BUTTE COUNTY GRAND JURY REPORT 2009-2010

**ACCOUNTABILITY AND TRANSPARENCY IN
BUTTE COUNTY GOVERNMENT**

SUMMARY

If Butte County citizens or voters wanted to find out how well Butte County government was functioning, in objective, measurable terms, just how could they do that? If they had questions about how effectively or successfully a particular County department was operating, how could they find out? If citizens heard a rumor that the County was wasting its money on certain services, how could they obtain factual data on how successful that department is in terms of its mission, goals, and objectives? It seems logical that such information would be available on the Butte County website.

The 2009/2010 Butte County Grand Jury (Grand Jury) wanted to better understand how County government was managed by the Board of Supervisors and how the results of its management were made transparent and readily available to Butte County citizens. The Grand Jury found that there is not a systematic monitoring of progress toward mission, goals, policies, actions, and objectives. The Grand Jury found that County government does not, nor is it able to, communicate such information to its citizens. Butte County government, therefore, appears unaccountable with regard to its mission, goals, policies, actions, and objectives. Further, the Grand Jury found that the agendas and minutes of the Board meetings are not kept current on the County's website. Additionally, the *Local Appointments List* is not posted on the County's website.

The Grand Jury recommends that the Board of Supervisors adopt such an accountability system and make it easily available to the public through the Butte County website. The Grand Jury also recommends that the county website be consistent for all departments and made more user-friendly so that the public can more easily access information available there. The Grand Jury further recommends that the Board of Supervisors post, and keep current, the *Local Appointments List* on its website. In addition, the Board of Supervisors' agendas and minutes should be kept current and posted on the website.

GLOSSARY

Grand Jury – 2009/2010 Butte County Grand Jury

DPH – Butte County Public Health Department

Local Appointments List – A list of all boards, commissions, and committees whose members serve at the pleasure of the Board of Supervisors, along with related information such as appointive terms, qualifications for the position, vacancies, as required by state law (Maddy Local Appointive List Act of 1975, California Government Code Section 54970 et seq.)

SAP – Strategic Action Plan – A comprehensive plan for monitoring the progress toward accomplishing stated goals and objectives

BACKGROUND

The Grand Jury was aware that certain decisions by the Board of Supervisors and certain governmental operations in recent years were deemed to be controversial. The Grand Jury was concerned that the public may have developed a negative impression of County government in general, despite its many successes. The Grand Jury wanted to better understand how County government was managed by the Board of Supervisors. The Grand Jury also wanted to see if the results of its management were made transparent and readily available to Butte County citizens. In addition, the Grand Jury wanted to see how the County communicated its services to the public through its website, and encourages citizen participation in its many boards, commissions, and advisory panels to which it appoints members. The Grand Jury was also interested in the availability and accessibility of Board of Supervisors' meetings, agendas, minutes, and records.

APPROACH

The Grand Jury interviewed current and former Butte County Supervisors, interviewed and heard presentations by current top level administrators in various County departments, and Butte County Information Services Department staff. We visited and reviewed Butte County departmental websites, reviewed standards for governmental websites, and visited and reviewed websites of other California counties.

DISCUSSION

The Grand Jury examined all top level pages and many departmental pages linked from the Butte County Government *Department Contacts* page. Some Butte County departmental websites include mission statements, as well as a variety of information or services that are available. The Grand Jury found very little information regarding the various departments' goals, objectives, or performance measures.

The Grand Jury visited and examined all California county websites for the availability of transparency and performance accountability. In addition, the Grand Jury noted website design features that made it easier to locate information about departmental services and operations. We found a wide variety of both website design and types of information

available. The most common effective feature was a consistent layout or page design throughout all departments that made navigating and accessing information easier. This was not the case with the Butte County website. The Butte County website does not show a consistent "look and feel" across all departments. Information about the missions, goals, and objectives of each department is minimal in many cases. Information is not organized for easy access.

Effective California County Website Features

As part of its research for this review the Grand Jury visited websites of all other California counties. This was done in order to see how the different California counties are making use of the Web to provide information to the public, and to let the public know about the work that their county government is doing. We found many excellent examples. Some of the desirable county government website characteristics include:

- a consistent, common appearance for all departments,

- an ease of page navigation for the location of information,

- an abundant availability of information about the county departments for public access,

- easily accessible information that allows for citizens to examine county budgets with accompanying performance measures (e.g., goals, objectives, accomplishments),

- current and complete Board of Supervisor meeting agendas, minutes, and information,

- online audio/video of Board of Supervisor meetings, both live and archived, and

- prominently featured lists of all boards, commissions, and committees to which the Board of Supervisors make appointments, along with current vacancies and information on how citizens might apply for them.

