



Summary of Responses to the Final Reports of the 2023 - 2024 San Mateo County Civil Grand Jury

BACKGROUND

California Penal Code Section 933(a) requires the Grand Jury to “submit to the presiding judge of the superior court a final report of its findings and recommendations that pertain to county government matters during the fiscal or calendar year.” Section 933(c) requires a response and comments from the governing body, elected county officers, or agency heads to the presiding judge of the superior court on the findings and recommendations within the required period of time. Governing bodies of public agencies are required to respond no later than 90 days after the Grand Jury submits a final report, elected county officers and agency heads no later than 60 days. All Civil Grand Jury reports and the responses can be reviewed on the following website: <https://sanmateo.courts.ca.gov/divisions/grand-jury/grand-jury-final-reports/2023-2024-grand-jury-final-reports>

The Grand Jury’s practice is that, each year, the responses and comments submitted in response to prior reports are evaluated by the then-current Grand Jury in compliance with California Penal Code Section 933.05(b), which requires the agency head, county officer, or governing body to provide one of four possible responses to each recommendation:

- Has been implemented with a summary of the action taken
- Will implement the recommendation, with a timeframe for the implementation
- Requires further analysis, with an explanation and a timeframe for the response of up to six months from the release of the report
- Will not be implemented because it is not warranted or is not reasonable, with an explanation

SUMMARY OF RESPONSES

The 2023-2024 Grand Jury issued four investigative reports that included recommendations to county, local or district agencies. This year, the 2024 - 2025 Civil Grand Jury reviewed the formal responses to recommendations that the affected agencies submitted in response to the 2023-2024 Grand Jury reports.

The tables below summarize the responses to each of the investigative reports issued by the 2023-2024 Civil Grand Jury across all agencies. [Appendix A](#) presents more detail about the individual agencies responses to each of those reports, spelling out each report’s recommendations and each agency’s responses to those recommendations. One column indicates whether follow-up by a future grand jury is advisable. This information is designed to help the public evaluate whether and to what extent agencies have responded to recommendations of the Civil Grand Jury.

1 [Penal Code Section 933\(a\)](#)

2 [Penal Code Section 933\(c\)](#)

The table below indicates the overall responses:

2023 – 2024 Aggregate Responses		
Response	Recommendations	% of Total
Implemented	61	38%
Will Implement	59	37%
Requires Further Analysis	19	12%
Will Not Implement	17	10%
Did not respond	5	3%
Totals	161	100%

The tables below indicate specific investigation responses:

Restaurant Exteriors: The Neglected Space		
Response	Recommendations	% of Total
Implemented	13	55%
Will Implement	4	17%
Requires Further Analysis	3	12%
Will Not Implement	2	8%
Did not respond	2	8%
Totals	24	100%

Assessing and Reporting Internal Controls in San Mateo County Agencies and School Districts		
Response	Recommendations	% of Total
Implemented	26	35%
Will Implement	32	43%
Requires Further Analysis	14	19%
Will Not Implement	2	3%
Did not respond	0	0%
Totals	74	100%

<i>Hospitality with Hope: Transforming Hotels into Homes</i>		
Response	Recommendations	% of Total
Implemented	5	71%
Will Implement	2	29%
Requires Further Analysis	0	0%
Will Not Implement	0	0%
Did not respond	0	0%
Totals	7	100%

<i>The State of Compost Compliance in San Mateo County</i>		
Response	Recommendations	% of Total
Implemented	17	30%
Will Implement	21	38%
Requires Further Analysis	2	4%
Will Not Implement	13	23%
Did not respond	3	5%
Totals	56	100%

APPENDIX A: SUMMARY OF RESPONSES TO THE 2023-2024 SAN MATEO COUNTY CIVIL GRAND JURY FINAL REPORTS

Restaurant Exteriors: The Neglected Space

Release Date: June 30, 2024

Findings

F1. Sanitary conditions of the exterior of restaurant facilities fall outside current inspections of the County Health Department. The varying unsatisfactory conditions in the waste removal areas of the facilities shows something is lacking in the regulatory process.

