



Fiscal Year 2017-19

Budget Hearings
Report Back Items



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#	Report Back Items	Department / Budget Unit	Due Date	Status
1	Insurance Service Rating 2.0 Performance Measure	Planning and Building	Jul-17	✓
2	Website Redesign Requirements (Mobile Devices)	Information Services	Jul-17	✓
3	Elections Phone System Upgrade	Information Services	Jul-17	✓
4	Surplus Computer Program	Information Services	Jul-17	✓
5	Electronic Monitoring Program	Probation Department	Jul-17	✓
6	Caseload Changes due to Changing Demographics	Human Services Agency	Jul-17	✓
7	CalFresh Assessments in County Clinics	Health System	Jul-17	✓
8	Statistics on Sexually Exploited Children (CSEC)	County Manager's Office	Aug-17	✓
9	Overtime Analysis / Improve Hiring Process	Public Safety	Sep-17	✓
10	Mini-Parks Plan	Parks Department	Sep-17	✓
11	Parks Shuttle Bus Program	Parks Department	Sep-17	✓
12	Project Manager Addition	Parks Department	Sep-17	✓
13	Consideration of Historical Society Contribution	Parks Department	Sep-17	✓
14	Cameras in North Fair Oaks for Illegal Dumping	Office of Sustainability	Sep-17	✓
15	Home for All Budget	Office of Sustainability	Sep-17	<i>in progress</i>
16	Waste Hauling Fees	Office of Sustainability	Sep-17	✓
17	Waste Diversion Report	Office of Sustainability	Sep-17	✓
18	Employee Commuter Shuttle Program	Office of Sustainability	Sep-17	✓
19	New Strategies for Foster Parent Recruitment	Human Services Agency	Sep-17	✓
20	Solar Panel Options on Airport Facilities	Department of Public Works	Sep-17	✓
21	San Carlos Airport Notification of Non-Closure	Department of Public Works	Jul-17	✓
22	Quarterly Updates on CIP Progress	Project Development Unit	Sep-17	<i>in progress</i>
23	Sheriff's Office Overtime Usage	Sheriff's Office	Sep-17	✓
24	Living Wage Ordinance: Contracts with Nonprofits	Office of Sustainability	Sep-17	✓
25	Arts Commission Budget Request	County Manager's Office	Sep-17	✓
26	Body Cameras	Sheriff's Office	Dec-17	
27	Law Library Legal Forms Workshop (Measure K)	County Manager's Office	Dec-17	
28	Opiate Deaths	Coroner / Public Health	Dec-17	
29	Five Year Capital Plan	County Manager's Office	Dec-17	
30	Five Year IT Plan	County Manager's Office	Dec-17	
31	Work with SMCCD on Foster Youth Housing	Human Services Agency	Feb-18	
32	Multi-Language Pilot Program	Child Support Services	Feb-18	
33	Make Space in HOJ Available to Non-Profits	Project Development Unit	Feb-18	



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: August 8, 2017

To: Honorable Members, Board of Supervisors

From: Steve Monowitz, Planning and Building Department *Steve Monowitz*
 via John L. Maltbie, County Manager *J. Maltbie*

Subject: Budget Hearings Report Back Item:
 Insurance Service Rating 2.0 Performance Measure

SUMMARY

One of the performance goals identified by the Building and Planning Department for FY 2017-19 is to maintain an Insurance Services Office (ISO) rating of two (2) or better. The insurance rating is a standard used by ISO, an independent statistical, rating and advisory organization that provides information regarding property/casualty insurance risks. ISO uses the Building Code Effectiveness Grading Schedule (BCEGS) to assess the building codes in effect in various municipalities and how these codes are enforced, with emphasis on mitigating losses from natural disasters such as hurricanes and earthquakes. Based on how they score on the BCEGS, municipalities are assigned ISO insurance ratings in the range of one to ten, with one being the highest and demonstrating exemplary commitment to code enforcement. San Mateo County currently holds a rating of two. Prior to 2008, San Mateo consistently received a rating of seven.

BACKGROUND

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding an explanation of the ISO insurance rating and the basis for how the rating is assigned to municipalities.

ISO uses the BCEGS to assess the effectiveness of the building codes in effect in municipalities across the country. Some of the factors considered in the BCEGS include but are not limited to the following (*source: ISO website*):

Effectiveness of Administration of codes, including

- building code edition in use
- zoning provisions in place to mitigate natural hazards
- qualifications of building official, code enforcers and inspectors, and availability of training
- contractor/builder licensing and bonding procedures
- code development and enforcement activities

Review of Building Plans, including

- staffing levels and qualifications of staff
- level and detail of plan review
- performance evaluations

Field Inspections, including

- staffing levels and qualifications
- level and detail of inspections
- performance evaluations

The ISO evaluation process initially starts with a detailed questionnaire to be completed by the municipality, and is then followed by an ISO field visit to the municipality. The rating assigned to the municipality is typically good for five years. It is important to note that ISO insurance rating has an impact on property insurance rates.

DISCUSSION:

The ISO insurance rating is primarily based on the premise that risk for property loss within a jurisdiction is a function of the municipality's commitment to effective building code enforcement and upholding safety standards in building and plan review. In San Mateo County, the responsibility of code enforcement lies in the Planning and Building Department. Our Department is committed to protecting the health and safety of our county residents in unincorporated areas by maintaining high standards for code enforcement, building inspection and plan check. To this end, the Department has made it a priority in FY 2017-18 to ensure that building inspectors and plan reviewers have the appropriate tools and required certifications necessary to perform their duties efficiently and effectively.

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Alicia Garcia, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: August 1, 2017
To: Honorable Board of Supervisors
From: Jon Walton, Director, Information Services Department
via John L. Maltbie, County Manager
Subject: Report Back Items from June Budget Hearings

BACKGROUND:

During the June 19-21 Budget Hearings, the Board of Supervisors requested that the Information Services Department (ISD) report back on the following items:

1. Website Usability
2. Phone System Replacement for Elections Division
3. Management of Surplus Computer Equipment

DISCUSSION:

Website Usability

ISD maintains the County's website along with several department websites and intranet sites. The County's websites are standardized on the DRUPAL platform, which provides several benefits including the ability to use Google Language Tools and web pages on mobile devices. There are three County departments that currently operate their own websites: the Sheriff's Office, the Assessor-County Clerk-Recorder, and the Treasurer-Tax Collector's Office.

In our discussions with these departments, we have learned that the Sheriff's Office is working on upgrading their DRUPAL based system to support the multiple languages and mobile compatibility. The Sheriff's target date for the new system is October 2017. The Assessor's Office is in the process of converting their existing site to the DRUPAL platform. They will work with their third-party vendors in order to have the full website functionality across all of their applications. The Treasurer-Tax Collector will be replacing their system over the next two years and will address additional functionality at that time.

Phone System Replacement

ISD launched the countywide phone replacement project during FY 2016-17. The project will be completed in phases starting with the installation of the core infrastructure at the County Center campus. The phone replacement will focus initially on the Human Services Agency's call center and then continue across the County. The Elections Division's replacement is expected to be completed in August of 2018, well in advance of the 2020 Presidential Election.

New VoIP Avaya Phone System Replacement

The new County VoIP Avaya Phone System replacement is comprised of two Cores Phone Systems; Core-A will be located in Redwood City (RWC) and Core-B at the San Mateo Datacenter. Each Core will be able to failover to the other in the event of an outage or planned maintenance. The new phone system features include caller ID, teleworking, Interactive Voice Response (IVR) for call centers, and local toll-free calling.

Additional benefits of the new phone system include the following:

- The Elections' call centers at Tower Road and Redwood City will be consolidated into one single call center; all call agents will be in the same phone system queue, simplifying the Election's call center administration and support.
- Phone system uptime and redundancy -- geographical phone system redundancy between Redwood City Campus and the San Mateo Medical Center (SMMC) is included in the design.
- End users' call routing will take place within the County's phone system, instead of routing calls to the central office (outside the County's network); this will create efficiencies and reduce the carrier's call routing cost by eliminating the need for ISD Telecom to make calls to the carrier for end users support.
- Old legacy Off Premise Extensions (OPX) and Centrex Lines are hard wired phone lines -- these will be eliminated, enhancing service experience and reducing the number of trouble tickets from the end user.
- Centralized phone system Private Branch Exchange (PBX) administration and maintenance -- over 17 PBXs will be consolidated into the two Core phone systems at RWC and SMMC. This will significantly reduce the time spent on PBX administration and support, as well as reduce the security risk for telephone fraud.

