



## 2016-2017 Grand Jury

### COUNTY OF SAN MATEO

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### [Follow-Up Letter](#) | [Appendix](#)

On March 13, 2017, the 2016-2017 San Mateo County Civil Grand Jury issued a Summary of Responses to the Final Reports of the 2015-2016 San Mateo County Civil Grand Jury. In that report, the 2016-2017 Grand Jury stated that a follow up report would be issued to summarize the responses from eighteen agencies that indicated in their first response that,

- 1) The recommendation would be implemented, with a timetable for implementation, or
- 2) The recommendation required further analysis, with an explanation and a timeframe for the response of up to 6 months from the release of the report.

The affected agencies were noted on the original Summary of Responses with an “X” in the “Follow-Up 2016-17” column.

Each of the eighteen affected agencies was sent a follow up letter on March 6, 2017 requesting a status update. Appendix A is a summary of those responses. Appendix A also denotes agencies indicating in their second response, the need for additional time for implementation study. The 2016-2017 San Mateo County Civil Grand Jury recommends follow up with these agencies during the next Grand Jury term.

Information gathered in both the initial Summary of Responses and follow-up reports provide the general public a method by which to determine whether or not the affected agencies are responsive to the recommendations of the Grand Jury.

**APPENDIX A: SUMMARY OF RESPONSES TO THE 2015-2016 SAN MATEO COUNTY CIVIL GRAND JURY FINAL REPORTS**

<i>Body Cameras—The Reel Truth</i>			
<p>R1. The Grand Jury recommends that the councils of those cities/towns that have not adopted body-worn cameras direct their respective chiefs of police to develop an appropriate body-worn camera implementation plan and advise the public of their plan by November 30, 2016.</p> <p>R2. The Grand Jury recommends that the San Mateo County Sheriff develop a plan to implement body-worn cameras and advise the public of his plan by November 30, 2016.</p> <p>R3. The Grand Jury recommends that the police departments of those cities, towns, and the Broadmoor Police Protection District that have not adopted body-worn cameras implement a body-worn camera system as soon as practicable but, in any event, no later than October 31, 2017.</p> <p>R4. The Grand Jury recommends that the San Mateo County Sheriff's Office implement a body-worn camera system as soon as practicable but, in any event, no later than October 31, 2017.</p>			
<b>RESPONDING AGENCY</b>	<b>APPLICABLE RECOMMENDATION</b>	<b>RESPONSE</b>	<b>FOLLOW UP</b>
<b>City of Burlingame</b>	R1	Analysis completed 11/20/16	
	R3	Will implement 10/17	X
<b>Town of Colma</b>	R1	Analysis and plan completed 11/30/16	
	R3	Will initiate by 10/31/2017	X
<b>City of East Palo Alto</b>	R1	Implemented	
	R3	Implemented	
<b>City of Pacifica</b>	R1	Analysis and plan completed 11/30/16	
	R3	Implemented	
<b>City of Redwood City</b>	R1	Analysis and plan completed 11/30/16	
	R3	Will implement by 12/3/17	X
<b>City of San Bruno</b>	R1	Analysis and plan completed 11/16	
	R3	Pends budget consideration 6/17	X
<b>City of South San Francisco</b>	R1	Analysis and plan released 11/30/16	
	R3	Will implement by 7/17	X

*Juvenile Services Division's Youth Detention Facilities:  
Underutilized And Overpriced?*

- R1. The San Mateo County Controller's Office should perform a comprehensive financial and operations analysis of the Probation Department-Juvenile Services Division as well as those divisions of CHS and BHRS that support JSD. This analysis should be completed by December 31, 2016.
- R2. If, as a result of the Controller's analysis, it is determined that operating costs should be reduced and/or that the facilities should be better utilized, then the San Mateo County Board of Supervisors should direct the County Manager to establish financial and utilization goals for the Juvenile Services Division's three detention facilities by March 31, 2017.
- R3. If, as a result of the Controller's analysis, it is determined that operating costs should be reduced and/or that the facilities should be better utilized, then the Board of Supervisors should direct the County Manager and Chief Probation Officer to develop a plan to meet such cost-reduction goals and/or alternative-use goals by June 30, 2017, and to provide quarterly status reports of their progress to the Board at a public meeting.

