

Exhibit A: SMCSAVES Proposals Recommended for Funding
Reviewed by the SMCSAVES Executive Committee, August 27, 2014

Number	Project	Department	Budget			Summary
			Requested	Savings/New Revenue	ROI in years	
1	Coplogic reporting system	Sheriff's Office	\$23,059.00	\$121,556.00	0.19	Coplogic is a web-based reporting system that allows citizens to file certain types of law enforcement reports online. These reports are directly imported into our records management system. Expanding the use of Coplogic will create significant cost savings related to patrol services and supplies.
2	Correctional Health portable ultrasound machine	Health System	\$180,000.00	\$34,200.00	5.26	An ultrasound machine will be purchased for the Correctional Health Clinic at the Maguire Facility to provide a high standard of care and to decrease the need to transport inmates outside the facility for basic ultrasound testing.
3	Correctional Health telemedicine	Health System	\$9,549.80	\$46,500.00	0.21	Two portable, medical grade 'telemedicine' units will be purchased; one for Correctional Health and one for the Medical Center. The telemedicine unit would enable medical and mental health staff in the jail to communicate with specialty physicians outside of the jail without transporting inmates.
4	Hoteling demonstration space	Health System	\$160,000.00	\$141,750.00	1.13	This project will create a hoteling demonstration space to create a cost-effective, comfortable, and functional workspace to prove the concept that people who are field-based or teleworking a significant part of their working time do not need a full-time office.
5	Robo-calling	Health System, Probation and Child Support	\$105,000.00	\$10,000.00	10.50	Robo-calling campaign pilot to communicate with clients. Improve call-back and compliance activities.
6	Printing optimization	Health System	\$300,000.00	\$75,000.00	4.00	Optimize deployment and utilization of the 600+ printers associated with the Health System.
7	Public Health Laboratory LEAN improvements	Health System	\$325,000.00	\$169,200.00	1.92	Public Health Lab remodel/and software deployment to increase capacity of Public Health Lab.
8	Tuberculosis therapy via video	Health System	\$46,943.00	\$22,564.00	2.08	Technology to enable online TB treatment monitoring.
9	Automated scanning kiosk	HSA	\$210,550.00	\$199,275.00	1.06	Document Self-Service Portals will provide county residents with the ability to self scan and upload the documentation required to maintain public assistance benefits.
10	Asset management database and loan servicing	Housing	\$249,062.00	\$403,401.80	0.62	This project will centralize loan and grant records within an electronic database and consolidate loan services by transferring the remainder of the Department's loans to an existing loan serving structure.
11	Accela Mobile Office	Planning and Building	\$95,688.00	\$27,675.00	3.46	Mobile office software and field devices will enable the Building Inspectors and Code Compliance Officers to retrieve information stored in the permit tracking program (Accela) and update permit statuses, photographs, and notes for site inspections live in the field.

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12	Single operator garbage collection program	Parks	\$406,000.00	\$110,956.00	3.66	A single-operator garbage truck will eliminate the need to have two staff conduct the garbage route and will reduce the risk of injury to staff.
13	Accounts Payable Automation	Controller	\$284,565.00	to be determined	to be determined	The Accounts Payable Invoice Automation System enables paperless invoice review, approval and automated data entry using scanning and workflow tools. This process reduces manual data entry, errors, and invoice processing time.
14	Employee relations mobile/web application	HR	\$29,750.00	\$45,399.00	0.66	This application will provide a central location and immediate access to Employee and Labor Relations related information from a computer, tablet, or a mobile device. The application would provide easy access to key topics such as absenteeism, probationary periods, leaves of absence, effective 1:1 meetings, performance, and links to County policies.
15	Electronic documents	Real Property, Parks, Health (AAS), Planning and Building, CMO	\$274,640.00	\$91,848.00	2.99	This project will support these departments with transitioning files to electronic documents. An additional component of the project is to document their process with the goal of developing an integrated standard process and tool kit that other departments can move to electronic files.

Total:	\$2,699,806.80	\$1,499,324.80	1.80
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SMCSAVES 2014 Applications

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SMCSAVES

PROGRAM APPLICATION

SMCSAVES is a competitive grant program to fund County department projects that reduce costs. The program provides one-time grant funds for innovative projects that save money by improving performance or generate revenue that offset the costs of high priority on-going programs. There are no minimum or maximum awards.

Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): San Mateo County Sheriff's Office

Contact: Jenna McAlpin, Criminal Records Manager

Proposal Overview – Provide a brief summary of your program or project

Coplogic is a web-based reporting system that allows for citizens to file certain types of law enforcement reports online. These reports are directly imported into our records management system in order to ensure statistical integrity and to meet minimum reporting requirements. Using Coplogic for online reporting results in significant cost savings related to patrol services and supplies, while allowing for the reallocation of those resources to be used for other vital needs of the organization and the communities we serve.

In addition to cost and resource savings within the Sheriff's Office, Coplogic provides members of the public with an alternative and oftentimes preferred method of filing a report or making a request. In essence, we are able to better serve and protect the more critical needs of the community, while offering residents an additional method for effectively filing a low-level crime report. We already use Coplogic in our San Carlos and Millbrae Bureaus and are looking to roll it out to our entire jurisdiction, which includes the entire coastside from Pacifica to the Santa Clara County Line.

In addition to the multiple benefits to citizens and to the Sheriff's Office, there is also a positive environmental impact. Deputies will have an approximate 10% reduction in calls for service, and will therefore be using less gasoline and less paper. Records will have an approximate 10% reduction in releasing these types of reports and will therefore be using less paper and less toner. All of these changes help us to be more environmentally conscious.

Problem or Challenge – Describe the problem or challenge you face

The problem that we face, like most agencies, is achieving success with the sometimes limited resources that we have available to us. Oftentimes, patrol resources are heavily tied up due to low-level calls for service. For example, when someone loses their cell phone, they are frequently unable to get a replacement phone without a crime report number. Without Coplogic, a Community Service Officer or Deputy must respond to the citizen's location – typically their home or work address. Then, they must obtain and document the relevant information including the make, model, serial number, circumstances of the loss, etc. Dispatch must be contacted in order to obtain a report number. The Community Service Officer or Deputy must then respond back to the station or to their vehicle to create the report in our records management system. Once the report is submitted, the Sergeant must approve the report and then Records must approve the report. It is at this point that the report is ready for release and can be obtained in person by the citizen. Coplogic eliminates the need for the majority of this workflow, and allows for a much more simplified process for taking low-level crime reports.

Approximately 10% of our crime reports taken in the two bureaus that currently utilize Coplogic are submitted online rather than in person. These types of reports include: lost property, identify theft, petty theft, vandalism, harassing phone calls, theft from an unlocked vehicle, tampering with a vehicle, and theft of mail. These reports will only be accepted online if they occurred within our jurisdiction and if the reporting party does not have any suspect information. In addition to these types of reports, we will also be accepting abandoned vehicle reports and vacation house check requests via Coplogic.

The 10% reduction in reports allows patrol officers to have more time to focus their efforts on other critical areas of public safety.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

We are already utilizing Coplogic in our San Carlos and Millbrae Bureaus and we're seeing a significant reduction in reports taken by patrol in these areas. The approximately 10% savings from this reduction equates to nearly \$122,000 and the resulting increased time allotment significantly benefits the community by allowing line staff to focus on other higher priority tasks. In short, this reduction of approximately 10% allows us to better allocate our resources to provide increased services including proactive patrolling to assist with crime suppression, enhanced traffic mitigation and enforcement and additional community outreach.

Additionally, the increased time allotment allows for lower response times. Lower response times directly impact our ability to be successful when responding to a crime or responding to an emergency situation where time is of the essence.

Coplogic allows for the citizen to obtain a copy of their report directly and automatically upon approval by the Sergeant. This prevents the citizen from having to drive to one of the Sheriff's Office locations to obtain a copy of the report, which in turn eliminates the need for Sheriff's Office Records staff to locate, print, and process the request.

In offering citizens the option of filing their reports online, we allow them to have an oftentimes preferred method of filing a report. They are able to complete the entire process from their own home or business, and this is an added level of customer service that many find desirable.

In the future, we'd like to continue to look for additional ways to utilize Coplogic to the fullest extent possible and not limit ourselves to how it's been used historically. It is evident that Coplogic will continue to allow us to improve services and contain costs.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

We will measure the impact of this project by performing a quarterly analysis on productivity. This will allow us to determine the number of reports that are being filed online compared to in person in order to ensure that this program is both containing costs and reallocating staff time efficiently.

One performance measure will be to determine the reduction in low-level reports taken by patrol. This will thereby reduce the overall impact to Patrol, Records, and Public Safety Communications so that our focus can remain in critical areas and improving services. We will be able to measure this by determining the number of reports filed online via Coplogic versus the number of reports filed in person and we can also compare this to our historic data.

Another performance measure will be determining if our response times are lowered. This will allow us to see that personnel are focusing on more critical areas with time that would have otherwise been spent preparing low-level crime reports.

We will be able to measure the number of hours saved and reallocated by determining the number of reports taken online via Coplogic that would have otherwise required patrol personnel to handle.

Coplogic sends monthly statistical reports which break down the reports by crime type, estimated cost savings, and hours saved. We can use these reports in collaboration with our own reporting tools to best determine our measured success and to be proactive in intelligence-led policing.

In addition, we anticipate an environmental impact and savings with regard to paper use, toner use, copier use, and vehicle use.

With regard to paper, we can project that we will be printing approximately 3,300 less pages since citizens will be able to view their reports automatically and electronically and can submit them electronically to insurance companies, attorneys, and other interested parties. We will further reduce our carbon footprint by establishing a 10% reduction in using our copy machines and printers.

We are also likely to experience savings with regard to vehicle mileage traveled. In urban areas it is estimated that patrol personnel currently travel approximately one mile per call, oftentimes farther. To take just one of our more densely populated areas, we can use our North Fair Oaks jurisdiction as an example. Within a one year time frame, 1,051 cases were taken out of the North Fair Oaks area. With a 10% estimated savings in responding to calls by using Coplogic, this would allow for an conservatively estimated annual reduction of 210 miles (roundtrip) driven by patrol personnel responding to take reports.

In more rural areas where the area is more diverse geographically, the travel miles traveled to a call for service would be reduced more significantly - the distance can be upwards of 80 miles round trip for one call. Our 80 beat is an example of a geographically diverse and spread out area as described. Within a one year time frame, 229 cases were taken in the 80 beat. With a 10% savings in responding to calls, this would amount to a reduction of approximately 916 miles (estimating 40 miles per call roundtrip). This estimation is likely quite conservative.

It is important to note that although patrol personnel would have an estimated reduction in miles driven to respond to these calls, there would be an expectation that they would still be actively patrolling and enforcing their designated areas.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

We are currently using Coplogic in our San Carlos and Millbrae Bureaus. Moving the entire Sheriff's Office to Coplogic could be implemented within approximately one to two months. Milestones would include completing the roll-out process, training, marketing, and final implementation.

Results would realistically be obtained after the first full year of operability. Any reduction in crime reports taken by patrol staff will result in a direct increase in productivity in other areas including crime suppression, community outreach, traffic enforcement and more. We've historically seen an approximate 10% reduction in reports written by patrol personnel with the implementation of Coplogic. With an additional emphasis on community awareness and being diligent about offering Coplogic to citizens when applicable, we can expect that number to increase further.

Scalability – Is this project replicable across other departments? Describe.

Other County departments might find use for Coplogic as it is a reporting tool utilized by the public and is not limited to law enforcement. Other cities and counties Public Works Departments are using it for reporting street light outages, sidewalk repair requests, pothole notifications and various other quality of life issues.

Collaboration – Do you have project partners? Are multiple departments engaged?

Coplogic is completely integrated with our records management system, RIMS. Because of this, reports that are taken online via Coplogic are directly imported into our system and accessible by our allied agencies. The reports are also imported into Coplink, which is a large scale data-sharing warehouse used by countless law enforcement agencies around the country. As mentioned before, data obtained in Coplogic reports is also used to meet our monthly and annual mandated reporting requirements to the Department of Justice.

Another department that will be positively impacted by Coplogic is our dispatch center, Public Safety Communications (PSC). With the utilization of Coplogic, PSC is able to free up the radio for critical radio traffic. In addition to freeing up the radio, the dispatchers themselves will have a reduction in call-taking, dispatching, entering CAD data, and obtaining report numbers for patrol staff. PSC will also be removed from the vacation house checks process as they will be received and assigned out directly by Sheriff's Office staff. This proposal has been vetted through Public Safety Communications management staff and they are in full support.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	23,059
GRANT FUNDS	23,059
DEPARTMENTAL CONTRIBUTION	0
STATE REVENUE	0
FEDERAL REVENUE	0
OTHER REVENUE	0
 TOTAL REQUIREMENTS	 23,059
SALARIES AND BENEFITS	0
SERVICES AND SUPPLIES	23,059
OTHER CHARGES	0
FIXED ASSETS	0
GROSS APPROPRIATIONS	23,059
INTRAFUND TRANSFERS	0
NET APPROPRIATIONS	23,059
CONTINGENCIES/DEPARTMENT RESERVES	0
NON-GENERAL FUND RESERVES	0

PROJECTED SAVINGS

INCREASED REVENUE	0	** Value is realized by reallocation of staff time for crime suppression, traffic enforcement, community outreach, patrol functions, and records management.
COST REDUCTIONS	121,556**	
CHANGE IN COST PER UNIT OF SERVICE	0	
TOTAL UNITS OF SERVICE	0	

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PROGRAM APPLICATION

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Department Name (s): Correctional Health

Contact: Susan Kole, Director or Lorraine Smith CSM II

Proposal Overview – Provide a brief summary of your program or project

We are requesting the consideration of funds (\$180k: \$140k for ultrasound machine, \$40k in ISD/IT time for infrastructure for transmission and storage of images) for an ultrasound machine for the Correctional Health Clinic at the Maguire Facility.