Surplus Computer Equipment

We have contacted the Office of Sustainability to validate our understanding of the surplus property disposal process. Note that Admin Memo B-22, dated November 24, 2014, covers Donations of Surplus Property to Nonprofit Organizations and Public Schools. Surplus Property, under the Office of Sustainability, makes donations to nonprofit programs, schools, and local public agencies a priority. Surplus computers are also offered to departments through a Transfer of Property (Ordinance Code 2.83.110) as requested. The Surplus Property Officer may approve donations up to \$10,000 with the Board of Supervisors approving all donations over \$10,000 (Ordinance Code 2.83.120).

Please note that donations of surplus computers may not include hard drives. The County's Media Control Policy states that all decommissioned devices and storage media must be irretrievably destroyed, prior to disposal, to protect the confidentiality of the data. Therefore, machines that contained confidential information will not have a hard-drive as those drives are destroyed as stated by the Media Control Policy. If the media (hard-drive) is to be re-used, the information must be erased to meet or exceed Department of Defense (DoD) requirements before it is made available for reuse. These machines will have a hard-drive but no operating system. Licensed software generally may not be donated.

- c: Mike Callagy, Assistant County Manager
- Reyna Farrales, Deputy County Manager
- Peggy Jensen, Deputy County Manager
- ✓ Jim Saco, Budget Director
- ✓ Rolando Jorquera, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: August 14, 2017

To: Honorable Members, Board of Supervisors

From: John Keene, Chief Probation Officer, Probation Department
 via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item:
 Number of Juveniles on the EMP

SUMMARY

Accept this report in response to your request for information regarding the number of juveniles currently on the electronic monitoring program (EMP).

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding the number of juveniles currently on the EMP.

DISCUSSION:

The Electronic Monitoring Program is court ordered for juvenile offenders as either an alternative to traditional detention setting or to facilitate a youth's re-entry into the community after detention commitment is served. Youth are assigned to a Deputy Probation Officers (DPO) and contact is made three times a week thus providing intensive supervision and ensuring compliance with court orders and expectations. EMP youth are permitted to attend school, church, counseling, and or/verified employment. The department has recently changed vendors to meet the needs of the program by implementing a more reliable and effective device. Deputy Probation Officers (DPO) are individually trained on the installation of each device. DPO's regularly evaluate the equipment for proper setting inside the home and to ensure the device is operating correctly to avoid false alerts. Additionally, the department has implemented a 24-hour off-duty officer to address all alerts that occur after normal business hours that would indicate that a youth has absconded or tampered with the device resulting in a possible probation violation. The Deputy Probation Officers immediate response to incidents 24-hours a day ensures the safety for the youth as well as the community. There are currently 34 youth in the EMP program.

cc: Mike Callagy, Assistant County Manager
 Reyna Farrales, Deputy County Manager
 Peggy Jensen, Deputy County Manager
 Jim Saco, Budget Director
 CMO Budget Analyst



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

HUMAN SERVICES AGENCY

Information Only

DATE: July 3, 2017

TO: Honorable Board of Supervisors

FROM: Iliana Rodriguez
Agency Director, Human Services Agency

SUBJECT: Report Back on the Decrease in Caseloads

RECOMMENDATION:

Accept this Report Back on the decrease of public assistance caseloads.

BACKGROUND:

At the June 21st Board of Supervisors budget hearing, Supervisor Dave Pine inquired about the decrease of public assistance caseloads. Specifically, the Supervisor asked about the drop in the number of cases and percentages due to the changing demographics of the county. This is a report back on the trends of caseloads in each of the programs in Economic Self Sufficiency: Medical, CalFresh, CalWORKs, and General Assistance.

DISCUSSION:

The Agency has experienced an overall drop of 3% of cases in the month of April between 2017 and 2016. The Medical program is the exception to the decrease due to the eligibility expansion under the Affordable Care Act. Below is a table of the number of cases in the month of April from 2015 to 2017.

Program	2015	2016	2017	% Change from Prior Year
Medical	67,413	75,395	75,417	0%
CalFresh	16,292	15,584	13,119	-16%
CalWORKs	2,008	1,614	1,169	-28%
General Assistance	729	593	402	-32%
Overall	86,442	93,186	90,107	-3%

The drop in the public assistance programs (CalFresh, CalWORKs, and General Assistance) could be attributed to various factors. The programs the Agency manages are based on income eligibility. As the local economy has recovered and the county is experiencing an overall unemployment rate of less than 2.5%, residents are finding employment and previous clients who were receiving aid could become ineligible for public assistance. Another factor is the overall high cost of housing in the county. A family receiving aid receives the same amount of aid throughout the state. County residents who are receiving aid could be forced to move to areas where there are lower housing costs. Below is a table on the total number of active caseloads transferred to another county. This table shows the total year end of caseloads from year 2008 during the Great Recession to last year 2016.

Year	Active Cases Transferred Out
2008	181
2009	180
2010	122
2011	696
2012	1409
2013	1344
2014	2011
2015	2186
2016	3250

cc: John Maltbie, County Manager
 Reyna Farralles, Deputy CMO
 Peggy Jensen, Deputy CMO
 CMO Budget Analyst
 Nicole Pollack, Assistant Agency Director



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 6, 2017

To: Honorable Members, Board of Supervisors

From: Louise Rogers, Chief, Health System
 via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item:
 CalFresh Assessments in County Clinics

SUMMARY

Given the importance of access to healthy food as a key contributor to a healthy community, the Health System continues to partner with entities involved in addressing food insecurity. We outline below a specific effort aimed at assessing food insecurity during primary care visits in order to strengthen our patients' connection to available food benefits and resources.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back on clinics such as the San Mateo Medical Center Fair Oaks Health Center (FOHC) assessing food insecurity as part of a patient's primary care visit in order to better connect clients to food resources such as CalFresh.

DISCUSSION:

The Fair Oaks Health Center (FOHC) is piloting work to standardize practices for physicians to ask patients about hunger/food insecurity and to refer patients to available resources, including the public food benefits programs administered by the County (CalFresh and WIC) and other supports offered by Second Harvest Food Bank and other partners. We expect to test this approach by using one or two validated questions to identify food insecure clients and referring to food bank staff who are located within the clinic. This will be occurring over the next year to learn whether we can be successful in connecting patients to food resources. We continue to partner with the Human Services Agency on an Ending Hunger Task Force that aims to increase residents' connections to all available food resources.

We have experimented in the past with efforts that connect patients of SMMC to a food pantry through a "food as medicine" prescription approach and found that there were limitations when a patient needed to navigate to a specific additional resource at a different location. We understand that San Francisco Food Bank's effort was featured in the local media recently. We are not aware of such an effort in place within San Mateo County at this time.

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
CMO Budget Analyst
Iliana Rodriguez, Director, Human Services Agency



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 1, 2017

To: Honorable Members, Board of Supervisors

From: Iliana Rodriguez, Agency Director, Human Services Agency *Iliana Rodriguez*
 via John L. Maltbie, County Manager *J. Maltbie*

Subject: Budget Hearings Report Back Item:
 Commercial Sexually Exploited Children (CSEC)

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding the numbers of youth that have been designated as CSEC by Children and Family Services (CFS) and Probation.

DISCUSSION:

CFS opted into the California Department of Social Services (CDSS) CSEC program. CFS is required to document the children and youth that are alleged or suspected to be victims or at risk of commercial sexual exploitation.

Between July 1, 2016 and June 30, 2017, CFS and Probation reported the following to CDSS:

34 youth were at risk of sexual trafficking
 10 youth were CSEC victims during care
 11 youth were CSEC victims before care
 1 youth was designated CSEC while AWOL

c: Mike Callagy, Assistant County Manager
 Reyna Farrales, Deputy County Manager
 Peggy Jensen, Deputy County Manager
 Jim Saco, Budget Director
 Michael Leach, Management Analyst



COUNTY OF SAN MATEO
 COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 26, 2017

To: Honorable Members, Board of Supervisors

From: Daniel T. Belville, 911 Director, Public Safety Communications

Subject: Budget Hearings Report Back Item:
 Public Safety Communications Overtime and Staffing

SUMMARY:

The San Mateo County Office of Public Safety Communications (PSC) requires the use of overtime to meet staffing and operational needs 24-hours a day, seven days a week. Overtime expenses in FY 2016-17 totaled approximately \$1.6 million. Over three quarters of the overtime expended was used for backfilling vacant positions, vacation relief and sick leave. To a lesser extent, some was used for industry-standard mandatory training and miscellaneous programs such as SWAT callouts and other specialized details. Total personnel costs were under budget for the year. With the knowledge that reducing the number of vacant positions will do the most to reduce overtime, PSC has been accelerating recruitment and training, adjusting staffing levels and working with Human Resources and labor to find other solutions.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding PSC's overtime usage. The following is an explanation of the services PSC performs, how overtime is allocated, and a discussion of what PSC is doing to reduce overtime.