RESPONDING AGENCY	APPLICABLE RECOMMENDATION	RESPONSE	FOLLOW UP
<b>Controller</b>	R1	Report will be completed by 12/31/17	X
<b>Board of Supervisors</b>	R2	Requested Controller report	
	R3	Controller's report pends response by 12/31/17	X

*Rape Kit Processing In San Mateo County*

- R1. The Sheriff's Office Forensic Laboratory should follow the recommendations of AB 1517—the Sexual Assault Victims' DNA Bill of Rights—as their standard procedure and should test and analyze rape kits and enter qualified data into CODIS within 120 days of receipt.
- R2. The Sheriff's Office Forensic Laboratory should annually produce a publicly available report concerning its processing of rape kits that includes, but is not limited to: the number of rape kits received from the Keller Center, the law enforcement agency associated with each kit, the number of kits tested and analyzed by the Lab, the number of DNA profiles uploaded to CODIS, the number of rape kits not tested at law enforcement request, and the reasons for not testing. Statistics should also include the number of days from login at the Lab to completion of processing.

RESPONDING AGENCY	APPLICABLE RECOMMENDATION	RESPONSE	FOLLOW UP
<b>Sheriff</b>	R1	Was implemented 1/1/16	
	R2	Will implement (excluding associated law enforcement agency name due to confidentiality); by 1/15/17	

*Safety, Security, And Emergency Preparedness On The  
San Mateo County Community College Campuses*

- R1. SMCCCD Trustees should direct the District Security Director to review options for improving direct communications between campus security and local law enforcement. This may include implementing a common communications system, developing a campus-specific or district-wide dispatch system, working with local mobile phone carriers to deal with “dead spots,” or another method(s) to eliminate unnecessary delays. An improved system should be operational by July 31, 2017.
- R2. SMCCCD Trustees should direct the District Security Director to develop a comprehensive training plan incorporating all regular and any new intra-campus and inter-campus safety exercises and training events. This plan should be published by October 31, 2016, and reviewed/updated on at least an annual basis.
- R3. SMCCCD Trustees should direct the District Security Director to develop a plan to implement an annual large-scale training exercise coordinated and conducted between campus security, local law enforcement, and other regional emergency response agencies. This plan should be completed by March 31, 2017, and the exercise held by September 30, 2017.
- R4. SMCCCD Trustees should direct the District Security Director to review safety awareness and emergency protocol/procedure information provided at student orientation and make any improvements deemed necessary. This should be completed in time for the beginning of the 2016 Fall Quarter.

RESPONDING AGENCY	APPLICABLE RECOMMENDATION	RESPONSE	FOLLOW UP
<b>San Mateo County Community College District</b>	R4	Will be included in Fall 2017 catalog	X

## *San Mateo County's Cottage Industry Of Sanitary Districts*

The Grand Jury recommends that the Board of the Bayshore Sanitary District and the City Councils of Brisbane and Daly City do the following:

- R1. Form a committee of Board members (Bayshore Sanitary District), Council members (Brisbane, Daly City), and staff from each to discuss the assumption of services provided by Bayshore Sanitary District into Brisbane and/or Daly City. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017.

The Grand Jury recommends that Boards of the East Palo Alto Sanitary District and West Bay Sanitary District and the City Council of East Palo Alto do the following:

- R2. Form a committee of Board members (East Palo Alto Sanitary District, West Bay Sanitary District), Council members (East Palo Alto), and staff from each to discuss the assumption of services provided by East Palo Alto Sanitary District into either West Bay Sanitary District or the City of East Palo Alto. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017.