Performance Measures

When reviewing California counties' websites, we found that many did *not* provide performance measures or accountability information to its citizens. Thus, Butte County is not alone in this regard. However, a number of counties *did* provide goals, objectives, and performance measures. It was impressive to see such data available.

Those counties were: Contra Costa, Kern, Los Angeles, Marin, Mendocino, Placer, Plumas, San Bernardino, San Diego, San Francisco, San Joaquin, Santa Barbara, Stanislaus, Tulare, and Yolo. In addition, several counties provided annual reports or strategic planning documents that outlined plans, goals, or accomplishments for the various departments. We found it interesting that the issue of performance accountability crossed all political lines. Counties that provided such data ranged from the most liberal to the most conservative.

It was most common to see such data presented or made available within the county's annual budget document. Citizens are then able to see budget figures along with the accomplishments of the prior year and goals for the current year. One of the most impressive strategic plans that the Grand Jury came across was the one developed by San Diego County. Their plan spans several years, is comprehensive, and tracks goals, performance, and accomplishments of its departments in measurable terms. (See Appendices C, D, E, F.)

During a presentation by the Director of the Butte County Public Health Department (DPH), we found that DPH developed and made use of a Strategic Action Plan (SAP) as part of their management strategy. Their current plan was developed in 2006, and covers a three-year period through 2009. It is currently being updated. The DPH Strategic Action Plan covers all aspects of the department's operations and subdivisions. It provides an overview of the DPH and the planning process used, it identifies the members of the planning team, states the DPH mission, goals, and objectives.


The Butte County Public Health Department's SAP provides an extensive and clear process, timeline, and checklist for monitoring the progress toward accomplishing the goals and objectives for all units and services within the DPH. During discussions with the DPH Director, the Grand Jury learned that the Director feels the SAP is part of their obligation of accountability and transparency to the citizens of Butte County. (See Appendix B for an example of a DPH document on their website that conveys the work of the department in clear, precise, measurable, and understandable terms.)

Additionally, when the Grand Jury reviewed the Butte County website, it was noted that the DPH section is well-organized, and provides a wealth of information to the public on their services, budget data, and accomplishments.

Board of Supervisors' Agendas, Minutes, and Video

The Grand Jury found that more than 2/3 of California counties include their current and archived Board of Supervisors' agendas and minutes online. Additionally, 2/3 of the California counties' websites provided online video and/or audio recordings of their Board of Supervisors' meetings. These are available both live and in archival form. (See Appendix A.) This transparency feature allows citizens to see or hear Board of Supervisors' meetings as they occur. It also allows them to view or hear meetings that they may have missed or which they would like to review.
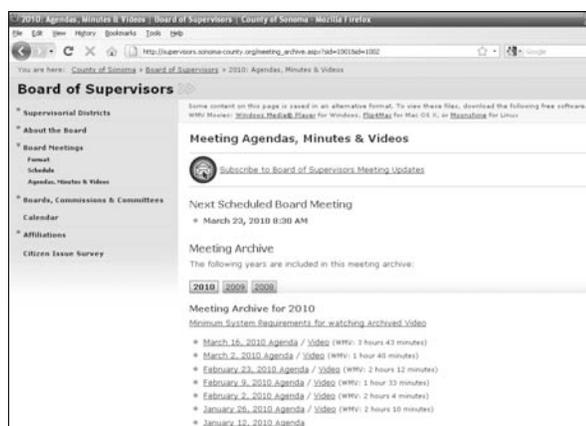
The Butte County Board of Supervisors does not provide either live or archived audio or video of its meetings on its website. The Grand Jury noted that while many of the Board of Supervisors' agendas and minutes are available and archived online, some are missing. There are minutes missing for meetings where there are agendas, and agendas missing for meetings where there are minutes.

When the Grand Jury attempted to obtain minutes from regular Board of Supervisors' meetings held in June 2008, those minutes were not available in their final form, neither online nor from the Clerk of the Board-- nearly two years after the meetings were held. Yet, minutes for other months of 2008 were available.