San Mateo County Correctional Health has made it a priority to deliver quality care based upon best practice standards while working to maintain the budget for Correctional Health. We have implemented many different programs that promote a higher standard of care while reducing costs. We are requesting financial assistance from this program to create a point of care system that delivers an even higher standard of care while reducing costs, ensuring a higher level of safety to our community, reducing the impact on our community clinic, hospital, Sheriff's Department and by reducing our carbon footprint.

CURRENT COST:

\$900 per inmate/visit/test (includes \$300 SMMC appointment fee and \$600 in Sheriff's office transportation costs)

FUTURE COST WITH IN-HOUSE ULTRA SOUND:

Estimated: \$150.00 for SMMC physician consultation fee

Problem or Challenge – Describe the problem or challenge you face

Ultra sounds are ordered for various conditions and creates a significant burden on Correctional Health, the Sheriff's Department and San Mateo County Medical Center (SMMC). The Sheriff's department uses valuable and costly deputy time to transport and wait at the medical center for inmates who require ultra sounds. Depending upon the inmate's level of security they may require two deputies to transport the inmate. There are times when overtime is utilized to complete the transport and wait time.

San Mateo Medical Center clinics are impacted by inmate visits that could easily be done at the Maguire Facility with the right equipment. Appointment time could be utilized for other patients and reduce wait times. Since we have a physician in the jail who has specialty training in ultra sound technology, the diagnosis could be immediate and alleviate the need for an appointment or transport to SMMC. However we would transmit the images to SMMC to ensure continuity of care should the inmate require follow up care in a County clinic or hospital.

Ultrasounds are an extremely diverse diagnostic tool. Women frequently have ultrasounds during pregnancy, although this is a very small segment of our inmate/patient population that requires the use of ultrasound. This tool can be used for diagnosis related to liver, kidney, abdominal, soft tissue, bladder, cardiac, deep vein thrombosis, testicular and lung diseases or complaints. It will be kept at the Maguire jail since the jail population is primarily male, there is no room at the women's jail for additional equipment, and any female inmate requiring an ultrasound could be transported to the Maguire jail while male inmates cannot be transported to the women's jail. We have a medical doctor who is a specialist in ultrasound and will be training the other physicians in its use. She will not only perform the ultrasound but perform diagnostic review as well.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

By performing the ultra sound in the clinic at the Maguire Facility we can:

- Eliminate clerk time to make an appointment
- Reduce wait time for the appointment/ delay in care
- Eliminate the need for inmates to leave the facility/safety for this procedure
- Eliminate the need for transportation/use of fuel/emissions
- Eliminate the need for deputy /expense and time
- Eliminate the need for appointment time at SMMC clinics and missed appointments
- Utilizes best use of clinic time by reducing crowded clinics, level of discomfort of having inmates in the clinic with the general patient population, and allows the clinic the opportunity to utilize those appointment hours for other patients

According to the vendor, the machine has a warranty of five years and is expected to last twelve or more years with normal use.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

Results will be measured by the elimination of the need to transport an inmate outside the facility for basic ultra sound testing. We anticipate 40 transports for ultra sound testing this year and anticipate that 95% (38) of those visits would be avoided by having ultra sound equipment in the jail. The Sheriff's office will not need additional staff for outside transports. The SMMC clinics will notice a decrease in visits from the Maguire Facility allowing greater access to clinic visits for the general population. We anticipate a \$300 reduction in cost per physician fee (\$11,400 annually) and a \$600 reduction in cost, per transport, to the Sheriff's office (\$22,800 annually) associated with deputy time and transportation costs. Therefore with a savings of \$34,200 annually, it will take approximately 5.2 years to recoup the cost of the ultrasound equipment and ISD/IT time. We estimate a reduction of 532 (round trip) miles per year, which is a \$155 savings in gasoline and a reduction of 856 lb in CO2 emissions. The non-fiscal (efficiency, safety) impact this would have across all of the involved departments would be immeasurable.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

The projected timeline for milestones and realization of results would be 1 year. One year would allow time for development of an MOU with the hospital, a plan for permanent storage of the ultra sound images, and realize savings from the reduction of 38 transports to San Mateo Medical Center.

Scalability – Is this project replicable across other departments? Describe.

Yes. This is considered a 'point of care' testing device. Anytime you increase the availability of point of care testing you save time, money and increase access to healthcare. Having a basic ultra sound machine in any department that utilizes ultra sound technology on a regular basis would greatly benefit that department and its patients. A machine at Maguire correctional facility could be utilized for patients at both the women's and new jails. Since the ultra sound unit has limited portability it will remain at the Maguire jail, female inmates will be transported to Maguire if an ultra sound is needed. Since youth cannot be transported to an adult jail, the unit would not be available to residents at the youth services center.

Collaboration – Do you have project partners? Are multiple departments engaged?

Correctional Health works in collaboration with both the Sheriff's Department and San Mateo Medical Center to provide access to healthcare for the County inmates. This proposal, if approved, would have a positive impact on all three departments.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET: Correctional Health Ultrasound Machine

TOTAL SOURCES	0	
GRANT FUNDS		
DEPARTMENTAL CONTRIBUTION		
STATE REVENUE		
FEDERAL REVENUE		
OTHER REVENUE		
TOTAL REQUIREMENTS	0	
SALARIES AND BENEFITS		
SERVICES AND SUPPLIES		
OTHER CHARGES	\$40,000	ISD/IT charges for transmission and storage of images
FIXED ASSETS	\$140,000	Ultra sound equipment
GROSS APPROPRIATIONS		
INTRAFUND TRANSFERS		
NET APROPRIATIONS		
CONTINGENCIES/DEPARTMENT RESERVES		
NON-GENERAL FUND RESERVES		

PROJECTED SAVINGS

INCREASED REVENUE		
COST REDUCTIONS	\$34,200	\$300 physician consultation fee + \$600 Sheriff's office deputy and transportation costs
CHANGE IN COST PER UNIT OF SERVICE	\$900	decrease
TOTAL UNITS OF SERVICE	38	reduction in transports to SMMC annually

SMCSAVES

PROGRAM APPLICATION

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Department Name (s): San Mateo County Correctional Health

Contact: Susan Kole, Director or Lorraine Smith, CSM II

Proposal Overview – Provide a brief summary of your program or project

This proposal is for two portable, medical grade ‘telemedicine’ units; one for Correctional Health and one for San Mateo Medical Center (SMMC). The telemedicine unit would enable medical and mental health staff in the jail to communicate with specialty physicians outside of the jail without transporting inmates to SMMC. A medical grade unit would allow for a variety of exams to be performed via computer. The ‘medical grade’ machine allows for a higher resolution and has ‘attachments’ that allow for an enhanced view of certain areas of the body, such as, a mole or skin condition. It can also be used for consultation when crises occur during non-business hours when a psychiatrist or physician is not available in the jail. Telemedicine is not a new concept. Research shows that the benefits with this technology include: increased access to specialty and other healthcare providers, reduced wait times, reduced cost, increased quality of care and invaluable cost savings through the reduction of waste, such as, unnecessary transportation of inmate/patients. Reducing movements of inmate/patients outside of the jail also increases safety in the community.

Estimated cost: \$3,774.90 per unit x 2 units (one for CHS and one for SMMC) = \$7549.80 + \$2000 in ISD/IT charges=\$9,549.80

www.americantelemed.org

<http://www.caltelehealth.org/faqs>

Problem or Challenge – Describe the problem or challenge you face

Correctional Health is bound by Title 15 and the Institute for Medical Quality to provide health, mental health and dental care to the inmate population. The complexity and severity of healthcare conditions among the inmate population has increased and since the implementation of re-alignment they are serving longer sentences in the jail. There has been a 26% increase in emergency room visits when comparing 2012 and 2013 so we need to find a more efficient and creative ways of providing care to inmates without continuing to adversely impact the clinics and patients at San Mateo Medical Center (SMMC) and the Sheriff's Office who transports them. For the period January 1 – June 30, 2014 there have been 121 emergency room transports, if the trend continues through the second half of the year we will have an additional 15% increase in number of transports over 2013.

Managing crises during non-business hours when a psychiatrist or physician is not available in the facility is a challenge. When a crisis occurs deputies have to transport unstable inmates, sometimes in a restraint device, to SMMC for evaluation. By using this technology we would have access to emergency room and psychiatric emergency room physicians 24/7 for consultation.

Correctional Health currently uses a stationary Tandberg unit, designed for conference calls among staff, not for medical appointments, for communication with the Edison clinic for routine appointments. Since we do not have an electronic health record clinical documents are faxed to the Edison clinic prior to the inmate appointment for review by the physician. We would expand this already established process to emergency and psychiatric emergency consultations.

Currently confidentiality is ensured by conducting telemedicine appointments in the Nurse Practitioner's exam room in the medical clinic, this would continue to be the process. However, in a crisis situation when someone is located in the booking area in a safety cell, confidentiality can be a challenge. In this case we would re-locate the portable telemedicine unit from the 2nd floor clinic to the safety cell, if the person was restrained as they typically are, so they could be assessed via telemedicine.

While the unit we are requesting has some mobility within the facility, it could not be moved between facilities (i.e. women's jail or youth services center). However, women who are in crisis are typically transported to the Maguire jail for evaluation. Law does not permit justice involved youth in an adult jail so youth could not be sent to Maguire for evaluation via telemedicine.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

The reduction of costs would be realized on many levels. The Sheriff's Office would no longer have to staff up one or two additional Deputies for transport. It is less costly to perform a 'telemedicine' visit than it is to see a physician in person. Purchase of this technology is in response to the increased need for emergency and specialty services among the inmate population. We anticipate that 30% of the transports to San Mateo Medical Center (SMMC) could be avoided through use of telemedicine. The number of transports to SMMC was 206 in 2013 (152 in 2012, a 26% increase). Therefore we anticipate 62 fewer visits annually to SMMC resulting in a reduction in physician service fees of \$9,300 and \$37,200 in Sheriff's Office transportation costs (total \$46,500). Therefore we would recoup the costs of the telemedicine units and associated ISD/IT charges in 2 years.

The units have a warranty of five years and the expected life span with normal use is at least ten years.

If the demand were to increase significantly in future years, purchasing additional equipment would be an option so that we can use multiple units at one time, or add units to the new jail or the youth services center.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

Transports to San Mateo Medical Center will be reduced by 30% with the implementation of telemedicine technology resulting in an annual cost savings of \$46,500 (\$9,300 to Correctional Health and \$37,200 to the Sheriff's Office).

We estimate a reduction of 868 (round trip) miles per year, which will result in a savings of \$253 in gasoline costs and a reduction of 1397 lb in CO2 emissions.

In addition, use of telemedicine will reduce security risks associated with transportation of inmates outside of a secure environment, reduce clinic crowding and level of discomfort having inmates in the clinic with the general patient population, and our carbon footprint.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

Six months is a reasonable timeline to bring this project to 100% operational. Major milestones would be achieved within in a year. One year would produce enough data to accurately measure cost savings.

Scalability – Is this project replicable across other departments? Describe.

Yes. Telemedicine is not new technology. It is easily replicable across other departments and could be expanded, in the future, to include the new jail and youth services center.

Collaboration – Do you have project partners? Are multiple departments engaged?

San Mateo Medical Center would have one of the two portable telemedicine units. It's transportable and can be moved from department to department allowing consultation with emergency and psychiatric emergency physicians. The Sheriff's Office is also a partner and would see a reduction in the need for transports to the medical center. Correctional Health would collaborate with ISD, the Sheriff's Office, and other areas of the Healthy System on this project.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET: Correctional Health Telemedicine Unit

TOTAL SOURCES	0	
GRANT FUNDS		
DEPARTMENTAL CONTRIBUTION		
STATE REVENUE		
FEDERAL REVENUE		
OTHER REVENUE		
TOTAL REQUIREMENTS	0	
SALARIES AND BENEFITS		
SERVICES AND SUPPLIES		
OTHER CHARGES	\$2,000	ISD/IT charges for connectivity between Correctional Health and SMMC
FIXED ASSETS	\$7,600	2 telemedicine units
GROSS APPROPRIATIONS		
INTRAFUND TRANSFERS		
NET APROPRIATIONS		
CONTINGENCIES/DEPARTMENT RESERVES		
NON-GENERAL FUND RESERVES		
INCREASED REVENUE		
COST REDUCTIONS	\$46,500	\$9,300 reduction in physician fees to Correctional Health and \$37,200 reduction in deputy and transportation costs to the Sheriff's office
CHANGE IN COST PER UNIT OF SERVICE	\$750	decrease
TOTAL UNITS OF SERVICE	62	reduction in transports to SMMC annually

SMCSAVES

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Department Name (s): Health System

Contact: Kimberlee Kimura, Director of Administration

Proposal Overview – Provide a brief summary of your program or project

The Health Administration division would like to create a hoteling demonstration space at the Health System building in San Mateo at 225 37th Ave. We are requesting \$160,000 in SMCSaves funding, with a match from the Health System of \$32,000. The purpose of the project would be to create a cost-effective, comfortable, and functional workspace to prove the concept that people who are field-based or teleworking a significant part of their working time do not need a full-time office. The “full-service” space (capacity: 10 employees) would include both cubicles and open seating - to accommodate different working styles – as well as a dedicated conference room to enable collaboration and teamwork.

The primary users of this space are expected to be: (1) Health employees who will no longer have their own cubicles because they telework regularly; and (2) County employees from other locations who are between meetings and could use space to be more productive by completing work, checking email, making phone calls, etc.

Problem or Challenge – Describe the problem or challenge you face

This project addresses two challenges:

(1) The Health System has significantly expanded its programs and services to meet the growing needs of San Mateo County residents. However, its main building at 225 37th Ave is nearly full. Hoteling is one option that the Health System has not yet implemented to expand the number of staff members we can accommodate without incurring additional facility costs. Hoteling would allow us to maximize our limited space by shifting away from dedicating office space 100% of the time to one employee, regardless of how often the employee is in the office.

However, many employees and thus their representatives are wary of this change to their work environment as they fear a loss in functionality and status. An attractive, highly functional hoteling demonstration space would increase acceptance of hoteling by both staff members and their representatives.

