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

### **Issue**

To what extent have prior recommendations of San Mateo County Civil Grand Juries been implemented by the Human Services Agency, the Aging and Adult Services division and the Health Services division to improve services to county residents?

### **Summary**

The San Mateo County Civil Grand Jury has the authority to act as the public's "watchdog" by investigating and reporting upon the affairs of the local government. The powers and duties of a civil grand jury are to investigate and report on various matters of county, city and special district governments. These reports generally conclude with a number of recommendations directed to the governing person or board of the local agency, department or official that is the subject of the inquiry. If there is agreement with a recommendation, the grand jury assumes that such recommendation will be implemented. Since the term of each grand jury is limited to one year, the investigating grand jury may not have time to perform a follow-up investigation, and the successive impaneled grand jury has no duty to do so.

The 2006-2007 San Mateo County Civil Grand Jury (Grand Jury) has surveyed selected recent grand jury reports to determine whether county agencies and departments that were the subject of such reports have implemented agreed upon recommendations. The Grand Jury investigated the implementation status of the accepted recommendations from the following reports:

- 2004-2005 "Integrating Emancipated Foster Youth into Society"
- 2004-2005 "Children and Family Services"
- 2004-2005 "Adult Protective Services and Public Guardian"
- 2003-2004 "Food Inspection in San Mateo County"

These reports, including the recommendations and the accompanying agency responses, are available at: <http://www.sanmateocourt.org/grandjury> by selecting the appropriate year under the category “Final Reports” and then clicking on the title of interest.

The majority of recommendations in each report were implemented as agreed, although each report had at least one recommendation outstanding. It was encouraging to learn that, on the whole, if an agency had concurred with recommendations made by the grand jury, divisions within the Health and Human Services Agencies undertook their obligations in good faith to implement those recommendations.

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

## Issue

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## Background

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## Findings

The third column of the following table sets forth our findings for each of the four reports. The first column quotes the grand jury recommendations and the second column quotes agency responses to the prior reports.

## Integrating Emancipated Foster Youth into Society

2005 Recommendation	Response by Agency	2006-2007 Activity
<p>The Board of Supervisors should direct the Human Services Agency (HSA) Director to:</p> <p>1. Transfer two or more social workers who are dedicated to youth in the ILSP, ILP Aftercare Services, THPP, and WIA Youth Education and Employment Services, into Adolescent Services from Children and Family Services.</p>	<p>Disagree</p>	<p>Although HSA initially disagreed with this recommendation, the agency has added one new position and will add more as the case loads dictate.</p>
<p>2. Increase housing options for current and emancipated foster youth.</p>	<p>Agree. The Board of Supervisors (BOS) authorized \$750,000 to support the development of a transitional housing unit for these youth at the June budget hearings. The BOS also authorized \$180,000 in stipends to assist emancipated youth with housing, school, training, and employment. This program will be implemented over the next several months. HSA will be analyzing the service needs of emancipated youth and reporting back to the BOS in December 2005.</p>	<p>Currently the \$180,000 authorized by the BOS for housing assistance is supporting 40 youths who go to work or school for a minimum of 30 hours a week. The agency is close to buying a 6-9 unit apartment in South San Francisco for transitional housing. The agency is using the \$750,000 from the BOS and \$750,000 from the City of South San Francisco Redevelopment Agency to fund the purchase. The apartment is scheduled for late 2007 occupancy.</p>
<p>3. Reclassify the Workforce Investment Act staff to permanent status.</p>	<p>Agree. Two Extra Help positions will be converted to permanent ESS positions in the September budget revisions, to be covered by a combination of Workforce Investment Act (WIA) and Children and Family Services funding.</p>	<p>The agency has converted the two Extra Help positions to permanent ESS positions as agreed to in the 2005 recommendation.</p>
<p>4. Complete the planned Adolescent Services survey of all program participants to gauge the effectiveness of the programs and find areas where improvements could be made and provide a base for follow-up.</p>	<p>Agree. Adolescent Services completed a survey with Independent Living Program (ILP) youth towards the end of the program term, with general questions on what they thought about the program. Several youth focus groups were also held to gauge the effectiveness of these programs. The results of these surveys were used to improve the curriculum for 2005-2006 ILP training. Assessment of survey information will continue, with changes to be made as necessary.</p>	<p>As a result of the survey, the ILP includes a weekly class at Canada College and College of San Mateo (a joint effort between Foster Youth and Kinship) where youth learn independent living skills. The rate of participation exceeds 90%.</p>