DISCUSSION:

San Mateo County's Office of Public Safety Communications operates an internationally accredited 911 Center with personnel recognized for their professionalism, commitment to public safety, leadership and innovation. PSC is staffed with civilian personnel working together as 911 call takers, and law enforcement and Fire/EMS dispatchers. Support personnel include trainers, administrators, supervisors and systems staff.

The Public Safety Communications Center is responsible for answering both emergency and non-emergency calls for service. The Communications Center is the primary law enforcement answering point for 911 calls within the unincorporated areas of San Mateo County, the Cities of Daly City, East Palo Alto, Broadmoor, Half Moon Bay, Millbrae, Portola Valley, San Carlos, and Woodside. All county Fire and Emergency Medical calls for service are received and quickly

routed to firefighters and paramedics throughout San Mateo County. Medical dispatchers triage and provide lifesaving instructions as needed. PSC also provides mutual aid coordination for all Law Enforcement agencies and Fire Departments in San Mateo; dispatch services to the San Mateo County Transit Police, Gang Task Force, Vehicle Theft Task Force, Narcotics Task Force and the Saturation Traffic Enforcement Program. Other responsibilities include 24-hour alarm monitoring for County buildings and citizens for some contract areas.

The Communications Center provides a wide variety of services for other County partners after hours. This includes, but is not limited to, answering and dispatch services for The Peninsula Humane Society, District Attorney's Office, Probation Department, Office of Emergency Services, County Parks, Planning and Building Department, Public Works, Environmental Health Department, Crime Lab, Judges and Coroner's Office. Notwithstanding, the Center operates 24 hours a day, 365 days per year and serves as a go-to agency when others are in need.

Overtime

In FY 2016-17, the cost of salaries and benefits totaled \$11.2 million, including overtime of nearly \$1.6 million. Personnel costs operated under budget for the year.

Overtime is used for a variety of reasons. Shift overtime constitutes the lion's share (83%) of overtime expenses and is used for backfilling vacant positions, vacation relief, sick leave, and leaves of absence under FMLA or Disability Leave. Training Overtime (5%) is just that, overtime used for training purposes such as Continuing Education required for POST certification and compliance. Other Overtime (12%) is overtime for miscellaneous uses, including special dispatch details provided to law enforcement or emergency services on an event-by-event basis, mandated medical examinations or administrative overtime within systems management unit. Each type of overtime is tracked and coded by special job ledger code.

The use of overtime increased by 60% since FY15-16. During FY16-17, the average number of hours per week per employee varied, ranging from 4 to 20 overtime hours per week, on average, over the course of the year. Of the 46 Dispatchers with overtime, two-thirds (30 staff) averaged 10 hours or less of overtime per week. Seventeen staff had 11 or more hours on average and four of these staff are Supervisors, and four are Instructors.

Positions and Expansion of Services

In FY 2016-17, PSC worked aggressively to recruit new hires and reduce its number of vacant positions. As of August 2017, there were six vacancies in the Dispatcher ranks. Recruiting and hiring a Communications Dispatcher can take up to four months, down from six a year ago. This process includes a comprehensive background investigation followed by formal academy training, and on the job (OJT) training including shadowing, which can take about a year to complete. In order to reduce overtime costs, PSC must reduce vacancies.

In January of 2017, PSC began full-time dispatching for Daly City Police Department. This increase in workload was intended to be offset by the Board's authorization of six additional positions/transfers from Daly City's then-current dispatch center. However, no Daly City dispatchers transferred to PSC. Since then a total of nine Communications Dispatchers have been hired but several others have gone out on long term leave, retired, or left County service.

FY17-18 has begun with an aggressive, ongoing recruitment for Dispatcher/Calltaker I entry level dispatchers as well as reaching out to retirees and dispatchers in other agencies as Communications Dispatcher II-Relief possibilities. Five new hires are currently in a full-time training academy. In an effort to reduce call taking workload and as call volume increases, PSC is building a separate area outfitted with four calltaker-only consoles to better manage 450,000 annual calls for service. Of this total, approximately 350,000 calls become CAD-driven incidents. Calltaker-only positions follows and industry-wide trend in Public Safety Communications and enables Dispatchers to focus on their radio transmission responsibilities with police officers and firefighters without the distraction of other incoming calls for service.

c: John L. Maltbie, County Manager
Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
CMO Budget Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 7, 2017

To: Honorable Members, Board of Supervisors

From: Sarah Birkeland, Acting Parks Director
 via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item: Mini-Parks

SUMMARY

In 2015 the Board of Supervisors approved a Mini-Park Policy for unincorporated San Mateo County. The policy reflects the County's interest in responding to the demand for smaller parks close to urban areas and in providing a broad spectrum of recreation facilities for San Mateo County residents. Since adoption of the policy, Parks has provided funding for improvements to a mini-park in North Fair Oaks managed by the Fair Oaks Beautification Association and is seeking additional opportunities to create mini-parks in areas of need.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding the status of mini-parks development within unincorporated San Mateo County.

It has not been a traditional role of SMC Parks to manage mini-parks, but in 2014 Parks acquired two mini-parks: Friendship Park located in North Fair Oaks and Moss Beach Park located in Moss Beach. Both parks are less than an acre in size and provide services to residents and others who visit the neighborhoods. These mini-parks are examples of the growing demand for smaller parks close to urban areas, specifically within unincorporated areas of the County where there are no governmental agencies that currently fill this demand.

In response to this demand and in recognition of the many benefits mini-parks can provide to neighborhoods and communities, SMC Parks convened a subcommittee to develop a policy to address mini-parks. This work resulted in the Mini-Park Policy, approved by the Board of Supervisors in May, 2015. The Mini-Park Policy outlines the requirements for submitting a formal proposal to the County Parks Director for the purchase of land, the construction of a park facility, or the adoption of a mini-park.

Elements of the policy include:

- The applicant must be an active non-profit organization or public agency.

- The applicant must demonstrate and prove both community need and support for a park in the neighborhood of the proposed park. The applicant may show community support by such means as petitions, public gatherings, surveys, and demand analysis.
- The County in its discretion may purchase, lease, or transfer land for a mini-park.

A proposal for a mini-park must provide:

- Name of the organization
- List of collaborating entities
- Location, size, and history of considered parcel
- Mini-park conceptual site plan
- Demonstrated need and support of the community
- Estimated costs and funding model for the mini-park

Though the operation of mini-parks may require different personnel or expertise, management will be consistent with the current Parks administration.

DISCUSSION:

The Mini-Park Policy was structured to guide the Parks Department in situations where there is community interest in and organized support for development of a park. It requires initiative on the part of a non-profit or public agency to make a proposal and apply for mini-park development or adoption. This requirement is founded on the concept that an active partner is essential to SMC Parks' ability to stretch its resources to encompass development and/or management and maintenance of additional mini-park properties.

Since the Mini-Park Policy was approved by the Board, one nonprofit organization has submitted a proposal for mini-park development: the Fair Oaks Beautification Association (FOBA). FOBA's proposal provided for renovation of a basketball court and maintenance of the North Fair Oaks Community Playground. The Department has not received any additional applications to date.

Over the next year, SMC Parks plans to develop an outreach effort aimed at non-profit organizations and public agencies to increase awareness of the Mini-Park Policy and the opportunities it presents to communities in need. We are seeking grant funding for an intern who could assist staff in this outreach effort and in supporting potential mini-park partners with the application process. Parks is also working with the Siena Center to develop a tot lot on SFPUC right-of-way lands in North Fair Oaks. SFPUC requirements associated with its right-of-way lands have become more restrictive since Friendship Park was built and severely limit the amenities that can be provided. However, we plan to retain a landscape architect to prepare drawings and specifications for the tot lot to meet SFPUC requirements.

