



COUNTY OF SAN MATEO
Inter-Departmental Correspondence
County Manager



Date: March 18, 2014
Board Meeting Date: March 25, 2014
Special Notice / Hearing: None
Vote Required: Majority

To: Honorable Board of Supervisors

From: John L. Maltbie, County Manager

Subject: County Manager's Report #5

RECOMMENDATION:

Accept this informational report.

BACKGROUND:

This report will provide you with updates on a variety of County initiatives focusing on Public Safety, Health and Human Services, Community Services and Performance, in addition to reports on legislation and issues that require your action. We also will keep you and the public informed about new services, upcoming events and general updates.

DISCUSSION:

Public Safety

Social Impact Bonds

Total Impact Investors and Insight-Out Prison Group are in the process of conducting a feasibility study to determine if the use of Social Impact Bonds could help reduce recidivism of crime in San Mateo County.

The Total Impact Investors are looking at our criminal justice system in San Mateo County in an effort to determine if there is a specific program that would reduce recidivism, thereby reducing County cost in the criminal justice system. If a specific program is identified, it would be funded by private investors. The private investors would only receive a return if the program they funded in fact helped to reduce County cost by having a positive financial impact on the County criminal justice system.

This "Pay For Success" model is a rather novel idea that at the very least will generate new insight and ideas surrounding our programming approach to the reduction of recidivism.

When looking for partners that can implement cost saving programs, the feasibility study will identify nonprofits that have a clear methodology, clear measurables with a multi-year track record, an approach that fits the overall design concept, strong and effective management, and a program that is culturally compatible. Once identified, a cost benefit analysis will be conducted over a certain identified population then a forecast will be developed to identify what expected reductions in recidivism could be realized.

Since there is no universally accepted definition of recidivism, a definition of that term will be an integral part of the feasibility study. The feasibility study should be complete by the summer and the findings will be shared with the Board.

Assembly Bill 720: Health Care Enrollment for Inmates

As part of the implementation of the Affordable Care Act, the Governor signed Assembly Bill 720 (Chapter 646, Statutes of 2013). The bill authorizes a county Board of Supervisors, in consultation with the Sheriff, to designate an entity or entities to act on behalf of county adult jail inmates applying for Medi-Cal coverage for hospital inpatient services outside of the correctional facility.

Under prior Medi-Cal rules, incarcerated individuals were not eligible for Medi-Cal and therefore, counties absorbed 100 percent of the health care costs of county inmates. In an upcoming Board memo I will be recommending that Correctional Health be designated as the entity to act on behalf of the jailed inmates so that Medi-Cal coverage can be applied to any inpatient hospital treatment. This would allow the County to save money for treatment rendered by any provider outside the correctional facility.

Health and Human Services

Progress on The Big Lift

The Big Lift Preschool Plan proposal was presented to your Board on February 25. The Preschool Plan outlines the major strategies for implementing the first two years of the Big Lift preschool initiative using the \$10 million in initial Measure A funding allocated by the Board.

One major priority for these investments is to provide two years of free and low-cost, high-quality preschool in school districts where early elementary students are struggling the most. A data system will be put in place to capture detailed, individual level, child, family, teacher and classroom data. Independent, outside evaluation will also be conducted to assess short and long-term measures of progress, ultimately looking at the 3rd grade reading proficiency of participants.

The ultimate goal is \$40 million to meet the need in 11 targeted school districts that fall below the goal of 80 percent of 3rd grade students reading at grade level:

- Bayshore
- Brisbane

- Cabrillo
- Jefferson Elementary
- La Honda Pescadero
- Pacifica
- Ravenswood
- Redwood City
- San Bruno Park
- San Mateo-Foster City
- South San Francisco

A Financing Committee has been formed and many efforts are underway to raise funds to match the Board's initial allocation. The use of Social Impact Bonds or Pay-for-Success financing is also being explored. This model is currently being used in Utah, New York and Massachusetts to fund preschool and other prevention and early intervention programs.

A Request for Proposals (RFP) process will be conducted with the 11 targeted districts, and it is expected that a few of these districts will have additional preschool slots available in the coming school year.

New Model to Help Children and Families

Two years ago, San Mateo County Behavioral Health and Recovery Services (BHRS) pioneered an innovative clinical project to improve treatment outcomes for traumatized youth and families. The Neurosequential Model of Therapeutics (NMT), developed by child psychiatrist Bruce Perry of the Child Trauma Academy is being implemented worldwide. San Mateo County is one of the first large public behavioral health systems in the United States to find ways to teach a critical mass of staff members in this approach so more children and families can benefit from the newest learning in how to translate neuroscience into relevant and impactful clinical care. NMT is widely applicable across the full life cycle – infants through adults.

From February 2012 to February 2013, thirty-seven BHRS staff and contractors' staff participated in Phase I of the NMT project implementation. These staff represented clinicians providing services from the 0-5 age group up to the Transitional Aged Youth populations. Ten of the original NMT trainees have become trainers in the model, with their Phase II of the NMT program completed in March 2014.

On Friday, March 28, we will celebrate the completion of the two-year training program with a special ceremony for the graduates.