2005 Recommendation	Response by Agency	2006-2007 Activity
5. Provide improved transportation options to Independent Living Skills Program participants.	Agree. Current transportation systems will be reviewed to develop plans for better utilization of existing resources. Expanding the use of bus passes and offering mileage to foster parents could increase the options available to older youth to help them become more independent and experienced in using the public transportation system. Payment of mileage expenses to foster parents for transporting youth to the evening Independent Living classes will also be explored.	The agency had to recruit to create a list of applicants and write a new job description for the new civil service position they created. The agency is now holding interviews and is expecting to have a transportation officer position filled by the end of the first quarter of 2007. A reason for the delay had to do with the need to create a new civil service job description. The agency held discussions on transportation issues with a special subcommittee of the Foster Parent Association and now has a mileage expense reimbursement policy in place.
6. Develop better outreach programs to inform and involve eligible participants not currently participating in Adolescent Services programs.	Agree. As the Grand Jury report notes, there has been an increase in the number of youth participating in Adolescent Services Programs. Participants in the ILP have gone from 25 to 50 in the last two years. This year, a new contract with College of San Mateo was completed to further expand the ILP program. Another opportunity for growth is the Transitional Housing Program; brochures and information notices will be developed and sent to emancipated youth and youth currently in active Adolescent Services cases.	The outreach has grown to the point where there are now over 140 youth in the pre-emancipated program (14-19) and over 60 in the Emancipated program (19-24). Brochures and information flyers have been developed to inform emancipated youth of the availability of financial, housing, counseling, employment and education services.

### Children and Family Services

2005 Recommendation	Response by Agency	2006-2007 Activity
1.1 The Foster Parent Bill of Rights should be completed by September 1, 2005.	Agree. The Foster Parents Bill of Rights has been completed and was reviewed by the Foster Parent Association as well as Human Services Agency (HSA) staff. It will be submitted to the Board of Supervisors in September.	The Foster Parents Bill of Rights was approved by the Board of Supervisors and is online as part of the Foster Parent Handbook. A copy is available at: <a href="http://www.co.sanmateo.ca.us/vgn/images/portal/cit_609/60/36/623831993section_04.pdf">http://www.co.sanmateo.ca.us/vgn/images/portal/cit_609/60/36/623831993section_04.pdf</a>
1.2 The Foster Parents' Manual should be completed by September 1, 2005.	Agree. Following review by the Board of the Foster Parents' Association and HSA staff, the Foster Parent's Handbook was completed August 22, 2005. It is anticipated that the Handbook will be distributed in early October, with the information online by January 2006.	The Foster Parent Handbook has been distributed and is available online. Section 4 of that handbook is directed specifically to foster parents: <a href="http://www.co.sanmateo.ca.us/vgn/images/portal/cit_609/60/36/623831993section_04.pdf">http://www.co.sanmateo.ca.us/vgn/images/portal/cit_609/60/36/623831993section_04.pdf</a>

<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>1.3 Foster parents should be provided with a Health and Education passport for each foster child within 30 days of placement.</p>	<p>Agree. CFS policy is to provide a Health and Education Passport (HEP) to the resource parent, group home, FFA, etc. as soon as possible but no later than 30 days after initial placement of a child into foster care, in accordance with the Welfare and Institutions Code. This policy has been followed in the Family Reunification and Permanent Placement units. Recent process improvements to further reinforce this policy include development of a Health Passport Interview Form to be used by Social Workers as a template for obtaining health care information for children coming into foster care and inclusion in the HEP, and requesting Supervisors to remind their staff of the policy and to monitor adherence. In the Court Investigations unit, this policy had not been followed since most children in this unit are not technically “placed,” but rather are in sometimes lengthy periods of shelter care awaiting Court jurisdiction and disposition including possible placement in an ongoing home. The Court Investigations unit has now been instructed to provide parents with an HEP within 30 days of the child’s placement in shelter care.</p>	<p>With some exceptions the Health and Education Passport is provided to foster parents within 30 days of placement.</p>
<p>1.4 Assure that each foster child has had a physical and mental health assessment at the time of placement.</p>	<p>Agree. Every child entering a shelter care home receives a physical exam prior to admission. Further, every child receives a Child Health and Disability Prevention (CHDP) exam within 30 days of a Court dispositional order for placement. Many children are referred for a psychological evaluation as a part of the Court jurisdiction/disposition process. All children who are in out of home placement are referred to the San Mateo County Child Abuse Treatment Program for mental and physical health assessment and treatment services. The Child Abuse Treatment Program collaborates with Partners for Safe and Healthy Children (PSHC), the Edgewood Center for Children and Families, and Youth and Family Enrichment Services (YFES). PSHC is a multidisciplinary team formed in 2005 with members from County Public Health Services, Mental Health Services, Alcohol and Drug, and CFS to provide services for children 0-5 years and their families. Edgewood Center and YFES provides services for children ages 6-18 years and their families.</p>	<p>CFS verified that each foster child receives a physical and mental health assessment at time of placement. Youth receive medical services through Medi-Cal. PSHC performs a full mental health assessment for each foster child. With few exceptions this is done within 30 days of placement.</p>

