



**COUNTY OF SAN MATEO**  
**Inter-Departmental Correspondence**

**County Manager's Office**

**DATE:** July 30, 2007

**BOARD MEETING DATE:** August 14, 2007

**SPECIAL NOTICE:** None

**VOTE REQUIRED:** None

**TO:** Honorable Board of Supervisors  
**FROM:** John L. Maltbie, County Manager  
**SUBJECT:** 2006-07 Grand Jury Response

**RECOMMENDATION:**

Accept this report containing the County's responses to the following 2006-07 Grand Jury reports: Summary of Coyote Point Marina: A Valuable Asset Deserving Effective Management; Health and Human Services Survey on Compliance with Recent Grand Jury Recommendations; and Tower Road Property and Maintenance.

**VISION ALIGNMENT:**

**Commitment:** Responsive, effective and collaborative government.

**Goal 20:** Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.

This activity contributes to the goal by ensuring that all Grand Jury findings and recommendations are thoroughly reviewed by the appropriate County departments and that, when appropriate, process improvements are made to improve the quality and efficiency of services provided to the public and other agencies.

**DISCUSSION:**

The County is mandated to respond to the Grand Jury within 90 days from the date that reports are filed with the County Clerk and Elected Officials are mandated to respond within 60 days. To that end, attached are the County's responses to the following Grand Jury reports: Coyote Point Marina: A Valuable

Asset Deserving Effective Management issued May 17, 2007; Health and Human Services Survey on Compliance with Recent Grand Jury Recommendations issued May 22, 2007; and Tower Road Property and Maintenance issued May 24, 2007.

## **Coyote Point Marina: A Valuable Asset Deserving Effective Management**

### **Findings:**

Staff is in general agreement with the Grand Jury's findings; however, there are some minor clarifications that should be noted as follows:

- In the fourth paragraph of the Background, it reads **“Capital projects are funded by low interest loans from the State of California Department of Boating and Waterways, which in turn is funded by boaters’ fuel taxes.”** The majority of capital projects have been funded, and will continue to be funded, directly from Marina funds and not through loans.
- In the fifth paragraph of the Background, it reads **“Day-to-day operations are supervised by a senior Park Ranger (Grade 4) and Marina operations and maintenance are performed by Park Rangers of less senior grade.”** Day-to-day operations are supervised by an Assistant Harbormaster who also participates in the operation and maintenance of the Marina.
- In the fifth paragraph of the Findings, it reads **“Long overdue and much needed maintenance dredging has recently been completed at a cost of approximately \$1 million.”** As part of the Marina's ongoing program of capital projects, Marina Dredging Phase I was completed in 2003 at a cost of approximately \$1,000,000 and Phase II completed in 2006 for approximately \$600,000.
- In the sixth paragraph of the Findings, it reads **“Instead, a Park Ranger 4 with no job-specific training or experience in running the Marina supervises a staff consisting of two lower grade Park Rangers, one of whom meets the qualifications of an assistant harbormaster.”** The Park Ranger IV supervises three staff, an Assistant Harbormaster and two Park Ranger IIs. The Assistant Harbormaster is not a lower grade Park Ranger, but a staff member specifically hired based on knowledge, skills, and abilities to meet the job specifications and responsibilities of an Assistant Harbormaster.
- In the tenth paragraph of the Findings, it reads **“Parks Department management does not view this level of occupancy as a significant**

**problem and justifies it by comparing the Marina to other publicly-run marinas with similar or worse occupancy rates, including Oyster Point (57% occupancy), Brisbane (85% occupancy) and San Leandro (61% occupancy)."** Parks Department management has stated it does view this level of occupancy as a significant problem. It is a key performance measure for the Marina, as reported to the Board of Supervisors annually. It also directly affects the economic viability of the Marina and has driven programmatic elements and projects in the Marina aimed at restoring occupancy to historic levels.

**Recommendations:**

**The Board of Supervisors should direct the County Manager to:**

- 1. Instruct the Parks Department to investigate the costs and advantages of private management of the Marina through a long-term lease or operating agreement to insure that the County's investment in the Marina is preserved and enhanced.**

**Response:** Concur. The Parks Department will undertake an investigation into the costs and advantages of private management of the Marina using a long-term lease or operating agreement.

- 2. Report the written findings and conclusions of this investigation to the Board of Supervisors by December 31, 2007.**

**Response:** Concur. The findings will be reported to the Board of Supervisors when the investigation is complete. The findings will be presented at the December 18, 2007 Board of Supervisors meeting.

**If the Board of Supervisors concludes that private management of the Marina is not desirable or feasible, the Grand Jury recommends that the Board of Supervisors direct the County Manager to:**

- 3. Reorganize the Parks Department to create a separate management structure for the Marina, headed by a qualified and experienced harbormaster.**

**Response:** Concur. If it is determined that private management of the Marina is not feasible or desirable, the County Manager's Office will work with the Director of Parks and the Human Resources Department to determine the organizational structure and classifications best suited to meet the business needs of the Marina and County.