F2. Sanitary conditions of parklets fall outside of current inspections by the County Health Department or Vector Control.

F3. Sanitary conditions of exterior areas used for waste storage and disposal fall outside current inspections by local jurisdictions; local jurisdictions are, by and large, only reactive to an actual complaint.

F4. Most restaurant exterior areas are “out of sight” of the public and as a result complaints are less frequent.

F5. Because they lack oversight, unacceptable conditions in restaurant trash areas are likely not to be rectified.

F6. Waste water from the cleaning of trash areas and from rain flow into the storm drain systems.

F7. Effective inspection of parklet sanitation can be severely hampered by closed skirting and lack of under floor access. Spacing between planking and lack of solid flooring can lead to accumulation of organic debris and possible infestation by vermin.

Recommendations

R1. By June 30, 2025, the County should amend its Food Facility Checklist to include the condition of trash area flooring, bins, dumpsters and enclosures, and note any needed repair, replacement or cleaning.

R2. By June 30, 2025, the County should amend its Food Facility Checklist to include the entire exterior waste storage area, retention areas and parklets, including flooring and underfloor areas.

R3. By June 30, 2025, the County should require operators/owners of restaurants to have a written diagram of their approved waste storage/retention area posted so the inspector can evaluate the condition of the facilities.

R4. By June 30, 2025, inspectors for all jurisdictions with restaurants should be empowered to require owners/operators to add receptacles or increase the frequency of pick-ups.

Responding Agency	Applicable Recommendation	Response	Follow-up Year
San Mateo County Board of Supervisors	R1	Will be implemented, no date provided	
	R2	Will be implemented, no date provided	
	R3	Will be implemented, no date provided	
	R4	Will be implemented, no date provided	
City of Belmont	R4	Implemented	
City of Brisbane	R4	Implemented	
City of Burlingame	R4	Requires further analysis	
City of Daly City	R4	Implemented	
City of East Palo Alto	R4	Implemented	
City of Foster City	R4	Implemented	
City of Half Moon Bay	R4	Implemented	
City of Menlo Park	R4	Will be implemented, no date provided	
City of Millbrae	R4	Implemented	
City of Pacifica	R4	Will be implemented by June 30, 2025	2025-2026
City of Redwood City	R4	Implemented	
City of San Bruno	R4	Requires further analysis	2025-2026
City of San Carlos	R4	Implemented	
City of San Mateo	R4	Requires further analysis	
City of South San Francisco	R4	Implemented	
Town of Atherton	R4	No response required	
Town of Colma	R4	Will not be implemented	
Town of Hillsborough	R4	No response required	
Town of Portola Valley	R4	Implemented	
Town of Woodside	R4	Implemented	

Assessing and Reporting Internal Controls in San Mateo County Agencies and School Districts

Release Date: June 30, 2024

Findings

F1. When an entity does not have a process to identify organizational risks, and the entity does not demonstrate how its internal controls address identified risks, the likelihood of a failure in internal controls that results in fraud or waste increases.

F2. When an entity does not periodically assess its internal controls and the entity cannot demonstrate that it is monitoring its internal controls, the likelihood of a failure in internal controls that results in fraud or waste increases.

F3. When management does not report the results of its assessments of internal controls to its governing board and the entity has not communicated externally, the likelihood that others see this as an opportunity to commit fraud or waste increases.

Recommendations

R1. Beginning no later than December 31, 2024, and at least annually thereafter, each entity will document its organizational risks and address those risks in its annual Assessment of Internal Controls.

R2. Beginning no later than March 31, 2025, and at least annually thereafter, each governing board will require its management to complete its annual assessments of internal controls.

R3. Beginning no later than June 30, 2025, and annually thereafter, each governing board will require management to report the results of its annual assessment of the entity's internal controls.