Given the constraints associated with development of SFPUC right-of-way lands, Parks initiated a review of earlier work performed by the Trust for Public Land to identify parcels potentially available for park development in North Fair Oaks outside the SFPUC right-of-way. In addition to North Fair Oaks, Parks has identified Pescadero as an area of need among the unincorporated areas within San Mateo County and plans to make this one of the focus areas for outreach efforts. Parks has also initiated and will continue discussions with

POST and with Midpeninsula Regional Open Space District regarding potential partnerships and opportunities for mini-parks.

cc: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Sophie Mintier, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 7, 2017

To: Honorable Members, Board of Supervisors

From: Sarah Birkeland, Acting Parks Director
 via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item: Park Shuttle

SUMMARY

The San Mateo County Parks Department launched the Park Shuttle in September, 2016, to address several issues, including a lack of transportation to parks from underserved communities, weekend demand for parking at parks that exceeds capacity, and an interest in encouraging greener alternatives to visiting parks than individual passenger cars. In the period since its inception, shuttle ridership has fluctuated without exhibiting a clear trend, although in recent months ridership appears to have increased. Parks has implemented and continues to develop a number of partnerships and programs aimed at growing shuttle ridership.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding the Park Shuttle program. SMC Parks launched the Park Shuttle in September, 2016, largely in response to the finding from the 2015 Visitor Use/Non-Use Study that transportation to parks may be a barrier for some San Mateo County residents. Several parks in the SMC system are also experiencing packed parking areas on weekends, and the Department is interested in finding ways to address this issue while also encouraging alternatives to the use of individual passenger vehicles to visit SMC parks.

To launch a pilot Park Shuttle program, County Parks secured a \$201,056 two-year Local Shuttle Program grant from the San Mateo County Transportation Authority and received a \$50,000 grant match from the San Mateo County Parks Foundation. The program was designed to run two park shuttles Saturdays and Sundays from approximately 9:00 am to 5:00 pm for two years.

For shuttle destinations, the Parks Department selected Wunderlich County Park and Edgewood County Park and Natural Preserve. These two parks are iconic examples of San Mateo County natural habitats within a reasonable distance of highly urbanized areas within the county. Both parks have active Friends Groups, a variety of hiking trails, and visitor centers and other amenities. Both parks also have heavily-used and often full parking areas.

To identify where the shuttles should originate, Parks staff met with staff from the Cities of East Palo Alto, Menlo Park, and Redwood City, and made presentations to North Fair Oaks Community Council, East Palo Alto City Council, and Redwood City Council. Parks staff looked for shuttle stops where there is other activity that might generate ridership, such as a civic or community center. The Wunderlich Line starts at Market Place Park in Belle Haven with intermediate stops at Fair Oaks Community Center and downtown Redwood City before ending at Wunderlich Park. The Edgewood Line starts at East Palo Alto City Hall with intermediate stops at Fair Oaks Community Center and downtown Redwood City before ending at Edgewood Park.

Parks staff created shuttle stop signs, brochures, flyers, posters, and route maps in English and Spanish. Self-guided tours and quarterly activity calendars have been developed and the Friends Groups align their field trip and tour start times with shuttle schedules. The Department hired bilingual weekend Park Aides to serve as Park Ambassadors and greet every shuttle at an information table located next to the Edgewood Park and Wunderlich Park shuttle stops.

During the period of September through December 2016, the Department funded a part-time intern to assist staff in promoting the shuttle through presentations and attendance at community events at the East Palo Alto Library (week days and Saturdays), East Palo Alto YMCA, Toyota Family Learning Program, Redwood City Library (including events on the square), Fair Oaks Library, the Siena Youth Center, the Kiwanis of Menlo Park, and the Redwood City Kiwanis Farmers Market. The intern also made contact with many scout troops. Parks established a strong connection with the Siena Youth Center and the Redwood City Café Cyclismo related to the Shuttle that continues today.

The Department collaborated with the North Fair Oaks Team in order to distribute Park Shuttle flyers through schools and at community events and the City of Menlo Park, including after school programs in Belle Haven. In addition, a service was added to the Park Shuttle webpage that allows group scheduling and trip requests. This as well as all Park Shuttle information has been promoted via print and digital media, including Facebook, Twitter, and Next Door.

DISCUSSION:

In mid-August Parks held an annual Park Shuttle review meeting with program and field staff, Friends Groups, Parks Foundation representatives, and Board Supervisor's staff. We reviewed the first year of ridership data, discussed the shuttle stops, use of Park Aides, and the Park and Friends Groups' programs connected to the shuttle. We discussed the challenges the shuttle program faces, and areas where resources may best be brought to bear to increase shuttle ridership.

The greatest challenge the shuttle program faces is that rather than responding to a demand that already exists, it is aimed at changing behavior. In heavily urbanized San Mateo County, there is relatively little public transportation compared to other parts of the Bay Area and a lack of a strong culture and incentive to walk, cycle, or take public transportation. Over the next few years, this could change as Zipcars, Lyft, Uber, Bike Share, Scoot, and other shared transportation modes become more widespread.

In addition, the Park Shuttle program is aimed at residents in Belle Haven, East Palo Alto, and North Fair Oaks who may not have a history of using parks. Overcoming that barrier requires more than simply providing a free shuttle. That is why we have focused so heavily on providing programming in connection with the shuttles and on reaching out to organizations such as the YMCA, Siena Youth Center, and others to facilitate group trips. All of these efforts are aimed at developing a comfort level and familiarity with visiting parks.

We intend to continue our effort focused on partnerships and encouraging group trips on the shuttle. Park staff work regularly with the Friends of Edgewood and Friends of Huddart and Wunderlich to promote special events and the Park Shuttle as an easy transportation method. This summer, an intern began working with the City of Redwood City to promote Redwood City events and the Park Shuttle as well as make connections with downtown vendors and the new housing complexes. Key relationships that have been established this summer include Sequoia and East Palo Alto YMCA, Menlo Spark, Casa Circulo Cultural Center, San Mateo County History Museum, Ravenswood Clinic, Belle Haven Senior Center, San Mateo County Library Book Mobile, East Palo Alto Academy High School, and Eastside College Preparatory School. We have expanded our messaging to reach the residents of downtown Redwood City housing who may be interested in alternatives to the automobile and are exploring connections to groups who promote alternative transportation. This fall we will also be examining whether any of the shuttle stops should be relocated to provide easier access to neighborhoods in North Fair Oaks, East Palo Alto, and Belle Haven.

The San Mateo County Transportation Authority will announce a Request for Proposals for a FY 2018/2019-2019/2020 Local Shuttle Programs Grant Cycle in November 2017. We are considering whether to apply for another grant award, and intend to also explore funding opportunities for a shuttle program that would permit shuttles to be reserved in advance for families and groups to visit any of our parks and potentially link to programmed activities there.

cc: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Sophie Mintier, Management Analyst



COUNTY OF SAN MATEO
 COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 13, 2017

To: Honorable Members, Board of Supervisors

From: Sarah Birkeland, Acting Parks Director
 via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item:
 Project Manager Addition

SUMMARY:

At the June 19, 2017 Board of Supervisors meeting, the Board identified a need for additional resources related to capital projects management. The San Mateo County Parks Department (Parks) analyzed the issue, including the need to address the transfer of 18 capital projects from the Department of Public Works (DPW) to Parks, as well as the addition of six new **Measure K** capital projects. As part of the final budget changes to the FY 2017-18 Approved Recommended Budget, Parks addressed the Board's concern by adding an additional \$100,000 for construction consulting services. If adopted by the Board, Parks' FY 2017-18 budget will include funding for the contract for services.

BACKGROUND:

Historically, all capital projects have been managed by DPW, whether or not the project originated in another County department. Early this year, Parks was advised that capital projects would be transferred to the Parks Department, unless the project required the involvement of DPW's Civil Engineering Unit. This change took effect July 1, 2017. At the time Parks had 31 projects on the capital projects list.

The Parks Department held a meeting with DPW fiscal and civil engineering staff to review the existing list of capital projects and identify which projects were to be managed by DPW and which ones would be transferred to Parks. During that meeting, DPW and Parks identified six projects that would stay with DPW, seven projects that would be completed by fiscal year-end and 18 projects that would be transferred to Parks.

In addition, Parks has six new **Measure K** funded capital projects for FY 2017-18 that it will be managing, including the following:

- Memorial Park – Tan Oak Loop Re-paving
- Pescadero Old Haul Road Repairs
- Huddart Park Water Line Replacement and Supply Systems

- Alambique Trail Repairs
- Sam McDonald Visitor Center Renovation & Interpretive Center
- Ranger Residences

DISCUSSION:

As a result of the transfer of 18 projects from DPW to Parks management and the addition of six new **Measure K** capital projects, some of which require specialized expertise in construction contracting, the Parks Department added an additional \$100,000 for construction consulting services as a September revision, which the Board can approve on September 26, 2017. The additional funding will assist the Department in addressing the need for more resources related to capital projects management.