The completion of this two year training greatly increases the continual NMT training resources available to the community. As healthcare services continue to move toward more integration, and consumer responsiveness, NMT will play an increasingly important role in providing the science and philosophy of a developmentally informed approach responsive to the impact trauma has on many of our clients and patients.

Health Insurance Enrollment Events on March 15

The Human Services Agency participated in two community health insurance enrollment events on March 15. One was held at the Broadmoor Presbyterian Church in the North County and the second was held at the Siena Youth Center of St. Francis Center in the South County.

In the North County, HSA did intake for more than 60 individuals. Most were enrolling in health coverage for the first time, and are non-English speakers who did not have access to computers at home. At the South County event, HSA did intake for more than 40 individuals with a similar demographic. The first open enrollment period for subsidized health insurance will end on March 31.

Residents who missed this window of opportunity will have to wait until the next enrollment period, which will start in October 2014. Meanwhile, I wish to remind residents that Medi-Cal enrollment is offered all year round with no deadline.

Affordable Care Act Update

I am pleased to report that we are exceeding our original estimates on the enrollment of residents into Medi-Cal and into a Covered California plan, especially with a month of enrollment remaining at the time the data were pulled for the March update.

For Medi-Cal, we had projected an eligible population of 13,000 and expected to enroll approximately 10,000. As of the end of February, there were already 12,472 "new" Health Plan of San Mateo Medi-Cal participants.

We likely under-estimated the eligible population given the lag in Census data and assumptions we had to make, but we also exceeded the target we enrolled in the segment of the ACE program that "seamlessly" transferred to Medi-Cal on January 1. The outreach work by the Health System, Human Services Agency and a range of partners who connect with potential Medi-Cal clients has worked.

For Covered California, we had projected that approximately 14,000 residents would enroll in the first year. As of the end of January, there are already more than 15,000 San Mateo County residents enrolled in a Covered California plan.

We will ensure you are kept updated on our progress.

Community Services

Measure A Report Back: Countywide Bicycle and Pedestrian Coordinator

We are pleased to announce that, in partnership with C/CAG, we have hired Ellen Barton as our new "Active Transportation" (Pedestrian and Bicycle) Coordinator. This

position is 50 percent funded by Measure A with the other half funded by the City/County Association of Governments and the San Mateo County Transit Authority.

Ellen comes to us from Bellingham, Wash., where she coordinated bicycling and pedestrian projects for the Whatcom Council of Governments. Whatcom County is located in northwestern Washington bordering Canada.

Her work will involve helping to coordinate multi-jurisdiction bicycle and pedestrian projects and serve as a liaison with the pedestrian and bicycle communities. She will also serve as the single point of contact for countywide bicycle and pedestrian funding and a resource for any and all questions regarding bicycle and pedestrian planning and projects.

And yes, Ellen cycles to work each day. Anyone who wants to meet her or discuss her work can reach her at 599-1420.

While we are on the subject of cycling, Bay Area Bike Share has now been operating for six months with bike sharing stations from San Francisco to San Jose with several here in Redwood City, including one on the County Center campus. Since the kiosks were installed, more than 18,000 bike share members have taken 150,000 bike trips and traveled more than 260,000 miles. That is an average of more than 800 bike trips a day. Redwood City and the County will be jointly promoting Bike Share at a number of events this spring and summer.

New Director for Workforce Investment Board

On March 10, Nicole Pollack started work as the new Director of the San Mateo County Workforce Investment Board.

She brings many years of workforce development experience to the County and most recently led the Nevada County Department of Social Services. We are pleased to welcome Ms. Pollack and will update you on her work with the WIB.

Performance

New Whistleblower Hotline & Ethics Training

In early 2013 your Board approved the development of an Enhanced Whistleblower Process which included:

- 1) Implementing a Whistleblower hotline and website for the reporting of improper governmental activity such as fraud, abuse, and/or waste; and
- 2) Offering ongoing training for employees relating to ethical behavior, identifying and reporting fraud, and internal financial controls.

To assist in developing and implementing these initiatives, two committees, composed of representatives from several departments, were formed. As a result of the committees' work, a Whistleblower hotline/website was launched in December 2013

and a 30-minute online ethics training course/policy was developed and will be launched in the summer.

The online interactive course references and provides links to County policies, offers case scenarios, and covers a diversity of topics such as the role of public sector employees in preventing and reporting improper activity, maintaining respectful workplace, avoiding conflicts of interests, and reporting via the County's whistleblower hotline/website. The training will be required, and will be offered to all new employees upon hiring and to all continuing employees every two years.

The County's Whistleblower hotline and webpage, both of which are administered by a third-party (The Network, Inc.), provide two additional confidential methods to report fraud, waste and/or abuse of County property or funds. Such improper activity can now be reported via a toll-free telephone number (855-387-2497), the internet at www.reportlineweb.com/smcgov, or by submission of a written form.

Since the December 2013 launch of the toll free number and website, five complaints have been received through the enhanced reporting system. Of the complaints, four were received in December and have been closed out. The fifth complaint was received in mid-February and is pending further investigation.