Responding Agency	Applicable Recommendation	Response	Follow-up Year
Belmont-Redwood Shores School District	R1	Implemented	
	R2	Implemented	
	R3	Implemented	
Brisbane School District	R1	Implemented	
	R2	Implemented	
	R3	Will not implement	
City of Burlingame	R1	Will implement by December 31, 2024	2025-2026
	R2	Will implement by December 31, 2024	
	R3	Will implement by December 31, 2024	
City of East Palo Alto	R1	Will implement by December 31, 2024	2025-2026
	R2	Will implement by March 31, 2026	
City of Half Moon Bay	R1	Requires further analysis, no timeframe provided	2025-2026
	R2	Will implement, no timeframe provided	
	R3	Will implement, no timeframe provided	
City of Menlo Park	R1	Will implement by December 31, 2024	2025-2026
	R2	Will implement by March 31, 2025	
	R3	Will implement by June 30, 2025	
Coastside Fire Protection District	R1	Will implement, no time frame provided	
	R2	Will implement, no time frame provided	
	R3	Will implement, no time frame provided	
Colma Fire Protection District	R1	Will implement by December 31, 2024	2025-2026
	R2	Will implement by March 31, 2025	
	R3	Will implement by June 30, 2025	
Jefferson Union High School District	R1	Implemented	
	R2	Implemented	
	R3	Implemented	
La Honda-Pescadero Unified School District	R1	Requires further analysis by November 14, 2024	2025-2026
	R2	Requires further analysis by November 14, 2024	
	R3	Requires further analysis by November 14, 2024	

Responding Agency	Applicable Recommendation	Response	Follow-up Year
Menlo Park City School District	R1	Implemented	
	R2	Implemented	
	R3	Implemented	
Menlo Park Fire Protection District	R1	Requires further analysis to start July 1, 2025	2025-2026
	R2	Requires further analysis to start July 1, 2025	
	R3	Requires further analysis to start July 1, 2025	
Mid-Peninsula Water District	R2	Will implement by March 31, 2025	2025-2026
	R3	Will implement by June 30, 2025	
North Coast Water District	R1	Will implement by December 31, 2024	2025-2026
	R2	Will implement by March 31, 2025	
	R3	Will implement by June 30, 2025	
Pacifica School District	R1	Requires further analysis by December 31, 2024	2025-2026
	R2	Requires further analysis by March 31, 2025	
	R3	Requires further analysis by June 25, 2025	
Portola Valley School District	R1	Implemented	
	R2	Implemented	
	R3	Implemented	
Ravenswood City School District	R1	Implemented	
	R2	Implemented	
	R3	Implemented	
City of Redwood City	R2	Will implement by March 31, 2025	2025-2026
	R3	Will implement by June 30, 2025	
Redwood City School District	R1	Implemented	
	R2	Implemented	
	R3	Implemented	
San Mateo – Foster City School District	R1	Implemented	
	R2	Implemented	
	R3	Implemented	
San Mateo County Libraries	R1	Will implement by December 31, 2025	2025-2026
	R2	Will implement by March 31, 2026	2026-2027
	R3	Will implement by June 30, 2026	2026-2027
San Mateo Union High School District	R1	Implemented	
	R2	Implemented	

Responding Agency	Applicable Recommendation	Response	Follow-up Year
	R3	Implemented	
Sequoia Healthcare District	R2	Will implement by March 2025	2025-2026
Silicon Valley Clean Water	R2	Will implement by March 31, 2025	
	R3	Will implement by June 30, 2025	
South Bayside Waste Management	R1	Will implement, no time frame provided	
	R2	Will implement, no time frame provided	
	R3	Will implement, no time frame provided	
Town of Atherton	R2	Will implement by March 31, 2025, or a future date in 2025	2025-2026
	R3	Will implement by June 30, 2025, or a future date	
West Bay Sanitary District	R1, R2, R3	No response	
Woodside School District	R1	Implemented ¹	
	R2	Requires further analysis by December 27, 2024	
	R3	Requires further analysis by December 27, 2024	

Hospitality with Hope: Transforming Hotels into Homes

Release Date: June 20, 2024

Findings

F1. The County and its partners should be commended for acting swiftly, taking advantage of Homekey funds and executing the Hotel Plan when the statewide opportunity arose four years ago.