The Local Appointments List

The Grand Jury found that Board of Supervisors' appointments to its boards, commissions, and committees are governed by the Maddy Local Appointive List Act of 1975 (Government Code Section 54970 et seq.), a California law which requires that each county and city maintain a *Local Appointments List*, and that, the *list shall contain the following information*:

- *A list of all appointive terms which will expire during the next calendar year, with the name of the incumbent appointee, the date of appointment, the date the term expires, and the necessary qualifications for the position.*

- *A list of all boards, commissions, and committees whose members serve at the pleasure of the legislative body, and the necessary qualifications for each position.*

Although the Butte County Board of Supervisors does maintain a *Local Appointments List*, it does not take advantage of the Butte County website to post the list, which would

allow easy public access. Therefore, it is difficult for citizens to find information about the various boards, commissions, and committees, or if vacancies exist on any of them. Many other California counties make very effective use of their websites to inform citizens of opportunities to serve on district boards, commissions, and committees to which the Board of Supervisors make appointments. (See Appendix A.)

FINDINGS

F1.   Butte County does not have a Strategic Action Plan nor a systematic way of monitoring the annual progress toward its missions, policies, goals, and objectives for each department within the County government.

F2.   Butte County does not provide a systematic way for citizens to fully understand the missions, policies, goals, objectives and see the progress toward them for each department within the County government.

F3.   The office of the Clerk of the Board of Supervisors was unable to provide copies of minutes for some meetings of the Board of Supervisors when they were requested by the Grand Jury.

F4.   The Board of Supervisors' agendas and minutes are archived and available online but they are neither complete nor current.

F5.   The Butte County Board of Supervisors does not provide archived audio or video of its meetings on its website.

F6.   Butte County administration and many Butte County departments are making use of the Web to provide a wide variety of information and data to the public.

F7.   The Butte County website is not being fully utilized to communicate and share vital information about County operations with citizens.

F8.   The Butte County website lacks a cohesive "look and feel" and makes it difficult for citizens to navigate and find information.

F9.   The Butte County website does not provide a *Local Appointments List* with information on district boards, commissions, and committees.

RECOMMENDATIONS

R1.   The Board of Supervisors should require the development of a county-wide Strategic Action Plan and adopt a systematic method of monitoring the annual progress toward its missions, goals, policies, and objectives. Every department within the County government should have a clear understanding of its mission, policies, goals, and objectives as they relate to the County Strategic Action Plan. Each department should have ways to measure progress toward its missions, policies, goals, and objectives.

R2.   The Board of Supervisors should make use of the County website to provide information on each department's missions, policies, goals, and objectives. That information should be easily accessible to the public and kept current.

R3.   The Clerk of the Board of Supervisors should maintain complete and current minutes.

R4.   The Butte County Board of Supervisors' should provide complete, archived, and current agendas and minutes on its website.

R5.   The Butte County Board of Supervisors should provide archived audio and video of its meetings on its website.

R6.   The Board of Supervisors should adopt a consistent design to be used by all of its departmental websites to provide information for citizens. It should adopt website usability guidelines so that County departmental websites will provide clear information in an efficient and effective manner to both the County staff, its administrators, managers, and to the public.

R7.   The Board of Supervisors should make use of its website to provide a *Local Appointments List* with the following information on district boards, commissions, and committees: *A list of all appointive terms which will expire during the next calendar year, with the name of the incumbent appointee, the date of appointment, the date the term expires, and the necessary qualifications for the position; a list of all boards, commissions, and committees whose members serve at the pleasure of the legislative body, and the necessary qualifications for each position.*

REQUEST FOR RESPONSES

Pursuant to Penal Code §§ 933 and 933.05, the 2009/2010 Butte County Grand Jury requests responses from the following:

- Butte County Board of Supervisors
- Butte County Clerk of the Board of Supervisors

The governing body indicated above should be aware that the comment or response of the governing body must be conducted subject to the notice, agenda, and open meeting requirements of the Brown Act.

BIBLIOGRAPHY

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- California State Association of Counties. *California Counties' Websites*. <http://www.csac.counties.org/default.asp?id=7>, Accessed 1-29-2010.

- County of San Diego. *Adopted Operational Plan: Fiscal Years 2009-2010 & 2010-2011*. <http://www.sdcounty.ca.gov/auditor/opplan/adoptedlist.html>, Accessed 4-6-2010.

- Department of Health and Human Services. *Research-Based Web Design & Usability Guidelines*. <http://www.usability.gov/guidelines/guidelines_book.pdf>, Accessed 1-29-2010.

