006 and May 2007, the average initiation rate of new clients was 72%, which is 17% higher than the system average in FY 05-06. In addition, the average initiation rate of new Latino clients was 69%.
  - Between October 2006 and May 2007, the average engagement rate of new clients was 56%, which is 22% higher than the system average in FY 05-06. In addition, the average engagement rate of new Latino clients was 59%.
- *Clients at the EPA clinic register high levels of satisfaction*
  - Client satisfaction with the speed with which they received their first service was over 85% for all items on a client survey.
  - Client satisfaction with how welcomed and respected they felt by the staff at the EPA clinic was over 85% for nearly all items on a client survey.

### **Plan for Sustaining Customer Satisfaction**

We plan to continue tracking measures, such as those listed above, to understand how this pilot is working and improving client access to needed services. The data to date indicate that the availability of walk-in appointments in the Open Access EPA project allows for improved access for severely mentally ill clients who traditionally have been underserved or who have not been able to keep scheduled appointments due to homelessness, transportation issues and other barriers.

### **How to apply the successes**

We have been able to develop a close working relationship with community based organizations in EPA that has enhanced referrals to our clinic and that has increased our ability to coordinate care for clients needing help from multiple resources in the community. By forming a strong working alliance with One EPA to found an EPA Mental Health Committee, we have become an active partner in a successful collaboration that combines the voices of primary care, substance abuse providers, and culturally focused providers in the EPA community. This collaboration has provided a forum for an emerging understanding of wellness and recovery and best practices, and it has provided us with a critically important opportunity to learn from the cultural richness of the community. One tangible outcome of this collaboration has been the creation of a network of "promotoras"/navigators based in local community organizations who use culturally sensitive methods to connect mental health clients with resources at the EPA clinic.

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**San Mateo County STARS Application 2007-Customer Service Award Nomination  
The Open Access East Palo Alto Project**

**EPA Program Staff**

- 1) Letty Prado
  - 2) Casy Carr
  - 3) John Darby, MD
  - 4) Alyse Gabriel, MD
  - 5) Lisa Nelson, MD
  - 6) Annelyse Guisasola
  - 7) Claudia Tinoco
  - 8) Duperly Wright
  - 9) Annette Taylor
  - 10) Linda Gunn
  - 11) Patricia Arca
  - 12) Gina Mezzera
  - 13) Nadyne Love
  - 14) Mary Rodriguez
  - 15) Renee Harris
  - 16) Tish Showen
  - 17) James Ray
- PONY - MLH 602

**Management Staff Involved in Project**

- 1) Gale Bataille
  - 2) Louise Rogers
  - 3) Carlos Morales
  - 4) Luna Calderon
  - 5) Keith Clausen
  - 6) Celia Moreno
  - 7) Patrick Miles
- PONY - MLH 322

## Performance Incentives Workgroup

Co-chairs:  
Peter Bassett  
Donna Vaillancourt

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



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400 County Center  
Redwood City, CA 94063  
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Fax: 650-363-1916

# San Mateo COUNTY

S T A R S

*excellence in service  
and performance*

## 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 Summer 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.

## ★ 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.