(2) County employees often have multiple commitments at our campus, with significant “downtime” between meetings. With access to a hoteling space, County employees could work between meetings and avoid spending unnecessary travel time to/from their home office, increasing their productivity, decreasing their stress, and potentially decreasing mileage claims by reducing driving back and forth.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

We expect up to \$148,500 in annual lease savings for Health System employees who otherwise would have to be housed at a market-rate offsite location. Time and cost savings would also be generated from fewer County employee trips back and forth between our campus and Redwood City or our 2000 Alameda de las Pulgas location, since County employees could utilize the hoteling space instead.

Specifically, annual lease savings is calculated using the industry average of 225 sq ft of space required per employee. Out of the 10 proposed spots in our demonstration space, 8 will be reserved for Health employees who are on alternate schedules such as teleworking (2 will be for "drop-in" use by Health or County employees who work elsewhere.)

Using the industry best practice of 1 hoteling space to be used by 3 flexibly scheduled fulltime employees, 8 spaces therefore can accommodate 24 employees. 24 employees x 225 sq-ft/employee x \$30/sq-ft (annual rent cost average in San Mateo County) = \$162,000. We would then subtract the cost of the 3 employees that currently occupy this space - \$20,250 – to arrive at **\$141,750** in possible annual savings.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

We plan to track how often the space is used, by whom, and for what period of time. We will also survey users to determine satisfaction level with the space.

Proposed performance measures:

Occupancy rate, % users that indicate that they are “satisfied” or “highly satisfied” with the space

We also expect to reduce greenhouse gas emissions through energy and natural gas savings. Based on avoiding leasing office space for 16 employees, we anticipate saving 62,280 kWh of electricity and 114,480 ft³ of natural gas consumption.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

We anticipate that this space can be designed and built within 6 months of receiving Board of Supervisors approval of the underlying contract.

Scalability – Is this project replicable across other departments? Describe.

As a demonstration space, this project is highly scalable and we hope inspirational to other departments. Health could publicize the creation of the space and host interested visitors from other departments, as well as share our plans and “lessons learned” from the project.

Collaboration – Do you have project partners? Are multiple departments engaged?

The project will not require the cooperation of other partners, as the Health System will be fully responsible for the space. However, we expect to consult with other departments on the finished space and its replicability in other locations (see “Scalability” above). Furthermore, we are working collaboratively with the Department of Public Works to implement any capital improvements.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES

GRANT FUNDS	-
DEPARTMENTAL CONTRIBUTION	32,000.00
STATE REVENUE	-
FEDERAL REVENUE	-
OTHER REVENUE	160,000.00

TOTAL REQUIREMENTS

SALARIES AND BENEFITS	-
SERVICES AND SUPPLIES	38,000.00
OTHER CHARGES	3,000.00
FIXED ASSETS	151,000.00
GROSS APPROPRIATIONS	192,000.00
INTRAFUND TRANSFERS	-
NET APROPRIATIONS	192,000.00
CONTINGENCIES/DEPARTMENT RESERVES	-
NON-GENERAL FUND RESERVES	-

PROJECTED SAVINGS

INCREASED REVENUE	-
COST REDUCTIONS	1,666.56

ONGOING LEASE SAVINGS	141,750.00
CHANGE IN COST PER UNIT OF SERVICE	-
TOTAL UNITS OF SERVICE	-

SMCSAVES

PROGRAM APPLICATION

SMCSAVES is a competitive grant program to fund County department projects that reduce costs. The program provides one-time grant funds for innovative projects that save money by improving performance or generate revenue that offset the costs of high priority on-going programs. There are no minimum or maximum awards.

Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Health System – Health Coverage Unit, Probation Department, and Department of Child Support

Contact: Srija Srinivasan, ssrinivasan@smcgov.org, 650.573.2095

Proposal Overview – Provide a brief summary of your program or project

The Health Coverage Unit (HCU) of the Health System and the Probation Department (Probation) frequently have to communicate with clients to encourage them to take actions. Our current communications are largely via mail and phone calls, which are not very effective and are very costly. The Department of Child Support (Child Support) has had great success reaching a similar low income population using targeted “auto” or “robo-calling” campaigns.

During a pilot of such an approach last year, HCU worked with Child Support to execute a robo-calling campaign to encourage clients to pursue enrollment in new coverage available through the Affordable Care Act. We achieved a 40% increase in return calls and resulted in full use of all enrollment assistance appointments at three different sites during an enrollment event. While the pilot was not large enough to result in significant savings, the results prompted us to consider a broader use of robo-calling.

Problem or Challenge – Describe the problem or challenge you face

HCU and Probation have to motivate a diverse client group to take actions that will help them achieve goals such as enrolling or retaining health coverage and meeting the terms of their Probation orders. Currently, we use letters, phone calls, email and other strategies, all of which take significant resources, thus limiting our communications. Often we skip outreach or proactive reminders because our staff are fully engaged in providing in-person help. Prior pilots to redirect staff to perform more extensive phone follow-up have not yielded great results, due to a failure to reach clients during business hours, inefficiency in squeezing in outbound calls with the press of other work, and challenges in matching staff member’s language skills with the clients we are calling.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

Robo-calling can increase our efficiency in many ways, 1) We can make 60 calls per hour, far more than staff can do in that time; 2) Calls can be made in evening hours when we are most likely to reach clients without imposing the need to stagger work schedules or absorb overtime costs; 3) Calls can be delivered in the right language for the client, rather than pulling staff with specific language expertise for segments of a communication campaign; 4) We can improve our data by generating reports that identify incorrect phone numbers; 5) We can increase our productivity by decreasing “no shows” among clients; and 6) we can reduce our printing and mailing costs.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

We target the following improvement areas through the use of robo-calling:

- Within the first year of full implementation, we will increase our health coverage “retention rate” by five percentage points.
- Within the first year of full implementation, we will reduce our enrollment assistance appointment “no show” rate by ten percentage points; Probation will also determine a reduction target for court appearance “no shows”;
- Within the first year of full implementation, we will achieve a five percentage point reduction in health coverage disenrollment due to avoidable reasons;
- Within the first year of full implementation, we will reduce expenditures on printing, mailing, extra help and overtime costs spent on communications related to the areas we’ll incorporate in robo-call campaigns by \$10,000;
- We will improve the accuracy of our client phone numbers in both HCU and Probation;
- We will increase family engagement of juvenile probationers as evidenced by increased communication between the assigned Deputy Probation Officer and members of the minor's family/support system.

With the expected savings, we will be able to absorb the costs associated with our use of robo-calling within our program budgets for FY 15-17.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

HCU will begin using robo-calling by mid-October to perform Affordable Care Act related outreach calls during the mid-October through early February "open enrollment" period. We expect to implement an additional 8 to 10 campaigns by June 30, 2015

These will include the following efforts:

-- Within one month of SMC Saves award: Renewal reminder calls for our local health coverage program for children, Healthy Kids: This will be a monthly campaign, ideally the first week of the month that renewals are due, reaching 350 clients/ month.

-- Within two months of SMC saves award: Renewal reminder calls for our local health coverage program for adults, ACE: This will be a monthly campaign, ideally the first week of the month that renewals are due, reaching between 800-1,000 clients/ month.

-- Within the first quarter of SMC Saves award: Enrollment assistance appointment reminders for appointments at all five sites: These calls will be Saturday thru Thursday, ideally two days prior to the appointment, with data that we extract from our scheduling system to prompt reminders, reaching around 1,150 clients/ month.

-- Within six months of the SMC Saves award: determine timeline and implement additional campaigns involving: 1) follow-up calls to clients who did not show up for an enrollment assistance appointment (baseline of around 330 per month but target reduction through "Enrollment Assistance Appointment Reminder calls" described above; 2) calls to ACE participants disenrolled for avoidable reasons (baseline of around 500 per month but expect reduction with renewal reminder calls); 3) calls to Healthy Kids participants disenrolled for avoidable reasons (baseline of around 100 per month but expect reduction with renewal reminder calls); 4) calls to clients who have been enrolled in time-limited "Hospital Presumptive Eligibility" to remind them of needed follow-up for a full Medi-Cal application (estimate around 400 per month); 5) calls to SMMC patients who have a "pending" Medi-Cal application to assure follow-up action (estimate around 700 per month); and 6) calls to ACE Fee Waiver participants who have had an Emergency Room visit that was not attributed to a coverage program but should have been (data pending on volume).

-- We will also further explore whether a text, rather than phone, reminder would be more effective in promoting renewal of coverage. We will work with Child Support colleagues to determine how best to pilot a text vs. phone comparison after the renewal reminder calls have been in place for sufficient time.

Probation will put together a plan for implementing targeted campaigns after the SMC Saves decision is made and expects to be able to initiate its work during the first half of 2015. A targeted area of improvement is the rate of appearance for scheduled court appointments:

-- Probation is currently working on developing a baseline for compliance rates for failure to appear (FTAs) for court. We have a good handle on our compliance rate for office visits which is about 60%. We would look to improve our rate by 20%.

To further successful implementation, Probation will convene a workgroup of our key stakeholders to inform them of our goals for the robo-calling project. We will also use the forum to seek feedback from our partners to ensure that we account for their perspectives and alleviate any concerns they may have. Our anticipated partners/stakeholders include the Juvenile Courts, District Attorney's Office, Private Defense Bar, and our fellow SMC Saves teammates. Additional support from county ISD may also be necessary.

To ensure successful implementation and sustainability, Probation will develop a communication plan. As part of this plan Probation will develop written and electronic materials to educate our staff, partners and program participants about the purpose and benefits of the project. These materials will include a frequently asked questions (FAQs) document. Additional communications strategies will include utilizing Juvenile Probation staff to serve as program "information liaisons" to answer questions.

Scalability – Is this project replicable across other departments? Describe.

This project has tremendous capacity for replication in many County departments. Child Support has already scoped the market to understand the key hardware needs and has a core of staff expertise that it uses in its own operations. An SMC Saves investment in expanding Child Support’s bandwidth in both the hardware and staffing capacity would make it even easier to make robo-calling available to a broad range of areas. Child Support Director Iliana Rodriguez is already planning to use robo-calling in the Human Services Agency.

Collaboration – Do you have project partners? Are multiple departments engaged?

The three departments working together on this proposal are excited to learn from each other and inform the applicability of this technology’s use more broadly. If successful, other divisions of the Health System may be interested in exploring further implementation in other Health System programs.

We are collaborating with ISD on the operational aspects that Child Support will be expanding. An ISD leader attended a planning meeting for this effort convened by the County Manager’s Office prior to our proposal submittal. The Child Support Department also briefed ISD on our plans. We have requested their “sign off” on our proposal to formalize their acceptance of our planned work but not yet received formal sign-off” as of the proposal re-submission deadline.

Budget – See attached Budget Worksheet, which also notes the expected lifespan of equipment to inform the Return on Investment calculation.

SMC**SAVES**

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	0
GRANT FUNDS	
DEPARTMENTAL CONTRIBUTION	
STATE REVENUE	
FEDERAL REVENUE	
OTHER REVENUE	
REQUEST to SMC SAVES	\$ 105,050

TOTAL REQUIREMENTS	0
SALARIES AND BENEFITS	\$ 50,900
SERVICES AND SUPPLIES	\$ 48,150
OTHER CHARGES	\$ 6,000
FIXED ASSETS	
GROSS APPROPRIATIONS	
INTRAFUND TRANSFERS	
NET APPROPRIATIONS	
CONTINGENCIES/DEPARTMENT RESERVES	
NON-GENERAL FUND RESERVES	
	\$ 105,050

The projected lifespan
of equipment to be
purchased is 7 years.

PROJECTED SAVINGS

INCREASED REVENUE	
COST REDUCTIONS	
CHANGE IN COST PER UNIT OF SERVICE	
TOTAL UNITS OF SERVICE	

Note: We expect to absorb the ongoing cost of robo-calling campaigns within FY 15-17 budgets

SMCSAVES

PROGRAM APPLICATION

SMCSAVES is a competitive grant program to fund County department projects that reduce costs. The program provides one-time grant funds for innovative projects that save money by improving performance or generate revenue that offset the costs of high priority on-going programs. There are no minimum or maximum awards.

Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Health System

Contact: Eric Raffin, Chief Information Officer

Proposal Overview – Provide a brief summary of your program or project

Proposal Title: *Optimizing the Efficiency and Quality of Print Services*

The Health System will deliver more efficient printing services through the implementation of a managed print services program. The desired outcomes include 1) reduction in the total number of printers, 2) increased capability and quality of print services, 3) achievement of sustainability and greening goals, 4) actively managed printing services with excellent customer service, and 5) analytics on the type and frequency of both color and black and white printing.

The estimated annual spend on both supplies and maintenance of the existing fleet of printers is \$250K. Employing a managed print services model has the potential to reduce this annual spend to \$175K, a 30% decrease. These figures are based on the actual quantity, makes and models of Health System printers online today coupled with industry average supply replacement intervals and maintenance cycles.

The work will be accomplished by engaging a third party in what will likely be a three step program of assessment, implementation and sustainment. The program can easily serve as a pilot should the County choose to consider applying a managed print services solution in other Offices and Departments.

Problem or Challenge – Describe the problem or challenge you face

Printers spring up across an organization in many varieties, often with no understanding of the total life cycle cost of the printing work that will be accomplished. These costs can be very high, especially as the printer ages. The Health System has at least 600 printers in use, many of which are beyond their economical service life. This means that in addition to the printers requiring more maintenance, the supply costs for toner and other disposable components grow with each additional year the aging printer remains in service. In the absence of a managed print solution, the Health System has no business intelligence around the demand for print services, and as such has no data-driven method to manage the location and types of print services needed across Health System Divisions.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

Managed print services will **reduce costs** in several areas:

* **Default print settings** – Software running on Health System computers will detect and optimize print jobs, including duplex printing, shrinking documents to fit on less sheets of paper and directing print jobs to printers with lowest per sheet cost (e.g. color vs. black and white).

* **Electrical power consumption** – The combination of decreasing the total fleet of printers and standardizing on more energy efficient printers will reduce electricity demand by upwards of 25%.

* **Consumables** (toner, rollers, etc.) – Standardization on printer manufacturers/models in conjunction with a full-fledged maintenance service will result in no stockpiling of consumables and early detection and resolution of problems that will result in less hardware failures.