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person, or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends the provisions of Penal Code Section 929 prohibiting disclosure of witness identities to encourage full candor in testimony in Civil Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.

APPENDIX A

California Counties Website Accountability and Performance Measures Research by the Butte County Grand Jury

APPENDIX B

Public Health Department Points of Interest March 2010

APPENDIX C

Excerpt from San Diego County Strategic Plan

APPENDIX D

Excerpt from San Diego County Strategic Plan

APPENDIX E

Excerpt from San Diego County Strategic Plan

APPENDIX F

Excerpt from San Diego County Strategic Plan

APPENDIX A: CALIFORNIA COUNTIES WEBSITE ACCOUNTABILITY AND PERFORMANCE MEASURES RESEARCH BY THE BUTTE COUNTY GRAND JURY

County	Performance Reporting	Boards/Commissions Vacancies	Board of Supervisor Meetings & Documents
Alameda	No	Yes, annually only, thorough	Live broadcasts of Board of Supervisors and Planning Commission meetings.
Alpine	No	No	Live streaming of Board of Supervisors and some other boards and commissioners.
Butte	No	No	Agendas and minutes only.
Contra Costa	Yes, excellent; performance reports by department; goals (challenges), budget, accomplishments.	Yes, very thorough	Board videos available online live and archived.
Calaveras	No	No	Board of Supervisors meetings broadcasted after a few days.
Colusa	No	Annual listing (under Board of Supervisors)	
Del Norte	No	Agendas of commissions, boards and committees; no vacancy listing.	Board videos available online live and archived.
El Dorado	No	Yes, thorough	Has goals by department and deadlines only
Fresno	Has Strategic Planning Initiative documents; and Guiding Principles of Fresno County.	Yes, thorough	Audio streaming of Board of Supervisors meetings
Glenn	No	Yes, thorough list	Board audio (also LAFCo and Planning Commission) available online live and archived;
Humboldt	No	Yes, but minimal; also lists supervisors and their memberships on Boards/Commissions	Board videos available online live and archived.
Imperial	No	No	Current agendas and archived proceedings.
Inyo	No	Lists supervisors and their memberships on Boards/Commissions	Agenda and minutes, current and archived.
Kern	Yes, included in annual budget; Each Board meeting	Yes, very thorough	Board videos available online live and archived.

County	Performance Reporting	Boards/Commissions Vacancies	Board of Supervisor Meetings & Documents
	includes a presentation by a County department detailing its operations.		
Kings	No	Yes, annual	
Lake	No	No, Board committee assignments only	
Lassen	No	No	
Los Angeles	Yes, fairly thorough, but performance attainment not included; shows objectives, accomplishments, budget allocations.	No	Board videos available online live and archived.
Madera	No	No	Board videos available online live and archived.
Marin	Yes, strategic plan and reports on performance measures; has an excellent "report to the community" with extensive information, but no performance measures.	Yes, very thorough, nice example	Board videos available online live and archived.
Mariposa	N o	No	
Mendocino	Partial, included in annual budget	Yes, listing of current vacancies	Board videos available online live and archived.
Merced	No	Yes, thorough	Board videos available online live.
Modoc	No	No	Board audio available online live & archived.
Mono	No	No	
Monterey	No	Yes, thorough	Board videos available online live and archived.
Napa	No	List only, minimal.	Board videos available online live and archived.
Nevada	No, but has annual State of the County report online.	Yes, annual and monthly listings	Board videos available online live and archived.
Orange	No	No	Board videos available online live and archived.
Placer	Yes, part of budget; goals, accomplishments, not quantified.	Yes, thorough	Board videos available online live and archived.
Plumas	Yes, part of budget; goals, accomplishments, not	No	Agenda and minutes, current and archived.