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Sophie Mintier, Management Analyst
Rolando Jorquera, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 7, 2017

To: Honorable Members, Board of Supervisors

From: Sarah Birkeland, Acting Parks Director
 via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item: San Mateo County Historical Association
 Funding Increase Request

SUMMARY

The San Mateo County Historical Association (SCMHA) is requesting an addition to the annual subvention it receives from the County, from \$150,000 to \$200,000. The SCMHA seeks this additional funding to support its increased activity associated with the Sanchez Adobe and Lathrop House projects, and to meet the demand for additional programs and growing attendance at the locations where it provides services to the public.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding the SMCHA's request for an increase in the annual subvention it receives from the County from \$150,000 to \$200,000. The SCMHA has not received an increase in funding since 2005.

The SMCHA has been an excellent partner for the County, providing important historical and interpretive programs and services to the public, including at sites within the San Mateo County park system. The SMCHA provides programs for schools, history students, young families, and senior citizens, and has taken measurable steps in recent years to increase its service to diverse audiences. In addition to programs and core exhibitions at its museum and other sites, the SMCHA conducts research, tours, special events, and produces publications. All of SMCHA's work is centered on its mission to "enrich, excite, and educate through understanding, preserving, and interpreting the history of San Mateo County."

In a 2011 report prepared by the American Alliance of Museums Accreditation Visiting Committee, the Committee stated, "Although SCMHA enjoys County general operating financial support for its sites, as well as some County in-kind support for exterior maintenance and repairs, the Visiting Committee believes the County is undervaluing SCMHA's role in preserving and programming these resources, as measured by the relatively small amount of financial support SCMHA receives."

DISCUSSION:

The SCMHA is seeking an increase in its subvention because of increased activity related to the Sanchez Adobe improvements and the Lathrop House project. The SCMHA has committed to raising capital funds for County projects. To augment the County's \$1.3 million project at the Sanchez Adobe, the SCMHA is raising \$200,000 for new exhibits and furnishings. At the Lathrop House, the SCMHA has raised \$50,000 in private donations to support a new Redwood City History Gallery on the building's second floor.

Completion of the Sanchez Adobe project will require more staff time during open hours for security and interpretive purposes. The new improvements will allow staff to provide additional school group programs, which are very popular. As part of the project at the Lathrop House, the SCMHA has agreed with the Redwood City Sesquicentennial Committee and the Redwood City Heritage Association to keep the House open to the public twice a week for a half day each. With this, and the proposed move to the museum site, the SMCHA will have increased staff involvement for both projects.

In addition, with increased funding the SCMHA would be able to increase the minimum service hours for the Museum and historic sites as follows:

- San Mateo County History Museum: from 30 hours to 36 hours a week
- Woodside Store: from 14 hours to 20 hours a week
- Sanchez Adobe: from 20 hours to 26 hours a week

The Historical Association is requesting the augmentation to the subvention at a time when attendance has dramatically increased at its three locations. At these locations and including the education program at Folger Stable, total attendance jumped by 17 percent over the past year, from 53,000 in 2015 to nearly 65,000 in 2016. These figures included 19,980 children and their chaperones on school fieldtrips. In 2015, the SCMHA reached 73 percent of the public elementary schools in San Mateo County, each of which participated in at least one of the SCMHA's programs. In FY 2016, that figure increased to 82 percent.

cc: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Sophie Mintier, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: August 18, 2017

To: Honorable Members, Board of Supervisors

From: Jim Eggemeyer, Director, Office of Sustainability
 via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item:
 Cameras in North Fair Oaks for Illegal Dumping

SUMMARY

In 2017, four (4) cameras were installed in high incident areas of illegal dumping in North Fair Oaks. The cameras have proven to be successful in deterring illegal dumping activity at these locations. In addition, the cameras have also recorded incidents of graffiti. As a result of these four specific camera locations, illegal dumping has moved to other areas outside of the range of these cameras. Code Compliance and the Office of Sustainability are discussing the next strategy for camera usage in other locations.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board, specifically Supervisor Slocum, requested a report back regarding an update on the County's camera systems used to deter illegal dumping in North Fair Oaks.

DISCUSSION:

The North Fair Oaks Neighborhood Response Team (NRT) is a collaboration of County Departments which include the Assistant County Manager, County Counsel, Planning and Building, Code Compliance, Public Works, Sheriff's Office, Environmental Health, Human Services, North Fair Oaks Forward, and the Office of Sustainability. The Illegal Dumping Deterrent Program (IDDP) is a collaboration of the NRT and using a multi-departmental approach to stop illegal dumping, blight, and litter, implemented an easy to use online/mobile app reporting system ("Report it! SMC"), public education campaigns, increased enforcement activities, high visibility signage and cameras, and a newly adopted illegal dumping County Ordinance code (Section 3.50 Illegal Dumping and Littering).

Four (4) IDDP cameras were installed in public view on County property, and utility poles. The four areas with the highest incidents of illegal dumping reported were chosen by the NRT team for the camera locations. The cameras are installed at the following intersections:

1. 2nd @ Northside
2. Calvin @ Dumbarton
3. Westmoreland @ Dumbarton
4. Westmoreland @ Buckingham

Camera monitoring and access is limited to a small number of County employees assigned to Planning and Building's Code Compliance and the Sheriff's Work Program. While the cameras are not monitored "live", the video is reviewed daily by the Code Compliance team. If an identification is made, action is taken by either the Sheriff's Office or Code Compliance based on the location and severity of the dumping.

In addition to illegal dumping, the cameras have also recorded incidents of graffiti. Once discovered, the camera footage is reviewed, a work order is generated with the graffiti abatement contractor and cross notification is made to the Sheriff's Office for investigation.

Since the cameras have been installed, there has been a reduction in illegal dumping in these specific locations. However, illegal dumping has moved to other locations within North Fair Oaks, away from the camera locations and in some reported incidents, down the street from the existing camera locations. Code Compliance and the Office of Sustainability are discussing the next strategy for camera usage in other locations. The cameras can be relocated; however, staff is concerned about the previously troublesome locations returning to a state of blight.

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Alicia Garcia, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: August 25, 2017

To: Honorable Members, Board of Supervisors

From: Jim Eggemeyer, Director, Office of Sustainability *Jim Eggemeyer*
 via John L. Maltbie, County Manager *J. Maltbie*

Subject: Budget Hearings Report Back Item:
 Waste Hauling Fees

SUMMARY

The Office of Sustainability (OOS) is currently looking at restructuring a fee currently charged for all waste disposed at Ox Mountain Landfill. This fee funds waste diversion programs that the OOS implements on behalf of all the cities in the county. While many of these cities are a part of a joint powers authority called the South Bayside Waste Management Authority (SBWMA, or RethinkWaste), there are also cities which are not. As a result, the OOS has taken the lead in the effort to restructure this fee.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board, specifically Supervisor Slocum, requested a report back regarding the proposed restructuring of the current AB 939 fee system. More specifically, Supervisor Slocum asked why the County was taking on the responsibility of this project, as opposed to the South Bayside Waste Management Authority (SBWMA, or RethinkWaste).

DISCUSSION:

The SBWMA service area is limited to just 12 jurisdictions in the county¹. The cities and the SBWMA are responsible for the programs within their jurisdiction, but the County (through an informal agreement with the City/County Association of Governments) has taken responsibility for some of the programs Countywide and is required by the State to do waste planning and reporting for San Mateo County. Since 1989, the County has been developing and implementing waste reduction programs on behalf of all the cities and unincorporated county in San Mateo County. These programs are funded by AB 939 fees, which are assessed on all waste disposed at Ox Mountain landfill that originated in San Mateo County.

The revenue from these fees fund programs that the Office of Sustainability implements countywide, including outreach, school field trips and presentations, a recycling hotline, and a

¹ These jurisdictions include: Burlingame, Hillsborough, San Mateo, San Carlos, Redwood City, Atherton, East Palo Alto, Menlo Park, Foster City, Belmont, West Bay Sanitary District, and unincorporated San Mateo County

comprehensive website resource. These programs support countywide waste reduction efforts. As a result, it is the County's responsibility to implement and maintain a funding mechanism for implementing the CIWMP countywide, including any restructuring of the current AB 939 collection system, as opposed to the SBWMA that only oversees 12 of the 21 jurisdictions in the County.

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Alicia Garcia, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: August 28, 2017

To: Honorable Members, Board of Supervisors

From: Jim Eggemeyer, Director, Office of Sustainability *Jim Eggemeyer*
 via John L. Maltbie, County Manager *J. Maltbie*

Subject: Budget Hearings Report Back Item:
 Waste Diversion Report

SUMMARY

The California Department of Resources Recycling and Recovery (CalRecycle) sets waste disposal reduction targets for jurisdictions throughout the state. The mandated waste diversion target for unincorporated San Mateo County is to remain below 5.1 pounds of waste disposed of per person per day (PPD) for the residential sector, and below 15.7 PPD for the commercial sector. The most recent data shows that in 2015, the County had a disposal rate of 2.7 PPD for the residential sector and 4.8 PPD for the commercial sector, which is well below the state mandated targets.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board, specifically Supervisor Canepa, requested a report back regarding the County's waste diversion targets and our progress towards meeting those targets.