Managed print services will **meet anticipated increases in demand** for service:

* Software will run continuously, gathering information on the quality and types of print services. These data will provide intelligence on trends and enable the Health System to strategically increase, decrease or relocate printers to best serve Health System customers.

Printers will be purchased in some areas to replace printers that are beyond their economical life. On average, printers are expected to be in use for between four and seven years. This life cycle is significantly longer than the ROI break-even period for this proposal.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

PM1 - The Health System will achieve no less than a 20% decrease in printer energy consumption by comparison of baseline printer inventory and inventory at EOFY 2015/16.

PM2 – The Health System will reduce printer manufacturers by no less than 50% as measured by comparison of the 6-2014 baseline printer inventory of 11 manufacturers and printer inventory at EOFY 2015/16.

PM3 – The Health System will achieve the ROI breakeven milestone within four years of the beginning of the implementation phase of this initiative as measured with data sourced from printer inventory, office supply orders (paper, ink, toner) and energy consumption data from printer manufacturers.

PM4 – The Health System will achieve a user to printer ratio of no less than 6:1 by the end of the first full year of the managed print services contract.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

This initiative represents a wholesale change in how print services are managed. There are four projected phases of work that will serve as the major project milestones:

1 – Initiation

Duration: 60 days from SMCSaves approval through managed print services contract award

Results: Assign project manager; build integrated project team; assign project manager; reaffirm goals

2 – Assessment phase

Duration: Three months from contract award

Results: Site map of as-is and to-be printing environments for all Health System sites; implementation plan; purchasing plan; performance management plan; communication plan

3 – Implementation phase

Duration: Nine months from completion of Assessment phase

Results: Printer standardization (make/model), optimization software in use on all computers; training for health system staff; asset management system; obsolete printers replaced with new energy efficient devices; initial ROI measurement; lessons learned

4 – Sustainment phase

Duration: Continuous from end of Implementation phase

Results: Maintenance and repair metrics; adjusted ROI measurement; quarterly demand management and adjustment in type and location of printers; project transition to program management

Scalability Is this project replicable across other departments? Describe

This project is *immediately* applicable to the remainder of County Offices and Departments. The lessons learned by the Health System will serve as tuning points to ensure an even more successful program should other entities choose to take a similar approach.

Collaboration – Do you have project partners? Are multiple departments engaged?

The Health System will partner with the Information Services Department (ISD) and Purchasing. Changes to the fleet of printers necessitates strong collaboration with ISD seeing as printers are configured and joined to the computer network by ISD technicians.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL SOURCES	300,000	0	0	0	0
GRANT FUNDS	250,000	0	0	0	0
DEPARTMENTAL CONTRIBUTION	50,000				
STATE REVENUE					
FEDERAL REVENUE					
OTHER REVENUE					
TOTAL REQUIREMENTS	0	0	0	0	0
SALARIES AND BENEFITS					
SERVICES AND SUPPLIES *	106,200				
OTHER CHARGES ***	193,500				
FIXED ASSETS					
GROSS APPROPRIATIONS					
INTRAFUND TRANSFERS					
NET APROPRIATIONS					
CONTINGENCIES/DEPARTMENT RESERVES					
NON-GENERAL FUND RESERVES					

PROJECTED SAVINGS

INCREASED REVENUE				
COST REDUCTIONS *	75,000	75,000	75,000	75,000
CHANGE IN COST PER UNIT OF SERVICE				
TOTAL UNITS OF SERVICE				

* These savings are ongoing - ROI breakeven four years post implementation

SMCSAVES

PROGRAM APPLICATION

SMCSAVES is a competitive grant program to fund County department projects that reduce costs. The program provides one-time grant funds for innovative projects that save money by improving performance or generate revenue that offset the costs of high priority on-going programs. There are no minimum or maximum awards.

Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Health System – Public Health, Policy and Planning

Contact: Sara L. Mayer, Director of Public Health, Policy and Planning

Proposal Overview – Provide a brief summary of your program or project

The San Mateo County Public Health Laboratory is critical to the protection of the community's health. It provides testing for communicable diseases, such as tuberculosis, rabies, influenza, HIV and other sexually-transmitted diseases (STDs), vaccine-preventable diseases and foodborne pathogens. In addition, the laboratory performs water quality testing for drinking water and recreational water, and blood lead testing in children to detect lead poisoning. It is also an active partner to State and Federal public health laboratories in providing testing or coordination for testing during public health emergencies or outbreaks. The results of these tests are used by cities in the Bay Area, the San Mateo County Communicable Disease and Tuberculosis Control Programs, the STD/HIV Prevention Program and local hospitals to help them stop the spread of diseases.

The Public Health Laboratory has occupied its current space since the 1950's with only modest remodeling or physical changes during this time. Yet the world of laboratory testing has changed hugely, including new technology, updated equipment, and more stringent standards for safety and quality. It is clear that the current space is not optimal, yet rebuilding the Public Health Laboratory is connected to the Health Campus Master Plan which is indefinitely on hold.

In order to remain competitive, the Public Health Laboratory needs to increase the volume of tests performed and improve turn-around time for some tests. By performing a modest remodel and adding machine/software interfaces the Public Health Laboratory will be able to meet these goals.

Problem or Challenge – Describe the problem or challenge you face

The Public Health Laboratory performs approximately 60,000 tests per year. The turn-around time for tests varies from 24 hours to 6 weeks. Our estimate is that over 90% of this time adds no value to the process. In analyzing the causes of this wasted time, the Public Health Laboratory has determined two primary causes: time spent by staff members doing tasks that a computer could do, and time spent walking around the Public Health Laboratory as a result of inefficient set-up/placement of materials and testing equipment due to structural limitations of the workspace.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

Nearly every test performed at the Public Health Laboratory has an associated fee; therefore, an increase in test volume results in an increase in revenue. We propose two solutions that will contribute to increased efficiency and testing capacity for the laboratory:

1. By removing 4 walls in the Public Health Laboratory and creating an open floor plan, staff will be able to access materials much faster and they will be able to observe multiple machines working at the same time thus increasing their productivity.
2. By purchasing and installing an interface between 4 laboratory instruments and the Laboratory Information Management System (LIMS), staff time spent manually entering data from the instruments into the LIMS databases would be freed up to perform additional tests.

These two solutions combined will enable staff members to complete more tests in the same amount of time which ultimately translates into higher revenue.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

The Public Health Laboratory will measure

1. Decrease in time from when a sample arrives at the public health lab to the time that a result is reported out. Our goal is to see reductions in times from between 20 – 50% depending on the test.
2. Decrease in specimen-receiving (pre-processing) errors by 20%. These defects account for a lot of wasted time in the Public Health Laboratory and lead to staff having to spend a lot of time troubleshooting and correcting problems. The use of the interfaces will address many of these issues
3. Decrease in the amount of time staff members spend on each test by 15% (productivity measure).

The one-time SMCSaves investment of \$325,000 would be recouped through a monthly increase in revenue of \$1,600 and the potential for cost savings of \$150,000/year. Therefore, after 24 months the full investment is realized as measured by the Public Health Laboratory Billing System (revenue) and the Public Health Laboratory's annual Productive Time Value (PTV) time survey of staff time per test (efficiency and cost savings).

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

Months: 1-6: Planning and testing workflow changes to ensure best placement of machines and supplies to determine construction requirements; development of requirements for interfaces.

Months 6-9: Construction/deconstruction of walls. Installation of computer/machine interfaces.

Month 10: Begin tracking performance measures.

Scalability – Is this project replicable across other departments? Describe.

Probably not, other than learning how important placement of materials and equipment can be for staff members.

Collaboration – Do you have project partners? Are multiple departments engaged?

This project requires collaboration with the Department of Public Works. They have reviewed and approved this application.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

NOTES

TOTAL SOURCES

N/A

GRANT FUNDS
DEPARTMENTAL CONTRIBUTION
STATE REVENUE
FEDERAL REVENUE
OTHER REVENUE

TOTAL REQUIREMENTS

325,000

SALARIES AND BENEFITS

The removal of 4 walls in the PH Laboratory requires DPW planning and construction costs as well as the purchase of flooring and counter space. \$225,000 of this item is allocated for these activities.

SERVICES AND SUPPLIES
OTHER CHARGES
FIXED ASSETS
GROSS APPROPRIATIONS
INTRAFUND TRANSFERS
NET APROPRIATIONS
CONTINGENCIES/DEPARTMENT RESERVES
NON-GENERAL FUND RESERVES

325,000

The purchasing and development of the machine/LIMS interfaces may require ISD or HIT involvement as well as vendor installation. \$100,000 of this item is allocated for these activities.

PROJECTED SAVINGS

INCREASED REVENUE	1,600/month	<p>The PH Laboratory brings in about \$160,000 a month in revenue through test fees. By increasing productivity 15% we expect an increase in revenue of 10%. The productivity increase doesn't translate 1:1 to an increase in revenue because the cost per test varies significantly.</p>
COST REDUCTIONS	\$150,000/year	<p>If we were to maintain a flat volume of tests and increase efficiency we could reduce our overall costs by \$150,000 a year. However, what we would do is reinvest the efficiency gains back into the PH Lab Testing and therefore increase testing volumes.</p>
CHANGE IN COST PER UNIT OF SERVICE	-11%	<p>Personnel costs account for about 70% of the cost per test (averaged across tests that are time intensive vs those that are supply intensive). Therefore a 15% increase in productivity would reduce the cost per test overall by 11%. This would, however, be applied on a per test basis -- the 11% represents an average.</p>
TOTAL UNITS OF SERVICE	60,000 tests/year	

SMCSAVES

PROGRAM APPLICATION

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Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Health System – Public Health, Policy and Planning

Contact: SaraT L. Mayer; Director of Public Health, Policy and Planning

Proposal Overview – Provide a brief summary of your program or project

Video Observed Therapy (VOT) is a new strategy for controlling the spread of Tuberculosis (TB) which partially replaces the more costly Direct Observed Therapy (DOT). VOT is being implemented by TB Control Programs in some parts of California and the San Mateo County TB Control Program would like to implement VOT here. VOT allows TB staff to communicate with and observe patients taking their TB medications via a live video phone connection. This strategy eliminates the need for a TB Control Program staff person to perform in-person visits to patient's homes. The TB Control Program proposes to pilot VOT with selected patients who are able to reliably utilize the technology. In addition to the purchase of equipment and development of patient training materials, launching the pilot requires the development of a VOT quality assurance protocol to ensure that the therapy is effective and that there is no increased risk of spreading TB within San Mateo County.

Problem or Challenge – Describe the problem or challenge you face

San Mateo County has a high rate of TB compared with most other California counties. This is in large part due to the presence of a major airport, the countries of origin for many of our immigrant residents and the location of many companies which hire and relocate international employees.

In-person Directly Observed Therapy (DOT) is the gold standard for controlling the spread of tuberculosis. When patients have active TB and are at high-risk for spreading the disease, the only way to ensure that these patients become noninfectious is to prescribe TB medications and to ensure that the patients take the medication exactly as prescribed. To ensure this, a TB Control Program travels to the patient's home or an agreed upon location to observe them taking their medication every day for the treatment period.

Because of the significant staffing and travel expenses, DOT uses up a significant portion of the resources we have to control the spread of TB locally. Three full-time Community Workers provide daily DOT to 25-30 pulmonary TB patients, driving more than 1,100 miles per week to all parts of the county conducting DOT. The driving associated with this work produces 720lbs of Green House Gas (ghg) emissions per week.

Because we put so many resources into DOT, our ability to stop the spread of TB, and to reduce the creation of multi-drug resistant TB from patients who start but do not complete their course of treatment, is limited. If we could reduce the cost of DOT, we could include many more patients in the program.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

Video Observed Therapy (VOT), if implemented with the appropriate protocols, allows staff to deliver the same standard of TB Control without the cost and time of traveling. As a result, staff members are able to provide observational therapy to a greater number of TB patients and reduce travel cost significantly. VOT therapy cannot replace all DOT because there are some patients who cannot reliably use a video phone and others who are non-compliant and therefore need a greater level of interaction. However, we anticipate that 60-70% of current DOT patients would be transferred to VOT, enabling us to increase by 40-45% the number of patients whose medication compliance we could monitor.

Currently, 25% of the TB Program patients are eligible for TB Medi-Cal reimbursement, therefore new patients receiving VOT would represent new revenues to the TB Program. We estimate an annual increase in TB Medi-Cal reimbursement of \$4,000 a year. In addition, we estimate the number of miles driven by TB Community Workers will be reduced by 715miles/week resulting in savings of \$357/week and 466lbs of ghg emissions. Therefore, the one-time investment of \$46,943 would be recouped within two years.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

The success of the VOT strategy will be measured according to:

- 1) 80% reduction in staff time spent per patient receiving VOT compared to DOT
- 2) 40% increase in patients receiving any kind of observational therapy (VOT or DOT) by the TB Control Program.
- 3) TB Rate in San Mateo County remains flat indicating no reduction in quality of services as a result of the move to VOT; OR the TB Rate in San Mateo County declines as a result of the increased # of people receiving any kind of observational therapy.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

Reliably using VOT requires a 10 month pilot period to ensure there is no increased risk of spreading TB across San Mateo County. Assuming effective results (see performance measures above) the strategy would be scaled. The 10 month pilot includes:

Months 1-4: Learn best practices from other counties that have used VOT and create a protocol based on these best practices that will work in San Mateo County. Deliverable: Completed protocol including quality assurance measures.

Months 4-10: Test the protocol with highly compliant TB patients in tandem with DOT. Deliverable: Effectiveness results.

Months 8-10: Modify protocol. Deliverable: Modified protocol.

Month 10: Go live with full-scale implementation.

Scalability – Is this project replicable across other departments? Describe.

The TB Control Program is the only program in San Mateo County that administers TB control measures. However, given the minimal number of counties in California currently using VOT, the use of this strategy in San Mateo County may help neighboring counties.

Collaboration – Do you have project partners? Are multiple departments engaged?