<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>2.1 Provide a working environment with additional privacy to enable the Liaison to speak openly and fairly to all.</p> <p>2.2 Develop a carefully crafted official job description that delineates the Liaison's responsibilities and authority and grants real authority to act on behalf of foster parents</p> <p>2.3 Identify neutral areas away from CFS, such as an independent office and private places in schools, churches or community centers, where the Liaison can meet with foster parents.</p>	<p>Agree with recommendations 2.1, 2.2, and 2.3. CFS has worked with the Foster Parent Association Board over the last year to improve the effectiveness of the Liaison. The job description and responsibilities have been upgraded. Conversion of the Liaison to a supervisory level position, reporting to the Director of CFS, will be recommended in the September budget revisions. Following the hiring process, which will include input from the Foster Parent Association, the Liaison will be relocated by November 2005 to an offsite office in the community that will be accessible to the foster parents.</p>	<p>The Foster Parent Liaison was hired 1.5 years ago. The upgraded job description for this position has been completed. A neutral area in the 4C's (Child Care Coordinating Council) offices has been set up for parents to meet with the Foster Parent Liaison.</p>
<p>2.4 Upgrade the CFS quarterly newsletter to foster parents to a monthly newsletter which would communicate important information, clarify areas of confusion, suggest solutions to common problems, encourage greater participation in the Foster Parents Association.</p>	<p>Agree in part. Beginning in September 2005, the CFS newsletter to foster parents will be sent out every other month instead of quarterly. It will focus on changes in policy and procedure, Agency changes, and clarification of any current issues. Updates to the Foster Parent Handbook will be included in the mailings. Any time-sensitive information between issues will be distributed in special mailings.</p>	<p>The Children and Family Services newsletter has been upgraded and is published quarterly. The goal of publishing a newsletter monthly was deemed impractical. CFS staff meet monthly with the Foster Parents Association.</p>
<p>3.0 The management of CFS to explore possibilities for eliminating or simplifying the steps involved in writing social workers' reports and thereby decrease the time spent on those reports. Suggestions include additional clerical help and use of handheld electronic devices.</p>	<p>Agree. All staff have been provided with a QuickPad, a portable word processing keyboard device that allows for the recording of contacts, draft reports, etc. in the field for later transmission to their desktop applications. The possibility of filing petitions and other Court documents electronically is being explored with the Juvenile Court. Other technological advances are considered as new devices become available. A specific clerical person in each region has been designated to format and/or finalize court reports when requested. An additional clerical position was added in the June budget revisions to support staff and the court process, and another clerical position will be requested in the September budget revise to help facilitate the out of home placement and payment process.</p>	<p>The State dictates the procedures so streamlining is difficult. Two clerical positions have been added. The job functions required of social workers still demand an inordinate amount of data entry.</p>