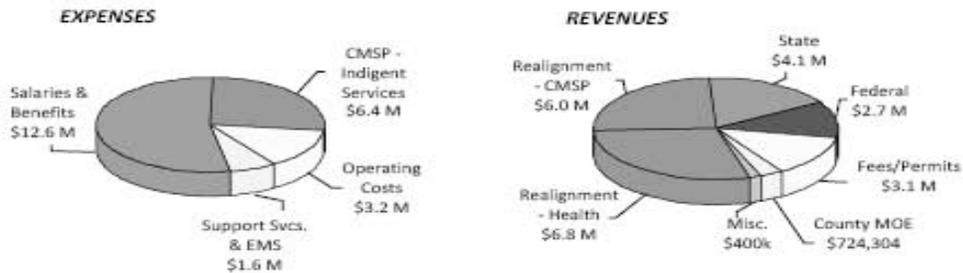| County	Performance Reporting	Boards/Commissions Vacancies	Board of Supervisor Meetings & Documents
	quantified.		
Riverside	No	Yes, thorough, hard to find	Board videos available online live and archived.
Sacramento	No	Yes, annual listing, and monthly vacancies list; thorough	Board videos available online live and archived.
San Benito			
San Bernardino	Yes, excellent; linked on home page.	Yes, boards & commissions listings, and monthly vacancies list; thorough	Board videos available online live and archived.
San Diego	Yes, excellent; linked on home page.	Yes, boards & commissions listings, and monthly vacancies list; thorough	Board videos available online live and archived.
San Francisco	Mayor's Annual Accountability Report; lists goals accomplished. Budget includes performance measures.	Yes, boards & commissions listings, and monthly vacancies list; thorough	Board videos available online live and archived.
San Joaquin	Yes; budget shows departmental goals, performance, accomplishments yearly.	Fact Sheet only; not vacancies or listing.	Board videos available online live and archived.
San Mateo	Somewhat….	Yes, boards & commissions listings, and monthly vacancies list; thorough	Board videos available online live
Santa Barbara	Yes; budget shows departmental goals, performance, effectiveness measures, and accomplishments yearly.	Yes, boards & commissions listings, and current vacancies list	Board videos available online live and archived.
Santa Clara	No, but does issue an informative Annual Report online.	Yes, boards & commissions listings, and current vacancies list	Board videos available online live and archived.
Santa Cruz	No	Yes, boards & commissions listings, and current vacancies list	Board audio available online live and archived.
Shasta	No, but does issue an informative Annual Report online.	Yes, boards & commissions listings, including current vacancies list	Has board meetings minutes available.
Sierra	No	Yes, boards & commissions listings, including current vacancies list	Has board meetings minutes and audio available - not live.
Siskiyou	No	Yes, boards &	Board audio available

County	Performance Reporting	Boards/Commissions Vacancies	Board of Supervisor Meetings & Documents
		commissions listings, and current vacancies list	online live and archived.
Solano	No	Yes, boards & commissions listings, and current vacancies list	Board videos available online live and archived.
Sonoma	No	Yes, boards & commissions listings, and current vacancies list	Board videos available online live and archived.
Stanislaus	Yes, Goals and Performance Measures	Yes, boards & commissions listings, and current vacancies list	Board videos available online live and archived.
Sutter	Budget lists objectives for each department, and lists prior year accomplishments.	Yes, boards & commissions listings, and current vacancies list	Board Minutes are archived.
Tehama	No	No	No
Trinity	No	No	Board Minutes are archived.
Tulare	Budget lists key functions, goals and objectives for each department, and lists major accomplishments of prior year.	No	Board audio available online live and archived.
Tuolumne	No	Yes, and vacancies	Board Minutes and Agendas are archived.
Ventura	Detailed, comparative governmental analysis; not strategic.	Yes, but outdated.	Board Meeting videos, Minutes and Agendas are archived.
Yolo	Annual report has goals and achievements, a performance report; also has a Year-end Report.	Yes, and vacancies	Board videos available online live and archived.
Yuba	No	Yes, and vacancies; thorough.	Minutes and Agendas are archived.

APPENDIX B: PUBLIC HEALTH DEPARTMENT POINTS OF INTEREST MARCH 2010

BUTTE COUNTY
PH
PUBLIC HEALTH

PUBLIC HEALTH DEPARTMENT
POINTS OF INTEREST
March 2010

- Public Health contains 4 Divisions that provide an array of services in 35 programs:
  1) Nursing Services – 13 programs plus 2 PH Clinics and 2 Medical Therapy Units
  2) Communicable Disease / Emergency Response – 8 programs plus PH Lab
  3) Environmental Health – 7 programs
  4) Administration – 3 programs plus Animal Control and CMSP

- 159 FTE Public Health Employees

- FY 2009/10 Department Budget: $23.8 million

EXPENSES

Salaries & Benefits $12.6 M
CMSP - Indigent Services $6.4 M
Operating Costs $3.2 M
Support Svcs. & EMS $1.6 M

REVENUES

Realignment - CMSP $6.0 M
State $4.1 M
Federal $2.7 M
Fees/Permits $3.1 M
Realignment - Health $6.8 M
Misc. $400k
County MOE $724,304

- $6.8 million in State and Federal funding is received under 21 contracts to provide public health services.