This project includes the San Mateo County TB Control Program, the CA State TB Control Branch and an infectious disease physician expert from Mills-Peninsula Hospital.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

NOTES

TOTAL SOURCES

GRANT FUNDS
DEPARTMENTAL CONTRIBUTION
STATE REVENUE
FEDERAL REVENUE
OTHER REVENUE

0

TOTAL REQUIREMENTS

46,943

SALARIES AND BENEFITS

34,443

SERVICES AND SUPPLIES
OTHER CHARGES

12,500

FIXED ASSETS
GROSS APPROPRIATIONS
INTRAFUND TRANSFERS
NET APROPRIATIONS
CONTINGENCIES/DEPARTMENT RESERVES
NON-GENERAL FUND RESERVES

Includes: 140 hours of an Extra-Help Infectious Disease Physician to develop VOT protocol; .5FTE of an Extra-Help Communicable Disease Investigator to implement the pilot while current staff continue to run the DOT program; once pilot is successful current staff will take on the work. Iphone purchases and Service Plans for video features to be used by staff and clients

PROJECTED SAVINGS

INCREASED REVENUE
COST REDUCTIONS
CHANGE IN COST PER UNIT OF SERVICE

4,000/year
357/week
-35%

TOTAL UNITS OF SERVICE

of people receiving VOT per
year
28

SMCSAVES

PROGRAM APPLICATION

SMCSAVES is a competitive grant program to fund County department projects that reduce costs. The program provides one-time grant funds for innovative projects that save money by improving performance or generate revenue that offset the costs of high priority on-going programs. There are no minimum or maximum awards.

Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Human Services Agency

Contact: Al David 802-7567

Proposal Overview – Provide a brief summary of your program or project

HSA proposes to develop a Document Self-Service Portal (DSP) to meet the needs of both San Mateo County residents and HSA. The overarching goal of this project is to provide San Mateo County residents with an option to self-serve, through use of a kiosk. These kiosks allow residents to self-scan and upload documentation required to maintain public assistance benefits. The DSP will store client documents electronically and link those documents with the client's records while allowing the client to retain their original documents.

Problem or Challenge – Describe the problem or challenge you face.

The implementation of Health Care Reform has brought more families to HSA who are seeking for services. The number of families coming to our doors has nearly doubled compared to last year. HSA resources have been challenged by the growing number of clients accessing services and the associated increased volume of customer documentation. As a result, a continuous processing backlog was the norm. At the same time, there was an urgent need to reduce office traffic and allow workers to focus on delivering customer service rather than processing paperwork. In order to meet the Welfare to Work and the Work participation requirements, every activity that the client participates in needs to be documented, verified and included in the case file. This would reduce the amount of documents mailed and or submitted to the front desk. This also applies to the Child Welfare program.

In addition to facing challenges associated with a growing demand for services, HSA has a goal to reduce the paperwork and administrative barriers associated with Economic Self Sufficiency programs (including Medi-Cal and CalFresh), Child Welfare Services, and other human services programs. Due to the high volume of documents submitted for the various programs which reside in various divisions, there is a strain on clerical staff and their ability to provide excellent face to face customer service. The current process makes it difficult for the clerical staff to respond to the needs of the customer, while managing the large amount of documents needing to be scanned and ensuring they are scanned to the appropriate recipients across the different divisions.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

HSA is proposing a client self-service portal that will allow clients to self-submit documentation needed for application processing and benefits renewal. The service also allows clients the ability to request replacement Medi-Cal and Electronic Benefits Cards (EBT). This service would also benefit customers of CalWORKS ES and Childcare. Currently, if a client chooses to drop off their documentation at a Regional Office and requests for a receipt, they have to wait until a PSS (Public Services Specialist) can personally interact with them. The average wait time to see a PSS is about 16 minutes. With the new system, clients will be able to scan documents in five minutes or less. Approximately 20% of PSS client interaction is for clients who wish to drop off documents and requests for a receipt. Additionally, this service would instantly reduce the amount of time it would take for a case manager, for clients served by CalWORKS ES and Childcare, to be able to respond and process the document. Therefore, this would allow for a faster turnaround time in issuing ancillary/transportation/childcare payments to participants and providers.

With the DSP, a client will submit their required documentation to the kiosk scanning station after swiping their EBT card or entering their case information. An electronic copy of their documents is associated with their electronic record and a task is created to let staff know that documentation has been received. A receipt is then issued to the client verifying that they have submitted their paperwork. After the documentation is accepted, the CalWIN system is updated.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

The success of this system will be measured in four ways:

- Reduction in client wait time which leads to improved customer experience, particularly in our Regional Office lobbies
- Reduction in PSS time needed to scan documents allowing them to focus more on clients who truly need the one-on-one attention
- Increased efficiency by streamlining the paperwork process such that documents are directly assigned to the worker on record. This eliminates the process for office support to create a task and assign to specific case workers
- Self –service portals empower our customers and leads to improved client experience

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

This project would take an estimated 6-12 months to fully deploy. HSA plans to go live in a selected Central Region office and then roll out the remaining 10 kiosks to regional offices throughout the county. An example of a comparable project implementation is Qmatic. Qmatic provides self-help check in process for clients and manages lobby traffic in a consistent way. We initially installed Qmatic to a pilot office, 2500 Middlefield in Redwood City, for a 3 month evaluation period before rolling Qmatic out to the rest of the HSA offices. For this self-scanning kiosk implementation, we will follow the same strategy.

Scalability – Is this project replicable across other departments? Describe.

This project would have applicability for any department that periodically requires clients to submit documents in support of their claims. In the future HSA would explore the possibility of having these kiosks in other locations such as libraries, Family Resource Centers and/or Community Based Organizations (CBO). The kiosks could assist with increasing application approval and retention of ongoing cases.

Collaboration – Do you have project partners? Are multiple departments engaged?

There are no partners at this time.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	218,750
GRANT FUNDS	210,550
DEPARTMENTAL CONTRIBUTION	8,200
STATE REVENUE	
FEDERAL REVENUE	
OTHER REVENUE	
TOTAL REQUIREMENTS	-
SALARIES AND BENEFITS	8,200
SERVICES AND SUPPLIES	197,000
OTHER CHARGES	13,550
FIXED ASSETS	-
GROSS APPROPRIATIONS	
INTRAFUND TRANSFERS	
NET APPROPRIATIONS	
CONTINGENCIES/DEPARTMENT RESERVES	
NON-GENERAL FUND RESERVES	

PROJECTED SAVINGS

INCREASED REVENUE	-
COST REDUCTIONS	199,275
CHANGE IN COST PER UNIT OF SERVICE	
TOTAL UNITS OF SERVICE	

Cost reduction is based on OA II staff salary and staff time saved.

Kiosk would save on average of 4 hours per day per regional office.

OA II salary w/benefits savings is \$38,855 per regional office (5) total savings \$199,275

SMCSAVES

PROGRAM APPLICATION

SMCSAVES is a competitive grant program to fund County department projects that reduce costs. The program provides one-time grant funds for innovative projects that save money by improving performance or generate revenue that offset the costs of high priority on-going programs. There are no minimum or maximum awards.

Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Department of Housing

Contact: Debbie McIntyre

Proposal Overview – Provide a brief summary of your program or project

The Housing and Community Development (HCD) division within the Department of Housing (DOH) makes long-term loans to non-profit partner organizations to develop or rehabilitate affordable housing and supportive housing. DOH is proposing to improve its performance and reduce costs by investing in an asset management database and loan-servicing program.

DOH proposes to centralize all of the project records within an electronic database, reducing or eliminating the need to rely on paper files. In addition, DOH will expand its servicing program to effectively monitor the status of all assets at any given time, eliminating the need for individual and consolidated spreadsheets. The loan servicing system would improve performance by automatically applying payments, calculating principal and interest due, and consolidating the loan portfolio balance at any given time; generate revenue by negating the potential of overlooking loans currently due; and reduce costs by eliminating the extensive staff costs currently required to maintain a cumbersome and inefficient system.

Problem or Challenge – Describe the problem or challenge you face

Currently, HCD manages a portfolio of 400 loans totaling \$75.7 million dollars in assets. The existing process for tracking and managing HCD's assets are primarily paper-driven, maintained in individual spreadsheets as well as a dozen more distinct consolidated spreadsheets. Loans can last up to 55 years and the Department has been challenged in maintaining adequate tracking and control of the assets. This is a time intensive process because it is done manually and through paper files. The time taken to sort through paper files to find the needed documentation is often a long, cumbersome process. Also, accuracy of the information captured in this process is reduced.

Due to the reduction in federal funding, both the fiscal and the program side of the Department have experienced transitions in staff and the removal of positions. Over time, this has result in the loss of key documents and an increase in workload on remaining staff. Auditors have suggested control improvements so that, among other benefits, balances for accounts receivable and allowance for doubtful accounts can be accurately calculated and the records of related key documents are more efficiently stored and accessible.

Lastly, a portion of the administration cost for HCD is funded through HOME (10% of grant) and CDBG (20% of grant), which continue to dwindle in the Federal budget. As these funds continue to decline there is less funding for administration, despite the increased workload. The proposed solution to automate both asset management and file retention systems can be the key to solving the challenge.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

The proposed solution involves two parts: (1) to centralize the loan and grant records within an electronic database and (2) consolidation of the loan services by transferring the remainder of the department's loans to an existing loan serving structure. In order to implement the suggested solutions, HCD would begin by conducting a LEAN business review to ensure that each component of the new system meets and improves upon the existing process. Also, this solution requires an accountant and a housing specialist to be hired to manage project implementation and develop internal policy and procedures for asset management (please see timeline section of the report to see job responsibilities for the two positions).

Step 1:

The first step involves utilizing Peelle Technologies to set up HCD's electronic database. Peelle Technologies provides integrated document management solutions and has a proven track record, including with the Housing Authority. First, the database would reduce the need to rely on paper files as HCD moves towards a paperless system and, as a result, decrease the cost of office supplies and filing storage. Second, the Department would be able to benefit from an organized system of storing and saving its files, making it easier to access information both for internal use and when needed during HUD and financial audits. This method of centralizing the entire department's documentation will also decrease the number of audit findings and repayment of Federal funds. Finally, the database would standardize the way files are organized within the department ensuring that during times of staff transition, information is organized and accessible.

Step 2:

The next step involves transferring the remainder of HCD's internally serviced loans to AmeriNational. Currently, all of HCD's amortized loans are being serviced by AmeriNational and the non-amortized loans (approximately 290 loans) are being serviced internally. AmeriNational has provided HCD with loan servicing for approximately twenty years and has the expertise needed to deal with the varying loan structures that exist. There are several challenges that exist within the department because loans are being serviced internally. This includes: oversight of loans that are due for repayment, a lack of understanding of HCD's assets, and staff time not being used efficiently. All of this can drastically reduce if the remaining non-amortized loans are directed to AmeriNational.

While there is an upfront cost for establishing and maintaining this service, it is more cost effective in the long run. The ability to better track loans provides the public with a reliable pool of money because loans collection will be on a regular schedule. Also, there will be a reduction in staff time and costs currently required to maintain a cumbersome and inefficient system. Time saved will be directed to other projects, such as providing technical assistance/ monitoring of our larger housing development loan recipients so as to increase the potential of timely repayment of the loan.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

There success of this system can be measured in three ways: (1) measuring staff time saved, and (2) increase in revenues and (3) improving quality control.

1. Measuring Staff Time Saving:

Impact Measured:

- A total of 615 hours of staff time can be saved. The total dollar amount saved will amount to \$43,401.80

Performance Measure:

- Time saved by both the fiscal team and the HCD program team can be measured by implementing a job/time tracking system.

Projected Results:

- Time saved will be directed to providing technical assistance/ monitoring of our larger housing development loan recipients so as to increase the potential of timely repayment of the loan.

2. Increase in Revenues:

Impact Measured:

- The department currently records loan receipts and expenditures in the County accounting system (IFAS) on a monthly basis. Twice annually a summary of all these transactions is prepared by manually researching, duplicating and consolidating the transactions in a spreadsheet. This is a time intensive and cumbersome process. Proactively monitoring loans for future payments or conversely possible missed payments occurs infrequently. The proposed web based system will provide quarterly activity reports, payment activities, and real time access to monitor loan payments. Additionally, the web-based system has the capability to proactively communicate with the borrowers regarding their residual receipt calculation and loan payment amount. Regular monitoring and collection of residual receipts will contribute towards the department's revenues, which will aid in the provision of new loans. Total loan receipts for the past five years have fluctuated between \$1.2 million and \$2.4 million. It is challenging to calculate the increase in revenue due to varying loan structures, however we are confident we would see a 10% to 15% increase (\$120,000 - \$360,000).

Performance Measure:

- Tracking the dollar amount received in comparison with previous years can be one of the performance measures. The number of CDBG and HOME recipient monitoring's performed post implementation of the system is another way of tracking.

Projected Results:

- The increase in revenue due to higher frequency in monitoring of loans will increase the pool of money available to fund more affordable housing projects for the lower income residents of San Mateo County.

3. Quality Control-Improving Work Efficiency:

Impact Measured:

- Having a centralized system where all project information is accessible easily will enhance work efficiency and reduce the number of audit findings. Also, margin for errors is reduced and loss of important documentation is significantly reduced when all required information is readily accessible.

Performance Measure:

- Benchmark- Comparing the number of audit findings from the previous years to the number of findings after the systems are implemented There have been a total of 7 audit findings over the span of 2 years.

Projected Results:

- It is expected that the process will result in the elimination of potential errors and will prevent loss of documents and repayment of federal dollars from non-federal funds.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

The planning, implementation, and execution of the project will take approximately one year. The project will require hiring one full-time project manager and a part-time level two accountant. Below are details of the foreseeable steps and an estimate of time this project will take:

Duties to be performed by staff of HCD	
Estimated Timeframe	Duties
2 weeks	Prepare staff and materials for LEAN business review

Duties of the Accountant	
Estimated Timeframe	Duties (These steps will overlap and take approximately 6 months to complete)
6 months	<ol style="list-style-type: none"> 1) Take an inventory of each loan receivable with the loan type, terms and determination of whether or not it is in compliance. 2) Prepare the documentation and complete the necessary forms for the loans that need to be transferred to AmeriNational. 3) Oversee and be the primary contact for AmeriNational during the period of time loans are being transferred. 4) Work with the Project Manager and HCD staff to develop the internal procedures and policies for loan set-up and monitoring.
These steps will overlap and take approximately 6 months to complete	

Duties of the Project Manager	
Estimated Timeframe	Duties (Some of the steps will overlap)
1 month	<ol style="list-style-type: none"> 1) Determine the document preparation/assembly requirements and scanning parameters during the conversion process with Peele representatives. 2) Work with HCD and Peele to define the pick-up and delivery schedule and boxing procedures.