<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>4.1 The management of CFS to evaluate and strengthen the initial training program for social workers.</p>	<p>Agree. The curriculum for induction training will be revised by the end of the year to reflect new best practices, with emphasis given to the role of Resource Parents as a support resource for Social Workers, as well as an ongoing source of information about the children that they care for. Starting with the next induction training, one day will be designated as “A Day in the Life of a Resource Parent,” at which Resource Parent representatives will address the trainees on issues and challenges they face with children in their care and with Social Worker staff. Another new component of the training is the “buddy system,” in which Social Worker trainees are paired with experienced Social Workers two days a week for three weeks, first in an emergency response unit and later in a family maintenance/family reunification unit.</p>	<p>Training has been expanded. The training program is 12 weeks in length with additional on the job training. New staff members spend time with foster parents. CFS has a large intern program (39 this year) working closely with San Francisco State, San Jose State, Hayward State and UC Berkeley. There is competition for interns among agencies throughout California. The interns work with supervisors that are credentialed. This program gives CFS an opportunity to evaluate possible job applicants during the program. Internships are available in many areas including receiving homes, Child Protective Services, Family Resource Centers, Alcohol &amp; Drug Services, and Domestic Violence Collaborative and Planning and Evaluation.</p>
<p>4.2 The management of CFS to become accredited by October 1, 2006. Reports should be made to the Grand Jury on progress toward accreditation every quarter commencing September 30, 2005.</p>	<p>Agree. HSA has started the accreditation process in response to previous Grand Jury reports, as a top priority project of the new Planning and Evaluation Manager. A consultant has been hired to review a number of Agency policies, procedures, and protocols and prepare for the Council on Accreditation (COA) review process. Following implementation plan development, the COA process takes approximately 18 months, with full accreditation expected by Spring 2008. Interim progress reports will be provided to the Grand Jury through the County Manager’s Office.</p>	<p>CFS is working on accreditation. This was to have been done by October 2006. CFS hopes to be accredited by or before December 2008. No progress reports have been presented to the Board of Supervisors. The Planning and Evaluations Unit of HAS is coordinating CFS’s accreditation process.</p>
<p>4.4 The management of CFS to monitor frequency and thoroughness of personnel evaluations to ensure that all professional staff is evaluated annually.</p>	<p>Agree in part. The County requires that employee performance evaluations be completed for probationary employees, either three or six months from the initial date of hire. Regular performance evaluations are completed for full time, permanent employees every two years as required by MOU agreements. Starting in 2004, CFS management received and reviewed regular quarterly reports on all past due performance evaluations. By December 2004, CFS was in substantial compliance with the performance evaluation criteria; continued compliance is being monitored.</p>	<p>Performance reviews are performed in accordance with County rules. Performance reviews are required every two years; more often for probationary employees. CFS believes it is in conformance with the rules; however, the Grand Jury’s review of documentation on personnel reviews shows that a large percentage of the reviews are overdue and that the tracking system needs improvement.</p>



<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
4.5 The management of CFS to take full advantage of existing technology, such as electronic transmission of reports, acceptance of electronic signatures, and any other support services within the County.	Agree. As noted in our response to recommendation 3.0, the possibility of filing petitions and other Court documents electronically is being explored with the Juvenile Court and other technological advances are being considered as they become available. However, the transmission of electronic reports and acceptance of electronic signatures is a complex issue, as some documents and attachments filed with the Juvenile Court require original signatures. However, CFS will continue to work with the Juvenile Court and service providers to establish processes leading to expanded use of technology.	A modest amount of progress has been made in the area of increasing the use of electronic technology. State processes and procedures and interfacing with the Juvenile Court have made it difficult to adopt and expand technical improvements.
4.6 The management of CFS to meet, or continue to meet, regularly with other community resources, such as LAPP, Family Service Agency, San Mateo Medical Center pediatricians and others to improve the relationship of CFS with the court, social service agencies, medical professionals, foster parents and associations.	Agree. As a part of the Human Services Agency, CFS embraces the spirit of community involvement and collaboration. CFS staff participates in numerous community meetings with schools, private community-based agencies and other community organizations to support our community partnerships working to develop additional resources at the community level to support protection, prevention, and permanence for children. This involves a interaction with a wide variety of programs.	CFS staff meets with many organizations on a regular basis. The Grand Jury was impressed by the number of participating organizations and was unable to identify if any were omitted.
<b>Adult Protective Services and Public Guardian</b>		
<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
1.0 The Board of Supervisors should direct the Director of Health Services to:		
1.1 Identify the office of Public Guardian in its building and in directories to improve citizen awareness and access.	Agree. Staff agrees that separate listings for the Public Guardian could improve public access to the program. A sign will be posted to identify the office of the Public Guardian and other services provided by AAS. The Public Guardian program is currently listed in the government section of the SBC telephone directory under AAS. Staff will request that the Public Guardian be listed separately in the next publication of San Mateo County's "County and City Telephone Directory."	The Public Guardian Office location in the building at 225 37 <sup>th</sup> Street in San Mateo is still not well-marked. In fact, very few of the departments are easy to find. There is no reception desk or directory at the building's entrances; several visitors, including members of the Grand Jury, wandered around the building attempting to locate the office of the Public Guardian. Two signs reading "Office of the Guardian" have been ordered for posting at the building's entrances.