The Grand Jury recommends that the Boards of Granada Community Services District and Montara Water and Sanitary District and the City Council of Half Moon Bay do the following:

- R3. Form a committee of Board members (Granada Community Services District, Montara Water and Sanitary District), Council members (Half Moon Bay), and staff from each to plan the consolidation or assumption of services provided by these two districts. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017.

The Grand Jury recommends that the Board of the Westborough Water District and the City Councils of Daly City and South San Francisco do the following:

- R4. Form a committee of Board members (Westborough Water District), Council members (Daly City, South San Francisco), and staff from each to discuss the assumption of services provided by Westborough Water District into Daly City and/or South San Francisco. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017. Work with California Water Service Company on this initiative.

The Grand Jury recommends that the Boards of Bayshore Sanitary District, East Palo Alto Sanitary District, Granada Community Services District, Montara Water & Sanitary District, West Bay Sanitary District, and Westborough Water District do the following:

- R5. Improve information visibility on their website, including key system characteristics, rates and rate history, sewer system management plans, sanitary sewer overflows, and board member compensation. Key system characteristics would include population served, number of connections, number of miles of pipe (gravity, forced main), number of pump stations and number of pumps, average dry weather flow, and average wet weather flow. Ensure all information is up to date. Refresh website by September 30, 2016.
- R6. Implement and publish performance management metrics including but not limited to the Effective Utility Management framework, beginning with Fiscal Year 2016-2017.
- R7. Adjust rates over the next five years so that all costs are recovered from ratepayers, and the reliance on property tax is eliminated. Transition property tax revenues to neighboring cities to be used for community benefit.
- R8. Mail notices to ratepayers at least annually with an explanation of the dollar amount of sewer service charges being billed and the rationale. Provide information on the prior five years' rates for comparison purposes. Display the portion of the rate that is related to collection activities, and the portion allocated to treatment. Mail notices approximately 30 days before the mailing of the property tax bills. Initiate mailings by November 2016.
- R9. Notify ratepayers annually of elected nature of Board, role and compensation of Board members, and process for becoming a candidate. Encourage active participation by ratepayers. This notification may be included in the mailing that explains the rationale for rates. Initiate notification by November 2016.
- R10. Establish term limits for the members of their boards of directors by June 30, 2017.
- R11. Establish a procurement process for professional services to include formal evaluation of existing service providers, issuance of Request for Proposals, regular reviews of existing providers, and a structured negotiation process by March 31, 2017.
- R12. Demonstrate active participation in professional organizations focused on the work of sanitary districts, such as California Water Environment Association, by June 30, 2017. Require CWEA certification of district operators, including contractors, by June 30, 2017.
- R13. Develop plans for coordinating resources in the event of a local or regional emergency by June 30, 2017.

*San Mateo County's Cottage Industry Of Sanitary Districts, continued*

The Grand Jury recommends that the Boards of Bayshore Sanitary District, East Palo Alto Sanitary District, West Bay Sanitary District, and Westborough Water District do the following:

R14. Evaluate the benefit of changing the timing of board director elections to November of even years, when federal and state elections generate greater turnout.

The Grand Jury recommends that the Board of the Westborough Water District do the following:

R15. Develop, publish, and track separate budgets for sewer and water services, beginning with Fiscal Year 2016-2017.

The Grand Jury recommends that the Boards of the Bayshore Sanitary District, Montara Water and Sanitary District, and Westborough Water District do the following:

R16. Explore the feasibility of establishing a flat rate for capital improvements separate from the water usage rate. Report back at a public meeting by December 31, 2016.

The Grand Jury recommends that the Boards of the Bayshore Sanitary District and East Palo Alto Sanitary District do the following:

R17. Reduce the daily compensation of board directors to \$100 per day by December 31, 2017. Phase out all benefits for board directors over a period of time not to exceed three years.

The Grand Jury recommends that the San Mateo County Local Agency Formation Commission do the following:

R18. Initiate a service review of the Westborough Water District to examine whether its operations might be more efficiently and effectively run if they were consolidated with another entity's operations.