6 months	<p>3) Review and prepare project files with coversheets, identifying each document type for Peelle's scanners. Create and maintain a file checkout system for Peelle to take files off sight for scanning and uploading. Project files will be taken in batches.</p> <p>4) During the preparation and conversion of files, be the point of contact for HCD and Peelle.</p>
1 month	<p>5) Perform quality assurance check to verify that:</p> <ul style="list-style-type: none"> (i) The file images are properly formatted (ii) The output media has been recorded correctly. This will take approximately 2 weeks (iii) Perform a final quality assurance to make sure all transferring of folders is complete.
1 month	<p>6) Conduct review with the CMO team</p> <p>7) Summarize LEAN business review findings</p> <p>8) Revise work plan, get approval from HCD Manager</p> <p>9) Share work plan with HCD Specialist</p>
4 months	<p>10) Create a file management procedure manual</p> <ul style="list-style-type: none"> a. This manual will define how this electronic database will be maintained moving forward b. Create manual in collaboration with the HCD manger and staff. <p>11) Work in collaboration with Accountant and HCD staff to develop the internal procedures and policies for loan set-up and monitoring</p>

Scalability – Is this project replicable across other departments? Describe.

HCD can serve as a model of how to create an electronic database to maintain files and the benefits in times of employee transition and overall work efficiency.

Other departments can also use this project as a method of reducing paper in an effort to go green. We estimate that once the proposed solution has been in place we will save approximately 200,000 sheets of paper annually.

Collaboration – Do you have project partners? Are multiple departments engaged?

The Department of Housing will need to coordinate with the Human Resources Department for the hiring process for the positions of a part time accountant and full time office specialist.

Another partner collaborating with this effort will be the Housing Endowment and Regional Trust (HEART). HEART is a Joint Powers Authority. HCD staff maintains the project and loan files on behalf of HEART. Inclusion of HEART records in this process would ensure the consistency of procedures through the Department of Housing.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES

GRANT FUNDS	\$ -
DEPARTMENTAL CONTRIBUTION	\$ -
STATE REVENUE	\$ -
FEDERAL REVENUE	\$ -
OTHER REVENUE	\$ -

TOTAL REQUIREMENTS

SALARIES AND BENEFITS	\$ 249,062.00
SERVICES AND SUPPLIES	\$ 227,412.00
OTHER CHARGES	\$ -

FIXED ASSETS	\$ 21,650.00
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Computer: 3 years rate of depreciation
Scanner: 5 years rate of depreciation

GROSS APPROPRIATIONS	\$ -
INTRAFUND TRANSFERS	\$ -
NET APROPRIATIONS	\$ -
CONTINGENCIES/DEPARTMENT RESERVES	\$ -
NON-GENERAL FUND RESERVES	\$ -

PROJECTED SAVINGS

INCREASED REVENUE

\$ 403,401.80
\$ 360,000.00

Estimate - revenues will vary according to types of loans reviewed annually. See reults

COST REDUCTIONS

CHANGE IN COST PER UNIT OF SERVICE

TOTAL UNITS OF SERVICE

\$ 43,401.80
n/a
n/a

SMCSAVES
PROPOSAL

Danielle Lee
County Manager's Office
400 County Center
Redwood City, CA 94063

PONY #: CMO105
Email: dlee@co.sanmateo.ca.us
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Department Name (s): Planning and Building Department (P & B)

Contact: Steve Monowitz, Community Development Director

A. Proposal Overview

The Planning and Building Department is pleased to submit this proposal to apply for an SMC SAVES grant. Approximately **\$95,688** in grant funds will be used to purchase and customize new mobile office software and mobile field devices, such as tablet computers. Mobile field devices will enable the Building Inspectors and Code Compliance Officers to retrieve information stored in the permit tracking program, Accela, and update permit statuses, photographs, and notes for site inspections "live" in the field. In addition, mobile mapping capabilities will enable inspectors to optimize their driving routes and track mileage for maximum efficiency. This mobile system will replace the current processes that involve a variety of steps and staff time, thereby increasing efficiency, reducing staff time needed for administrative processes, and increasing accuracy and timeliness of updates.

B. Problem or Challenge

1. Current Photo Process

3-Step Photo Input Process:

Code Compliance Officers and Building Inspectors use a three-step process to document photographs resulting from site visits:

STEP 1: Inspectors take photographs in the field using a digital camera or a phone that does not display a time and date taken. Phone photos are emailed to the Office Specialist from the field, where phone reception is available. Camera photos remain on the camera until uploading at the office occurs.

STEP 2: Phone photos are uploaded to Accela by the Office Specialist the day the photos are received or the next working day. Camera photos are uploaded to Accela, the permit tracking program, by the Compliance Officers and Inspectors upon returning to the office that day or the next working day.

STEP 3: Code Compliance photos are printed out for the physical file for in-office reference use by Planning and Code Compliance staff.

Resulting Problem - Date Discrepancy:

One problem resulting from this three-step photo process is that Accela shows the date the photos are uploaded, which may or may not coincide with the date the photographs were taken. This occurs when a site visit is done on a Friday afternoon and the photos are not uploaded until Monday, when there is a holiday weekend, or when someone is out sick or on vacation. This date discrepancy can cause issues when violators challenge the date a picture was taken (proving the violation existed on that date).

Resulting Problem - Staff Time and Delay in Information Availability:

Another problem resulting from this three-step photo process is the staff time spent performing the additional step of uploading the photographs from the camera to Accela. Lastly, there is a delay in the availability of the site visit photographs for Accela's internal (Board, County Counsel, Planners) and external customers (members of the public) when there is a delay between the taking and the uploading of the pictures. For example: if a Code Compliance Officer goes on a site visit to respond to a tree cutting incident and takes photos of the affected trees; then a few hours later, the property owner comes in to talk to planning regarding the after-the-fact tree-cutting permit, the planners will have no photos available for viewing at the time because the Code Compliance Officer is out in the field and cannot upload photos until they return.

Resulting Problem - Lack of Resources in the Field:

It is essential to the Code Compliance Officers' positions, in particular, to have photos of the prior condition of the site readily available for subsequent inspections in order to determine progress on the abatement. The Compliance Officers print out a physical copy of all site visit photos for the physical file; however, past site visit photos are generally not available in the field because the violation file is not usually brought off-site due to unintended loss or security breach possibilities. The lack of resources in the field leads to subsequent re-inspections or additional research and follow-up time.

Example 1 - Individual Memory Reliance: a Code Compliance Officer visits a junk and vehicle abatement property and the owner claims to have made significant progress since one month ago. Without the past photos of the nuisance readily available, it may be difficult to determine if abatement progress is enough to warrant an extension of time. Each Compliance Officer has numerous cases and gives each owner time to abate; this results in reliance on individual memory more than the resources that would otherwise be available at the office or with the new mobile office system.

Example 2 - Customer Service Aspect: a Code Compliance Officer ensures all site visit photos are printed out separately and brings them on a re-inspection; but the owner inquires about the progress of a violation they initiated against a neighbor, while working with them on their own issue. The Compliance Officer requests the customer contact the Planning and Building Department or mentally makes a note or writes down a note reminding them to respond to the customer inquiry upon returning from the field. From the customer perspective, a member of the Department is telling them to contact someone else in the Department or to wait for a response simply because they do

not have the necessary tools available. This results in additional staff time to research and follow-up on the inquiry after returning from the field and a delay in response time for the customer.

2. Current Note Process:

Code Compliance Officers use a four-step process to document notes and verbal commitments resulting from site visits and meetings with customers in the field:

STEP 1: Code Compliance Officers drive to the location of an alleged or confirmed violation to inspect or re-inspect the site or meet with customers such as alleged violators, property owners, or tenants.

STEP 2: They observe the conditions at the site and meet with any customers present.

STEP 3: They document the conditions at the site by taking photographs with a digital camera and by taking “mental notes” or writing notes on paper with any verbal commitments made with customers present during the site visit or other important items relevant to the file, such as progress on abatement or specific items to work on next.

STEP 4: They return to the office; then, upload photos from the camera and enter in any notes from the field into Accela if there is time that day, if not, enter them the next working day.

Resulting Problem - Delay of Information Availability:

One problem resulting from this four-step note process is the delay in information availability between the time observations are made by the Compliance Officer in the field and when notes are able to be entered into Accela upon return from the office that same day or the following working day. The delay occurs when the Compliance Officer does not return to the office in time to enter notes the same day, a site visit is done on a Friday and the notes are not able to be entered until Monday, when there is a holiday weekend, or when someone is out sick or on vacation.

This delay causes issues when customers come into the office to discuss what the next step is for them in correcting the violation, the Code Compliance Officer is out performing site visits, and planning staff does not have the most recent notes available when giving out information at the counter. This problem also affects the Planning and Building Department’s ability to provide excellence in customer service by having notes and other important file information available without delay.

Resulting Problem - Data Loss:

Another problem resulting from the delay between the time observations are made in the field and when notes are able to be entered into Accela is the loss of data. The Compliance Officers are often taking “mental notes” in the field, and their caseloads are high, so some data is lost prior to returning to the field and having time to enter the notes for each file. For example, a Compliance Officer might have 5-10 inspections to perform in one day; remembering key points agreed to and observations seen on site becomes difficult with multiple inspections spread over an entire work day. By the time

they return from the field the notes are no longer fresh; thus, some data can be lost during the delay. A longer delay between observation and entering the notes can result in more data lost.

Analysis of 2011 - 2014 year data reveals an estimated three (3) site visits per violation case. Valid complaints always have at least two site visits; one initial and one closure. Complex cases involve numerous site visits and invalid complaints only involve one. The following table shows the number of violation cases and the approximate number of site visits during the time frames specified.

Year	# Violation Cases	Approximate Site Visits for Year
2011	125	375
2012	210	630
2013	286	858
2014 through July only	300	900
2014 end year projected	475	1425

C. Solution

The purchase and use of new mobile office software and mobile field devices will allow for the following improvements:

1. Simplified 2-Step Photo Process

The mobile system will allow consolidation of the three-step photo process into a two-step process by eliminating the extra step of uploading pictures previously taken with a camera or phone to Accela after returning to the office; and instead, enabling those updates to occur “live” in the field, or as soon as reception is available, using the mobile device and software. The mobile system will correct the date discrepancy problem, reduce staff time spent uploading photographs, and reduce or eliminate the delay between when a photo is taken and when it is uploaded to the permit program. In addition, since the mobile device itself is used to take the photographs, the expenditures for digital cameras and their associated memory cards and cables will be eliminated. In addition, paper photos may no longer need to be printed for violation files since photo data will be available on mobile devices in the field.

There will be a faster response time for customers that come into the office since the photographs collected in the field will be updated immediately; thereby giving Planning and Building staff the ability to answer questions and give out accurate information without having to wait for the Compliance Officer or Building Inspector to return from the field and upload the photos.

2. Increased Accuracy and Availability of Record Data to Field and Office Workers

The mobile system will provide the Code Compliance Officers and Building Inspectors with much-needed access to existing permit record data, such as prior inspection notes and photos, and the ability to update existing file data with notes and other changes as they occur “live” in the field. This field access will reduce the potential for miscommunication in the field because the Officers and Inspectors will have past data readily available rather than using conjecture, memory, or additional

staff time spent on future site visits and research upon return to the office. External customers will experience an increase in response time from field officers as they have access to record data on-site.

The potential for miscommunication will be reduced by Planning and Building office staff gaining immediate access to concise past and present field-reported information. Since the mobile system will decrease or eliminate reliance on an individual Compliance Officer's or Building Inspector's memory, a significant decrease in the number of errors and missing data is expected. Staff time spent on each customer inquiry relating to violation, stop work notice, and building permit files where field inspections have occurred or are occurring is expected to decrease in conjunction with a correlating increase in customer response time. In addition to P & B staff, this real-time access will be available to external customers such as other Departments, applicants, and members of the public which may also reduce staff time spent on inquiries and increase the rapidity information accessibility.

Results

Benefits to the County:

- Increases response times and the number of inspections that can be completed by expediting and simplifying the data entry process.
- Provides Building Inspectors and Code Compliance Officers with remote access to important data, thereby increasing the efficiency and accuracy of the decision making process while diminishing the need for return inspections.
- Enables County staff and the public to obtain up to date information on inspection results.
- Reduces staff time and costs associated with printing.

Benefits to Applicants and Property Owners

- Increases response times and accuracy of information provided by Accela and P & B office staff and field agents to applicants and property owners, such as an owner responsible for correcting a violation.
- Reduces the need to contact the P & B Department to check on the status of an active permit's pending inspection and subsequent notes or photos relating to the project.

Benefits to the Community

- Increases response times and accuracy of information provided by Accela and P & B office staff and field agents to complainants or other members of the public.
- Reduces the need to wait on data entry in order to obtain up to date information on the results of inspections.
- More efficient use of P & B staff and field agent time means those resources can be put to use on other needed pending projects.
- Regarding environmental benefits, entering inspection results electronically will reduce the use of paper forms and note pads. Building Inspectors and Code Compliance Officers will be able to load relevant documents and photos onto the tablets that will be used for mobile inspections, thereby minimizing the use of copiers, inks, and paper. Entering data in the field rather than the office, and being able to access important data remotely, will lead to greater inspection efficiencies, which will

increase the number of inspections that can be performed in a day and thereby minimize vehicle miles traveled and associated emissions. The mapping and routing functions provided by this system will provide inspectors and officers with the most direct routes to the sites they have been dispatched to, which will also minimize vehicle miles traveled.