DISCUSSION:

The State mandated waste diversion target for unincorporated San Mateo County is to remain below 5.1 pounds of waste disposed of per person per day (PPD) for the residential sector, and below 15.7 PPD for the commercial sector. The most recent data shows that in 2015, the County had a disposal rate of 2.7 PPD for the residential sector and 4.8 PPD for the commercial sector.

These targets are a part of state legislation AB 939 (Sher, 1989), which established waste diversion goals and mandated integrated waste management planning for all jurisdictions in the state of California. Initially, through AB 939, diversion goals and compliance measures were established by percentage of waste diverted from landfills. In 2007, this goal was replaced by the state to the current per capita disposal rate (PPD). The County has consistently met or exceeded the state's goals under AB 939, as of 2007 (and prior to), when CalRecycle implemented the per capital disposal system.

However, it is important to note that this disposal rate is only part of many factors CalRecycle uses to determine compliance with AB 939. The number of waste diversion programs a diversion agency has implemented also factors strongly into that determination. In 2015, the County implemented 52 different programs related to waste diversion. These programs include:

- Working with County departments to implement diversion practices
- Implementing the County surplus property program
- Conducting presentations on waste reduction, reuse, recycling, and composting for school assemblies and classrooms
- Maintaining a hotline where residents and businesses throughout the County can call for answers to recycling and other waste related questions
- Maintaining a website that hosts information on backyard/worm composting, reuse and recycling locations, and resources for educators and students
- Outreach at community events throughout the county to inform residents of the various programs we offer
- Hosting resource conservation and composting workshops throughout the county free of charge
- Providing heavily discounted compost bins to residents
- Working with waste haulers to provide convenient options for residents to dispose of their recyclables and compostable materials

Understanding that we administer these numerous waste reduction programs, in addition to our per capita disposal rates being well below mandated levels, the County has consistently complied with state requirements.

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Alicia Garcia, Management Analyst





COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 6, 2017

To: Honorable Members, Board of Supervisors

From: Jim Eggemeyer, Director, Office of Sustainability 
via John L. Maltbie, County Manager 

Subject: Budget Hearings Report Back Item:
San Mateo County Commuter Bus Pilot Program

SUMMARY

The County launched a one year Employee Commuter Bus Pilot Project (Commuter Bus) during the fall 2016 offering services from the North Bay, East Bay and South Bay to the Redwood City and Health System campuses. On average, 125 employees per month utilize the Commuter Bus service. To evaluate the pilot project, the County has contracted with Nelson/Nygaard, to analyze actual and potential ridership and cost effectiveness. The consultant's report will also recommend ways to reduce costs and include alternative commute options. The evaluation and recommendations will be completed later this month. Staff will work with Human Resources and current riders on any changes to the pilot bus services.

BACKGROUND:

During the Fiscal Years 2017-19 Budget Hearings, your Board, specifically Supervisor Groom, requested a report back regarding the current status of the Commuter Bus and the next steps for the project.

DISCUSSION:

During the San Mateo County Innovation Summit of 2015, a team of County employees brought forth an idea for the County to provide a commuter bus service for employees. This bus service would reduce congestion in the region's roadways, reduce greenhouse gas emissions, and alleviate some demand for parking in both the County Government Center and the San Mateo Medical Center, all while providing a benefit for County employees.

On February 3, 2016, the Office of Sustainability (OOS) released a Request for Proposals (RFP) to provide comprehensive commuter bus service for County employees. The OOS received proposals from three different vendors after the RFP closed. After evaluation of the three proposals and in-person interviews with the top proposers, Transmetro, Inc. was selected as the preferred vendor. On June 28, 2016, your Board adopted a resolution authorizing an agreement with Transmetro, Inc. for comprehensive commuter bus services beginning July 12, 2016 through August 31, 2017 at a total cost not to exceed \$2,101,787.

The County launched its first Commuter Bus on August 29, 2016 for the North County, followed by the East Bay route on September 12th and the South Bay route on October 3rd. Commuter buses run between 5:25 a.m. and 9:40 a.m. and between 3:00 p.m. and 8:10 p.m. The South Bay and East Bay routes are primarily serviced by 30 seat passenger buses while the North County route utilizes 15 seat passenger vans. All three routes operate during peak commute times in both the morning and afternoon.

Since its launch, the Commuter Bus has provided over 41,000 rides to County employees, helping to avoid single-occupancy vehicles trips and mitigating parking shortages at County facilities. On average, 125 employees per month utilize the Commuter Bus service, but ridership on different routes varies significantly. The most popular route is the East Bay followed by the North Bay route to County Center, the South Bay route, and lastly the North County route to the Health System. Four of the five most popular routes serve Lake Merritt, and one serves North County to the County Center.

To evaluate and receive recommendations to improve the commuter bus service, the Office of Sustainability entered into an agreement with Nelson\Nygaard, a nationally recognized transportation firm, in July. The Nelson\Nygaard review includes four parts:

- Analysis of Commuter Bus ridership and employee residence and work place data to determine maximum potential ridership
- Gathering rider and non-rider input through surveys, focus groups, and pop-up tabling events at both County Center and the Health Campus
- Summarizing commuter bus best practices
- Recommending service delivery alternatives including both changes to the bus service and other potentially more cost-effective commute alternative programs.

The tentative completion date of the review is late September 2017.

Based on the recommendations by Nelson/Nygaard, we will look at ways to improve the Commuter Bus program service and make it more cost effective. Any changes will be implemented in the fall 2017. To ensure a smooth transition if any changes are made, we are requesting an extension of the current agreement with Transmetro for service through December 1, 2017. The contract extension will be on the September 12, 2017 Board agenda.

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Alicia Garcia, Management Analyst



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 7, 2017

To: Honorable Members, Board of Supervisors

From: Iliana Rodriguez, Agency Director, Human Services Agency *Iliana Rodriguez*
 via John L. Maltbie, County Manager *J. Maltbie*

Subject: Budget Hearings Report Back Item:
 Resource Families Recruitment Strategies

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding new strategies for foster parent recruitment and retention.

DISCUSSION:

The Continuum of Care Reform (CCR) restructures the licensing process for those wishing to foster and adopt children from the Child Welfare System. Foster Parents are now entitled Resource Families. A single approval process was implemented on January 1, 2017. The unified approval process permits resource families to foster and adopt children and youth. The requirements and training for resource families are more extensive under CCR.

The foundation of CCR is that all children shall reside in quality residential homes with a caring adult. CCR discourages the use of congregate care. Youth with behavioral issues are expected to step down from congregate care settings to therapeutic resource homes.

Nationwide, there is a shortage of families willing to serve as resource families. San Mateo County has experienced this same shortage as the nation and the wider bay area region. It is exacerbated by the cost of housing in our area. It is imperative to keep foster children residing in San Mateo County if best for their placement option.

The Human Services Agency has identified that additional resource families are needed for the following target populations

- Teen aged youth
- Latino youth
- Sibling groups
- Youth with medical complexities

Children and Family Services is constructing a strategic plan to develop solid plans to increase resource families. This plan will be completed by September 30, 2018. The goal is to license five new resource families, in the first year, for each of the target populations. Highlights of the plan include:

- Collaborate with the regional pastors group to speak during congregational meetings
- Leverage the expertise of the Resource Parents Association and the Foster Youth Advisory Board to analyze gaps and identify needs for recruitment and retention
- Target recruitment in areas identified by the geo-maps that describe the communities where youth enter the child welfare system
- Work with a marketing contractor to incorporate branding and marketing strategies, and using social media to bring awareness to the recruitment efforts
- Access cultural media avenues
- Utilize technology and LEAN six sigma to reduce the time it takes for approving resource families

c: Mike Callagy, Assistant County Manager
Reyna Farrales, Deputy County Manager
Peggy Jensen, Deputy County Manager
Jim Saco, Budget Director
Michael Leach, Management Analyst



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

Department of Public Works

DATE: August 24, 2017

TO: Members, Board of Supervisors
via the County Manager

FROM: James C. Porter, Director of Public Works

SUBJECT: **Department of Public Works Budget Hearing Report Back Items**

Your Board requested additional information from the Department of Public Works on two items at the Budget Hearing on June 21, 2017; 1) San Carlos Airport notification of non-closure; and 2) solar panel options on Airport facilities. Below are the answers and additional information regarding those report back items.