<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>1.2. Give proposed conservatees an explanation in person and in writing of their rights at the time of filing a petition to curtail or remove their personal and/or property rights.</p>	<p>Agree. Personal noticing of proposed conservatees and relatives is required by law. In addition to continuing the practice of verbally informing the proposed conservatee of his/her rights, a new one-page informational notice is being developed. This notice will inform proposed conservatees of their right to oppose the Conservatorship, to have an attorney appointed to represent them if they cannot afford to hire an attorney, to have a court trial, or to have a jury trial. This information is always reiterated by the Court Investigator, who personally visits each proposed conservatee.</p>	<p>AAS has developed a brochure providing an overview of the services provided by AAS that addresses a combination of protection, support, prevention and advocacy services, and a one-page informational notice of a conservatee's rights.</p>
<p>1.3. Issue specific written policies instructing the Deputy Public Guardians about Aging and Adult Services priorities, including maintaining the conservatees in their own home if possible, locating and consulting with all family, friends, and neighbors (against whom there is no evidence of abusive actions), and providing all needed assistance without delay.</p>	<p>Agree. AAS and the Public Guardian are publicly and explicitly committed to keeping people in their own homes as long as they are safe and can afford to remain there. AAS works according to its goal as stated in the Division's informational brochure and on the AAS website: "Our goal is to ensure the delivery of client-centered, compassionate, and fiscally responsible services that foster self-determination, meet professional standards and ethics, and reflect the County's statement of beliefs. We will accomplish this by offering services that provide a combination of protection, support, prevention and advocacy." This principle of fostering self-determination and supporting the wishes of people to remain in their homes as long as possible is emphasized at staff meetings, unit meetings, case conferences, and individual supervision meetings. AAS will continue to emphasize this guiding principle, both in writing and verbally.</p> <p>The Probate Code and the Welfare and Institutions Code, which are the bodies of law that govern the actions of the Public Guardian, contain specific noticing requirements for all legal actions. The law requires the written noticing of all relatives within the second degree of relationship when legal actions are taken. There are specific confidentiality and privacy restrictions that prevent information being shared with non-relatives. In addition, the Health Insurance Portability and Accountability Act (HIPAA) requirements prevent the disclosure of private health information. The Public Guardian strives to</p>	<p>The Department Policy Statement, which appears throughout its published communications, asserts that maintaining a conservatee "at home" is a primary goal for AAS.</p> <p>The staff complies with HIPAA requirements.</p>

<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
	<p>gather all relevant information to support comprehensive and compassionate decision-making. The office maintains names, addresses, and phone numbers of all relatives and significant others, and contact is made whenever it is necessary. The Public Guardian, as addressed in its budget statements, considers, acknowledges and values family members as partners in the Conservatorship program.</p> <p>AAS, including Adult Protective Services (APS) and the Public Guardian program, will continue to provide assistance required by its vulnerable clients without delay. An AAS leadership sub-committee will be convened to recommend improvements to current policies and procedures. Written procedures will be distributed to staff by March 2006.</p>	<p>Written procedures were timely distributed to staff.</p>
<p>1.4. Install a plan for regular agency oversight and consultation with the Deputy Public Guardians.</p>	<p>Agree. There are existing systems for providing regular and close agency oversight of and consultation with the Deputy Public Guardians. In AAS there are four units of Deputy Public Guardians; one unit comprised of three conservatorship investigators and three units comprised of 16 Deputy Public Guardians who are assigned the continuing conservatorships. Each unit is supervised by a knowledgeable and experienced supervisor who meets with the workers both individually and as a unit. Supervisors are available for immediate consultation as needed. In addition, the supervisors meet individually on a weekly basis with the program manager to review problems and resolve issues. There are frequent interdisciplinary case conferences and weekly meetings with supervisors, managers and County Counsel to review and consult regarding cases. There is a case review system to provide quality assurance and improvement oversight, and there are checks and balances within the accounting functions that provide fiscal support to the Public Guardian. In addition, all Conservatorship cases are reviewed by the Superior Court, and Probate cases receive review by the Probate Court Investigator.</p>	<p>Prior policy required that AAS review the conservatorships assigned to Deputy Public Guardians every two years; it has been changed to an annual review of each conservatoree's financial status. There are also weekly and monthly reviews for accuracy as accounts change (monthly financial statements). AAS also uses outside financial advisors to oversee and advise on investment accounts.</p>