- $3.1 million in charges for services is collected for Environmental Health, PH Clinic, Laboratory and Vital Statistics services.

- $724,304 in County General Funds are provided from County general funds to meet a requirement known as Maintenance of Effort (MOE) – the County must contribute this amount in order to receive $12.8 million in Health Realignment revenue.

BUTTE COUNTY

PH

PUBLIC HEALTH

PUBLIC HEALTH DEPARTMENT
MAJOR HIGHLIGHTS
2009/10

- Nursing Services
    - *Home Nursing* – made 1,640+ home visits to case manage medical services and referrals
    - *California Children's Services* – case managed 800 active cases for services to children with special health care needs; provided school-based occupational/physical therapy to 172 children
    - *WIC Food Program* – provided nutrition education & food vouchers to 6,787 low-income women and children per month
    - *PH Clinics* – conducted over 13,000 visits at 2 clinics; provided meth/addiction recovery case management to over 150 referrals
    - *Dental Services* – provided dental screenings, treatment and education to preschool children and parents in collaboration with Feather River Tribal Health
    - *Senior Health Improvement Program* – made over 200 presentations to 500+ seniors on chronic disease prevention; distributed 1,500 food vouchers to 1,100 seniors in need

- Communicable Disease / Emergency Response
    - *H1N1/Pandemic Flu* - provided "The Bug Stops Here" flu prevention presentations in 72 schools to over 25,000 students; administered over 10,000 doses of vaccine to school children and high risk persons; directed 73,000 doses of vaccine to healthcare providers in county
    - *Communicable Disease Surveillance* – conducted surveillance on 720+ cases of Chlamydia, 53 cases of Gonorrhea, 336 cases of Hepatitis C, 27 cases of Salmonella, 12 cases of Giardiasis, 60 cases of Lyme Disease, 152 cases of H1N1, 48 possible exposures to rabies; 30 outbreaks
    - *Emergency Response* – prepared plans and trained to respond to H1N1 pandemic flu, mass fatality management, alternate care site activation, special needs planning, foodborne illness surveillance and investigation, mutual aid and animal rescue
    - *PH Laboratory* – conducted over 6,881 tests, including 293 rabies tests

- Environmental Health Programs
    - *Consumer Protection* – made 1,900+ food facility inspections, 400 swimming pool inspections
    - *Land Use* – 250 plan reviews, 266 complaint investigations, 28 public water system inspections
    - *HazMat* – conducted 1,328 hazardous materials inspections, responded to 127 hazmat emergencies, oversaw 9 property cleanups from methamphetamine labs

- Administration
    - *Animal Control* – responded to 315 animal bites, 61 abandoned animal calls, 480 aggressive animal calls, 588 strays, 994 animals at large, 661 dead animal pick-ups, 182 specimens submitted for rabies testing, 745 animal welfare checks, 181 sick/injured animals, 210 barking dog calls, 250 birds seized from 2 cockfights, 142 dogs from 2 animal cruelty/neglect seizures, 1,595 impounded dogs and 2,313 impounded cats
    - *Vital Statistics* – issued 11,806 death certificates and 77 birth certificates

APPENDIX C: EXCERPT FROM SAN DIEGO COUNTY STRATEGIC PLAN

APPENDIX D: EXCERPT FROM SAN DIEGO COUNTY STRATEGIC PLAN

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Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Percentage of maps received from Recorders Office entered in the SanGIS database within 30 days [1] (Target - 100%)	93% of 261	100% of 300	100% of 178	100% of 200	100% of 200
New "GIS layers" developed for use in Emergency Response [2] (Target – 5)	7	5	5	5	5
New GIS Layers developed or updated for use in Natural Resource Management [3] (Target – 2)	2	2	4	2	2
Percentage of new parcels entered in the SanGIS landbase by end of fiscal year [4] (Target - 100%)	100% of 8,358	100% of 7,000	100% of 4,441	100% of 4,500	100% of 4,500
New road segments entered in the SanGIS landbase by the end of fiscal year [5] (Target - 100%)	95% of 952	100% of 1,200	100% of 303	100% of 300	100% of 300
Percentage of accuracy in automatic roads and address information samples for Quality Assurance/Quality Control system	N/A	90% of 1,000	100% of 1,000	100% of 1,000	100% of 2,000
Percentage of accuracy in automatic parcel information samples for Quality Assurance/ Quality Control system	N/A	98% of 1,000	100% of 1,000	100% of 1,000	100% of 2,000

Table Notes

[1] By achieving this goal, land development (subdivisions, roads, lots, addresses) information is available to County departments for permit and land development processing for the public. Estimates are based upon the forecast for the building industry productivity. It is believed that the building industry will begin to improve in the Fiscal Year 2009-10 period.