San Carlos Airport Notification of Non-Closure

The emails received by Board members requesting the Board oppose the County's alleged proposal to shut down the San Carlos Airport were auto-generated from a Facebook page called, "Keep San Mateo Flying". The Facebook page contained a link to a petition that resulted in all of its signatories sending an auto-generated email to Board members requesting they "oppose the County's proposal that would shut down air service at San Carlos Airport". There was no proposal to shut down the San Carlos Airport. Staff followed up with both the San Carlos Pilots' and Business Associations and neither had knowledge of who generated the Facebook page.

Solar Panel Options on Airport Facilities

Staff has investigated the option of adding solar panels to the San Carlos Airport Hangar Project (Project). The current Project is for the design and construction of two new small aircraft hangars at the San Carlos Airport. The Project is funded with a loan from the County to the Airport Enterprise Fund in the amount of \$2,800,000. The additional cost to add solar panel arrays on the hangars is estimated at \$500,000. That additional cost does not include revising the National Environmental Policy Act (NEPA) clearance document, conducting a "Glint and Glare" study, and providing an "Aeronautical Height" analysis for the Federal Aviation Administration's (FAA) review and approval, which would add additional cost and delay the project several months. Anticipated rental revenues for the new hangars are not sufficient to cover the additional cost of the loan or the required FAA studies if the solar panels were included, so staff will not be including the solar panels at this time. However, staff has enhanced the design of the new hangars to allow placement of solar panels in the future. The

Department has also contacted Peninsula Clean Energy to explore installing solar panels on the hangars or existing T-shades in the future as a separate project.

cc: John L. Maltbie, County Manager
Michael Callagy, Assistant County Manager
Rochelle Kiner, Deputy Director, Public Works



COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 26, 2017

To: Honorable Members, Board of Supervisors

From: Sheriff Carlos G. Bolanos, Sheriff's Office
 Via John L. Maltbie, County Manager

Subject: Budget Hearings Report Back Item:
 Sheriff's Office Overtime Usage

SUMMARY:

The Sheriff's Office relies on overtime to meet staffing and mandated operational needs. In FY 2016-17, overtime expenditures totaled approximately \$20.4 million. More than half of overtime was used for position replacement (backfilling vacant positions, and for Deputy Sheriffs and Correctional Officers who were enrolled in training); and backfilling for vacation, sick leave, and employees on disability leave. Total personnel costs operated under budget for the year. The Sheriff's Office is working diligently to fill vacancies. Reducing the number of vacancies will have the greatest impact on reducing overtime costs.

BACKGROUND:

During the Fiscal Year 2017-18 and Fiscal Year 2018-19 Budget Hearings, your Board requested a report back regarding Sheriff's Office overtime usage. What follows is information outlining core services provided by the Sheriff's Office and utilization of overtime to support operations.

DISCUSSION:

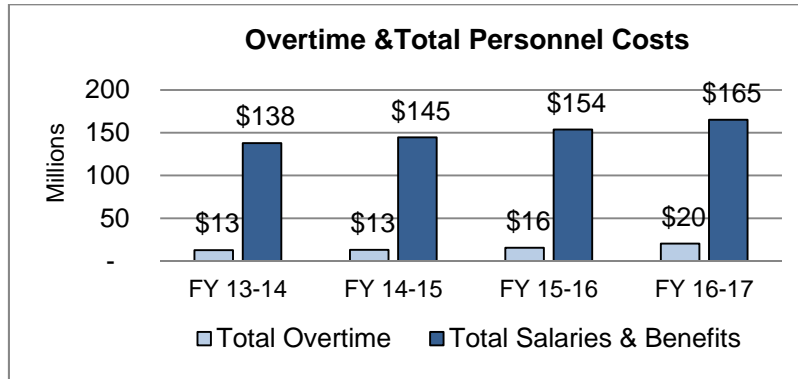
The San Mateo County Sheriff's Office mission is to protect life and property and preserve the public peace. Core services include:

- Patrol Division: Provides enforcement, prevention, education and community policing to the unincorporated areas of the County and within eight contract jurisdictions.
- Investigations Bureau and the Forensic Laboratory Division: Provides specialized investigative services establishing a foundation for the successful prosecution of criminals.
- Maple Street Correctional Center and Maguire Correctional Facility: Provides incarceration and rehabilitative services for pretrial and court-sentenced inmates in a humane and respectful environment; the Court Security and Transportation Bureau provide court security, civil enforcement, and the secure transport of inmates.
- Homeland Security Division: Provides emergency management coordination through mitigation, preparedness, response and recovery from disasters and hazards.

Additionally, Administrative and Support Services provides leadership, fiscal, technical, personnel and payroll, property, records and civil support. Like many public safety agencies, the Sheriff's Office is a 24-7 operation which responds to a variety of planned and unplanned emergencies.

Use of Overtime

In FY 2016-17, the cost of salaries and benefits totaled \$165 million including overtime of just over \$20 million. Personnel costs operated under budget for the year.



The list below ranks the ways in which overtime was utilized. More than half of overtime was used for position replacement (backfilling vacant positions, and for Deputy Sheriffs and Correctional Officers who were enrolled in training); and backfilling for vacation, sick leave, and employees on disability leave.

Ranking of Overtime Usage in FY 2016-17	
Position Replacement	\$5.5 M
Vacation, Sick Leave and Disability Replacement	\$5.4 M
Training	\$3 M
Special Detail Assignments, Court Services Overtime, Prisoner Transportation	\$3 M
Special Investigations and Extra Workload Overtime	\$2 M
Inmate Hospital Security	\$1.5 M
Total	\$20.4 M

The majority of overtime was utilized by Deputy Sheriff's (53%), Correctional Officer's (25%), and Sergeant's (15%).

FY 2016-17 Overtime Costs by Classification	
Deputy Sheriff	\$10.8 M
Correctional Officer	\$5 M
Sergeant	\$3 M
All Other Classifications	\$1.6 M
Total	\$20.4 M

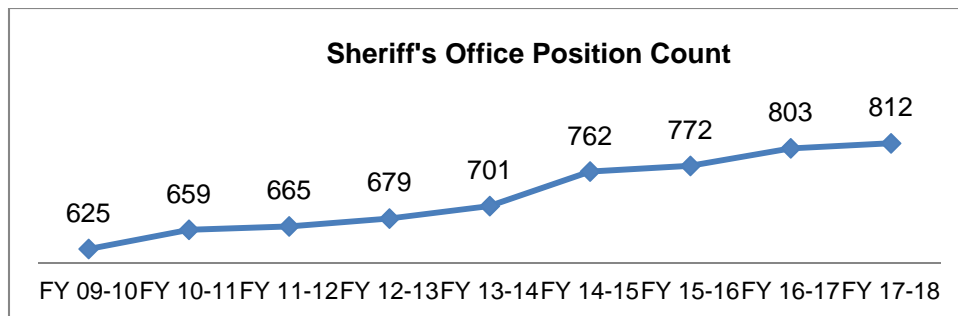
The majority of overtime hours are required for relief in mandated posts in Patrol, Custody Facilities, Court Security, and Inmate Transportation. Other mandated positions include Sergeants and Legal Office Specialists working the Jail Admissions and Release Desks.

Overtime is controlled through a combination of analysis, recordkeeping, management, and supervision. A Relief Staffing Unit made up of seven (7) Correctional Officers and three (3) Deputy Sheriff's is also utilized to reduce reliance on overtime. The Relief Staffing Unit addresses staffing needs in three core areas including Corrections, Patrol, and Transportation.

Positions and Expansion of Services

In FY 2016-17, the Sheriff's Office worked aggressively to recruit new hires and reduce its number of vacant positions. As of August 2017, there were a total of 88 vacancies including 40 in sworn classifications, and 48 in professional and support classifications. It takes approximately 20 months to complete the recruitment and hiring of a Deputy Sheriff, and 12 months for a Correctional Officer. This process includes a comprehensive background investigation, followed by formal academy training, and then side-by-side training. Reducing the number of vacancies will have the greatest impact on reducing overtime costs.

Between FY 2009-10 and FY 2017-18, the Sheriff's Office position count increase by 30%. This increase is largely due to the expansion of services related to new contracts for law enforcement services in San Carlos, Millbrae and Half Moon Bay; the opening of the Maple Street Correctional Center; and the transfer of jail food service operations from the Health Department. The number of authorized positions included in the FY 2017-18 Recommended Budget totals 812, and includes 550 sworn personnel (primarily Correctional Officers, Deputies, Sergeants, and Lieutenants), and 262 non-sworn professional and support personnel.