- 4. Instruct the Parks Department to adopt and implement policies and programs to increase the occupancy rate and promote boating activities in the Marina.**

**Response:** Concur. As an Enterprise Fund, the Marina receives no General Fund support and must operate on the revenue it generates. Any decrease in occupancy results in a corresponding decrease in revenue, and thus services.

A number of projects and programs have been completed or are underway to increase occupancy and promote boating including: a revision to advertising material; capital projects to improve visitor amenities and services; a trend analysis to better plan the Marina's facilities and services to meet changing trends in the recreational boating sector and improve Marina occupancy; and active Marina support of various boating and Coyote Point Yacht Club events and activities.

- 5. Provide staff and other support needed to enable Parks Department Planning to meet the capital projects needs of the Marina in a timely manner, and if Parks Department Planning is understaffed, to adjust staffing levels accordingly.**

**Response:** Concur. Marina capital projects are included in the Parks Department planning workload and handled as priorities dictate. In those instances where timeliness, expertise, or workload is an issue, additional planning assistance has been added. For the last several years, this has been accomplished through hiring consultants, utilizing the Department of Public Works, or reallocating other Parks Department staff resources. The Department will continue to supplement Parks planning efforts to meet the capital needs of the Marina, as priorities dictate and funding allows.

## **Health and Human Services Survey on Compliance with Recent Grand Jury Recommendations**

### **Findings:**

Staff is in general agreement with the Grand Jury's findings.

### **Recommendations:**

**The Board of Supervisors should direct the Human Services Agency Director to implement each of the following Grand Jury recommendations previously accepted by the Board:**

- 1. That Children and Family Services become accredited with the Council on Accreditation no later than December 2008. Written**

**reports should be made to the Board of Supervisors on progress toward accreditation every quarter (Recommendation 4.2 (as updated) of Children and Family Services).**

**Response:** Concur. The Agency is currently conducting a self-study phase to assess internal practices. This process has resulted in identification of areas where changes are needed and development of recommendations for improving programmatic outcomes for individuals, children, and families in the County. Over the next six months, the Agency will focus on implementing these recommendations to demonstrate compliance with best-practice standards, and final preparation for a site visit by the Council on Accreditation (COA) in May 2008. Based on the site visit results and the COA's review schedule and timelines, it is anticipated that accreditation should be achieved by December 2008.

The first quarterly progress report was submitted to the Board of Supervisors in January 2007.

- 2. That Children and Family Services address the large percentage of overdue personnel evaluations to ensure that all professional staff are evaluated on schedule (Recommendation 4.4 of Children and Family Services).**

**Response:** Concur. Supervisors and managers will have completed performance evaluations for all staff by December 31, 2007.

**The Board of Supervisors should direct the Health Department Director to implement the following Grand Jury recommendations previously accepted by the Board:**

- 1. Better identify the office of Public Guardian in its building to improve citizen awareness and access (Amended Recommendation 1.1 of Adult Protective Services and public Guardian).**

**Response:** Concur. Aging and Adult Services has ordered additional signage to better identify the office of the Public Guardian. The office of the Public Guardian will have signage at the entrance to the Health Department parking lot, on the free-standing sign outside the West entrance of the Health Department building, on the wall of the West entrance of the Health Department building under the sign for Aging and Adult Services, and in the main entrance of the Health Department building. This signage will be completed in August 2007.

- 2. Develop a multimedia public awareness program by November 1, 2007, that will better educate the public on information it needs to avoid illness at home or in the community caused by eating food that**

has been improperly handled, cooked or served (Updated and amended Recommendation 1 of the “Food Inspection in San Mateo County” report).

**Response:** Partially Concur. Consumer education is very much a part of the strategy to protect against food borne illnesses, and staff agrees that it will be beneficial to improve public education about preventing such illnesses. However, because there are many good educational programs already developed and available on this subject, staff believes that it will be more cost effective to make use of these existing programs rather than create a new multimedia educational program. Therefore, in response to the recommendation, Environmental Health will provide links to various websites such as [www.fightbac.org](http://www.fightbac.org) from its homepage and in addition will provide this information to residents who contact the Division with questions or complaints. It is important to note that San Mateo County has not seen an increase in reported food borne illnesses over the past several years; in fact, there has been a marked decrease in these illnesses since 1998.