F2. The County's Hotel Plan added a significant number (315) of non-congregate units across three cities, providing housing and services for over 500 formerly unhoused individuals in a quick and cost-efficient manner.

F3. Each of the five converted hotels is distinct, providing either permanent housing or interim housing, serving diverse individuals and offering services based on individuals' specific needs.

F4. Data and interviews with County staff and nonprofit service providers indicate a need for housing families.

F5. While the goal of Homekey is to make all the converted hotels permanent housing, data and interviews with County staff and nonprofit service providers indicate interim housing with services will be continuously needed to help transition individuals who have been unhoused for an extended time.

F6. The County experienced some communication hurdles with its partners, cities and neighbors regarding the Hotel Plan.

F7. The placement criteria of the Coordinated Entry System ("CES") does not always match the unhoused individual with the most appropriate facilities and services.

F8. Homekey imposed strict short timelines for property inspections, so some pre-purchase due diligence processes could not occur. Thus, the County and nonprofit operators had to modify the properties later, which made operating the properties more difficult in the initial months and added cost.

F9. The County has not communicated what performance metrics it has developed to evaluate whether hotel conversions meet objectives.

Recommendations

R1. By June 30, 2025, communicate at a public meeting the County's long-term strategic plan to address how the County will: (i) continue to fund new and existing hotel conversions, services and operations; (ii) provide facilities to accommodate families; and (iii) establish timelines for possibly converting interim properties to permanent housing.

R2. By December 31, 2024, develop a communication program to address the concerns of future hotel acquisition communities - by engaging parties that now have operating experience in their cities and communities to share challenges, successes and data.

Hospitality with Hope: Transforming Hotels into Homes

Release Date: June 20, 2024

R3. By December 31, 2024, develop and implement a process for closer collaboration between the nonprofit operators and the County to ensure that eligible individuals are matched with the right type of housing and services.

R4. By December 31, 2024, develop and implement a process for closer collaboration between the nonprofit operators and the County to ensure repairs, maintenance, and renovations occur in a timely manner.

R5. By December 31, 2024, implement the use of an annual or semi-annual collaborative onsite property condition report involving the nonprofit operators and the County to detail and verify that agreed upon repairs, maintenance and renovations have been completed.

R6. By December 31, 2024, ensure that a process is in place for regular meetings among nonprofit operators, mental health providers, and the County to share issues and best practices across all the properties.

R7. By December 31, 2024, develop and apply performance metrics to evaluate whether and how hotel conversions meet objectives, and communicate this to the public.

Responding Agency	Applicable Recommendation	Response	Follow-up Year
San Mateo County Board of Supervisors	R1	Implemented	
	R2	Will be implemented by December 31, 2024	2025-2026
	R3	Will be implemented by December 31, 2024	2025-2026
	R4	Will not be implemented and	
	R5	Implemented ¹	
	R6	Implemented	
	R7	Implemented	

The State of Compost Compliance in San Mateo County

Release Date: June 30, 2024

Findings

F1. High green cart enrollment costs and insufficient bin space are the dominant contributors to low participation rates among multi-family dwellings and businesses.

F2. Green bin contamination among compliant multi-family dwellings and businesses prevents them from diverting more organic waste.

F3. City, County, and RethinkWaste compliance outreach efforts for multi-family dwellings and businesses could improve because a significant portion of these properties remain non-compliant.

F4. Multi-family dwellings and businesses produce a significant amount of the County's organic waste.

F5. Citizens cannot conveniently access reliable diversion and participation rates because JPAs and cities do not make the information available on their government websites.

F6. Assessing progress on organic waste diversion in Atherton, Brisbane, Millbrae, Pacifica, San Bruno, South San Francisco, and Woodside is difficult because they and their haulers do not separate waste tons by property type on their annual or quarterly reports.

F7. An alternate and reliable method to separating waste tons by property type would be analyzing contamination statistics from route audits and waste evaluations.

F8. Brisbane, South San Francisco, and Millbrae cannot properly track their waste trends since their hauler and contractor have contradictory diversion rate formulas and tonnage measurements.