The expansion of services and programs has contributed to increasing costs associated with overtime. Contracts for law enforcement services include revenue offsets for overtime, and grant supported services also provide some offsets.

- c: John L. Maltbie, County Manager
- Mike Callagy, Assistant County Manager
- Reyna Farrales, Deputy County Manager
- Peggy Jensen, Deputy County Manager
- Jim Saco, Budget Director
- CMO Budget Analyst





COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 15, 2017

To: Honorable Members, Board of Supervisors

From: Peggy Jensen, Deputy County Manager 
 via John L. Maltbie, County Manager 

Subject: Budget Hearings Report Back Item:
 List of non-profit organizations with County contracts

BACKGROUND

During the FY 2017-2019 budget hearings, your Board requested a list of the non-profit agencies with County contracts. The list was requested during a discussion of the Living Wage Ordinance.

DISCUSSION

In FY 2016-17, the County had at least one contract with 156 non-profit organizations. A listing of all the agencies with contracts is attached.

Since the Living Wage Ordinance was adopted, there have not been any requests from non-profit organizations to waive the living wage ordinance requirements. The current wage requirement for county contractors is \$15.00 an hour.

The City of Pacifica recently requested a waiver from the Human Services Agency for a STEM grant, but after discussions with Human Services, the City withdrew the request.

Attachment

C: Mike Callagy, Assistant County Manager
 Reyna Farrales, Deputy County Manager
 Jim Saco, Budget Director
 Alicia Garcia, Management Analyst
 Iliana Rodriguez, Director, Human Services Agency

CONTROL	Name of Non Profit Organization with Active County Contracts
1	262 Station Avenue Home
2	A And E Home Care Services
3	Abode Services
4	Acterra Action For A Healthy Planet
5	Addiction Research And Treatment
6	Adolescent Counseling Services
7	Aids Community Research Consortium
8	Alzheimers Association
9	American Academy On Communication In Healthcare
10	Art Of Yoga Project, The
11	Arts Unity Movement
12	Asian Health Services
13	Baart Behavioral Health Services Inc
14	Bay Area Legal Aid
15	Boys And Girls Club Of The Peninsula
16	California Clubhouse Inc
17	California Institute For Rural Studies
18	California Youth Connection
19	Caminar Clc
20	Canyon Manor
21	Care Plus Perpetual Help Home
22	Casa Circulo Cultural
23	Casa Colina Padua Village Inc
24	Casa Of San Mateo County
25	Catholic Charities
26	Center For Independence Of Individuals
27	Center To Promote Healthcare Access Inc
28	Chamberlain Childrens Services
29	Charis Youth Center
30	Child Care Coordinating Council Of San Mateo Inc
31	Childrens Health Council, The
32	Citizen Schools
33	Citizens For Safety Inc
34	Cleveland Mediation Center
35	Coastside Adult Day Health Center
36	Coastside Child Development Center
37	Coastside Childrens Program
38	Coastside Hope
39	Coastside Land Trust
40	Committee For Green Foothills
41	Community Alliance With Family Farmers
42	Community Gatepath Of Northern California
43	Community Legal Services In East Palo Alto Inc
44	Cora
45	Council On Accreditation For Children
46	Deaf Community Services Of San Diego Inc
47	Each One Reach One
48	Ecology Action Of Santa Cruz

CONTROL	Name of Non Profit Organization with Active County Contracts
49	Ecri Institute
50	Edgewood Center For Children And Families
51	El Centro De Libertad
52	El Concilio Of San Mateo County
53	Enneagram Prison Project
54	Faith In Action Bay Area
55	Family Caregivers Alliance
56	Family Connections
57	Family Service Agency Of San Francisco
58	Foster City Village Inc
59	Fred Finch Youth Center
60	Free At Last
61	Fresh Lifelines For Youth Inc
62	Friends To Parents
63	Girl Scouts Of Northern California
64	Goodwill Industries Inc
65	Greenbelt Alliance
66	Harm Reduction Therapy Center
67	Heal Project, The
68	Health Care Interpreter Network
69	Health Plan Of San Mateo
70	Healthright 360
71	Hearing And Speech Ctr Of Northern California
72	Heart And Soul Inc
73	Hispanic Foundation Of Silicon Valley
74	Home And Hope
75	Homebase The Center For Common Concerns Inc
76	Horizon Services Inc
77	Hospital Consortium Of San Mateo County
78	Housing Leadership Council Of San Mateo County
79	Human Investment Project Inc
80	Institute For Human And Social Development Inc
81	Institute For Medical Quality
82	Institute On Aging
83	Intersection For The Arts
84	Jewish Family And Childrens Services
85	Jobtrain Inc
86	Latino Commission Of San Mateo County Inc
87	Legal Aid Society Of San Mateo
88	Lifemoves
89	Marin Day Schools
90	Mateo Lodge Inc
91	Mba Project Inc, The
92	Mental Health Association Of Alameda County
93	Mental Health Association Of San Mateo
94	Mid Peninsula Seven Trees Inc
95	Midpen Housing Corporation
96	Midpen Resident Services Corporation

CONTROL	Name of Non Profit Organization with Active County Contracts
97	Multicultural Institute, The
98	National Council On Crime And Delinquency
99	North Bay Health Resources Center
100	Nurse Family Partnership
101	Ombudsman Of San Mateo Inc
102	One East Palo Alto
103	Our Common Ground Inc
104	Pacifica Community Television
105	Pacifica Land Trust
106	Pacifica Resource Center
107	Pact An Adoption Alliance
108	Palcare Inc
109	Peninsula Conflict Resolution Center
110	Peninsula Family Service
111	Peninsula Humane Society
112	Peninsula Jewish Community Center
113	Peninsula Open Space Trust
114	Peninsula Television
115	Peninsula Volunteers
116	Project Ninety Inc
117	Project Sentinel
118	Project Wehope
119	Puente De La Costa Sur
120	Pyramid Alternatives
121	Rape Trauma Services
122	Ravenswood Family Health Center
123	Rebuilding Together Peninsula
124	Renaissance Entrepreneurship Center
125	Samaritan House
126	San Bruno Mountain Watch
127	San Mateo County Bar Association
128	San Mateo County Farm Bureau
129	San Mateo County Health Foundation
130	San Mateo County Historical Association
131	San Mateo County Park And Recreation Foundation
132	Save Our Shores
133	Second Harvest Food Bank
134	Self Help For The Elderly
135	Senior Coastsiders Inc
136	Service League Of San Mateo County
137	Silicon Valley Bicycle Coalition
138	Silicon Valley Childrens Fund
139	Silicon Valley Community Foundation
140	Sitike Counseling Center
141	Southern California Streets Initiative
142	St Francis Center Of Redwood City

CONTROL	Name of Non Profit Organization with Active County Contracts
143	St James Community Foundation
144	Stanford Hospital And Clinics
145	Starvista
146	Student Conservation Association, The
147	Sustainable Agriculture Education
148	Susty Kids Inc
149	Taulama For Tongans
150	Tlc Child And Family Services
151	Transform
152	Urban Habitat Program
153	Voices Of Recovery San Mateo County
154	Ymca Of San Francisco
155	Youth Leadership Institute
156	Youth United For Community Action





COUNTY OF SAN MATEO
COUNTY MANAGER'S OFFICE

Members Memorandum

Date: September 19, 2017

To: Honorable Members, Board of Supervisors

From: Peggy Jensen, Deputy County Manager 
 via John Maltbie, County Manager 

Subject: Budget Hearing Report Back Item:
 Arts Commission Budget Request

BACKGROUND

Just prior to the FY 2017-2019 budget hearings, the San Mateo County Arts Commission submitted a request to the County Manager's Office for an additional \$84,750 in the second year of the current budget cycle, FY 2018-19. The request was to increase their general fund allocation to \$209,000 by adding \$50,346 to the local arts organization grant program, increase the Commission Director contract by \$26,000 to \$78,000 and add \$5,000 development of a San Mateo County Cultural Strategic Plan.

DISCUSSION

Since this request is for the upcoming fiscal year, staff will work with the Arts Commission to review the grants program outcomes and assess staff support needs. Staff will report back to Supervisor Groom, the Board liaison to the Commission in the spring of 2018. Any recommended changes to their budget will be brought to the Board in June 2018.

C: Mike Callagy, Assistant County Manager
 Reyna Farrales, Deputy County Manager
 Jim Saco, Budget Director
 Alicia Garcia, Management Analyst
 Juda Tolmasoff, Aide to Supervisor Carole Groom and Arts Commission Liaison
 Robin Rodricks, Chair, San Mateo County Arts Commission