Of the four resolved complaints, two concerned EEO allegations which were referred for investigation by HR/EEO in accordance with the County's EEO policies. The other two did not relate to alleged improper governmental activity but instead concerned an employment dispute related to a private sector company.

ISD Customer Service and Classification Study Update

Information Services is making major changes to improve customer service and train staff to support the tools needed by the County today and in the future. CIO Jon Walton will be providing more detailed updates in his monthly and quarterly reports to my office and the Board.

We will keep the Board informed of progress on the ISD Classification Study. The study began in November 2012 to modernize job classifications in ISD, and address the need for more defined career paths for highly technical staff, and for those who can be good supervisors and managers.

New classifications have been created, and reallocation of existing staff to these new classifications has been proposed. ISD, along with Health IT and HR, have initiated meetings with SEIU to review the proposed classifications and allocations, and most importantly, discuss its likely impact to the layoff groupings currently defined in the MOU. Once the classifications have been finalized, the proposed distribution of staff to the new classifications will be provided to ISD and Health IT employees.

The next steps include conducting a salary study and skills assessments, so that training and development plans can be created for staff to ensure they have the skills

needed to do their jobs. We will also explore the use of the new classifications in other County departments with IT staff.

Legislation and Budget

Overview of President Obama's Fiscal Year 2015 Budget Request

On March 4, the Obama administration released its fiscal 2015 budget proposal to Congress. While the blueprint technically adheres to the \$1.012 trillion discretionary spending cap established under the recently approved Ryan-Murray budget accord (PL 113-67), the Administration has proposed some increased program spending. This new spending would be split evenly between defense and domestic discretionary programs and would be fully offset with a package of spending cuts and tax reforms.

Of interest to the County, the President proposes: \$75 billion to make pre-K programs available to all low- and moderate-income children; and \$302 billion for a four year surface transportation reauthorization proposal focused on long-term infrastructure investments.

The President's budget request does not include funding for the State Criminal Alien Assistance Program (SCAAP); however, Congress did appropriate \$180 million for SCAAP in fiscal year 2014. It also proposes to hold funding flat for a number of programs, including Byrne Justice Assistant Grants, Community Development Block Grants, Temporary Assistance for Needy Families, Foster Care, SNAP/Food Stamps, Older Americans Act, and Workforce Investment Act.

Finally, the President's budget includes some modest entitlement reforms, including \$400 billion in Medicare cost savings that would include some changes to a specified group of high income beneficiaries.

While major action on budget and tax issues is unlikely in 2014, beyond passage of the annual appropriation bills, budget negotiations are likely to resume in 2015, especially since sequestration is slated to take full effect on October 1, 2015 (when fiscal year 2016 starts), with harsh impacts on both non-defense and defense programs.

Policymakers also could consider tax reform and immigration reform in 2015, with mid-term elections behind them. The competing Obama and Ryan visions could provide a framework for a year-long debate on what path the nation should follow.

News, Events and Updates

New Website Platform

On March 28, we will go live with the new websites for your Board of Supervisors and the Boards and Commissions. The site will be found at <http://bos.smcgov.org>.

New features will include:

- Clean design
- Revised District lookup map
- Links to the most frequently visited content in the top navigation bar: Public Meetings and Board Calendar
- News and events listings on the home page are automatically generated from the District office Web pages.
- Easy for staff to use and manage

Members of your staff have been trained to use the new Drupal content management system. They will be responsible for updating content going forward. The Web Team is always available for training and assistance.

Children's Fund Helping Teens Get Ready for Prom and Graduation

The Children's Fund is proud to announce it will be helping foster youth and low-income teens get ready for prom and graduation. Through a collaborative partnership between the Human Services Agency, the Assistance League and Sephora, the County will be able to help up to 40 teenagers by letting them shop at Turnstyle, a clothing store in San Mateo, and teenage girls will receive a makeup bag from Sephora. Shopping dates begin in April.

Jobs for Youth Breakfast

Tickets are available for the 32nd annual Jobs for Youth Fundraising Breakfast on Thursday, May 22. This year's featured speakers are Tom McGraw, chief executive officer of First National Bank of Northern California, and Amika Guillaume, principal of Cesar Chavez Academy in East Palo Alto. The event will be at the Foster City Crowne Plaza Hotel.

Jobs for Youth is a year-round program designed to help young people develop their job search skills at no cost to them or to employers. For tickets, contact Ruby Tomas at 650-802-3371 or at rtomas@smcgov.org. All proceeds go directly to youth services.

The Arts Commission: Grants and Outreach

In coordination with the County Office of Education, the San Mateo County Arts Commission has awarded \$7,100 in grants to local teachers. Seventy-one elementary and high school teachers each received a \$100 grant for classroom art supplies from the Commission.

The Arts Commission also awards grants to community arts organizations. Applications for these grants were due March 21. Awards will be announced in May.

On April 10, the Arts Commission is co-hosting a "Connect the Arts" event with Thrive. Representatives from all types of arts organizations in the county are invited to attend

this networking event at the Hillbarn Theater from 9 to 11 a.m. To contact the commission, send an email to artscomission@smcgov.org.