2005 Recommendation	Response by Agency	2006-2007 Activity
	<p>There is an annual audit performed by the County's Auditor/Controller's office on all cases receiving public benefits, and periodically the County Controller audits all of the work of the Public Guardian. AAS will continue to provide oversight and consultation for the Deputy Public Guardians following the above protocols.</p>	
<p>1.5. Eliminate any lag time between the time that all bank accounts are frozen and the time when provision is made for the proposed conservatee's bills to be paid and supplies and services made available.</p>	<p>Agree. The APS program provides intervention activities directed toward safeguarding the well being of elders and dependent adults suffering from or at risk of abuse or neglect, including self-neglect. APS and the Public Guardian are committed to providing timely response to individuals' needs. Not all bank accounts are frozen; however, there are times when it is necessary for APS to freeze an individual's assets using Probate Code 2901, which allows for the freezing of bank accounts to prevent losses belonging to proposed conservatees and to prevent abusive dissipation. Usually one account remains available for the use of the proposed conservatee. Provision is made for payment of bills for essential services and supplies such as food and medications. APS has emergency funding available to ensure the individual's safety during the conservatorship process. Funding is available for such services as attendant care, food, clothing, temporary shelter, medications, and other emergency expenses. The APS Supervisor and Deputy Public Guardian supervisor for investigations monitor these policies and procedures. These policies will continue to be followed.</p>	<p>One account is left open so that the conservator can pay routine bills during the "freeze" period.</p>
<p>1.7. Establish written policies for requests for proposals or contracts for in-home caregiver organizations, financial managers, real estate brokers, et al.</p>	<p>Agree. AAS follows the County of San Mateo's written guidelines for RFPs and the Administrative Memorandum B-1 issued by the County Manager for issuing contracts. RFPs were issued on January 21, 2004 for in-home caregiver agencies, and on December 22, 2003 for contract caregiver services for the IHSS program. An RFP was issued on March 4, 2005 for real estate services for the Public Guardian, and five contracts were awarded. RFPs were issued on March 1, 2004 for financial management services and on August 9, 2004 for tax preparation services. AAS uses County Counsel for attorney services. These policies will continue to be followed.</p>	<p>The process for requests for proposals already existed at the time of the recommendations.</p>

<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>1.8. Visit conservatees living independently once a month at a minimum.</p>	<p>Agree. The Public Guardian has a written policy and procedure, last updated and revised in June of 2004, which requires monthly visits to all conservatees who are living independently. Adherence to this procedure is monitored by the Deputy Public Guardian Supervisors who review every visit report for individual conservatees. Additionally, the supervisors monitor monthly reports of all visits made and due to be made. This procedure will continue to be followed.</p>	<p>The existing procedure is consistent with the recommendation.</p>
<p>1.9. Perform an annual audit of investment accounts of conservatees held by the Financial Manager to assure they are appropriately invested to meet the account goals and to clearly show the annual rate of return and commissions on transactions.</p>	<p>Agree. Annual audits are regularly performed at several different levels. A court accounting of each individual conservatee with investments is prepared and presented yearly for review and approval by the Court. The Court Investigator reviews each accounting and submits a report of findings to the Court. The Probate Judge reviews each report and accounting.</p> <p>Additionally, the Estate Manager meets with the Financial Advisor to review and re-balance each conservatee's portfolio no less than once yearly. Securities America audits the Financial Advisor's files and procedures on an annual basis. In addition, the Financial Advisor is subject to announced and unannounced audits by the Securities and Exchange Commission (SEC) and the Department of Corporations. Staff will meet with a representative of the County's Auditor/ Controller to discuss other possible audit options to ensure that conservatees' investments are appropriate and meet account goals. The annual rate of return is clearly identified on every quarterly and year-end report received from the Financial Advisor for each conservatee. There are no commissions paid by the Public Guardian or by the conservatees on any transactions, as the Financial Advisor contracted by the Public Guardian is an independent broker.</p>	<p>The County's Auditor/Controller now audits all accounts on an annual basis.</p>

<b>2005 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>1.10. Establish additional procedures that set rigorous “best practices” standards for calculation of fees and consider requiring that any billing method used not include cash or money market accounts as part of the total investment account, and determine whether there is additional compensation, such as commissions or partial commissions paid the Financial Manager as a result of his affiliation with the broker.</p>	<p>Agree. The process for calculation of fees currently in use by the Financial Advisor is the “best practice” standard as regulated by the SEC. Fees are calculated by Securities America (not the Financial Advisor) and are based on the monthly average, not daily or year-end averages which would result in a higher fee. This process includes charging a fee on funds in the money market account. However, that account is maintained at the lowest level possible. The money market account is purposefully set up for several reasons: funds are set aside in the money market account when it is known at the time of investment that a lump sum payment will be due shortly (such as a capital gains tax on the sale of a residence) and for the monthly management fee. An estimate for one year of fees is set aside every annual review to avoid periodic sales during the year and any associated fees. The Financial Advisor contracted by the Public Guardian is an independent broker; as such he receives no commissions as a result of any affiliation with a brokerage company.</p> <p>Staff will request that the Auditor/Controller’s office review the Division’s practices and procedures related to fee calculation, billing methods, and related areas and will request that office to make recommendations regarding best practices and standards to be followed.</p>	<p>The “best practice” standard was already followed. Fees are calculated by Securities America using independent brokers and cost effective methods.</p>