Recommendations

R1. Beginning March 1, 2025, cities, the County, and RethinkWaste should host regular in person green cart enrollment summits for non-compliant businesses and multi-family dwellings and identify other new compliance strategies.

R2. Beginning January 1, 2025, Brisbane, South San Francisco, and Millbrae should investigate their Electronic Annual Report contractor's diversion rate conversion formulas and their hauler's waste scales.

R3. By July 1, 2025, Brisbane, South San Francisco, and Millbrae should begin using the simpler diversion rate calculation the report mentioned or develop a contingency plan if their hauler's scales are inaccurate.

R4. Beginning November 30, 2024, cities should publish quarterly or annual waste

The State of Compost Compliance in San Mateo County

Release Date: June 30, 2024

reports with diversion and participation rates on their government websites.

R5. Beginning December 31, 2024, cities should separate waste tons and diversion rates into the three (or two) property types (business, residential, multi-family) in their annual or quarterly reports.

R6. Starting April 1, 2025, cities that cannot separate waste tons and diversion rates by property type should conduct waste evaluations on highly contaminated routes more often.

R7. Starting May 1, 2025, cities that cannot separate waste tons and diversion rates by property type should analyze problematic routes' past and present contamination trends to track their progress.

R8. By February 1, 2025, jurisdictions should develop and implement new ways to make green bins usable in multi-family dwellings' and businesses' narrow or small waste enclosures.

Responding Agency	Applicable Recommendation	Response	Follow-up Year
Town of Atherton	R4	Will implement by Nov. 30, 2024	2024-2025
	R5	Will implement starting on December 31, 2024	
	R6	Will implement starting April 1, 2025 if R5 not successful	2025-2026
	R7	Will implement starting May 1, 2025 if R5 & R6 not successful	
City of Brisbane	R1	Will not be implemented	
	R2	Implemented	
	R3	Will not be implemented	
	R4	Will not be implemented	
	R5	Will not be implemented	
	R6	Implemented	
	R7	Will be implemented by May 1, 2025	2025-2026
	R8	Will not be implemented	
City of Daly City	R1	Will be implemented by March 1, 2025	2024-2025
	R4	Will be implemented by November 30, 2024	
	R8	Implemented for new & remodeled developments only	

Responding Agency	Applicable Recommendation	Response	Follow-up Year
City of Half Moon Bay	R1	Will implement	
	R4	Will be implemented by November 30, 2024	2024-2025
	R8	Implemented	
City of Millbrae	R1	Will not implement	
	R2	Implemented	
	R3	Implemented	
	R4	Will be implemented by November 30, 2024	2024-2025
	R5	Will not be implemented	
	R6	Implemented	
	R7	Will be implemented by May 1, 2025	2025-2026
	R8	Implemented	
City of Pacifica	R1	Will be implemented April, 2025	2025-2026
	R4	Implemented	
	R5	Implemented	
	R6	Implemented	
	R7	Implemented	
	R8	Implemented	
Rethink Waste JPA	R1	Requires further analysis	2024-2025
Rethink Waste JPA	R4	Will be implemented starting November 30, 2024	2024-2025
	R8	Requires further analysis	
City of San Bruno	R1	Will not be implemented	
	R4	Will be implemented by November 30, 2024	2024-2025
	R5	Will be implemented by December 31, 2024	
	R6	Will not be implemented	
	R7	Will not be implemented	
	R8	Will not be implemented	
San Mateo County	R1	Did not respond	
	R4	Did not respond	
	R8	Did not respond	
City of South San Francisco	R1	Will not be implemented	
	R2	Implemented	
	R3	Implemented	
	R4	Will be implemented by November 30, 2024	2024-2025
	R5	Will not be implemented	
	R6	Implemented	
	R7	Implemented	
	R8	Implemented	
Town of Woodside	R4	Will implement by November 30, 2024	2024-2025
	R5	Will implement by December 31, 2024	

Responding Agency	Applicable Recommendation	Response	Follow-up Year
	R6	Will implement by April 1, 2025 if R5 is not successful	2025-2026
	R7	Will implement by May1, 2026 if R5 and R6 are not successful	