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APPENDIX E: EXCERPT FROM SAN DIEGO COUNTY STRATEGIC PLAN
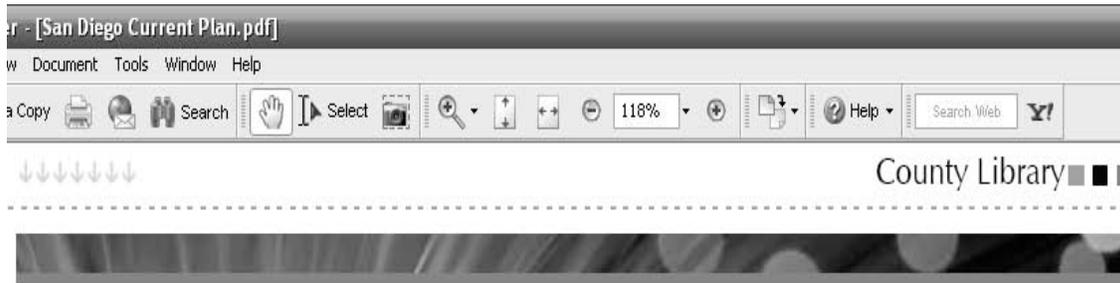
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Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Library hours open[1]	83,381.5	83,600	86,127	86,150	86,150
Annual average circulation per item[2]	3.1	3.1	5.44	4.75	5.25
Annual San Diego County Library Web hits[3]	40,492,834	46,900,000	30,283,606	35,000,000	40,000,000
Specialty subscription database usage per capita[4]	1.45	N/A	0.86	1.00	1.02
Use of SDCL virtual library services per capita[5]	8.25	N/A	2.14	2.25	2.26
Average satisfaction rating[6]	4.70	4.70	4.60	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[7]	4.75	4.75	4.29	4.75	4.75
Annual count of foot traffic at the library[8]	4,325,378	4,170,000	5,263,761	5,350,000	5,600,000

Table Notes

[1] Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2008-09 Actual is higher than Adopted levels as redesigned staffing plans allowed an increase in hours open to the public without adding staff or staffing costs.

[2] Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what the customers want in the collection.

[3] Annual library Web hits are used by libraries as a measure of public use of virtual library services. Use of this measure allows inter-library comparisons and reflects current Internet traffic on the SDCL Web site.

[4] Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not

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APPENDIX F: EXCERPT FROM SAN DIEGO COUNTY STRATEGIC PLAN

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■■■ Behavioral Health Services   ↓↓↓↓↓↓↓

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	93%[1] of 925	88% of 925	94% of 1,186	90% of 925	90% of 925
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	93%[2] of 1,440	85% of 1,440	94% of 1,772	85% of 1,440	85% of 1,440
Participants in alcohol and drug treatment will complete treatment[3]	N/A	N/A	N/A	35% of 13,000	35% of 13,000
Wait time for children's mental health outpatient treatment	4 days	5 days	7 days[4]	5 days	5 days
Wait time for adult mental health outpatient treatment	6 days	8 days	8 days	8 days	8 days
Increase in number of older adults receiving mental health services	63%[5] (from 3,607 to 5,892)	5% (from 5,892 to 6,187)	18% (from 5,892 to 6,943)	5% (from 6,187 to 6,497)	5% (from 6,497 to 6,821)
Compliance rating of Edgemoor DPSNF	D	D	D[6]	D	D
Participants in alcohol and drug treatment for more than 30 days with increased health and well-being due to completion of treatment [3]	67% of 7,615	55% of 7,000	67% of 7,992	N/A	N/A
Percentage increase in number of transition age youth receiving mental health services[7]	12% (from 7,267 to 8,172)	10% (from 8,172 to 8,990)	21% (from 8,172 to 9,911)	N/A	N/A

◀| ◀ 202 of 542 ▶ ▶| ⓞ ⓞ   ☐ ▮