## Food Inspection in San Mateo County

2004 Recommendation	Response by Agency	2006-2007 Activity
<p>1. The Board of Supervisors should instruct the Director of Health Services to develop a better multimedia public awareness program by November 1, 2004 that will provide to the public information it needs to avoid becoming ill at home or in the community by eating food that has been improperly handled, cooked or served. The program should regularly provide the public information about:</p> <ul style="list-style-type: none"> <li>-Food safety laws and local codes established to protect the public</li> <li>-Safe handling and storage of food at home and at work</li> <li>-Food borne diseases and how they are transmitted</li> <li>-Common food safety and handling myths</li> <li>-Food facility inspections (how and why they occur, how facilities are rated and results reported, how results can be obtained and interpreted, food facility closures and re-openings, etc.)</li> <li>-Current relevant topics of interest</li> <li>-How the public and food facility workers can report suspected food borne illnesses, raise concerns, file complaints and seek additional information.</li> </ul>	<p>Concur. The Division has begun implementing this recommendation and will continue to work with the Public Health Education Unit and consumer groups to evaluate various outreach strategies, options and budgets.</p>	<p>The food inspection division reports to Environmental Health, a department that is also responsible for toxics and hazardous material issues. Thus, the food inspection division may not get sufficient priority necessary to comply fully with this recommendation.</p> <p>A number of consumer education materials have been created:</p> <ul style="list-style-type: none"> <li>● a webpage has been established;</li> <li>● an information brochure is now available; and</li> <li>● a Powerpoint presentation to enable food inspectors to educate food providers has been prepared, yet a program for such presentations has not been implemented.</li> </ul> <p>These efforts appear inadequate to meet the breadth of consumer's needs, particularly for those who do not have computer access. There is little information available to the public regarding grocery establishments that offer food services. Some food inspection information is available on the webpage but it is sparse.</p>
<p>2.0. The Board of Supervisors should direct the Director of Health Services to:</p> <p>2.1 Redesign and enlarge the Seal by September 1, 2004 to:</p> <ul style="list-style-type: none"> <li>-provide better visibility;</li> <li>-prominently display the rating assigned by inspectors;</li> <li>-advise the reader that the latest inspection report is available for review at the facility and the County;</li> <li>-direct the reader to the <i>Food Inspection Results Online</i> web page;</li> <li>-advise the reader of the other related County websites; continue to note the date of inspection and phone number of the Food and Consumer Protection Unit of the Environmental Health Services Division.</li> </ul>	<p>Concur. This recommendation will be implemented as follows. The seal design and content will be updated to provide concise and clear information to the consumer. In addition, the Division will propose a County Ordinance requiring that upon issuance of the inspection report, the owner/operator of the food facility shall post the most recent report in a location clearly visible and readable by the general public and patrons entering the establishment</p>	<p>The Seal has been redesigned and enlarged, but according to the Division and the Grand Jury's observations, not all restaurants display it.</p>

<b>2004 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>2.2 Develop uniform inspection guidelines immediately, to assure that:</p> <p>Seals in all food facilities are obviously and similarly displayed;</p> <p>The latest inspection reports can be conveniently viewed by the public at any time.</p>	<p>Concur. This recommendation has been implemented by including these items within the Division's standardization and audit protocol.</p>	<p>County Ordinance No. 04276 has been in effect since September 15, 2005, making it mandatory for food facilities in San Mateo County to post the most recent routine inspection report in a location that is clearly visible. Division staff report that compliance with the posting requirements currently runs about 67% indicating that compliance efforts could be improved.</p>
<p>2.3 Use a news release to inform the public of the guidelines established in 4.14.2 above and post them on the County website.</p>	<p>Concur. This recommendation will be implemented by preparing a press release and including the release in the "Hot Topics" section of the Division homepage. Staff is uncertain what "4.14.2" refers to.</p>	<p>Press releases to warn the public of food concerns have been placed on the Division's webpage. Press coverage has been sparse in local papers.</p>
<p>2.4 Develop a hand-out that inspectors must give to owners and/or managers of food facilities that explains their responsibilities to post inspection results and to provide, upon request, a copy of their latest inspection report.</p>	<p>Concur. This recommendation has been implemented through a handout that was prepared and distributed in 2002, explaining the requirement to provide a copy of the latest inspection report. The handout will be updated and made available to those businesses that are unaware of the requirement. Successful implementation of recommendation 2.1 above will require the inspection report to be posted in plain view.</p>	<p>An updated handout for inspectors to provide to food facilities regarding the posting of the Seal and the inspection report has been implemented.</p>
<p>2.5 Evaluate and consider the advisability of adopting an A,B,C grading system, by November 1, 2004.</p>	<p>Concur. This recommendation of grading food establishments has been evaluated and considered several years ago as a proposal to the Board of Supervisors. Staff continues to confer with representatives of Los Angeles, Riverside and San Diego Counties to identify food program improvements gained by implementing a facility grading system. At this time, staff believe that the posting of a single grade to inform the public as to the safety of a food establishment is one-dimensional and does not provide the public with the information they need to make an informed decision. By providing access to past inspection results on the Internet and implementing the other Grand Jury recommendations, the public will be given more information and insight into the Division's activities and the ability to evaluate risk based on personal choices.</p>	<p>A rating system of Poor, Fair, Average, Good or Excellent has been initiated. These ratings are incorporated in the inspection details listed for each facility. The Grand Jury suggests that a general description for each rating be prominently displayed on the website that helps the reader understand the types of infractions that downgrade a facility. Riverside County has a user-friendly description on its website illustrating such a rating system.</p>