RESPONDING AGENCY	APPLICABLE RECOMMENDATION	RESPONSE	FOLLOW UP
<b>Local Agency Formation Commission</b>	R18	Will implement in 2017	X
<b>Bayshore Sanitary District</b>	R5	Implemented	
	R6	Will not be implemented	
	R8	Will not be implemented	
	R9	Will not be implemented	
<b>Granada Community Services District</b>	R8	Will be implemented 10/17	X
	R11	Implemented 9/16	
<b>Montara Water &amp; Sanitary District</b>	R3	Will not implement	
	R8	Will be implemented by Fall 2017	X
	R9	Will be implemented by Fall 2017	X

*Teens In Mental Health Crisis:  
From 911 To The Emergency Room Door*

- R1. The Sheriff’s Office should devise a plan by year-end 2016 to expand CIT training to include school representatives and those from other public agencies that deal with children in crisis. Additional CIT training sessions should be added if necessary so that law enforcement agencies can continue to encourage attendance by their officers. The plan should: (a) include ways to encourage those in leadership positions at police departments, schools, and other public agencies to attend; and (b) include refresher courses.
- R2. Planners for CIT training—the Sheriff’s Office and Behavioral Health and Recovery Services—should amend the curriculum to include techniques for dealing with situations unique to schools and other public agencies working in the area of youth mental health.
- R3. Behavioral Health and Recovery Services should extend as soon as possible the two-car SMART program by at least one hour so that the high-volume time between 3:00 p.m. and 8:00 p.m. is fully staffed by both SMART cars.
- R4. The Board of Supervisors should direct the County’s Health System to institute an improved system of data collection and analysis regarding SMART response rates and adolescent PES admissions at Mills-Peninsula Medical Center, with such collection to start no later than October 1, 2016.
- R5. The Board of Supervisors and Behavioral Health and Recovery Services should use the data obtained as a result of R4 to determine by the beginning of the 2017-2018 school year whether to expand the non-emergency aspects of the SMART program significantly and/or augment it with other services such as a respite center and in-home services regardless of insurance status.
- R6. The Board of Supervisors should direct the County’s Office of Public Safety Communications to devise a comprehensive plan to educate and collaborate with County entities and the public on the best way to call for help in a psychiatric emergency. The plan should be completed by year-end 2016.

RESPONDING AGENCY	APPLICABLE RECOMMENDATION	RESPONSE	FOLLOW UP
<b>Sheriff</b>	R1	Implemented	
<b>Board of Supervisors</b>	R4	Implemented	

*Youth In Mental Health Crisis:  
What Lies Behind The Emergency Room Doors?*

- R1. The Board of Supervisors should direct Behavioral Health and Recovery Services to request and regularly track data sufficient to understand the disparity in the admission rates of youth patients referred to Mills Health Center from SMMC vs. MPMC. Such data should be submitted by Mills-Peninsula Hospitals to Behavioral Health and Recovery Services at least semi-annually and is recommended, in addition to the data categories requested by the Grand Jury in this investigation (listed on p. 13), to include information such as:
  - The daily number of youth psychiatric inpatients at the Mills Health Center facility
  - The insurance status of all youth who are discharged to out-of-county facilities for inpatient psychiatric care
  - The reason(s) why a youth referred to Mills Health Center by SMMC for inpatient admission is unable to be admitted to Mills Health Center. These reasons might include, for example, whether there are no available beds, if the youth is otherwise not qualified to be treated at Mills Health Center, or if a physician at Mills Health Center does not or cannot accept the referred patient.
- R2. The Board of Supervisors should direct Behavioral Health and Recovery Services to submit a report to the Board to be presented at a public meeting no later than December 31, 2016, explaining the disparity in the admission rates.

RESPONDING AGENCY	APPLICABLE RECOMMENDATION	RESPONSE	FOLLOW UP
<b>Board of Supervisors</b>	R1	Implemented	
	R2	Will not implement	

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