- 3. Ensure that inspectors provide the handout to owners and/or managers of food facilities that explains such owners’ and/or managers’ responsibilities to post inspection results and to provide, upon request, a copy of their latest inspection report (Amended Recommendation 2.4 of the “Food Inspection in San Mateo County” report).**

**Response:** Concur. Inspection staff will continue to remind each food facility of their responsibility and the requirement to post their latest inspection report. In addition, the Board has recently added an Environmental Health Technician position. This position will be partially used to perform compliance checks throughout the County to ensure food facilities are posting their latest inspection reports. Facilities that are in compliance will receive a letter thanking them for their cooperation; those facilities not in compliance will receive a letter reminding them of the requirement, with further follow-up. The Division will also track compliance in its Envision database.

## **Tower Road Property and Maintenance**

### **Findings:**

Staff is in general agreement with the Grand Jury’s findings.

### **Recommendations:**

**The Board of Supervisors should direct the County Manager to:**

- 1. Initiate a Master Planning process to establish a long-term strategy for the Tower Road property as a whole as well as for individual parcels. The Master Plan should include the elements described in Appendix A. The Grand Jury acknowledges that budget considerations and the timing of future property development could affect the pace or phasing of the implementation of a Master Plan.**

**Response:** Concur. The Department of Public Works, in conjunction with the Office of Economic Development/Real Property Services, is in the process of developing a strategy for addressing the County's short- and long-term space needs through a comprehensive space needs analysis accompanied by updated or master plans for all County properties, including the Tower Road property. This strategy includes performing an inventory of all County-owned and leased space, determining current and projected future space needs, evaluating current master plans for County campuses, updating the master plans where appropriate, and developing new master plans where necessary. Tower Road will be one of many County campuses to be evaluated and master-planned. The intent is to develop a long-range plan for addressing facilities needs through future capital improvement projects. The Grand Jury guidance provided in its Appendices A and B provide a framework for the accomplishment of this plan.

As part of its FY 2008-09 budget request, the Department of Public Works will develop a capital project request that includes beginning the space needs analysis by December 31, 2007.

- 2. Prepare a Property Strategic Plan (see Appendix B) in conjunction with the above Master Plan, to guide decisions as facility needs arise and to ensure optimal use of San Mateo County's entire real estate portfolio.**

**Response:** Concur. As explained in the response to Recommendation 1, a comprehensive plan and review process is being developed to address all of the County's capital projects, infrastructure, real estate assets, and future needs. The guidelines provided by the Grand Jury for both Master and Strategic Plan development will be incorporated into this process.

- 3. Undertake efforts immediately to ensure the proposed Receiving Home is developed and constructed in accordance with sound planning principles.**

**Response:** Concur. This recommendation has been implemented in accordance with sound construction planning principles. The Receiving

Home design has been fully completed. The architect retained for this purpose was selected through a Request for Proposals process and has significant experience designing this type of facility. A construction contractor will be selected through a competitive bidding process to be conducted in strict compliance with the Public Contract Code. Oversight of the project and construction inspection will be done directly by the construction management staff in the Department of the Public Works' Capital Projects Section.

4. **Adopt standards for the regular maintenance of the Tower Road property and require all users of such property to contribute adequate funding toward maintenance. The Public Works Department should be made responsible for overall property maintenance and a senior official of that department should be tasked with maintenance responsibility. The County Manager should make periodic visits to the property to ensure it is properly maintained.**

**Response:** Concur. The current County-owned rent schedule for the facilities located at the Tower Road campus includes funding for property maintenance immediately external to the individual buildings, including parking lots. As noted in response to Recommendation 5, an assessment will be made by the end of August 2007 regarding the cost and staffing needed to expand these services to the entire Tower Road property. This assessment, including options for service expansion and impact on facility rental charges, will be submitted to the County Manager's Office for consideration.

The Public Works Facility Maintenance section is responsible for ensuring the Tower Road property is properly maintained.

5. **Improve the appearance of the Tower Road property by:**
  - **disposing of, or justifying the presence of, all unused vehicles and other items stored at the property**
  - **removing weeds and other plant matter that constitute a fire hazard**
  - **removing all debris from the property including that related to the recent construction of the Youth Services Center and Gateway School**
  - **completing construction of the Gateway School infrastructure**
  - **executing a contract for demolition of the old Hillcrest youth facility.**

**Response:** Concur. The County Manager's Office and the Department of Public Works agree that the Tower Road property needs to be improved and properly maintained. Planned activities are as follows: (1) disposal



and/or relocation of all unused vehicles and other large equipment currently stored at the property will begin with a current site assessment to be conducted by August 31, 2007; (2) expand and/or extend landscaping services to Tower Road property not covered by current rental agreements; (3) first-time implementation of the demolition and deconstruction policy recently adopted by the Board of Supervisors at the Hillcrest facility, including maximum feasible recycling of construction materials.

The Gateway School is now completed and occupied. There are materials left over from construction that have been reserved for the garden, which have been temporarily moved and stacked so not immediately visible to the public.