Timeline

The Planning and Building Department plans to purchase the mobile office software and accompanying hardware as soon as possible, pending grant approval. P & B estimates the first mobile devices will be tested in the field prior to the conclusion of the 2014 calendar year, with widespread use of the devices across all Code Compliance Officers and Building Inspectors in the first quarter of 2015.

Scalability

This proposal builds on the experience the Department has had in working with the Department of Public Works to establish a mobile system for stormwater inspections. The mobile system is scalable over the long term, so that additional field work by the Planning and Building Department can be easily integrated.

Collaboration

The mobile office system involves direct collaboration between the Code Compliance and Building Inspector sections of the Planning and Building Department as a whole and indirect collaboration between the P & B Department and other County departments, such as the Department of Public Works. Increased response times and availability of information will enable better and more accurate communication across these departments, as well as for our external customers, such as property owners and applicants.

Budget

The Planning and Building Department will initially invest **\$95,688** in the mobile office software, licenses, mobile devices, and system configuration. The life span for the tablets or laptops that will be purchased is expected to be approximately five years. Digital camera expenditures, including their memory cards, cases, and cables, will be eliminated for field agents from this point forward in lieu of mobile devices.

SMC**SAVES**

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	\$95,688
GRANT FUNDS	\$95,688
DEPARTMENTAL CONTRIBUTION	
STATE REVENUE	
FEDERAL REVENUE	
OTHER REVENUE	
TOTAL REQUIREMENTS	\$0
SALARIES AND BENEFITS	
SERVICES AND SUPPLIES	\$95,688
OTHER CHARGES	
FIXED ASSETS	
GROSS APPROPRIATIONS	
INTRAFUND TRANSFERS	
NET APROPRIATIONS	
CONTINGENCIES/DEPARTMENT RESERVES	
NON-GENERAL FUND RESERVES	

PROJECTED SAVINGS

INCREASED REVENUE		<p>Note: The estimated cost reduction is a conservative approximation of the time saved by enabling inspectors and officers to enter inspections results in the field. The estimate is based on an assumption that Accela Mobile Office will save each Building Inspector and Code Compliance Officer one hour per week.</p>
COST REDUCTIONS	\$27,675	
CHANGE IN COST PER UNIT OF SERVICE		
TOTAL UNITS OF SERVICE		

SMCSAVES

PROGRAM APPLICATION

SMCSAVES is a competitive grant program to fund County department projects that reduce costs. The program provides one-time grant funds for innovative projects that save money by improving performance or generate revenue that offset the costs of high priority on-going programs. There are no minimum or maximum awards.

Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Parks

Contact: Ty Kang

Proposal Overview – Provide a brief summary of your program or project

Single operator garbage collection vehicle and initial set-up (containers). Currently, the Parks Department picks up and empties over 100 garbage containers through-out all the County parks (except Memorial Park). Our current garbage trucks require a minimum of two persons to load/attach each container for emptying. The new, more modern collection vehicles only require one person (driver/operator), and containers are loaded and emptied without the operator/driver having to exit the vehicle at each pick-up location. During previous budget reviews, costs were evaluated to see if we could have someone else collect up the garbage that is accumulated in parks. The review found that this would be expensive and only on the provider's service schedule. Collection of garbage in Parks requires service during weekends & holidays. (This service is not provided by outside companies on a regular fee basis).

A single operator collection truck would eliminate the need to have other staff to help with the garbage route. Currently, it requires a minimum of two persons to move each 2 yard container into place for emptying and then return the container to its location. As with any physical demanding job, we have experienced work related injuries when moving garbage containers that are full. Also, by having only one operator, the extra help and/or other assigned staff would be available to work on other projects/assignments.

Garbage containers currently out in the field would be replaced with new front loading type containers. This would involve repositioning containers to allow for front access. In most cases, current locations of our containers will work with minor modifications to each location (vertical clearance, angle of approach and distance from roadway. All parks units, other than Memorial Park would be serviced by the new garbage truck. The garbage collection route currently includes pick-up at Coyote Point Park, Junipero Serra Park, San Bruno Mt., Edgewood, Flood Park, Huddart Park, San Pedro Valley Park, Sanchez Adobe, Fitzgerald Marine Reserve and the Marina, as well as pick-up containers at the Rifle Range (Sheriff's) and at CuriOdyssey (museum).

This program would involve collaboration with two other departments, Purchasing, as well as with the Department of Public Works, Fleet. DPW Fleet would be involved to assist with the specifications of the truck and to provide service and maintenance as required. Discussion with DPW Fleet also presented the possibility of a hybrid truck, depending on costs/funding. Purchasing would assist with the purchasing process once the truck to be purchased has been identified and specifications completed.

Problem or Challenge – Describe the problem or challenge you face

Today's technology in the garbage collection business is evolving into streamlining how garbage is collected. The new truck designs require only one driver/operator. Having the 'older' type collection vehicle/truck requires us to have at least two people to complete the collection route. As with any physical job, there is always the potential for injury, especially when moving a full 2 yard container into position for loading/emptying. Also, the time it takes to move, load, empty and place the container back would be reduced, allowing for completion of the entire collection route when parks are heavily used. Currently, we have experienced days where the entire collection route has not been completed due to heavy park use and requires an additional ½ day to complete.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

By having a driver/operator only collection vehicle/truck, we would reduce costs by only having/need one person to complete the collection route and also reduce the likelihood of injury (not having to physically move & attach the containers as we do now). The collection route would be completed more efficiently and would afford us the opportunity to provide additional containers at other sites/locations as/if needed and complete the entire collection route during busy/heavy park use days. Larger collection containers could also be used in place of our current 2 yard containers.

Also, by eliminating the need to have other staff available to work on the truck, those individuals would be available to complete other assignments/projects.

The life span of this truck is expected to be 10 years. The containers average a life span of 7-9 years. Larger containers would provide the ability to meet increases in demand for service (new park unit locations, additional group picnic areas, etc.).

Results – How will you measure the impact of the project? Identify your performance measures and projected results

1. Salary savings (by not having additional staff (extra help) to assist w/ the garbage collection) and/or having staff which currently help with the garbage collection route available for other assignments/duties/projects.
2. Efficiency and less time required to complete the entire collection route (Bay side and Coast side). Expected results would be less time required to complete the entire garbage collection route, allowing for other duties/assignments to be completed. Also, operating/running time on the truck would be reduced since it would take less time to empty each container and reduce the need for pick-up if larger containers are used at specific sites. Average reduction in mileage would be about 20 miles per week less. Per the Office of Sustainability, the new truck would reduce GHG emissions by about **177 Lbs/week or 9,204 Lbs/year** based on their calculations. In addition, if a hybrid truck was purchased, that could lead to other reductions as well.
3. Reduce injuries related to current garbage collection operation/procedures. (Eliminate the physical demands of having to move 2 yard containers full of garbage into place for emptying).

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

Timeline-approximately 1 year. 1. Purchasing process-Purchase of a new garbage collection vehicle/truck and 110 garbage containers. 2. Placement of new containers in each park unit so the truck has direct front access. After purchase of vehicle and placement of containers, the results would be immediate.

Scalability – Is this project replicable across other departments? Describe.

Possibly with Public Works (Site specific) and the Sherriff's Office (Rifle Range container currently picked up).

Collaboration – Do you have project partners? Are multiple departments engaged?

Public Works Vehicle Fleet and Purchasing. Both departments have been contacted and briefed on this program proposal.

Budget – See attached Budget Worksheet

SMC**SAVES**

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	\$406,000	
GRANT FUNDS	\$406,000	
DEPARTMENTAL CONTRIBUTION		
STATE REVENUE		
FEDERAL REVENUE		
OTHER REVENUE		
TOTAL REQUIREMENTS	\$406,000	
SALARIES AND BENEFITS		
SERVICES AND SUPPLIES		
OTHER CHARGES		
FIXED ASSETS	\$406,000	\$350,000 truck + \$56,000 for bins
GROSS APPROPRIATIONS		
INTRAFUND TRANSFERS		
NET APROPRIATIONS		
CONTINGENCIES/DEPARTMENT RESERVES		
NON-GENERAL FUND RESERVES		

PROJECTED SAVINGS

INCREASED REVENUE		
COST REDUCTIONS		\$101,160 Park Ranger salary and benefits + \$9,796 Park Aid (extra help)
CHANGE IN COST PER UNIT OF SERVICE	\$110,956	
TOTAL UNITS OF SERVICE		

Cost reductions are based on reduced staffing due to utilizing this new truck. 1) Currently there are two Park Ranger II's assigned to the truck. With the new truck, one of the Park Rangers would be re-allocated to work on other Parks projects and needs. 2) The new truck would eliminate the need for \$9,796 of salary for an extra help Park Aid.

SMCSAVES

PROGRAM APPLICATION

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Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): CONTROLLER

Contact: Juan Raigoza (x4853), Harshil Kanakia (x1080)

Note: This proposal is recommended by the Executive Committee on a contingency basis. The proposal expands a current pilot project in the Controller's Office to additional departments beyond the pilot. As of the writing of this proposal, the Controller's Office was in the process of collecting data to calculate the projected savings and collecting results of the pilot phase, although early reports from participating departments have been favorable. Since sufficient data was not available at the time the Executive Committee reviewed the proposals, the Executive Committee has decided to recommend this on a contingency basis. If the Board approves this proposal for funding, the funding will be contingent on review by the Executive Committee of the projected cost savings and the results of the pilot phase.

Proposal Overview – Provide a brief summary of your program or project

The AP Invoice Automation System enables paperless invoice review, approval and automated data entry using scanning and workflow tools. After appropriate approval, electronic invoices and data are imported automatically into IFAS for payment. This process reduces manual data entry, errors, and invoice processing time. The Controller's Office, Public Works and ISD began using the pilot system in April 2014. This grant will enable the County to begin the roll out of this new system to all County departments.

Problem or Challenge – Describe the problem or challenge you face

Our current AP process is paper intensive, includes manual processes such as manual routing and approval of invoices, manual filing, storage, and retrieval of invoices. Manual routing of invoices and related documents is time consuming and may lead to lost or misplaced invoices.

The AP Automation system will reduce manual data entry, errors, invoice processing time, and time to retrieve stored documents. Additionally, the automated sales tax calculation capability will help ensure that the County pays the appropriate tax rate on goods and/or service charges paid through an invoice.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

The resulting grant funding from this proposal will help County departments implement an efficient workflow for processing of invoice payments, documents storing, and retrieving invoices. It will:

- (1) Reduce staff time spent filing and retrieving paper invoices and supporting documents. Invoices can be retrieved electronically from FileBound or IFAS by searching on vendor name, invoice number, and other metadata.
- (2) Reduce overall staff time required to: process an invoice; data entry; verifying that sales tax rate is correct; and routing invoices through the electronic review and approval process.
- (3) Provide electronic access and visibility of outstanding invoices. This will reduce misplaced invoices and potential late payment penalties.
- (4) County departments may be eligible for more payment discounts for early payments due to reduced processing time.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

We will measure the impact of the AP Automation Project through metrics identified below.

(1) Reduced staff time: retrieval of invoice and supporting documentation; sorting and filing invoices; routing invoices for approval; other pre-IFAS processes; and data entry of invoice into AP batch.

(2) Reduced total elapsed time from invoice receipt to issuance of payment.

Additionally, we anticipate marginal savings from prompt payment discounts; however, capturing this data will be challenging.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

April 2014 – Pilot departments (Controller, ISD, and DPW) started using the AP Automation System.

September 2014 – Gather data to calculate projected cost savings.

December 2014 – Gather performance measures metrics for pilot departments and submit to the SMCSaves Executive Committee.

January - April 2015 – Develop test, and implement web-based account coding software plugin.

May – June 2015 – Deploy new reporting server option.

July – September 2015 – Refine and test FileBound workflow model. Develop plan for Countywide rollout and ensure necessary equipment and adequate resources are in place to train Countywide staff.

October 2015 – Rollout the AP Automation system Countywide in phases; 2 departments at a time with one month of setup and one month of support.

June 2017 – Complete deployment of the AP Automation system to all County departments.

Scalability – Is this project replicable across other departments? Describe.

Yes. This system will be rolled out Countywide to all departments.

Collaboration – Do you have project partners? Are multiple departments engaged?

The pilot project was a collaboration between DPW, ISD, and the Controller's Office. All three departments provided funding and all three implemented the solution. These departments will continue to work together to refine and enhance the process in preparation for a Countywide rollout.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	284,565.00
GRANT FUNDS	284,565.00
DEPARTMENTAL CONTRIBUTION	-
STATE REVENUE	-
FEDERAL REVENUE	-
OTHER REVENUE	-
TOTAL REQUIREMENTS	284,565.00
SALARIES AND BENEFITS	184,189.00
SERVICES AND SUPPLIES	100,376.00
OTHER CHARGES	-
FIXED ASSETS	-
GROSS APPROPRIATIONS	284,565.00
INTRAFUND TRANSFERS	-
NET APROPRIATIONS	284,565.00
CONTINGENCIES/DEPARTMENT RESERVES	-
NON-GENERAL FUND RESERVES	-

PROJECTED SAVINGS

INCREASED REVENUE
COST REDUCTIONS
CHANGE IN COST PER UNIT OF SERVICE
TOTAL UNITS OF SERVICE



Cost Benefit Analysis Study to follow.
Departments are being surveyed to gather information to project meaningful savings.

Notes:

- The pilot project was initially funded by ISD, DPW, and CTL. Each department contributed \$75,000 for a total of \$225,000.
- Staff time costs spent by Controller's Information Systems division and other department SMEs are not included in the total requirements.

SMCSAVES

PROGRAM APPLICATION

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Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Human Resources

Contact: Zhanna Abuel (x- 4350)

Proposal Overview – Provide a brief summary of your program or project

The Human Resources Department proposes developing and implementing an interactive mobile application to allow managers, supervisors, and staff immediate access to Employee and Labor Relations related information from a computer, tablet, or a mobile device. The application would provide easy access to key topics such as absenteeism, probationary periods, leaves of absence, effective 1:1 meetings, coaching, and performance. Additionally the application would grant immediate access to guidance for high liability situations such as violence in the workplace and employee impairment situations. Features would include links to Civil Service Rules, County Policies and Employee Relations Bulletins, as well as a link to contact an analyst for guidance and interactive frequently asked questions search features entitled "What should I do?" and "Where can I find?" and "Click to Call".