<b>2004 Recommendation</b>	<b>Response by Agency</b>	<b>2006-2007 Activity</b>
<p>2.6 Develop procedures and practices by October 1, 2004 that will provide for:</p> <p>periodic rotation of the County's food inspectors;</p> <p>annual unannounced inspections of mobile food dispensing trucks and carts.</p>	<p>Concur in part. The recommendation for rotation requires further analysis. Currently, the food inspections are performed by three teams of staff, with each team responsible for a geographic area of the county. These teams share inspectional load within their area and provide peer review and coverage throughout the geographical area. Additionally, routine program audits and standardization by program supervisors adequately addresses any concerns of inappropriate activity of the staff. Unannounced inspections of mobile food trucks and carts are currently performed with plans to expand these inspections in 2005.</p>	<p>There are four inspection regions which cover approximately 3,500 food outlets, and rotation of inspectors is not practical due to required familiarity with food facilities in each region. There is a staff of 13.5 food inspectors to review 3,500 establishments; obviously inspections are infrequent. All food service inspectors must be licensed and must now have a degree in a life science and pass a state exam.</p> <p>Approximately 350 mobile food providers (carts and trucks) are inspected annually. The food inspectors have a goal to make unannounced visits to 25% of the mobile vendors while in the field. This means, however, that at least 75% of annual inspections are known in advance.</p>
<p>2.7 Revise the Food Program Official Inspection Report form to allow inspectors to indicate thereon that information is posted as required and that a copy of the latest inspection report is on hand.</p>	<p>Concur. This recommendation will be implemented and included during the next printing of the Official Inspection Report.</p>	<p>The Official Inspection Report form has an added line indicating whether all information is posted as required.</p>

## **Conclusions**

With the caveat that several of the prior grand jury reports reviewed for this report dealt with complex issues that were difficult to cover in a summary fashion, this Grand Jury found that most recommendations were implemented as agreed.

The Grand Jury commends the Human Services Agency on its efforts to implement the prior grand jury recommendations concerning the integration of emancipated youth into society. Building of transitional housing, which was the most costly and complex recommendation, appears to be moving toward completion this year with the purchase of a small apartment building in South San Francisco. The Grand Jury's sole criticism concerns the length of time it has taken to recruit a transportation officer.

With two exceptions, the Children and Family Services agency has taken action on each of the prior grand jury's recommendations and should also be commended. The first exception concerns the lack of reports and delays in seeking accreditation by the Council on Accreditation – a goal that was to have been achieved by October 2006 and has now moved to the end of 2008. The second exception concerns the large percentage of overdue personnel reviews in this department.

The Grand Jury is impressed by the professionalism of the Aging and Adult Services management staff. The Public Guardian program appears well managed and prior grand jury recommendations were implemented with one exception. Signage at 225 37<sup>th</sup> Street in San Mateo is still needed to identify not only the office location of the Public Guardian program, but of other County offices located within this building.

While implementation of recommendations in the "Food Inspection in San Mateo County" report were generally accomplished, the results in some cases were somewhat disappointing. Public awareness of the need for food safety vigilance is growing at a national level with increasing news coverage of contaminated foods, yet there are but limited local resources committed to consumer education. The Environmental Health portion of the County website was informative with respect to inspection reports of restaurants but lacking in information on grocery establishments and mobile food vendors. Compliance with the posting of seals and/or inspection reports requires ongoing oversight and improvement.

## **Recommendations**

The Board of Supervisors should direct the Human Services 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).

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).

The Board of Supervisors should direct the Health Services 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).
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).
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).



**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.

## **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.