Problem or Challenge – Describe the problem or challenge you face

Human Resources has focused on the goal of developing, coordinating, implementing and managing workforce engagement, commitment, and performance through training. This proactive approach encourages contact with Human Resources, and particularly with Employee and Labor Relations. As a result, the Employee and Labor Relations division faces an increase in demand for services from supervisors and managers seeking guidance on effective management of their employees.

While much of the information is currently available on various other platforms there is not one central location where a supervisor or manager can access all of the policies and guidelines that they may need to address a particular situation. Often, the supervisor or manager does not even know what policy or rule they need. For example, a manager might not know where to find the documents that detail what steps are involved in the performance evaluation cycle. By using the “Where do I find?” search box on the mobile application, it will provide the manager with all of the guidelines or policies that address that topic.

Additionally, portions of our County operate 24/7 and some high liability situations may arise late at night or on the weekend. This site would be a resource for supervisors and managers to quickly access guidelines for how to initially handle those situations while waiting for a representative of Employee and Labor Relations to contact them.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

The development of an interactive mobile application would provide managers, supervisors, and staff immediate access to information, thus meeting some of the increased demand of time and resources to Employee and Labor Relations staff. While the focus on interaction with the analysts will remain, the mobile application will be an additional resource geared to increase accuracy while reducing bounce calls wherein the caller bounces from one person to another seeking the appropriate contact. One of the main goals of this mobile application is that it will allow supervisors and managers an additional resource to assist them in resolving employee relations issues in a more proactive manner and at a less formal level, thus reducing the overall cost per case. The site will also address the needs of those who are information driven and more inclined to do research prior to making initial contact with the Division, as well as employees who may be hesitant to ask simpler day to day questions. Given the recent technological advancements, the mobile application will also address the needs of those who either prefer to access information from their mobile device, those who do not have access to a computer, or staff that work primarily out in the community.

The application would provide on-the-spot guidance to those seeking information on key topics such as absenteeism, probationary periods, attendance, and performance, and interactive search features would include “where do I find”, “who can I call” and “click to call” designed specifically for usability and accessibility. Additionally, the mobile application would grant immediate access to guidance for high liability situations such as employee impairment and violence in the workplace which may assist with mitigating possible damages as situations occur.

While information is currently available on various platforms, optimizing a mobile application platform will allow employees at all levels to engage with Employee and Labor Relations from any location thus increasing accessibility to both analysts and information. This platform will improve user experience and encourage contact.



Results – How will you measure the impact of the project? Identify your performance measures and projected results

Utilizing the functionality of Google Analytics, Employee and Labor Relations will analyze specifics including number of hits each page gets, number of unique page views, how long a user is on a specific site, where the user is accessing information from, search terms and topics, words, word combinations. The information gathered will allow the division to evaluate usability and develop future training courses to address the specific areas that employees most often need to reference.

The following performance measures will be measured through customer surveys and analyzing case data:

Percent of Employee and Labor Relations complaints resolved prior to a formal process

Percent of supervisors and managers who report trainings are relevant to their needs

Percent of customer survey respondents rating overall satisfaction with services as good or better

Our success will be measured by showing an increase in the percentages of the above listed performance measures. We will also seek to add a short survey to the mobile site so users can provide us with feedback specific to their experience on the mobile site. We will use these survey results to make further customizations to the site as well as to the development of other resources.

Additionally, by making information more readily available, Employee and Labor Relations expects to realize a 2% (13 case) decrease in the number of cases that require formal resolution, thus increasing the number of cases that are resolved at an informal level respectively by 2%. This change results in a \$3,491.88 savings per case, or an annual savings of \$45,399, as detailed in the budget worksheet.

The proposed mobile application will help the environment by saving both ink and paper by providing easily accessible and searchable information in an on-the-go and easy to use electronic format, reducing the need for printed materials thus also reducing consumption of ink and paper County wide. By moving to a mobile friendly platform, we can save trees, water, and energy all while cutting down pollution and solid waste. It is estimated that on average an employee uses roughly 10,000 sheets of paper per year, and with roughly 5,000 employees that calculates to 50,000,000 pages per year used County wide. Employee and Labor Relations estimates a reduction of roughly 1% at all levels, which equates to a savings of 500,000 pages which is equivalent to approximately \$47,500 and 6.2 trees.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

October 1, 2014-January 31, 2015 Planning and Design

Upon confirmation of funding, Employee and Labor Relations will begin working on the foundation for this project. This will include contacting other departments or vendors, as appropriate, to prepare the necessary individuals, tools, and resources necessary for planning. This will include logistical planning such as fully selecting a mobile application template, identifying mobile application vendors, scheduling of meetings and focus groups to allow us to effectively maximize time.

In addition to focus groups with supervisors and managers, Employee and Labor Relations will utilize statistical information to determine what critical information is most needed and desired to be included. The goal of this phase is to assure that we create a user friendly and accessible tool to effectively meet the needs of supervisors and managers.

Employee and Labor Relations will complete an analysis of the information gathered, develop business requirements, list desired functions, define content, identify content delivery strategies, and create content if applicable. During this phase Employee and Labor Relations will also hire content and technical contractors, refine content, as well as convert and revise content as necessary, doing initial testing with the team to assure usability is maintained.

February 1 – April 30, 2015 Implementation

During the implementation phase, Employee and Labor Relations staff will reach out to focus group participants to invite them to test the application. We will seek to gain as much feedback as possible, make necessary changes, and create a marketing/communication plan for go-live.

May 1- July 31, 2015 Testing

During the testing phase, Employee and Labor Relations will roll out the mobile site to various users, at different levels, across departments asking them to complete specific tasks as well as browse the site in general. We will seek to get both specific and general feedback on the content, accessibility, usability, readability, and overall experience. In this phase we will further identify and correct any issues, and will transition the project into on-going support/maintenance mode.

August 1, 2015 – June 30, 2016 Go live, on-going content review, and development of lessons learned/fact sheet

Scalability – Is this project replicable across other departments? Describe.

The Employee Relations Mobile Application will be a resource to all departments county-wide. While the initial project will focus on the Employee Relations division, the future goal will be to create a model mobile suite of services for the entire Human Resources Department.

Once implemented, the mobile site structure and design can easily be replicated by other departments to better cater to the technology changes and our workforce needs. To assist other interested parties with this process, Human Resources staff will develop an informational/lessons learned fact sheet that can easily be shared internally with other departments, or externally with other cities or counties if requested.

Collaboration – Do you have project partners? Are multiple departments engaged?

Although we do not have project partners, throughout the process Employee and Labor Relations will engage supervisors and managers county-wide via focus groups to ensure that we are creating a user friendly and supportive resource. We will also utilize existing county-wide customer survey feedback and employee engagement feedback to assist in the design and roll-out of this new resource.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	29,750 (SMC Saves)
GRANT FUNDS	29,750
DEPARTMENTAL CONTRIBUTION	0
STATE REVENUE	0
FEDERAL REVENUE	0
OTHER REVENUE	0
TOTAL REQUIREMENTS	29,750
SALARIES AND BENEFITS	0
SERVICES AND SUPPLIES	29,750
OTHER CHARGES	0
FIXED ASSETS	0
GROSS APPROPRIATIONS	29,750
INTRAFUND TRANSFERS	0
NET APROPRIATIONS	29,750
CONTINGENCIES/DEPARTMENT RESERVES	0
NON-GENERAL FUND RESERVES	0

PROJECTED SAVINGS

INCREASED REVENUE	
COST REDUCTIONS	
CHANGE IN COST PER UNIT OF SERVICE	45,399
TOTAL UNITS OF SERVICE	

* Reduction of \$69.84 per unit

ER Budget- Cases	\$ 673,831
Number of cases	650
% resolved prior to formal	94% \$827.12 per case. 75% of budget
% resolved after formal	6% \$4,319 per case. 25% of budget
After App	96%
Reduction of	\$ 45,399 69.84 per case

SMCSAVES

PROGRAM APPLICATION

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Complete the application form below. When complete, submit your application by August 11, 2014 to: Danielle Lee, dlee@co.sanmateo.ca.us

Department Name (s): Real Property, Parks, Planning & Building, Health System, County Manager's Office, and Information Services Department

Contact: Danielle Lee, Jessica Silverberg

Proposal Overview – Provide a brief summary of your program or project

This proposal would support the Aging and Adult Services (AAS) Division of the Health System, County Manager's Office, Parks Department, Planning and Building Department and Real Property to transition files to electronic documents and to document their process with the goal of developing an integrated standard process and tool kit for how departments can move to electronic files.

Problem or Challenge – Describe the problem or challenge you face

Departments all have storage closets and file cabinets brimming with paper. Things go missing, staff spend unnecessary time looking for documents, and it can be hard to respond to requests for information in a timely manner. The promise of electronic files offers departments the potential to make great gains in efficiency. However, the transition itself is hardly as convenient as "the push of a button", and departments that have gone through it struggled to navigate the process. There are disparate processes for establishing file organization, completing scanning, launching electronic document management systems and implementing records retention practices. What is needed is a wrap-around process that standardizes all of the steps in a successful move to electronic files.

Solution – How would this proposal reduce costs, increase revenue or meet anticipated increases in demand for service?

Our solution is to support pilot departments in their transition to electronic documents and to document their process with the goal of developing an integrated standard process and tool kit for how departments can move to electronic files. The pilot departments would benefit from the transition to electronic files by reducing staff time needed to find documents, saving money on storage costs, and making their succession planning more robust by having files in an organized and easy to access format. Other departments would have access to a tool kit and streamlined process to move to electronic documents and implement records retention policies, making future transitions to electronic documents even more efficient. The tool kit will also include resources for the transition plan to electronic document management systems, such as Sharepoint.

Results – How will you measure the impact of the project? Identify your performance measures and projected results

Files to be scanned

Real Property will scan 250 boxes of files by March 31, 2016 (25 boxes of current lease and permit file documents, 25 boxes of current County-owned property file documents, and 200 boxes of archived Real Property documents).

The CMO will scan all archived finance documents by March 31, 2016.

Planning and Building will scan 500 boxes of building permit records by March 31, 2016.

Parks will scan 1,050 map documents by March 31, 2016.

AAS will scan 2,080 archived boxes of AAS program records by March 31, 2016.

Efficiency

In Real Property, efficiency will be increased for conducting research to respond to requests for information from other County departments. Time for Real Property staff to find information in files and respond to requests will decrease from 2 hours per request to 30 minutes per request. In addition, Real Property's space requirements will be reduced, due to decreased need for space to store paper files.

In Planning and Building, there will be cost savings of \$50,000 per year (savings include \$30,000 per year for microfilm services, \$10,000 in staff time preparing records for microfilming, and \$10,000 in staff time spent accessing records via microfilm).

In AAS, there will be cost savings of \$12,168 per year from reduced storage costs.

Tool kit development

By March 31, 2015, the CMO, along with ISD, will develop a tool kit for digitizing documents that can be used by County programs.

The expected lifespan of the scanners is approximately five years.

Timeline – What is the timeline for the project, including major milestones and anticipated realization of results?

October 2014 - March 2015: Tool kit development

March 2015 - June 2015: Planning, purchase and installation of equipment

April 2015 - June 2015: Recruitment

June 2015 – March 2016: Scanning

Scalability – Is this project replicable across other departments? Describe.

The results of this project can be utilized by other programs and departments, and even peer agencies outside of the county. The tool kit will be a resource to any program that is considering beginning a project related to the transition to electronic documents.

Collaboration – Do you have project partners? Are multiple departments engaged?

The Health System/AAS, CMO, Parks, Planning and Building, and Real Property departments will work together on this process to share best practices and lessons learned as the project progresses. The group will also learn from other departments who have completed similar projects, such as the District Attorney's Office and the Health System's Environmental Health division. The group will also share resources when possible to minimize costs. The AAS, CMO and Real Property are planning to share a scanner and Planning and Building has offered the use of their existing large document scanner to Real Property. The group will also explore sharing extra help staff.

In addition, the CMO, HIT and ISD will collaborate on the development of the tool kit and will involve input from departments who have completed similar projects.

Budget – See attached Budget Worksheet

SMCSAVES

PROJECT BUDGET WORKSHEET

PROJECT BUDGET

TOTAL SOURCES	\$274,640
GRANT FUNDS	\$274,640
DEPARTMENTAL CONTRIBUTION	
STATE REVENUE	
FEDERAL REVENUE	
OTHER REVENUE	

	Project Total	Planning and Building	Real Property	CMO finance	AAS	Parks	Tool kit development
TOTAL REQUIREMENTS	\$274,640						
SALARIES AND BENEFITS	\$240,410	\$48,010	\$26,592	\$1,373	\$149,918	\$14,517	
SERVICES AND SUPPLIES	\$8,870	\$505	\$2,520		\$2,815	\$505	\$2,525
OTHER CHARGES							
FIXED ASSETS	\$25,360	\$6,360	\$9,000		\$10,000		
GROSS APPROPRIATIONS							
INTRAFUND TRANSFERS							
NET APROPRIATIONS							
CONTINGENCIES/DEP RESERVES							
NON-GENERAL FUND RESERVES							

PROJECTED SAVINGS

	Project Total	Planning and Building	Real Property	AAS
INCREASED REVENUE				
COST REDUCTIONS	\$91,848	\$50,000	\$29,680	\$12,168
CHANGE IN COST PER UNIT OF SERVICE				
TOTAL UNITS OF SERVICE				

Real Property projected annual savings are based on \$27,112 per year in reduced staff time for research requests and \$2,568 in reduced cost for storage space.

Planning and Building projected annual savings are based on \$10,000 for staff time to prepare records for microfilm, \$10,000 for staff time to retrieve microfilm records, and \$30,000 to microfilm records.

AAS projected annual savings are based on decrease in storage costs.